

**UNIVERSITY OF EDUCATION, WINNEBA**  
**COLLEGE OF TECHNOLOGY EDUCATION – KUMASI**

**INFLUENCE OF E-MARKETING ON THE OPERATIONAL PERFORMANCE  
OF FOOD AND BEVERAGE SERVICE. A CASE STUDY OF THE KUMASI**



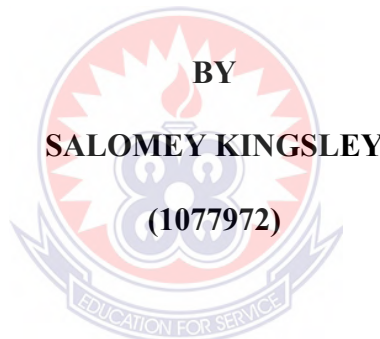
**SALOMEY KINGSLEY**

**(1077972)**

**JANUARY, 2022**

**UNIVERSITY OF EDUCATION, WINNEBA**  
**COLLEGE OF TECHNOLOGY EDUCATION – KUMASI**

**INFLUENCE OF E-MARKETING ON THE OPERATIONAL PERFORMANCE  
OF FOOD AND BEVERAGE SERVICE. A CASE STUDY OF THE KUMASI  
METROPOLIS**



A Dissertation in the Department of HOSPITALITY AND TOURISM EDUCATION  
Faculty of VOCATIONAL AND TECHNICAL EDUCATION, submitted to the  
School of Graduate Studies, University of Education, Winneba in partial fulfilment of  
the requirement for the award of the Master of Technology Education (Catering and  
Hospitality Education) degree.

**JANUARY, 2022**

## DECLARATION

### STUDENT'S DECLARATION

I, SALOMEY KINGSLEY, declare that this Dissertation with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE: .....

DATE: .....

### SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidance for supervision of Dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: GILBERT OWIAH SAMPSON (PhD)

SIGNATURE: .....

DATE: .....

## ACKNOWLEDGEMENT

This thesis would not have been completed without the direction, support and love from a number of people. I would first like to acknowledge my Lord and Saviour Jesus Christ. He has rescued me from my sin and given me eternal life. Without Him everything is meaningless; a chasing after the wind.

My heartfelt gratitude goes to my supervisor; Dr. Gilbert Owiah Sampson for his direction and commitment towards the completion of this dissertation. I am also grateful Dr. Doreen Dedo Adi for her support in the completion of this dissertation, thank you for continually encouraging me when I was overwhelmed, and providing me with positive feedback as well as constructive criticism.

I would also like to acknowledge the support of my dear husband; Mr. Kenneth Vitus Kunfaa for taking care of the home which provided a congenial atmosphere for this work. My profound gratitude as well goes to my mum; Madam Elizabeth Fankibi for her support and encouragement. I am also grateful to my children, Kate Kufaa and Kezia Kunfaa for their tolerance to my constant dedication to this work over their emotional needs.

Again, I am grateful to the employees of the selected food and beverage service industry in the Kumasi Metropolis who took their time to answer the questionnaire to make this work a success.

## DEDICATION

I dedicate this work to my dearly beloved husband, Mr. Kenneth Vitus Kunfaa and our amazing children, Kate and Kezia Kunfaa. You are awesome.



## TABLE OF CONTENT

<b>Content</b>	<b>Page</b>
DECLARATION .....	ii
ACKNOWLEDGEMENT .....	iii
DEDICATION .....	iv
TABLE OF CONTENT .....	v
LIST OF TABLES .....	ix
ABSTRACT .....	x
CHAPTER ONE .....	1
INTRODUCTION.....	1
1.1 Background to the Study .....	1
1.2 Statement of the Problem .....	4
1.3 Purpose of the Study.....	5
1.4 Objectives of the Study.....	5
1.5 Research Questions.....	6
1.6 Significance of Study.....	6
1.7 Delimitation of the Study .....	7
1.8 Organisation of the Study .....	7
CHAPTER TWO.....	8
LITERATURE REVIEW .....	8
2.1 Theoretical Framework.....	8
2.2 Hospitality and Tourism Industry in Ghana .....	10
2.3 ICT Developments in Ghana .....	13
2.4 E-Marketing in the Food and Beverage Service.....	15
2.5 E-Marketing strategies instituted by food and beverage service industry.....	18
2.5.1 Product Strategy .....	19

