



**A FRAMEWORK TO ENHANCE THE ADOPTION OF E-MARKETING STRATEGIES BY FAST
MOVING CONSUMER GOODS (FMCG) RETAILERS IN ZIMBABWE.**

REASON MASENGU



orcid.org 0000-0002-6200-9524

Thesis submitted in fulfilment of the requirements for the degree Doctor of Philosophy
in Business Management and Administration at the North-West University School of Business
and Governance

Promoter: Prof J.J. Prinsloo

Examination: June 2020

Student number: 27436500

ABSTRACT

For the past five years (2014-2019), Zimbabwe has been experiencing a rapid and fast-growing information, communication and technology (ICT) infrastructure which saw an expansion of broadband fibre network, data and Internet expansion throughout the country. A wide range of Internet infrastructural developments which include the rollout of 2G, 3G, 4G and 5G networks in different areas ensued. The notable attendant effect accompanying the technological developments in both the social and business environments across the world include but is not limited to a rapid consumer transition from traditional to new media. In the business context, especially marketing, the Internet now plays an important role for all enterprises in the way they market their products and services. E-marketing has since opened opportunities and benefits for businesses such as increased access to markets as well as collaboration with international retailers to improve customer satisfaction. Despite this and many other benefits as well as significant developments in the Zimbabwean Internet infrastructure noted above, e-marketing adoption by Fast Moving Consumer Goods (FMCG) retailers in Zimbabwe has been slower relative to countries such as South Africa, Nigeria and other developing countries who do have similar or slightly lower Internet infrastructure. Arising here is a pertinent question integral to this thesis: why is there such a low adoption and implementation of e-marketing among the FMCG retailers in Zimbabwe? Understanding this question is necessary in any attempt, as this study aims, to develop strategies to improve e-marketing adoption by FMCG retailers in Zimbabwe. Here, customer perspective remains key in addressing this key question. The study reported in this thesis employed a concurrent mixed method approach to explore the underlying issues regarding the low adoption of e-marketing despite high Internet penetration in Zimbabwe. In-depth interviews with purposely selected ICT managers of selected retail stores throughout the country were conducted concurrently with a questionnaire administration to more than 300 customers of these retail stores. Results show that there are both business and customer related factors that conspire to encumber e-marketing adoption. These factors include customer and managerial attitudes, lack of ICT skills, legal frameworks, and poor road infrastructure. Customer characteristics such as computer literacy, area of residence, gender, and level of education impact customer perceptions in ways that also encumber adoption of e-marketing. Fear of online risks, exploitation, and fraud also affect customer perceptions towards the use of e-marketing.

To assist the Zimbabwean FMCG retailers, the thesis proposes a framework that incorporates customer perspective in the development of e-marketing. The framework is premised on three pillars namely: nature and characteristics of the operating environment, factors affecting the adoption and implementation and understanding customer perspective towards e-marketing. The study concludes that online retailers should aim at creating vibrant and sophisticated market places which create value and capture customer's needs.

Keywords

Adoption and implementation, E-marketing, Fast Moving Consumer Goods, slow implementation.

ACKNOWLEDGMENTS

I wish to express my indebtedness and thoughtful gratefulness to the following individuals who provided their heartfelt support towards the completion of this thesis.

- My promoter, Prof J.J. Prinsloo of North West University for his exceptional research guidance and motivation. I sincerely appreciate his effort in imparting knowledge regarding my study and his continued assurance that the study will be a success.
- The management of six FMCG retailers who participated in the study in-depth interviews. I greatly appreciate your contribution and support. Great appreciation also goes to the customers who participated in answering the questionnaire.
- Special thanks to my wife Musa for encouragement and support and to other people who contributed to my thesis, one way or the other but whose names I have not mentioned

DECLARATION

I Reason Masengu declare that the research reported in this thesis titled: A framework to assist Zimbabwean FMCG retailers to adopt and implement e-marketing, except where otherwise indicated, is my original work. The thesis or parts of it have not beforehand been submitted for any degree or examination at North West University or any other higher educational institution. The thesis does not contain other people's work unless specifically acknowledged. Where other people's work has been used, their words have been paraphrased, or where exact words have been used, they are placed in citation marks

Candidate: Reason Masengu



Signature

Date 11/11/2019

Supervisor: Prof J.J. Prinsloo



Signature

Date 01/11/2019

DEDICATION

This thesis is dedicated to my late parents (Patrick and Gladys) and my family - wife Musa, and my children Ryley and Ryanne.

Table of Contents

ABSTRACT ii

ACKNOWLEDGMENTS..... iv

DECLARATION v

DEDICATION..... vi

LIST OF EQUATIONS.....xiii

LIST OF FIGURESxiv

LIST OF TABLESxv

LIST OF ACRONYMS xvii

CHAPTER ONE..... 1

INTRODUCTION 1

1.0 INTRODUCTION AND OVERVIEW.....1

1.1 Background to the Study5

1.2 Problem Statement11

1.3 Research Objectives14

1.4 Significance of the Study.....14

1.5 Research Paradigms and Methodology17

 1.5.1 Research strategy.....17

1.6 Conceptual Framework.....18

1.7 Research Main Contribution18

1.8 Limitations of the Study.....19

1.9 Research Layout19

1.10 Conclusion.....20

CHAPTER TWO..... 22

EVOLUTION OF INFORMATION COMMUNICATION TECHNOLOGY AND E-MARKETING STRATEGY IN THE RETAIL SECTOR.....	22
2.0 INTRODUCTION	22
2.1 Evolution and Adoption of E-Marketing Strategy from a Global Perspective.....	22
2.1.1 Web 1.0 - evolution and development of e-marketing (pre-1960-2000)	24
2.1.2 Web 2.0 and e-marketing.....	27
2.1.3 Web 3.0 and the future of e-marketing	30
2.2 Conclusion	32
CHAPTER THREE	33
CAUSES OF LOW ADOPTION AND IMPLEMENTATION OF E-MARKETING STRATEGIES	33
3.0 INTRODUCTION	33
3.1 Nature and Characteristics of E-marketing	33
3.1.1 Pillars for successful e-marketing.....	33
3.1.2 Benefits of adopting and implementing e-marketing.....	43
3.1.3 Retailers' preparedness for e-marketing adoption and implementation	44
3.1.4 Impact of globalisation on the adoption of e-marketing	46
3.2 Factors Affecting E-marketing Adoption and Implementation	47
3.2.1 Technological Context.....	47
3.1.1.1 <i>Relative advantage (RA)</i>	48
3.1.1.2 <i>Complexity of technology</i>	48
3.1.1.3 <i>Compatibility of technology</i>	49
3.2.1 Environmental Context	49
3.2.1.1 <i>Competitive pressure</i>	50
3.2.1.2 <i>Government support</i>	50
3.2.1.4 <i>Regulatory pressure</i>	51
3.2.3 Organisational Context	52
3.2.3.1 <i>Organisational culture</i>	53
3.2.3.2 <i>Quality of workers</i>	54
3.2.3.3 <i>Company size</i>	55
3.2.3.4 <i>Owner characteristics</i>	56

3.3 Customers Perception on the Adoption and Implementation of E-marketing	57
3.4 Conclusion	61
CHAPTER FOUR.....	62
RESEARCH PARADIGMS AND METHODOLOGY.....	62
4.0 INTRODUCTION	62
4.1 E-marketing Strategy Adoption Pragmatic Assumptions	63
4.2 Research Paradigm and E-marketing Strategy Adoption	64
4.2.1 Positivism paradigm	65
4.2.2 Interpretivism paradigm	68
4.2.3 Pragmatism	70
4.3 Research Approach.....	71
4.3.1 Qualitative approach.....	72
4.3.2 Quantitative approach	73
4.3.3 Justification of the mixed approach	73
4.4 Research Design	74
4.4.1 Concurrent mixed research design	75
4.5 Research Strategy.....	76
4.5.1 Survey.....	77
4.6 Qualitative Data Collection	79
4.6.1 In-depth interview.....	79
4.6.2 Population	81
4.6.3 Qualitative sampling procedure.....	82
4.6.4 Qualitative data analysis	83
4.7 Quantitative Data Collection.....	85
4.7.1 Population	85
4.7.2 Questionnaire.....	86
4.7.3 Quantitative sample size	87
4.7.4 Quantitative data analysis.....	87
4.8 Data Integration	91
4.8.1 Mixed methods validation	92

4.8.2 Reliability test.....	93
4.9 Ethical Consideration.....	93
4.10 Conclusion.....	95
CHAPTER FIVE.....	96
QUALITATIVE DATA ANALYSIS AND PRESENTATION	96
5.0 INTRODUCTION	96
5.1 Qualitative Process.....	97
5.2 Nature and Characteristics E-marketing Strategy Amongst FMCG Retailers in Zimbabwe	98
5.2.1 Open coding	99
5.3 Axial Coding	107
Q3. What e-marketing platforms are used by your organisation to communicate with its target consumers?	111
5.4: Selective Coding Analysis (Emerg Themes)	117
5.4.1 Nature and characteristics of e-marketing strategy: sub question 3.....	118
5.4.2 Nature and characteristics of e-marketing strategy: sub question 4.....	119
5.4.3 Nature and characteristics of e-marketing strategy emerged themes: Sub-question 5	119
5.4.4 Nature and characteristics of e-marketing strategy emerged themes: Sub question 6	120
5.5 Factors Affecting Low Adoption and Implementation of E-marketing Strategy	121
5.5.1: Factors affecting the adoption of e-marketing strategy – Sub-question 1	122
5.5.2: Factors affecting the adoption of e-marketing strategy – Sub question 2	123
5.5.3: Factors affecting the adoption of e-marketing strategy – Sub question 3	123
5.5.4: Factors affecting the adoption of e-marketing strategy – Sub question 4	124
5.5.5: Factors affecting the adoption of e-marketing strategy – Sub question 5	124
5.5.6: Factors affecting the adoption of e-marketing strategy – Sub question 6	125
5.6 Conclusion	126
QUANTITATIVE DATA ANALYSIS AND PRESENTATION.....	127
6.0 INTRODUCTION.....	127
6.1 Demographic Profile Frequency	127
6.1.1 Customers’ perceptions frequency	129

6.2 Reliability Test.....	133
6.3 Preliminary Exploratory Factor Analysis (EFA)	136
6.3.1 Sample adequacy and sphericity testing.....	136
6.4 Inferential Statistics.....	141
6.4.1 Descriptive statistics: Customers’ Background Information	141
6.4.2 Customer Perspective – Descriptive Statistics	144
6.5 Chi-square Test on the Identified Factors and Demographics	149
6.5 Probit and Logit Regression Interpretations	153
6.6 Conclusion	163
CHAPTER SEVEN	165
CONCLUSION.....	165
7.0 INTRODUCTION	165
7.2 The Nature and Characteristics of E-marketing Strategy	165
7.2.1 Social media use.....	165
7.2.2 Lack of ICT skills.....	166
7.2.3 Lack of legal framework	166
7.2.4 Poor road infrastructure	166
7.2.5 International collaboration	166
7.3 Factors Affecting the Adoption and Implementation of E-marketing Strategy by FMCG	
Zimbabwe-based Retailers.	167
7.3.1 Unavailability of ICT services.....	167
7.3.2 Cost factor	167
7.3.3 Lack of government participation	167
7.3.4 Negative management perspective	168
7.3.5 Lack of employee participation.....	168
7.3.6 Lack of on-job training	168
7.3.7 Lack of organisational-will.....	168
7.4 Customer Perceptions on the Adoption and Implementation of E-marketing Strategy.....	169
7.4.1 Gender perceptions	169
7.4.2 Province of residence perceptions.....	169

7.4.3 Customer computer literacy perceptions	170
7.4.4 Level of education perceptions.....	170
7.4.5 Online fraud	170
7.4.6 High data cost	171
7.4.7 Lack of online regulations	171
7.4.8 Online risks.....	171
7.4.9 Lack of online infrastructure	172
7.5 Study contribution: A framework to assist FMCG Retailers to Adopt and Implement E-marketing Strategy.....	172
7.5.1 Nature and characteristics of the strategy.....	173
7.5.2 Management e-marketing strategy adoption and implementation factors.....	175
7.5.3 Customer perspective on adoption and implementation factors.....	177
7.6 Conclusion	178
REFERENCES	180
<i>LIST OF ANNEXURES</i>	<i>209</i>
Annexure 1: Quantitative Sample Size	209
Annexure 2: Gate Keeper’s Permission	212
Annexure 3: Interviewee’s Consent Form	214
Annexure 4: Letter of Data Protection Agreement	215
Annexure 5 : Interview Guide - Research Objectives 1 and 2.....	215
Annexure 6: Questionnaire	218
Annexure 7 (i): Open Coding Analysis for Research Objective 2	225
Annexure 7(ii): Axial Coding Analysis for Research Objective 2	238
Annexure 7(iii): Selective Coding Analysis for Research Objective 2	252

LIST OF EQUATIONS

Equation 4.1: The logit and Probit model specification	90
--	----

LIST OF FIGURES

Figure 1.1: Conceptual framework	18
Figure 5.1: Overview of qualitative empirical process	96
Figure 7.1: The proposed e-marketing strategy framework for FMCG retailers.....	173

LIST OF TABLES

Table 5. 1: Interview profile	97
Table 5. 2: Responses on e-marketing platforms.	100
Table 5. 3: Advantages of adoption and implementation of e-marketing	102
Table 5. 4: Preparedness of retailers to adopt and implement e-marketing	104
Table 5. 5: Use of e-marketing strategies to compete in the global environment.	106
Table 5. 6: Analysis of the responses (Axial coding stage) from the seven participants.....	108
Table 5. 7: Emerged themes - Nature and characteristics of e-marketing.....	117
Table 6. 1: Demographic profile	128
Table 6. 2: B1-B12 Frequency	130
Table 6. 3: B13 – B31 frequency	132
Table 6. 4: Unreliable variables.....	134
Table 6. 5: Reliability test.....	135
Table 6. 6: Reliable variables	135
Table 6. 7: KMO and Bartlett’s test.....	137
Table 6. 8: Extracted communalities	137
Table 6. 9: Extracted factors	138
Table 6. 10: Identified factors grouping.....	139
Table 6. 11: Confirmatory factor analysis.....	139
Table 6. 12: Factor loading.....	140
Table 6. 13: Customer characteristics.....	141
Table 6. 14: Customer perceptions on e-marketing.....	144
Table 6. 15: Likelihood chi-square test between the province and each factor	149
Table 6. 16: Likelihood ratio chi-square between gender and each factor.....	150
Table 6. 17: Likelihood ratio chi-square between the level of education and each factor	152
Table 6. 18: Likelihood ratio chi-square between computer literacy and each factor	153
Table 6. 19: Influence of customer province of residence on customer perceptions.....	154

Table 6. 20: Influence of gender on customer perceptions	156
Table 6. 21: Influence of customer level of education on customer perceptions.....	157
Table 6. 22: Influence of computer literacy on customer perceptions	158
Table 6. 23: Influence of lack of online infrastructure on customer perceptions	159
Table 6. 24: Influence of online risk on customer perceptions	160
Table 6. 25: Influence of risk of online fraud on customer perceptions	161
Table 6. 26: Influence of Internet data costs on customer perceptions	162
Table 6. 27: Influence of lack of online regulation on customer perceptions.....	163

LIST OF ACRONYMS

ICT	Information Communication Technology
ITU	International Telecommunications Unions
RIDMP	Regional Infrastructure Development Master Plan
ADBG	African Development Bank Group
TAM	Technology adoption Model
USA	United States of America
UAE	United Arab Emirates
FMCG	Fast Moving Consumer Goods
ECRM	Electronic Customer Relationship Management
RBZ	Reserve Bank of Zimbabwe
RAZ	Retailers Association of Zimbabwe
B2B	Business to Business
B2C	Business to Customer
C2C	Customer to Customer
POTRAZ	Postal and Telecommunications Regulatory Authority of Zimbabwe
SADC	Southern Africa Development Community
WB	World Bank
2G	Second-generation cellular technology
3G	Third-generation cellular technology
4G	fourth-generation cellular technology
ICN	Intergalactic Computer Network
APRA	Advanced Research Project Agency
ARPANET	Advanced Research Project Agency Network
CERN	International Centre for Practical Physic

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION AND OVERVIEW

At the beginning of the millennium, close to two decades ago, Grove the Chairman of Intel surmised that “all companies will be Internet companies, or they won’t be companies at all in five years (2000-2005)” (Michalak, 2000:1). Since then, the increase in competition among retailers has seen the Internet becoming a strategic tool in the marketing process (Abiodun, 2013). The Internet has revolutionized the way consumers’ access and purchase their products regardless of retail size and turnover (Abiodun, 2013). Assuming that companies embrace ICT at the same level, the Internet has potential to make the world a much smaller place where people can stay connected (Andreki & Yazdanifard, 2014). Companies are currently moving from the traditional store format to both the physical and virtual stores (Abiodun, 2013). There is an increase in e-marketing use through multi-channel retailing, online promotion through social media, personalisation, e-mail marketing, applications or mobile optimized website and video marketing (Sahney, 2008). The Internet has resulted in the creation of customer perceived value. (Javed & Cheema, 2017; Straus, *et al.*, 2004:146). In addition, the Internet has brought in the use of e-marketing whilst creating a relationship and trust with intended customers.

E-marketing, as a concept has been variously defined by different scholars who want to get an understanding of online customers through engagement with the intended customers. (Chaffey, 2011) state that e-marketing refers to an approach which is used by retailers to achieve its marketing objectives with the use of different online tactical tools and revised marketing mix. The tactical marketing tools used include the website, opt-in email, digital media channels such as Paid Search and Display Advertising, Virtual Exhibition and Sponsorship (Chaffey, 2011; Chaffey & Smith, 2009). E-marketing involve the incorporation of marketing mix, building of trust and relationships with the intended customers and be in position to reach, attract and engage with the target customers

through digital content of communication, online conversations, online behavior assessment, virtual engagements (Albee, 2009:4). For Gay *et al.* (2007:44), e-marketing involves the application of military-style terminology referring to “attack and defense” with the objective assessment of the players and environmental interaction existing or to exist in the long run. The e-marketing derives from a systematic review of the marketing and e-business environment (Chaffey & Smith, 2013; Straus, *et al.*, 2004:55; Gay, *et al.*, 2007; Chaffey & Smith, 2009:42). E-marketing includes the setting of objectives, target market, positioning and proposition, optimum mix of tactical tools, online marketing mix, setting out dynamic dialogue and integrated data (Chaffey and Smith, 2009:44). Be that as it may, the use of e-marketing has created online security risks, (stolen credit cards, hackers, viruses) which has led to retailers and customer being reluctant to engage online (Straus & Frost, 2016:56; Straus, *et al.*, 2004:146).

According to Sanou (2016), ICT revolution drove global development in an unprecedented way between 2002 and 2015 (International Telecommunications Union {ITU}, 2015:1). In 2015, the ITU observed that technological progress, infrastructure development, and falling prices had brought unexpected growth in ICT and access to billions of people around the world (ITU, 2015). According to this report, during 2015 there were more than 7 billion mobile cellular subscriptions worldwide, an increase from less than 1 billion in the year 2000 (ITU, 2015). Globally, 3.2 billion people were using the Internet of which 2 billion were from developing countries (ITU, 2015). Internet penetration had grown so much that 34% of households in the developing countries had Internet access as compared to 80% in the developed world (ITU, 2015:1).

As the world is increasingly moving towards a digital society, ITU believes that “ICTs will play a more significant role in the post-2015 development agenda and in achieving future sustainable development goals and for every Internet user in the developed and developing world” (ITU, 2015:1). The use of mobile devices as a medium of e-marketing rose because of increased penetration levels in Europe and USA at around 78% and Africa at 20% (ITU, 2015:1). The adoption and implementation of ICT in these continents vary

with the general levels of Internet penetration amongst developed, developing and less developed countries. According to Mahomed (2014), the global growth of online businesses had risen from \$1.2 trillion in 2012 to 1.4 trillion in 2015. The benefits of the Internet boom include convenience, efficiency, the option of viewing several retailers in just a click, comparing and researching about products, global reach and saving money (Mahomed, 2014).

Kell and Viatchaninova (2013:1) insisted on the fact that Africa is not an exception in the adoption of ICT services in the 21st century. Africa is advancing positively in the adoption and commercial use of ICT, in both the private and public sector (Kell & Viatchaninova, 2013:1). The evidence clearly demonstrates that in 2013 the global economy entered the recession-era, Africa's economy is in the growth phase with annual Gross Domestic Product (GDP) increasing by 5% annually (World Bank {WB}, 2013:6). It was for this reason, that the contributory factor towards the growth is the increase in the adoption of ICT and growth in mobile penetration (WB, 2013:6).

Global statistical figures uphold that the mobile penetration rate increased from twenty-five (25) million users from 2001 and to six hundred and fifty (650) million in 2012 (WB, 2013:12). According to the WB (2013:13), the growth in the ICT investment has realized a 7% ICT contribution to Africa GDP and an investment total of +\$615 billion in the telecommunication sector. It is, therefore, imperative for African governments to create an enabling environment and act as a role model in adopting new innovations and technologies (WB 2013:13). This can be successful through the provision of infrastructure sharing and licensing to have economic growth in Africa (WB, 2013:13).

The Southern Africa Development Community (SADC) is also not left out in embracing ICT. The SADC declaration of 2001, member states need to improve the means of opening opportunities and benefits such as increased access to markets (SADC, 2011:4). "There is a need to adopt and adapt to technologies that enable e-commerce capabilities to avoid increasing exclusion from the global economy" (SADC, 2011:4). The 21st century requires

increasing investments in ICT infrastructure through the establishment of ICT expanded telephone, underwater fibre optic cables and constant Internet access to transform business (SADC, 2011:4).

Accordingly, the Southern African countries came up with the SADC declaration after having discovered that most of the ICT infrastructure was being underutilized among the member states (SADC, 2012:10). The current status of ICT in SADC in 2012 stood at (60)% mobile uptake-ranging from twenty (20)% to hundred (100)% among member states, (6) % voice subscribers and four (4)% of SADC residents have Internet access (SADC, 2012:10).

In addition, ICT has become a key player that is challenging the traditional marketing methods of doing business through its utmost great exposure to information through the virtual platform (African Development Bank Group {ADB}, 2011:23). The SADC trade block also initiated the Regional Infrastructure Development Master Plan (RIDMP) which looks at infrastructure development in the region with great emphasis on the improvement and adoption of ICT among the member states (SADC, 2012:24).

Doherty *et al.* (2010), stresses that global retailers are migrating from the brick and mortar shops such as Wet seal, Barnes and Noodle and Jones in the USA to the click and buy shops such as the Amazon.com and e-Bay. By 2015, Zimbabwe had an advanced Internet infrastructure, high Internet connectivity and high smartphone usage among society members (Government of Zimbabwe, 2015:93). These technology developments in the Zimbabwean economy require ICT mobile and fixed operators to adapt their business models to embrace migration from voice to data Internet services (Government of Zimbabwe, 2015:93). The migration process will result in pricing models which are conforming to global best practices-failure to adopt leading to decline in revenue realisation. (Government of Zimbabwe, 2015:93). African Economic Development Institute {AFED}, (2009:2), point out that, regardless of the ICT infrastructure in Zimbabwe

the country still lags behind “its regional counterparts’ in terms of ICT adoption and the rate at which new technologies are implemented in relation to international benchmarks.

Chawafambira (2015) and Dzoma (2016:1) observed that there is the continued use of traditional marketing strategies among the retail sector despite the increase in demand for Internet services in Zimbabwe. However, there are market inefficiencies and impeding factors affecting the adoption of e-marketing (African Economic Development Institute, 2009:1).

Dzoma (2016:2) state that Zimbabwean customers prefer to do their purchases physically in building stores taking products from shelves, verifying quality, price and size as well as negotiating. Therefore, buying products online in Zimbabwe is just a novelty with no apparent virtues hence online retailers need to overcome this reluctance shown by customers. The research, therefore, seeks to develop an e-marketing framework to assist FMCG retailers in Zimbabwe to adopt and implement e-marketing.

1.1 Background to the Study

This study is based on the observation five years ago that the FMCG retailers in Zimbabwe have been relatively slow in the adoption and implementation of the e-marketing (Dzoma, 2016:1 & Chawafambira, 2015:1). Until today, there has been no significant change regarding this situation as lack of support services such as delivery systems is hindering the adoption of e-marketing (Nyoni, 2018). Results from empirical studies have shown that e-marketing have brought more chances of competence for business through the provision of a platform to compete globally (Yang, *et al.*, 2012, Foss, *et al.*, 2008, El-Gohary, 2012; Doiron, 2009). The empirical study that has been carried out by Foss *et al.* (2008) established that the scope, size, and complexity of the e-marketing pillars such as customer relationship management (CRM) vary quite significantly across firms. Yang, *et al.*, 2012 and Foss *et al.* (2008) stresses that poor planning, lack of clear objectives and failure to recognize the need for business marketing change are the key reasons for retailer’s failure to adopt and implement e-marketing. Kim *et al.* (2013) argue that there

is an interrelationship between the perceived benefits of retail loyalty, program loyalty, and customer loyalty when retailers engage in effective e-marketing.

Doiron (2009) indicates that the tools for e-marketing is relatively inexpensive regardless of the size and nature of business in Canada. Given the rate at which consumers are transitioning from traditional media, the Internet plays an important role for all enterprises in the way they market their products and services (Doiron, 2009). A content analysis of literature that addresses the adoption, application and the impact of Internet technology by retailers for the promotion and selling of their products in the United States of America (USA) (Doherty, *et al.*, 2010) established that online shopping in the USA moved from being used by a few individuals to majority participation. The study concluded that online retailers should aim at creating vibrant and sophisticated market places which create value and capture customer's needs. In that regard, retailers in the USA would need to continuously develop strategies to capture online ever-changing customer power (Doherty, *et al.*, 2010).

Mahomed (2014) state that Amazon.com started as a bookstore but is now currently the leading online retailer because of its ability to create a platform for interaction with customers throughout all the years. Online business has its own challenges and opportunities and should be studied in detail in order to have effective alternative plans, measures, and strategies to be developed to guarantee business success (Mahomed, 2014). Leiber and Silverson (2011) highlight that Amazon.com had market value worth seventy-nine (79) billion dollars by 2011. This was 40% higher than two combined huge and successful retailers, USA-Target and Kohl's, which had 2800 stores between them.

Amazon.com's entry into the online book-selling business posed a strategic question to retailers who were using traditional strategies like Barnes and Noble in the USA (Leiber & Silverson, 2011). An empirical study on e-marketing for Small and Medium Enterprises (SMEs) retailers in Huludao, China (Yang, *et al.*, 2012), established that the growth of e-marketing brought excessive growth. It provided a platform for small and medium

enterprises to compete with large enterprises that have a greater market share and financial capacity.

According to Bahaddad *et al.* (2014), in Saudi Arabia the adoption and diffusion of online retailing as a component of e-marketing in the retail sector was low. They affirm that there was a need to engage various government departments to create a functional online marketing model. They note that the framework for effective online marketing were based on e-commerce laws, developing ICT infrastructures, trustworthy and secure payment systems, trusted and secure delivery systems and the introduction of Internet education systems.

In a study on the critical success factors of online marketing strategies in India, Sahney (2008) established that the application of technology-based online retail services in India has grown rapidly in the 20th century. E-marketing adoption successes and failures in India were dependant on analytical skills among retailers. Mahomed (2014) also found that e-marketing adoption had globally grown in the last decade (the year 2000-2016) and its success rate had increased to 80% while 50% of the users shop online more than once.

In Africa the Internet had risen in 2015 to such an extent that one in five people used the Internet compared to two in five people in Asia and the Pacific (ITU), 2015:1). There is no doubt that there is increased diffusion of Internet technology in the world, and retailers are not left out in tapping into the opportunities offered by e-marketing.

There is substantial research conducted on e-marketing adoption. A study to examine the challenges of online shopping in the Nigerian retail sector established that Internet growth is increasing at a faster rate in developed countries (Abiodum, 2013). The growth is more rapid in some developing countries due to a variety of macro and micro environmental factors (Abiodum, 2013). Abiodum added that in the Nigerian context, Internet penetration grew from 200 000 people in the year 2000 to 45 million in the year 2011 and concluded that the challenges limiting the adoption and implementation of e-

marketing were due to cultural barriers, infrastructure challenges, fraud and security concerns, perceived risk and inadequate regulatory framework.

In yet another research on the factors affecting adoption and implementation of e-marketing in the Egyptian tourism sector, El-Gohary (2012) indicate that organisational and external factors such as owner skills, availability of resources, culture, adoption cost, size of the company, compatibility and government influence have a positive impact on the adoption and implementation of e-marketing in the Egyptian tourism industry.

For Abiodun (2013) and Dlodlo and Mafini (2014), numerous companies in the sub-Saharan countries have adopted the “wait and see” attitude (being market followers) hence e-marketing is being considered as a means of communication and distribution by companies fighting competition from international markets. By 2013 in Nigeria, only 23% of the respondents did online shopping regardless of advanced ICT infrastructure.

The same trend was also observed in Zimbabwe where adoption of e marketing strategies among FMCG retailers has been limited (Chawafambira, 2015:1; Dzoma, 2016:1). The reluctance by the Zimbabwean retailers to utilize Internet technology for expansion has resulted in stiff competition with retailers in South Africa and China (Musonza, 2015:1).

According to Reserve Bank of Zimbabwe (2015:36), the ICT programs being initiated by the Government of Zimbabwe need individuals, organisations and institutes to work with ICT mobile and fixed operators. Countries in Southern Africa particularly South Africa, Namibia, and Botswana were embracing ICT with positive economic growth (SADC, 2011:2).

While e-marketing by FMCG retailers in Zimbabwe remained low, it is worth stating that there has been high uptake of ICT in electronic banking, electronic money transfer, smart-phone usage and international electronic purchase of consumer durable (Dzoma, 2016:1). In the context of tremendous advancement and growth in ICTs, scholars have warned that companies that embrace technology should prepare about the future as e-marketing

adoption is growing at a dramatic pace and is continuously influencing customers and their behavior (Alavion & Allahyari, 2011 ; Doiron, 2009). While researchers had initially predicted price transparency as well as driving price towards a single market standard, this could not be achieved partially because some retailers would consider transport costs (air and water) hence bringing variation in prices of the same commodities in different geographical locations.

Social media, in recent years, has been making great progress and creating new opportunities (Bulearca & Bulearca, 2010). Mobile phone advertisements in the form of text messages or short message service (SMS) have been recognized as an important form of product promotion and an attractive e-marketing by retailers (Rizwan, *et al.*, 2011). Increased use of Internet as a Business to Customer (B2C), Customer to Business (C2B) and Customer to Customer (C2C) commercial tool raised interest in understanding the key issues in building relationships with customers on the Internet (Corbit, *et al.*, 2003:204). It is worthy to note here that e-marketing adoption is undergoing an evolution through the adoption of Web 2.0, 3.0, 4.0 and 5.0 capabilities to enhance customer participation to achieve greater economic value (Huang & Benyoucef, 2013).

In Zimbabwe, retailers outside the FMCG such as beverages industry, auctioneers and hardware industries have all developed systems that allow them and their clients to market, purchase, and supply online. In 2015, Zimbabwe was ranked among the technologically advanced countries in the group including United Arab Emirates (UAE), Lebanon, Barbados, Seychelles, Belarus, Costa Rica, Mongolia, Zambia, Australia, Bangladesh, and Oman (ITU (2015). However, the adoption and implementation of e-marketing remain low amongst the retailers in Zimbabwe. This is regardless of the Internet penetration rate increase from 11% to 44.3% between 2010 and 2015 (Postal and Telecommunications Regulatory Authority of Zimbabwe {POTRAZ}, 2015:12).

Retailers in Zimbabwe continue to use social media as an advertising platform with no need to develop websites and update regularly to capture the need for targeted

customers (Dzoma, 2016). This observation is supported by Scharl *et al.* (2005), who states that most retailers in developing countries have shown reluctance to embrace the opportunity of quickly adopting the use of e-marketing but still rely on traditional stores. Dzoma (2016), concludes that customers are reluctant to part with their money prior to receiving physical products hence shunning e-retailing and prefer a traditional walk-in store. This urges for, as this study attempts to develop, a framework that can assist FMCG to adopt and implement e-marketing.

Alavion and Allahyari (2011) and Doiron (2009), concurs and observes that, globalization and technological developments are imminent. In the circumstance, companies that embrace technology should prepare about tomorrow since e-marketing is growing at a dramatic pace and is continuously influencing customers and consumer behavior. Building from the above insights, Doiron (2009), upholds that the Internet has radically reduced the cost of collecting and distributing information. The evidence clearly demonstrate that, researchers initially predicted that the use of the internet would result in price transparency, driving prices toward a single market price. However, this has largely not happened, partly because retailers use shipping costs to make prices less comparable. Social media has been making great progress and creating new opportunities (Bulearca and Bulearca, 2010). Musonza (2015:1), further mentions that, the limited use by the Zimbabwean retailers to utilize internet technology for their sustenance had caused them to face stiff competition to retailers in South Africa and China.

It is evident from the fore going that, mobile phone advertisements, in the form of text messages, or short message service(SMS), have been recognized as an important form of product promotion and an attractive e-marketing tool by retailers (Rizwan, *et al.*, 2011). The same sentiments are echoed by Corbit *et al.* (2003:204), who asserts that, increasing the use of the internet as a Business to Customer (B2C), Customer to Business (C2B) and Customer to Customer (C2C) commercial tool raised interest in understanding the key issues in building relationships with customers on the internet. It must be stated,

however, that, e-marketing is undergoing an evolution through the adoption of Web 2.0 capabilities to enhance customer participation and achieve greater economic value, (Huang and Benyoucef, 2013).

In Zimbabwe, retailers outside the FMCG such as beverages industry, auctioneers services and hardware industries have both developed systems that allow them and their clients to market, purchase and supply online. According to ITU (2015:1), Zimbabwe is ranked as among the technologically advanced countries in the group including United Arab Emirates (UAE), Lebanon, Barbados, Seychelles, Belarus, Costa Rica, Mongolia, Zambia, Australia, Bangladesh and Oman in 2015. In the circumstances, the adoption and implementation of e-marketing remains low among the Zimbabwean companies regardless of the fact that internet penetration rate increased from 11% to 44.3% between 2010 and 2015 (Postal and Telecommunications Regulatory Authority of Zimbabwe{POTRAZ}, 2015:12).

Of concern, however that, the retailers in Zimbabwe continue to use social media as a publicity platform without the need to develop transactional websites with up to date content to capture the need of the target customers (Dzoma, 2016). This view is supported by Scharl *et al.* (2005) who state that most retailers in developing countries have shown reluctance to embrace the opportunity of quickly adopting the use of e-marketing and they still rely on traditional stores. Dzoma (2016), concludes that customers are reluctant to part with their money before they get the physical product hence they shun e-retailing and revert to traditional walk in stores.

1.2 Problem Statement

The adoption and implementation of e-marketing by the Zimbabwean retail sector remain low although there is 99% mobile subscription and 6 900km of Internet cable, linking Zimbabwean towns and cities (POTRAZ, 2015:43). There is no doubt that e-marketing is a contributory tool to marketing and transacting. However, it is worrying why the

Zimbabwean FMCG retail sector lacks optimum use regardless of the presence of comprehensive ICT infrastructure. While the foregoing background clearly shows the state of ICTs, the causes of low adoption and implementation of e-marketing by FMCG Zimbabwean retailers are not known. It is also evident from the background of the study that the Internet provides significant benefits as a new medium of interaction. Chaffey and Smith (2009) argue that customers and companies use the Internet to engage in real-time communication, building strategic relationships and trust. Makherji and Basu (2015) warn that in order to survive in business, organisations need to be proactive and embrace the dynamic environment. Internet technology is fast growing and would soon outpace traditional marketing strategies. Retailers should strategically and gradually move towards e-marketing adoption and implementation to survive the current and future market forces as far as the Internet is concerned.

Chawafambira (2015:1) stresses that “we need a dynamic Information Communication Technology (ICT) policy as soon as possible that can be used as a framework to develop e-commerce policy like other countries”. Chawafambira blamed the low adoption and implementation of e-marketing by retailers on the lack of ICT framework. For Rutsito (2014:1), Zimbabwe has shown remarkable improvement in technological adoption with the growth of the Internet. Of note, however, is that there exists little appreciation of achievements within Zimbabwe FMCG retailers. Under these circumstances, the FMCG Zimbabwe retailers have faced a myriad of problems arising from international retailers competing for the same market with local retailers using advanced e-marketing (Musonza, 2015:2).

FMCG retailers in Zimbabwean have been slow to embrace the use of technology hence they still concentrate on traditional marketing strategies (Chawafambira, 2015:1). In these circumstances, internationally recognized e-commerce giant Pay Pal entered into the Zimbabwean market after signaling that the Zimbabwean economy had the potential to embrace technology. In view of that, the majority of the Zimbabwean populace now have the opportunity to purchase goods online in more than 203 countries using Pay Pal

(Creed, 2014:1). The growth of Internet transactions signals that the country is open to online business. Be that as it may, the FMCG retailers in Zimbabwe have not embraced this opportunity. Tengesa.com, an e-commerce website, experienced a premature failure before it was commercially launched. Some of the interactive e-commerce websites include Econet's Eco shop and the Food World's E-commerce are also failing to fully engage in online business (Dzoma, 2016).

As earlier stated, Zimbabwe experienced rapid and fast-growing investments in ICT infrastructure which, among them include expansion of broadband fibre network, data and Internet expansion from 2015 (Government of Zimbabwe, 2015:93). A wide range of Internet infrastructural developments was achieved in the year 2018 in Zimbabwe which includes the rollout of 2G, 3G, 4G and G5 networks in different areas. E-marketing adoption has also been a success story in countries such as South Africa, Nigeria and other developing countries who do have similar or slightly lower Internet infrastructure than Zimbabwe. It is important therefore to understand the underpinning elements causing low adoption and implementation of e-marketing and develop, as this study attempts to do, an e-marketing strategy framework to assist the FMCG retailers in Zimbabwe.

Notable studies include El-Gohary (2012) in Egypt; Sahney (2008) in India; Doiron (2009) in Canada; Yang, *et al.*, (2012) in Honalou and Abiodun (2013) in Nigeria. Conducting such a study in the Zimbabwe context will unpack other gaps of knowledge regarding e-marketing adoption. Regardless of the growing trend in e-marketing and e-marketing related studies, there are few studies that have been done in e-marketing in FMCG Zimbabwe retailer except some studies done by Dlodlo and Dhurup (2013), El-Gohary (2012) and others which were done in Zimbabwe and Egypt covering e-commerce-banking and e-business. This reflects a gap in the field of e-marketing adoption and implementation amongst FMCG retailers in Zimbabwe.

Thus, based on the above literature discussion, the problem statement derived reads as follow, "Currently e-marketing as a contributory tool or element to marketing and

transacting in the Zimbabwean FMCG retail sector lacks optimum use regardless of the presence of a comprehensive ICT infrastructure”.

1.3 Research Objectives

The primary aim of the study is to develop an e-marketing strategy framework to assist FMCG retailers in Zimbabwe to adopt and implement e-marketing. In order to achieve the above aim, the study set out to accomplish the following objectives:

1. To establish the nature and characteristics of e-marketing adoption and implementation amongst FMCG retailers in Zimbabwe.
2. To ascertain the factors affecting the adoption and implementation of e-marketing amongst the FMCG retailers in Zimbabwe.
3. To ascertain customer perceptions on the adoption and implementation of e-marketing amongst the FMCG retailers in Zimbabwe.

The above objectives were formulated from the following key questions.

1. What is the nature and characteristics of e-marketing amongst FMCG retailers in Zimbabwe?
2. What are the factors causing low adoption and implementation of e-marketing amongst FMCG retailers in Zimbabwe?
3. What are the customer perceptions on the adoption and implementation of e-marketing amongst the FMCG retailers in Zimbabwe?

1.4 Significance of the Study

The study is significant in three ways: for academia, retailers and policy makers. To the academic field, despite knowing all the advantages of e-marketing, the framework for e-marketing adoption and implementation for the survival of retailers in Zimbabwe remains relevant. Therefore, this study applies concurrent mixed methods research design to explore the underlying issues regarding the low adoption of e-marketing despite high

Internet penetration in Zimbabwe. The pragmatic philosophy adopted in the study has the capacity to bring nuanced insights and conclusions regarding e-marketing adoption and implementation. The knowledge developed in this study is also essential in that the e-marketing strategy framework proposed in the study can be replicated in other developing countries despite the presence of other ICT and e-marketing strategy frameworks.

This will contribute to e-marketing theory and application. The hidden pros and cons of adoption and non-adoption of e-marketing, frustrations, anger, mistrust, failure, and emotional issues are what this research attempts to unearth for the benefit of academia and as a contribution to knowledge. This would assist university professor in the e-marketing discipline to disseminate new information and knowledge, while practitioners and industry would be better positioned to adopt e-marketing.

This research is also important for retailers. It proffers possible e-marketing solutions. Dissecting all issues affecting e-marketing is no easy task and is naturally a long-term measure and exercise. E-marketing adoption and implementation is entangled in almost all normal business and social issues and is therefore not a subject to be approached in a simplistic manner. This is the challenge that the study undertook to make a contribution to the FMCG retailers. The proposed e-marketing strategy framework will possibly impact on FMCG retailers since it is a hybrid combination of insights from the retailers and customers who are key in the technology diffusion process.

Online customer engagements remain key in the retail sector. Therefore, this research could assist retailers in improving their online value proposition. The research also unpacks issues of online security which remain essential in building trust and confidence. It is also important to note that the study provides a framework to be used by retailers using both the traditional shops and online shops. The study also provides a framework on the need to improve retailers' ICT skills so that the e-marketing diffusion is accelerated in accordance with international standards.

Crucially, understanding customer needs remains critical in any business venture. This study incorporates customer perspectives into the development of e-marketing strategy framework. The customer perspective remains key in addressing online shopping experience and increase its use. Retailers have to incorporate customer perspective in the development of e-marketing strategy framework.

Finally, the study is very essential to Zimbabwean policymakers since it addresses policy issues regarding the availability of ICT infrastructure and the ease of doing business. The study brings new insights regarding the contributions that are associated with the participation of FMCG retailers in e-commerce. The research further addresses issues that are important in understanding the customers' perception with the view of influencing policy around the increase in ICT diffusion. It seeks to break the technological divide that exists regarding the rural and urban populace. This technological gap, if addressed, has the potential to improve retailers' contribution to the fiscus. Moreover, the research brings perspective to the fact that the cost associated with the diffusion of technology is relatively high hence the need for policymakers' intervention and government subsidization.

The regional bodies such as SADC have set out a declaration setting out ICT countries expectations. Accordingly, this study brought out policy issues to be addressed in order to achieve the laid-out expectations from a regional perspective. The study also brings to light issues of online security. It remains pertinent to note that online security needs to be addressed with relevant and effective policy framework. The study thus engages with the question regarding slack government engagement towards the adoption of e-marketing.

E-marketing adoption and implementation need to be supported by an effective road infrastructure for the delivery of products and services. The study addresses critical issues in the lack of road infrastructure for delivery of goods once purchased. The policymakers

need to address such infrastructure to enhance retailers' growth through e-marketing adoption.

1.5 Research Paradigms and Methodology

This section sketches the research philosophy, design, strategy, population, data collection, presentation, and analysis employed for this study. Research methodology refers to how the research should be undertaken (Saunders, *et al.*, 2016:770). It provides the theoretical underpinning that shapes and directs the development of knowledge in research (Creswell & Clark Plano, 2011).

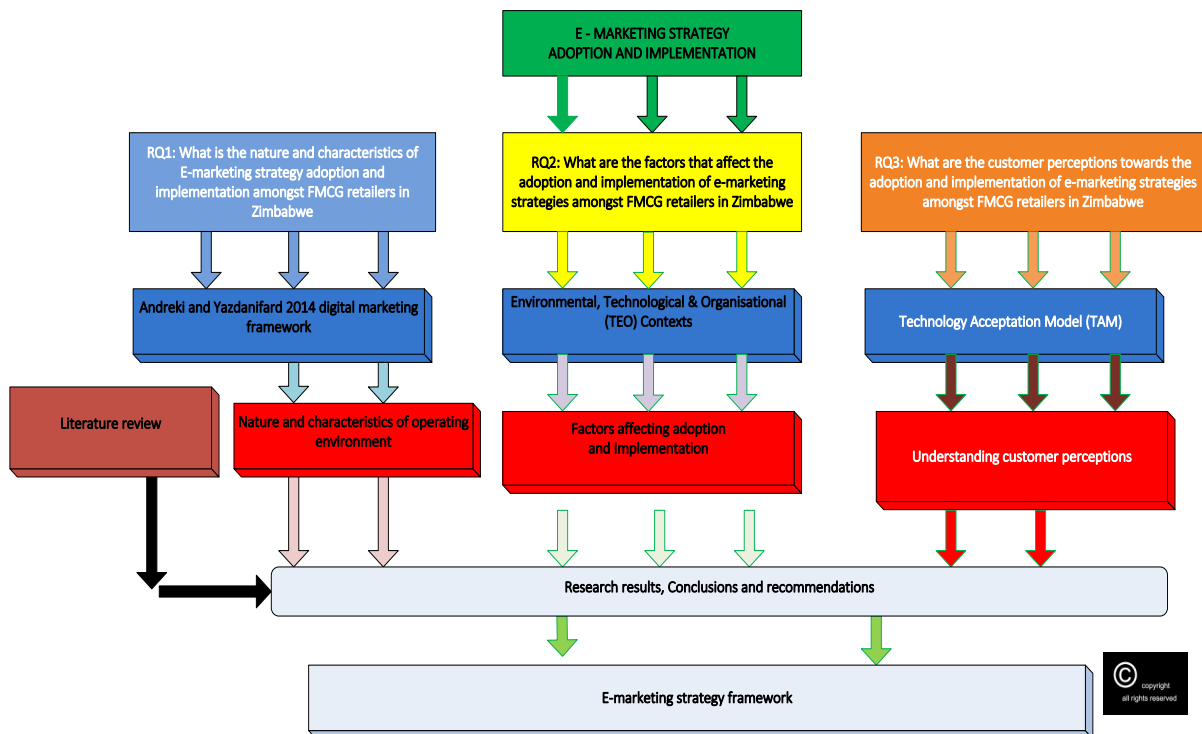
1.5.1 Research strategy

Research strategies include experiment, survey, archival, case study, ethnographic, action research, grounded theory and narrative inquiry (Saunders, *et al.*, 2016:178). The study used a survey research strategy and consequent methods to collect and analyse data. The research strategy is a plan of action to achieve a goal (Saunders, *et al.*, 2016:177). It is the practical connection in the middle of philosophy and the consequent methods to collect and analyse data (Denzin & Lincoln, 2011). There are different strategies used in research (Saunders, *et al.*, 2016:178). These strategies allow the research to make an informed decision on whether to use qualitative and quantitative methods or not (Saunders, *et al.*, 2016:178).

The survey research strategy is usually associated with deductive and inductive research approach and familiarization with business management research (Saunders, *et al.*, 2016:181). The study used survey research strategy to collect data from qualitative and quantitative instruments.

1.6 Conceptual Framework

This study is informed by two models and a framework namely the Technological, Environmental and Organisation (TEO) contexts model, Technology Acceptance Model (TAM) and Andreki and Yazdanifard (2014) digital marketing framework. Figure 1.1 presents the graphical presentation of the conceptual framework.



Source : Andreki & Yazdanifard 2014; De Pietro, *et al.*, 1990:154; Fred Davis in 1986

Figure 1.1: Conceptual framework

1.7 Research Main Contribution

The research's main contribution is the proposed e-marketing strategy framework that is hoped to assist FMCG retailers to adopt and implement e-marketing. The e-marketing strategy framework is informed by the study's three main research outline on page 14. Study results for each particular objective were used to develop the proposed framework. The study suggests a theoretically and methodologically informed

contribution regarding e-marketing adoption and implementation amongst FMCG retailers.

1.8 Limitations of the Study

The study had some limitations which need to be mentioned. The main aim is the adoption and implementation of e-marketing amongst FMCG retailers in Zimbabwe. Accordingly, it is difficult to generalise the framework to other retail sectors. The other limitation is that the study is based on concurrent mixed design. Further studies can be done using some mono designs. The study applied convenient sampling techniques in choosing the population and the sample, hence this can be a limitation as compared to the use of quantitative methods. Another limitation is that the proposed e-marketing strategy framework has not been tested even though it was validated using the mixed methods. Despite these limitations, the use of concurrent mixed methods proved useful in the generation of results that would not have been possible through mono methods.

1.9 Research Layout

The thesis comprises seven (7) chapters arranged as follows.

Chapter One: Introduction and Overview is the current chapter which has introduced the overall study. It outlines the background to the problem, problem statement, research objectives and questions, significance of the study, research methodology, main research contribution (proposed e-marketing strategy framework) and the conclusion.

Chapter Two: Evolution of Information Communication and Technology and e-marketing strategy in the retail sector reviews conceptual literature on the development of e-marketing. It provides the e-marketing development with special mention of web.1.0, web 2.0, web 3.0, 4.0 and 5.0. The chapter is useful in the conceptualisation of e-marketing adoption and implementation from a global perspective hence laying groundwork to the study main contributions

Chapter Three: Causes of low adoption and implementation of e-marketing strategies discusses previous empirical studies on e-marketing. It examines three main concepts underpinning this study namely nature and characteristics of e-marketing, factors affecting adoption and implementation of e-marketing as well as customer perceptions on the use of e-marketing. These are the three key aspects aligned to the three research questions highlighted in chapter 1.

Chapter Four: Research Paradigms and Methodology: describes the process involved in the execution of the research. The chapter discusses the research philosophy, research approach, research design, qualitative and quantitative data analysis procedure, and the ethical considerations observed during the study.

Chapter Five: Qualitative data presentation and analysis is the first of the two data chapters deriving from the mixed method research approach described in chapter four. The chapter presents results from the qualitative component of the study addressing the first and second objectives.

Chapter Six: Quantitative data analysis and presentation. This is the second results chapter in which results from the quantitative component of the study are analysed. The chapter derives from the third research objective.