2.5.2	Price Strategy .....	20
2.5.3	Place Strategy .....	21
2.5.4	Promotion Strategy .....	22
2.5.5	People Strategy .....	23
2.5.6	Process Strategy .....	24
2.5.7	Physical Evidence Strategy .....	24
2.6	Challenges of E-marketing Adoption in Food and Beverage Industry .....	25
2.6.3	The Digital Divide.....	27
2.6.5	Lack of Motivation.....	29
2.6.6	Non availability of ICT skills, and qualified personnel .....	29
2.6.7	Lack of Resources .....	30
2.7	Benefits of E-business to the food and beverage service industry .....	30
2.8	Influence of E-marketing on operational performance.....	36
2.8.1	Increase in Profitability of hotel sector .....	38
2.8.2	Increasing investment in the Sector .....	39
2.8.3	Competitive Advantage and Market Share .....	39
CHAPTER THREE.....		40
METHODOLOGY .....		40
3.1	Introduction .....	40
3.2	Research Design .....	40
3.3	Population.....	40
3.4	Sample Size and Sampling Technique .....	41
3.5	Data Collection Instrument.....	42
3.6	Data Collection Procedure.....	43
3.7	Data Analysis.....	43

CHAPTER FOUR.....	45
RESULTS AND DISCUSSION .....	45
4.1    Response Rate.....	45
4.2    Demographic Characteristics of Respondents.....	45
4.2.1    Age of Respondents .....	45
4.2.2    Gender of Respondents .....	46
4.2.3    Educational Level of Respondents.....	47
4.2.4    Years of Working in the Current Institution .....	47
4.3    E-marketing strategies used by food and beverage service industry.....	48
4.4    Challenges in the adoption of Marketing in the operations.....	53
4.5    Benefits of E-Marketing to the food and beverage service industry .....	57
4.6    Influence of E-marketing on operational performance of food and beverage service industry.....	64
4.6.1    Regression Analysis .....	65
CHAPTER FIVE.....	67
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION.....	67
5.1    Summary of Key Findings.....	67
5.1.1    E-marketing strategies used by food and beverage service industry .....	67
5.1.2    Challenges in the adoption of Marketing in the operations .....	67
5.1.3    Benefits of E-Marketing to the food and beverage service industry .....	68
5.1.4    Influence of E-marketing on operational performance of food and beverage service industry.....	68
5.2    Conclusions .....	68
5.3    Recommendations .....	69
5.4    Suggestion for further Research .....	70



REFERENCES..... 71  
APPENDIX .....84



## LIST OF TABLES

<b>Table</b>	<b>Page</b>
Table 4. 1: Age Category of Respondents.....	45
Table 4. 2: Gender of respondents .....	46
Table 4. 3: Educational level of Respondents .....	47
Table 4. 4: Years of Working in Current Hotel.....	47
Table 4. 5: Responses on the E-marketing strategies.....	48
Table 4. 6: Responses on the challenges in the adoption of E-marketing.....	54
Table 4. 7: Responses on benefits of E-marketing.....	58
Table 4. 8: Regression result on effect of E-marketing on operational performance ....	65
Table 4. 9: Result of Coefficient Regression-Operational performance .....	65



## ABSTRACT

Despite the importance of E-marketing in the modern business world, many food and beverage industry in Ghana has ignore the use of E-marketing in their operations. Based on this, the study aimed at assessing the influence of E-marketing on the performance of food and beverage service industry in the Kumasi Metropolis. The study used a descriptive survey design. A total of six(6) food and beverage firms were selected from the twenty eight (28) food and beverage firms. The study sampled 54 managers and IT specialist from the 6 food and beverage firm using simple random and purposive sampling technique. Questionnaire was designed to gather information from the respondents. The finding showed that the food and beverage service industry have adopted E-marketing strategies. It appeared from the study that security concerns, uncertainty of payment methods through internet, limited and ICT infrastructure available are the main challenges to the adoption of E-marketing. The finding showed that adoption of e-marketing strategy helps to build and maintain the food and beverage industry reputation, and creates convenience for customers/guests. The study found a positive and significant ( $p=0.016<0.05$ ) relationship between E-marketing strategy and operational performance of food and beverage service industry. It was concluded that adoption of e-marketing strategy influences the operational performance of food and beverage service industry by 11.8%. It was therefore recommended that policy makers in the hospitality industry encourage the use of e-Marketing strategies since its impact and importance for food and beverage industry is really encouraging as using the Internet marketing as prime tool for marketing.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

The hospitality and tourism sector are known to be one of the world's largest and enduring industries. Its revenues support a significant proportion of the economies of many nations and it is one of the largest employers worldwide. Its contribution to gross national product, employment and regional development are well documented and, unlike many other sectors, it is forecast to grow in importance in the coming decades as leisure time increases (Nwakanma, Ubani, Asiegbu & Nwokonkwo, 2014). Food and beverage service industry have experienced enormous growth in business volume thereby making them larger and more complex to manage and meet challenges of customer demands. Before E-marketing, food and beverage service industries do walk-in seating and do not take any reservations and instead adopt a first-come, first-serve policy. With this policy, customers are expected to wait in line, especially during peak hours and when visiting popular food and beverage service in their neighbourhood that are always at maximum capacity (Shaltoni & West, 2010). As a result, sophisticated service technologies and production processes have led to a new demand on food and beverage service systems of control.

In today's world, the food and beverage service industry must have appropriate adoption of Information and Communication Technology (ICT) innovations in order to gain a new shape which is acceptable in the modern business world. Poon (2017) suggests that the whole system of information technologies is being rapidly diffused throughout the food and beverage service industry and no player will escape information technologies impacts. ICT is used to strengthen a company's internal

operations, such as logistics, procurement, and human resource and contracts management, information and data management, communication functions, and to facilitate the flow of products between businesses and consumers including marketing (McIvor & Humphreys, 2004).

Electronic Marketing (E-Marketing) is still a relatively new concept, particularly for food and beverage industries in developing countries that have limited resources, bad infrastructure, and strong competition and cannot afford to make unwise investments or wrong decisions (Salem<sup>1</sup>, Ahmed El-Said & Nabil, 2016). E-marketing is the application of marketing principles and techniques via electronic media and more specifically the Internet. E-Marketing is the process of marketing a brand using the Internet. It includes both direct response marketing and indirect marketing elements and uses a range of technologies to help connect businesses to their customers (Faraldi, Tardito, & Vos, 2011). As with conventional marketing, e-marketing is creating a strategy that helps businesses deliver the right messages and product/services to the right audience. It consists of all activities and processes with the purpose of finding, attracting, winning and retaining customers. E-marketing is deemed to be broad in scope, because it not only refers to marketing and promotions over the Internet, but also includes marketing done via e-mail and wireless media (Vescovi, 2007).

The intense competition in today's business environment means that food and beverage services have to work hard to maintain and develop their competitiveness (Faraldi, Tardito, & Vos, 2011). The success of a business, to certain extent, depends on its ability to acquire and utilize updated information to assist its management and marketing processes. E-marketing assists organization to manage information dynamically and influences business competitiveness through assisting decision makers to make appropriate investments and decisions. E-marketing helps to meet the demands

for timely and accurate information by customers (Connolly & Lee, 2006; Singh & Kasavana, 2005). This is evident by the ubiquitous presence of E-marketing that work cooperatively to assist managers to deliver quality service to their customers and to enhance operational efficiency and control costs (Kim & Ham, 2007; Singh, Kim, & Huh, 2006; Winata & Mia, 2005).

As per Cooper, Fletcher, Gilbert, and Wanhill (2018), the rapid development and commercialization of E-marketing for the hospitality and tourism industry has prompted food and beverage service industry and other enterprises in this sector to increasingly adopt these technologies. This is based on the expectation that E-marketing would lead to an improvement in their operating efficiencies and customer service levels. The E-marketing help the food and beverage service to enhance the operating efficiency, improve the service experience as well as provide a means to access markets on a global basis. Law and Jogaratnam (2005) on the other hand suggested that E-marketing transforms the nature of food and beverage service products, processes, businesses, and competition, and that food and beverage industries that have failed to master the right IT systems would find difficult to direct and manage their information-intensive business damaging their competitiveness.