Chapter Seven: Conclusion is the thesis conclusion. It presents the preview of the entire study, research contribution and recommendations, research implication, reflections, research limitation, and the final conclusion.

1.10 Conclusion

This chapter has introduced the research reported in this thesis. It highlights issues connected to the adoption of ICT amongst retailers. It also provides an insight into the background of the study and the problem statement. The issues highlighted in the background of the study open a debate on issues marking the slack adoption of e-marketing by FMCG retailers in Zimbabwe. The chapter also presents the main research

objectives and research questions. The chapter further introduces the research methodology. It gives an insight into the philosophical assumption and direction in which the research was carried out. Furthermore, the study also addresses the significance of the study to different stakeholders. Finally, the chapter gives insight into the research layout and the ultimate research conclusion. The next chapter gives the preliminary literature review of the research.

CHAPTER TWO

EVOLUTION OF INFORMATION COMMUNICATION TECHNOLOGY AND E-MARKETING STRATEGY IN THE RETAIL SECTOR

2.0 INTRODUCTION

The previous chapter gave an introductory phase of the entire study. This chapter conceptualizes the adoption of technology and its link to contemporary e-marketing adoption and implementation. It gives a brief insight into e-marketing adoption and implementation. The conceptual appraisal begins with the evolution and adoption of e-marketing from a global perspective. Here, literature on the evolution of ICT from pre-1960, and the subsequent use and application of the traditional marketing 4ps (post-1990s) - (Web 1.0, 2.0, 3.0) and the current and the future of e-marketing adoption (Web 4.0, and 5.0) by retailers is reviewed.

2.1 Evolution and Adoption of E-Marketing Strategy from a Global Perspective

The evolution of e-marketing has transformed the marketplace which was predominately dominated by large traditional retailers. The growth and adoption of e-marketing amongst retailers is unparalleled (Gay, *et al.*, 2007:7). Swanepoel (2008:8) affirms that the transformation of business and marketing has often been referred to as the “the new economy”. This new economy reflects the movement of corporates towards information and knowledge-based industries that are facilitated by bandwidth and connectivity (Swanepoel, 2008:8). The new economy has been characterized by huge investments by businesses in computers and software, up to the dot com burst in 2001, which saw the contraction of technology aligned companies in the USA and the subsequent growth after the year 2003 (Swanepoel, 2008:8).

The technological developments after the dot com bust resulted in dramatic technological growth (Cahn, 2018). Firms developed the use of e-marketing as the primary form of targeting and segmenting their markets in order to satisfy customer needs and wants

(Andreki & Yazdanifard, 2014). Retailers started using e-marketing through the utilization of existing and emerging communication and data networks to impart personalised and uninterrupted communication (Andreki & Yazdanifard, 2014). However, the growth and the word “e” in the business and the marketing field created a lot of misconceptions in the clear use and application of e-marketing from the other “es” in the business environment (Gay, *et al.*, 2007:7). It would appear as if the majority of researchers and companies alike have been using the terms e-marketing and Internet marketing, e-commerce and e-business, interchangeably (Al- Gohary, 2010). However, it’s worthy to note, that e-marketing encompass a broader frame which includes intranets, extranets and mobile devices whereas Internet marketing mainly focuses on e-mail and the World Wide Web (Gay, *et al.*, 2007:7; Swanepoel, 2008:8).

E-marketing activities have drawn a lot of attention as many companies generated increased customer loyalty by improving electronic service quality (e-service quality) (Chang, *et al.*, 2010). Several definitions have been put in place in trying to define the term e-marketing. For (Straus & Frost, (2016); Straus *et al.* (2004:2) and Swanepoel (2008:163), “e-marketing is the application of a broad range of information technology for transforming marketing strategies to create customer value, through more effective segmentation, targeting, differentiation, and positioning strategies”. Chaffey and Smith (2009:13) and (Chaffey, 2011) asserts that e-marketing is the heart of e-business.

According to Mahomed (2014), the growth of e-marketing, through its use by corporates and individuals, owes to a number of factors. These factors include convenience, saving of time, providing the option of viewing several retailers, comparing and researching products, continuous communication with customers and relationship building (Mahomed, 2014). The adoption and implementation of e-marketing will be of great importance in the FMCG retailers in Zimbabwe.

2.1.1 Web 1.0 - evolution and development of e-marketing (pre-1960-2000)

The evolution of ICT back dates to the 18th century Victorian Internet when Joseph Henry, an electromagnetic professor, developed the first electronic communication network to reach customers in 1830 (Standage, 2014:2). The technology applied electromagnetic applications as a medium for transmitting long-distance communication through cables (Standage, 2014:2). Quite notably, in pursuit of Henry's incredible innovation Morse an American painter and telegraph inventor, reinvented the electronic telegraph named the Morse code (Standage, 2014:2; Mabee, 2019). There is concurrence among scholars that the telegraph still remains the documented long-distance ICT based communication tool (Standage, 2014; Ryan & Jones, 2012). It has the capability to transmit messages from the sender to the receiver (Standage, 2014:5). Its invention and the subsequent adoption, for Standage (2014), inspired the industrial revolution. The industrialist and the military forged for fast and efficient means of communication (Standage, (2014:2). The Sunday Times newspaper of 14 September 1852 described it as "the highway of technological thoughts" in the development of ICT (Ryan & Jones, 2012:6). Standage further indicates that Morse patented the innovation during 1843 which lead to the establishment of the Western Union Building (WUB) with a transcontinental line in 1861. The use of the telegraph was globally accepted and by 1902, the entire world was connected using the telegraph (Standage, 2014:2).

The use of telegraph as a communication tool also targeted Africa as colonial powers fought for military and commercial supremacy in different territories (Standage, 2014:2). Ryan and Jones (2012:6) note that the development of the telegraph extended to the African continent at an unprecedented rate. The first east coast cable reached Durban from Aden via Zanzibar in 1879, and the first west coast cable reached Cape Town via West Africa during 1889 (Ryan & Jones, 2012:6). According to Standage (2014:2), during 1958 the USA government was initiating their dominance in the Atlantic Ocean trade route. As the USA improved the use of the telegraph across the Atlantic Ocean, the then

president sent the British Monarch a telegraph in 1958 which took 16 hours to transmit 99 words (Standage, 2014:2).

The British Monarch was also extending its colonial and trade hegemony into the Sub-Saharan region (Standage, 2014:2). In that regard, on 16 June 1890, telegraphic lines reached the present state Botswana. The Mafikeng-Ramotswa telegraph was completed on 16 August 1890 which linked Mochudi (Botswana) while Palla (Botswana) telegraph line to Pelapye (Botswana) was completed on 14 October 1890 (Hochfender, 2012:1). The British quest to use the telegraph as the medium to communicate with its colonies in Africa extended to Salisbury (now Harare) with the aim of developing commercial and military infrastructure. On 16 February 1892, a 772 miles telegraphic line linked Salisbury to Pallapye with the goal of fulfilling the Cape to Cairo trade route and conquest (Standage, 2014:2; Hochfender, 2012:1). The above account shows that the application of ICT for commercial or trade purposes dates to the 18th century where industrialists wanted to apply technology to further the commercial and colonial accomplishments.

Currently, there is a need for instant communication with relevant markets, aiming at optimizing interaction and creation of trust and relationships. Meanwhile, the current technological developments in the retail sector are just a phase in retail technological developments. These technological developments are aimed at increasing competitiveness in any business venture and increasing customer satisfaction

The evolution of the Internet and the use of e-marketing by merchants or traders can be traced back as early as 1957-8 when ICT was incorporated in the business and research communities (Harris & Dennis, 2002). Ryan and Jones (2012:7) believe that the evolution of ICT in the business community has its origin in Union of Soviet Socialist Republic (USSR) during 1957 when USSR launched the Sputnik-1 and 2 satellites. This view is supported by Lanius *et al.* (2013) who argue that the launch of these satellites by the USSR brought a new race in the world of ICT. The Sputnik launch brought a paradigm shift in technical developments as superpowers feared technological advancement. In response to the

technological developments in the USSR, the USA Defense Department approved the funding of its own satellite in 1958, which was named explorer-1 (Lanius, *et al.*, 2013; Ryan & Jones, 2012).

Owing to the technological rivalry between the Soviets and USA, the USA Secretary of Defence, McElroy combined different researchers and scientist who invented the Intergalactic Computer Network (ICN) (Leiner, *et al.*, 2012). Gay *et al.* (2007:7) observes that the project linked up to four (4) universities for research using the Internet during 1962. The transformation resulted in the USA government investing large sums of money in ICT and the establishment of the Advanced Research Projects Agency (ARPA) in 1963 at the Massachusetts Institute of Technology in California (Gay, *et al.*, 2007:7). The USA government support to the development of the Internet as constructive marked the archetype shift of the contemporary technology industry (Leiner, *et al.*, 2012). Standage (2014:2) stresses that the ARPANET was availed to the public in 1976. The first online community-USENET was also established during this period (Hey & Papay 2015:205). The technology used commercial text as used by Compu serve in the USA, Prestel in UK and Mintel in France (Standage, 2014:2).

According to Judy and Raymond (2016:176), in 1984 the number of connected computers reached 1000. Straus and Frost (2016:176) note that during 1998, the first recorded computer virus affected 10% of 60000 worldwide wed connections. This led to the risks associated with Internet connectivity. However, the business continued to create websites with media content having a capacity for interaction and sharing business information (Straus & Frost, 2016:176). In 1990 the Internet was officially opened for commercial and creative development. This brought the establishment of the World Wide Web (www) by Berners Lee, a scientist at CERN-International Centre for Practical Physics between 1989-1990 (Straus & Frost, 2016:176).

At that point, the CERN leaders showed no interest in the use of the Internet as they saw no commercial benefits (Hochfender, 2012:1). During February 1999, Marc Andreessen,

a student at the National Centre of Super Computer Application (NCASA) University of Illinois managed to create a full interactive browser with web potential called Mosaic (Straus & Frost, 2016:176). In April 1994 Andreessen left NCSCA and formed Netscape. In yet another technological breakthrough, this marked the paradigm shift as Netscape went for public listing in a historic Initial Public Offering (IPO) and the world fully got trapped in the interactive web 2.0 (Ryan & Jones 2012; Gay, *et al.*, 2007). For Molenaer (2013) the advent of the Internet enabled corporates to create content websites. This era was code-named the “Web gold rush” as traditional retailers felt the shrinkage in their market share and profitability (Molenaar, 2013:136).

These technological developments are essential in understanding that the adoption of ICT has brought in an increase in profitability of competitiveness amongst FMCG retailers. Those retailers who failed to embrace the changes in technology are bound to lose their market share. Contemporary retailers need to embrace these technological developments to guarantee their existence. These ever-changing technological developments are essential in conceptualizing the integration of ICT and marketing activities for satisfying customer needs at a profit.

2.1.2 Web 2.0 and e-marketing

The diffusion of technology in the discipline of marketing has positively influenced the way goods and service are marketed. It has improved the interaction between retailers and consumers (Ryan & Jones, 2012:4). Studies carried out to confirm that since the Internet was developed in the 18th century to the commercialization stage, it is still enduring radical changes. According to Stephens (2013:24), Dougherty, the Vice president of O’ Reilly Inc. coined the word 2.0 at a conference which was aimed to discuss the future of the Internet. The conference predicted a paradigm shift of consumer interaction to a platform of virtual creation, content sharing, and collaboration. As pointed above, the conference targeted visualization of the Internet as the major source of marketing activities in which social media was the major determinant of the way of life (Brennan & Schafer, 2010:148; Sankar & Bouchard, 2009:43). Accordingly, Web 2.0

enabled retailers to reach customers through interactive blogging, texting, friending, tweeting, and Internet surfing (Sankar & Bouchard, 2009:43). This enables online retailers to gain market acceptance and fight ever-increasing market rivalry as customers became value-conscious (Brennan & Schafer, 2010).

Dawson (2010:133) and Fernie *et al.* (2016) stress that upon realizing the marketing potential of Web 2.0, retailers increased the use of online communities which involved the participation of customers. Building from the above insights, social media platforms such as Facebook, Twitter, YouTube, and Linked-in started to be used by retailers as the official engagement site of different products and brands. Li *et al.* (2013:220) concluded that the advent of Web 2.0 shut down the negative publicity of social media as it brought down the business parameters like content parameter-online tools and techniques, collaboration parameters-customer and retailer relationships and commercial parameter-functionalism that support consumer choices.

These parameters enhanced the trust and relationship between retailers and customers which was the major missing link in traditional business models (Li, *et al.*, 2013:220). The parameters remain key in the development of e-marketing as marketers aim to create the greatest customer satisfaction along with these defined parameters (Li, *et al.*, 2013:220). It is for this reason that online retailers such as Amazon.com and e-Bay established mature online domains, challenging the traditional brick and mortar shops in the USA and UK (Li, *et al.*, 2013:220). Fernie *et al.* (2015:133) observed that the development of web 2.0 facilitated pure marketing in which the traditional marketing concept linked with the Internet to bring service participation, personalization of content and the new marketing concept. Dawson (2010:43) upholds that Web 2.0 brought in the transparency of e-retailing group power and customer autonomy through enhanced roles of intermediaries household names such as Google, eBay, and Facebook.

Molenaar (2013:37) argues that the dot-com Boom and Burst was another paradigm shift in the history of the Internet. Online users reached 360 million by the year 2000 as

corporates focused on the creation of websites to foster online business development. Baxter and Conoly (2013) observed that the Internet sector reached 1000% with its initial peak between 1995- 2000 as Silicon Valley technology companies engaged in speculative stock market pricing resulting in a meteoric rise in stock price. Internet entrepreneurs, venture capitalists, stock marketers, and online traders suffered the greatest loss as technology investments slumped after the Internet burst (Molenaar, 2013:37).

Baxter and Conoly (2013) categories the developments on the Internet into three stages: prebubble- (1995-97), the bubble-(1998-2000) and the burst - (2000-2002). For Ghazaleh (2015), corporates increased their stock market value by just adding the prefix “e”. Guzzetti and Lesley, (2016:133) observed that year 1995-2002 was an exploration phase which helped in crafting realistic and sustainable targets in the Internet business. Quite notably, in 2003 some companies like Amazon.com and e-Bay recovered from the recession, however, others were liquidated (Guzzetti & Lesley, 2016:133). Guzzetti and Lesley add that those that survived the market turbulence hewed new business to be applied in the contemporary virtual market place. Facca and Lanzi (2005) observed that in 2004 retailers started to engage in Customer-Based Generated Content (CBGC) through processing, reviewing, editing and dissemination of content.

Hoegg *et al.* (2006) gives another perspective that retail marketers became fanatics of online information sharing using new generation of Internet applications such as Wikis, online photos and videos exchange, flicker, YouTube and other social networks. Retailers engaged in peer to peer discussion forums for research and advice, online brand monitoring, which facilitated customer tracking and evaluation (Hoegg, *et al.*, 2006). As Rawtani (2010) puts it, it became a paradigm shift from the retailer control systems, single message parameters of branding, marketing, product conceptualization to consumer democratization using blogs, ratings, and social forums. Here, social media increased the use of the Internet to such an extent that by 2012, 34.3% of the world population used the Internet (Rawtani, 2012). Straus and Frost (2016:167) and Rawtani (2012) concur that developed countries reached maturity level while penetration in developed and

developing countries was in the growth stage. Social media continued to shift and enabled the customer to participate in online platforms through content (Straus and Frost, 2016:167).

Baxter and Connolly (2013:24) contend that “there is no one size fits all syndrome on the application of Web 2.0.” Retailers need therefore to tailor-make their online strategies to suit their operational environment and increase their interaction with customers to survive the online business matrix (Andreki & Yazdanifard, 2014; Chaffey & Smith, 2009:124). The above insights evince paradigm shifts in the Internet and technology sector. Contemporary scholars such as Andreki and Yazdanifard, (2014); Chaffey and Smith (2009:124); Straus and Frost (2016:167); Baxter and Connolly (2013); Hoegg, *et al.*, (2006) and Rawtani, (2012) concur that e-marketing is evolving and new paradigms are coming in such as the current Web 3.0 and Web 4.0 by 2030.

2.1.3 Web 3.0 and the future of e-marketing

Internet use is increasing daily. Retailers need to pro-actively craft sustainable e-marketing to build a competitive advantage (Straus & Frost, 2016:167; Kotler, *et al.*, 2010). For Kotler *et al.* (2010), marketing evolved in three phases namely Web 1.0, Web 2.0 and Web 3.0. The phases evolve as retailers, entrepreneurs, Internet companies and others in the business community realize greater opportunities for growth. Straus and Frost (2016:167) observe that Web 1.0 focused on content creation and customer views while Web 2.0 was also a content creator but was associated with viral and affiliate marketing. Web 3.0 focuses mainly on the literal Internet convergence which involves increasing social media, increased wireless technology, wearable Internet devices, big data, and cloud computing. Ferrari (2016:307) states that version Web 3.0 is semantic Web which requires retailers to capture different needs of customers through the establishment of marketing communication channels, search engine optimization, blogging and content marketing. As the Internet is on the paradigm shift, so should the e-marketing be hence the need for pro-activeness and continuous perfection for the sustainability of retailers in the business. Web 3.0 connects a wide range of elements from

social networks to semantic networks which facilitate customers to identify, share, utilise products and service information efficiently (Payne & Frow, 2013). The major emphasis on Web 3.0 is continuous improvement and abundance of product profiles, online analysis, segmentation with a recognition that context does not remain content (Payne & Frow, 2013).

As with Payne and Frow (2013), Molenaar (2016:4) also observes that the diffusion of technology in marketing had exposed the customer to a piece of rich information regarding retailers' products and services. Ferrari (2015:307) advises that customers must check the product on the Internet before checking in-store hence their purchasing behavior will be greatly influenced by cross channel comparison. Here Ferrari (2015:307) stresses that Web 3.0 helps in facilitating the collection of strategic data from the Internet, not the client. This helps in the establishment of effective cloud computing data, storage and sharing of data processing task (Greener, 2015). Products will conceivably be produced through crowd sourcing using a group of people on the Internet and crowd funding-mobilizing money to develop a product using people on the Internet (Greener, 2015).

Web 3.0 enables the web to read the user through the effective use of cookies, algorithms and artificial intelligence to allow privatisation of individual customers for greater satisfaction (Adams, 2013:82; Dellello & Mcwhorter, 2016). The major improvement of Web 3.0 from other primitive web paradigm comes from its ultra-vibrant, argument reality, location-based advertising that is information garnered to explicit customers (Glazier, 2011:5). It also applies the global positioning system to find product and services like Google Android technology. Chaffey and Smith (2013:24) note that Web 3.0 paradigm brings together social media participation, user-generated content, immersive, virtual 3D intellectual recommendations, syndicated content which brings into effect combined virtual worlds and intelligent systems.

Technological and Internet improvements have created rivalry within the marketing field. The competitive environment needs retailers to use a combination of tools of marketing from Web 1.0, Web 2.0, 3.0 and integrate them into the hype of Web 4.0 and 5.0. Presuming that retailers adopt Web 4.0 and 5.0, retailers must possess an appreciation of the different paradigms to harness the potential and integrate into the new marketing arena before the coming in of Web 4.0 and 5.0 (Payne & Frow, 2013). Retailers must invest in integrated marketing communication so that the Internet will harvest the customer spirits, emotions and online behavior that will facilitate greater personalization of individual products and services. Micro blogging, virtual reality worlds, customization of the visitor experience, cloud computing remain the future of e-marketing. The combined use of these Internet tools yields better customer trust and relationship. "It's not about being competitive, but the creation of new business, offer innovative products, customization of offers (Greener, 2015:7)."

2.2 Conclusion

This chapter has reviewed literature on the diffusion of e-marketing to the present situation. The chapter starts by giving an insight into the global perspective regarding the adoption and implementation of ICT. In addition to that, the chapter provides an insight into the e-marketing developmental stages namely web 1.0, web 2.0 and web 3.0 and the future. Understanding the ICT developments is critical in the adoption and implementation of e-marketing. It informs the development of the proposed e-marketing strategy framework. The next chapter presents the study literature review.

CHAPTER THREE

CAUSES OF LOW ADOPTION AND IMPLEMENTATION OF E-MARKETING STRATEGIES

3.0 INTRODUCTION

This chapter reviews literature on e-marketing adoption and implementation amongst FMCG retailers. The chapter is divided into three sections which examine the nature and characteristics of e-marketing adoption and implementation, factors affecting the adoption and implementation of e-marketing as well as the customer perspective on the adoption and implementation of e-marketing. The next section reflects on the nature and characteristics of retail environment that affect the adoption and implementation of e-marketing strategies.

3.1 Nature and Characteristics of E-marketing

This section draws from the five components of Andreki and Yazdanifard's (2014) framework that illustrates the nature and characteristics of e-marketing environment that affect the adoption and implementation of e-marketing. These are:

1. Pillars for successful e-marketing.
2. Benefits of adopting and implementing e-marketing.
3. Retailers' preparedness in adopting and implementing e-marketing.
4. Impact of globalization to the adoption and implementation of e-marketing.

3.1.1 Pillars for successful e-marketing

The first component of the framework stresses that retailers need to adopt and implement e-marketing using accurate marketing mix (Andreki & Yazdanifard 2014). The digital marketing mix comprises digital advertising website development, design and content, electronic customer relationship management (ECRM), online direct marketing, social media integration, online pricing, e-mail marketing, and understanding electronic marketing strategy development in retailers. Retailers who appreciate this mix are likely to succeed in adopting and implementing digital technology faster than their competitors.

Understanding the pillars of e-marketing as espoused in this digital framework facilitates a quick adoption of e-marketing by retailers. I now turn to illustrate how this mix can facilitate the adoption and implementation of e-marketing.

3.1.1.1 Digital advertising

Digital advertising encompasses a variety of electronic based contents which are designed, targeted and paid by an identified sponsor. The advertisements are delivered through the virtual medium such as the promotion of products and services using computers, mobile phones, smart phones and other digital devices (Baines & Hair, 2009). The rise of digital marketing has come with the fall of print media. It must be stated, however, that, the world media spend in newspapers by retailers has tumbled by 39% since its 2004 peak (Kantar Media 2013; Sweney, 2015). Traditional advertising has come a long way with retailers spending a lot of budget on the advertising and promoting their products. Bauno (2015) indicates that digital advertising is a direct advertising strategy which would witness the greatest growth in the 21st century. Digital advertising creates the platform for retailers to communicate whilst the digital marketing mix allows customers to do comparative website analysis with rich and objective information (Truong & Simmons, 2010). The use of digital advertising replacing the print media also creates a relatively higher level of customer relationship (Bidgoli, 2010; Richardson, 2000).

Crucially, the use of digital advertising brings flexibility and high-quality virtual products and services which creates customer attention from different segments. Retailers must embark on crafting digital advertisements with better ambiance in-order to have a competitive advantage (Pride & Ferrell, 2012:257). Digital advertising thus enables retailers to realize great achievements in digital sales promotion, social media interaction, publicity, and personal selling to targeted market segments (Dunne, *et al.*, 2014:438). The digital media allows both online and offline price comparison. It also improves interaction and awareness with different customers (Pride & Ferrell, 2012:257). Retailers who adopt and adapt ICT based marketing systems have their success inclined towards the

implementation of e-marketing across the wide range of digital platforms (Bidgoli, 2010:499; Richardson, 2000:24).

The key result of the implementation of these digital strategies is based on the harvesting and systematic analysis of online consumer behavior. Retailers who are in an opposition to fully embrace the use of digital marketing strategies are most likely to survive in the turbulent environment. Retailers also need to move from the traditional brick and mortar shops and move towards digitalization for their sustainability. However, it is worth noting here that in most developing countries, the cost of digital advertising remains high for most retailers (Varley, 2014:246).

3.1.1.2 Website development, design, and content

Websites act as the gateway in which organisations interact with their existing and prospective clients (Andreki & Yazdanifard 2014; Chaffey & Smith 2009:22; Chaffey, *et al.*, 2009:421; Bickerton, *et al.*, 2001:175). The website should be the priority for retailers who decide to adopt e-marketing (Chaffey & Smith, 2009:22; Bickerton, *et al.*, 2001:176). Gay *et al.*, (2007:180) indicates that website development, designing, and information updating should be consumer-oriented. Chaffey and Smith (2013:25) further mention that websites should be able to sell, serve, speak, save and sizzle its customers. Retail websites unveil benefits which include the exchange of information, cost reduction, new capabilities, competitive advantage, improved control, and customer service improvement (Gay, *et al.*, 2007:180). Fernie *et al.* (2015:142), observes that once a website is established, retailers need to establish online strategies and models which build confidence, provide prompt delivery of goods, allowing online discounts on bulk purchases and reduction of delivery service costs.

3.1.1.3 Electronic customer relationship management (ECRM)

ECRM is the consolidation of traditional customers' relationship management with e-business application which aims at maintenance of customer relationships within an organisation (Andreki & Yazdanifard, 2014; Bartolacci & Maxel, 2015:3; Chaffey, *et al.*,

2009:330). Retailers need to use ECRM to integrate and manage all aspects of online customer interactions (Muruko, *et al.*, 2013). The integration of front office application with the target market ensures that customer satisfaction result in customer loyalty (Rainarz & Kumar, 2012). ECRM allows the organisation to interact, and complement online marketing, selling and service function to retain customers (Baran, *et al.*, 2008:46, Rainarz & Kumar, 2012; Buttler & Maklan, 2015).

E-CRM enables retailers to establish a flexible support system that communicates directly with customers (Baran, *et al.*, 2008:46). This allows corporates to deal directly with issues pertaining to product innovation, customer expectation, acquisition, globalization, deregulation, and the convergence of traditional markets, the emergence of new technology, privacy issues and online contact channels (Rainarz & Kumar, 2012:3). ECRM remains an e-business strategy integrated into e-marketing field with the objective of optimizing revenue, profits and customer satisfaction by organizing market segments, fostering satisfaction behaviors and implementing customer centrist process. ECRM assists retailers in serving targeted customers effectively and efficiently through critical real-time analysis and management of customer relationships (Bartolacci & Maxel, 2015:3; Buttler & Maklan, 2015; Baran, *et al.*, 2008:5).

Muruko *et al.*, (2013) revealed that the management of retail shops should participate in the implementation of ECRM through continuous consultations and persuasion with the workers. Retailers should train employees to have technical skills. These tactical skills enable retailers to efficiently and effectively work with ECRM system. Dolly & Pruthi (2014) contends that the proliferation of ICT transformed CRM from a business trend to an industry standard. ECRM now focuses on securing and maintaining retailers' competitive advantage.

ECRM has not changed the marketing concept but, instead, has enhanced the traditional CRM into a virtual customer interaction platform which engages customers through knowledge exchange and creation of loyalty. Bishnoi (2014) concurred with Dolly and

Pruthi (2014) that traditional CRM failed to address customer complaints and delayed extending the real-time service support. The introduction of ECRM facilitates the provision of high quality, interactive multimedia support and improved customer acquisition, retention, and transactions.

Clearly, ECRM has transformed the marketing mix from the product-based view to the customer centrist orientation. It aims at the creation of product to satisfy customer expectations, thus focusing on the creation of the relationship with customers.

3.1.1.4 Online direct marketing

Online direct marketing involves direct engagement with customers regarding the product and services which the organisation offers. The direct engagement aims at enhancing, not replacing the existing businesses and customers relationships (Mainville, *et al.*, 2012; Bickerton, *et al.*, 2001:151). Online direct marketing acts as a way of trying to occupy and create an online value proposition in the customer's minds (Mainville, *et al.*, 2012). The online direct marketing assists organisations in providing additional information about the attractiveness of products and services with competing and complementary products. This results in the conversion and retention of customers (Li & Kannan, 2014).

Online direct marketing enables retailers to directly engage with specific customers using specific sites and different online platforms (Becker 2012; Chaffey, *et al.*, 2009:564). Retailers now encourage their customers to use online direct platforms to purchase their products as a way of cutting costs and saving time (Rhee, 2010). Although online direct marketing has been proven to be cheaper for retailers, Rhee (2010) recommends that retailers should maintain call center channels for extended customer problem-solving services. Online direct marketing enables more accurate household-level targeting and offers improved campaign responses with more accurate online impression calculations (Becker 2012).

3.1.1.5 Social media integration

Social media use involves the democratization of information. It transforms people from content readers to publishers and enables conversation between authors, people and peers (Andreki & Yazdanifard, 2014; Neti, 2011:1; Chaffey, *et al.*, 2009:11; Clow and Baack 2016:278). Social media integration has become the 20th-century marketing tool in which customers are able to express beliefs, ideas and manners using twitter, Facebook, LinkedIn and other related social communities (Neti, 2011:1; Saravanakuma & Suganthalsmi, 2012). The proliferation of technology enabled retailers to shift from the traditional marketing practices such as TV, newspapers, radio and magazines to convey their messages using the interactive virtual world (Bickerton, *et al.*, 2001:151). The interaction of different online communities has resulted in an increase in viral social marketing since customers share similar interests and taste (Saravanakuma & Suganthalsmi, 2012). There exists a “new mantra for brands” through the creation of social media in the marketing fraternity (Neti, 2011:1). For Evans and Mckee (2010:1) “given the visible impact of web 2.0 in market places around the globe or more correctly the market place of the globe.....social technology is now considered a given business in which the engagement of customers has become a game-changer in the marketing field”.

3.1.1.6 Online pricing

Retailers should have an effective online strategy that creates a competitive advantage (Andreki & Yazdanifard, 2014; Neti, 2011:1, Chaffey, *et al.*, 2009:11; Clow & Baack, 2016:278). Online retailers should understand a variety of internal and external conditions affecting global pricing strategies. Gay *et al.* (2007) notes that the application of online pricing involves the use of the traditional pricing models applied in new ways which include the virtual application of online specials, coupons and mail-order catalogs to fight the global competition and online price comparison. Sites such as www.kelkoo.com provide customers with a facility to compare online global brands (Lois, *et al.*, 2016:647). Retailers engaging in e-marketing should be price - sensitive since customers expect online prices to be low due to the removal of intermediaries (Gay, *et*

al., 2007). Customer purchasing their products online enjoy a broader product selection, convenience, easier price comparison and better choice of products. However, there is a channel conflict and pricing between the click and mortar company. Online pricing models should be in line with the physical shop prices to avoid the channel price conflict (Xu, 2014).

3.1.1.7 E-mail marketing

E-mail marketing acts as a medium which allows “one on one” interaction with intended customers (Baggot, 2011; Andreki & Yazdanifard 2014; Chaffey, *et al.*, 2009:154). It brings customers to websites, enables them to keep in touch, interact and building customer loyalty (Baggot, 2011). Chaffey *et al.* (2009:154) state that e-mail marketing turns prospective customers into regular customers with the ability to have regular purchases. It also provides a direct line of communication with the audience. Companies do not create relationship but brands, hence e-mail marketing acts as the medium to relationship building (Baggot 2011; Chaffey, *et al.*, 2009:154).

When sending an e-mail to customers, there is a need to consider a day to send such an e-mail. This is because e-mails sent on Mondays and weekends are less effective since most customers will be preoccupied (Chaffey, *et al.*, 2009:154). No marketing medium is cheaper than e-mail marketing (Baggot, 2011). Retailers can use e-mail to increase their interaction with customers at a low cost. E-mail allows retailers to have own communication with customers hence creating the much-needed customer relationships.

3.1.1.8 E-marketing development in retailers

Andreki and Yazdanifard 2014 states that e-marketing developmental stages are critical in understanding technology adoption in the organisation. Organisational websites go through five unique stages namely: basic website, simple static informational site, simple interactive site, interactive site and fully interactive.

- **Basic website**

Retailers engaging and adopting e-marketing start with the establishment of a basic website. This allows customers to browse for familiarization with the existence of the retailer and his/her products online (Becker, 2012; Andreki & Yazdanifard 2014; Baker, 2012:646). Here, retailers need to establish keywords/phrases which should be visible and in readable text format for the website to be easily recognized online (Chaffey, *et al.*, 2009:10; Smith & Chaffey, 2012:27). The keywords are indexed by search engines that use a robot or search engine spiders to identify the web page for easy searching (Smith & Chaffey, 2012:27). The first on-line listing allows search engines to return website results that will direct relevant online visitors to the site. Fox (2012:218) illustrates that search engines assemble their listing databases of website information using robotic software program. The key words direct online visitors to the retailer websites. The keywords used in the website should directly relate to the contents of the retail organisation (Ridgway, *et al.*, 2005:72). It is important to note that creation of a basic website should have a clear understanding of the customers' interests, needs and expectations to create online value proposition (Fox, 2012:218).

The setting up of a basic website is the starting point of retailers who need to adopt e-marketing. It is important to note that online presence aims at enhancing customers' experience. Therefore, customers' perception, attitudes, and needs should be taken into consideration to give additional value to them. The keywords and phrases used in the wire-frame of the website should be in tandem with what is offered by the retailer for easy search of products.

- **Simple static informational site**

The informative site is a dumb website, brochure-ware or the e-catalog which contains the rudimentary company information (Smith & Chaffey, 2012:27). The website should contain manually maintained pages and should be simply made without dynamic media

incorporated which is rarely or never updated. The website creates the retailer's product awareness since it is text-based with a few graphic elements which allow it to reach the targeted audiences (Smith & Chaffey, 2012:27).

A simple static informational site is composed of rich informative content but is not entertaining because of the static graphics (Crowder & Crowder, 2008:16; Hart & Geller, 2012:53). The simple static informational website creates firm online visibility, promote product offering and builds relationships with the intended customers (Kurz 2009:241). This type of website should also aim at reaching different customers from different online markets (Miletsky, 2010:54).

- ***Simple interactive site***

Here, the home page allows inserting interaction that performs several tasks (Fuller & Ulrich, 2004:238; Brown & Brown, 2010). Simple interactive websites are also referred to as dynamic websites that allow visitors to search and make inquiries about retailers' products and information using online communication tools such as e-mails (Smith & Chaffey, 2012:27). Harris and Dennis emphasized that simple interactive is dynamic in the sense that it can interact and update its contents instantly and in real-time. West (2014:2) illustrates that these are powerful eye-catching, flash and exciting websites which can assist customers to navigate and make purchases soon after viewing the product. Simple interactive websites facilitate customers to conduct online searches and place simple inquiries. Customer interaction allows the collection of visitors' information to carry out regular online promotions. For Smith and Chaffey (2012:27) simple interactive websites are aimed at converting new users to regular and loyal customers through the continued use of illuminated advertisements and promotions. Brown and Brown (2010:129) affirm that simple interactive websites permit users to submit and contribute on contents of the websites hence facilitating the creation of rich media which can be used in increasing online customer satisfaction. Fryer (2011) argue that the interactive site allows the website administrator to review content sent by customers and approve or reject publication of such.

The main reason for adopting the Internet in the marketing process is to bring customers closer to retailers and establish a better understanding of customers' needs with the objective of building a competitive advantage. It is therefore important to note that interactive websites permit communication between retailers and customers.

- ***Interactive- transactional website***

Transactional websites are automated online sites that allow online payments through the integration of online front-end store and the back end (computerized systems) (Smith & Chaffey, 2012:27; Baker 2012:646). It goes beyond interaction and includes complex behaviors such as shopping carts, checks out features and data mining capabilities (Cooper, *et al.*, 2007:177). For Baker (2012:646), transactional websites allow browsing customers and retailers to exchange information which will be used in managing relationships. It provides a full end to end transactions where customers search, order, pay for products online and delivery done as per order specifications (Webb, 2009:254).

- ***Fully interactive site***

The Internet becomes central in the marketing of products and services through relationship marketing with individual customers. It facilitates the application of a full range of marketing activities through personalization and customization (Harris & Davis, 2007:86; Smith & Chaffey, 2012:27; Baker, 2012:646). While developing countries still rely on tradition marketing store with basic websites (Becker, 2012; Baker, 2012:646), retailers in the developed countries have adopted the use of fully interactive websites like Amazon.com, eBay and www.buypower.vauxhall.co.uk (Baker (2012:646). Drummond and Ensor (2006:208) illustrate that fully interactive websites provide online value proposition which provides product offering with enhanced value. It is pertinent to note that fully interactive websites offer a variety of benefits. These include mainly differentiation from other competitors, enhancing existing products offering, engaging the potential user and to generate brand and website loyalty.

Fully Interactive websites allow retailers and customers to interact in real-time using Internet-based tools such as chat rooms, live news, games and virtual tour (Nayyeri & White 2014; Becker, 2012; Baker, 2012:646). They use sophisticated marketing tools such as interactive advertising- banners and rich media which allows online transactions, shape customer attitudes, solicit for responses and encourage acquisition and retention of customers.

Together, the e-marketing tools reviewed above offer numerous benefits to the retailers, which I turn to describe below.

3.1.2 Benefits of adopting and implementing e-marketing

The diffusion of technology allows retailers to use both the traditional store format and e-marketing (Ofek, *et al.*, 2011; Andreki & Yazdanifard 2014). Critically, it has changed the way retailers do business and how customers buy goods and services. Ofek *et al.* (2011) and Andreki and Yazdanifard (2014) posit that retail online users continue to grow due to the benefits associated with technology adoption. As Ferrell and Pride (2015:215) put it, retailers benefit through the adoption of e-marketing and these benefits include the ability to reach fragmented markets, share information, target marketing-through social media and websites as well as co-creation of content. Ferrell & Pride (2015:216) maintain that e-marketing involves getting customers to participate in the brand reviews and to directly interact through mobile-optimized websites.

Straus and Frost (2016:35) recommend that when adopting e-marketing, retailers should send customized e-mails to customer segments. E-marketing is solely driven by convenience and improved security for payments through credit cards (Kurtz & Boone, 2014:144). Molenaar (2016:36) mentions that the diffusion of e-marketing has increased the competitiveness of retailers since they can respond to individual customer needs. E-marketing adoption and implementation make competitive advantage a crucial element since it helps retailers attain sustain, retain and enhance the market share (Shams, 2013).

E-marketing allows multi-channel retailing which enables the use of both the traditional and online retailers.

Small retailers employ e-marketing as an extension of their customer fulfillment (Kurtz & Boone, 2014:144). Some retailers such as Mark and Spencer (in Cheshire Oaks in the USA) brought in the multichannel directly into their shops through the creation of Internet-based kiosks (Kurtz & Boone, 2014:144). The above scholars agree on the notion that the nature of e-marketing has created convenience to most retailers while most of these retailers are using e-marketing as an extension of their traditional shopping mode to entice their customers. This implies that online experience will fill some of the gaps in customers' needs.

Although retailers in Africa are embracing e-marketing, "trading for survival is a norm and few retailers are not reaping the benefits of e-marketing adoption due to limited access to the Internet [and] lack of high broadband" (United Nations Development Programme, 2010:1). However, in the developed countries like USA, Europe and China, pure online retail shops such Alibaba, Amazon and E-Bay are challenging the traditional shops through the utilization of e-marketing and creating trusts with target markets (Ferrell & Pride, 2015:144). Ghana has grown a reputation as an ICT leader in Africa by developing the shopafrica53 (an e-marketing platform like Amazon and E-Bay). However, its use is limited to urban areas due to limited Internet access in rural areas (United Nations Development Programme, 2010:1).

3.1.3 Retailers' preparedness for e-marketing adoption and implementation

In Africa, 90% of retailers' transactions are dominated by traditional channels while the USA and Europe contributed a 1/3 online purchase by 2011 (Straus & Frost, 2016:78). To have a high diffusion of technology, the retailer should create an atmosphere that is good for technological change (Andreki & Yazdanifard, 2014). Retailers who are high in technology e-readiness have an optimistic marketing vision and they possess high levels of innovation and feel comfortable with technology (Straus & Frost, 2016:78). The

adoption and implementation of e-marketing across firms is directly influenced by the country's e-readiness profile. The readiness of retailers to adopt technology is greatly influenced by the affordability of Internet access, options of online payment, effective after-sales service, legal regulatory framework, and electronic or virtual currency (The United Nations Conference of Trade and Development [UNCTAD] (2015:34). For Atkeaney (2015:2), the diffusion of technology in the retail sector is greatly contributing towards the economic growth and gross domestic product (GDP) in Africa. However, the increase in technology in Africa requires thoughtful process and the right approach, determination, commitment and time within the retail sector and other supporting stakeholders (Atkeaney, 2015:2)

Ekwekwe (2015) stresses that the diffusion of e-marketing in Africa faces different impediments such as online distrust, high cost of Internet, poor logistics - nonfunctional postal delivery systems, Africa's open market - informal trader competing with established retailers, fragmented markets and low literacy rate. In that regard, in Africa traditional retailers remain dominant although some prefer to embrace both the physical and online presence (Ekwekwe, 2015). Africa's middle class is rising with a potential for spending between \$4 and \$20 per day and the group is expected to grow by 42% by 2060 (Africa Development Bank, 2011). This presents the biggest opportunity of African retailers to explore opportunities to persuade customers toward online retailing. If 50% of the African population will have access to the Internet by 2025, online shopping could account for 10% of the retail sales in Africa (Mahammed, 2015).

The growth of technology diffusion and the increase in customers' purchasing power will act as a major driver in the adoption and implementation of e-marketing in the African retail market. Its potential growth and the establishment of critical ICT infrastructure has the potential to increase customer participation in e-marketing.

3.1.4 Impact of globalisation on the adoption of e-marketing

Globalization has increased the rate at which retailers adopt and implement the use of e-marketing. Aydin and Savrul (2014) reveal that regardless of globalisation, the use of e-marketing still varies between developed and developing countries. Dann and Dann (2011:156) argue that the low diffusion of e-marketing owes to different factors which among them include the culture, associated risks and losses, and low literacy rate. Regardless of the technology diffusion lapse, retailers have taken initiatives to develop websites (sometimes in different languages) to harness the ever-increasing globalisation (Chaffey, 2013:86). Totochi and Kakamashandi (2011) aver that globalization and ICT adoption has brought in several benefits which include coordination of cost, competitive advantage and increased market base.

However, in other markets such as India, the use of electronic marketing has drastically increased due to globalization (Datt & Mandeep, 2010). For Wiggs (2010:1), diffusion of technology has facilitated the development of Static Informational Websites to Fully Interactive Websites. However, Datt and Mandeep (2010) argue that the simultaneous growth of electronic and convectional channels within e-retailers has emerged as an innovative strategy of development in the emerging markets by retailers. Globalisation has created challenges in the e-market that include threats of new entrants, need for online differentiation and security concerns (Datt & Mandeep (2010). However, globalisation has allowed e-retailers to explore and expand their markets potential beyond the traditional national borders through the creation of joint ventures and mergers with internationally established brands (Datt & Mandeep 2010).

Deloitte (2014) reveals that globalisation and Internet have caused local retailers not to over-rely on domestic/local markets but to adopt different marketing tools from international e-marketing arena. Deloitte's (2014) report adds that, given the unprecedented influence of globalization, retailers adopting e-marketing have a positive market performance than those relying on traditional shops. The adoption of e-marketing by retailers such as Amazon.com has revolutionized the way in which global retailers

conduct their business in the global village. This has been due to increased logistics efficiency, facilitation of procurement, the sale, and promotion of goods (Datt & Mandeep, 2010).

3.2 Factors Affecting E-marketing Adoption and Implementation

There are several factors that affect the adoption and implementation of e-marketing. According to Michael *et al.* (2011:96), “the retail sector has a long history of adopting and implementing technology-based application and innovative managerial practices”. It commenced with the bar-code technology in the early 1980s moving to cross-docking, vendor management inventory practices in 1990s and radio frequency identification in 2005 (Michael, *et al.*, 2011:96). The retail sector has demonstrated its ability to adapt and adopt ICT as a way of building core competencies (Michael, *et al.*, 2011:96). Retailers’ adoption and implementation of electronic-based facilities starts with initial awareness and evaluation, implementation and finally its acceptance or assimilation with the organisation (Michael, *et al.*, 2011:96). In that regard, e-marketing use has grown globally but the perception of which it takes to attract, retain and satisfy the customers online remains limited (Sahney, 2008). As El-Gohary (2012) suggests, marketing trends have shifted from the traditional store to a mix of physical and virtual formats. Evidence from empirical studies point to the fact that the “Technology, Environmental and Organisation” contexts (TEO) model by (De Pietro, *et al.*, 1990:154) can be used to understand the factors that affect the adoption of e-marketing (Gray & Zappalla, 2015:143; Pablos, *et al.*, 2010; Dlodlo & Dhurup, 2013; El-Gohary, 2012; Sahney, 2008); Yoag & Signaul, 2015). The TEO model is described below to establish different factors affecting the adoption of e-marketing in the retail sector.

3.2.1 Technological Context

The technological factors relate to those innovations that retailers intend to use to adopt and implement e-marketing. Three of these namely: relative advantage, the complexity of technology and compatibility of technology are described below.

3.1.1.1 Relative advantage (RA)

According to Rogers, cited by Mndzebele (2013), Relative Advantage (RA) is the degree to which an innovation is perceived as better than the idea it supersedes. In that regard, Ravi (2010:84), proposes that customers compare innovations and the extent through which an innovation becomes more advantageous over the previous innovation before its adoption. Relative Advantage provides benefits which customers appreciate from other retailers. These benefits motivate customers to choose products basing on Relative Advantage (Ravi, 2010:232.) Retailers need to integrate social media such as Facebook, Twitter, LinkedIn, and YouTube as strategic tools of ICT adoption in-order to improve Relative Advantage over other competitors.

El-Gohary (2012) and Mndzebele (2013:243) observed that the adoption of e-marketing should offer solutions to existing customers' problems or present new products or service opportunities such as increased accessibility, improved customers' reach and closing the customers' gap. In this regard, RA remains one of the most important aspects in the adoption of retail ICT sector because new innovations must be better than current options to be validated (Dann & Dann, 2011). Michan and Mazze (2010:167) argue that understanding customer adoption and diffusion processes enable retailers to develop applicable strategies to facilitate the online value proposition.

3.1.1.2 Complexity of technology

The Complexity of Technology (CT) is a key factor in understanding the adoption and implementation of e-marketing. Mndzebele (2013:167) stresses that CT refers to the degree to which an innovation is perceived to be relatively difficult to comprehend and use. The degree of complexity of technology has a negative impact on the adoption of technology hence customers easily adapt to technology which is perceived to be effort-free (Mndzebele, 2013:167.) Complex technology is considered as difficult to adopt, and the more it is considered difficult to implement the more customers abstain from adopting and implementing it (Pontono, 2015:67). This view is supported by empirical studies carried by Delafrooz *et al.* (2009) and Rahman *et al.* (2013) which concluded that

consumers usually prefer e-shopping than traditional stores due to a variety of online benefits such as free access of information, reasonable price quotations, convenience and limited time constraints. Su and Fu (2015) indicate that the adoption and implementation of e-marketing by retailers yield better cash flow, resources, planning, and increased value. In addition to that, Katawetawaraks and Wang (2013) state that e-retailers need to create websites which are secure and interactive with customers to convert website visitors into customers.

3.1.1.3 Compatibility of technology

Compatibility of Technology is also important in the adoption and implementation of e-marketing in the retail sector. According to Mndzebele (2013:473), compatibility of technology refers to the degree to which technological innovation is perceived as being consistent with the existing operating practices, beliefs, values, experience and needs. Ravi (2010) adds that compatibility of technology represents the extent to which e-marketing is understood as compatible with existing products and the consumption patterns, the recent experience and the needs of the potential adopter. Roger (1995:24) gives another perspective that if adoption and implementation of ICT are consistent with values, beliefs and cultural variations there will be less resistance to adoption and implementation of it.

Pantano (2015) also stated that the adoption of e-marketing should capture customers' memories with the previous shopping experience to increase diffusion levels. In addition, Mairura *et al.* (2016) conclude that adoption of e-marketing requires customers and retailers to adjust their existing behavior since the new technology is paralleled and more unlikely for the customers and retailers to adopt.

3.2.1 Environmental Context

The environmental context is crucial in the way organisations adopt and implement e-marketing. The external task environment mainly focuses on variables within the industry parameters (Kew & Stredwick, 2009:1). According to Smit *et al.* (2007:61), the

environmental context includes the market or the task environments which surround the organisation. The task or market environment possesses opportunities and threats which can facilitate or impede retailers to adopt ICT (Smit, *et al.*, 2007:61; Kew & Stredwick, 2009:1). However, management decisions influence the market environment through crafting strategies to protect and maintain its market share (Smit, *et al.*, 2007:61). In such circumstances, it is pertinent to note that the environmental context encompasses factors which affect e-marketing such as competitive pressure, government support and regulatory pressure (Makherjee & Basu, 2015:25; Pablos, *et al.*, 2010; Dlodlo & Dhurup 2013). These factors affect technology diffusion among retailers (El-Gohary, 2012; Sahney, 2008.)

3.2.1.1 Competitive pressure

Sadhpuria (2009:147) upholds that competitive pressure comes from rivalry within the industry. Competitive pressure influences retailers to adopt multiple online formats to attract customers (El-Gohary, 2012). The implementation of the e-marketing requires resource competency to reduce risks caused by moving from the traditional store format to virtual formats (Sadhpuria, 2009:147). The consequences of first-mover advantage in the adoption and implementation of ICT make retailers reluctant to quickly engage in e-marketing (Commo & Maneti, 2014). For Commo and Manenti (2014:200), retailers engaging in e-marketing can strategically monitor competitors' pricing models and adopt commercial strategies that would weaken the competitive pressure. Lee (2016:24) stresses that the adoption of electronic marketing by retailers removes barriers to new entry and increases its competitiveness.

3.2.1.2 Government support

Another environmental context factor is government support. Yigitcanlar *et al.* (2010:101) mention that the major factor affecting the adoption and implementation of e-marketing is the failure by the government to participate in the provision of ICT services. Sharma (2012:156) notes that inconsistency in the government legislation contributes to insufficient implementation of e-marketing in developing countries. It is important that

governments play a clear role in creating a conducive environment for both private and public sectors (Yigitcanlar, *et al.*, 2010:101). Remarkably, it is the primary role of governments to thwart barriers to e-marketing adoption for both individuals and corporates to lessen the financial commitments and establishing an atmosphere of ICT usages (Kamel, 2010:45). In view of the foregoing, retailers in developing countries face challenges in implementing broadband networks due to lack of proper research and development capabilities (Zulu & Bwalya, 2012). In Saudi Arabia, retailers and customers lacked clear regulations and government's supervision in support of the diffusion of e-marketing (Kim, *et al.*, 2012).