As the economy of Ghana is picking up, the service industry especially the food and beverage industry are extending their national and regional coverage to be able to provide the needed hospitality service. In this development, it is expected that the use of the internet would facilitate the adoption of E-Marketing in Ghana food and beverage service industry as a means of offering reliable, flexible and cost-effective ways of doing business as well as enhance their competitiveness. To be competitive in the internet economy, companies need to harness the power of the internet successfully

(Al-Mudimigh, 2007) hence it is important to understand the significance and barriers related to food and beverage service understand adoption of E-marketing.

## **1.2 Statement of the Problem**

The contribution of the food and beverage industry to the overall growth of the economy of Ghana cannot be overemphasized. Prior to the advent to E-marketing, customers walk in food and beverage firm to purchase food. The customer makes no reservations and instead are expected to wait in line, especially during peak hours and when visiting popular food and beverage service in that are always at maximum capacity. With this, food and beverage firms risk missing out customers who cannot wait in a queue and looking for a table now. Diners on a tight schedule or families with hungry children likely cannot wait till it reaches their turn to be served. For the food and beverage industry to succeed, the need for efficient and responsive food and beverage sector which incorporates modern trend of business and customer service cannot be ignored. Skepticism about E-marketing has always been a barrier to reaping the benefits inherent in its adoption especially in the developing countries where information and communication technology (ICT) is yet to see its best days.

Despite the importance of E-marketing in the modern business world, many food and beverage industry in Ghana have ignore the use of E-marketing in their operations. The food and beverage service in Ghana have been facing multifarious problems related to resources and finance, marketing strategy, transportation, environment, and technical and technological know-how. Lack of utilisation of E-marketing to provide access to timely, accurate and relevant information and meet the information needs is harming the food and beverage industries in Ghana which are leading to increased operating costs, affecting their competitive advantage, reducing

incomes and their growth and development. For the hospitality industry this limits the access to information on market, technological changes, technical skills and management skills. Therefore, there is a need to have a much clearer understanding of E-marketing implementation, problems as well as its opportunities for such organizations; and how these technologies can be used to carry out the organization marketing activities and processes in a more effective and efficient way than reliance on traditional marketing practices.

### **1.3 Purpose of the Study**

The purpose of the study was to assess the influence of E-marketing on the performance of food and beverage service industry in the Kumasi Metropolis.

### **1.4 Objectives of the Study**

The specific objectives of the study were to:

1. Identify the major E-marketing strategies used by food and beverage service industry in Kumasi Metropolis.
2. Describe the challenges in the adoption of E-marketing in the operations of food and beverage service industry in Kumasi Metropolis.
3. To identify the benefits of E-marketing to the food and beverage service industry in Kumasi Metropolis
4. Assess the influence of E-marketing on the operational performance of food and beverage service industry in Ghana.



## **1.5 Research Questions**

The following research questions were used to guide the study

1. What are the major E-marketing strategies used by food and beverage service industry in Kumasi Metropolis?
2. What are the challenges in the adoption of E-marketing in the operations of food and beverage service industry in Kumasi Metropolis?
3. What are the benefits of E-marketing to the food and beverage service industry in Kumasi Metropolis?
4. Does E-marketing have influence on the operational performance of food and beverage service industry in Ghana?

## **1.6 Significance of Study**

This study would benefit the hospitality and tourism industries by providing critical information to management in deciding on the adoption of E-marketing. The study would also create enough awareness on different E-marketing strategies used in food and beverage firm in Ghana today, help managers / stakeholders see E-marketing – based facilities as a tool that will provide greater competitive advantage or to blunt the advantage enjoyed by its competitors, increase profits/revenue, cut down cost and improve service delivery while doing so, also ease out employees work load, making his /her job easier and faster.

It would show the relevance of E-marketing in food and beverage firms for a developing country like Ghana. It would also provide the basis of future research into the significance and challenges of adopting E-marketing in other sectors of the Ghanaian economy.

## **1.7 Delimitation of the Study**

The study was restricted to only information provided by the hospitality and tourism industries in the Kumasi Metropolis in the Ashanti Region that had established an active organizational website. Food and beverage firms with websites are deemed to have adopted E-marketing in some magnitude as it recognises the opportunities that are based in ICT. This study however, did not study food and beverage firms operating without active websites. The study specifically concentrated on the major E-marketing strategies used by food and beverage service industry, challenges in the adoption of E-marketing in the operations of and beverage service industry, benefits of E-business to the food and beverage service and the influence E-marketing on the operational performance of food and beverage service industry.

## **1.8 Organisation of the Study**

This work is organized into five main chapters. The Chapter One consists of the introduction which deals with the background to the study, statement of the problem, research objectives, and research questions, delimitation of the study, significance of the study, and organization of the study.

Chapter Two considers the review of literature of the study on which the study is based. Chapter three outlines the methodology employed where details of steps taken in conducting the research, the study area, research design, the population and the sampling techniques used, data collection instrument and procedures, and the data analysis used.

Chapter four deals with the analysis and discussion of the results gotten from data collected. Chapter five gives a succinct summary of the findings, conclusions, recommendations and directions for future research.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Theoretical Framework

This study is anchored on diffusion of innovation theory. The diffusion of innovation (Rogers, 1995) is a theory that seeks to explain how, why, and at what rate a new technology (ICT) spread through an environment (a group, a community, a firm, or a country). The theory suggests that at the initial stages of diffusion of a new technology, some adopters (i.e., innovators) will choose to adopt a new technology independently of the decision of others within the social system. The first group of people to use the new technology is called innovators, followed by early adopters, next comes the early majority, then the late majority, and the last group to eventually adopt the technology is called laggards (Rogers, 1995).

Diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system (Rogers, 2003). Rogers states that there are four main elements of diffusion: Innovation; the idea, practice or object that is developed that is the focus of the adoption, Time; the acceptance rate of the innovation over time, Communication channel; how the innovation is introduced or how it is marketed to an individual, Social system; the elements (such as individuals, groups, organizations and/or subsystem) that are involved in the adoption of the innovation and their impact on each other. Each of the four elements plays a role in the adoption of technology. When assessing the adoption of ICT, focus needs to be placed on the innovation itself; in particular, do ICTs offer greater benefit over existing tools and methods. In addition, do potential users, managers and entrepreneurs see a need to change their way of doing things. Also, it is necessary to consider where ICT is in its adoption cycle. Related to this is which

‘adopter categories’ are using ICTs and how ICTs can be encouraged to be used by other categories. The way in which ICT is communicated and encouraged by the social system will also play a role. The managers will be the main players in introducing ICT tools. However, the managers will be impacted by other managers seeing ICT in use, which will impact and encourage others to adopt.

Rogers (2003) states in general that successful adoption of a particular innovation should score higher in terms of its relative advantage over existing practices, compatibility to users’ needs, trialability and observability, and lower in its complexity to use. There is a general agreement among researchers that Rogers Innovation Diffusion Theory is a suitable and valid theory for examining the process of adoption. Looi (2004) stated that Rogers theory is considered valuable because it attempts to explain the factors which influence the adoption of an innovation and the manner in which new innovations are disseminated through social systems over time.

In Rogers’s Diffusion Model it categorizes and groups users according to the speed in which they adopt new technology. These categories include: (1) innovators, (2) early adopters, (3) early majority, (4) late majority, and (5) laggards. These have been described as follows (Kiljander 2004): The innovators are the “techies”, the experimenters who have technology as a central interest in their lives and pursue new technology as soon as it appears, no matter what its function is, the early adopters are the “visionaries” who blend an interest in technology with a concern for significant professional problems and tasks, the early majority are the „pragmatists“. Although fairly comfortable with technology in general, their focus is on concrete professional problems rather than on the tools (technological or otherwise) that might be used to address them, the late majority are the conservatives or “sceptics”. They share the

attitude of the early majority, though being less comfortable with technology. The laggards are the most likely never to adopt at all.

## **2.2 Hospitality and Tourism Industry in Ghana**

The origin of the hotel industry can be found back to 3000 B.C (Jaishankar, Mark & Kristy, 2000). The conditions improved in 1700s when the new start sparked the desire of people to travel in England. Early travellers were found to be people who were soldier or people who used to move out for trading purpose that is buying or selling or those who wanted to explore their knowledge. This was prior to the commencement of hotels. The word hotel is derived from, the French hotel coming from hotel meaning host, which was referred to as a French version of a townhouse or any other building seeing frequent visitors, rather than a place offering accommodation. A hotel is an establishment that provides paid lodging on a short-term basis (Jaishankar et al. 2000).