Governments in developing countries should actively participate in facilitating the adoption and implementation of e-marketing. Its active role should be seen in removing barriers that hinder the effective use of e-marketing by retailers. Proper infrastructure and other ICT based infrastructures should be put in place to increase the use of e-marketing in the retail sector.

3.2.1.4 Regulatory pressure

The government should create regulations that help in the shaping of the ICT environment and create opportunities for e-marketing. In that regard, Brezmtz and Zysman (2013:10) stress that government policies on ICT play a crucial role in adopting and implementing e-marketing by retailers. Government policy, capabilities, stability, infrastructure, and market mechanisms are strong drivers for the diffusion of technology among retailers. It must be stated, however, that, governments in the developing countries need to establish synergies with large ICT companies like Apple, Microsoft, IBM, Cisco and Evolution to increase the diffusion of electronic marketing among retailers (World Bank, 2016:251).

According to Cooke *et al.* (2013), the retail sector's e-marketing adoption and implementation are stimulated by effective government policy. Maynard (2010:108) emphasizes that e-marketing adoption by retailers can be achieved if the governments, industries and academic institutions focus ICT diffusion. Akhgar and Arabnia (2014) and

Organisation for Economic Cooperation and Development {OECD} (2013) found that there is increased adoption and implementation of e-marketing where it's supported by the government's commitment to monitoring online security issues. The lack of government security monitoring systems increases the rate at which customers lose confidence in e-marketing, especially where there are no legal provisions to protect online purchases. Akhgar and Arabnia (2014) recommended that governments should impose multilateral legislation, increase awareness, monitoring and ensuring compliance to security standards to increase the adoption and use of ICT.

The necessary regulatory framework for retailers involved in e-marketing remains important for customers. Customers who purchase products on-line need to have protection from all forms of cybercrimes. Governments play a pivotal role in safeguarding the interests of customers through the establishment of laws and regulations that ensure security internationally. Criminals may commit cybercrimes, not within the same geographical location and a certain country's jurisdiction. Therefore, there is a need for combined efforts by all governments to come up with international law on cyber-crimes. Theft of confidential information, cyber bullying and the presence of traditional stores by some retailers as a primary alternative pose a major threat to the adoption of e-marketing among retailers. The government should boost the retailers' and customers' confidence through the provision of necessary regulations which guarantees the authenticity of different players involved in e-marketing.

The next section presents to the organisational context factors that are important in the adoption and implementation of e-marketing.

3.2.3 Organisational Context

According to Hofstede, cited by Sogra (2014:69), the organisational task environment encompasses national culture, social values, and practices of corporates or individuals. It includes the socio-cultural norms, ideas, and organisational culture at large. Dill and Teixeira (2011:142) point to the fact that the organisational environment constitutes the

appropriate and acceptable organisational forms and norms. Hander (2014:28) and Sogra (2014:69) observed that the organisational environment has characteristics of retailers which include its human resources and patterns of communication which determine the suitability to adopt a given innovation. These organisational context factors which include organisational culture, quality of workers, company size and owner characteristics are discussed below.

3.2.3.1 Organisational culture

Organisational Culture is important in determining the adoption and implementation of e-marketing among retailers. According to Black and Mouton, cited in Li (2012:14), “Organisational culture is a pattern of the shared basic assumption that a group learned as it solved its problems of external adaptation and internal integration”. Mulaomerovic and Trappey (2013) define culture as encompassing the planned way of doing things. The adoption and implementation of technology within the retail sector can be explored using the Hofstede (1980) dimension of culture which embraces individualism, collectivism, masculinity, femininity, power distance and uncertainty avoidance (Mulaomerovic & Trappey, 2013; Li, 2012:14; Slyke, *et al.*, 2010). This dimension influences how different companies and individuals accept or deny the application of ICT based technology at different levels (Mulaomerovic & Trappey, 2013).

The following dimensions of culture by Hofstede (1993) are essential in understanding ICT adoption within organisational context;

- **Power distance:** The extent to which the members of a society accept that the power in organisations is distributed unequally;
- **Uncertainty avoidance:** The degree to which members of a society feel uncomfortable with uncertainty and ambiguity;
- **Individualism versus collectivism:** The extent to which a person sees herself as an individual rather than part of a group;

- ***Masculinity versus femininity***: Preference for achievement, heroism, assertiveness and material success as opposed to feminism which refers to a preference for relationships, caring and quality of life;

High context versus low context: The amount of information that surrounds an event is inextricably bound up with the meaning of that event. In high context culture, the information surrounding an event is already in the person, and very little in the coded, explicit, transmitted part of any communication between participants. In low context cultures, the mass of information is vested in the explicit code”.

Using the technology adoption life cycle, Fang *et al.* (2013) concluded that retailers in different countries adopt new ICT at varying rates. The research concluded that retailers in China have high collectivism-feel strong associating to a group and they maintain homogeneous and long-term relationships with customers. Thatcher *et al.* (2006) states that culture of rural populace in Southern Africa affect the adoption and diffusion of technology hence it is important to understand the dimensions of culture in order to improve the diffusion of ICT in different organisations.

Thatcher *et al.* further states that there is a perception that culture does have a direct influence on the diffusion of ICT at retail and individual levels. The study concluded that the diffusion of ICT also varies from one country to the other. This view is supported by Tan *et al.* (2007) who stresses that the diffusion of ICT within retailers and individuals is greatly impacted by the degree of trust and the need to create relationships.

The above literature implies that culture plays a very important role in the adoption of e-marketing. Understanding the different cultures as proposed by Hofstede’s model is critical in increasing the diffusion of e-marketing by retailers.

3.2.3.2 Quality of workers

OECD (2014) states that the training and development of the retailers’ workforce improve quality of workforce and facilitate diffusion of ICT in retailers. In addition to this, retailers

need to engage in both “on the job” and “off job” training to have positive e-marketing diffusion. This is because on-job training improves employees’ confidence and increases the employee-customer online relationship (Vaissone, 2012; Pantano, 2016). However, poor quality of the workers (lack of qualified personnel and management) significantly impedes the adoption of ICT in retailers because highly skilled employees are accustomed to technology than unskilled employees (Pontono, 2015; OECD, 2014).

Grewal *et al.* (2017), stress that retailing should improve the quality of workers in order to adapt to the evolving retail landscape. The evolving retail landscape calls for the retailers to continuously train its employees to stay in line with the evolving customer needs (Grewal, *et al.*, (2017). In addition to this, Vaissone (2012) stresses that the use of ICT by employees while interacting with customers improves the online shopping experience and regular purchases. Berry *et al.* (2010) points out that retailers should train their employees and shift their attention from transacting role to the creation of relationships.

The employees play a crucial role in the adoption of e-marketing. Retailers need to put more resource in training its employees since the employees act as the interaction point between the retailer and customers. Trained employees have the potential of assisting customers in real-time as well as capturing employee online behaviour.

3.2.3.3 Company size

Retailers’ size influences its ability to adopt e-marketing (Awa, *et al.*, 2011). Big retailers possess human, technical and financial resources that can be used in the adoption process while a small retailer has limited resources (Awa, *et al.*, 2011). An empirical study by Chuang *et al.* (2009) revealed that the small retailers are also able to exploit opportunities and adopt more easily due to their flexibility and quick decision-making process. Chuang *et al.* (2009) and Awa *et al.* (2011), concur that the adoption of e-marketing by small and large retailers can be broadly internal or external to the organization’s environment.

For Al -Somali *et al.* (2011), restaurants and foodservice retailers, although they are small, they can adopt ICT technology faster due to the nature of their products, not their company sizes. The limitation of e-marketing adoption and implementation by most small retailers has proven that small retailers adopt innovations that were proved and tested in different countries and sectors (Pantano, 2016). The adoption of e-marketing is not entirely limited to big retailers with sufficient financial resources and capacity. Small retailers can exploit their flexibility and lack of bureaucracy to adopt e-marketing faster than big retailers (Al –Somali, *et al.*, 2011; Chuang *et al.*, 2009; Awa, *et al.*, 2011).

This suggests that e-marketing adoption needs to be supported by sufficient financial resources. The hardware and software that is needed in adopting and implementing e-marketing need retailers who have financial capabilities.

3.2.3.4 Owner characteristics

Adopting and participation commence using e-mail, developing the website and moving to higher e-commerce adoption. Isdoro and Juan (2015) reveal that strong support from top retail management is a key driver towards e-marketing adoption. The study also recommends that personal characteristics of retail managers and owners affect the willingness and capability of technology adoption. The laxity by retail organisations in the adoption and implementation of e-marketing has the potential to frustrate expectations of consumers and employees (Pantano, 2015). The willingness of management and owners to adopt ICT assists the organisation in predicting market trends and anticipation of key success within the retail sector (Isdoro & Juan, 2015). Owners' level of education greatly influences the diffusion e-marketing. Retail owners are usually innovation pioneers (Pantano, 2016). Retailers in both developing and developed countries have been pioneers in adopting new ICT products in line with the evolving technological landscape.

The above literature discussion indicates that the adoption of e-marketing is greatly influenced by the TEO model. It is therefore imperative for retailers to understand the

three operating environments and improve the adoption of e-marketing. The employee skills, management perceptiveness, complexity, and compatibility of technology have a significant influence on the use of e-marketing.

3.3 Customers Perception on the Adoption and Implementation of E-marketing

Customers' perception refers to the cognitive feeling, expectation or thoughts of customers (Venkatesh, *et al.*, 2013). For Davis (1986), customers' perceptions play a very crucial role in the adoption of technology. Retailers adopt e-marketing with great consideration of their customers' feeling to increase the speed of technology diffusion (Venkatesh, *et al.*, 2013). The adoption of e-marketing by retailers enhances customers' online experience (Simmons & Veira, 2010). Empirical researches done to understand the customer perception on the adoption of e-marketing have favored Technology Acceptance Model (TAM) proposed by Fred Davis in 1986 as the best theory to interpret the perception of customers towards the adoption of ICT based systems in the retail sector (Venkatesh, *et al.*, 2013; Simmons & Istook, 2003; Veira, 2010; Davis, 1989). The theory is based on two specific beliefs namely; perceived usefulness and perceived ease of use (Venkatesh, *et al.*, 2013; Davis, 1989; Venkatesh, 2000; Yang, 2005).

(Venkatesh, *et al.*, 2013) states that perceived usefulness is the degree to which a person believes that using a particular innovation would enhance his /her performance. Chuttur (2009) illustrates that perceived usefulness by customers helps marketer in predicting system use. Venkatesh, *et al.*, 2013 adds that perceived usefulness component helps retailers and customers in assessing the likelihood that new technology will be accepted by customers. It can also be applied in the assessment of technologies which are already being used by customers (Venkatesh, *et al.*, 2013). Davis (1986:2) stresses that the attitude of a customer towards a system is the major determinant of whether the user will use or reject innovation.

Koch *et al.* (2011) argues that the perceived use of e-marketing can be increased through the development of websites, blogs and or social media platforms with rich contents,

context, and appropriate infrastructures. Retailers face the main limitation in the perceived usefulness and perceived ease of use of innovations/system due to online fears and phobias which causes lack of security and trust issues by customers (Koch, *et al.*, 2011; Kim & Lim, 2001). Fayada and Paper (2015) argue that although TAM has been popular with different research models failing to take into consideration certain consumer behavioral factors such as culture and social influences.

Koch *et al.* (2011) stress that retailers which fail to understand the application of the TAM can lose market share and competitive advantage due to inappropriate decision making. The application of TAM should not be done as an on-time decision because it encompasses variables which can have an impact to the attitudes and perceptions of customers intending to adopt a new system (Fayada & Paper, 2015). However, Chuttur (2009) also reveals that several researchers have been done regarding the TAM to such an extent that it reached the saturation level. Further researchers to the acceptance of technology need to have a critical analysis and exploitation of strengths of TAM while discarding its weaknesses to assist retailers. Numerous empirical studies have been done to explore the TAM and determine aspects affecting technology adoption in retailers. Chuttur (2009) indicates that factors that lead to the use and acceptance of technology evolve around perceived risk and perceived usefulness.

According to Davis (1986), perceived ease of use component refers to the degree to which a person believes that using an innovation/system would be free of effort. Simmons and Istook (2003) assert that the adoption of e-marketing by retailers provides improvement in delivery. (Vankatesh, *et al.*, (2013) upholds that the understanding of perceived ease of use has enabled traditional retailers to consistently interact with customers. To improve the customers' perceived ease of use, retailers introduce interactive websites and blogs, in-store digital displays, smart mirrors, RFID system, and virtual salespersons.

Aharony (2013) argues that retailers should provide their customers with effortless and useful web interfaces that create online shopping experience in order to mold online

relationships and regular purchases. Critics of the TAM have noted that the model's application at organisational level is limited due to different technical aspects and the model is an idea to be applied at customer level (Lawrence, 2010). In view of the above, Aharony (2013) also argues that technology is dynamic and evolving hence the application of the TAM model should focus on customers' side since it focuses on cognitive aspects of consumers' behaviour.

Various empirical studies have been done to understand customer perspective in the adoption of e-marketing. Such studies by McHugh (2014) and Xu and Paulin (2005) to understand customers' perspective between urban and rural areas show that customer perception regarding e-marketing does not vary between areas of residence (urban and rural). The customer perception to purchase products online is not linked to customers' area of residence but rather to customer online review experience (Zhang, *et al.*, 2012). However, Hsieh *et al.* (2013) and Darda and Saxena (2015) believe that there is a significant difference between rural and urban customers regarding e-marketing due to Internet connectivity and customers' background information.

Demographic variables of customers also play a very crucial role in customers' perception regarding the adoption of e-marketing (Kim, *et al.*, 2013; Laforet & Li, 2005). Chinese customers' perception is greatly influenced by demographic variables such as level of education, computer literacy, income, and age (Gong, *et al.*, 2013). Customers with a high level of education and computer literacy perceive that the use of e-marketing exposes them to the global market with the opportunity to compare prices and products (Jagonews24.com, 2015).

Customer perceptions regarding the adoption of e-marketing is affected by lack of skilled personnel, low experience level in the use of Internet and shopping websites, lack of ICT infrastructure, trust in e-retailers and online system and delivery concerns (Nabat, *et al.*, 2014). Nabat *et al.* (2014) concluded that customers in the rural area have a positive perception about the adoption of e-marketing and they consider it as an alternative way

of shopping. Although customers appreciate the use of e-marketing, they still believe that the use of online shopping adds some costs to the initial cost of products (Vaghla, 2014). In addition to that, customers perceive that they face challenges when returning bad/wrong products, confusing sites and ineffective online customer care (Vaghla, 2014; Nabat *et al.*, 2014).

Customer online exploitation has increased since the growth of e-commerce (Rahman, *et al.*, 2018). Third-party verification is important to reduce online exploitation and perception (Dayal, *et al.*, 1999; Rahman, *et al.*, 2018). The more the customer fears exploitation of private information, the less is the intention to use e-marketing for online shopping.

The diffusion of the Internet has changed customers' perceptions around the world (Rahman, *et al.*, 2018). Both female and male online customers do have similar perceived and behavioral traits towards liking and disliking factors; the like of home delivery and dislike of the lack of product physical contact (Rahman, *et al.*, 2018). Both female and male customers are concerned with security issues pertaining to online payment systems and their overall diverse fulfillment (Rahman, *et al.*, 2018).

The customer perspectives towards the use of e-marketing for online purchasing are determined by online trust and perceived benefits (Debei, *et al.*, 2015). Online trust is a product of perceived web quality (Debei, *et al.*, 2015). The higher the levels of perceived web quality the higher are the levels of online trust. Website architectural design is thus key in changing customer online perceptions (Nabat, *et al.*, 2014).

Gender profiling plays an important role in understanding customers' perception regarding the use of e-marketing (Yu Lie, *et al.*, 2013). Female customers attach a higher level of importance to their security than their male counterparts when they use e-marketing. Yu Lie *et al.* (2013) suggest that retailers' use of e-marketing should be supported by secure payment methods in order to create a positive perception.

3.4 Conclusion

The above literature review provides insight into empirical studies and models which address the diffusion of e-marketing among retailers. To address the knowledge gap that exists in the diffusion of e-marketing, the chapter addressed relative literature in connection with nature and characteristics framework, TAM, the TEO model. The literature review exposes the knowledge gaps which constitute causes of low adoption and implementation of e-marketing, which is the subject of this study. The next chapter describes the research methodology employed for the study

CHAPTER FOUR

RESEARCH PARADIGMS AND METHODOLOGY

4.0 INTRODUCTION

The previous chapter looked into proposed frameworks and literature related to factors affecting the adoption and implementation of e-marketing strategy among retailers. The chapter also addressed the foundation of e-marketing research taking an insight into how marketing evolved through different marketing philosophies. The purpose of this study was to find ways through which the Zimbabwean retail sector can take advantage of the benefits provided by e-commerce by adopting e-marketing. The previous chapter has established that e-marketing adoption remains low although there is 99% mobile subscription and 6 900km of Internet cable, linking Zimbabwean towns and cities (POTRAZ, 2015:43). Based on a pragmatic the interpretation of participants' accounts, the study is intent on developing an e-marketing strategy framework that can be used to assist FMCG retailers in Zimbabwe to adopt and implement e-marketing. Specifically, the study was guided by the following objectives:

1. To establish the nature and characteristics of e-marketing adoption and implementation amongst FMCG retailers in Zimbabwe.
2. To ascertain the factors affecting the adoption and implementation of e-marketing amongst the FMCG retailers in Zimbabwe.
3. To ascertain customer perceptions on the adoption and implementation of e-marketing amongst the FMCG retailers in Zimbabwe.

This chapter outlines the methodological framework employed to accomplish the above objectives. The chapter begins by explaining the research philosophy underpinning the study. It proceeds to describe the concomitant research design and strategy employed for data collection and analysis, providing insight into the study population and the

selection methods. This discussion highlights why it was ontologically and epistemologically untenable to employ a mono method for the study.

4.1 E-marketing Strategy Adoption Pragmatic Assumptions

This study views the adoption of e-marketing as a social aspect which applies psychology, sociology, and other business studies concepts. Empirical studies done in the field of e-marketing have proved that marketing draws much of its traits from the field of psychology, sociology and economics (Krishnamurthy, 2006:90). These fields view human as “a black box” that needs to be understood (Krishnamurthy, 2006:90). Thus e-marketing as a philosophy can be traced back to a period in which it was considered as a business philosophy (Keelson, 2012).

For Keelson, e-marketing evolved from production-oriented to the holistic marketing philosophy. Different philosophies have been developed with the late ones being treated as the contemporary philosophies addressing customer needs (Krishnamurthy, 2006:90; Keelson 2012). This study views e-marketing adoption and implementation as dynamic, hence definite laws and principles cannot explain it.

Saunders *et al.* (2012:131) and Dawson (2013:12) argue that the development of knowledge allows researchers to come up with research assumptions which are critical for crafting research questions for research. Here the question of what research is, emerges. This question has been variously addressed depending on the ontological and epistemological positions researchers take. These two concepts later will be discussed later in the study. Here, a basic definition, which conjures clues to the philosophical debate on research and the concomitant methodological developments is worth noting: research is a systematic process involving use of methods of collecting and analysing data to generate knowledge (Saunders, *et al.*, 2009). The first crucial aspect, ‘systematic’ relates to the process of conducting research (methodology) while the latter ‘knowledge’ relates to the outcome of research (knowledge construction).

A meaningful methodology therefore explains how research was conducted not only in terms of principles, methods and procedures and purpose of a particular inquiry but also in terms of researcher assumptions (Harding, 1987; Schwandt, 2001). This is because researchers “approach the world with a set of ideas, a framework (theory, ontology) that specifies a set of questions (epistemology) that he or she then examines in specific ways (methodology, analysis)” (Denzin & Lincoln, 2005: 21).

Ontology thus refers to the researcher’s view that is known to reveal the truth while epistemology refers to what constitutes acceptable knowledge in the field of study. The former involves the application of philosophies of actuality or the reality of being of phenomena, and the latter illustrates the extent to which the researcher can prove that something is true (Saunders, *et al.*, 2012:131; Greener & Martelli, 2015:22; Dawson, 2013:12; Bryman & Bell, 2011:10). In other words, ontology concerns what there is to know about the world while epistemology concerns how to know about the world.

Different ontological and epistemological orientations have divided research in different disciplines where it is considered as either positivist or interpretivist, the two dominant paradigms of knowledge construction (Cohen, *et al.*, 2000; Creswell 1994; Denzin & Lincoln 2005). Each of these paradigms holds different views about the nature of knowledge explained further below.

The appreciation of ontology (the view that is known to reveal the truth about e-marketing adoption and implementation) and epistemology (what constitutes acceptable knowledge in e-marketing adoption and implementation) was used in this research to explore different knowledge assumptions which facilitated the establishment of the feasible research paradigm.

4.2 Research Paradigm and E-marketing Strategy Adoption

This study employed a pragmatic approach whose ontological and epistemological positions are located at the intersection of the positivist and interpretive paradigms.

According to Greener and Martelli (2015:42), research paradigm is a “cluster of beliefs” which guides the study to decide the scope of the study and how the research findings are interpreted. Saunders *et al.* (2012:127) illustrate that a paradigm/philosophy relates to the development of knowledge which spells out how the researcher intends to carry out the intended research. Johnson and Christensen (2012:31) and Dawson (2013:12) state that research paradigms represent “a perspective held by a community of researchers that are based on a set of shared assumptions, concepts, values, and practices. Saunders *et al.* (2012:127) allude that research philosophy/paradigm is influenced by research practical considerations and is determined by research questions. The paradigm employed for this research is multidimensional to make it possible to address the research objectives listed above. Objectives one (1) and two (2) require managements’ in-depth and experiential knowledge about the nature and characteristics as well as factors affecting the adoption and implementation of e-marketing strategy amongst the FMCG retailers in Zimbabwe. This knowledge is feasible to obtain only through an interpretivist approach.

The third objective sought to understand the customer perception on the adoption of e-marketing based on two aspects of the Technology Acceptance Model (TAM) - perceived usefulness and perceived ease of use (Davis 1986) - which has been favored as the best theory to interpret the perception of customers towards the adoption of ICT based systems in the retail sector. The informational requirements for this objective could only be achieved through the positivist approach that seeks quantitative probabilities. The following is a brief discussion on the two approaches constituting the research paradigm used in the study.

4.2.1 Positivism paradigm

The positivist paradigm was employed in the study to address the quantitative aspect of the study espoused in research objective three. Positivism is also referred to as “scientism”- an ancient and well-known paradigm (Moore, 2010; Bryman & Bell, (2010). Saunders *et al.* (2016:127) argues that positivism paradigm is “a shred of evidence,

trustworthy and authentic understanding (rather than knowledge) that is contextual, and re-visible. For Gill and Johnson (2010:127) positivism paradigm is a scientific philosophy which involves the collection of data on observable reality and seeks regularities and causal relationships that exist. The object of positivism, as Saunders *et al.* (2016:134) points out, is to lead to the establishment of credible data through the application of existing theories. According to Dawson (2013:10), the positivist paradigm ignores intangible concepts such as feelings or emotions of research participants and the role that it contributes to the research.

Positivism is premised on the assumption that the researcher is value-neutral hence the research finding is objective and unquestionable. The paradigm uses the highly structured methodology to facilitate the replication and quantifiable observation that can lead to the statistical analysis (Gill & Johnson, 2010; Bryman & Bell, 2011:24). It views the world as a science and is observed as the benchmark in understanding the complex world based on the assumption that scientific knowledge is the basis of progressive and cumulative progression of knowledge (Bryman & Bell, 2011; Saunders, *et al.*, 2016:124).

The following are the ontological assumptions that support the use of positivism in research:

- It allows the achievement of objective reality of the study.
- The researcher and the subject are assumed to be independent and free of bias.
- Theories are used to generate propositions about the study.

This study had a set of assumptions on the nature and characteristics of, and factors that affect adoption of e-marketing strategy, which as the TAM surmises, can be objectively measured. These are the perceived usefulness and perceived ease of use. The questionnaire that was used for the quantitative component of this study (objective three) was based on this model, hence its positivist orientation.

4.2.1.1 Positivism paradigm application to e-marketing strategy adoption and implementation

As already indicated, this study used a quantitative approach to address the third research objective. The research objective concerns the understanding of customer perspective towards the adoption of e-marketing strategy. Data collection, analysis, presentation, and interpretations were done based on the positivism philosophical foundations. The study views the adoption of e-marketing through customer perceptions can be explained quantitatively using positivism approaches.

Empirical studies carried out by Fuchs *et al.* (2009); Hashim *et al.* (2006); Law and Jagaratnam, (2005); Wang and Qualls, (2007) established that determinants of technology adoption in the management and business studies have an alignment towards the application of positivism philosophy. Rao and De (2013) state that early technology diffusion studies fall into the positivist paradigm. While technology impact in organisations has used different research paradigms, technology adoption and diffusion studies remain positivist in nature (Rao & De (2013). Technology adoption in the retail settings takes its assumptions from the positivist ontology and epistemology (Chen & Hirschheim, 2004). Positivism allows the researchers to control data collection through manipulation of research design parameters and statistical processes (Chen & Hirschheim, 2004; Fuchs, *et al.*, (2009).

Critics of the positivist paradigm stress that although positivism has been supported as the best paradigm to explain the adoption of technology, it possesses limitations in explaining technology adoption in an evolving environment (Guba & Lincoln, 1994). Reality (e-marketing adoption and implementation) cannot be explained by definite laws and principles. In that view, the use of positivism in explaining technology adoption becomes inadequate. It is from this perspective that the interpretivism paradigm described below was employed.

4.2.2 Interpretivism paradigm

To complement the limitations of the positivist approach alluded to earlier, this study also employed the qualitative approach informed by the interpretivism paradigm to address the first and second objectives. Interpretivism philosophy allows the researcher participation and it brings rigor to the study. Bryman and Bell (2011:24) and Saunders *et al.* (2016:224) concur that interpretivism paradigm/philosophy aims at understanding how people in everyday natural setting create meanings and interpret the events in the world. Interpretivism approach was the first philosophy to challenge the positivist approach (Bryman & Bell, 2011:24). It brought in the paradigm shift from the positivism and naturalistic inquiry which was later called the constructivism and interpretivism approach (Guba & Lincoln, 1994). Saunders *et al.* (2012:130) and Greener (2008:42) state that interpretivism paradigm applies qualitative research methods such as discourse analysis, unstructured interviews to investigate constructions of reality by actors in organisations i.e. employees, shareholders, and managers.

Interpretivism upholds that the social world of business management is more complex hence it cannot be theorized by definite laws (Saunders *et al.*, 2012:137). This entails that there is a need to have deep insights into the complex world through the participation of the researcher in the real world. Bryman and Bell (2011:24) state that interpretivism paradigm focus on the appreciation and understanding of the research through observation of images, words not numbers. Interpretivist paradigm does not focus on objective reality but rather aims at appreciating the world naturally (Saunders, *et al.*, 2012:134; Saunders, *et al.*, 2016:122; Bryman & Bell, 2011:24).

4.2.2.1 Interpretivism paradigm application to e-marketing strategy adoption and implementation

The researcher participated in the study by carrying in-depth interviews to ascertain the nature and characteristics of e-marketing strategy and factors affecting the adoption of e-marketing. The in-depth interviews were to get a deep understanding of the study and to co-create informed knowledge with the participants. The approach allowed the

participation of the researcher in understanding e-marketing strategy adoption and implementation hence providing new thoughts and development of knowledge.

To establish reality, interpretivism is the most preferred philosophy according to Saunders *et al.* (2012:137). Interpretivism provides ample opportunity to observe concepts or research variables under natural settings (Dawson, 2013:10; Murherji & Albon, 2010:26). Interpretivism paradigm was used to understand the nature and characteristics of e-marketing adoption and the factors affecting the adoption of e-marketing strategy from the management natural setting. The paradigm emphasise the involvement of the researcher in the research process (Murherji & Albon, 2010:26). The researcher carried out in-depth interviews with the management from the targeted retailers. Interpretivism allowed the researcher to focus on an “emphatic understanding of how people feel inside, (the retailers management and ICT personnel) seeking to interpret individuals’ everyday experience, (customer experience) their deeper meaning and feeling and eccentric reasons of their behavior (Dawson, 2013:10; Bryman & Bell, 2011:24).

Interpretivism paradigm allows researchers to get the inside understanding of phenomena (e-marketing) concepts left out by the positivism. Saunders *et al.* (2012:134) stresses that interpretivism paradigm establishes permanence and priority of the researcher subjective experience.

However, interpretivism does not provide adequate confidence which captures the relevant issues in research. Bachmann (2016:89) suggests that the subjective nature of interpreting people’s thoughts and feelings lacks questions over reliability and validity as well as the trustworthiness, credibility, and authenticity of the research findings. According to Ling and Ling (2010), different interpretations may co-exist and each being defended due to the independence of each researcher. The study thus combined the positivism and interpretivism paradigm, a mid-range approach known as the pragmatism paradigm which allows the combination of quantitative and qualitative philosophies.

4.2.3 Pragmatism

Saunders *et al.* (2012:130) defines pragmatism paradigm as the philosophy that acknowledges different ways of interpreting the world and undertaking research. The approach, as Saunders *et al.* (2012:130) points out, surmises that there is no single point that can ever give the entire picture but there may be multiple realities. Dawson (2013:5) and Kelemen and Rumens (2008:130) illustrate that pragmatism paradigm fuses a variety of methods that possess a high level of credibility, reliability, and relevance to the research under study. The epistemological perception of pragmatism is based on the knowledge that originates from the researcher's environmental interactions (Sunders, *et al.*, (2016:135). However, the philosophy takes into consideration the ontological pluralist perspective which proposes the application of multiple theories in research (Christ, 2010:646). Cameron (2011) and Goldkuhl (2012) consider pragmatism philosophy as the linking point between philosophy and methodology which differentiates knowledge and action in research.

Saunders *et al.* (2012:130) stress that the use of one paradigm in research may not be sufficient to answer the research question. In some instances, it is important to note that it is ideal for the research to apply multiple methods. This is commonly known as pragmatism philosophy (Saunders, *et al.*, 2012:130; Cameron, 2011). Early pragmatists such as Charles Sanders Pierce, Williams James, and John Dewey outlawed the positivist approach that social science inquiry was able to develop knowledge through the application of scientific methods (Saunders *et al.*, 2012:130). The philosophers advocated for the application of "common sense and practical thinking" through the subjective interpretation of the real-world phenomena (Merten, 2015:35).

Previous studies on the adoption of technology have favored the application of pragmatism paradigm (Ling & Ling, 2010:30). This is because philosophy has much emphasis on the agenda and practical need of the researcher (Ling & Ling, 2010:30). The borrowing of different research methods and techniques allow the researcher to address

problems which focus on the research and not on incomplete theories and scientific approaches (Ling & Ling, 2010:30; Saunders, *et al.*, 2012).

In the adoption of technology in the retail sector, positivism paradigms are preferred over other paradigms. However, social science philosophers have identified limitations inherent in mono ontological and epistemology assumptions and they have proposed pragmatism paradigm as the most appropriate philosophy to apply to have a full understanding of reality. Dwevedi *et al.* (2012:19), as with Saunders *et al.* (2012:129) argue that one philosophical domain cannot address the requirements of a research question hence the interplay of different methods and techniques yield the research results.

4.2.3.1 Pragmatism consideration in retailers e-marketing strategy adoption and implementation

Given the nature of the research objectives for this study, any approach other than pragmatism was untenable. The adoption of multidimensional and appropriate research paradigm is determined by the research question which the study seeks to address (Saunders, *et al.*, 2012:127). Chen & Hirschheim (2004) note that the research question is the major determinant of the research paradigm to be used in research.

Social science inquiry like e-marketing adoption and implementation cannot be done through the total application of scientific theories and model hence there is need to involve the researcher to enable individual construction based on personal experience (Merten, 2015:35). Positivism approach allows the research to develop knowledge on e-marketing adoption using quantitative methods.

4.3 Research Approach

Since the study adopted the use of pragmatism paradigm, the adopted research approach was a mixed method. It involves the use of both qualitative and quantitative approaches. According to Kothari (2004:5), Greener & Martejji (2015:43), research approaches are

categorized as qualitative, quantitative and mixed research approaches. Saunders *et al.* (2012:43) argue that there are two broad “approaches” based upon the reasoning you adopt: deductive and inductive reasoning (Saunders, *et al.*, 2012:148). The quantitative approach is commonly associated with deductive reasoning while the qualitative is mainly inductive reasoning. Saunders *et al.* (2012:148) illustrates that it is becoming usual in business studies that researchers prefer the adoption of a mixed approach. Greener and Martěji (2015:44) indicate that, to fuse the strength and weaknesses of the two divergent research approaches, the study should apply both the deductive and inductive reasoning in coming up with a comprehensive mixed-method approach. The different dimensions of reasoning were applied to develop knowledge and fulfill the objectives of the study.

The following section outlines different research approaches and how they were incorporated into the study.

4.2.1 Qualitative approach

This study comprised an interpretive component which applied qualitative approach principles. It involved the development of in-depth interviews to address the qualitative research objective. The qualitative approach was used in the development of an in-depth interview guide to address the first and secondary research objective.

Kothari (2004:5) states that qualitative research approach involves the subjective assessment of research insights, attitudes, opinions and behaviors. Questions are constructed and focused depending on the researcher’s subjective assessment of the environment (Creswell, 2014:4). Thus, the qualitative approach is also referred to as ‘situation based’ because it takes place at a given location and the findings are not generalized but transferable (Luton, 2015:158).

Creswell (2014:4) illustrates that “qualitative approach involves emerging questions and procedures, data typically collected from a particular setting, data analysis inductively building from a particular setting and the researcher making interpretation of the

meaning of the data.” Saunders *et al.* (2012:146) points out that the inductive reasoning of qualitative approach allows the researcher to have a personal appreciation of the nature of relative problems so that the result of the analysis would be used in the formulation of a theory often expressed as “conceptual framework.”

4.3.2 Quantitative approach

Although the research does not have the hypothesis expression as illustrated by deductive reasoning, quantitative research approach was applied in the data collection and analysis of the third secondary objective. The instrument used (questionnaire) in the research was informed by two variables of the Technology Acceptance Model (TAM) - perceived usefulness and perceived ease of use. The collected quantitative data was instrumental in the understanding of customer perceptions on e-marketing strategy adoption and implementation. Inferential statistics such as chi-square testing of independence of association, probit and logit models were run.

Quantitative research approach incorporates rigorous research statistical analysis which is done in a standardised and rigid fashion (Kothari, 2004:5). Creswell (2014:4), illustrates that quantitative research approach tests the objectivity of theories through measurement of variables, typically on instruments, deductive theory testing and the controlling of alternative explanations. The quantitative approach research owes much to the positivist approach that emphasise the development of theory through the application of scientific approaches to research (Saunders *et al.*, 2012:124).

4.3.3 Justification of the mixed approach

The use of the mixed approach in the study was critical in addressing the shortfalls inherent in the mono approach. This broadens the scope and understanding of the study and to be able to explore the wide dimension in the development of knowledge. The use of the mixed-method approach broadens the scope of knowledge and understanding of e-marketing adoption and implementation.

The incorporation of qualitative and quantitative approaches in this study enabled the researcher to have a clear understanding of the research problem. Greener and Martelli (2015:43) points out that a mixed approach upholds the triangulation aspect- where different data collection and analysis are applied so that it enriches and confirms the research problem. The complexity of e-marketing and its close association to natural and social science (Hashim, *et al.*, 2006) motivated the research in adopting the mixed research approach to have a deeper analysis of the phenomena. Mixed method approach and its association to the pragmatism paradigm can build the strength of each type of data collection and minimize single approach hence improving reliability and validity of data (Tashakkori & Teddlie, 2003:23).

Multiple subjectivity and derived objectivity co-exist in e-marketing adoption and its use has produced reliable and valid data (McNabb, 2010:226). The mixed-method incorporates objectivity (positivist) and subjective (interpretivism) in addition to abandoning the 'truth' and reality concepts in favor of practicality in managing methodological selections (Creswell, *et al.*, 2011). Several empirical studies on the diffusion and adoption of technology in the retail sector and other business organisations have favored the use of the mixed approach in what is commonly referred to as the method configuration (Creswell, *et al.*, 2011). Most scholars concur that configuration of research approaches resolve the inherent limitations of traditional single method approach (positivism) hence allowing researchers to benefit from the richer and more holistic findings from the mixed approach (ALGhamdi, *et al.*, 2014; Peng, *et al.*, 2011; Cronholm & Hjalmarson, 2011).

The next section describe how the mixed method approach described in the foregoing was operationalised to answer the research question.

4.4 Research Design

The multiple methods described above were study used concurrently. This research design allows the concurrent use of questionnaires and in-depth interviews to collect data

from the participants. The concurrent collection of data was essential in coming up with independent results to be integrated into developing the proposed e-marketing strategy framework. Data collection, analysis, and interpretation were done concurrently.

Bryman & Bell, (2011) define research design as “a master plan, a blueprint and even as a sequence of research tasks and activities or a plan of methods and procedures that are used by the researcher to collect and analyse data.” For Saunders *et al.* (2012:146), research design is a general plan that guides the researcher in answering the research question. It specifies the research objectives, information source, and type of data, design techniques, sampling methodology and procedures to be applied in the research to answer the problem statement (Bryman & Bell, 2011:40)

Creswell (2014:41) suggests that the research design represent the types of inquiry which are either qualitative or quantitative used by the researcher to provide specific direction and procedures of the research. For Kothari (2004:35), “research design facilitates the smooth sailing of research operations, thereby making research as efficient as possible yielding maximum information from minimum effort applied, time and money”. There is consensus among scholars that there are several types of mixed-method designs. These designs are mostly used in generating and verifying the theory in technology adoption (Venkatesh, *et al.*, 2013). They include convergence parallel (concurrent), sequential exploratory (qualitative-quantitative), sequential explanatory (quantitative-qualitative) and embedded (qualitative or qualitative) (Bryman & Bell, 2011:440; Saunders, *et al.*, 2016:170). These designs are usually used to enable the researcher to have a wider view of the phenomenon (Vankatesh, *et al.*, 2013).

4.4.1 Concurrent mixed research design

The research administered both in-depth interviews and questionnaires concurrently. Data collection and analysis were carried out concurrently and integrated to inform the proposed e-marketing strategy framework. This was done to get independent results that informed the proposed e-marketing strategy framework.

The concurrent mixed research design involves the separate use of quantitative and qualitative methods within a single phase of data collection and analysis (Saunders, *et al.*, 2016:170). It allows both sets of the results to be interpreted together to provide deeper insight and more comprehensive response to research questions as compared to the mono method (Saunders, *et al.*, 2016:170). It also allows comparison and integration of data sets (Saunders, *et al.*, 2016:170), entails the simultaneous collection of quantitative and qualitative data (Bryman & Bell, 2011:438). The data set is compared to one another using a concurrent triangulation design (Saunders, *et al.*, 2016:170). It aims at offsetting the weaknesses of both quantitative and qualitative research by capitalizing on the strength of both (Bryman & Bell, 2011:438).

The results from the analysis are then compared and/or merged to form an integrated whole (Bryman & Bell, 2011:438). The quantitative results are integrated with the qualitative results in identifying the prevalence of a phenomenon within a population (Barbosi & Jackson, 2011:158). This helps the researcher in understanding the development of knowledge (Tashakkori & Teddle, 2003:168). Vankatesh *et al.* (2013) argue that the combination of qualitative and quantitative methods is critical in unpacking the research problem and understanding the knowledge gap.

4.5 Research Strategy

According to Saunders *et al.* (2012:172), researchers have different research strategies which are categorized as deductive and inductive research strategies. These strategies play the same role and should be guided by the research questions and objectives. Saunders *et al.*(2012:172) and Creswell (2014:176) state that these research strategies are linked to different research paradigms hence researchers should align research strategies to the proposed paradigms and approaches to have credible results. Saunders *et al.* (2012:172) argue that research strategies are categorized into seven distinct categorized namely experiment, archival research, case study, ethnography, action research, grounded theory, and survey.

Given the nature of the research objective and the research philosophy, the study adopted the use of a survey. The survey strategy allowed the triangulation of the research instruments to address the research objective.

4.5.1 Survey

This study used both the exploratory and descriptive survey to incorporate the two research instruments (questionnaire and in-depth interviews). An exploratory survey was done through the in-depth interviews by the retailers' ICT and Marketing managers. The descriptive survey was essential in the development and administration of the questionnaire which was administered to the retailers' customers.

A survey is a research strategy that uses a questionnaire (Saunders, *et al.*, 2016:181) and interview techniques (Ghauri & Gronhaug, 2010:118). Although a survey is associated with a quantitative study, it can also encompass qualitative studies to opinions, attitudes, and reactions of subjects (Ghauri & Gronhaug, 2010:118). For Saunders *et al.* (2012:177), surveys use questionnaires and other sources of data to collect standardized data from a sizable population. In technology adoption studies, surveys are used for the collection of information to describe, compare and explain knowledge, attitudes and the behaviour of a given sample (Saunders, *et al.*, 2012:177; Mitchell & Jolley (2010:276). Surveys are grouped into two namely exploratory and descriptive surveys. This research used both the exploratory and descriptive survey in order to address the knowledge gap and the purpose of the study.

Saunders *et al.* (2012) states that a descriptive survey is designed to measure the characteristics of a given population, either at a fixed point or comparatively over time and it measures what occurred rather than why. Ghauri and Gronhaug (2010) note that a descriptive survey identifies the scale and nature of a problem which can stimulate policy changes and provides basic information about a variable or phenomena. The descriptive study enables the analysis of attitudes, demography, practices, and procedures of the target population.

Exploratory surveys go beyond in interpreting the existing study but it enables the researcher to clarify goals and objectives through the collection of data from many cases at a time (Singh & Bajpal, 2008:168).

4.5.1.1 Triangulation of survey

Kothari (2004:47) assert that triangulation in a survey uses a combination of different data, investigations, theories, and even methodologies. Triangulation combines different methodologies (Ghauri & Gronhaug, 2010:212; Bryman & Bell, 2011:296). It involves one source of data and method of collection (Saunders, *et al.*, 2016:207). The need for triangulation in this study helped in improving validity and authenticity (Ghauri & Gronhaug, 2010:212; Bryman & Bell, 2011:296; Saunders, *et al.*, 2016:207). Pragmatist philosophers who supported the use of triangulation in surveys argue that it adds breadth, depth, complexity, and richness in research (Saunders, *et al.*, 2016:207). Triangulation in a survey yields a more complete, holistic and contextual portrait of the research (Ghauri & Gronhaug, 2010:212). It also gives room to understanding different levels of reality (Bryman & Bell, 2011:296). However, critics of triangulation stress that triangulation may be difficult to use if the different methods produce different results regarding the same phenomenon (Ghauri & Gronhaug, 2010:212).

4.5.1.2 Justification for adopting the survey research strategy

The research incorporated the pragmatism research paradigm and mixed research approach, it became ideal for the research to adopt the survey research strategy. This is premised on the fact that the survey research strategy incorporates the quantitative and qualitative approaches aimed at both describing and analysing phenomena. This enables the researcher to design and develop the research instruments to address the quantitative and qualitative objectives.

Saunders *et al.* (2012:144) states that data collected using the survey method is unlikely to be wide-ranging than that collected using other research methods. Saunders *et al.* (2012:144) adds that “survey gives control to the research process and when sampling is

used, it is possible to generate findings that are representative of the whole population at a lower cost than collecting data of the whole population.” The adoption of survey research methods does not necessarily mean that other research strategies are inferior in investigating the research problem (Bryman & Bell, 2011:441).

4.5.1.3 Survey data characteristics

The mixed data was obtained from the qualitative-quantitative research instruments which were used in this research. Qualitative data was obtained using in-depth interviews. The data assisted the researcher in answering research objectives one and two. The quantitative part of the data gathering was used to address the third research objective.

The data characteristics of pragmatism research paradigm enabled the researcher to collect data using multiple research strategies and approaches. The mixed paradigm data also known as the “third wave” or “the third research movement” (Onwegbuzie & Leech, 2004; Johnson & Onwegbuzie, 2004) uses deduction to test theories and induction in the discovery of patterns, experience and practical consequences of beliefs (Murthy & Bhojama, 2014). Such data provides a coherent insight for qualitative and quantitative research approaches which are fruitfully mixed to boost opportunities to address the research questions (Bryman & Bell, 2011:296).

4.6 Qualitative Data Collection

As the study has two components: the qualitative and quantitative, this section provides insight into the different ways in which data was collected. The research collected data using simultaneous mixed data collection instruments namely;

- In-depth interviews for the qualitative component of the study.

4.6.1 In-depth interview

This research used in-depth interviews to probe information from ICT and Marketing Managers of the targeted retail shops. Guided by the principle of saturation, a total of

seven (7) ICT managers were interviewed. The in-depth interviews were carried out between 03 November 2018 to 30 January 2019. These interview dates were done after prior consultation and appointments with the respective interview participants (ICT and marketing managers). The researcher physically visited targeted retailers for an in-depth interview appointment. After the appointments, the researcher distributed the in-depth interview sample questions. This was done for the participants to familiarize with the questions and to ask for clarification before the initial interview.

The venues of the interviews were at the discretion of the participants to have an environment comfortable to them hence it allowed them to concisely explain concepts. The interviews which were conducted in the participants lasted for about 30 minutes each. The in-depth interviews assisted the researcher to understand the nature and characteristics of e-marketing strategy and to identify factors which are affecting the adoption and implementation of e-marketing strategy that would assist in developing the proposed e-marketing strategy framework.

Saunders *et al.* (2016:390) states that in-depth interviews are a qualitative research method used in comprehending the social world through probing questions between the interviewer and interviewee. The rationale behind this approach was to get rich insight into the causes of low adoption of e-marketing strategy amongst FMCG retailers in Zimbabwe. The process involved the direct participation of the researcher with the ICT and Marketing Managers. The in-depth interview allowed the interviewer the room to ask questions and probe further for the explanation (Saunders, *et al.*, 2012; Ghauri & Gronhaug, 2010:125). Bryman and Bell (2011:148) note that in-depth interviews present an extension of the day to day personal interaction to formalized conversations. However, despite their potential to capture crucial information, in-depth interviews are often poorly executed and inadequately reported (Saunders, *et al.*, 2012:318).

Although Cooper and Schindler (2014:145) argue that qualitative data collection is susceptible to human error and bias, the use of concurrent mixed research design was

essential in overcoming the general weaknesses. E-marketing adoption and implementation as a social science cannot be easily understood with the application of quantitative methods, therefore qualitative data collection provided the most intricate details of the research problem (Ghauri & Gronhaug, 2010:105; Cooper & Schindler (2014:145). The qualitative data provided a real interpretation of e-marketing strategy adoption and implementation to fully capture the issues that address the research objectives. E-marketing strategy adoption and implementation as a social phenomenon vary from one place to the other hence the application of qualitative method unpack the complexity of the problem. It unpacked the meaning, attitudes, and behaviour of the customer perspective towards e-marketing strategy (Yin, 2013:143).

Critics of the qualitative data argue that it has subjectivity and it is impressionistic in nature when it comes to bringing the sample size (Bryman & Bell, 2011:306). However, Bryman and Bell (2011:326) concur that qualitative research sample size is determined by the problem statement and the research objectives. Bryman and Bell (2011:326) stress that although qualitative research is discredited with small samples, it is also associated with depth and clear understanding of the critical issues in research as a big interview does not guarantee good data. The qualitative data collection represents the interpretivism paradigm which gives the researcher the ability to engage the respondent in real life situation (Creswell & Clark, 2011). Since e-marketing strategy adoption and implementation is a social interactive phenomenon, the researcher was able to get insights into retailers' social context through appreciation of the barriers or catalyst of e-marketing strategy adoption implementation.

4.6.2 Population

The qualitative population comprised fourteen participants consisting of seven ICT and seven Marketing Managers from selected FMCG retailers in Zimbabwe. These selected participants had direct experience in the adoption and implementation of e-marketing strategy. The Marketing and ICT managers were chosen purposively. The judgment is

based on the fact that these shops were chosen based on their market share (67%) in the Zimbabwean FMCG retail sector (Mushakavanhu, 2014:1).

4.6.3 Qualitative sampling procedure

While there are debates on the way in which qualitative sample size can be calculated and established, sampling plays a pivotal role in the research process (Shukla, 2008:82). Some researchers have proposed that qualitative sample size is determined by research personal judgment and knowledge of the study (Bryman & Bell, 2011:326). Saunders *et al.* (2012:261) posit that sample design should pose the characteristics of the total population. Cooper and Schindler (2010:348) argue that sampling design enables the researcher to draw conclusions about the population. Sampling is usually done in circumstances in which it is difficult to carry out a census of the total population.

Cooper and Schindler (2010:348) propose that a good sampling procedure should have validity aspect which is measured by “accuracy and precision”. Accuracy-represents the degree to which bias is absent from the sample and precision is the measure of how close the sample represents the population (Cooper & Schindler, 2010:348; Saunders, *et al.*, 2012:261).

The sample for the qualitative data collection was purposefully drawn from six major FMCG retailers in Zimbabwe. The researcher considered purposive sampling as the most appropriate sampling technique due to his experience in the field of retail business. The selected retailers have centralized marketing and ICT departments; hence it was easy for the researcher to identify participants for the study. The study used purposive sampling in the identification of FCMG retailers in the targeted towns and also to select respondents from ICT and marketing department. The judgment is based on the fact that these shops were chosen based on their market share dominance (85% market share) in the Zimbabwean FMCG retail sector (Mushakavanhu, 2014:1). The in-depth interviews were designed based on the two frameworks indicated in the literature review. The

research had targeted to interview a total of twelve participants representing the targeted retailers. However, saturation was reached at seven participants.

4.6.4 Qualitative data analysis

The study used systematic grounded theory principles for data analysis. This involves open, axial and selective coding (Creswell, 2014:86). Saunders *et al.* (2012:480) state that qualitative data analysis encompasses the analysis of non-numeric data from participants' responses. Creswell, (2014:245) posits that qualitative data analysis enables the researcher to develop sense from text and images through the process of segmenting data and taking apart the data. The researcher analyzed data which was obtained from in-depth interviews. The analysis began with the coding process described below.

4.6.4.1. *Open coding*

Open coding encompasses coding data for its main groupings of facts (Creswell, 2014:86). In the process, the in-depth interviews which were tape-recorded, transcribed prepared and organized into a summary of events through the compression of long statements into principal ideas. The researcher used inductive data analysis in preparation for the categorization of data (Creswell, 2014:124). The process allowed the researcher to identify relationships which exist between variable in the data obtained from the respondents (Saunders, *et al.*, 2012:491). The researcher obtained different key points from the data and derived meaning based on his observation and knowledge. The ideas established in the research were aligned to the research objectives. The meaning of the different concepts and constructs were also deduced through the deductive approach relating to the researcher's experience and perspective area.

4.6.4.2 *Axial coding*

In axial coding, the researcher identifies one open coding category to focus on core phenomenon and goes back to the data and creates categories around the core phenomenon (Creswell, 2014:86). The researcher developed categories to meaningful chunks of data. The data was arranged and analyzed in table format (Saunders, *et al.*,

2012). The researcher categorized the data using codes and names which facilitated the development of propositions and drawing conclusions in relation to the research objectives. The researcher applied inductive analysis to different codes and categories which facilitated the development of a narrative process on different facts and concepts. The inductive analysis helped the researcher in understanding the different constructs of the responses and interpret meanings from the data.

4.6.4.3 Selective coding

Here, the researcher organized data through narrative structuring which required the data to be analysed in its original form rather than seeking to fragment it. The researcher focused on the chronology of events by having a detailed discussion of the different themes and codes (Creswell, 2014:86). The researcher generated the meaning of different themes and codes using tables and merging central ideas. The researcher categorized data taking inference from the theoretical framework taking cognizant of the research objectives and questions. This facilitated the development of themes or relationships and patterns with the view of developing a testable proposition with a valid conclusion and an exploratory theory. Testing of the proposition was essential in the development of the proposed e-marketing strategy framework based on valid conclusion and an exploratory theory (Saunders, *et al.*, 2012).

The entire process of the qualitative data analysis produced themes that were used in the development of the proposed e-marketing strategy framework for the retailers. The coming up with the appropriate themes involved continuous consultation and interactive process between the researcher and the supervisor. The continuous and rigorous interactive process was also essential in coming up with grounded themes that are in line with the development of a valid e-marketing strategy framework. The different themes were also presented in a table format to identify patterns and relevance to e-marketing strategy adoption and implementation.

4.6.4.4 Trustworthiness in qualitative research

Creswell (2014:201) notes several strategies that can be used in testing the validity of the qualitative research process. Having a clear-cut outline of instrumentation and clarification on ambiguous responses are some of the important techniques. Ghauri and Gronhaug (2010:201) posit that qualitative research validity is categorized under four types namely; descriptive, interpretative, and theoretical and generalised. To achieve descriptive validity, the researcher carried out regular and continuous consultation with the supervisor and research experts. To have theoretical validity, the researcher also set out detailed protocol and database to facilitate other researchers to follow up and inspect the research findings and conclusions. The researcher also allowed the participants to use languages they are comfortable with when clarifying points and highlighting issues.

4.7 Quantitative Data Collection

The quantitative data collection used questionnaire. The questionnaires were distributed to retail customers in Zimbabwe

4.7.1 Population

Krejcie and Morgan statistical tables (Refer to Annexure 1) were applied in relation to the Zimbabwe national population. According to the Zimbabwe National Statistic Agency (2012:19), Zimbabwe has approximately 8 000 000 million people who are economically active aged between 16-65 years. These people have the ability to make an influential economic decision regarding their perception of e-marketing strategy.

The quantitative component of the study involved 384 respondents from different parts of the country. The retailers identified key account customers who participated in the study. These key account customer were selected since they are consistent in their buying behavior and repeat purchases. The selected customers also use non interactive e-marketing gadgets adopted by these respective retail shops. The researcher recruited research assistants who collected data. The recruited fieldworkers were trained in conducting fieldwork and they were instructed on how to administer questionnaires taking cognizance of the research ethics.

4.7.2 Questionnaire

Quantitative data was collected using a self-developed questionnaire (refer to Annexure 6) whose design was guided by the research objective derived from the TAM Model. The questionnaire had a total of thirty three questions divided into two sections. The first section contains the customer characteristics while the second section contains the TAM variables. These questionnaires were coded with the assistance of a statistician to facilitate inputting the data into the Stata for analysis. The questionnaire used a Likert scale of 1- 5 (1 representing “Agree” and 5 “strongly disagree”). Pilot-testing of the questionnaire was done on a ten participants with the involvement of a statistician to improve the questions. Ten (10) questionnaires were tested to identify ambiguities and to identify the range of possible responses for each of the formulated questions. This assisted the researcher in formulating a comprehensive questionnaire that responded to all potential questions that were key to the research. The researcher also bore in mind that it was better to have more information and prune it later than to have insufficient information.

The researcher used close-ended questions to control responses and data gathered using structured questionnaires. The major consideration for applying the self-administered questionnaire was to administer large numbers of respondents and improving the accuracy of the results. Self-administration of the questionnaire allowed the researcher with the aid of research assistance to hand-deliver the questionnaires to respondents in the FMCG retailers in different towns. The researcher, personally, verified the questionnaires on completeness, consistency, accuracy, and correct numbering (coding). Customers were asked to fill in the questionnaires based on their individual perception of the adoption and implementation of e-marketing.

A total number of 384 questionnaires were distributed throughout Zimbabwe with the assistance of the retailers’ branch managers. Of these, 300 were returned representing a 74% response rate. Stata statistical software was used in data capturing and analysis. The

major drive for self-administering the questionnaires was to target large numbers of respondents.

4.7.3 Quantitative sample size

According to Krejcie & Morgan, cited by the NEA Research Bulletin (1960), quantitative sample size can be determined using prior calculated statistical tables. Krejcie and Morgan statistical tables were applied in relation to the Zimbabwe national population. According to the Zimbabwe National Statistic Agency (2012:19), Zimbabwe has approximately 8 000 000 million people who are economically active aged between 16-65 years. These people have the ability to make an influential economic decision regarding their perception of e-marketing strategy. Using the Krejcie and Morgan's calculated statistical tables, the sample size for a population of 8 000 000 respondents is 384. The total quantitative sample has 95.0% confidence level and 0, 05% margin of error (See attached Annexure 1).

The marketing managers assisted the researcher in identifying customers from different retailers who participated in the study. These customers were targeted for questionnaire administration on convenience and purposive basis. The questionnaires were returned through identified research assistance from different branches.

4.7.4 Quantitative data analysis

Quantitative techniques were used to analyse data collected from the administered questionnaire. Below is a brief explanation of quantitative data analysis which was done by the researcher.

4.7.3.1 Data coding

The study assigned numerical code for the data representing different variables to identify missing data from different respondents. Coding involved assigning numbers or other symbols to answers so that the responses could be grouped into a limited number of categories (Cooper & Schindler, 2011:405). The data was recorded using numerical codes which allowed the software to reserve a special code for missing data which may

have come from non-response of the questionnaire (Saunders, *et al.*, 2012:417). The codebook/scheme contained variables used in the data analysis process.

4.7.3.2 Entering data

Once data was coded, it was entered into Stata to check for obvious errors. When entering data, the well-known maxim “rubbish in, rubbish out” (Saunders, *et al.*, 2012:417) was applied. The researcher used Stata statistical software to attach labels and codes to each variable (Saunders, *et al.*, 2012:418). The researcher developed a database which encompasses the collection of data files and link files so that “storage, retrieval, and updating were simplified.

4.7.3.3 Checking errors

This process allowed for the identification of illegitimate codes and common errors which may have occurred during the data entry stage. The researcher checked for errors which could have occurred during the coding or data entry stage and made necessary amendments (Saunders, *et al.*, 2012:430). The researcher followed the above-mentioned steps to prepare data for both descriptive and inferential statistical analysis.

4.7.3.4 Application of descriptive statistics

The researcher used descriptive statistics to summarize different data obtained from the research instrument. The grouped data were aligned to research questions and objectives to show trend analysis and proportions. This process enabled the researcher to make a comparison from different variables. However, the descriptive statistics were not enough to extrapolate the obtained data. Inferential statistics methods were applied to examine relationships of variables, difference and trends of statistics.

4.7.3.5 Inferential statistics

The study used inferential statistics in the presentation and analysis of the quantitative research objective 3.

- ***Exploratory and confirmatory factor analysis***

Exploratory and confirmatory factor analyses were carried out after the descriptive statistics. Exploratory Factor Analysis (EFA) was done to reduce the dimension of the original space and to give an interpretation to the new space spanned by a reduced number of new dimensions which are supposed to underlie the old ones (Rietveld & Van Hout, 1993: 254). Exploratory factor analysis explains the variance in the observed variables in terms of underlying latent factors. In this research, factor analysis allowed the opportunity to get a clear insight into the variables that represent customer perceptions. To carry out factor analysis, the researcher calculated sample adequacy using Kaiser-Meyer-Olkin (KMO) test for sampling adequacy and Barlett's test for sphericity.

Confirmatory Factor Analysis (CFI) was done after the exploratory factor analysis. The multivariate statistical procedure was done using Confirmatory Factor Analysis to test how well the Exploratory Factor Analysis factors represent the number of constructs.

- ***chi-square likelihood ratio***

To test for Likelihood Ratio of the demographic and the factors, the researcher used the chi-square test. According to Saunders *et al.* (2016:538), the Chi-square test assesses the likelihood of the data by comparing it with what is expected. In this view, the likelihood of the demographics was compared with the four factors to ascertain the relationships. In order to have a clear understanding and appreciation of the customers' perspectives regarding the adoption and implementation of e-marketing strategy the study further carried out probit and logit regression analysis.

- **Logit and Probit interpretations**

Logit and Probit regression analyses were used in the study to increase robustness, internal validity and logic in predicting group belongings (Ghauri & Gronhaug, 2010:189) and to improve the credibility of the proposed e-marketing strategy framework. Logit and Probit models are used to predict the probability of an event occurrence (Ghauri & Gronhaug, 2010:187). This study used both models to ascertain the probability of using e-marketing strategy. There are types of regression used to analyse binomial response variables (Nagler, 2018).

Logit and Probit models give similar results (Ghauri & Gronhaug, 2010:187; Nagler, 2018). However, the parameters estimated in the logit regression tend to be 1.6 to 1.8 times higher than they are in the probit model (Ghauri & Gronhaug, 2010:187; Nagler, 2018). The use of probit and logit model is largely one of research convenience since the results are generally indistinguishable. The models also fit well in estimating data with dichotomy dependent variable (Nagler, 2018). In this case, the dependent variable is binary.

The interpretations of this study were based on probit estimations in cases where the probit estimations failed to give clear results (Nagler, 2018). The logit model is used for comparison purposes. The study also used intuition to analyse some factor not identified in factor analysis but identified in reliability test.

The logit and probit model specification are as follows:

Equation 4.1: The logit and Probit model specification

$$O_i = \beta_0 + X_i' \beta_j + R_i' \beta_k + \varepsilon_i \dots \dots \dots (1)$$

Where:

O_i : is binary which is equal to 1 if the customer has used e-marketing strategy to view or purchase products online.

$X_i' \beta_j$: is a vector of covariates (explanatory variables) for customer perceptions regarding the adoption of e-marketing strategy i.

$R_i' \beta_k$: is a vector variable of interest capturing the following customer perception regarding the use of online shopping to view or purchase products online: customer area of residence, online risks, online fraud, and data cost, online regulations, online exploitation, and online infrastructure, education level and gender.

ε_i : is an error term that captures variables that may not have been measured but may potentially influence online shopping.

To draw a conclusion from both the quantitative and qualitative results, the researcher had to integrate data. This was meant to construct an inclusive e-marketing strategy framework which is informed by concurrent mixed research designs. The next section presents data integration.

4.8 Data Integration

The researcher used data integration process to confirm (quantitative) and explore (qualitative) to enhance the development of e-marketing strategy framework. The study made use of the triangulation of research design and instruments to come up with an informed e-marketing strategy framework for FMCG retailers. Data integration refers to the process of incorporating both the qualitative and quantitative data analysis (Creswell & Clark, 2011:237). It is the conclusion drawn using concurrent mixed research designs (Teddlie & Tashakkori, 2009:152).

Although critics of the concurrent mixed research design argue that data integration produces poor results due to unrepresentative qualitative sample, Tashakkori and Teddlie (2009:152) argue that data integration assists in coming up with relationships and to counter shortfalls in mono studies. Data integration was also essential in that it minimized the weaknesses of the two research approaches hence providing a high degree

of validity (Vankatesh, 2000). Data integration was also essential in that it allowed the development of the proposed framework with much rigor and diverse opinions. Teddlie *et al.* (2009) indicates that the adoption of the concurrent mixed research in technology adoption brings into context different convergent and divergent perspectives which are crucial in organisation integration in the advanced information systems spectrum

4.8.1 Mixed methods validation

The researcher applied the foundation elements in improving the validity of the research. Foundation elements were used to improve construct validity since the research made a comparative analysis of prior perceptions with the data. The researcher provided inferential consistency by following chronology and consistency in interpreting quantitative data. The researcher made an inference from empirical e-marketing strategy studies to understand the strength of their research design which is to be utilized in the present research to improve its credibility and contribution.

Different empirical research done on the validation of mixed research methods indicated that majority of researchers do not agree on the suitable way of validating mixed research due to conflicting philosophies embedded in qualitative and quantitative researches (Tashakkori & Teddlie, 2009:152). However, Dellinger and Leech (2007) suggested the validation framework as a contribution towards the validity in mixed research methods. The comprehensive framework provides insight into the validation of mixed methods using foundation elements, elements of construct validity, inferential consistency and utilization/consequential elements.

The researcher made the comparison of respondents with different characteristics on given variables. Respondents' experiences on e-marketing strategy adoption and implementation were analysed, examining interrelationships of codes and categories. Face validity in qualitative research does not have the good measuring index. However, the researcher used experts (statisticians) and auditors to help in judging the degree to which qualitative and quantitative data is neutrally measured and what it is supposed to

be measured (Tashakkori & Teddlie, 2009). Triangulation remains the most commonly used principle in mixed research (Ridenour & Newman, 2008). The researcher applied triangulation by making a comparative analysis of quantitative and qualitative data obtained in the study.

It is imperative to note that the validation of qualitative and quantitative research was done before the validation of mixed methods. This enabled the researcher to check consistency and relationships of different data. The rigor of the design validity (the extent to which quantitative data was designed), analytical (collection of qualitative data) and inferential validity (superiority of interpretation) are crucial in mixed methods validation.

4.8.2 Reliability test

Reliability refers to the stability of a question to measure (Ghauri & Gronhaug, 2010:79) or the ability to replicate the same research design and produce the same results (Saunders, *et al.*, 2016:207). Bryman and Bell (2011:28) note that the reliability of an instrument is used to measure the consistency and repeatability of the instrument used in the research. Reliability testing was done to ascertain the reliability of the questionnaire. It also measured the appropriateness of the methods used, accuracy of the analysis of results and the generalization of the findings (Saunders, *et al.*, 2016:202; Piaw, 2013:137). For the quantitative component, the Cronbach's Alpha reliability method was done. According to Piaw (2013:147), "in determining the reliability of an instrument based on the Cronbach's Alpha reliability method, the alpha value of 0.65 to 0.95 is satisfactory because a low alpha coefficient ($\alpha \leq .65$) shows that the ability of the items in the research instrument to measure the concept (or the variable) is low". This study used Cronbach's Alpha reliability method.

4.9 Ethical Consideration

Ethics in research refers to the norms or standards that guide the research process (Gupta 2011:21). This study observed ethical considerations throughout the research process. The researcher was guided by the three ethical principles during data collection and

analysis namely voluntary participation, confidentiality, and non-maleficence. To adhere to these principles, the following steps were taken:

- Ethical clearance was obtained from North West University before the data collection process,
- The researcher requested permission from the management of various retailers involved in this research to give respondents' time to participate in the in-depth interviews,
- The respondents were informed of the purpose of the research in line with the principle of informed consent.
- Participants signed consent forms before the start of the in-depth interviews.
- The researcher ensured that participation in the study was free of prejudice towards any group (age, ethnicity, sexual orientation, race, gender, etc.)
- The researcher explained to the participants that they have the right to a copy of the results,
- The researcher respected the dignity, cultural values, beliefs, privacy and autonomy of respondents.
- The confidentiality and anonymity of respondents were assured.
- The researcher recognized and validated any real or apparent issues where control between the researcher and participant could be abused
- The researchers gave proper acknowledgment to all who contributed to this research and thanked them.
- The researcher made sure that the facts of the study be cautiously clarified within the final report to give readers the chance to critic the moral quality of the study for themselves

The researcher strove to avoid bias in data analysis and data interpretation.

4.10 Conclusion

This chapter presented the research methodology, which provides insight into the philosophy guiding the research, the research approach and the exact plan (design) through which the study was executed. A mixed method approach informed by both positivist and relativist philosophies was adopted. Simultaneous qualitative and quantitative methods used for the collection and analysis of data were outlined. The chapter also explained the three ethical principles required to be observed by any researcher. The next chapter presents qualitative data analysis.

CHAPTER FIVE

QUALITATIVE DATA ANALYSIS AND PRESENTATION

5.0 INTRODUCTION

As discussed in the previous chapter, the concurrent mixed-method approach which allowed for the use of both qualitative and quantitative instruments was employed for the research reported in this thesis. This chapter analyses data from the qualitative component of the study using grounded theory principles. The concepts which guided the framing of the in-depth interviews were adopted from extant theories namely Andreki and Yazdanifard's (2014) framework on digital marketing and the Technology Environmental and Organization (TEO) model. Figure 5.1 depicts the qualitative analytic process presented in this chapter.

Diagrammatic overview of qualitative results (Chapter 5)

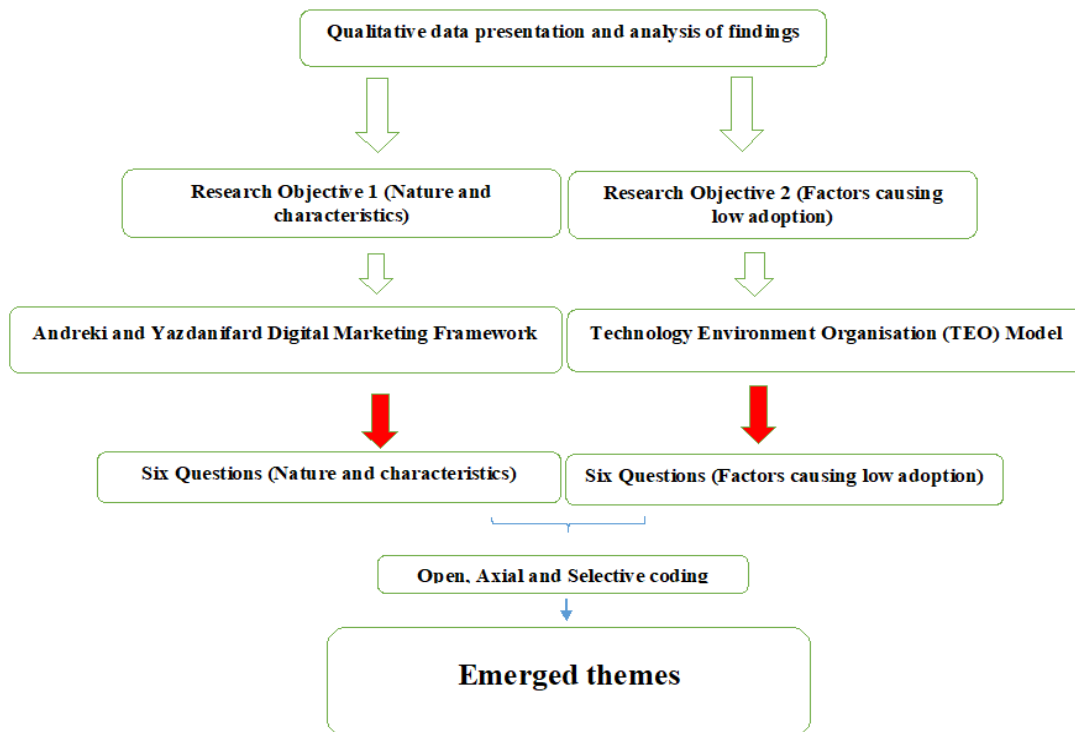


Figure 5.1: Diagrammatic overview of qualitative empirical process

5.1 Qualitative Process

The qualitative population comprised fourteen participants consisting of seven ICT and seven Marketing Managers from selected FMCG retailers in Zimbabwe. These selected participants had direct experience in the adoption and implementation of e-marketing strategy. The semi structured questions were pilot tested with four participants comprising one Marketing Manager, one ICT Manager and two research experts. The two were drawn from the North-West University, South Africa and Africa University, Zimbabwe, respectively. This “pilot” was meant to remove ambiguous and irrelevant questions. The pilot testing, thus noted and removed inconsistent and ambiguous phrases and statements. The interviews were conducted after the approval of the gatekeepers (refer to annexure 2). The participants were given the interview guide (refer to annexure 5) before the initial interview schedule in order to familiarise with the question. It is important to note that for consistency, the interviews were conducted at the participants’ workplace. The interviewer explained the purpose of the research and the interviewee consented (refer to annexure 3) to the recording of interviews. Table 5.1 presents the schedule of the in-depth interviews.

Table 5. 1: Interview profile

Retail name	code	Position	Department	Number of participants
R1		Marketing and ICT Executive	Marketing and ICT	2
R2		ICT Executive	ICT	1
R3		Marketing Executive	Marketing and ICT	1
R4		Marketing Executive	Marketing	1
R5		Marketing and ICT Executive	Marketing and ICT	1
R6		Marketing	Marketing	1
R7		Saturation reached		

The responses from the in-depth interviews were digitally recorded with the consent of participants (Annexure 4), transcribed into written format and coded using grounded theory principles called systematic procedure (Strauss & Corbin, 2007:107). Although the population consisted of 14 intended participants, saturation was reached at retailer 6, participant 7 (See Table 5.1, column 1 and 4). The qualitative results were essential for a better understanding of the key e - marketing components from a management's perspective. The selected participants use e-marketing strategy consistently, hence they provided insight into answering questions regarding the research objectives. The qualitative results using grounded theory principles provided an investigative and in-depth understanding of a phenomenon (Strauss & Corbin, 2007:107). The qualitative findings were essential in developing the proposed e-marketing strategy framework.

The study used Strauss & Corbin (2007:106) grounded theory qualitative systematic design principles which involve the following steps:

Open coding stage –involves reading through the collected data and deducing meaning.

Axial coding stage - identifying relationships amongst the coded data.

Selective coding stage – reflecting emerged core variables or themes (thematic analysis).

The in-depth interviews questions were guided by the following research objectives:

- Nature and characteristics of e-marketing strategy amongst FMCG retailers in Zimbabwe.
- Factors causing low adoption and implementation of e-marketing strategy amongst FMCG retailers in Zimbabwe.

5.2 Nature and Characteristics E-marketing Strategy Amongst FMCG Retailers in Zimbabwe

The first research objective was meant to establish the nature and characteristics of an e-marketing strategy amongst FMCG retailers in Zimbabwe. The variables used during the in-depth interviews were adopted from the Andreki and Yazdanifard (2014) digital marketing framework as referred to previously. To explore these variables, the study used

six distinct questions, underlying the nature and characteristics of e-marketing strategy. Data was obtained from one-on-one in-depth interviews with relevant Marketing and ICT Managers.

Questions 5.2.1.1 and 5.2.1.2 (next section) are not categorised and thematically analysed. These mentioned questions serve as qualifying questions (participation) to the research participants.

5.2.1 Open coding

Open coding in qualitative research refers to the process of coding data to its major categories of information (Creswell, 2013:86). The next section focuses on open coding but commences on the presentation of the introductory questions to the in-depth interviews (5.2.1.1 and 5.2.1.2).

5.2.1.1 What is the ICT historical background of your organization?

Four participants indicated that they adopted the use of the Internet and ICT related tools since 1990. One participant indicated that retailers adopted the Internet and ICT related innovation as a way of standardising their operations in line with recognised best practices. These responses support the notion that Zimbabwe has been experiencing rapid growth in ICT infrastructure and digitisation since 1990. FMCG retailers in Zimbabwe have embraced ICT based systems to enhance their interface with customers, suppliers and other stakeholders (Government of Zimbabwe, 2012: 5). Two of the participants indicated that they (retailers) have not adopted the use of Internet as a marketing tool.

5.2.1.2 What products and services does your organization provide on your online platforms?

All seven participants indicated that retailers were not selling (only marketing communication) their products online despite the presence of updated websites. Two participants stated that informational websites were being used only to communicate

with their intended customers. One participant further indicated that the relevant retailer initiated an experimental interactive website in 2008, with an additional objective of selling products in Harare.

5.2.1.3 *What e-marketing strategy platforms are being used by your organization to continuously communicate with its target consumers?*

Table 5.2 reflects participants' responses on different e-marketing strategy platforms.

Table 5. 2: Responses on e-marketing strategy platforms.

Participant	Code	Quote to support the code	Comment
1	E-marketing strategy platforms.	<i>"Although the company do have a marketing department much emphasise is put on the traditional marketing strategies. However, the organisation has Facebook accounts and a website which are managed by the ICT department in Harare".</i>	The company relies more on traditional marketing strategies and the use of social media platforms.
2	E-marketing strategy platforms.	<i>"The company uses Facebook and Twitter to communicate with its employees"</i>	Social media is predominately used as a marketing tool.
3	E-marketing strategy platforms.	<i>"The organisation is using Facebook to communicate with its intended customers at different branches across the country".</i>	The social media platforms are decentralised to different branches to allow localised continuous communication.
4	E-marketing strategy platforms.	<i>"The marketing department uses personalized emails to communicate with its key customers".</i>	E-mail marketing allows online direct marketing.

5	E-marketing strategy platforms.	<i>"The organisation does online promotion from its website. In addition, the company uses Facebook and Twitter to communicate with its intended customers".</i>	The diffusion of technology has allowed the dual use of online and traditional marketing strategies.
6	E-marketing strategy platforms.	<i>"The organisation use Internet-based platform such as online promotion and Facebook".</i>	Social media and online promotions provides interaction with intended customers.
7	E-marketing strategy platforms.	<i>"The organisation uses Facebook accounts to communicate with its customers and to carry out online promotions".</i>	Social media is essential in enhancing the effectiveness of online promotions.

The in-depth interviews revealed that retailers have adopted the use of different social media platforms and websites to communicate with their target customers. Six participants disclosed that the retailers were using social media platforms (Facebook and Twitter) as their interactive tools. One participant revealed that the retailer uses personalized e-mails to communicate with its customers. This is supported by Neti (2011: 1) as well as Saravanakuma & Suganthashmi (2012), who stated that social media integration into the organisations website has become the 21st century marketing tool.

Another participant revealed that personalized e-mails were being used in communicating with internal customers (employees) and external key account customers. E-mail marketing acts as a medium which allows one-on-one interaction with the intended customers, brings customers to the website, keeps in touch and interacts with them, and creates a story for building customer loyalty (Baggot, 2011). This notion is supported by Saravanakuma & Suganthashmi (2012) who noted that the interaction of different online communities has resulted in an increase in viral marketing since customers share similar interests and tastes. Table 5.2 reflects participants' responses to different e-marketing strategy platforms.

Further to that, two participants also noted that the different retailers were using online promotions to keep customers updated with current market trends. They further revealed that online promotions and advertising were supporting traditional marketing methods to increase customer reach.

These responses are consistent with Baines and Hair (2009) who contend that digital/online advertising should involve the traditional marketing mix to increase its impact. Bauno (2015) states that digital advertising is a direct online advertising strategy which contributed to growth, during the 21st century. Direct engagement aims at enhancing, but not replacing the currently existing business and customers' relationships (Mainville, *et al.*, 2012). Online (direct) marketing acts as a way of trying to occupy and create an online value proposition and the removal of the marketing clutter in the customers' minds (Mainville, *et al.*, 2012).

5.2.1.4 What advantages (in your opinion) does your organisation have if it adopts and implements e-marketing strategy?

Table 5.3 presents the participants' responses on the advantages of adoption and implementation of an e-marketing strategy amongst FMCG retailers in Zimbabwe. Five participants revealed that the adoption of e-marketing strategy expanded the retailers market coverage since retailers are able to advertise and promote their products countrywide. One participant indicated that the adoption and implementation of e-marketing strategy increases the potential customer base.

Table 5. 3: Advantages of adoption and implementation of e-marketing strategy

Participant	Code	Quote to support the code	Comment
1	Advantages of adoption and implementation.	<i>"Due to the diffusion of technology and the changing customers' needs our organisation will have a wide market coverage".</i>	Adoption of electronic market breaks the customer's geological divide.

2	Advantages of adoption and implementation.	<i>"Some of the key advantages are increases in customer base and market coverage".</i>	Retailers should acquire ICT infrastructure to explore the opportunity.
3	Advantages of adoption and implementation.	<i>"The company will be in a position to reach its wide customer base".</i>	Internet enables retailers to compete effectively.
4	Advantages of adoption and implementation.	<i>"The organisation will have a wide market coverage".</i>	It increases customer reach.
5	Advantages of adoption and implementation.	<i>"It would increase the customer reach, expanded market coverage and increased customer satisfaction".</i>	These are the key objectives of adopting an e-marketing strategy.
6	Advantages of adoption and implementation.	<i>"Adoption and use of e-marketing strategy is cheaper than the traditional means and it provides a wide coverage".</i>	This builds relationships and trust with customers.
7	Advantages of adoption and implementation.	<i>"It saves cost (The cost involved in traditional marketing are reduced)".</i>	Electronic marketing strategy is cheaper than traditional marketing strategies.

Five participants revealed that the adoption of an e-marketing strategy expanded the retailers market coverage, since retailers are able to advertise and promote their products countrywide. One participant indicated that the adoption and implementation of e-marketing strategy increases the potential customer base. Relatedly, one participant revealed that an e-marketing strategy adoption is relatively cheaper as compared to traditional marketing strategies.

Empirical studies have indicated that the advent of technology has reconfigured the way retailers do business, as well as how customers buy goods and services (Adegbuyi, *et al.*, 2013: 11). Afek *et al.* (2011) state that the advent of technology allows retailers to use

both the traditional store format and the online platform. This is supported by Ferrell & Pride (2015: 215) as well as Afek *et al.* (2011) who concur that e-marketing strategy enables retailers to reach fragmented markets, allows sharing of information and enables target marketing.

5.2.1.5 *To what extent is your organization prepared to adopt and implement an e-marketing strategy?*

Table 5.4 presents participants' responses regarding the retailer's preparedness to adopt and implement e-marketing strategy

Table 5. 4: Preparedness of retailers to adopt and implement e-marketing strategy.

Participant	Code	Quote to support the category	Comment
1	Retailer's preparedness.	<i>"Partially prepared since we do not have personnel to cater for customers using online platforms".</i>	Adoption of an e-marketing strategy requires that retailers engage customers in real time.
2	Retailer's preparedness.	<i>"The organisation is not prepared to adopt electronic marketing due to the lack of ICT skills amongst employees".</i>	Workers need to be trained on ICT skills that are essential for an e-marketing strategy.
3	Retailer's preparedness.	<i>"Not soon to implement e-marketing strategy due to poor road infrastructure to deliver product to remote areas".</i>	An e-marketing strategy needs to be supported by an effective delivery system.
4	Retailer's preparedness.	<i>"Not, Given the poor road infrastructure in Zimbabwe, the delivery system is failing to deliver goods to different areas. The poor road infrastructure is increasing the</i>	Good connectivity is essential for an uninterrupted payment method.

		cost of delivering goods to the customers. In addition, the retailers do not have an effective online payment system”.	
5	Retailer’s preparedness.	<i>“To a limited extent, employees are not trained to use ICT services related to electronic marketing”.</i>	ICT training is key for the success of e-marketing strategy.
6	Retailer’s preparedness.	<i>“The organisation is not yet prepared due to the lack of ICT skills amongst employees and management”.</i>	ICT skills enhance online value proposition.
7	Retailer’s preparedness.	<i>“The organisation does not have the required ICT skills to utilise e-marketing strategy platforms”.</i>	ICT skills help in improving customer engagement.

Five participants revealed that retailers do not have personnel with ICT skills who could assist online customers daily. Two participants stated that the state of preparedness of the FMCG retailers to engage in online shopping is encumbered by poor road infrastructure which affect the road transportation and delivery of goods. The participants further stated that employees are not able to use an e-marketing strategy due to the lack of training. They further highlighted that the current online payment system is affected by poor Internet network connectivity in most rural areas.

5.2.1.6 Does your organisation use E-marketing strategy to compete in the globalised environment?

Table 5.5 presents the participants' responses regarding the retailers' use of electronic marketing strategy to compete globally.

Table 5. 5: Use of e-marketing strategy to compete in the global environment.

Participant	Code	Quote to support the code	Comment
1	Impact of globalisation.	<i>"The company does not use electronic marketing strategies to curb the influx of foreign products, but it relies on foreign companies' products. However, retailers collaborate with international retailers and wholesalers to supply products that are in short supply".</i>	Collaboration with foreign companies enhance retailer credibility and service delivery.
2	Impact of globalisation.	<i>"The organisation does not have a strategy to curb influx of international products, but it collaborates with international brands to supplement locally produced products".</i>	Retailers need to collaborate with foreign firms, and not compete through improving online interactions.
3	Impact of globalisation.	<i>"The market relies on foreign products hence there are no electronic strategies to compete with foreign products. The organisation collaborates with its international wholesalers".</i>	The survival of Zimbabwean retailers are dependent on imports, hence the need to collaborate with foreign retailers and enhancing their growth.
4	Impact of globalisation.	<i>"They are no e-marketing strategies to counter the influx of foreign products. However, the organisation requires more of foreign products due to critical shortages prevailing in the Zimbabwean market".</i>	Critical shortages of products needs international collaboration to satisfy the customer needs and wants timeously.

5	Impact of globalisation.	<i>“They are no such strategies since the government removed the Statutory Instrument (SI) 64 which now allows retailers’ to collaborate with international wholesalers”.</i>	The removal of the legislation boosted retailers’ growth.
6	Impact of globalisation.	<i>“As a FMCG retailer in Zimbabwe the company imports most of its product from partners in the neighboring countries (SADC in particular)”.</i>	Online platforms needs to be supported by availability of products and “just in time” delivery systems.
7	Impact of globalisation.	<i>“The company highly relies on foreign products; hence they are in synergies with other foreign companies”.</i>	Synergies are now the bases of growth in the ICT backed business.

Seven participants agreed that retailers in Zimbabwe do not have an e-marketing strategy to counter foreign competition. The justification given by the participants was that the removal of the Statutory Instrument 64 (SI 64) which protects the influx of foreign products into the local markets contributed to the enhancement of an e-marketing strategy adoption. This implies that foreign competition is limited amongst FMCG retailers. However, there is collaboration between local and foreign retailers. While this section focused on the participants’ general responses (Open coding stage), the next stage (**5.3**) reflects a detailed presentation (Axial coding stage) of participants responses to each question.

5.3 Axial Coding

This section reflects on the responses from each participant to the research questions. The questions were asked in the order in which they appeared on the in-depth interview guide (Annexure 6{i}).

Table 5.6 reflects the axial coding stage showing responses from the seven participants.

Table 5. 6: Analysis of the responses (Axial coding stage) from the seven participants

Participant 1	Response to interview questions
Q1. What is the ICT historical background of your organisation?	<i>"The company has got a fully functioning IT department and all its operations are now computer based. The switch from manual - to electronic- processes was done during the late 1990s".</i>
Q2. What products and services does your organisation provide on your online platforms?	<i>"We do not sell products online".</i>
Q3. What e-marketing strategy platforms are being used by your organisation to communicate with its target consumers?	<i>"Although the company do have a marketing department, much emphasis is put on the traditional marketing strategies. However, the organisation do have Facebook accounts and Website which are managed by the ICT department in Harare".</i>
Q4. What advantages does your organisation enjoy if it fully adopts and implements an e-marketing strategy?	<i>"Due to the diffusion of technology and the changing customers' needs our organisation will have wide market coverage".</i>
Q5. To what extent is your organisation prepared to adopt and implement an e-marketing strategy?	<i>"Partially prepared since we do not have personnel to cater for customers using online platforms".</i>
Q6. What e-marketing strategies are being adopted and implemented by your organisation to counter the influx of foreign products?	<i>"The company does not use e-marketing strategy to curb the influx of foreign products but it relies on foreign companies for some products. However, the retailers collaborate with international suppliers and retailers and wholesalers to supply products that are in short supply".</i>
Participant 2	Response to interview questions
Q1. What is the ICT historical background of your organisation?	<i>"We have a local area network interface".</i>
Q2. What products and service does your organisation provide on your online platforms?	<i>"The organisation does not sell any products online".</i>

Q3. What e-marketing strategy platforms are being used by your organisation to continuously communicate with its target consumers?	<i>"The company uses Facebook, Twitter and WhatsApp platforms to communicate with its customers".</i>
Q4. What advantages does your organisation enjoy if it fully adopts and implements an e-marketing strategy?	<i>"Some of the key advantages increase customer base and market coverage".</i>
Q5. To what extent is your organisation prepared to adopt and implement an e-marketing strategy?	<i>"The organisation is not prepared to adopt electronic marketing due to the lack of ICT skills amongst its employees".</i>
Q6. What e-marketing strategies is being adopted and implemented by your organisation to counter the influx of foreign products?	<i>"the organisation uses social media to communicate with customers"</i>
Participant 3	Response to interview questions
Q1. What is the ICT historical background of your organisation?	<i>"We have no existing ICT platforms. We are using the same system with our Choppies Franchise shop based in South Africa".</i>
Q2. What products and services do your organisation provide on your online platforms?	<i>"Mainly fast-moving consumer goods, groceries, households, electrical and food stuffs".</i>
Q3. What e-marketing strategy platforms are used by your organisation to communicate with its target consumers?	<i>"The organisation uses Facebook to communicate with its intended customers at different branches across the country".</i>
Q4. What advantages does your organisation enjoy if it adopts and implement e-marketing strategy?	<i>"The company will be in a position to reach its wide customers base".</i>
Q5. To what extent is your organisation prepared to adopt and implement an e-marketing strategy?	<i>"Not too soon to implement e-marketing strategy due to poor infrastructure for delivery of products to remote areas".</i>
Q6. What e-marketing strategies are being adopted and implemented by your organisation to counter the influx of foreign products?	<i>"The market relies on foreign products hence there is no electronic strategy to compete with foreign products. The organisation collaborates with its international wholesalers".</i>
Participant 4	Response to interview questions

Q1. What is the ICT historical background of your organisation?	<i>"The supermarkets fully adopted the use of ICT in the late year 2007".</i>
Q2. What products and services do your organisation provide on your online platforms?	<i>"Currently the organisation does not have any products which they sell online".</i>
Q3. What e-marketing strategies platforms are being used by your organisation to communicate with its target consumers?	<i>"The marketing department uses emails (e-mail marketing) to continuously communicate with its key customers".</i>
Q4. What advantages does your organisation enjoy if it fully adopts and implement an e-marketing?	<i>"The organisation will have wide market coverage".</i>
Q5. To what extent is your organisation prepared to adopt and implement an e-marketing strategy?	<i>"The company is not prepared to engage in e-marketing strategy due to the lack personnel to use ICT related services".</i>
Q6. What e-marketing strategies are being adopted and implemented by your organisation to counter the influx of foreign products?	<i>"There are no e-marketing strategies to counter the influx of foreign products; however, the organisation requires more foreign products due to critical shortages prevailing in the Zimbabwean market".</i>
Participant 5	Response to interview questions
Q1. What is the ICT historical background of your organisation?	<i>"The organisation started adopting the use of ICT in the 1990s".</i>
Q2. What products and services do your organisation provide on your online platforms?	<i>"There are no products which are being sold online. However, the company does have an updated website".</i>
Q3. What e-marketing platforms are being used by your organisation to communicate with its target consumers?	<i>"The organisation does online promotion from its website. In addition, the company uses Facebook and Twitter to communicate with its intended customers".</i>
Q4. What advantages does your organisation enjoy if it fully adopts and implement an e-marketing?	<i>"It would increase the customer reach, expanded market coverage and increased customer satisfaction".</i>
Q5. To what extent is your organisation prepared to adopt and implement an e-marketing strategy?	<i>"Given the poor road infrastructure in Zimbabwe, the delivery system is failing to deliver goods to different areas. The poor road infrastructure is increasing the cost of delivering goods to the customers. In</i>

	<i>addition, the retailers do not have an effective online payment system".</i>
Q6. What e-marketing strategies are being adopted and implemented by your organisation to counter the influx of foreign products?	<i>"There no such strategies since the government removed the Statutory Instrument (SI) 64 which now allows retailers' to collaborate with international wholesalers".</i>
Participant 6	Response to interview questions
Q1. What is the ICT historical background of your organisation?	<i>"We fully adopted ICT in the year 2000. Software for retail management and emails, accounting and payroll administration".</i>
Q2. What products and services does your organisation provide on your online platforms?	<i>"We had a website which has temporarily been closed down. We are using Facebook only now. We promote perishables, dry groceries and rewards".</i>
Q3. What e-marketing platforms are used by your organisation to communicate with its target consumers?	<i>"The organisation use Internet-based platforms such as online promotion and Facebook".</i>
Q4. What advantages does your organisation have if it adopts and implements an e-marketing strategy?	<i>"Adoption and use of an e-marketing strategy is cheaper than the traditional means and it provides a wide coverage".</i>
Q5. To what extent is your organisation prepared to adopt and implement an e-marketing strategy?	<i>"To a limited extent. The employees are not trained to use the ICT services related to e-marketing strategy".</i>
Q6. What e-marketing strategies are being adopted and implemented by your organisation to counter the influx of foreign products?	<i>"We currently don't have e-marketing strategies, however, as a FMCG retailer in Zimbabwe the company imports most of its product from partners in the neighboring countries (SADC in particular)".</i>
Participant 7	Response to interview questions
Q1. What is the ICT historical background your organisation?	<i>"The area network interface was established in 2000".</i>
Q2. What products and services does your organisation provide on your online platforms?	<i>"The organisation does not sell any products online".</i>

Q3. What e-marketing strategy platforms does your organisation use to communicate with its customers?	<i>"The organisation uses Facebook platforms to communicate with its customers and to carry out online promotions".</i>
Q4. (a) What advantages does your organisation have if it adopts and implements an e-marketing?	<i>"It saves costs, (the cost involved in traditional marketing are reduced)".</i>
Q5. To what extent is your organisation prepared to adopt and implement an e-marketing strategy?	<i>"The organisation does not have the required ICT skills to utilise e-marketing strategy platforms".</i>
Q6. What e-marketing strategies are being adopted and implemented by your organisation to counter the influx of foreign products?	<i>"There are no e-marketing strategies adopted but it highly relies on the foreign products so that there will be synergies with other foreign companies"</i>

Table 5.6 presents the axial coding stage showing the detailed individual responses. The responses were color coded to identify similar responses from each participant. The different color codes correlate the axial coding (Table 5.6) with the selective coding/ thematic analysis (Table 5.7). The next section presents major and minor ideas regarding platforms used by retailers (Question 3).

The third question sought to identify different online platforms which are being used by retailers to communicate with their target customers. The **use of social media** by retailers emerged as a major central idea. Six participants agreed that the retailers were using social media platforms such as Facebook and Twitter. This suggests that social media is being used predominantly to communicate with customers. The use of social media by the retailers is supported by Dzoma (2016) who states that the Zimbabwean retailers continue to use social media as a publicity platform. Dzoma (2016) further stresses that the retailers have continued to use informational websites which do not fully capture the customers' needs. In illustrating this central idea, participants answered as follows:

- *"The company uses Facebook, Twitter and Whatsapp platforms to communicate with its customers and employees" (Q3 - Participant 2).*

- *“The organisation uses Facebook accounts to communicate with its customers and it also carries out online promotions” Q3 – Participant 7).*
- *“The organisation does online promotion from its website. In addition, the company uses Facebook and Twitter to communicate with its intended customers” Q3 – Participant 5).*
- *“Although the companies do have a marketing department much emphasise is put on the traditional marketing strategies. However, the organisation does have Facebook accounts and a Website which is managed by the ICT department in Harare” (Q3 – Participant 1).*
- *“The organisation uses Facebook to communicate with its intended customers at different branches across the country” (Q3 – Participant 3).*

The first minor idea that emerged relates to the *“use of online promotions (websites)”*. Participants **5** and **6** stated that online promotions are used to engage customers to communicate new products and brands. In addition to that, Facebook and Twitter were essential in enhancing their interaction with customers. This idea is endorsed by a participant who revealed that:

- *“The organisation does online promotions from its Website. In addition, the company uses Facebook and Twitter to communicate with its intended customers” Q3 - Participant 5).*
- *“The organisation uses Internet-based platforms such as online promotion and Facebook” (Q3 – Participant 6).*

Another minor idea that emerged relates to the *“use of personalized e mails”*. Participant **4** indicated that retailers are using e-mail marketing. This participant also indicated that due to the diffusion of the Internet, the retailers’ use e-mail marketing to customize their message to different key account customers. This idea is illustrated by the participant who stated that *“the marketing department uses personalised emails to continuously communicate with its key customers” (Q3 – Participant 4).*

The next section presents accounts on the benefits of adopting e-marketing strategy (Question 4).

The fourth question established the benefits of adopting e-marketing amongst FMCG retailers. The central idea emerging from six participants concerns *the adoption of e-marketing strategy and its impact on market coverage*. Ferrell & Pride (2015: 215) state that the adoption of e-marketing strategy by small retailers would enable them to have a wider geographical reach. This idea is supported by the following responses:

- *“Due to the diffusion of technology and the changing customers’ needs, our organisation will have a wide market coverage” (Q4 –Participant 1).*
- *“Some of the key advantages are increase in customer base and market coverage” (Q4 –Participant 2).*
- *“The company will be in a position to reach its wide customers base” (Q4 –Participant 3).*
- *“The organisation will have a wide market coverage” (Q4 –Participant 4).*
- *“Adoption and use of an e-marketing strategy is cheaper than the traditional means, it provides a wide coverage” (Q4 – Participant 6).*
- *“It would increase the customer reach, expanded market coverage and increased customer satisfaction”. (Q4 – Participant 5).*

Saving costs emerged as another idea. One participant revealed that the adoption of e-marketing strategy saves costs incurred in traditional marketing. This is consistent with Shams (2013) who states that e-marketing strategy adoption and implementation creates a competitive advantage, a crucial element since it sustainably attains, retains and enhances the market share. The idea is echoed by one participant who indicated that “it saves costs, (the costs involved in traditional marketing are reduced” (Q4 – Participant 7).

The third idea is that adoption of e-marketing strategy enhances customer satisfaction. One participant indicated that the adoption of e-marketing strategy by the retailer increases customer satisfaction. *“It would increase the customer reach, expands market coverage and increases customer satisfaction” Q4 – Participant 5).* This owes to the fact that retailers use different online communication forums to reach customers at different

geographical locations. Straus and Frost (2016: 35), Kurtz and Boone (2014: 144) as well as Charlesworth (2014: 134) reached similar conclusions that e-marketing strategy allows for multi-channel retailing. This enables the retailers to use both the traditional and online platforms to continuously communicate with the intended customers. The next section discusses retailer preparedness in adopting e-marketing strategy (Question 5).

The fifth question sought to establish retailers' preparedness to adopt and implement e-marketing strategy. The central idea that emerged was that retailers **lacked preparedness to adopt e-marketing strategy**. Five participants stated that the retailers were not prepared to for e-marketing strategy adoption and implementation due to the lack of trained personnel (the skills to implement electronic marketing services). The mentioned central idea is supported by the United Nations Conference of Trade and Development (UNCTAD 2015: 34) which states that factors affecting e-readiness of retailers include affordable Internet access. The following responses encapsulate this theme:

- *“Partial prepared since we do not have personnel to cater for customers using online platforms” (Q5 – Participant 1).*
- *“The organisation is not prepared to adopt electronic marketing due to the lack of ICT skill amongst its employees” (Q5 – Participant 2).*
- *“The employees are not trained to use the ICT services related to electronic marketing” (Q5 – Participant 6).*
- *“The organisation does not have the required ICT skills to utilise e-marketing strategy platforms” (Q5 – Participant 7).*
- *“The organisation is not prepared to adopt electronic marketing due to the lack of ICT skill amongst its employees” (Q5 – Participant 3).*
- The **lack of a legal framework and poor road infrastructure** also emerged strongly. One participant indicated that retailers are failing to adopt electronic marketing strategies due to the lack of a legal framework in support of an online payment system. Another participant stated that the poor road infrastructure and lack of online payment

systems should be supported by effective delivery (electronic or physical) of goods and services. *“Given the poor road infrastructure in Zimbabwe, the delivery system is failing to deliver goods to different areas. As a result, the poor road infrastructure is increasing the cost of goods to the customers. In addition, the retailers do not have an effective online payment system” (Q5 -Participant 5).*

The impact of globalisation on e-marketing strategy adoption (Question 6) was another concern. This particularly related to international collaboration. The sixth question sought to establish if the FMCG retailers in Zimbabwe have established e-marketing strategy to compete globally. Seven participants agreed that retailers do not have any substantial e-marketing strategy. Instead, retailers are personally collaborating with international wholesalers and retailers to supplement the goods not available in-store. *“The company does not use an e-marketing strategy to curb the influx of foreign products, but it relies on foreign companies for some products. However, the company collaborates with international suppliers, retailers, and wholesalers to supply products that are in short supply” (6 – Participant 1).* The following responses also illustrate this theme:

- “The organisation does not have a strategy to curb the influx of international products, but it collaborates with international brands to supplement locally produced products” (Q6 – Participant 2).
- “The market relies on foreign products hence; they do not have e-marketing strategy to compete with foreign products. The organisation collaborates with its international wholesalers” (Q6 – Participant 3).
- “They are no e-marketing strategy to counter the influx of foreign products, however, the organisation requires more of foreign products due to the critical shortages prevailing in the Zimbabwean market” (Q6 – Participant 4).
- “The company highly relies on foreign products hence there are synergies with other foreign companies” (Q6 – Participant 7).

- “We currently don’t have e-marketing strategy. However, as an FMCG retailer in Zimbabwe the company imports most of its product from partners in the neighboring countries (SADC in particular)” (Q6 – Participant 6).

One participant acknowledged that the Zimbabwe Government removed the Statutory Instrument (64) of 2016. This removal created opportunities for international retailers to enter the Zimbabwean retail sector. The said, “there are no such strategies since the government removed the Statutory Instrument (SI) 64 which now allows retailers to collaborate with international wholesalers” (Q6 – Participant 5).

The next section (5.4) presents the selective coding analysis reflecting different emergent themes from the axial coding stage. The identified ideas (Table 5.7) were color-coded to correlate with the themes in the selective coding stage (Table 5.8).

5.4: Selective Coding Analysis (Emergent Themes)

Table 5.7 presents the selective coding analysis, contributing to the emerging themes.

Table 5. 7: Emerged themes - Nature and characteristics of e-marketing strategy

Question	Emergent Themes	Participant Interviewed
1. Qualifying	No theme.	
2. Qualifying	No theme.	
3. E-marketing strategy platforms	Use of social media.	1, 2, 3, 5, 6 & 7
	Use of online promotions.	4, 5 & 6
4. Advantages of adopting e-marketing strategy.	Increased market coverage.	1, 2, 3, 4, 5 & 6
	Customer satisfaction.	5
5. Retailer preparedness	Reduction of traditional advertising cost.	5 & 7
	Lack of ICT skills.	1, 2, 6 & 7
	Lack of legal framework.	4 & 6
6. E-marketing strategy to fight international competition	Poor road infrastructure.	3 & 5
	International collaboration.	1, 2, 3, 4, 5, 6 & 7

5.4.1 Nature and characteristics of e-marketing strategy: sub question 3

The major theme which emerged here is the use of social media. This theme reached saturation at the sixth participant. Six participants mentioned that social media marketing was being used by retailers to strengthen marketing presence. This central theme is consistent with Saravanakuma and Suganthalsmi (2012) who states that the diffusion of technology-enabled retailers to shift from the traditional marketing practices such as television, newspapers, radio, and magazines to convey their messages using the interactive virtual world. These interactions of different online communities have resulted in the increase of viral social marketing (Saravanakuma & Suganthalsmi, 2012). Similarly, Neti (2011:1) found out that social media has created a new mantra of customer engagement and data sharing in the marketing field. Evans and Mckee (2010:1) adds that social media technology in the retail sector has become a new business phenomenon of understanding customer needs.

Marginal themes that emerged on research question 3 concerns the use of online promotion (Websites promotion). This theme was endorsed by two participants. One participant indicated that they use e-mail marketing. This theme is further supported by Bauno (2015) who wrote about online promotion growth in the retail sector during the 21st century). Truong and Simmons (2010) states that online promotions create and allows for continuous communication with the intended customers. According to Varley (2014:246), online promotions (websites) have a contributory role in the development of competitive advantage by retailers.

A study by Cochran (2014) found that e-mail marketing has the potential to create return purchases. In addition, Cochran states that e-mail marketing has the potential to turn prospective customers into actual customers. It further provides a direct line of communication with its target audience (Cochran, 2014). Other scholars such as Baggot (2011) ; Chaffey *et al.* (2009:154) argue that the use of e-mail marketing by retailers have the potential to create business relationships and further acts as a medium to potentially build mutual trust.

5.4.2 Nature and characteristics of e-marketing strategy: sub question 4

The major theme that emerged from research question 4 is that the retailers are not willing to adopt e-marketing strategy. Six participants stated that its adoption would increase their increased market presence. Also, increased customer satisfaction emerged as an outlier theme. Literature that supports this theme indicates that retailer adoption of e-marketing strategy allows the promotion and advertisement of products using a virtual medium and increase market presence (Baines & Hair, 2009). In addition to that, adoption of e-marketing strategy creates enjoyment through broader product selection (Gay, *et al.*, 2007). For Charlesworth (2014) and Chaffey *et al.* (200:276), e-marketing strategy increase customer satisfaction since customers are consistently connected to the retailers. Customer satisfaction comes out from the flexible and real-time support systems inherent in e-marketing strategy. Adoption of e-marketing strategy allows retailers to directly deal with customer concerns and customer expectations (Rainarz & Kumar, 2012:3).

5.4.3 Nature and characteristics of e-marketing strategy emerged themes: Sub-question 5

Three themes emerged in response to question 5. These are lack of ICT skills, lack of legal framework, and poor road infrastructure. Previous studies revealed that in Africa there is slow embracing of e-marketing strategy due to the limitation of access to the Internet, lack of high broadband (United Nations Development Programme, 2010:1). Ferrell and Pride (2015:144) posit that big retailers with a strong financial base such as Alibaba, Amazon, and E-Bay are challenging the traditional shops through the utilisation of the online platform to communicate with customers. Due to the cost factor involved in establishing e-marketing strategy, retailers such Mark and Spencer in Cheshire Oaks in the USA brought in the multi-channel directly into their shops through the creation of Internet-based kiosk (Kurtz & Boone, 2014:144).

Other participants indicated that the retailers were not willing to adopt e-marketing strategy due to the lack of a legal framework to protect the retailer and the customers.

The participants indicated that a clear e-commerce bill and ICT policy were integral in adopting and implementing e-marketing strategy. The above theme is supported by a study carried out by Akhgar and Arabnia (2014) and Organisation for Economic Cooperation and Development {OECD} (2013). Both studies revealed government commitment in monitoring online security issues as essential in increasing diffusion of technology. Conversely, the lack of government commitment would create online distrust. It is therefore crucial for the government to come up with the online transaction legislative framework and ensure compliance to standards (Akhgar & Arabnia, 2014; OECD 2013).

Meanwhile some other participants revealed that the adoption of e-marketing strategy is reliant on the availability of good road infrastructure. The road infrastructure is essential in the delivery of goods within the shortest time. Literature study that supports the above theme reveals that retailers adopt a technology-based of the its complexity. The degree of complexity of technology has a negative impact on the adoption of technology hence retailers easily adapt to technology which is perceived to be a free effort (Mndzebele, 2013:167). Complex technology is considered as difficult to adopt the more it will be considered difficult to implement (Pontono, 2015:67). This suggests that the poor road network has made it difficult to adopt the technology since it would exclude another customer who is resident in inaccessible markets.

5.4.4 Nature and characteristics of e-marketing strategy emerged themes: Sub question 6

The fourth major theme to emerge from research question 5 is that of International collaboration. Seven participants revealed that the retailers were collaborating with regional retailers to build their competitive advantage. Since the removal of the protectionist laws by the government, retailers have resorted to international collaboration rather than rivalry in the market. Totochi and Kakamashandi (2011) noted that globalisation and ICT adoption has brought in several benefits which include coordination of cost, competitive advantage and increased market base. Globalisation has created challenges in the e-retailers that include threats of new entrants, need for online

differentiation, and security concerns (Koncar, *et.al*, 2016). However, globalisation allowed e-retailers to expand their market potential beyond the traditional national borders through the creation of joint ventures and mergers with internationally established brands (Koncar, *et.al*, 2016). In addition, Deloitte (2014) revealed that globalisation and Internet have caused local retailers not to over-rely on the domestic market but needs to adopt different marketing tools in the international arena. Given the unprecedented influence of globalisation, retailers adopting e-marketing strategy have a positive market performance than those relying on traditional shops (Deloitte, 2014).

5.5 Factors Affecting Low Adoption and Implementation of E-marketing Strategy

The second secondary research objective was meant to establish the factors affecting the adoption and implementation of e-marketing strategy. The variables used during the in-depth interviews were adapted from the Technology Environmental and Organization (TEO) model as referred to previously. To explore the variables, the study used six distinct questions underlying the factors affecting the adoption and implementation of e-marketing strategy. Data was obtained from one-on-one in-depth interviews with relevant Marketing and ICT managers.

The next section presents the systematic approach to the data presentation and analysis. Data presentation and analysis is divided into the following three stages:

- Open coding stage – presentation of collective responses to second secondary research objective - Annexure 7 (i).
- Axial coding stage –detailed responses from each participant interview questions - Annexure 7(ii).
- Selective coding stage - analysis of detailed responses for thematic analysis - Annexure 7 (iii).

This data capturing and analysis process is an exact duplication of the analysis of the first secondary objective. Annexure 7 (i), (ii) and (iii) reflect the detailed capturing and analysis process of objective two (factors affecting low adoption and implementation of e-marketing strategy).

The next section reflects on the emerged themes as well as secondary literature substantiation there off.

5.5.1: Factors affecting the adoption of e-marketing strategy – Sub-question 1

The major theme that emerged on question one (1) is the **unavailability of ICT and services**. The retailers have shown reluctance in purchasing the required hardware to implement e-marketing strategy. Sadhpuria (2009:147) found that the sustainability of retailers in developing countries requires ICT and internal resources competency. The internal resources competency reduces the switching cost of retailers in moving from the traditional store format to the virtual formats of e-marketing strategy (Sadhpuria, 2009:147). For Commo and Maneti (2014), retailers need to identify the merits inherent in the adoption of e-marketing strategy in order to identify the technology move advantage. Retailers adopting e-marketing strategy must have the required ICT infrastructure that allows to monitor online competitor pricing and to implement just in time for its customers. An empirical study by Dann and Dann (2011) indicates that retailers technology (new innovation) must be better than the current option otherwise they will be no point in giving up the older version. This suggests that retailers make the cost-benefit analysis before they adopt a particular technology for their use.

Another theme that emerged on question one (1) is that of the **cost factor**. As alluded to earlier in this study, the retailers in Africa are slowly embracing e-marketing strategy. Here, “trading for survival is a norm as few retailers are not reaping the benefits of e-marketing strategy due to the high cost of Internet cost and website maintenance (United Nation Development Programme, 2010: 1). According to Michael et.al, (2011: 96), retail sector has a long history of adopting and implementing technology-based application and innovative managerial practices. However, the cost factor has been the limiting factor. Michael *et al.* (2011: 96) argues that regardless of these high costs associated with Internet and website maintenance, the retail sector has demonstrated its ability to adapt and adopt ICT as a way of building core competencies.

5.5.2: Factors affecting the adoption of e-marketing strategy – Sub question 2

The major theme that emerged on question two (2) where participants were asked on what the government was doing to improve the adoption of e-marketing was inadequate government assistance. While some participants cited that the government was supporting the adoption of e-marketing strategy by setting up the regulatory framework for the use of the Internet, most of them felt that there was **insufficient government assistance**. The participants stated that the government was putting in place the relevant infrastructure such as optic fibre in different towns to allow Internet accessibility. However, the participants indicated that the assistance was not sufficient to boost the growth of e-marketing strategy amongst retailers

This theme concurs with previous findings that government plays a crucial role in creating a sustainable environment for both the private and public sector to adopt ICT related services (Yigitcanlar, *et al.*, 2010:101). The government should open up barriers to technology adoption through the reduction of financial commitments and hence coming up with an idea ICT usage framework (Kamel, 2010:45). Zulu and Bwalya (2012) concurs with Kamel (2010:45) who noted that retailers in developing countries face impediments in adopting and implementing ICT systems due to lack of government commitment to research and development. A study by Kim *et al.* (2012) concluded that the government should provide a regulatory framework and supervision to support the diffusion of e-marketing strategy.

5.5.3: Factors affecting the adoption of e-marketing strategy – Sub question 3

The major theme that emerged from question three (3) regarding management perspective towards the adoption and implementation of e-marketing strategy was that **of negative management perception**. The participants indicated that although the management was using ICT related services, their perception towards the adoption of e-marketing strategy was on the negative side.

Available literature indicates that the stronger the management perspective towards the adoption of technology the higher the levels of diffusion (Isdoro & Juan, 2015). This is the

key characteristic and competency of management which is critical in the desire and capabilities of firms to adopt the technology (Isdoro & Juan, 2015). The negative management perspective to adopt and implement technology-related services can frustrate the expectation of customers due to lack of online value proposition (Pantano, 2015). It remains pertinent to note that management's desire to adopt technology allows market prediction and anticipation of key success within the operating environment (Isdoro & Juan, 2015). Retail management and owners are usually innovation pioneers. Therefore, their level of education is also sentimental in technology diffusion amongst retailers (Pantano, 2016).

5.5.4: Factors affecting the adoption of e-marketing strategy – Sub question 4

The theme that emerged from research question 4 was that of **lack of employee participation**. The retailers indicated that the participation of employees in the use of the Internet would greatly improve the adoption of e-marketing strategy. However its availability was limited.

These results concur with a previous study by Chuang *et al.* (2009) who reveals that small retailers have the capacity to allow employee participation in the adoption of e-marketing strategy. This is due to the fact that management has the capacity to make a quick decision regarding the evolving ICT trends. Chuang *et al.* (2009) and Awa *et al.* (2011) concur that participation of workers amongst small and large retailers can be broadly affected by both internal or external to the organisation environment.

Al -Somali *et al.* (2011) contend that although restaurants and foodservice retailers are small in size and capacity, their employee participation may be high due to the size and scope of their work. The limitation of innovation capacity by most retailers has proved that employee participation is crucial in technology diffusion (Pantano, 2016).

5.5.5: Factors affecting the adoption of e-marketing strategy – Sub question 5

The first major theme that emerged on research question 5 is the **lack of ICT on-job training**. The participants indicated that although on-job training was being given to the employees, it was not sufficient to equip them for the online engagements. The

employees stated that advanced ICT and Internet training was needed so that retailers fully understand the use and benefit of e-marketing strategy.

Another theme that emerged concerns the **lack of ICT skills** amongst the employees. Participants indicated that the e-marketing strategy requires employees with advanced ICT skills to enhance customer interface and increase the online value proposition. The results concur with arguments presented by Nicolet *et al.* (2000) who argued that training of employees improves the quality of workforce states in the evolving ICT landscape. It is, therefore, prudent to note that retailers need to have on the job and off job training programs to enjoy the benefit of e-marketing strategy (Vaissone, 2012; Pantano, 2016). Employee ICT skills and online interaction plays an important role in enhancing the online customer experience (Vaissone, 2012; Pantano, 2016). The lack thereof of basic of ICT amongst employees impede the diffusion of e-marketing strategy (Pantano, 2015; OECD, 2014). The changing customer needs and the increase in competition among retailer requires retailers to continuously train its employees to remain competitive.

5.5.6: Factors affecting the adoption of e-marketing strategy – Sub question 6

The major theme that emerged was that of **lack of organisational support**. The participants indicated that support being given by the retailers was not sufficient given the rate at which ICT services are diffusing in the retail sector. The participants further stated that the positive commitment of retailers would increase e-marketing strategy growth.

The theme resonate with previous studies such as Awa *et al.* (2011) who found out that organisational support to adopt ICT services depends on the size of retailers. Chuang *et al.* (2009) states that the small retailers are also able to exploit opportunities and adopt more easily due to their flexibility and quick decision marketing process. Chuang *et al.* (2009) and Awa *et al.* (2011) concur that the adoption of ICT by small and large retailers can be broadly internal or external to the organisation environment. Al-Somali *et al.* (2011) also note that although restaurants and foodservice retailers are small in size and capacity they are in a position to adopt to ICT faster due to the nature of their product,

not company size. The limitation of innovation capacity by most small retailers has proved that small retailers adopt innovation that was proved and tested in different countries and sectors (Pantano, 2016).

5.6 Conclusion

This chapter presented qualitative research findings for the study. The results were presented as themes at the end of each objective. These themes emerged from different types of coding described in the methodology chapter. E-marketing strategy in Zimbabwe is marked using social media, use of e-mail marketing, use of online promotion (websites promotion), increased market coverage, customer satisfaction, cuts traditional advertising cost, lack of ICT trained personnel, lack of legal framework, poor road infrastructure, and international collaboration. Specific factors affecting the low adoption of electronic marketing include unavailability of ICT and Internet services, cost factor, insufficient government assistance, negative management perception, lack of employee participation, lack of ICT on-job training, lack of ICT skills and organisational reluctance. The next chapter presents quantitative results on customer perceptions towards the adoption and implementation of e-marketing strategy.

CHAPTER SIX

QUANTITATIVE DATA ANALYSIS AND PRESENTATION

6.0 INTRODUCTION

This chapter presents the quantitative results of the study. The chapter addresses the third research objective which aimed at establishing customer perceptions regarding the use of e-marketing strategy by retail customers. Results were gathered from 300 respondents who were drawn from ten different provinces throughout the country. Quantitative data analysis was done using Stata. The chapter begins with a section on the demographic profile of respondents and moves on to present the frequency tables, reliability analysis, exploratory factor analysis, and confirmatory factor analysis. Next is the Chi-square test and logistic and probit regression analysis.

6.1 Demographic Profile Frequency

This section presents the respondents' demographic characteristics which include customer province of residence, gender, level of education and computer literacy level. Table 6.1 shows that 69.3% of the respondents were male and 30.7% were female. These demographics suggest that gender is important in ascertaining customers' perception towards the use of e-marketing strategy by retail customers. An empirical study done by Awan and Ho (2018) indicates that female and male customers use the ICT platform differently. Their study found that female customers show concern about the perceived risk when purchasing online. The findings also concur with the finding by Zhang *et al.* (2012) which found that female customers have a more negative perception regarding online shopping than their male customers. This owes to the fact that female customers have concerns regarding the delivery period once products are purchased online.

The study also discovered that female customers are more concerned than males when it comes to the possible loss of privacy, both on the Internet and non-Internet context

(Awan & Ho, 2018). This implies that gender difference plays a crucial role in the perception on the use of e-marketing strategy by retail customers.

Table 6. 1: Demographic profile

Variable	Category (Provinces)	Surveys distributed	Surveys returned	Percentage
Province of residence	Harare	63	41	16.6
	Bulawayo	19	15	5.0
	Mash West	44	30	11.5
	Mash Central	34	30	8.8
	Mash East	40	30	10.3
	Manicaland	52	40	13.4
	Masvingo	44	35	11.5
	Midlands	48	36	12.4
	Mat North	22	18	5.7
	Mat South	20	16	5.2
TOTAL		386	300	100.0
Gender	Male		208	69.3
	Female		92	30.7
Total			300	100
Level of education	Ordinary level		29	9.7
	Advanced level		18	6.0
	College diploma		33	11.0
	Undergraduate degree		120	40.0
	Post-graduate		98	32.7
	Other		2	0.5
Total			300	99.9
Computer literacy	Beginner	19		6.3
	Intermediate	133		44.3
	Advanced	148		49.3
Total			300	99.9

The highest number of respondents resided in Harare (16.6%) and Manicaland (13.4%) respectively. The other respondents were from Bulawayo (5%), Mashonaland West (11.5%), Mashonaland Central (8.8%), Mashonaland East (10.3%), Masvingo (11.4%), Midlands (12.4%), Matabeleland North (5.7%) and Matabeleland South (5.2%). The understanding of customer perception based on their area of residence is important during e-marketing strategy and adoption of strategies.

Regarding the level of education, the findings suggest that most respondents had undergraduate (40%) and post-graduate degrees (32.7%). The remaining 9.7% were ordinary level graduates. Six percent (6%) were advanced level graduates. These results come as no surprise given Zimbabwe's literacy rate of 98%. Each province in Zimbabwe has at least one university (Zimbabwe National Statistic Agency, 2012). These findings concur with a study done by Mityko and Teu (2012) on understanding the correlation between education and online shopping. The study concluded that education plays a crucial role in influencing online shopping. However, the study also found that the influence of education is not significant when it comes to purchasing certain products.

In terms of the level of computer literacy, it was found that almost half of the respondents (49.3%) were computer literate. A total of 44.3% of the respondents were at an intermediate level of computer literacy while only (6.3%) were at the entrance literacy level. These findings correlate with a study by Kumar *et al.* (2015), which revealed that the higher the computer literacy the higher the attitude towards technology adoption. This study revealed that computer literacy is directly linked to knowledge and the ability to use a computer hence the ability to understand e-marketing strategy platforms.

6.1.1 Customers' perceptions frequency

This section provides an overview of the raw data based on individual questionnaire responses. The frequency also provides an overview of the response patterns measured by the Likert scale. The frequencies are divided into two categories for easy interpretation namely:

- (B1-B12) frequency (Table 6.2); and
- (B13- B31) frequency (Table 6.3).

Table 6.2 on B1-B12 frequency shows that 22% (highest frequency) of the respondents strongly disagreed that customers use e-marketing strategy platforms to purchase products online. The frequency table indicates that 3.3 % (lowest frequency) of the respondents strongly disagreed that retailers’ websites allow online interactive product recommendations. The average percentage frequency on the strongly disagree stands at 8.2%.

The frequency table also indicates that 40.7% (highest frequency) of the respondents disagreed that they use e-marketing strategy in interacting with retailers. Relatedly, 6.7% (lowest frequency) of the respondents, indicated that the lack of sufficient Internet infrastructure was affecting the adoption of e-marketing strategy. The average percentage responses of 17.89% indicate that the respondents disagreed with the questions.

The study shows that 28.3% (highest frequency) of the respondents were undecided when it comes to whether the lack of a website affects customer interactive, product recommendation. A total of 9.0% (lowest frequency) of the respondents were undecided about whether high Internet data cost and lack of online engagement affected the adoption of e-marketing strategy.

Table 6. 2: B1-B12 Frequency

Variable	Response (Likert Scale)				
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Online engagement	9.3	19.0	9.0	42.7	20.0
High Internet data cost.	5.0	19.7	9.0	40.0	26.3
Use of online platform	22.0	40.7	12.0	16.7	8.7

Online risk	7.7	20.0	20.7	37.0	14.7
Online fraud	10.0	12.3	17.7	44.0	16.0
Lack of retailer websites	3.0	16.7	18.0	41.3	21.0
Online infrastructure	6.0	12.3	10.7	45.7	25.3
Appreciate online shopping	11.3	26.0	20.7	30.7	11.3
Online decision making	6.0	9.7	17.3	38.3	28.7
Engage online shopping	6.0	19.3	22.7	38.0	14.0
Online product recommendation	3.3	12.3	28.3	42.7	13.3
Infrastructure development	6.7	6.7	11.7	47.3	27.7
Average percentage responses	8.2	17.89	16.48	38.7	18.91

A total of 45.7% (highest frequency) of the respondents agreed that a lack of online infrastructure was affecting the adoption of e-marketing strategy while the lowest frequency 16.7% of the respondents agreed that they use an e-marketing strategy platform to communicate with different retailers. The average percentage of responses was 38.7%. The study also shows that 28.7% (highest frequency) of the respondents strongly agreed that the adoption of e-marketing strategy would increase customer online decision making while 8.7% (lowest frequency) strongly agreed that the use of online platforms by retailers would improve the adoption of e-marketing strategy. An average total of 18.91% of the respondents agreed to the different responses.

I now turn to the B13-B31 frequency. As shown on Table 6.3, a total of 20.7% (highest frequency) of the respondents strongly disagreed that retailers use e-marketing strategy. The lowest frequency (2.3%) strongly disagreed that the lack of online platforms was affecting the adoption of e-marketing strategy. On average, 7.9% of the respondents strongly disagreed with the questions. The study also shows that 25.1% (highest frequency) of the respondents disagreed that the use of e-marketing strategy enhances

the online shopping experience. A total of 2.3% (lowest frequency) of the respondents disagreed that the lack of computer skills was affecting the adoption of e-marketing strategy. On average, 12% of the respondents disagreed with the questions.

The highest frequency 30.7% of the respondents were undecided regarding the fact that retail customers were frequently purchasing their products online while 9.3% (lowest frequency) of the respondents were undecided on the fact that lack of computer skills was affecting the adoption of e-marketing strategy. On average, 18.92% of the respondents were undecided over the questions.

A total of 4.7% (highest frequency) of the respondents agreed that the adoption of e-marketing strategy improves customer online decision making. The lowest frequency of 19.4% indicated that the availability of e-marketing strategy enhances online shopping. On average, 38.28 % of the respondents agreed to the questions.

Table 6. 3: B13 – B31 frequency

Variable	Response				
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Repeat purchases	12.1	13.4	18.8	44.0	11.7
Customer loyalty	3.3	11.7	19.7	46.7	18.7
Online exploitation	12.3	19.3	29.0	29.7	9.7
Frequent online shopping	13.0	22.7	30.7	24.0	9.7
Online insecurity	5.3	14.7	13.3	39.0	27.7
Online trust	5.7	3.0	23.7	45.3	22.3
Online customer relationship	8.3	12.3	17.3	41.3	20.7
Online shopping regulation	2.3	5.3	14.3	44.3	33.7
Online decision-making	8.7	6.0	19.0	47.0	19.3

In store interaction	6.3	14.7	20.3	42.0	16.7
Computer skills	4.3	2.3	9.3	34.3	49.7
Online competitive advantage	3.0	5.0	10.3	41.3	40.3
Online difficulty	5.0	12.4	11.7	45.5	25.4
Website interactivity	3.3	4.7	11.7	40.1	40.1
Product comparability	17.4	21.1	22.1	24.4	15.1
Societal culture	4.0	10.4	16.1	42.5	27.1
Online shopping platforms	20.7	25.1	28.1	19.4	6.7
Average percentage responses	7.9	12	18.92	38.28	23.21

The highest frequency of 49.7 % of the respondents strongly agreed that computer skills were essential in improving the adoption of e-marketing strategy. In addition, the lowest frequency of 6.7 % of the respondents strongly agreed that online platforms were important in improving e-marketing strategy. On average, 23.21% of the respondents strongly agreed to the questions.

6.2 Reliability Test

To conduct the reliability test, corrected-item-total item correlations were used to remove unreliable variables before descriptive and inferential analysis. This reliability test was used to test the appropriateness of the tools used, the accuracy of the analysis of results and the generalisation of the findings (Saunders, *et al.*, 2016:202). Reliability test refers to the replication and consistency (Saunders, *et al.*, 2016:202) or stability of measure (Ghuri & Gronhaug, 2010:79). This enables researchers to replicate the same research design and achieve the same findings (Saunders, *et al.*, 2016:202). It also measured the appropriateness of the tools used, accuracy of the analysis of results and the generalisation of the findings (Saunders, *et al.*, 2016:202; Piaw, 2013:137). The

questionnaires were thus tested for appropriateness and accuracy and the results shown in Table 6.4 were obtained.

Table 6.4 shows unreliable variables. These variables were excluded from the analysis since their corrected-item-total item correlations were less than the cut-off point of 0.3. Alfred *et al.* (2018), explain that such items are not consistent with the other items in the instrument. The Cronbach's alpha reliability method for the reliability test was done on the remaining 17 variables. Cronbach's alpha results are as presented in Table 6.5.

According to Piaw (2013:147), "In determining the reliability of an instrument based on the Cronbach's Alpha reliability method. The alpha value of 0.65 to 0.95 is satisfactory because a low alpha coefficient ($\alpha \leq .65$) shows that the ability of the items in the research instrument to measure the concept (or the variable) is low." Basing on the above assertion, and the reported Cronbach's Alpha of 0.825, the instrument was considered as reliable.

Table 6. 4: Unreliable variables

Unreliable variables	Scale mean if deleted	Scale variance if deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
Online engagement	101.62	158.285	0.075	0.789
High Internet data cost	101.42	154.637	0.207	0.782
Use of online platforms	102.57	158.962	0.057	0.79
Lack of retailer websites	101.46	154.357	0.249	0.78
Online infrastructure	101.35	153.762	0.251	0.78
Appreciate online shopping	102.02	152.875	0.264	0.78
Online exploitation	102.03	157.27	0.124	0.786
Frequent online shopping	102.11	156.998	0.133	0.786
In store interaction	101.6	153.424	0.273	0.779
Product compatibility	102.09	156.472	0.122	0.787
Societal culture	101.29	154.475	0.247	0.78
Online shopping platforms	102.39	155.571	0.178	0.784
Online transactions	101.78	159.266	0.03	0.793

Table 6. 5: Reliability test

Reliability statistics	
Cronbach's alpha	Number of items
.825	17

Table 6.4 shows that the remaining items exhibit acceptable consistency, hence good reliability since the Cronbach's Alpha is greater than the recommended benchmark of 0.65 (Alfred, *et al.*, 2018).

The following are the corrected items statistics above 0.3 (reliable variables).

Table 6. 6: Reliable variables

Item-total statistics				
Reliable variables	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
Online risks	59.59	82.885	.324	.822
Online fraud	59.49	80.534	.428	.816
Online decision making	59.17	80.242	.461	.814
Engage online shopping	59.57	82.895	.337	.821
online product recommendation	59.41	83.243	.381	.818
Infrastructure development	59.09	81.076	.436	.815
Repeat purchases	59.62	81.960	.352	.821
Customer's loyalty	59.26	84.037	.320	.822
Online insecurity	59.22	81.624	.379	.819
Online trust	59.15	81.034	.492	.812
Online customer relationship	59.38	79.216	.491	.812
Online shopping regulation	58.90	81.641	.493	.813
Online decision making	59.29	80.958	.435	.815
Computer skills	58.69	81.141	.486	.813
Competitive advantage	58.80	80.128	.565	.809
Online difficulty	59.16	83.014	.336	.821
Websites interactivity	58.82	80.830	.511	.811

Table 6.6 shows that none of the items' corrected-item-total is less than 0.3, hence all the items are retained in the analysis. These reliable variables explain customer perceptions of the adoption of e-marketing strategy.

6.3 Preliminary Exploratory Factor Analysis (EFA)

This section reflects on the preliminary exploratory factor analysis which involved the identification of core factors to explain customers' perception towards the adoption of e-marketing strategy. Factor analysis was used to achieve the following:

- a) To establish Keiser-Meyer-Olkin (KMO) test for sampling adequacy.
- b) To establish Barlett's test for sphericity.
- c) To do factor extraction.
- d) To do Confirmatory factor analysis.
- e) To indicate the Chi-square test of association between demographics and identified factors.

The research used factor analysis to obtain a clear insight into the variables that represent customer perceptions towards the adoption of e-marketing strategy. According to Rietveld & Van Hout (1993:254), exploratory factor analysis reduces "the dimensionality of the original space and to give an interpretation to the new space, spanned by a reduced number of new dimensions which are supposed to underlie the old ones." As Habing (2003:2) puts it, "exploratory factor analysis explains the variance in the observed variables in terms of underlying latent factors." To carry out factor analysis, the research calculated sample adequacy using the Keiser-Meyer-Olkin (KMO) test for sampling adequacy and Barlett's test for sphericity.

6.3.1 Sample adequacy and sphericity testing

Sample adequacy was used to assess the correlation between variables (Field, 2000: 684). This research used the Kaiser-Meyer-Olkin (KMO) to measure the sampling adequacy which ranges between 0 and 1 (Field, 2000: 684). Barlett's test of sphericity was utilised

to check the redundancy between variables and determine how it can be summarised with some factors. Barlett’s sphericity test states that the identity matrix should have a p-value (sig) ≤ 0.05 (Field 2000). The two tests instill confidence that the data is suitable to conduct factor analysis (Field, 2000). Table 6.7 shows Barlett’s test sphericity and KMO test for sample adequacy.

Table 6. 7: KMO and Bartlett’s test

KMO and Bartlett's test		
Kaiser-Meyer-Olkin measure of sampling adequacy.		.791
Bartlett's test of sphericity	Approx. chi-square	1326.925
	Df	136
	Sig.	.000

The results show that the sample is adequate for factor analysis to be conducted since the KMO is greater than the benchmark of 0.65 as recommended by Yang *et al.* (2016). Furthermore, Bartlett’s test is significant at 5% (p-value < 0.05) indicating that the correlation matrix is factorable (Yang, *et al.*, 2016). The extracted communalities are shown below.

Table 6. 8: Extracted communalities

Communalities	Extraction
Online risks	.710
Online fraud	.759
Online decision-making	.449
Engage in online shopping	.528
Infrastructure product accommodation	.420
Infrastructure development	.513
Repeat purchases	.482
Customer’s loyalty	.534

Online insecurity	.377
Online trust	.652
Online customer relationship	.631
Online shopping regulation	.473
Online decision-making	.467
Computer skills	.547
Competitive advantage	.577
Online difficulty	.422
Websites interactivity	.471

All the commonalities in Table 6.8 are greater than the recommended benchmark of 0.3 (Cassar & Bezzina, 2015), which indicate that convergent validity is ensured and none of the items should be excluded from the analysis. These results imply that these variables represent customer perceptions on the adoption of e-marketing strategy. Table 6.9 presents factor extraction.

Table 6. 9: Extracted factors

Total variance explained			
Component	Initial Eigen values		
	Total	% of Variance	Cumulative %
1	4.636	27.273	27.273
2	1.571	9.239	36.512
3	1.504	8.850	45.362
4	1.302	7.661	53.023

Based on Kaiser's rule of Eigen values greater than one (Allen, 2017), Table 6.9 shows that four factors should be extracted. These factors reveal that about 53% of the total variance is greater than the recommended benchmark of 50% for a sufficient explanation of the variance (Yang, *et al.*, 2016). The study grouped the factors together and the results are presented in Table 6.10.

Table 6. 10: Identified factors grouping

Identified factor grouping	Factors			
	1	2	3	4
Online insecurity	0.406			
Online shopping regulation	0.606			
Online decision making	0.608			
Computer skills	0.691			
Competitive advantage	0.541			
Online difficulty	0.628			
Websites interactivity	0.583			
Online decision making		0.575		
Engage in online shopping		0.687		
Online product accommodation		0.573		
Infrastructure development		0.659		
Customer's loyalty			0.727	
Online trust			0.764	
Online customer relationship			0.723	
Online risks				0.819
Online fraud				0.814
Repeat purchases				0.597

The factor matrix shows a good factor solution since each factor has at least three significant (with absolute loadings of at least 0.3) items as recommended by Libby and Thorne (2017). To confirm the construct validity, the study conducted a confirmatory factor analysis (CFA) and the results are presented in Table 6.11.

Table 6. 11: Confirmatory factor analysis

Fit indices	Value
Comparative Fit Index (CFI)	0.837
Tucker-Lewis Index (TLI)	0.804
Root mean square error of approximation (RMSEA)	0.076
Standardised root mean squared residual (SRMR)	0.060

Table 6.11 shows that the CFI is less than the benchmark of 0.9 which implies that the model does not fit the data well (Abdullah, *et al.*, 2016). However, the TLI is approximately 0.8 and RSEA is less than 0.1 which indicates a credible fit according to (Jayasinghe, *et al.*, 2015). In addition, the SRMR is less than 0.1 which also indicates a credible fit according to Barolli *et al.*, (2017). Since three out of four of the fit indices considered in this study indicate that the model fits the data well, the study concludes that the model is generally good. The study carried out factor loading (Table 6.120 to name the factor for further interpretation and analysis.

Table 6. 12: Factor loading

Factors	Estimate	Std. Err	z-value	P(> z)
Factor 1				
Online insecurity	0.472	0.072	6.516	0.000
Online shopping regulation	0.59	0.055	10.743	0.000
Online decision-making	0.629	0.066	9.503	0.000
Computer skills	0.661	0.058	11.374	0.000
Competitive advantage	0.687	0.056	12.333	0.000
Online difficulty	0.472	0.069	6.872	0.000
Websites interactivity	0.565	0.06	9.464	0.000
Factor 2				
Online decision-making	0.714	0.072	9.858	0.000
Engage online shopping	0.533	0.073	7.275	0.000
Product accommodation	0.515	0.063	8.151	0.000
Infrastructure development	0.632	0.071	8.92	0.000
Factor 2				
Customer's loyalty	0.477	0.063	7.561	0.000
Online trust	0.778	0.061	12.687	0.000
Online customer relationship	0.892	0.072	12.438	0.000
Factor 3				
B4 Online risks	0.778	0.079	9.834	0.000
B5 Online fraud	0.938	0.087	10.811	0.000
B13 Repeat purchases	0.537	0.081	6.61	0.000

As shown on Table 6.12, all the items are loading significantly to their respective constructs (p - values<0.05). As such, the factor model extracted from EFA is valid and may

be used for further analysis. The study carried out the descriptive factor analysis, chi-square test and probit and logit analysis to further understand the customer perception towards the adoption of e-marketing strategy. Given the fact that the factors were confirmed of validity, the four factors were named as:

- Factor 1: Online competitive advantage.
- Factor 2: Infrastructure development.
- Factor 3: Online customer relationship.
- Factor 4: Online risks.

Further inferential statistical analysis were conducted. These statistics are important in improving the understanding of customer perceptions towards the adoption of e-marketing strategy.

6.4 Inferential Statistics

The inferential statistics include descriptive statistics of customer background information, chi-square test, and the probit and logit regression analysis on customer perceptions towards the adoption of e-marketing strategy. The next section presents descriptive statistics of the customer background information (Questionnaire – Section A).

6.4.1 Descriptive statistics: Customers’ Background Information

Table 6. 13: Customer characteristics

Descriptive statistics:				
Dependent variable and customer background characteristics				
Variables	Mean	SD	Mean	SD
Panel A				
Dependent Variable:				
Use of e-marketing strategy for online shopping	0.28	0.45		
Panel B				

Provinces					
Harare	0.36	0.48	Manicaland	0.36	0.48
Bulawayo	0.05	0.22	Masvingo	0.05	0.23
Mashonaland West	0.04	0.20	Midlands	0.04	0.20
Mashonaland Central	0.02	0.13	Matabeleland North	0.05	0.21
Mashonaland East	0.03	0.16	Matabeleland South	0.01	0.08

Panel C					
Males	0.69	0.46			
Education			Computer Literacy		
Ordinary level	0.10	0.30	Beginner	0.06	0.25
Advanced level	0.06	0.24	Intermediate	0.45	0.50
Diploma	0.11	0.31	Advanced	0.49	0.50
Postgraduate	0.40	0.49			
Other	0.33	0.47			

The descriptive statistics, mean (average) and standard deviation describe the categorical data. The mean is interpreted as average/percentage since data is categorical.

6.4.1.1 Use of e-marketing: dependent variable

Table 6.13 (Panel A), presents the descriptive statistics of the dependent variable (use of e-marketing strategy). The results show a mean of 0.28 (28%) of the respondents who have ever tried to use e-marketing strategy. These results reflect that there is low adoption of e-marketing strategy. These findings are not surprising given the fact that literature findings indicate that FMCG retailers continue to use traditional shopping despite the presence of ICT and Internet services. These findings are also consistent with a study done by African Economic Development Institute (2009:1) which found that the adoption of e-marketing strategy is being hindered by marketing inefficiencies in most developing countries. Relatedly, Dzoma (2016:2) maintain that customers in Zimbabwe still prefer to do their purchases in traditional stores (taking products from shops, verifying quality, price, size, and negotiating prices), hence the negative perception of the use of e-marketing strategy. The results also confirm findings by Chawafambira (2015:1) as well as Dzoma (2016:1).

6.4.1.2 Customers' province of residence

Table 6.13 Panel B presented the descriptive statistics for the customers' province of residence. The results indicate that both Harare and Manicaland provinces had the highest mean (average) of 0.36 (36%). Matabeleland had the lowest mean of 0.01 (1%). These findings are also of interest in understanding the customer perception towards the adoption of e-marketing strategy. The highest mean as observed in the two provinces and the lowest mean in Matabeleland translate to the demographic differences in these provinces as indicated by Zimbabwe National Statistic Agency (2012:3). These findings also confirm the variation in the shop and customers' density in these provinces (Dzoma, 2016:1).

6.4.1.3 Customers' level of education

Table 6.13 Panel C presents descriptive statistics on customers' level of education. The statistics reflect the highest mean (average) of 0.40 (40%) followed by 0.11 (11%) of the customers who had a diploma and postgraduate level of education. These results imply that the majority of the respondents were educated, hence they had an appreciation of the use of e-marketing strategy. The results confirm conclusions by Sorana and Mityko (2012) that the education level plays a crucial role in understanding customers' perceptions regarding the adoption of e-marketing strategy. The data reveals a broader insight into the online usage, and reflects on the proposed e-marketing strategy framework.

6.4.1.4 Customer computer literacy

Table 6.13 Panel C provides information on the retail customers' level of computer literacy. The study found that a mean of 0.45 (45%) and 0.49 (49%) scored by the respondents reveals that respondents had advanced and intermediate computer literacy levels respectively. These results imply that the high computer literacy level of the majority of the respondents has a positive impact on understanding e-marketing. The results agree with the view that the customer literacy level moderates the perception towards customer e-commerce adoption (Liao & Cheung, 2000). Liao and Cheung add that

computer literate customers have a positive perception about online shopping and they tend to be more attracted by great opportunities of e-marketplaces. The next section presents descriptive statistics on customers' perceptions of adopting e-marketing strategy.

6.4.2 Customer Perspective – Descriptive Statistics

Table 6.14 Panel D below presents the descriptive statistics on the customer perspectives towards e-marketing strategy (Questionnaire – Section B).

Table 6. 14: Customer perceptions on e-marketing strategy

Panel D					
Customer Perceptions					
Breach of privacy:			Online Fraud:		
Strongly Disagree	0.14	0.27	Strongly Disagree	0.10	0.30
Disagree	0.21	0.40	Disagree	0.12	0.33
Undecided	0.37	0.41	Undecided	0.18	0.38
Agree	0.14	0.48	Agree	0.44	0.50
Strongly agree	0.14	0.35	Strongly agree	0.15	0.36
Lack of infrastructure			Online competitive		
Strongly Disagree	0.06	0.24	Strongly Disagree	0.11	0.32
Disagree	0.12	0.33	Disagree	0.26	0.44
Undecided	0.11	0.31	Undecided	0.21	0.41
Agree	0.45	0.50	Agree	0.30	0.46
Strongly agree	0.26	0.44	Strongly agree	0.11	0.32
Online Exploitation			High data cost		
Strongly disagree	0.12	0.33	Strongly disagree	0.05	0.22

Disagree	0.20	0.40	Disagree	0.20	0.40
Undecided	0.29	0.46	Undecided	0.09	0.29
Agree	0.30	0.46	Agree	0.40	0.49
Strongly agree	0.09	0.29	Strongly agree	0.26	0.44
<hr/>					
Lack of regulation			Online risk		
Strongly Disagree	0.07	0.23	Strongly disagree	0.05	0.23
Disagree	0.14	0.36	Disagree	0.15	0.36
Undecided	0.13	0.34	Undecided	0.13	0.34
Agree	0.38	0.49	Agree	0.39	0.49
Strongly agree	0.27	0.45	Strongly agree	0.28	0.45
<hr/>					
Observations	298				

6.4.2.1 Lack of online infrastructure

Lack of online infrastructure was identified by the factor analysis as the major factor that determines customer perception regarding e-marketing strategy. The highest means (averages) of 0.45 (45%) followed by 0.26 (26%) (Agreed and Strongly Agreed on the Likert scale) were confirmed. This implies that the majority of the respondents perceived that lack of access to the Internet due to lack of supportive online infrastructure was affecting e-marketing strategy. The findings concur with Lawrence and Tar (2010) who found that retailers in majority of developing countries lack income required to access the Internet. The costs of Internet and computer connectivity surpasses their income. An average person in a developing country neither owns nor have access to a connected computer (Lawrance & Tar, 2010).

6.4.2.2 Online competitive advantage

Online competitive advantage was chosen using factor analysis to further explore customer perception regarding the adoption of e-marketing strategy. The highest mean (average) of 0.45 (45%) followed by 0.26 (26%) (Agree and Strongly Agree on the Likert scale) could be observed on the factor that adoption of e-marketing strategy increases the retailer online competitive advantage. The findings suggest that the majority of the customers perceived that the adoption of e-marketing strategy would improve retailers' online competitive edge. These findings also suggest that customers would prefer to purchase products online rather than using the traditional stores. Evidence from literature indicates that understanding of customer attitudes towards online shopping assists the retailers in improving their online value proposition (Rajesh & Purushothaman, 2013). Consumers purchase products online, based on discounts, free home delivery and website friendliness (Rajesh & Purushothaman, 2013).

6.4.2.3 Online risk

The online risk was chosen using factor analysis to further explore customer perception regarding the adoption of e-marketing strategy. The study shows the highest mean (average) of 0.39 (39%) followed by 0.28(28%) (Agree and Strongly Agree on the Likert scale) on the question that customers are exposed to online risk when they use e-marketing strategy. These findings imply that most of the customers perceived that the use of e-marketing strategy expose customers to online risk. This suggests that customers have a negative attitude towards the adoption of e-marketing strategy. These findings concur with Miyazaki (2001) that risk perception amongst customers regarding Internet privacy and security are the key issues to consider for both new and experienced online customers. The higher the perceived risk and security concerns the lower the attitude to purchase products online (Miyazaki, 2001).

6.4.2.4 Online customer relationship

Online customer relationship was identified by factor analysis regarding customer perception towards the adoption of e-marketing strategy. The findings on customer

perception that the adoption of e-marketing strategy by retailers would result in a breach of online privacy show some varied responses. The highest mean of 0.37 (37%) was recorded on the Likert scale. The Likert scales also indicates that Agree had a mean (average) of 0.14 (14%), while “Strongly Disagree” and “Disagree” showed a mean (average) of 0.12 (12%) and 0.06 (6%) respectively. These findings imply that there are mixed perceptions among customers as indicated by the spread of perceptions along the Likert scale. The findings contradict similar studies by Khalifa and Shen (2005) which revealed that privacy breaches impose prominent effects on online customer relationships. Customers who are aware of privacy flaws trust retailers less and are not willing to form online relationships. Consequently, the findings suggest that retailers should build online customer relationships with customers in order to effectively adopt online shopping.

6.4.2.5 Lack of online regulation

The researcher intuitively chose lack of online regulations to explore the understanding of customer perception towards e-marketing strategy. The findings show the highest mean (average) of 0.28 (27%) followed by 0.38 (38%) – (Agree and Strongly Agree on the Likert scale) on the question that retail customers in Zimbabwe are affected by the lack of online regulation to e-marketing strategy. These findings suggest that customers fear that they may suffer some financial losses if they use e-marketing strategy to view or purchase products since there are no statutes to protect online transactions. These findings are in line with previous findings that developing countries lack the relevant ICT Policies to guide the provision and use of the Internet (Lawrence & Tar, 2010). The lack of clear policies and lack of implementation affect the customers’ perceptions regarding the use of e-marketing strategy (OECD, 2014).

6.4.2.6 High data cost

The study shows that the highest mean (average) of 0.39 (39%) followed by 0.28 (28%) – (Agree and Strongly Agree on the Likert scale) on the perception that customers’ online purchasing behaviour is affected by high data cost. These findings suggest that customers

cannot afford to purchase products online due to the financial implications involved if the shop is online. A study by OECD (2014) revealed that customers in developing countries are exposed to high Internet data costs, hence affecting the adoption of e-marketing strategy. The monthly Internet connections exceed customers' earning. Internet access prices are a key determinant to the adoption and implementation of e-commerce (Lawrance & Tar, 2010).

6.4.2.7 Online exploitation

The researcher intuitively chose online exploitation to explore customer perception regarding the adoption of e-marketing strategy. The study indicates that the mean along the Likert scale is varied when the options of "Strongly Agree" to "Strongly Disagree" are taken into consideration. This implies that the respondents gave a varied responses regarding the perception that customers are exposed to online exploitation when they use e-marketing strategy. The findings rather show the highest mean of 0.30 (30%) being neutral followed by 0.29 (29%) who agreed (on the Likert scale). These findings differ from previous studies which found that unbeknown to customers, online retailers engage in nefarious activities behind the scenes manipulating and exploiting them. The retailers benefit through customer behavioural tracking and data recording of the customers online (Alreck & Settle, 2015). These findings suggest that the customer with an understanding of online exploitation perceives that using e-marketing strategy exposes them to potential harm and exploitation, hence they will not use retailers' e-marketing strategy.

6.4.2.8 Online fraud

The researcher intuitively chose online fraud to explore customer perception regarding the adoption of e-marketing strategy. The highest mean (averages) of 0.44 (44%) followed by 0.15 (15%) (Agree and Strongly Agree) were confirmed on this variable. The findings imply that customers believe that the adoption of e-marketing strategy by the retailer would expose them to online fraud. These findings confirm the findings by Choi and Lee (2003) that customer perceptions about fraud are influenced by experience and perceived

shopping uncertainty. These findings suggest that retail customers have little or less intention to e-marketing strategy and they would rather use the traditional shops with fewer risks.

The next section presents the chi-square testing for relationships on the identified factors and demographics. Table 6.15 presents chi-square testing for relationships between provinces and each factor identified by exploratory and confirmatory factor analysis.

6.5 Chi-square Test on the Identified Factors and Demographics

The chi square-test between the province and each factor is shown next in Table 6.15. The table shows that the likelihood chi-square tests are significant for all the factors (p -values <0.05), indicating a significant association between each factor and the province.

Table 6. 15: Likelihood chi-square test between the province and each factor

Province vs Factors	Chi-square tests	Value	Df	Asymp. Sig. (2-sided)
Online competitive advantage	Likelihood Ratio	61.846	36	0.005
Infrastructure development	Likelihood Ratio	63.173	36	0.003
Online customer relationship	Likelihood Ratio	49.882	36	0.062
Online risks	Likelihood Ratio	52.751	36	0.035

These findings are supported by Peleliene and Grigaliunaite (2017)'s empirical study in a Lithuania grocery shop which concluded that the use of e-marketing strategy differ between the rural and urban populace. The study indicates that customers in different provinces have limited access to Internet activities due to poor network connectivity and a lack of sufficient ICT infrastructure. The urban populace (Harare and Bulawayo) has stronger patronage and a positive attitude towards certain retailers due to a variety of shopping alternatives which exist in the urban areas. These findings also suggest that

customers in Harare and those in the rural areas such as Mashonaland rural areas have different online loyalty levels due to the limitation of income, access to Internet facilities and status levels.

Empirical studies by Darda and Saxena (2015) also indicate that the perception between the urban and the rural populace, regarding online competitive advantage between the areas differs. The study reveals that the thinking, liking and purchasing patterns between the rural and the urban populace is different. The rural populace has a negative perception of online shopping due to the lack of information about online purchasing. They consider online products as expensive. These results also suggest that retailers should provide requisite information regarding the benefits of online shopping to the rural populace to change the perception.

Singh and Chiliya (2017) indicate that the use of e-marketing strategy is not affected by location because the use of the Internet allows for the continuous interaction regardless of the geographical divide. Sign and Chiliya (2015) state that the proliferation of mobile devices helped in the improvement of online customer relationships and the retailers are in a position to maintain their relationship with its customers from different localities using e-marketing strategy.

Another variable compared was gender. Table 6.16 presents a Chi-square test between gender and each factor.

Table 6. 16: Likelihood ratio chi-square between gender and each factor

Gender vs Factor	Chi-square tests	Value	Df	Asymp. Sig. (2-sided)
Online competitive advantage	Likelihood Ratio	3.358	4	0.5
Infrastructure development	Likelihood Ratio	0.821	4	0.936
Online customer relationship	Likelihood Ratio	0.821	4	0.936
Online risks	Likelihood Ratio	4.296	4	0.367

Table 6.16 indicates that the likelihood ratio indicates insignificant associations between each factor and gender (p -values >0.05). These results suggest that gender is not related to any of the identified factors which represent customer perceptions. The results differ from the empirical study done by Yi Liu *et al.* (2013) regarding the existence of gender differences or perceptions on e-marketing strategy use. The study showed significant gender differences between the uses of e-marketing strategy. The findings established that female as compared to male customers viewed online security and secure transaction as important to continue shopping online. The study also established that female customers have a higher level of online satisfaction and they are considerate to price models rather than male customers. The male respondents also scored higher regarding online brand consideration than female customers. The study further recommended that male customers consider website content, lead time and product guarantee rather than the female customers before they purchase products online. The study also suggested that retailers should offer comprehensive after-sales service and quality assurance to female customers rather than to male customers to increase repeat purchases, indicating loyalty.

Ling and Yazdanifard (2014) indicate that female customers have hindered insecurity and think risk consequences before using e-marketing strategy. This implies that they consider purchase products in traditional retailers. Their male counterparts focus on saving time and focus on convenience. Accordingly, they are quick to purchase online while shunning traditional retailers. The study also concluded that due to the female perceived risk, they tend to search more about the product before purchasing while the male counterpart searches for the products and ignore the products' information. This implies that female customers believe that traditional retailers should not use e-marketing strategy since they enjoy purchasing their products in traditional shops with little risk. The results suggest that retail customers perceive that gender and societal culture do not have any relationship when it comes to the use of e-marketing strategy.

The other variable to be tested is level of education. Table 6.17 presents a Chi-square test between the level of education and each factor.

Table 6. 17: Likelihood ratio chi-square between the level of education and each factor

Education vs Factors	Chi-square tests	Value	Df	Asymp. Sig. (2-sided)
Online competitive advantage	Likelihood Ratio	42.583	16	0.000
Infrastructure development	Likelihood Ratio	33.322	16	0.007
Online customer relationship	Likelihood Ratio	32.834	16	0.008
Online risks	Likelihood Ratio	34.473	16	0.005

Table 6.17 shows that the likelihood ratio chi-square indicates significant associations between each factor and the highest education level (p-values<0.05). Doherty *et al.* (2010) revealed that the higher the level of education, the more the customers will view the use of e-marketing strategy as attractive. Customers with a low level of education would prefer to take their time and purchase products from traditional shops with less risk. Doherty and colleagues concluded that the more educated the customers, the more risk-averse they become when it comes to e-marketing strategy platforms. Doherty *et al.* found that 2.5 % of online customers with a low level of education who purchase their product online suffered financial losses due to online fraud.

A study in Jordan regarding online shopping (Hussein & Ahmed, 2017) found that online shopping was low due to the lack of delivery transport and lack of retailers' websites. Although the customers in Jordan were highly educated and informed on e-marketing strategy, a lack of websites hindered full adoption of e-marketing strategy.

Computer literacy was also tested. The likelihood ratio chi-square indicates significant associations between each factor and Computer Literacy Level (p-values<0.05). These results confirm the findings by Kumar *et al.* (2015) that the millennial generation or Generation Y also known as the digital natives are highly computer-literate. This generation has patronage towards e-commerce activities. This argument is also in line

with an empirical study done in Singapore. The study done by Liao and Cheung (2000) examined the role of computer literacy and e-commerce. The study concluded that computer-literate customers have a positive view of online shopping and they are more attracted to the use of online platforms.

Table 6. 18: Likelihood ratio chi-square between computer literacy and each factor

	Chi-square tests	Value	Df	Asymp. Sig. (2-sided)
Online competitive advantage	Likelihood Ratio	7.915	8	0.442
Infrastructure development		16.84		
	Likelihood Ratio	1	8	0.032
Online customer relationship		13.77		
	Likelihood Ratio	3	8	0.088
Online risks	Likelihood Ratio	8.495	8	0.387

The study carried out further analysis to increase the robustness and credibility of the results. Further analysis also increased the understanding of customer perception towards the adoption and implementation of e-marketing strategy.

6.5 Probit and Logit Regression Interpretations

The probit and logit regression estimation were done to improve the robustness and trustworthiness of the results. The researcher believed that further analysis of the data could improve the quality of the findings of the study.

6.5.1 Customer Perceptions on the Adoption and Implementation of E-marketing strategy

The probit and logit estimation was done to the customer background information and the selected variables¹.

6.5.1.1 Influence of customer province of residence on customer perceptions

The probit and logit results on the influence of customer province of residence to customer perceptions are presented in Table 6.19.

Table 6. 19: Influence of customer province of residence on customer perceptions

Province:	Logit	Probit
Bulawayo	0.589 (0.865)	0.297 (0.509)
Mashonaland West	0.0720 (0.923)	0.0866 (0.496)
Mashonaland Central	0.313 (1.271)	0.137 (0.766)
Mashonaland East	2.907** (1.181)	1.511** (0.675)
Manicaland	-0.295 (0.507)	-0.139 (0.286)
Masvingo	-0.377 (0.984)	-0.279 (0.576)
Midlands	2.501**	1.446***

¹ The probit and logit interpretation is based on the following notes.

NB. Standard errors in parentheses. *** Significant at 1%, **Significant at 5%, and *Significant at 10%. The Dependent Variable is binary and equal to one if one has ever used e-marketing as a platform for online shopping. The province is categorical with Harare Province as the base category; Education is categorical with Ordinary Level as the base category, and Computer Literacy is categorical with Beginner as the base category. The customer perception of the use of e-marketing platforms for online shopping is categorical with strongly disagree as to the base.

	(0.973	(0.559)
Matabeleland North	2.738***	1.405***
	(0.952)	(0.515)

The probit and logit estimation on customers' perception based on the province of the residence revealed that customers in Midlands, Mashonaland East and Matabeleland North are more likely to use e-marketing strategy platforms as indicated by a factor of 0.907, 2.501 and 2.738 respectively. The coefficient is significant at 1% and 5% on both probit and logit estimations. The probit estimations also show that customers from Manicaland and Masvingo provinces are less likely to use e-marketing strategy platforms as compared to those in Harare by a factor of -0.139 and -0.137. These results imply that customer perception towards the adoption of e-marketing strategy is not significant in the other six provinces in Zimbabwe. This suggests that the identified significance in the two provinces may be because of customer background information which may have a bearing on their perceptions.

Evidence from literature reveals that customers' background information such as level of education (Sorana & Mityko, 2012), computer literacy (Liao & Cheung, 2000; Kumar, *et al.*, 2015) may affect the customer perceptions in the other two provinces.

The probit and logit statistical results from Midlands, Mashonaland East and Matabeleland North provinces confirm the Chi-square test results showed a significant association between customer province of residence and perception towards e-marketing strategy. However, the results of the other six provinces contradict the Chi-square results. This study suggests that the customer area of residence is important when establishing customer perception towards the adoption of e-marketing strategy.

6.5.1.2 Influence of gender on customer perceptions

The probit and logit estimations on gender show that male customers are more likely to have a positive perception of the adoption of e-marketing strategy when compared to their female counterparts by a factor of 0.0377. Table 6.20 shows the Influence of gender on customer perceptions.

Table 6. 20: Influence of gender on customer perceptions

Gender		
Male	0.0537	0.0377
	(0.441)	(0.249)

The coefficient is, however, not significant in both logic and probit estimations. These results disagree with findings by Negahdari (2014) which reveal that merchandise, security and company items gain more scores for men than women in online shopping. The study also observed that both genders seemed to have equivalent resources and equal access to online shopping. The study concluded that there are gender differences regarding their perception to do online shopping. The above observations concur with the findings of Yu Lie *et al.* (2013).

These results confirm the Chi-square results that indicate an insignificant association between gender and customer perceptions towards the adoption of e-marketing strategy. The confirmation showed by these two separate results suggests that gender issues, although important, may not have a significant effect on customer perception towards the adoption of e-marketing strategy.

6.5.1.3 Influence of customer level of education on customer perceptions

The probit and logit estimations on customer perception based on level of education reveal that customers with an advanced level, embracing a diploma, undergraduate and postgraduate levels of education are less likely to have a positive perception regarding

the adoption of e-marketing strategy by a factor of -2.059, -2556, -1.393 and -1312 respectively. The coefficient is significant at 1% for both probit and logic estimations. The empirical evidence by Sorana and Mityko (2012) reveals that the level of education plays a pivotal role in understanding the perceived benefits of online shopping in the retail sector. Table 6.21 presents the probit and logit results on the influence of customer level of education on customer perceptions.

Table 6. 21: Influence of customer level of education on customer perceptions

Education		
Advanced level	-3.679*** (1.272)	-2.059*** (0.705)
Diploma	-4.451*** (1.098)	-2.556*** (0.610)
Undergraduate	-2.525*** (0.819)	-1.393*** (0.468)
Post graduate	-2.357*** (0.817)	-1.312*** (0.465)

The customer understanding of online fraud (Choi & Lee, 2003), online risks (Miyazaki, 2001) and online exploitation (Alreck & Settle, 2015) is dependent on the customers' level of education. This suggests that since the descriptive statistics results show that, the majority of the customers possess a diploma and postgraduate level of education, and their understanding of the online purchases creates a negative perception regarding the use of e-marketing strategy rather than those with an ordinary level. Empirical studies by Kim *et al.* (2013), Gong *et al.* (2013) and Jagonews24.com (2015) confirm the same findings. The same results are also confirmed by the Chi-square test. These results suggest that that customer with a high level of education or high literacy level may have a positive perception regarding the use of e-marketing strategy platforms for online shopping. The level of education in computer literacy is critical in the use of ICT related services offered

by retailers. These results are consistent with the findings of previous research (Mchugh, 2014; Xu & Paulin, 2005; Hsieh, *et al.*, 2013).

6.5.1.4 Influence of computer literacy on customer perceptions

The influence of computer literacy on customer perceptions is shown next in Table 6.22.

Table 6. 22: Influence of computer literacy on customer perceptions

Computer Literacy		
Intermediate	0.565 (0.950)	0.362 (0.538)

The probit and logit estimations on computer literacy indicate the customers with an advanced computer literacy level are more likely to use e-marketing strategy platforms. This is confirmed by a factor of 1.645 and a significance level of 1.645. The same results are also confirmed by the Chi-square results. The results are also confirmed by literature studies by Liao and Cheung (2000). The same results also suggest that customers who are in a position to use computers are more likely to use the e-marketing strategy platforms for online purchases.

6.5.1.5 Influence of lack of online infrastructure on customer perceptions

The influence of lack of online infrastructure on customer perceptions is shown next in Table 6.23. The probit and logit estimation results show that customers who “disagreed”, “agreed” and remained “neutral” are less likely to use e-marketing strategy than those who strongly disagreed by a factor of -0.828, -0.454 and -0.690, respectively. The coefficient is not significant in both probit and logit estimations.

Table 6. 23: Influence of lack of online infrastructure on customer perceptions

Lack of infrastructure		
Disagree	-1.510 (0.965)	-0.828 (0.563)
Undecided	-0.733 (1.016)	-0.454 (0.596)
Agree	-1.263 (0.827)	-0.690 (0.483)
Strongly agree	0.311 (0.815)	0.200 (0.479)

The customers who “Strongly Agreed” are more likely to use e-marketing strategy platforms by a factor of 0.200. The coefficient is also not significant. These findings contradict with finding by Lawrence and Tar (2010) that found that the lack of online infrastructure is a major hindrance to customer perceptions about online shopping. The cost of purchasing Internet hardware and software also play a major role in shaping customer perceptions of online shopping (OECD, 2014). Nabat *et al.* (2014) and Vaghla (2014), found that the availability of ICT infrastructure is essential in shaping customer perception and online value propositions.

6.5.1.6 The influence of online risk on customer perceptions

The influence of online risk on customer perceptions follows next. The logit and probit estimations show that customers who “Disagreed” and “Strongly Agreed” were more likely to perceive that the adoption of e-marketing strategy exposes customers to online risks than those who “Strongly Disagreed” by a factor of 0.297 and 0.230. The coefficient is not significant. The “neutral” customers are less likely to perceive that the adoption of e-marketing strategy exposes customers to online risks than those that “Strongly Disagreed” by a factor of -0.658.

Table 6. 24: Influence of online risk on customer perceptions

Online risk		
Disagree	0.541 (1.058)	0.297 (0.615)
Undecided	-1.176 (1.285)	-0.658 (0.714)
Agree	1.540 (1.039)	0.986* (0.579)
Strongly agree	0.266 (0.961)	0.230 (0.552)

Those who agreed are more likely to perceive that the adoption of e-marketing strategy exposes them to online risk than those who “Strongly Disagreed” by a factor of 0.986. The coefficient is significant at 10%. The results are in line with literature evidence that customers with a high level of education level and high level of computer literacy level customers would shop online despite knowing that they are exposed to online risk (Miyazaki, 2001). The perception of online risks and customer online experience can increase confidence to shop online despite the presence of online risks (Rahman, *et al.*, 2018).

6.5.1.7 Influence of risk of online fraud on customer perceptions

The data solicited on the impact of the risk of online fraud on customer perceptions follows next. The probit and logit interpretations are based on the observation that the risk of online fraud is categorical with “strongly disagree” as the base category. The probit estimation results show that customers who “Strongly Agree” and “Agree” are less likely

to perceive that e-marketing strategy expose them to risk of online fraud than those who disagreed by a factor of -0.224 and -0.0313.

Table 6. 25: Influence of risk of online fraud on customer perceptions

Risks of online fraud		
Disagree	-1.685* (0.963)	-1.107** (0.538)
Undecided	-1.628* (0.912)	-0.995** (0.503)
Agree	-0.0693 (0.790)	-0.224 (0.439)
Strongly agree	-0.194 (0.947)	-0.313 (0.513)

Those who “Disagreed” and opted for ‘Neutral’ are less likely to perceive that e-marketing strategy expose them to the risks of online fraud than those who “Strongly Disagreed” by a factor of -0.1.107 and -0.995 respectively. The coefficient is significant at 5%. These results confirm literature findings that customer perception of the risk of online fraud plays a major role in online shopping. The findings reveal that the presence of online platforms and transactional website customers’ understanding of the risks of online fraud can affect the use of online shopping (Dayal, *et al.*, 1999).

6.5.1.8 Influence of Internet data cost on customer perceptions

The influence of Internet data cost on customer perceptions is shown next. The probit and logit interpretations are based on the view that Internet data cost is categorical with “Strongly Disagree” as the base category. The probit results show that customers who “Disagreed”, remained “Neutral” and opted for “Strongly Agree” and those who opted for “Strongly Agree” were less likely to perceive that Internet data cost has an influence on e-marketing strategy by a factor of -0.891, -0.853, -1.353 and -1.577 respectively. The coefficients are significant at 10%, 5%, 10% and 1% on both logit and probit estimations.

These results confirm descriptive statistics results that online 28% of participants have tried to purchase products online.

Table 6. 26: Influence of Internet data costs on customer perceptions

High data costs		
Disagree	-1.532*	-0.891*
	(0.839)	(0.490)
Undecided	-2.189**	-1.353**
	(1.041)	(0.598)
Agree	-1.501*	-0.853*
	(0.883)	(0.508)
Strongly agree	-2.922***	-1.597***
	(0.910)	(0.513)

Literature findings reveal that customers in developing countries lack access to connected computers and transactional websites due to a limited income (Debei, *et al.*, 2015). Vaghla's, (2014) findings confirm that customers find online shopping more expensive and time-consuming as compared to traditional shopping.

6.5.1.9 Influence of lack of online regulation on customer perceptions

The influence of lack of online regulation on customer perceptions is shown next in Table 6.27. The probit and logit interpretations are based on the view that lack of online regulation is categorical with "Strongly Disagree" as the base category. The probit results indicate that neutral customers are less likely to perceive that lack of online regulation influences the adoption of e-marketing strategy than those who "Strongly; Disagreed" by a factor of -0.831. Those who opted for "Disagree", "Agree" and "Strongly Agree" are also less likely to perceive that a lack of online regulation influences online shopping by a factor of -1.598, -1.738 and -2,228.

Table 6. 27: Influence of lack of online regulation on customer perceptions

Lack of online regulation		
Disagree	-2.831** (1.378)	-1.598** (0.809)
Undecided	-1.458 (1.308)	-0.831 (0.774)
Agree	-2.981** (1.260)	-1.738** (0.754)
Strongly agree	-4.001*** (1.290)	-2.228*** (0.750)

The coefficient is significant 10%, 10% and 1% on probit and logit. The results confirm literature findings that online regulations are critical in shaping customer perceptions about online shopping. The results also imply that customers feel insecure because of the lack of online regulation, hence the negative perception. Wirtz *et al.* (2007) confirm these findings by showing that perceived lack of business policy and government regulation has a significant impact on online shopping. Lack of online regulation cause customers to fabricate personal information or refusing to purchase products online (Wirtz, *et al.*, 2007).

6.6 Conclusion

This chapter constitute the last phase of the application of concurrent mixed methods research aimed at establishing an in-depth understanding regarding the perceptions of retail customers towards the e-marketing strategy from both the qualitative and quantitative results. The chapter has provided insight into the quantitative results obtained from the FMCG retailers in Zimbabwe. It discussed the demographic profiles of the respondents and provided a descriptive analysis of the findings. The chapter further

presented reliability testing, factor analysis, and inferential statistics conducted on the results. The results indicate that the adoption of e-marketing strategy is affected by among other factors the customers' level of education, lack of online infrastructure, online risk, risks of online fraud, high Internet data cost and lack of online regulations. The next chapter presents the proposed e-marketing strategy framework derived from the conclusions drawn from the two results chapters.

CHAPTER SEVEN

CONCLUSION

7.0 INTRODUCTION

The primary aim of this study was to develop an e-marketing strategy framework to assist FMCG retailers in Zimbabwe to adopt and implement e-marketing strategy. To accomplish this task, the study had to answer three key questions on a) the nature and characteristics of e-marketing strategy amongst FMCG retailers in Zimbabwe, b) factors causing low adoption and implementation of e-marketing strategy amongst these retailers, and c) customer perceptions on the adoption and implementation of e-marketing strategy. The findings presented in the last chapter address these questions. In this chapter, the main findings are summarised and relevant conclusions are drawn.

7.2 The Nature and Characteristics of E-marketing Strategy

Various e-marketing strategy were examined. These include the use of social media and online promotions, lack of ICT skills, lack of legal framework, poor road infrastructure and international collaboration.

7.2.1 Social media use

Social media marketing was being used by retailers in conjunction with traditional marketing strategies to enhance their marketing presence. Facebook and Twitter were the main platforms used. Social media are considered cheaper and a convenient method of interacting with customers. This implies that e-marketing strategy practice in Zimbabwe appears to be encumbered by various factors summarised further below. Online promotions were also employed as an e-marketing strategy tool for products and services. Participating retailers used personalised e-mails and websites which carried advertisements and other promotional information about products and services. However, websites were not updated regularly.

7.2.2 Lack of ICT skills

The adoption of e-marketing strategy is encumbered by the lack of ICT skills by personnel from FMCG retailers in Zimbabwe. Retailers did not have employees with advanced computer skills to utilise e-marketing strategy efficiently. This resulted in outdated websites. The retailers thus failed to utilise the potential presented by social media such as real-time interaction with customers. Social media literacy is essential for e-marketing strategy adoption and implementation. Thus, the lack of ICT skills was a major hindrance to the adoption of e-marketing strategy.

7.2.3 Lack of legal framework

The adoption of e-marketing strategy is also affected by the lack of a legal framework to protect retailers from possible cyber financial loss. E-marketing strategy adoption and implementation need to be supported by effective policy frameworks or statutes.

7.2.4 Poor road infrastructure

Poor road infrastructure in both urban and rural areas affect the adoption of e-marketing strategy due to inefficiency delivery of goods /products purchased online. The unsupportive infrastructure affects delivery of perishable and fragile products. Also noted is the absence of street numbers and addresses which makes it hard to deliver the purchased products. These problems are increased by inefficient postal services to deliver the products on time.

7.2.5 International collaboration

Retailers embraced international collaboration for their sustainability. E-marketing strategy was used for international collaboration with regional retailers. This is essential as it allows local retailers to make synergies with international retailers. Regardless of these challenges, the adoption of e-marketing strategy allow retailers to endure the unstable economic environment prevailing in Zimbabwe.

7.3 Factors Affecting the Adoption and Implementation of E-marketing Strategy by FMCG Zimbabwe-based Retailers.

Key factors that affected the adoption and implementation of e-marketing strategy were varied. These include unavailability of ICT skills, the cost factor, insufficient government assistance, negative management perspectives, the lack of employee participation, the lack of organisational will and the lack of on-job training.

7.3.1 Unavailability of ICT services

The unavailability of ICT services affect the adoption of e-marketing strategy. Key barriers included the unavailability of ICT hardware and software, poor Internet services and insufficient industry and government initiatives. A lack of after-sales service and online assistance was also cited as a major challenge to the adoption and implementation of e-marketing strategy. These ICT services are essential in making sure that retailers adopt and implement e-marketing strategy at a faster rate.

7.3.2 Cost factor

Cheap and reliable Internet connectivity is essential for the adoption and implementation of e-marketing strategy. However, the costs of establishing, updating, running and maintaining websites were relatively high. Retailers preferred easy and cheap traditional marketing methods.

7.3.3 Lack of government participation

Lack of government participation, which is required for the adoption and implementation of e-marketing strategy, affected the adoption of the strategies. Regardless of the initiatives done by the government in opening up the use of the Internet, poor and inconsistent Internet connections are still prevalent. Lack of government participation has prompted failure to improve customer experience and network connectivity in both urban and rural areas.

7.3.4 Negative management perspective

Negative management perception affected the adoption of e-marketing strategy. The results suggest that management should allow active Internet service use by shop floor workers. Furthermore, decentralization of e-marketing strategy activities is critical in different branches across the country. Active participation of employees at branch and regional level is necessary as it enables employees to be in a position to use online platforms. The slow adoption of e-marketing strategy owes to management's fear of financial loss and job insecurity.

7.3.5 Lack of employee participation

There was a generally low employee participation as the use of the Internet was centralised with top management while restricted for low level employees. Accordingly, shop floor employees had no exposure to the use of e-marketing strategy hence the negative impact on the adoption of e-marketing strategy.

7.3.6 Lack of on-job training

The findings suggest that employees lacked on-job training skills and most workers failed to cope with the evolving ICT needs. Some retailers did not provide enough resources to upgrade employee capacity as they invested much of their resources into traditional marketing practices. This was being done at the expense of enhancing employee on-job training regarding ICT skills which negatively impacted on the adoption of e-marketing strategy.

7.3.7 Lack of organisational-will

Regardless of immerse ICT and Internet infrastructure, retailers do not have the positive-will to embrace the use of e-marketing strategy. The findings indicate that retail owners do not see any benefit of adopting e-marketing strategy. Accordingly, retailers were not investing resources in enhancing their e-marketing strategy footprints.

7.4 Customer Perceptions on the Adoption and Implementation of E-marketing Strategy

Numeric probabilities based on probit and logit interpretations were employed to identify customer perspective regarding the adoption and implementation of e-marketing strategy. Results identified gender, province of residence, level of education, computer literacy level, online risks, online fraud, data cost, lack of online regulations, and online infrastructure as key factors that affect the adoption and implementation of e-marketing strategy.

7.4.1 Gender perceptions

It emerged from the findings that the use of e-marketing strategy by retail customers was determined by gender. Male customers are more likely to have a positive perception of the use of e-marketing strategy when compared to their female counterparts. This was shown by a factor of 0.0377. These results are important to retailers in that they show that female and male customers have different online purchasing behavior. The results suggest that the attitude in using traditional shops and online shops need to be viewed independently.

7.4.2 Province of residence perceptions

The findings reveal that the use of e-marketing strategy by customers varies from one geographical to the other and the customers' use of e-marketing strategy should be viewed independently. Customers in rural and urban areas had different opinions and perceptions towards the use of e-marketing strategy. Similarly, customers who reside in different geographical areas (rural and urban) perceived the adoption of e-marketing strategy differently. Customers in Midlands, Mashonaland East and Matabeleland North provinces were more likely to use e-marketing strategy as indicated by a factor of 0.907, 2.501 and 2.738. Customers in mostly rural areas preferred to purchase online in comparison to those in Harare. This suggest that retailers need to segment their customers to increase e-marketing strategy use.

7.4.3 Customer computer literacy perceptions

The findings suggest that customer computer literacy is important in the understanding of customer perception towards the use of e-marketing strategy by retail customers. Customers with advanced computer literacy levels were more likely to use e-marketing strategy. The higher the computer literacy level is, the higher the use of e-marketing strategy by retail customers would be. This is confirmed by a factor of 1.645. The same results are also confirmed by the Chi-square results. These results suggest that knowing the customers' computer literacy levels is critical in determining the use of e-marketing strategy.

7.4.4 Level of education perceptions

The level of education is an important factor in ascertaining customers' perceptions towards the use of e-marketing strategy by customers. Contrary to computer literacy, customers with an advanced level of education are less likely to have a positive perception regarding the use of e-marketing strategy. This was indicated by a factor of -2.059. Customers with a diploma are also less likely to have a positive perception towards the adoption of e-marketing strategy. These results were confirmed by a factor of -2556. This was consistent with related findings which indicate that undergraduate and postgraduate customers are also less likely to use e-marketing strategy. These results were confirmed by a factor of -1.393 and -1312 respectively. These results imply that retailers must consider level of education amongst customer as a critical factor to improve e-marketing strategy use.

7.4.5 Online fraud

Customers exposed to the risk of online fraud are less likely to use e-marketing strategy. Those who 'Strongly Agree' and 'Agree' that customers are exposed to online fraud when they use e-marketing strategy were less likely to perceive e-marketing strategy as exposing them to risk of online fraud than those who disagreed. This was confirmed by a factor of -0.224 and -0.0313. Those who 'disagreed' and those who were indifferent 'neutral' are less likely to perceive e-marketing strategy use as prone to the risks of online

fraud. This differed from those who strongly disagreed by a factor of -0.1.107 and -0.995 respectively.

7.4.6 High data cost

Most customers felt that the use of e-marketing strategy would attract additional costs through high Internet data costs. The high mobile data cost in Zimbabwe makes it difficult for retailers to use e-marketing strategy. In addition to that, the cost of accessing Internet infrastructure by most retailers was not sustainable for them. Customers who 'disagreed' and those who remained 'neutral' were less likely to perceive that Internet data cost has an influence on e-marketing strategy use by a factor of -0.891 and -0.853. This differed by a factor of -1.353 and -1.577 from those who 'Agree' and 'Strongly Agree' respectively. Together, the results suggest that customers regarded e-marketing strategy use as more expensive.

7.4.7 Lack of online regulations

The findings suggest that customers perceive that the lack of online regulations (monitor online shopping) affects the use of e-marketing strategy by retail customers. Neutral customers are less likely to perceive that the lack of online regulation influences the use of e-marketing strategy use. This contradict those who strongly disagree by a factor of -0.831. Those who disagreed (-1.598), agreed (-1.7380) and strongly agreed (-2,228) are also less likely to perceive that a lack of online regulation influences e-marketing strategy use.

7.4.8 Online risks

Perceptions of the exposure to online risks were affecting the use of e-marketing strategy by customers. The lack of convenient payment means and trustworthiness of the online payment system hinders the use of e-marketing strategy by retail customers. A factor of 0.297 differentiated those who 'disagreed' (1.058) from those who 'strongly agreed' (0.266) that the use of e-marketing strategy expose customers to online risks. This shows that despite retailers having established transactional websites, customers and retailers

still felt insecure to purchase online. It can be surmised here that online security is a determinant of e-marketing strategy use by retail customers.

7.4.9 Lack of online infrastructure

The lack of online infrastructure contributes to a negative customer perception towards the use of e-marketing strategy. Customers who disagreed (-0.454) that lack of online infrastructure affects e-marketing strategy use by retail customers were less likely to use of e-marketing strategy. This differed by a factor of 0.828 factor from those who strongly disagree (-0.690). Customers also felt that e-marketing strategy use needed to be supported by online platforms that can allow them to monitor shipment of their products after online purchase through real-time product tracking.

7.5 Study contribution: A framework to assist FMCG Retailers to Adopt and Implement E-marketing Strategy

The findings presented in the previous chapters and summarised afore in this chapter conjures an FMCG retailing industry which is apathetic to the use of e-marketing strategy. The determinants of this technological apathy are varied as there are a wide range of factors contributing to FMCG retailers' slow utilization of e-marketing strategy regardless of considerable ICT and Internet infrastructural developments in Zimbabwe. An appraisal of these factors presented in the Figure 7.1 and discussed further below evinces insights that not only affect e-marketing strategy adoption but are also crucial in developing an e-marketing strategy framework proposed in this thesis.

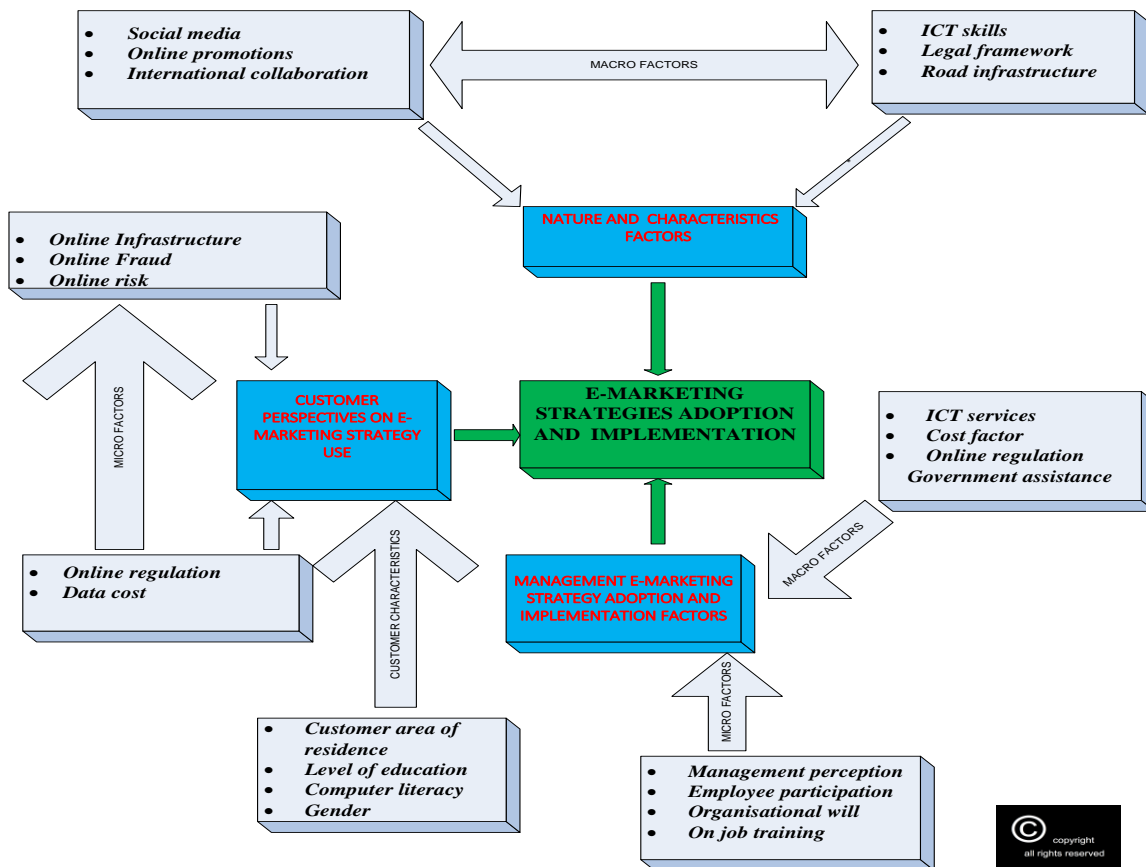


Figure 7.1: The proposed e-marketing strategy framework for FMCG retailers

Together, the factors depicted in the figure above relate to three categories of factors that affect e-marketing strategy adoption and implementation namely a) nature and characteristic of operating environment b) factor affecting the adoption and implementation and c) customer perception on e-marketing strategy use factors. The proposed framework provides insight into how FMCG retailers can improve e-marketing strategy adoption and implementation.

7.5.1 Nature and characteristics of the strategy

The proposed framework considers key factors that are important in improving e-marketing strategy adoption amongst FMCG retailers. These include social media, online

promotion, ICT skills, legal framework, road infrastructure, and international collaboration.

7.5.1.1 Social media and online promotion

One of the key determinants of e-marketing strategy adoption amongst FMCG retailers espoused in the proposed framework is the use of social and other online media platforms for transactions. Continuous engagements using social media were critical in attending to online customer complaints and after self-service. It is important to note that social media have a viral effect, hence its continued use could turn website visitors into customers. Social and other online media have potential to enhance online promotional advertisements so that customers are well informed about the retailers' offerings. The websites need to be continuously updated to keep the customers informed about the latest product offering. The online product offering is key in retailers' brand positioning. Employees' ICT skills were an important factor in the adoption and implementation of e-marketing strategy.

Significantly, online presence is dependent on ICT skills. Literacy in ICTs is critical in creating platforms that allow employees to continuously communicate with customers. ICT skills are essential in creating online customer relationships and increasing the retailers' online brand loyalty.

7.5.1.2 Legal framework

The lack of physical touch of products remains a key barrier to e-marketing strategy use. Another tenet of the proposed framework is the availability of a legal framework to regulate e-marketing strategy use. This is important not only to legitimise e-marketing strategy use but also to bolster online retailer confidence that ordinarily suffers from the geographical separation of retailers and customers. The e-marketing strategy use strives on the trust of the customers who are the primary users of the services. The framework thus emphasizes on the availability of a legal framework to regulate the virtual world. The unavailability of standing statutes to determine online transactions was a major barrier in

e-marketing strategy adoption. The retailers believed that adopting online transaction would expose them to online risks such as online fraud and identity theft.

7.5.1.3 Road infrastructure

Central to the framework is also the improvement of road infrastructure and networks to enable efficient delivery of goods once an online purchase was done. Inefficient logistics infrastructure frustrates retailers and customers. These hindrances affect customer expectations and product image, limiting the number of customers who could use e-marketing strategy.

7.5.1.4 International collaboration

The final aspect in this category is the need for continuous collaboration with the international retailer to improve brand loyalty and online customer experience. Retailers need to stay abreast of current market trends that would allow sustainable survival. Given economic conditions that prevailed during the time of the study in Zimbabwe, international collaboration is ideal to enable retailers to capture customers' needs in line with international standards. International collaboration could allow retailers to benchmark their customers' offerings in line with international standards. The best way of surviving in global business is collaboration rather than competition.

7.5.2 Management e-marketing strategy adoption and implementation factors

The framework also recognises management perspective, employee participation, organisational will, on-job training, ICT services, cost factor, online regulation, and government assistance as important factors to consider to ensure FMCG retailers' adoption and implementation of e-marketing strategy.

7.5.2.1 Management perspective

The management's perspective was critical in shaping retailers' full migration from traditional marketing practices to e-marketing strategy. The retail manager needs to avail enough resources to support smooth integration of traditional and e-marketing strategy

approaches. The change in management perception has the possibility of boosting employee's confidence in using e-marketing strategy to interact with customers.

7.5.2.2 Employee participation

E-marketing strategy needs employee by-in. The framework suggests that employees should be allowed to participate in e-marketing strategy adoption for them to feel indispensable in the organisation, hence, reducing resentment during the online interactions. Here, on-job training of employees plays an important role in the adoption of e-marketing strategy. Employees need to be given on-job training to appreciate how the e-marketing strategy should be integrated into the marketing system. The framework suggests that continuous on-job training can equip the workers in online customer relationship management and product management.

7.5.2.3 Cost factor

Internet accessibility to retailers and customers is also central in the framework. The monthly Internet data charges in Zimbabwe remained relatively high thereby hindering the e-marketing strategy use. Given the unstable economic conditions in Zimbabwe, high ICT cost remains the most hindrance towards the full adoption of e-marketing strategy. The cost originates from the purchasing of ICT equipment and cascades down to the delivery of the product to the intended customers. The high cost involved in the value chain affects the cost of the final product hence retailers see no benefit of adopting e-marketing strategy.

Here, government assistance is again critical in providing a policy framework that could guide the participation of stakeholders in increasing Internet access and retailers to fully utilise the benefits of using e-marketing strategy. Linked to this is the availability of ICT services to open avenues and opportunities to increase e-marketing strategy use. The availability of ICT services has the potential to improve employee confidence as well as timely response to customer complaints and needs.

7.5.2.4 Organisational-will

Together, the foregoing drivers of the adoption and implementation of the e-marketing strategy are dependent on organisation-will. Retail managers need to demonstrate willingness to adopt e-marketing strategy. The strategy can thus be incorporated in the retail vision and mission. The employees will then be able to tap into that vision and appreciate the importance of e-marketing strategy in the digital area.

7.5.3 Customer perspective on adoption and implementation factors

The framework considers customer profiling as important in the personalisation and customisation of products to suit given markets. Given the high literacy level in Zimbabwe, the adoption of e-marketing strategy should be easy since customers would be aware of the benefits inherent in its use. The framework thus considers the following personal and social factors as key determinants for the adoption and implementation of e-marketing strategy: customer area of residence, gender, level of education, computer literacy level, online risks, online fraud, and data cost, online regulations, and online infrastructure.

7.5.3.1 Area of residence

The framework espouses that retailers must have an understanding of customer area of residence as this affects both the product design and delivery system once products are purchased online. The way e-marketing strategy is used in different demographics and geographical characteristics differ, hence customers' perceptions on its use are also bound to differ. Based on the area of residence, the adoption of e-marketing strategy can be viewed differently from people in different geographical areas.

7.5.3.2 Gender

The framework recognizes that gender profiling, personalisation, and online identification play an important role in the adoption of e-marketing strategy. Retailers need to have an understanding of customer background and be gender-sensitive to increase customer e-marketing strategy usage.

7.5.3.3 Data cost

A key driver for e-marketing strategy adoption is affordable data. High data costs increase product prices; hence customers fail to derive any benefit from the use of e-marketing strategy. The availability of a variety of Internet service providers at competitive prices is therefore essential in improving e-marketing strategy use by customers. Internet prices coupled with high Internet speed are key determinants of e-marketing strategy use by retailers.

7.5.3.4 Online security

Retailers need to improve their online transaction security features to protect customers using e-marketing strategy services. That customers are exposed to online financial risk is a limiting factor to the adoption of e-marketing strategy by customers. The security of the retailer's websites and tracking of the product after online purchase remains relevant factors in e-marketing strategy use.

Linked to the above is a reliable and user-friendly online infrastructure. The framework urges retailers to establish efficient online infrastructure to allow real-time interaction between the employees and customers. The absence of such infrastructure encumbers the expected benefits of online shopping as customers would prefer traditional shops to online shopping.

Crucially, security concerns remain the biggest hindrance in the adoption of e-marketing strategy. Customers need to be protected from online risks and fraud. Retailers' website credibility is an important factor in e-marketing strategy use. Customers need to feel secure and confident about innovation to create repeat purchases. The framework, therefore, privileges the protection of customers until the product is delivered.

7.6 Conclusion

The study's findings and the proposed framework outlined in figure 7.1 offer some insights in the practice of e-marketing strategy. If implemented, the framework may

benefit the retail sector in the adoption and implementation of e-marketing strategy. This could also result in improved operational efficiency and effectiveness.

Furthermore, the study results could also be important for government which has a responsibility to provide the necessary laws and regulations to facilitate the e-marketing strategy adoption and implementation. The findings are consistent with Sharma (2012:156) who posits that inconsistency in government regulations contribute to insufficient implementation of ICT policy reforms in different countries. The findings presented here urges for an enactment of an e-commerce bill that can act as an instrument to boost retailers' confidence in adopting and implementing e-marketing strategy. The primary role of the government would be to break barriers to the adoption of e-marketing strategy to both individuals and corporates to reduce financial commitments related to technology adoption.

This study also noted that accessing ICT services and hardware was still expensive for both the rural and urban populace. The results show that the use of online platforms remains expensive and unaffordable to ordinary Zimbabweans. As previously observed, the situation requires the government to institute proper research and development capabilities to understand the hidden cost inhibiting e-marketing strategy adoption among FMCG retailers (see Bwalya, 2012). During the time of the study, there were indications that the proliferation of technology in Zimbabwe had reached high levels. In this regard, retailers need to embrace these technologies for commercial purposes through the application of the e-marketing strategy framework.

Thus, the proposed e-marketing strategy framework presented in this study can be useful in addressing complex and diverse issues on the adoption of e-marketing strategy in Zimbabwe.

REFERENCES

- Abdullar, M., Yahya, W., & Ramli, N. (2016). Regional Conference on Science Technology and Social Science. Springer Singapore: Business and Social Science.
- Abiodun. (2013). *challenges militating against adoption of online shopping in retail industry in Nigeria*. Retrieved May 04, 2016, from <http://jmm-net.com/vol-1-no-1-june-2013-abstract-3-jmm>
- Adams, R. (2013). *Web 3.0 start ups. Online marketing strategies for launching and propmoting any business on the web*. New York: Create space independent publishing platforms.
- Adegbuyi, O., Ayinde, I., & Odulara, G. (2013). Assement of e-marketing strategies among agric business firm in OTA metropolis, Ogun State, Nigeria. *International journal of strategic organisation and behavioural science*, 3(1), 3-12. Retrieved August 04, 2018
- African Develoment Institute. (2009). *The falling state of Zimbabwe*. Johannesburg: African Develoment Institute.
- African Development Bank. (2011). *The middle of the pyramid. Dynamics of the middle class in Africa*. Addis Ababa: African Development Bank.
- Aharony, N. (2013). Factors Affecting the Adoption of Facebook by Information Professionals. . Montreal, Quebec Canada.: Proceedings of the 76th Annual Meeting of the Association for Information Science and Technology (ASIST 2013), .
- Akhgar, B., & Arabnia, H. (2014). *Emergency trends in ICT security*. New York: Elsevier.
- Al- Gohary, H. (2010). E-marketing. A literature review from a small business perspective. *Centre for promoting ideas*, 1(1), 214-243.
- Alavion, S., & Allahyari, M. (2012). E-readiness of rural ICT offices of rice e-marketing in Rasht Township, Iran. *Young research Club*, 99(2), 75-183.

- Albee, A. (2009). *Turn prospects into buyers with the powerful e-marketing strategy* (2nd ed.). New York: MacGraw Hill publishing.
- Alfred, R., Iida, H., Ibrahim, A., & Lim, Y. (2018). *Computational science and technology* (4th ed.). Kuala Lumpur: Springer Singapore.
- ALgahamdi, R., Nguyen, A., Nguyen, J., & Dew, S. (2014). Factors influencing e-commerce adoption in Saudi Arabia. A quantitative analysis. Kuala Lumpur: International conference on internet studies.
- Allen, M. (2017). *The SAGE Encyclopedia of communication Research Methods*. Sage Publications.
- Al-Quirim, N. (2004). *Electronic commerce in small to medium enterprise. Frameworks, issues and implications*. London: Idea Group Publishing.
- Alreck, P., & Settle, R. (2015). Consumer reactions to online behavioral tracking and targeting. *Journal of database marketing and customer strategy management*, 15(1), 11-23.
- Al-Somali, S., Glolami, R., & Clega, B. (2011). An investigation into the adoption of electronic commerce among Saudi Arabia SMEs. *Journal of electronic commerce and management*, 9(2), 44-65. Retrieved August 20, 2018.
- Andreki, H., & Yazdanifard, R. (2014). Is E-marketing the future of the marketing field. *American Journal of Industrial and Business Management*, 4, 333-336.
- AT Kearney. (2015). *African retail development index. Still the next big thing*. Retrieved August 08, 2018, from <https://www.atkearney.com/documents/10192/6437503/Retail+in+Africa.pdf/b038891c-0e81-4379-89bb-b69fb9077425>.
- Awa, H., Eze, S., Urieto, J., & Inyang, B. (2011). A major determinant of innovation technology adoption by SMEs in Nigeria. *J. enterp info tech*, 13(2), 144-162. doi: 10.1108/132872611111135981.
- Awan, M., & Ho, H. (2018). The Effect of Gender Differences on Online Shopping Payment Methods. Cham: Developments in Marketing Science: Proceedings of the Academy of Marketing Science. Springer.

- Aydin, E., & Savrul, B. (2014). The relationship between globalisation and e-commerce. *Journal for social and behavioural science*, 17(1), 1264-1276.
- Bachmann, B. (2016). *Ethical leadership in organisations. Concepts and implementation*. Switzerland: Springer International Publishing.
- Baggot, C. (2011). *E-marketing by numbers: How to use the world's greatest marketing to take any organisation to the next level* (2nd ed.). New Jersey: John Wiley and Sons Inc.
- Bahaddad, A., Algamdi, R., & Alkhalaf, S. (2014). Adoption factors for e-mails in the SMEs in Saudi Arabia. *International journal of management science*, 5(1), 5835- 5856.
- Baines, S., & Hair, N. (2009). From banners to You Tube. Using the rear view mirror to look at the future of internet advertising. *Journal of internet marketing and advertising*, 5(3), 223-239.
- Baker, M. (2012). *The marketing book*. London: Routledge.
- Baran, R., Galka, R., & Strunk, D. (2008). *Customer relationship management* (1st ed.). Mason: Thomson-South Western.
- Barassi, V., & Trere, E. (2012). Does Web 3.0 come after Web 2.0. *New media services and society*, 14(8).
- Barbosi, S., & Jackson, D. (2011). *Navigating the maze of research. Enhancing nursing and midwifery students in Australia and New Zealand*. London: Elsevier.
- Barolli, L., Enokido, T., & Takizawa, M. (2017). *Advances in Network-Based Information System (NBIS-2017)*. Springer International Publishing.
- Bauno, D. (2015). *Marketing in the digital age*. Capetown: Beverage industry special report.
- Baxter, G., & Conoly, T. (2013). Implementing Web 2.0 tools in organisations. *Emerald group*, 21(1), 6-25.
- Becker, C. (2012, October 25). *Blackbaud*. Retrieved August 03, 2018, from <https://www.blackbaud.com/files/resources/downloads/WhitePape>.
- Berry, L., Bolton, R., Cheryl, H., Meyer, J., Parasuramann, A., & Seiders, K. (2010). Opportunities for innovation in the delivery of interactive retail service. *Journal of*

- interactive marketing*, 24, 155-167. Retrieved August 20, 2018, from <http://web.nchu.edu.tw/pweb/users/arbordfish/lesson/8952.pdf>.
- Bickerton, P., Bicketon, M., & Paradaesi, U. (2001). *Cybermarketing, How to use the internet to market your goods and services* (2nd ed.). Oxford: Butterworth- Heinemann.
- Bidgoli, H. (2010). *The handbook of technology management, supply chain management and advertisement and global amangement* (2nd ed.). London: John Wiley and sons.
- Bishnoi, V. (2014). Role of information technology and ECRM. *International journal of emerging technology and advaced engeneering*, 4(1), 433-440.
- Brennam, B., & Schafer, L. (2010). *Branded. How retailers engage consumers with social media and mobility*. London: John Wiley and sons.
- Brezmtz, D., & Zysman, J. (2013). *The third globalisation. Can wealthy nations stay rich in the twenty first century*. Oxford: Oxford University Press.
- Brown, B., & Brown, B. (2010). *How to build your own website for business and personal use*. Florida: Atlantic Publishing Company.
- Bryman, A., & Bell, E. (2011). *Business research methods* (3rd ed.). United Kingdom: Oxford University Press.
- Bulearca, M., & Bulearca, S. (2009). Internet and interactive website. Cornerstone of competitive advantage in vidual economy. *Global Business and Management Research. An International Journal*, 1(3), 44-56. Retrieved August 04, 2018.
- Butler, S., & Peppard, N. (1998). Consumer behaviour and the purchasing decisions. *European management journal*, 16(5).
- Cahn, J. (2018, Novemember 1). *Tech Mania: Is This 1999 All Over Again?* Retrieved January 29, 2019, from <https://www.forbes.com/sites/jamescahn/2018/11/06/tech-mania-is-this-1999-all-over-again/#12b45ed0471f>.
- Cameron, R. (2011). Mixed methods research. The five Ps framework. *The eletronic journal of business research methods*, 9(2), 96-108. Retrieved August 27, 2018, from www.ejbrm.com/issue/download.html?idArticle=269.

- Cassar, V., & Bezzina, F. (2015). ECRM2015- Proceedings of the 14th European Conference on Research Methods 2015. Academic Conference and publishing limited.
- Chaffey. (2011). *E-marketing*. London: Pearson.Financial Times Prentice Hall.
- Chaffey, D., & Smith, P. (2013). *E-marketing excellence planning and optimising your digital marketing* (4th ed.). New York: Routledge.
- Chaffey, D., Ellis-Chadwick, Mayer, R., & Johnson, K. (2009). *Internet marketing* (4th ed.). England: Pearson Education.
- Chang, H., Wang, Y., & Yang, W. (2010). The impact of e-service quality, customer stasfaction and loyalty on e-marketing. Moderation of perceived value. *Total quality management and business excelence*, 20(4), 423-443.
- Charlesworth, A. (2014). *Digital marketing.A practical approach* (2nd ed.). London: Routledge.
- Chuang, T., Nakatam, K., & Zhou, D. (2009). An exploratoty study of the context of information technology adoption in SMEs.An application of the upper echeleon theory. *J. Enterp Inf management*, 22(1), 183-196. Retrieved August 20, 2018.
- Chawafambira, K. (2015, 04 03). *Embrace e-commerce, Zim urged*. Retrieved 04 18, 2016, from www.weekendpost.co.zw/articles/2015/04/03/embrace-e-commerce-zim-urged.
- Chen, C., & Hirschheim, R. (2004). A pragmatic and methodological examination of information research. *Information system journal*, 14, 197-235. Retrieved August 24, 2018, from <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1365-2575.2004.00173>.
- Choi, J., & Lee, K. (2003). "Risk perception and e-shopping: a cross-cultural study", *Journal of Fashion Marketing and Management*: *Journal of Fashion Marketing and Management*, 7(1), 49-64. doi:10.1108/13612020310464368
- Christ, W. (2010). Teaching mixed methods and action research. In A. Tashakkori, & C. Teddle (Eds.), *Sage handbook of mixed methods in social and behaviuoral research* (pp. 643-676). Los Angles: Sage .

- Chuttur, M. (2009). Overview of the technology Acceptance Model: Origins, developments and future directions,". *Indiana University, USA. Sproutd: Working papers on information systems, 9(37)*, 7-37. Retrieved October 26, 2016.
- Clow, K., & Baack, D. (2016). *Intergrated advertising, promotion and marketing communication*. England: Pearson Education Limited.
- Commo, S., & Maneti, F. (2014). *Industrial organisation of technology market. The internet and information technology*. Cheltenham: Interantional Ltd padstos.
- Community, S. A. (2011). *Declaration on onformation and communication technology*. Windhoek: Sourthern Africa development Community {SADC}.
- Cooke, P., Searle, G., & O'Connor, K. (2013). *The economic geography of the IT industry in the Asia Pacific region*. Oxon: Routledge.
- Cooper, A., Reimann, R., & Crpnin, D. (2007). *About face 3. The essential of interaction design*. Indianapolis: Wiley.
- Cooper, D., & Schindler, P. (2014). *Business research methods* (12th ed.). Singapore: McGrawHill education.
- Cordit, B., Thinasankit, T., & yi, H. (2003). Electronic commerce and applications. *Journal of management and commerce, 2(3)*, 203-215.
- Craswell, J. (2014). *Research design. Qualitative, quantitative and mixed methods aproaches* (4th ed.). Sage Publications: Sage publications.
- Creed, N. (2014, 06 08). *Online Blog*. Retrieved 06 24, 2017
- Cresswell, J., & John, W. (1998). *Qualitative inquiry in research design. Choosing among the five traditions*. California: Thousand Oaks. CA Sage.
- Creswell, J., & Clark Plano, V. (2011). *Designing and conducting mixed methods research* (2nd ed.). Thousand Oaks, CA: Sage.
- Creswell, J., & Clark, V. (2011). *Designing and conducting mixed method research* (2nd ed.). Thousand Oaks: Sage publications.
- Croll, A., & Power, S. (2009). *Complete web monitoring* (1st ed.). Sebastopol: O'Reilly media Inc.

- Cronholm, S., & Hjalmarson, A. (2011). Experiences from sequential use of mixed methods. *The electronic journal of business research methods*, 9(2), 87-95. Retrieved August 29, 2018, from www.ejbrm.com/issue/download.html?idArticle=259
- Crowder, P., & Crowder, D. (2008). *Intergrated and strategic advancement in decision making support systems* (3rd ed.). Indiana: John Wiley & Sons.
- Dann, S., & Dann, S. (2011). *E-marketing* (1st ed.). England: Pelgrave Macmillan.
- Darda, P., & Saxena, D. (2015). Online market: a comparative study of consumer behaviour from rural and urban areas. *International journal of logistics & supply chain management perspectives. Pezzottaite Journals*, 4(1).
- Darda, P., & Saxena, V. (2015). Online market. A comperative study of consumer behaviour from rural and urban areas. *International journal of logistic and supply chain management perspective*, 4(1), 1488-1492.
- Datt, R., & Mandeep, E. (2010). Impact of electronic marketing in globilising world. Indian perspective. Singapore: International Association of Computer science and information technology-Spring conference.
- Davis, F. (1986). *A technology acceptance model for empirically testing new end-user information systems: Theory and results*. Massachusetts: Sloan School of Management. Massachusetts Institute of Technology.
- Dawson, C. (2013). *Advanced research methods. Apractical guide for social research projects* (2nd ed.). London: How to books.
- Dawson, R. (2009). *Implementing enterprise management 2.0. Apractical guide to creating business value inside organisations with web technology*. London: Oxford University Press.
- Dayal, S., Landesberg, H., & Zeisser, M. (1999). how to Build Trust Online. Marketing. *Marketing management*, 8(3), 64-69.
- Debei, M., Akroush, M., & Ashouri, M. (2015). Consumer attitudes towards online shopping: The effects of trust, perceived benefits, and perceived web quality. *Internet Research*, 707-733, 707-733. doi:10.1108/IntR-05-2014-0146

- Delafrooz, N., Paim, S., Harron, S., Sadin, A., & Khatibi, F. (2009). Factors affecting students attitude towards online shopping. *African Journal for business management*, 3(1), 200-211.
- Dellello, A., & Mcwhorter, R. (2016). Interaction web reads the user,cookies,algorithms and artificial intelligence are used to personalise. In B. Guzzetii, & M. Lesley (Eds.), *Handbook of research on the societal impact of digital media* (pp. 113-167). Hershey: Science reference.
- Dellinger, A., & Leech, L. (2007). Toward a Unified Validation Framework in Mixed Methods Research. *Sage*, 1(4), 309-332. doi:10.1177/1558689807306147
- Deloitte. (2014). *The deloitte consumer review.Africa.A 21st century review*. London: Deloitte LLP.
- Denzin, N., & Lincoln, Y. (2011). The sage handbook of qualitative research. In 4th (Ed.), *Introduction.The discipline and practice of qualitative research* (pp. 1-19). London: Sage.
- Dill, D., & Teixeira, P. (2011). *Public vices,private virtues: Assessing the effects of marketisation in higher education*. . Rottendam: : Sense Publishers.
- Dlodlo, N., & Dhurup, M. (2010). Barriers to e-marketing adoption among small scale and medium enterprises (SMEs) in the Vaal Triangle. *Independent research journal in manangement sciences*, 10(1), 164-180. Retrieved August 07, 2018, from <https://actacommercii.co.za/index.php/acta/article/view/126/126>
- Dlodlo, N., & Mafini, C. (2014). The relationship between internet marketing paybacks and firm productivity. Perspective from Zimbabwe. *Maditerranean journal of social science*, 5(8), 21-31.
- Doherty, N., Chadwick, E., & Fiona. (2010). Internet retailingThe past and the future. *International Journal Of Retail & Distribution Management*, 38(11), 943-965. Retrieved February 07, 2016, from <http://www.emeraldinsight.com/doi/full/10.1108/09590551011086000>
- Doiron, D. (2009). *Internet marketing & SMEs*. Retrieved February 28, 2016, from <http://www.irma-international.org/viewtitle/41924/>

- Dolly, C., & Pruthi, F. (2014). E-CRM framework. Service to customer perspective. *International journal of advanced research*, 4(4), 1363-1366.
- Drummond, G., & Ensor, J. (2006). *Introduction to marketing concepts*. London: Routledge.
- Dunne, P., Lusch, R., & Carver, J. (2014). *Retailing* (8th ed.). Mason: Cengage Learning.
- Dwevedi, Y., Williams, M., Lal, B., & Mustaffee, N. (2012). An analysis of literature on consumer adoption and diffusion of information. In V. Weerakkody (Ed.), *Technology enabled transformation of the public sector. Advances in e-governance* (pp. 360-373). Hershey: Information Science Reference.
- Dzoma, G. (2016, 09 03). *Here is why Zimbabwe is not ready for e-commerce*. Retrieved March 22, 2016, from <http://www.techzim.co.zw/2014/09/heres-zimbabwe-ready-e-commerce/>
- Ekwekwe, N. (2015). The challenges facing e-commerce startups in Africa. New York: Harvard review institute. Retrieved August 28, 2018, from <https://hbr.org/2015/03/the-challenges-facing-e-commerce-start-ups-in-africa>
- El-Gohary, H. (2012). Factors affecting adoption and implementation of tourism firms. *Journal of Tourism and Management*, 33(5), 1256-1269. Retrieved August 09, 2018, from <https://www.sciencedirect.com/science/article/pii/S0261517711002147>
- Evans, D., & Mckee, H. (2010). *Social media marketing. The next generation of business engagement*. Indianapolis: Wiley publishing, Inc.
- Facca, F., & Lanzi, P. (2004). Mining interesting knowledge from weblogs. A survey in data and knowledge engineering. *Elsevier*, 53(3), 225-241.
- Fang, H., Zhang, J., Bao, Y., & Zhu, Q. (2013). Towards online review systems in the Chinese context. Across cross cultural empirical study. *Elsevier*, 1-13. Retrieved August 20, 2018, from <http://www.ntu.edu.sg/home/ZhangJ/paper/ecra13.pdf>
- Fayada, R., & Paper, D. (2015). The Technology Acceptance Model E-Commerce Extension: A conceptual framework. *4th World Conference on Business, Economics and Management, WCBEM*. Elsevier.

- Fernie, J., Fernie, S., & Moore, C. (2016). *Principles of retailing* (2nd ed.). London: Routledge.
- Ferrari, S. (2016). *Marketing strategies in age of web 3.0*. Calabria: University of Calabria.
- Field, A. (2000). *Discovering statistics using SPSS for windows: advanced techniques for the*. London: Sage.
- Foss, B., Stone, M., & Ekinc, Y. (2008). What makes customer relationship management system a success of failure. *Pelgrave*, 15(2), 334- 356.
- Fox, S. (2012). *Internet riches. The simple money making secret of online millionaires*. New York: Amacom.
- Fryer, W. (2011). *Playing with media. Simple ideas foe powerful sharing*. London: Speed of creative learning.
- Fuchs, M., Wittings, C., Rofer, A., & Kunz, M. (2009). E-business readiness, intensity and impact. An A ustrian hotel study in Hopken. *Information and communication technology in tourism*, 49(2), 165-178. doi:10.1177/0047287509336469
- Fuller, R., & Ulrich, L. (2004). *HTML in 10 simple step or less*. Indiana: Wiley.
- Gay, R., Charlesworth, A., & Esen, R. (2007). *Online marketing. A customer led approach* (2th ed.). England: Mac-Graw Hill.
- Ghuri, P., & Gronhaug, K. (2010). *Research methods in business studies* (4th ed.). England: Pearson education limited.
- Ghazaleh, T. (2015). *Blackets become jackets and selected stories of a life blessed by suffering*. London: Routledge.
- Gill, J., & Johnson, P. (2010). *Research methods*. London: Sage.
- Glaizer, A. (2011). *Searchial marketing. How social media drives search optimisation in web 3.0*. Blomington: Authorhouse Publishing.
- Goldkuhl, S. (2012). Pragmatism vs interpretivism in qualitative information system research. *European journal of information system*, 21(2), 135-146.
- Gong, W., Stump, R., & Maddox, L. (2013). Factors influencing consumers' online shopping in China. . *Journal of Asia Business Studies*, 7(3), 214-230. doi:10.1108/JABS-02-2013-0006

- Gray, C., & Zappalla, C. (2015). *Impact of e-commerce on consumers and small firms* (2nd ed.). Hampshire: Ashgate Publishing.
- Gray, C., & Zappalla, S. (2006). *Impact of e-commerce on consumers and small firms*. Hampshire: Ashgate publishing.
- Greener, S. (2008). *Business research methods*. London: Ventus APS.
- Greener, S. (2015). Impact of Web 3.0 on academic role in higher education. In L. Issa, & P. Isaias (Eds.), *Artificial intelligence technologies and the evolution of Web 3.0* (pp. 1-14). United Kingdom: Information science reference.
- Greener, S., & Martelli, J. (2015). *An introduction to business research methods* (2nd ed.). New Dehli: Ventus Publishing Aps.
- Greenwood, M., & Terry, K. (2012). Demystifying mixed methods research. Participating in a reading group 'sign posts' the way. *International journal of multiple research approaches*, 6(2), 98-108.
- Grewal, D., Roggeveen, A., & Nordfalt, J. (2017). The future of retailing. *Journal of retailing*, 93(1), 1-6. Retrieved August 20, 2018, from <https://www.sciencedirect.com/science/article/pii/S0022435916300872>
- Grooper, S., Smith, J., & Groff, J. (2009). *Advanced nutrition and human metabolism*. Belmont: Wadsworth Cengage learning.
- Guba, E., & Lincoln, Y. (1994). Competing paradigms in qualitative research. In L. Denzin, & Y. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). Thousand Oaks: Sage publications.
- Guzzetti, B., & Lesley, M. (2016). *Handbook of research of the societal impact of digital media*. Hershey: Science reference.
- Habing, B. (2003). *Exploratory Factor Analysis*. Retrieved January 23, 2018, from <http://people.stat.sc.edu/habing/courses/530EFA.pdf>
- Hander, A. (2014). *Business technologies in contemporary organisations. Adoption, assimilation and Institutionalisation* (Vol. 23a). New York: Business Science Reference.
- Harris, L., & Dennis, C. (2007). *Marketing the e-business* (2nd ed.). London: Routledge.

- Hart, K., & Geller, M. (2012). *New perspective on adobe dreamweaver CS6, comprehensive*. Mexico: Cengage learning.
- Hashim, N., Olaru, D., Scaglione, M., & Muphy, J. (2006). A theoretical framework of factors relating to internet adoption stages in Malaysian hotel. In M. Hirz, J. Sigala, & J. Muphy (Eds.), *Stages model, Miles and Snow topology. Diffusion of Innovation* (pp. 196-2008). Berlin: Springer.
- Hochfender, D. (2012). *The telegraph in America (1832-1920)*. Baltimore: JHU Press.
- Hoegg, R., Martignoni, R., Merkel, M., & Stanoevela, K. (2006). Overview of business models for web 2.0. Dregon: Communities in proceedings of GeNeMe 2006 conference.
- Hofstede, G. (1993). Cultural constrains in management theories. *The academy of managemnt executive*, 7(1), 81-94.
- Hsieh, J., Tsui-Chaun, D., Keng-Chien, Y., & Yang, C. (2013). Urban and rural difference. Multi level latent class analysis of online activities and e-payment behaviour patterns. *Internet research*, 23(2), 204-228.
- Huang, Z., & Benyoucef, M. (2013). From e-commerce to social commerce. A closer look at design features. *Electronic commerce and applications*, 12(4), 246-259.
- Hussein, L., & Ahmed, S. (2017). A Case Study of E-commerce Adoption in Jordanian Small and Medium Enterprises(SMEs). *International Journal of Business and Management Invention*, 6(9), 88-93. Retrieved from www.ijbmi.org
- International Telecommunications Union {ITU}. (2015). *ICT facts and figures*. Geneva: International Telecommunications Union.
- Isdoro, R., & Juan, M. (2015). Determinants of technology adoption in the retail trade industry. The case of SMEs in Spain. *Amfiteatru Economic Journal*, 17(39). Retrieved August 20, 2018, from <https://www.econstor.eu/handle/10419/168939>
- Jagonews24.com. (2015, July 30). *Kaymu releases research on online shopping*. Retrieved January 28, 2019, from <https://www.jagonews24.com/en/business/news/361>

- Javed, F., & Cheema, S. (2017). Customer Satisfaction and Customer Perceived Value and its Impact on Customer Loyalty: The Mediational Role of Customer Relationship Management. *Journal of Internet Banking and Commerce*.
- Jayasinghe, K., Nath, N., & Othman, R. (2015). The Public sector Accounting, Accountability and Auditing in Emerging Economies. Emerald Group Publishing Limited.
- Johnson, B., & Christensen, L. (2012). *Educational research. Quantitative, qualitative and mixed approaches* (4th ed.). Los Angeles: Sage .
- Johnson, R., & Onwuegbuzie. (2004). Mixed methods research. A research paradigm whose time has come. *Sage journals*, 33(7), 14-26. doi:10.3102/0013189X033007014
- Kamel, S. (2010). *E-strategies for technological diffusion and adoption. National ICT approaches for socio economic development*. New York: Information Science Reference.
- Katawetawaraks, C., & Wang, C. (2011). Online shopper behaviour. Influence of online shopping decision. *Asian Journal of business research*, 2, 66-73. Retrieved August 12, 2018
- Keelson, S. (2012). The evolution of e-marketing concepts. Theoretically Different Roads Leading to Practically Same Destination! *Journal of social science research*, 1(2), 35-41.
- Kelemen, M., & Rumens, N. (2008). *An introduction to critical management research*. London: London.
- Kell, T., & Viachaniva, Z. (2013). *Africa. Using ICT for transformational development*. New York: World Bank.
- Kew, J., & Stredwick, M. (2005). *Business environment. Managing in a strategic context*. London: Chartered institute of personnel and development.
- Khalifa, M., & Shen, N. (2005). *Effects of electronic customer relationship management on customer satisfaction: a temporal MODEL*. Retrieved January 12, 2018, from

- <https://ro.uow.edu.au/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1250&context=dubaipapers>
- Kim, J., Matson, E., & Xu, P. (2013). *Robot intelligence technology and applications*. New York: Springer.
- Kim, J., Matson, E., Myung, H., & Xu, P. (2012). *Robot intelligence technology and applications*. New York: Springer Publications.
- Kim, S., & Lim, Y. (2001). Consumer's perceived importance of and satisfaction with Internet shopping. *Electronic Markets*, 11, 148-154.
- King, D., & Kimble, C. (2004). Uncovering the epistemological and ontological assumptions of software designs. London: Routledge.
- Koch, S., Toker, A., & Brulez, P. (2011). Extending the TAM with perceived community characteristics. *Information Research*, 16(2).
- Kothari, C. (2004). *Research methods and techniques* (2nd ed.). New Delhi: New age international limited publishers.
- Krishnamurthy, S. (2006). *Contemporary research in e-marketing* (2nd ed.). Hershey: University of Washington D.C.
- Kufandirimba, O., Zananwe, N., & Hapanyengwi, G. (2011). Mobile money in Zimbabwe. Integrating mobile infrastructure and processes. *Social science research network*, 4(1), 4445- 4468.
- Kumar, D., Havis, S., & Govindarajo, S. (2015). Malaysian Consumer Research: Does Computer Literacy Affirmative towards Ecommerce Activities? *Journal of Economics and Behavioral Studies*, 7(1), 50-63.
- Kurtz, D. (2009). *Contemporary business*. Mason: Cengage Learning.
- Kurtz, D., & Boone, L. (2014). *Contemporary marketing* (17th ed.). Boston: Cengage Learning.
- Laforet, S., & Li, X. (2005). Consumers' attitudes towards online and mobile banking in China. *International Journal of Bank Marketing*, 23(5), 362-380. doi:10.1108/02652320510629250

- Law, R., & Jagaratnam, G. (2005). A study of hotel information technology applications. *International journal of contemporary hospitality management*, 17(2), 170-180. doi:10.1108/09596110510582369
- Lawrance, L., & Tar, U. (2010). Barriers to e-commerce in developing countries. *Information, society and justice*, 3(1), 23-35.
- Lawrence, J. (2010). The Factors that Influence Adoption and Usage Decision in SMEs: Evaluating Interpretive Case Study Research in Information Systems. *Electronic Journal of Business Research Methods*, 8(1), 51-62.
- Lee, I. (2016). *Encyclopedia of e-commerce developemnt, implementation and management*. Illinois: Business Science Reference.
- Leiber, E., & Silverson, C. (2011). *Online and offline competition. Oxford handbook of digital economy* (1st ed.). Oxford: Oxford publishers.
- Leiner, B., Cerf, V., Kahn, R., Lynch, D., Postel, J., Robert, J., & Wolf, S. (2012, November 24). *The internet society*. Retrieved January 29, 2019, from <https://www.internetsociety.org/internet/history-internet/brief-history-internet/#Origins>
- Li, E., Ioh, S., Evans, C., & Lorenzi, F. (2013). *Organisations and social media networking. Utilising social media to engage customers*. London: Business science reference.
- Li, H., & Kannan, P. (2014). Attributing conversion in a multi channel online marketing environment. An emprical model and field experiment. *American Marketers Asoociation*, 1, 40-56.
- Li, J. (2012). *Indentyfing success factors that influence the adoption process of ICT tools in China's SOE and POEs*. Retrieved August 17, 2018, from https://brage.bibsys.no/xmlui/bitstream/handle/11250/266355/637015_FULLTEXT01.pdf?sequence=1&isAllowed=y
- Liao, Z., & Cheung, M. (2000). Internet based e-shopping and consumer attitudes. an emperical study. *Information and management*, 38(5), 299-306.
- Libby, T., & Thorne, L. (2016). *The Routledge companion to Behavioural Accounting Research*. London: Taylor and Francis.

- Lilburne, B., Devkota, P., & Khan, K. (2004). Measuring quality metrics for web applications. Innovations through technology. In M. Pour (Ed.), *Innovation through information technology* (pp. 14-32). London: Idea Group publishing.
- Liljander, V., Gillberg, F., Gummerus, J., & Reiel, A. (2006). Technology readiness and the evaluation and adoption of self-service technologies. *Journal of retailing and consumer services*, 13(3), 177-191. doi:10.1016/j.jretconser.2005.08.004
- Lim, P., & Yazdanifard, R. (2014). What Internal and External Factors Influence Impulsive Buying Behavior in online Shopping. *Journal of Marketing and Consumer Research*, 18, 101-112.
- Ling, L., & Ling, P. (2010). *Methods and paradigms in education research*. Hershey: IGI Global.
- Liu Yu, W., Liu, C., Lee, Y., & Deng, D. (2013). On gender differences in consumer behavior for online financial. *Journal of mathematics and computer modeling*, 58, 238-253. Retrieved from <https://ir.nctu.edu.tw/bitstream/11536/22249/1/000320601000024.pdf>
- Lodico, M., Spaulding, D., & Voette, K. (2010). *Methods of educational research. From theory to practice*. London: Jossey Bass.
- Lois, E., Boone, E., & Kurtz, D. (2016). *Contemporary marketing* (17th ed.). Boston: Cengage learning.
- Lusch, R. (2007). History of marketing. Marketing's evolving indnentity. Defining the future. *Journal of policy and marketing*, 26(2).
- Luton, S. (2015). *Qualitative research approaches for public adminstartion*. New York: Routledge.
- Mabee, C. (2019). *Encyclopedia Britannica*. Retrieved January 29, 2019, from <https://www.britannica.com/biography/Samuel-F-B-Morse>
- Macik, R., Jozwik, B., & Nalewajek, M. (2012). E-marketing activities and perceived competitve advantage in the context of globilisation. Study of Lublin region firms. (pp. 741-749). Poland: Management, knowledge and learning. International

- conference 2012. Retrieved August 08, 2018, from https://www.issbs.si/press/ISBN/978-961-6813-10-5/papers/ML12_140.pdf
- Mahammed, O. (2015, 09 4). *Quartz Africa. With a billion african to shop online*. Retrieved August 23, 2017, from <http://qz.com/478714/africas-emerging-consumer-class-is-a-boon-for-the-continents-online-retailers/>
- Mahomed, K. (2014). *Benefits and challenges of e-marketing in the contemporary firms*. Retrieved January 04, 2016, from <http://ijbarr.com/downloads/2014/vol2-issue4/16.pdf>
- Mainville, D., Sterret, S., & Mundy, K. (2012). *Using the internet for direct marketing*. Virginia: Viginia cooperative extension.
- Mairura, K., Ngugi, P., & Kanali, C. (2016). The role of compatibility in technology adoption among automobile mechanics in micro and small enterprise in Kenya. *International Journal of academic research in business and social science*, 6(5), 24-34. Retrieved August 15, 2018
- Makherjee, S., & Basu, S. (2015). *Organisation, management and business communication* (3rd ed.). New Dehli: New age international limited publishers.
- Makherji, P., & Albon, D. (2010). *Research methods in early childhood. A introductory guide* (1st ed.). Los Angles: London.
- Maxwell, J. (2013). *Qualitative research design. An interactive approach*. London: Sage.
- Maynard, N. (2010). *Technological adoption and the role of government. Examining the National Information and Communication technology policies in developing countries*. North California: Pre Quest information and learning company.
- Mchugh, E. (2014). Does location influence consumer behaviour. Comparing rural and urban use of online shopping in Wales. *An international journal of undergraduate research*, 7(1), 1-14.
- McNabb. (2010). *Research methods for political science* (2nd ed.). New York: M.E Sharpe Inc.
- Mcstay, A. (2016). *Digital advertising* (2nd ed.). United Kingdom: Pelgrave.

- Merten, D. (2015). *Research and evaluation in education and psychology*. London: Sage publications.
- Michael, A., Lias, P., & Zeimpekis. (2011). *Intelligent agrifoods chain and networks*. West Sussex: Wiley-Blackwell.
- Michalak, W. (2000). *B2B and B2C:Recent developments in e-commerce* (1st ed.). London: Quaron Books.
- Michan, R., & Mazze, E. (2010). *Specialty retailers marketing triumphs and blunders* (2nd ed.). London: Quaron Books.
- Miles, L. H. (1994). *Qualitative Data Analysis: A source book of new methods* (Vol. 5). Beverly Hills, CA: Sage Publications.
- Miletsky, J. (2008). *Principles of internet marketing.New tools and methods for web development*. New York: Carnage Learning.
- Miller, S., & Fedrick, M. (2002). Naturalistic inquiry and reliabilism.A compatible epistemological grounding. *Qualitative health research*, 12(7), 982-989.
- Mitchell, M., & Jolley, J. (2010). *Research design explained* (7th ed.). Wadsworth: Cengage.
- Mityko, D., & Teu, C. (2012). Emerging Markets Queries in Finance and Business .Product Perception in the Case of Frequent Online Buyers–Empirical Evidence. *Procedia Economics and Finance*, 3(1), 343-349. Retrieved January 23, 2018, from file:///C:/Users/RMasengu/Downloads/Product_Perception_in_the_Case_of_Frequent_Online_.pdf
- Miyazaki, A. (2001). Consume perspectives of privacy and security risk on online shopping. *Jornal of consumer affairs*, 35(1), 27-44.
- Mndzebele, N. (2013). The effects of relative advantage,compatibility and complexity in the adoption of e-commerce in the hotel industry. *International journal of computer and communication enginnering*, 2(1), 443 -453.
- Molanaer, C. (2016). *Online shopping 3.0,shopping the internet or both*. Boston: Routledge.

- Molony, T. (2006). 'I dnt trust the phone. It always lies'.Trust and information communication technologies in Tanzania. *Information technologies and international development*, 3(4), 67-83.
- Montazemi, A. (2006). How they manage IT: SMEs in Canada and the U.S. *Communications of the ACM*, 49(12).
- Moore, J. (2010). Philosophy of science with special consideration given to behaviourism as a philosophy of the science of behaviour. *Philosophical record*, 60, 137–136. Retrieved August 24, 2018, from <https://opensiuc.lib.siu.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1254&context=tpr>
- Mulaomerovic, E., & Trappey, C. (2013). The role of cultural dimension in the acceptance of retail innovations, Knowledge management and innovation. Chiao Tung: ToKnowPress. Retrieved August 21, 2018, from <https://ideas.repec.org/h/tkp/mklp13/491-496.html>
- Murray, A. (2016). *The complete software project manager. Mastering technology from planning to lauch and beyond*. New Jersey: John Wiley and Sons.
- Murthy, S., & Bhojama, U. (2014). *Business Research methods. 3rd ed. New Delhi: Excel books*. New Dehli: Excel books.
- Muruko, M., Tsokota, T., & Chipfumbu, C. (2013). E-customer relationship management in the clothing industry. *IJMBS*, 3(1), 73-77.
- Musanza, E. (2015, 03 07). De-industrialisation : Zim's economic crisis demystified. *The independent*.
- Nabat, A., Balachandran, W., & Garaj, V. (2014). Customer attitudes towards online shopping.An exploratory study from Jordan. *International journal of social ecology and sustainable development*(7). doi:10.4018/978-1-5225-2599-8.ch051
- Nagler, J. (2018). Scobit: An alternative estimator of logit and probit. *American journal of political science*, 38(1), 230-255.

- Nardelli, G. (2012). The complex relationship between ICT and innovation in services. A literature review. In C. Keller, M. Wiber, P. Agerfalk, & J. Lundstrom (Eds.), *Nordic contributions in IS research*. (pp. 1-25). London: Springer.
- Nartolacci, M., & Meixel, M. (2015). Electronic customer relationship management. In J. Fjermestad, & N. Robertson (Eds.), *Electronic customer relationship management. An introduction* (pp. 3-20). London: Routledge.
- Nayyeri, K., & White, D. (2014). *Pro ASP.NET SignalR. Real time communication in .NET with signalr2.1*. London: Apress.
- Neti. (2011). Social media and its role in marketing. *International Journal of Enterprise Computing and Business Systems*, 2(1), 1-15. doi:<https://www.ijecbs.com>
- Niyogi, S. (2016:34). *Lean customer engagement*. Los Angeles. USA: Sage publishers.
- Nyoni, M. (2018, July 22). ZimTrade pushes for adoption of e-commerce. *The standard*.
- OECD. (2014). *ICTS, e-business and SMEs*. Instabul: OECD.
- Ofek, E., Katona, z., & Sarvary, M. (2011). Bricks and Clicks. The impact of product returns on the strategies of multi channel retailing. *Journal of marketing science*, 30(1), 42-60. Retrieved August 08, 2018, from <https://pubsonline.informs.org/doi/abs/10.1287/mksc.1100.0588#>
- Onwuegbuzie, A., & Leech, N. (2004). Enhancing the Interpretation of Significant Findings: The Role of Mixed Methods Research. *The Qualitative Report*, 9(4), 770-792. <https://nsuworks.nova.edu/tqr/vol9/iss4/10>. 9(4), 770-792. Retrieved August 31, 2018, from <https://nsuworks.nova.edu/tqr/vol9/iss4/10>
- Organisation for Economic Cooperation and Development; {OECD}. (2013). *Reaping the benefits in Spain. Strategic study on communication infrastructure and paperless administration*. Boston: Organisation for Economic Cooperation and Development; {OECD}.
- Pablos, P., Lytras, M., Karwowski, W., & Lee, R. (2010). *Electronic globalised business and sustainable development through ICT management*. New York: Business Science Reference.

- Padmasani, S., & Yazhini, M. (2012). A case study on attitudes of urban and rural customer of Khadi products. *Asian Journal of Research in Business Economics & Management*, 2(9), 39-45.
- Panneerselvan, R. (2014). *Research methodology* (2nd ed.). New Dehli: Prentice Hall.
- Pannerselvam, R. (2005). *Research methodology*. New Delhi: Prentice Hall of India.
- Pantano, E. (2016). Innovation drivers in e-marketing. *International journal of information management*, 34(3), 344-350.
- Paradiso, C. (2016, April 06). Insurance advocate. *E-marketing marketing for the independent insurance company*, pp. 10-12. Retrieved April 06, 2016, from <http://eds.a.ebscohost.com.nwulib.nwu.ac.za/eds/pdfviewer/pdfviewer?vid=1&sid=274b368a-f5cd-4b5a-857f-bfcfdac9cfdc%40sessionmgr4005&hid=4111>
- Parasuraman, A., & Colby, E. (2000). Technology readiness index. A multi-item to measure readiness to embrace new technologies. *Journal for service research*, 2(4), 307-320.
- Payne, A., & Frow, P. (2013). *Strategic customer management. Intergrating relationship marketing and CRM*. Capetown: Cambridge University Press.
- Peleliene, L., & Grigaliunaite, V. (2017). Relationship between spokesperson's gender and advertising color temperature in a framework of advertising effectiveness. *Scientific annals of economics and business*, 64(1). doi:10.1515/saeb-2017-0036
- Peng, G., Nunes, J., & Annansingh, F. (2011). Investigation information system in mixed methods. *Information system research trends approaches and methodologies (ISRTRAM)*. (pp. 8-10). Kuala Lumpur: Information system research trends approaches and methodologies (ISRTRAM).
- Piaw, C. (2013). *Mastering research statistics*. Selangor: McGraw Hill.
- Pontono, E. (2015). *Successful technological intergration for competitive advantage in retail settings* (1st ed.). New York: Information reference Centre.
- Postal and Telecommunications Regulatory Authority of Zimbabwe. (2015). *Postal and Telecommunications sector performance*. Harare: postal and Telecommunications Regulatory Authority of Zimbabwe.

- Pride, W., & Ferrell, O. (2012). *Foundations of marketing* (5th ed.). London: South Western Cengage learning.
- Pringle, H., & Marsahl, J. (2011). *Spending advertising money in the digital age. How to navigate media flow*. London: Kogan publishers.
- Rahman, M., Islam, A., Esha, B., Saltana, N., Chakrovorty, S., & Molnar, A. (2018). Consumer buying behavior towards online shopping: An empirical study on Dhaka city, Bangladesh. *Cogent Business and Management*, 5(1), 1-22. doi:10.1080/23311975.2018.1514940
- Rahman, M., Khan, A., & Islam, N. (2013). An emprical study to revealing the factors influencing online shopping intentions anoung Malaysian consumers. *International journal of social science*, 1, 9-18.
- Rainarz, W., & Kumar, W. (2012). *Customer relationship management: concepts, strategy and tools* (2nd ed.). New York: Springer-Verlag Berlin Heidelberg.
- Rajesh, M., & Purushothaman, G. (2013). Consumer perception towards online shopping in Kanchipuram. *International interdisciplinary research journal*, 1(2), 36-44.
- Rao, R., & De, R. (2013). Organisational assimilation of technology in a sunrise industry. A story of success and failures. In Y. Dwevidi, H. Henriksen, D. Wastell, & R. De (Eds.), *Grand success and failures. Public and private sectors* (pp. 145-167). Bangalore: Springer.
- Ravi, V. (2010). *Advances in banking technology and management: Impacts of ICT and CRM*. New York: Information Science reference.
- Rawtani, A. (2010). The proceedings of the 4th European Conference on entrepreneurship and innovation. In J. Braet (Ed.), *Future vopping. The brave new soxial world of e-retail* (pp. 387-395). Bangalore: Wipro Technologies.
- Ray, D., & Jones, C. (2012). *Understanding doigital marketing. Marketing strategies for engaging the digital generation* (2nd ed.). London: Kogan .
- Reserve Bank of Zimbabwe. (2015). *Mid- term monetary and fiscal policy*. Harare: Reserve Bank of Zimbabwe.

- Rhee, J. (2010). Multi-channel management in direct marketing retailing: Traditional call center versus Internet channel. *Journal of Database Marketing & Customer Strategy Management*, 17(2), 70-77. doi:<https://doi.org/10.1057/dbm.2010.6>
- Richardson, P. (2001). *Internet marketing*. Singapore: McGraw-Hill Irwin.
- Ridgway, P., Friedlander, J., Seda, C., Garber, C., Allen, C., & Woolsey, D. (2005). *Successful website marketing. Websheets, forms and easy step for web success*. Buena Park: Workpix Solutions.
- Rietveld, T., & Van Hout, R. (1993). *Statistical Techniques for the Study of Language and*. Berlin – New York: Mouton de Gruyter.
- Roger, M. (1995). *Diffusion of innovations* (5th ed.). Singapore: Free Press.
- Rutsito, T. (2014, 10 5). Zim records growth in ternet penetration. *The Herald*.
- Sadhpuria. (2009). *Retail Frachising*. New Dehli: Tata Mcgraw Hill Education Limited.
- Sahney, S. (2008). *Critical success factorsin the online retail-An application of quality functiondeployment and interpretarive structural modelling*. Retrieved April 17, 2016, from <http://52.68.60.251/ojs/index.php/ijbi/article/viewFile/30/33>
- Salter, B., & Machael, A. (2013). *Marketing through search engine optimisation.How to be found on the web*. Oxford: Butterworth Heinemann.
- Samael, F., & Janardanan, K. (2016). Online shopping - a strategy need for rural customer. *Journal of Chemical and Pharmaceutical Sciences*, 9(4), 2082-2085.
- Sankar, S., & Bouchard, S. (2009). *Enterprise web.2.0 fundamenatls*. London: Cisco Press.
- Saravanakuma, M., & Suganthalshmi, K. (2012). Social media marketing. *Life Science Journal*, 9(12), 4444-4451. doi:http://www.lifesciencesite.com/ljsj/life0904/670_13061life0904_4444_4451.pdf
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business students* (6th ed.). London: Pearson Education Limited.
- Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students* (7th ed.). london: Pearson Education Limited.

- Scharl, A., Dickinger, A., & Murphy, J. (2005). Diffusion and success factors of mobile marketing. *Electronic commerce research and applications*, 4(1), 159-173.
- Schmidt, A. (2001). Over socialised epistemology. A critical appraisal of constructivism. *Journal of sociology*, 35(1), 135-155.
- Shams, R. (2013). Competitive advantage in market space. Implications of relationship marketing. In H. El- Hohary (Ed.), *E-marketing in developed and developing countries. Emerging practices* (pp. 32-46). Hershey: Business Science Reference.
- Shareef, M., Dwiveli, K., Williams, D., & Sign, N. (2009). *Proliferation of internet economy. E-commerce for the global adoption, resistance and cultural evolution*. New York: Information Science reference.
- Sharks, B., & Parr, A. (2004). *Positivist, Single Case Study Research Positivist, Single Case Study Research in Information Systems: a Critical Analysis Abstract*. Retrieved January 31, 2019, from <http://is2.lse.ac.uk/asp/aspecis/20030140.pdf>.
- Sharma, S. (2012). *Adoption of virtual technologies for business, educational and government advancement*. Hershey: Information Science Reference.
- Shlyn, T., & Yazdanifard, R. (2015). Globalisation of retailing and related cross cultural issues. *International journal of management, accounting and economics*, 2(9). Retrieved August 28, 2016, from https://www.researchgate.net/publication/284009672_Globalization_of_Retailing_and_Related_Cross_Cultural_Issues
- Shukla, P. (2008). *Essentials of marketing research*. New Dehli: Ventus publishing APS.
- Sign, I., & Chilya, N. (2015). Mobile Customer Relationship Management: An Exploratory Comparative Study of Rural and Urban Consumers. *Journal of Economic*, 5(3), 275-285. doi:10.1080/09765239.2014.11885003
- Sim, J., & Wright, C. (2010). *Research in health care: concepts, designs and methods. 2 ed. United Kingdom: (2nd ed.)*. London: Nelson Thornes Publishers.
- Simmons, K., & Istook, C. (2003). Body measurement techniques. A comparison of 3D body scanning and anthropometric methods of apparel applications. *Journal of fashion marketing and management*, 7(3), 303-352.

- Singh, J. (2012). Influences on Rural and Urban Consumer Buying. *Global Journal of Management and Business Research*.
- Singh, Y., & Bajpal, R. (2008). *Research methodology. Techniques and trends*. New Delhi: APH publishing corporation.
- Slyke, C., Lou, H., Belenger, F., & Sridhar, V. (2010). The influence of culture on consumer oriented electronic commerce adoption. *11*, pp. 30-40. Ohio: Proceedings of the 7th Annual Conference of the Southern Association for Information Systems. Retrieved August 19, 2018, from <http://aisel.aisnet.org/cgi/viewcontent.cgi?article=1050&context=sais2004>
- Smit, P., Cronje, J., & Viba, M. (2007). *Management principles. A contemporary edition for Africa* (4th ed.). Pretoria: Juta & Co.
- Smith, P., & Chaffey, D. (2012). *2012*. London: Routledge.
- Smith, T. (2016). *Pricing done right*. New Jersey: Bloomberg Press.
- Sogra, K. (2014). *The impact of gender differences on the conflict management styles of managers in Bangladesh* (1st ed.). Cambridge: Cambridge scholars publishers.
- Southern Africa Development Community. (2012). *Regional infrastructure and development masterplan*. Windhoek: Southern Africa Development Community.
- Standage, T. (2014). *The victorian internet. The remarkable story of the telegraph*. (1st ed.). New York: Oxford University Press.
- Stephens, D. (2013). *The retail revival. Reimagining business for new age consumerism*. New York: John Wiley and Sons.
- Straus, A., & Frost, R. (2016). *E-marketing*. London: Routledge.
- Strauss, A., & Corbin, J. (2007). *Basics of Qualitative Research: Grounded Theory Procedures and Techniques* (2nd ed.). London: Sage.
- Su, H., & Fu, H. (2010). Informal technological models in retailing industry. *Journal of economics and social science*, *4*(1), 32-41. Retrieved August 14, 2018
- Swanepoel, J. (2007). *The e of marketing*. Capetown: Juta & Co.
- Sweney, M. (2015, October 18). Newspapers face up to the ad crunch in print and digital . London: The Guardian. Retrieved August 02 , 2018, from

- <https://www.theguardian.com/media/2015/oct/18/newspapers-advertising-crunch-print-digital-slowdown>
- Symonds, J., & Gorard, S. (2007). The death of mixed methods research. Research labels and their casualties. *Annual conference, Heriot Watt University* (pp. 1-19). Edinburgh: The British educational research.
- Tan, J., Tyler, K., & Manica, A. (2007). Business-to-business adoption of e-Commerce in China. *Information & Management, 44*, 32-351.
- Tashakkori, A., & Teddlie, C. (2003). *The past and the future of mixed research. From methodological triangulation to mixed methods designs. Handbook of mixed method in social and behavioural research*. Thousand Oaks: Sage publications.
- Tasner, M. (2010). *Marketing in the moment. The practical guide in using web 3.0 marketing to reach your customer first*. New York: Pearson education.
- Teddlie, C., & Tashakkori, A. (2009). *Foundations of Mixed Methods Research: Integrating Quantitative and Qualitative Approaches in the Social and Behavioral Sciences*. London: Sage Publications.
- Terrell, S. (2011). Mixed-methods research methodologies. *The Qualitative Report, 17*(1), 254-280. Retrieved from <http://www.nova.edu/ssss/QR/QR17-1/terrell.pdf>
- Thatcher, S., W, F., & Zhu, L. (2006). . B2B e-commerce adoption decisions in Taiwan. *Electronic Commerce Research and Applications, 5*, 92-104.
- The NEA Research Bulletin. (1960). *Small sample techniques*. The NEA Research Bulletin.
- Totochi, J., & Kakamashandi, G. (2011). Globalisation and e-commerce. 2nd International conference on networking and information. Singapore: IACST Press. Retrieved August 09, 2018
- Truong, C., & Simmons, G. (2010). Perceived intrusiveness in the digital advertising. Strategic marketing implications. *Taylor and Francis, 18*(3), 239-256.
- United Nations Conference of Trade and Development. (2015). *Information economy report*. Geneva: United Nations Conference of Trade and Development.

- United Nations Development Programme{UNDP}. (2010). *Development Challenges,South- South solutions*. New York: United Nations Development Programme.
- Vaghla, P. (2014). A study on consumer perception towards online shopping. *International journal of technology marketing*, 12(4), 200-210.
- Vaissonne, M. (2012). Consumers' expectation of innovation.Shift retail strategies for more attractive points of sale. In E. Pantano (Ed.), *Successful technological integration for competitive advantage in the retail setting* (pp. 220-238). Hershey: IGI global.
- Vankatesh, V. (2000). Determinants of perceived ease of use.Development and test. *Decision science*, 27(3), 451-481.
- Vankatesh, V., Brown, S., & Bala, H. (2013). Bringing the qualitative - quantitative divide.Guidelines for conducting mixed methods research in information systems. *MIS Quarterly*, 37(1), 21-54. Retrieved August 29, 2018, from http://www.vvenkatesh.com/wp-content/uploads/2015/11/Venkatesh_Brown_Bala_MISQ_forthcoming.pdf
- Varley, R. (2014). *Retail product management.Buying and merchadising* (3rd ed.). London: Routledge.
- Veira, V. (2010). Visual aesthetics in store environment and its moderation role on consumer intention. *Journal for consumer behaviour*, 9, 364-380.
- Verhoef, P., Reinartz, W., & Kraff, M. (2015). Customer engagement as a new perspective in customer management. *Journal for service research*, 13(2), 247-252.
- Wang, Y., & Qualls, W. (2007). Towards a theoretical model of technology adoption in hospitality industry. *Journal of hospitality and management*, 26(3), 560-573. doi:10.1016/j.ijhm.2006.03.008
- Webb, C. (2009). *Web site developmnet*. Indianapolis: John Wiley & Sons.
- West, A. (2014). *Practical PHP and mysol website database.A siplified approach*. London: Apress.

- Wiggs, A. (2010). *What effect does globalisation has on internet marketing*. Retrieved August 09, 2018, from <https://www.xing.com/communities/posts/what-affect-does-globalization-have-on-internet-marketing-100607325>
- Wirtz, J., Lwin, M., & Williams, J. (2007). Causes and consequences of consumer online privacy concern. *International journal of service industry management*, 18(4), 326-348.
- World Bank {WB}. (2013). *The transformation use of Information and Communication technology in Africa*. New York: World Bank.
- World Bank. (2016). *Digital dividends*. Washington DC: World Bank group.
- Wysusek, B., & Schwartz, M. K. (2002). *Targeting the Social: A Sociopragmatic Approach towards Design and Use of Information Systems*. Retrieved January 31, 2019, from citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.2
- Xu and Paulin, V. (2005). College student attitude towards online shopping for apparel products. Exploring rural versus and urban campus. *Journal of fashion marketing and management*, 9(4), 420-433.
- Xu, J. (2014). *Managing digital enterprises: Ten essential topics*. London: Springer.
- Yang, G., Io, S., Huang, X., & Catillo, O. (2016). Transactions on Engineering Technologies. International Multiconference of engineers and computer scientist. Singapore: Springer.
- Yang, J., Wang, L., & Sharma, G. (2012). E-marketing strategies for SMEs in Haladao. 21. Hiladao: International conference on technology and management.
- Yang, K. (2005). Exploring factors affecting the adoption of mobile commerce in Singapore. *Telematics and Informatics*, 22, 257-277.
- Yigitcanlar, T., Velibeyoglu, K., & Baum, S. (2010). *Creative urban regions. Harnessing urban technologies to support knowledge city initiatives*. New York: Information Science Reference.
- Yin. (2013). *Case study Research: Designs and methods* (5th ed.). London: Sage Publishers.
- Yoag, A., & Signaul, R. (2015). Internet use as a marketing tool by retailers. An exploratory study in Lubnan, Malaysia. *American Journal of economics*, 5(2), 78-89.

- Yu Lie, W., Lui, C., Lee, Y., & Deng, D. (2013). On gender differences in consumer behavior for online financial. *Mathematical and Computer Modelling*, 58, 235-253.
- Zarate, P. (2012). *Intergrated and strategic advancement in decision making support sysyem*. Hershey: Information science referencing.
- Zhang, Z., Cheung, M., & Lee, K. (2012). Examining the moderating effect of inconsistent reviews and its gender differences on consumers' online shopping decision. *International Journal of Information Management*, 34, 89-98.
- Zimbabwe National Statistic Agency. (2012). *Zimbabwe Census 2012.National report*. Harare: Population Census Office.
- Zimbabwe, G. o. (2015). *The 2015 mid year fiscal policy review statement*. Harare: Governement of Zimbabwe.
- Zohrabi, M. (2013). Mixed methods research.Insrument validity and reporting findings. *Academy publisher*, 3(2), 254-262.
- Zulu, S., & Bwalya, K. (2012). *E-government in emerging economies,adotpion,e-perticipation and legal framework*. New York: Information Science Reference.

LIST OF ANNEXURES

Annexure 1: Quantitative Sample Size

EDUCATIONAL AND PSYCHOLOGICAL MEASUREMENT
1970, 30, 607-610.

DETERMINING SAMPLE SIZE FOR RESEARCH ACTIVITIES

ROBERT V. KREJCIE
University of Minnesota, Duluth

DARYLE W. MORGAN
Texas A. & M. University

The ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population. In the article "Small Sample Techniques," the research division of the National Education Association has published a formula for determining sample size. Regrettably a table has not been available for ready, easy reference which could have been constructed using the following formula.

$$s = \frac{X^2 NP(1-P)}{d^2(N-1)} + X^2 P(1-P).$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

$$1.96 \times 1.96 = 3.8416$$

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

No calculations are needed to use Table 1. For example, one may wish to know the sample size required to be representative of the opinions of 9000 high school teachers relative to merit pay increases. To obtain the required sample size enter Table 1 at $N = 9000$. The sample size representative of the teachers in this example is 368. Table 1 is applicable to any defined population.

The relationship between sample size and total population is illustrated in Figure 1. It should be noted that as the population increases the sample size increases at a diminishing rate and remains relatively constant at slightly more than 380 cases.

REFERENCE

Small-Sample Techniques. *The NEA Research Bulletin*, Vol. 38 (December, 1960), p. 99.

TABLE 1
Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

FORMULAE FOR DETERMINING NEEDED SAMPLE SIZES

POPULATION SIZE UNKNOWN:

$$\text{SAMPLE SIZE} = \frac{\left(\frac{\text{RANGE}}{2} \right)^2}{\left(\frac{\text{ACCURACY LEVEL}}{\text{CONFIDENCE LEVEL}} \right)^2}$$

Confidence Levels:

	α	$\alpha/2$
.10 level	1.28	1.64
.05 level	1.64	1.96
.01 level	2.33	2.58
.001 level	3.09	3.29

Accuracy Levels:

Range X Desired Level
of Accuracy
(expressed as a
proportion)

POPULATION SIZE KNOWN:

$$\text{SIZE} = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

X^2 = table value of Chi-Square @ $d.f. = 1$ for desired confidence level

.10 = 2.71 .05 = 3.84 .01 = 6.64 .001 = 10.83

N = population size

P = population proportion (assumed to be .50)

d = degree of accuracy (expressed as a proportion)

Annexure 2: Gate Keeper's Permission



A framework to assist Fast Moving Consumer Goods Retailers (FMCG) in Zimbabwe to adopt and implement e-marketing.

Introduction to the Study and Its Objectives:

The purpose of this study is to develop a framework to assist Fast Moving Consumer Goods Retailers (FMCG) in Zimbabwe Retailers to adopt and implement e-marketing.

The two main objectives to be covered by in-depth interviews are.

4. To determine the nature and characteristics of e-marketing adoption and implementation among FMCG retailers in Zimbabwe.
5. To ascertain the different factors affecting the adoption and implementation of e-marketing by the FMCG retailers in Zimbabwe;

The research applied a pragmatism research philosophy to solicit information of the e-marketing strategy adoption and implementation amongst FMCG retailers in Zimbabwe. The study is conducted by the undersigned as a requirement for the fulfilment of the Ph.D. in Business Management and Administration at the North West University, Mafikeng Campus South Africa. The data and results collected in this study will be used solely for academic purposes and will not be divulged to any third party for whatever reasons.

You are kindly requested to provide the truth about the circumstances relating to e-marketing strategy adoption and implementation within your organisation. You are also free to refuse to answer some or all of the questions that will be asked without being put to task about why. You are also free to express yourself and present your responses in the language that makes you feel more comfortable. A research assistant will assist with the translation of the local language (Shona) to the English language.

The sample questions attached are being sent to you in advance to familiarise the interviewee with the terms and questions of the interview. Responses from each interviewee will be anonymous and a data protection agreement will be signed.

If you agree to participate in this study, a consent form will also be signed.

Annexure 3: Interviewee's Consent Form



A framework to assist Fast Moving Consumer Goods Retailers (FMCG) in Zimbabwe to adopt and implement e-marketing strategy.

To whom it may concern

I (NAME).....

Of _____ company/city/town

Hereby state that the researcher has explained to me the purpose of the research, and the type of questions I will be invited to answer and that i have voluntarily agreed to participate as a representative of my organisation.

I also willingly agree/disagree.....to have the interview recorded for the purpose of undertaking this research.

Further that the information gathered in this interview will be read to me after the interview and is not object able by me.

Signature.....

Date _____

Annexure 4: Letter of Data Protection Agreement



A framework to assist Fast Moving Consumer Goods Retailers (FMCG) in Zimbabwe to adopt and implement e-marketing strategy.

To whom it may concern

I (NAME).....

Of _____ company/city/town

Hereby acknowledge and agree that the data and material availed to the researcher are for academic purposes only and that this information will be not disclosed with the company name to any third party such that the position and security of the organization are brought into disrepute.

Researcher _____ FMCG retailer informant _____

Signature _____ Signature _____

Date _____ Date _____

Annexure 5 : Interview Guide - Research Objectives 1 and 2

For office use only; Respondent code:

Voluntary Questionnaire for PhD studies

Researcher: Reason Masengu (PhD)

Student Number: 27436500

Contacts: +263772217000& +263715191256

E-mail- masengumasengu@yahoo.com&27436500@student.g.nwu.ac.za

https://www.researchgate.net/profile/Reason_Masengu2

Supervisor: J.J Prinsloo (Promoter)

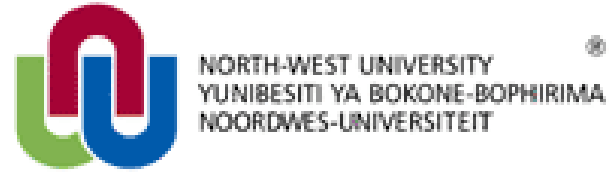
Contacts: +27829040977

Email: hein.prinsloo@nwu.ac.za

Interview guide. Research Question 1		
<i>Nature and characteristics of e-marketing strategy adoption and implementation. What is the nature and characteristics of e-marketing strategy adoption and implementation among FMCG Zimbabwe retailers?</i>		
1	<i>What is the ICT historical background of your organization?</i>	
2	<i>What products and services does your organization provide on your online platforms?</i>	
3	<i>What e-marketing strategy platforms are being used by your organization to continuously communicate with its target consumers?</i>	
4	<i>What advantages (in your opinion) does your organisation have if it adopts and implements an e-marketing strategy?</i>	
5	<i>To what extent is your organization prepared to adopt and implement an e-marketing strategy?</i>	
6	<i>Does your organisation use e-marketing strategy to compete in the globalised environment?</i>	

Interview guide. Research Question 2		
Factors affecting the adoption and implementations of e-marketing strategy. <i>What are the different factors causing low adoption and implementation of e-marketing strategy by the FCMG Zimbabwe retailers?</i>		
1	<i>What challenges does your organisation face in the adoption of e-marketing strategy?</i>	
2	<i>Does the government assist in providing enabling environment for the adoption and implementation of e-marketing strategy?</i>	
3	<i>How do u perceive the role of e-marketing strategy in the present and future operations of your organization?</i>	
4	<i>Who is responsible for the Internet and e-marketing strategy adoption and implementation in your organisation?</i>	
5	<i>What kind of support does your organisation provide to its employees in order to improve the adoption of e-marketing strategy?</i>	
6	<i>What benefits does your organisation enjoy in adopting and implementing the e-marketing strategy?</i>	

Annexure 6: Questionnaire



For office use only; Respondent code:

Voluntary Questionnaire for Ph.D. studies

Researcher: Reason Masengu (PhD)

Student Number: 27436500

Contacts: +263772217000& +263715191256

E-mail- masengumasengu@yahoo.com&27436500@student.g.nwu.ac.za

https://www.researchgate.net/profile/Reason_Masengu2

Supervisor: J.J Prinsloo (Promoter)

Contacts: +27829040977

Email: hein.prinsloo@nwu.ac.za

Dear Participants (Fast-moving consumer goods customers)

Thank you very much for your willingness to complete this questionnaire on **Customers perceptions regarding the adoption and implementation of e-marketing strategy by FMCG retailers in Zimbabwe**. The primary objective of the empirical study is to develop an e-marketing strategy framework for the Fast-moving Consumer Goods retailers in Zimbabwe to adopt and implement e-marketing strategy.

This is an anonymous and confidential survey. You cannot be identified and the answers will be used for academic research purposes only. Your opinion is considered strictly confidential and only members of the research team will have access to the information. As the respondent, you are not obliged to complete the questionnaire and can withdraw at any time. Completion of the questionnaire also indicates your consent that the data may be used for the purposes of this study and any subsequent study. Accompanied is

also a signed and stamped letter authorised from the North West University Business School research office.

Should you request an electronic copy of the final thesis, this will be sent to you on completion.

Please answer all the questions. There are no right or wrong answers.

Thank you so much for your participation.

R Masengu (Ph.D. researcher)

Please provide the required information by marking with an (X) in the appropriate space provided.

Section A: Biography

1. Province of residency

X

Harare		1
Bulawayo		2
Mashonaland West		3
Mashonaland central		4
Mashonaland East		5
Manicaland		6
Masvingo		7
Midlands		8
Matabeleland North		9
Matabeleland South		10

2. Location in the province (town name)

Indicate below:

3. Indicate your gender

X

Male		1
Female		2

4. Indicate your highest level of education

X

Ordinary level		1
Advanced level		2
Diploma		3
Undergraduate degree		4
Postgraduate		5
Other		6

If any other qualifications, please indicate below:

5. Do you purchase products or services from the following retailers?

Tick where appropriate. You can tick more than one response.

X

OK Zimbabwe		1
Pick N Pay		2
Metro Peach		3
Choppies		4
Spar		5
N Richards		6
Other		7

If other, please indicate below:

6. Have you ever tried to view products or services online from any of the mentioned retailers in question 5?

X

Yes		1
No		2

7. Indicate your computer literacy level

X

Beginner		1
Intermediate		2
Advanced		3
Other		4

If other, indicate below:

SECTION B: customer perception regarding the use of e-marketing strategy platforms for online shopping.

Use the scale 1- 5 where:

1 = Strongly Disagree

2 = Disagree

3 =Undecided

4 = Agree

5 = Strongly Agree

Statements		Responses				
	Zimbabwean online retail customers:	SD	D	N	A	SA
1	are reluctant to engage in online shopping					
2	are negatively affected by the high Internet data cost					
3	use online platforms to purchase groceries					
4	are exposed to online risks such as breach of privacy					
5	are exposed to high risks of online fraud					
6	are limited in online engagements due to a lack of retailer websites					
7	lack access to the Internet due to poor supportive online infrastructure					
8	appreciate online shopping					
9	decision making improves when retailers adopt technology					
10	are willing to engage with retailers - online					
11	feel that on-line shopping involves interactive product recommendation					
12	view technology infrastructure developments as key drivers of online shopping					

13	do repeat purchases based on previous online shopping experience					
14	consider shopping experience promotes customer's loyalty					
15	are exposed to online exploitation.					
16	are more interested in making frequent online shopping					
17	online insecurity is a barrier to purchase products					
18	that online trust improves customer's online shopping experience					
19	online customer relationship creates customer loyalty					
20	lack of online shopping regulation affects the online purchase					
21	the lack of in store interaction increases the level of customer indecision					
22	the lack of in store interaction increases anxiety					
23	computer skills are essential in the use of online technology					
25	the adoption of e-marketing strategy by retailers offers solutions of increasing competitive advantage					
26	the online difficulty has negatively affected online shopping					

27	websites created by retailers need to be secure to promote continued use of online shopping					
28	view that products sold in traditional shops cannot be sold online					
29	societal culture has a significant impact on intention to adopt online shopping					
30	retailers do provide satisfactory online shopping platforms					
31	have a negative attitude towards online transactions.					

Thank you so much for accepting our invitation, to be a participant in this empirical research

Annexure 7 (I): Open Coding Analysis for Research Objective 2

5.3.1 Open coding stage

This section, (Question 5.3.1.1 up to Question 5.3.1.6) shows the first phase of the qualitative data presentation and analysis (open coding stage).

5.3.1.1 What challenges does your organisation face in the adoption of e-marketing strategy?

Table 1 presents participants' responses to the challenges faced in the adoption of e-marketing strategy.

Table 1: Challenges faced in the adoption of e-marketing strategy

Participant	Category	Code to support category	Comment
1	Challenges in adopting e-marketing strategy.	<i>"Shop floor workers have limited access and use of the Internet".</i>	Full adoption and implementation of e-marketing strategy need the participation of all employees.
2	Challenges in adopting e-marketing strategy.	<i>"Internet facilities are not yet available to the workers".</i>	The purchase of ICT hardware and software is expensive.
3	Challenges in adopting e-marketing strategy.	<i>"Workers do not have access to proper Internet services".</i>	Internet accessibility is key to e-marketing strategy use.
4	Challenges in adopting e-	<i>"There is the high cost of setting up the website and its maintenance".</i>	The high cost of website maintenance inhibits e-

	marketing strategy.		marketing strategy adoption.
5	Challenges in adopting e-marketing strategy.	<i>“The high cost associated with e-marketing strategy adoption and implementation is affecting technology diffusion”.</i>	The high cost includes the payment of broadband and WIFI facilities.
6	Challenges in adopting e-marketing strategy.	<i>“The cost associated with employing a full-time content administrator who specialized in e-commerce”.</i>	E-marketing strategy use needs experienced and permanent employees.
7	Challenges in adopting e-marketing strategy.	<i>“The Internet coverage is limited to a few individuals who are mainly in the top management to cut the cost associated with Internet abuse by workers during working hours”.</i>	Much of the time will be lost while employees are engaged in social media chats during work time.

The in-depth interviews outlined different challenges affecting the adoption of e-marketing strategy. Three participants stated that the challenges affecting the adoption and implementation of e-marketing strategy were the cost associated with establishing the Internet and ICT related system. They indicated that the cost of setting up and maintaining of websites was high to such an extent that retailers were finding it unsustainable. The other four participants revealed that the adoption and implementation of e-marketing strategy were being affected by the failure by management to avail Internet access to workers.

These responses are supported by El-Gohary (2012), who asserts that organisational and external factors such as adoption cost, have a positive impact on the adoption and

implementation of e-marketing strategy. In this regard, the cost factor, therefore, has a significant contribution to the adoption of an e-marketing strategy. One participant added that the adoption of e-marketing strategy in Zimbabwe was low due to the fact that the Internet was limited to management to minimize Internet data cost.

5.3.1.2 Does the government assist in providing enabling environment for the adoption and implementation of e-marketing strategy?

Table 2 reflects on participants' responses to the government's participation in the adoption and implementation of e-marketing strategy.

Table 2: Government's participation in the adoption and implementation of e-marketing strategy

Participant	Category	Code to support the category	Comment
1	Government participation.	<i>"The government has been instrumental in establishing the Internet infrastructure in different towns and in regularising the Internet prices".</i>	This will motivate retailers to use the Internet as a marketing tool.
2	Government participation.	<i>"The legislation regarding e-commerce is still not conducive for e-marketing strategy, the country is yet to introduce the e-commerce bill which protects online transactions and risks".</i>	The legal framework is key in safeguarding online transactions.
3	Government participation.	<i>"The government has installed fiber optic across the country to increase Internet speed and connectivity".</i>	This increases Internet accessibility

			and real-time transactions.
4	Government participation.	<i>"There is ICT policy and cashless payment methods which include mobile banking and payment".</i>	The regulatory protects the customer and retailer from online fraud and abuse.
5	Government participation.	<i>"The government, through other Internet service providers such as Econet, Net One and Africom, has installed optic fibre and other Internet-based infrastructure to ensure efficient Internet coverage".</i>	The existence of different service providers improves service delivery.
6	Government participation.	<i>"Yes, to a greater extent. Through establishing the Internet infrastructure in different towns and in regularising the Internet prices".</i>	The regularisation of prices makes Internet services affordable to the retailer.
7	Government participation.	<i>"Assists in giving permits/license only, and nothing else".</i>	Financial loss is reduced due to the licensing of

			Internet operators.
--	--	--	---------------------

This question sought to establish the government’s participation in assisting retailers in the adoption of e-marketing strategy. Four participants noted that the Zimbabwean government provided a conducive environment for retailers in terms of Internet usage. They acknowledged that the government was making deliberate efforts to connect cities and towns using the high-speed optic fibre and engaging different Internet Service Providers (ISP) in the country. Two participants stated that the country had a statutory regulatory body, the Postal and Telecommunication Regulatory Authority of Zimbabwe (POTRAZ), to monitor the operations of different service providers and protect customers from cyber abuse.

The empirical study shows that the availability of various networks increases the geographical coverage and the government can control the ICT environment as a regulator through shaping the ICT environment as promoters and identifying opportunities (Brezmtz & Zysman, 2013: 10). Shareef *et al.* (2009: 114), indicates that “government policy, capabilities, stability, infrastructure and market mechanism are strong drivers for the diffusion of technology”. In addition, the World Bank, (2016) report revealed that governments in the developing countries need to establish synergies with large ICT companies like Apple, Facebook, Google, and Huawei to spur the retailers’ competition and productivity.

5.3.1.3 How do you perceive the role of e-marketing strategy in the present and future operations of your organization?

Table 3 presents the participants’ responses to the perception of management on the adoption and implementation of e-marketing strategy.

Table 3: Perception of management on e-marketing strategy

Participant	Category	Code to support the category	Comment
-------------	----------	------------------------------	---------

1	Management perception.	<i>"The company employees do not value e-marketing strategy since the company has not expressed its interest in adopting the e-marketing strategy for its sustainability".</i>	Positive management perception is crucial in technology adoption.
2	Management perception.	<i>"E-marketing strategy widens the retailers' customer base and market share".</i>	Management believes the adoption of e-marketing strategy would increase the market base.
3	Management perception.	<i>"Management fear to lose their jobs because of ICT".</i>	Management fear change.
4	Management perception.	<i>"E-marketing strategy offer an unlimited interface with customers hence feedback is instant which fosters customer loyalty".</i>	Customer interaction can increase customer loyalty.
5	Management perception.	<i>"The management' view that the failure by the organization to adopt e-marketing strategy was affecting their desire to create market dominance".</i>	Companies that adopt technology are bound to increase their market presence.
6	Management perception.	<i>"The company management does not value e-marketing strategy since the company has not expressed its</i>	Management is showing a negative attitude toward technology adoption.

		<i>interest in using the same for its sustainability”.</i>	
7	Management perception.	<i>“The management appreciates the adoption of technology. They can work efficiently both at the branch and head office level”.</i>	Appreciation of technology at all levels of management improves levels of technology diffusion.

Four participants revealed that the retailers’ management perceives that the adoption of e-marketing strategy was critical in the growth of the retail industry. One participant revealed that management understood that e-marketing strategy widen the retailer’s customer base and market share. One participant revealed that management was not willing to fully adopt e-marketing strategy due to fear of change. One participant stated the organisation was not willing to adopt and implement e-marketing strategy but the management has not developed any interest. The participants’ responses concur with findings by Ravi (2010: 232), who indicates that management compare innovations and the extent to which a new innovation offers an advantage over the previous innovation before adopting new technology. This suggests that the management does have a negative perception towards the use of e-marketing strategy because they do not see the merit inherent in its adoption.

5.3.1.4 Who is responsible for e-marketing strategy adoption and implementation in your organisation?

Table 4 reflects on participants’ responses on the centralisation of marketing and ICT departments.

Table 4: Centralisation of marketing and ICT

Participant	Category	Code to support the category	Comment
--------------------	-----------------	-------------------------------------	----------------

1	Marketing and ICT Centralisation.	<i>"The responsibility lies in the Marketing Executives and ICT department".</i>	<i>Centralised system of ICT and marketing.</i>
2	Marketing and ICT Centralisation.	<i>"IT Department headed by the IT Executive Director".</i>	<i>Centralised system of ICT and marketing.</i>
3	Marketing and ICT Centralisation.	<i>"The managing director".</i>	<i>Centralised system of ICT and marketing.</i>
4	Marketing and ICT Centralisation.	<i>"The responsibility lies in the ICT department and the marketing director".</i>	<i>Centralised system of ICT and marketing.</i>
5	Marketing and ICT Centralisation.	<i>"It is the responsibility of Marketing manager".</i>	<i>Centralised system of ICT and marketing.</i>
6	Marketing and ICT Centralisation.	<i>"It is the responsibility of Marketing and ICT department".</i>	<i>Centralised system of ICT and marketing.</i>
7	Marketing and ICT Centralisation.	<i>"It is the responsibility of the Managing director & Marketing Manager".</i>	<i>Centralised system of ICT and marketing.</i>

The seven participants indicated that the management has centralised culture in regard to the adoption and implementation of electronic marketing strategies. The participants revealed that the ICT and management departments are centralised at the top management. This centralised culture, within these retailers, was viewed as a barrier in the adoption of e-marketing strategy since the worker/employee participation was limited.

These findings are supported by Pantano (2015), who confirmed that the personal culture of retail managers and owners affect the willingness and capability of technology adoption. The reluctance of retail organisations to adopt and implement an ICT based system has the potential to frustrate the expectation of consumers and workers. The willingness of management and owners to adopt ICT assists the organisations in predicting market trends and anticipation of key success within the retail sector (Remoro & Martinez-Roman, 2012).

5.3.1.5 What kind of support does your organisation provide to its employees in order to improve the adoption of e-marketing strategy?

Table 5 presents the participants' responses on the ICT support being given to the employees.

Table 5: Support given to employees

Participant	Category	Quote to support category	Comment
1	Employee support.	<i>"The organisation just provides in-house training on the use of ICT and communication in the day to day running of the shops".</i>	In-house training improves employee ICT literacy level.
2	Employee support.	<i>"We offer Internet at retail branch level as well as On the Job Training.</i>	Employees at branches have direct contact with customers hence this improves interaction.
3	Employee support.	<i>"ICT Training to employees whom we realise has the need".</i>	Since ICT is evolving identification of employee needs is critical in e-marketing strategy adoption.

4	Employee support.	<i>"The organisation offers on-job Computer training "However the skills are not sufficient for e-marketing strategy adoption".</i>	On the job training is critical to equip employees with ICT trends.
5	Employee support.	<i>"No training is provided for workers to use e-marketing strategy or any advanced ICT based tools since the company employs graduates who already have advanced computer skills".</i>	the adoption of ICT if the required knowledge is not aught to the concerned workers.
6	Employee support.	<i>"The organisation just provides in-house training on the use of ICT and communication in the day to day running of the shops".</i>	<i>It enhances customer relationship.</i>
7	Employee support.	<i>"Education through ICT User Guides, monthly meetings and elementary on the job training".</i>	<i>The ICT user guides enhance technology adoption culture.</i>

Six participants revealed that retailers in Zimbabwe engaged in on-job ICT training. The training activities included the basic use of computers and the use of the Internet in internal and external communication. One participant indicated that their organisation was not training its employees on ICT has given the fact that they were recruiting trained graduates who have an appreciation of the Internet and ICT related systems. The participants stated that the on-job training was important in preparing the retailers for the adoption and implementation of e-marketing strategy. Empirical study indicates that the training and development of the retailers' workforce improve the quality of the

workforce. It facilitates the easy adoption of ICT within the retail sector (OECD cited by Nicolet, *et al.*, 2000).

5.3.1.6 *What benefits does your organisation enjoy in adopting and implementing e-marketing strategy?*

Table 6 reflects the benefits of adopting and implementing e-marketing strategy.

Table 6: Benefits of adopting and implementing e-marketing strategy

Participant	Category	Code to support the category	Comment
1	Benefits of adopting e-marketing strategy.	<i>"The organisation is losing business through its failure to fully adopt and implement e-marketing strategy. The organisation should take advantage of the proliferation of technology to fight competition and having wider market coverage".</i>	Companies that fail to enhance technology would lose market share.
2	Benefits of adopting e-marketing strategy.	<i>"The use of e-marketing strategy is important in fighting increased competition from different retailers".</i>	Due to the proliferation of technology, retailers can utilise e-marketing strategy to reach new markets.
3	Benefits of adopting e-marketing strategy.	<i>"The rivalry in the retail sector requires retailers to adopt e-marketing strategy to fight competition".</i>	Continuous online interaction with customers improves market visibility.

4	Benefits of adopting marketing strategy.	e-	<i>"E-marketing strategy enable our organization to improve territorial coverage".</i>	The ever-changing market trends require the adoption of an e-marketing strategy for survival.
5	Benefits of adopting marketing strategy.	e-	<i>"E-marketing strategy enable our organization to improve market coverage".</i>	The online value proposition has an impact in fighting competition.
6	Benefits of adopting marketing strategy.	e-	<i>"The organisation is doing a disservice through its failure to fully adopt e-marketing strategy. The organisation should take advantage of the proliferation of technology to fight competition and having wider market coverage".</i>	The rapid diffusion of technology needs retailers to adopt ICT.
7	Benefits of adopting marketing strategy.	e-	<i>"E-marketing strategy provides new customer interface rather than the brick and motor point of interaction". "We cannot survive well, especially in this modern environment where adoption of technology makes one better connected to customers".</i>	Moving from brick and mortar shops to e-marketing strategy enables the retailer to adopt to the changing environment.

This question reflects on the benefits of adopting and implementing e-marketing strategy. Seven participants confirmed that e-marketing strategy adoption was important to overcome competition. One participant revealed that the adoption and implementation of e-marketing strategy improve customer interface and organisational survival.

These findings agree with the empirical study by Chaffey and Smith (2013: 42), who state that e-marketing strategy present to retailers the opportunity to “*save, serve, speak, save and sizzle*” their customers better than their competitors. The findings concur with the argument by Yerley and Rafiq (2014: 16), who states that the website design, development of sufficient infrastructure and financial capabilities were the reasons behind failure by retailers in developing countries adopt and implement e-marketing strategy.

While this section - Annexure (i) focused on the participants' general responses (open coding stage, the next section - Annexure 8(ii) reflects a detailed tabled presentation (axial coding stage) of participants responses to each question.

Annexure 7(ii): Axial Coding Analysis for Research Objective 2

5.3.2 Axial coding stage

This section reflects on the responses from each participant to the research questions. The questions were asked in the order in which they appeared on the in-depth interview guide (Annexure 3).

Table 8 reflects the axial coding stage showing responses from the seven participants.

Table 8: Analysis of the responses from the seven participants

Participant 1	Response to interview questions
Q1. Challenges faced by retailers in the adoption of Internet and e-marketing strategy.	<i>“Shop floor workers have limited access and use of the Internet”.</i>
Q2. Government assistance in providing an enabling environment for the adoption and implementation of e-marketing strategy.	<i>“The government has been instrumental in establishing the Internet infrastructure in different towns and in regularising the Internet prices. The government has allowed different Internet service providers to provide the needed infrastructure and make it accessible to retailers”.</i>
Q3. Management perception of the role of e-marketing strategy in the present and future operations of your organisation.	<i>“The company management do not value e-marketing strategy since the company has not expressed its interest in adopting the e-marketing strategy for its sustainability”.</i>

<p>Q4. Responsibility for e-marketing strategy adoption and implementation in your organisation.</p>	<p><i>“The responsibility lies in the Marketing Executives and ICT department”.</i></p>
<p>Q5. Training support provided by the retailer to employees in order to improve the adoption of e-marketing strategy.</p>	<p><i>“The organisation just provides in-house training on the use of ICT and communication in the day to day running of the shops”.</i></p>
<p>Q6. The argument for adopting and implementing e-marketing strategy.</p>	<p><i>“The organisation is losing business through its failure to fully adopt and implement e-marketing strategy. The organisation should take advantage of the proliferation of technology to fight competition and having wider market coverage”.</i></p>
<p>Participant 2</p>	<p>Response to interview questions</p>
<p>Q1. Challenges faced by retailers in the adoption of e-marketing strategy.</p>	<p><i>“Internet facilities are not yet available to the workers”.</i></p>
<p>Q2. Government assistance in providing an enabling environment for the adoption and implementation of e-marketing strategy.</p>	<p><i>“The legislation regarding e-commerce bill is still not conducive for e-marketing strategy, the country is yet to introduce the e-commerce bill which protects online transactions and risks”.</i></p>
<p>Q3. Management perception of the role of e-marketing strategy in the present and future operations of your organisation.</p>	<p><i>“E-marketing strategy widen the organizations’ customer base and market share”.</i></p>
<p>Q4. Responsibility for e-marketing strategy adoption and implementation in your organisation.</p>	<p><i>“IT Department headed by the IT Executive Director has total control of the departments”.</i></p>

Q5. Training support provided by the retailer to employees in order to improve the adoption of e-marketing strategy.	<i>"We offer Internet at retail branch level as well as on the Job Training."</i>
Q6. The argument for and against adopting and implementing e-marketing strategy.	<i>"The use of e-marketing strategy is important in fighting increased competition from different retailers who are now entering the Zimbabwean market".</i>
Participant 3	Response to interview questions
Q1. Challenges faced by retailers in the adoption of e-marketing strategy.	<i>"Workers do not have access to proper Internet services".</i>
Q2. Government assistance in providing an enabling environment for the adoption and implementation of e-marketing strategy.	<i>"The government has installed of fiber optic across the country to increase Internet speed and connectivity".</i>
Q3. Management perception of the role of e-marketing strategy in the present and future operations of your organisation.	<i>"Management fear of losing their jobs because of ICT adoption".</i>
Q4. Responsibility for e-marketing strategy adoption and implementation in your organisation.	<i>"The managing director controls the two departments".</i>
Q5. Training support provided by the retailer to employees in order to improve the adoption of marketing strategies.	<i>"ICT Training to employees whom we realise has the need".</i>
Q6. The argument for and against adopting and implementing e-marketing strategy.	<i>"The rivalry in the retail sector requires retailers to adopt e-marketing strategy to fight competition".</i>
Participant 4	Response to interview questions

Q1. Challenges faced by retailers in the adoption of e-marketing strategy.	<i>“There is a high cost of setting up the website and its maintenance”.</i>
Q2. Government assistance in providing an enabling environment for the adoption and implementation of e-marketing strategy.	<i>“There is ICT policy and cashless payment methods which include mobile banking and payment”.</i>
Q3. Management perception of the role of e-marketing strategy in the present and future operations of your organisation.	<i>“E-marketing strategy offers an unlimited interface with customers hence feedback is instant which fosters customer loyalty”.</i>
Q4. Responsibility for e-marketing strategy adoption and implementation in your organisation.	<i>“The responsibility lies in the ICT department and the marketing director”.</i>
Q5. Training support provided by the retailer to employees in order to improve the adoption of e-marketing strategy.	<i>“The organisation offers on-job Computer training “However the skills are not sufficient for e-marketing strategy adoption”.</i>
Q6. The argument for and against adopting and implementing e-marketing strategy.	<i>“E-marketing strategy enables our organization to improve territorial coverage”.</i>
Participant 5	Response to interview questions
Q1. Challenges faced by retailers in the adoption of e-marketing strategy.	<i>“Due to the high cost associated with e-marketing strategy, the retailer does not the capacity to use it”.</i>
Q2. Government assistance in providing an enabling environment for the adoption and implementation of e-marketing strategy.	<i>“The government, through other Internet service providers such as Econet, Net One and Africom, has installed optic fibre and other Internet-based infrastructure to ensure efficient Internet coverage”.</i>

Q3. Employees' perception of the role of e-marketing strategy in the present and future operations of your organisation.	<i>"The employees' view that the failure by the organization to adopt e-marketing strategy was affecting their desire to create market dominance".</i>
Q4. Responsibility for e-marketing strategy adoption and implementation in your organisation.	<i>"It is the responsibility of Marketing manager".</i>
Q5. Training support provided by the retailer to employees in order to improve the adoption of e-marketing strategy.	<i>"No training is provided for workers to use e-marketing strategy or any advanced ICT based tools since the company employs graduates who already have advanced computer skills".</i>
Q6. The argument for and against adopting and implementing of e-marketing strategy.	<i>"E-marketing strategy enables our organization to improve market coverage".</i>
Participant 6	Response to interview questions
Q1. Challenges faced by retailers in the adoption of e-marketing strategy.	<i>"The cost associated with employing a full-time content administrator who specialized in e-commerce"</i>
Q2. Government assistance in providing an enabling environment for the adoption and implementation of e-marketing strategy.	<i>"Yes, to a greater extent. Through establishing the Internet infrastructure in different towns and in regularising the Internet prices".</i>
Q3. Employees' perception of the role of e-marketing strategy in the present and future operations of your organisation.	<i>"The company employees do not value e-marketing strategy since the company has not expressed its interest in using the same for its sustainability".</i>

<p>Q4. Responsibility for e-marketing strategy adoption and implementation in your organization.</p>	<p><i>"It is the responsibility of Marketing and ICT department".</i></p>
<p>Q5. Training support provided by the retailer to employees in order to improve the adoption of e-marketing strategy.</p>	<p><i>"The organisation just provides in-house training on the use of ICT and communication in the day to day running of the shops".</i></p>
<p>Q6. The argument for and against adopting and implementing e-marketing strategy.</p>	<p><i>"The organisation is doing a disservice through its failure to fully adopt e-marketing strategy. The organisation should take advantage of the proliferation of technology to fight competition and having wider market coverage".</i></p>
<p>Participant 7</p>	<p>Response to interview questions</p>
<p>Q1. Challenges faced by retailers in the adoption of e-marketing strategy.</p>	<p><i>"The Internet coverage is limited to a few individuals who are mainly in the top management to cut the cost associated with Internet abuse by workers during working hours".</i></p>
<p>Q2. Government assistance in providing an enabling environment for the adoption and implementation of e-marketing strategy.</p>	<p><i>"Assists in giving permits/license only, and nothing else".</i></p>
<p>Q3. Management perception of the role of e-marketing strategy in the present and future operations of your organization.</p>	<p><i>"The employees appreciate the adoption of technology. They can work efficiently both at the branch and head office level".</i></p>
<p>Q4. Responsibility for e-marketing strategy adoption and implementation in your organisation.</p>	<p><i>"It is the responsibility of the Managing director & Marketing Manager".</i></p>

<p>Q5. Training support provided by the retailer to employees in order to improve the adoption of e-marketing strategy.</p>	<p><i>“Education through ICT User Guides, monthly meetings and elementary on the job training”.</i></p>
<p>Q6. The argument for and against adopting and implementing e-marketing strategy.</p>	<p><i>“E-marketing strategy provides new customer interface rather than the brick and motor point of interaction. “We cannot survive well, especially in this modern environment where adoption of technology makes one better connected to customers”.</i></p>

Table 8 presents the axial coding stage showing the detailed individual responses. The responses were color-coded to identify responses from each participant. The different color codes were used to correlate the axial coding (Table 8) with selective coding (Table 9)

The next section presents major and minor ideas regarding challenges affecting the adoption of e-marketing strategy (Question 1).

Four participants believed that the unavailability of ICT and Internet service was the major factor affecting the adoption and implementation of e-marketing strategy. The participants added that retailers were not keen to purchase computers and Internet hardware which allows the interaction between the employees and the targeted customers. The emergence of this major idea confirms the fact that market inefficiencies exist in developing countries and impeding factors affecting the full adoption of e-marketing strategy (African Economic Development Institute, 2009: 1). In supporting this theme, the respondents answered as follows;

- *“Shop floor workers have limited access and use of the Internet” (Q1 – Participant 1).*
- *“Internet facilities are not yet available to the workers” (Q1 – Participant 2).*

- *“Workers do not have access to proper Internet services” (Q1 – Participant 3).*
- *“The Internet coverage is limited to a few individuals who are mainly in the top management to cut the cost associated with Internet use by workers” (Q1 – Participant 7).*

The second minor idea is that the cost involved in establishing e-marketing strategy was high. Three participants indicated that retailers were not in a position to incur costs involved in the adoption and implementation of e-marketing strategy. The participants cited the high cost of Internet pre-payment and the cost associated with the payment of website administrators. This theme was supported by the participant who stated that;

- *“There is the high cost of setting up the website and its maintenance” (Q1 – Participant 4).*
- *“Due to the high cost associated with e-marketing strategy, the retailer does not the capacity to use it” (Q1 –Participant 5).*
- *“The cost associated with employing a full-time content administrator who specialized in e-commerce” (Q1 – Participant 6).*

Another minor idea that came out of the study was that retailers were failing to fully adopt e-marketing strategy due to employee Internet abuse. One participant who supported the theme mentioned that management had indicated that allowing employees to have access to the Internet or e-marketing strategy would have a negative impact on their performance has given the increase in the use of social media. This suggestion agreed with the findings by Dzoma (2016), who postulated that the Zimbabweans had developed the attitude to use social media on their day to day activities rather than converting the platform to create business opportunities. Scharl *et al.* (2005), states that most retailers in developing countries have shown reluctance to embrace the opportunity to adopt e-marketing strategy. They still rely on traditional stores. The central idea was supported by the participants who stated that:

“The Internet coverage is limited to a few individuals who are mainly in the top management to cut the cost associated with Internet abuse by workers during working hours” (Q1- Participant 7).

The next section presents major and minor ideas on government participation towards e-marketing strategy adoption and implementation (Question 2).

The first major central idea which emerged which was supported by all the participants was that the government was actively involved in providing a conducive environment through the establishment of the infrastructure for e-marketing strategy. The central was supported by seven participants who revealed that the government is regularising Internet pricing, issuance of Internet café licenses, installation of fibre optic cables and creation of Internet service provider (ISP) to enhance Internet accessibility.

The participants' responses agree with findings by Yigitcanlar *et al.* (2010: 101), who postulates that the role of government support is to ensure that knowledge and process expertise spill over into the general populace through partnership arrangements between private and public sector. In addition to Brezmtz and Zysman (2013: 10), government policies on ICT play a crucial role in connecting people with the retailers. The availability of networks increase the geographical coverage and the government can control the ICT environment as a regulator through shaping the ICT environment and identifying opportunities. This was supported by the participants who stated that:

- *“The government has been instrumental in establishing the Internet infrastructure in different towns and in regularising the Internet prices. The government has allowed different Internet service providers to provide the needed infrastructure and make it accessible to retailers” (Q2 – Participant 1).*

- *“The legislation regarding e-commerce bill is still not conducive for e-marketing strategy, the country is yet to introduce the e-commerce bill which protects online transactions and risks” (Q2 – P2).*
- *“The government has installed of fiber optic across the country to increase Internet speed and connectivity” (Q2 – P3).*
- *“There is ICT policy and cashless payment methods which include mobile banking and payment” (Q2 – P4).*
- *“The government, through other Internet service providers such as Econet, Net One and Africom, has installed optic fibre and other Internet-based infrastructure to ensure efficient Internet coverage” (Q2 – Participant 5).*
- *“Yes, to a greater extent. Through establishing the Internet infrastructure in different towns and in regularising the Internet prices” (Q2 – Participant 6).*
- *“Assists in giving permits/license only, and nothing else” (Q2 – Participant 7).*

The next reflects major and minor ideas on management perceptions in regard to the adoption of e-marketing strategy (Question 3).

The major idea that emerged is that management perception was inclined towards the adoption of e-marketing strategy. Four participants indicated that although the retailers were not willing to adopt of e-marketing strategy its use would increase sustainability improve customer loyalty, increase market dominance and operational efficiency. The above central idea was supported by the following participants:

- *“The company management does not value e-marketing strategy since the company has not expressed its interest in adopting e-marketing strategy for its sustainability” (Q3 – Participant 2).*
- *“E-marketing strategy offer an unlimited interface with customers hence feedback is instant which fosters customer loyalty” (Q3 – Participant 4).*
- *“The employees’ view that the failure by the organization to adopt e-marketing strategy is affecting their desire to create market dominance” (Q3 – Participant 5).*

- *“The employees appreciate the adoption of technology. They can work efficiently both at the branch and head office level” (Q3 – Participant 1).*

The responses support the finding that the personal characteristics of the retail managers and owners affect the willingness and capability of e-marketing strategy adoption (Pantano, 2015). The reluctance of the retail organisations in the adoption and implementation of e-marketing strategy has the potential to frustrate the expectations of consumers and the workers (Pantano, 2015).

Another minor central idea that emerged is that the management of the company does not have expressed interest in e-marketing strategy adoption. Management is reluctant to adopt e-marketing strategy due to fear of change. The minor ideas are supported by the following three participants’ responses:

- *“The company management do not value e-marketing strategy since the company has not expressed its interest in adopting the e-marketing strategy for its sustainability” (Q3 – Participant 1).*
- *“Management fear of losing their jobs because of ICT adoption” (Q3 – Participant 3).*
- *“The company employees do not value e-marketing strategy since the company has not expressed its interest in using the same for its sustainability” (Q3 – Participant 6).*

The next section presents the major idea on the centralisation of ICT and marketing department amongst the retailers (Question 4).

There was a strong consensus in regard to the centralisation of ICT and marketing amongst the participants. The major central idea that emerged is that the retailers have centralised departments. This suggests that e-marketing strategy and related activities are done by the top management with limited participation of the shop floor workers. The central idea was supported by the following participants:

- *“The responsibility lies in the Marketing Executives and ICT department” (Q4 – Participant 1).*

- *“IT Department headed by the IT Executive Director has total control of the departments” (Q4 – Participant 2).*
- *“The managing director controls the two departments” (Q4 – Participant 3).*
- *“The responsibility lies in the ICT department and the marketing director” (Q4 – Participant 4).*
- *“It is the responsibility of marketing manager” (Q4 – Participant 5).*
- *“It is the responsibility of Marketing and ICT department” (Q5 – Participant 6).*
- *“It is the responsibility of the Managing director & Marketing Manager” (Q5 – Participant 7).*

The next section presents major and minor central ideas on organisational support given towards the adoption and implementation of e- marketing strategies (Question 5).

The major central idea that emerged was the retailer was actively involved in on-job training programs related to ICT and e-marketing strategy adoption and implementation. Six participants revealed that although the retailer was involved in on-job training the employees lack the requisite skills to adopt and implement e-marketing strategy. Poor quality of the workers (lack of qualified personnel and management) significantly impeded the adoption of ICT in retailers due to the fact that highly skilled employees are accustomed to technology than unskilled employees (Pantano & Vaissone, 2012, Pantano, 2015 and OECD, 2014). One participant indicated that the retailers were not involved in on-job training since the majority of the employees are graduates the high computer literacy. However, the participant indicated that they were not using e-marketing strategy. The above responses were supported by the following responses;

- *“The organisation offers on-job Computer training “However the skills are not sufficient for e-marketing strategy adoption” (Q5 – Participant 4).*
- *“The organisation just provides in-house training on the use of ICT and communication in the day to day running of the shops” (Q5 – Participant 6).*

- *“Education through ICT User Guides, monthly meetings and elementary on the job training” (Q5 – Participant 7).*
- *“The organisation just provides in-house training on the use of ICT and communication in the day to day running of the shops” (Q5 – Participant 1).*
- *“We offer Internet at retail branch level as well as on the Job Training (Q5 – Participant 2).*
- *“ICT Training to employees whom we realise has the need” (Q5 – Participant 3).*

The next section presents major and minor ideas on the benefits of adopting and implementation of e-marketing strategy (Question 6).

The participants on the sixth question were asked to give insight into the benefits of adopting and implementation of e-marketing strategy. The major central idea that emerged was that the adoption and implementation of e-marketing strategy were essential to compete locally. The major idea that emerged was that e-marketing strategy adoption was essential for retailers’ survival.

The above ideas are supported by the following participants’ response:

- *“The rivalry in the retail sector requires retailers to adopt e-marketing strategy to fight competition (Q6 – Participant 3)”.*
- *“E-marketing strategy adoption enables our organization to improve territorial coverage” (Q6 – Participant 4).*
- *“The organisation is doing a disservice through its failure to fully adopt e-marketing strategy. The organisation should take advantage of the proliferation of technology to fight competition and having wider market coverage” (Q6 – Participant 6).*
- *“The organisation is losing business through its failure to fully adopt and implement e-marketing strategy. The organisation should take advantage of the proliferation of technology to fight competition and having wider market coverage” (Q6 – Participant 1).*

- *“The use of e-marketing strategy is important in fighting increased competition from different retailers who are now entering the Zimbabwean market” (Q6 – Participant 2).*
- *“E-marketing strategy enables our organization to improve territorial coverage” (Q6 – Participant 5).*
- *“E-marketing strategy provides new customer interface rather than the traditional face to face interaction. We cannot survive well, especially in this modern environment where adoption of technology makes one better connected to customers” (Q6 – Participant 7).*

The next section (5.3.3) presents the selective coding analysis reflecting different emerged themes from the axial coding stage. The identified ideas (40) were color-coded to correlate with emerged themes in the selective coding stage - Annexure – 7(iii).

Annexure 7(iii): Selective Coding Analysis for Research Objective 2

5.3.3 Selective coding stage (emerged themes)

Table 9: Emerged themes – Factors affecting the adoption and implementation of e-marketing strategy

Question	Emerged themes	Participant interviewed
1. Challenges faced in the adoption of e-marketing strategy.	Unavailability of ICT services.	1, 2, 3 & 7
	Cost factor.	4, 5 & 7
2. Government participation.	Insufficient government assistance availability.	1, 2, 3, 4, 5, 6 & 7
3. Management perspective.	Negative management perception.	1, 2, 3, 4, 6 & 7
4. Centralisation of ICT and marketing.	Lack of employee participation.	1, 2, 3, 4, 5, 6 & 7
5. Organisational support.	Lack of on-job training.	1, 2, 3, 4, 6 & 7
	Lack of ICT skills.	4, 6 & 7
6. Benefits of adopting e-marketing strategy.	Organisational reluctance.	1, 2, 3, 4, 5, 6 & 7

ETHICS APPROVAL CERTIFICATE OF PROJECT

Based on approval by the Human Resource Research Ethics Committee (HRREC) on 21/04/2017, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby approves your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title: An e-marketing strategy framework for Fast Moving Consumer Goods (FMCG) amongst Zimbabwean retailers.																															
Project Leader/Supervisor:	Dr JJ Prinsloo																														
Student:	R Masengu																														
Ethics number:	<table border="1"> <tr> <td>N</td><td>W</td><td>U</td><td>-</td><td>0</td><td>0</td><td>4</td><td>3</td><td>1</td><td>-</td><td>1</td><td>7</td><td>-</td><td>A</td><td>9</td> </tr> <tr> <td colspan="3">Institution</td> <td colspan="5">Project Number</td> <td colspan="2">Year</td> <td colspan="5">Status</td> </tr> </table> <p><small>Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation</small></p>	N	W	U	-	0	0	4	3	1	-	1	7	-	A	9	Institution			Project Number					Year		Status				
N	W	U	-	0	0	4	3	1	-	1	7	-	A	9																	
Institution			Project Number					Year		Status																					
Application Type:	Doctoral Application																														
Commencement date:	2017-03-03																														
Expiry date:	2020-03-03																														
Risk:	N/A																														

Special conditions of the approval (if applicable):

- Translation of the informed consent document to the languages applicable to the study participants should be submitted to the HRREC (if applicable).
- Any research at governmental or private institutions, permission must still be obtained from relevant authorities and provided to the HRREC. Ethics approval is required BEFORE approval can be obtained from these authorities.

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC via HRREC:
 - annually (or as otherwise requested) on the progress of the project, and upon completion of the project
 - without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the HRREC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC via HRREC and new approval received before or on the expiry date.
- In the interest of ethical responsibility the NWU-IRERC and HRREC retains the right to:
 - request access to any information or data at any time during the course or after completion of the project;
 - to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - any unethical principles or practices of the project are revealed or suspected,
 - it becomes apparent that any relevant information was withheld from the HRREC or that information has been false or misrepresented,
 - the required annual report and reporting of adverse events was not done timely and accurately,
 - new institutional rules, national legislation or international conventions deem it necessary.
- HRREC can be contacted for further information via Estie.Emtoch@nwu.ac.za or 018 289 2873.

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC or HRREC for any further enquiries or requests for assistance.

Yours sincerely

Prof LA
Du Plessis

Digitally signed by
Prof LA Du Plessis
Date: 2017.05.15
16:27:04 +02'00'

Prof Linda du Plessis

Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)



FHDC 13/09/2016

PHD COLLOQUIUM

The members of the colloquium appointed to attend the presentation of

Mr. R Masengu


on 13/09/2016 find it satisfactory and recommend that it be approved.

Type of presentation: Proposal (PhD)

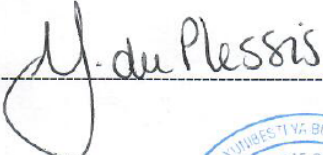
Approval: Accepted.



Prof N Moroke
Professor:
Faculty of Commerce and Administration
Acting-Chairperson of the FHDC



Prof N Mavetera
Professor:
Faculty of Commerce and Administration
Member of the FHDC



Prof Y du Plessis
Professor: NWU School of Business and
Governance
Member of the FHDC



Colloquium approval letter



FHDRC 19/04/2017

PHD COLLOQUIUM

The members of the colloquium appointed to attend the presentation of

R Masengu

on 19/04/20 find it satisfactory and recommend that it be approved.

Type of presentation: Methodology

Approval: Approved and incorporate comments from the panel.

[Signature]

Prof N Moroke
Professor:
Faculty of Commerce and Administration
Acting-Chairperson of the FHDRC

[Signature]

Prof N Mavetera
Professor:
Faculty of Commerce and Administration
Member of the FHDRC

[Signature]

Prof Y du Plessis
Professor: NWU School of Business and
Governance
Member of the FHDRC



Colloquium approval letter

FHDC 5/2019

PHD COLLOQUIUM

The members of the colloquium appointed to attend the presentation of

MR R MASENGU**A framework to assist Fast Moving Consumer Goods
(FMCG) Retailers in Zimbabwe to adopt and
implement E-marketing strategies**

On 7 May 2019 find it satisfactory and recommend that it be approved.

Type of presentation: **Findings**Approval: *Approved with attention to suggestion.*

Signature

Prof. D Mello



Signature

Prof. M Potgieter

Colloquium approval letter

Signature



Prof. B van der Lill

14%

SIMILARITY INDEX

6%

INTERNET SOURCES

4%

PUBLICATIONS

13%

STUDENT PAPERS

1 1%

2 1%

3 1%

4 <1%

5 <1%

6 <1%

7 <1%

8 <1%

PhD as on 24 October 2019 body only

ORIGINALITY REPORT
PRIMARY SOURCES

October 20, 2019

To Whom It May Concern

RE: PhD EDITING: REASON MASENGU

This serves to confirm that I have edited a PhD thesis: *A framework to assist Zimbabwean fast moving consumer goods (FMCG) retailers to adopt and implement e-marketing* by Reason Masengu.

A global edit, which include the following, was rendered:

- In-depth proofreading service for English language errors,
- Review of the entire thesis for coherence to ensure that the thesis is free of errors
- Rearrangement of sections where necessary to ensure logical progression of thought.
- Formatting of the thesis for good technical presentation
- Reference check

Relevant comments and queries were left in the margin of the thesis for review by the author.

Sincerely



Musara Lubombo, PhD

Honorary Lecturer
Centre for Communication, Media & Society
University of KwaZulu-Natal

Tel: +27 31 260 2408 Email: LubomboM1@ukzn.ac.za

FACULTY OF COMMERCE



P Bag 1020
BINDURA, Zimbabwe

Tel: 071 – 7531-6, 7621-4
Cell : +263712872580
vmagadzire@buse.ac.zw

BINDURA UNIVERSITY OF SCIENCE EDUCATION

DEPARTMENT OF ECONOMICS

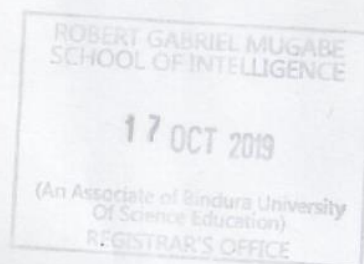
20th February, 2019

To whom it may concern:

REF: THESIS – MR. MASENGU, STUDENT NUMBER 27436500

I am a holder of a PhD in Public Policy majoring in Economics from Korea Development Institute in South Korea, a Master of Public Policy majoring in Economics from the National Graduate Institute for Policy Studies in Japan, a Master of International Business from Arnhem Business School in the Netherlands and a Master of Science in Finance and Investments from the National University of Science and Technology in Zimbabwe. I now do hereby confirm that I analyzed the data involved in the study of the above-mentioned student and assisted with the interpretations of the results. However, any opinion, finding or recommendations contained in this document are those of the author and I do not accept responsibility for the statistical correctness of the data reported.

Yours Sincerely,



Vengesai Magadzire (Ph.D.)