According to Madanlal (2007) hotel is a place that offers accommodation, food, and beverages at a cost that enables it to make a profit. It is also defined as a house for accommodation of paying travellers. Kannan (2005) indicated that hotel has been described as a building or institution providing lodging, meals and service for the people (Raghubalari & Smritee, 2010). It is an establishment that offers paid lodging on a short-term basis. It provides basic accommodation, in a room having a bed, a cupboard, a small table and a washstand largely been replaced by rooms with modern facilities, such as viz., en-suite bathrooms and air conditioning or climate control. Singh and Mulla (2011) mentioned that other common features that have been added in hotel rooms includes viz., a telephone, an alarm dock, a television, a safe, a mini-bar with snack foods and drinks, and facilities for making tea and coffee. Its luxury features

include viz., bathrobes and slippers, a pillow menu, twin-sink vanities, and Jacuzzi bathtubs. Larger hotels also offer additional guest facilities viz., a restaurant, swimming pool, fitness center, business center, childcare, conference facilities and social function services respectively (Carr, 2011).

As per Kannan (2005), the basic purpose of a hotel is to provide accommodation to those who are away from their residence and supply them according to their requirement and match up to the level of what they expect. To a greater extent the facilities of the hotel is also present to meet the requirements of many, and also to provide service to the local population. It is this basic function of the hotel, which makes it quite distinct from other types of business and to which its other functions are supplementary (Kannan, 2005). The hotel compared to other establishment is having certain specific characteristic, which makes it distinguishable. Some of these are viz, a hotel is a fixed, immobile installation a building. It is a lodging open to public, accessible to all except to minors or unaccompanied children for reason of public morality. It is an enterprise which sells goods and services requiring payment of the price necessary to reimburse general costs and realize an adequate profit (Kannan, 2005).

The hospitality industry in Ghana comes under the purview of the ministry of Tourism. The ministry of tourism was created in 1993 with the mandate to develop, promote and coordinate all the tourism activities in Ghana. The ministry is the policy making body with two implementing agencies-The Ghana Tourism Authority and the Hotel and Catering Training Institute (HoTCATT) (Ansah, Blankson, & Kontoh, 2012). The government established the Ministry of Tourism to underscore its commitment to tourism development, and with assistance from the United Nations Development Programme (UNDP) and the World Tourism Organisation (WTO), prepared a 15-Year

Tourism Development Plan for the period 1996 to 2010 (WTO, 1999). The tourism sector has received some considerable attention in the economic development strategy of Ghana Since the late 1980s. The number of tourist arrivals and amount of tourists' expenditure has steadily increased, while both public and private investment activity in various tourism sub-sectors have expanded. Ghana moved up from the seventeenth position in 1985 to eighth in 1998 among the top twenty (20) leading tourism revenue-earners in Africa (WTO, 1999).

The international tourist arrivals in Ghana has increased steadily from nearly 114,000 in 1988 to about 348,000 in 1998, at an annual average growth rate of about 20 percent. With respect to tourist's expenditure, international tourism receipts grew at an average annual rate of 41.3% from about \$55.3 million in 1988 to about \$285 million in 1998. This makes tourism the third largest earner of foreign exchange currently ranking behind mineral and cocoa exports (Ghana Tourist Board, 1999).

The hospitality industry consists of broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. The lodging sector in the hospitality industry forms the most crucial part since most of the other service are in one way or the other provided by most standard hotels. Lodging is a type of residential accommodation where people who travel and stay away from home for more than a day lodge for a fee ([www.wikipedia.org](http://www.wikipedia.org)). The growth in tourism can also be seen in the expansion of activities in the hotel sector. The number of hotels approved and licensed by the Ghana Tourist Board increased from only 273 in 1989 to 730 in 1998 (Ghana Tourist Board, 1999). Further the number of hotels listed on the Ghana tourist board websites stands at 1,599.

The current plan for international tourist arrivals per annum is projected to increase from 286,000 in 1995 to 1, 062,000 in 2010 and consequently requiring 11, 350 accommodation beds (WTO/UNDP, 1996). It has been emphasized that the immense contribution of ICT towards the development of the hospitality industry and the country as a whole is enormous and that organizations from all over the world now depend almost on the use of ICT to manage and market their services. Therefore, those who have not as yet adopted ICT in their operations to take a critical look at it (Ansel & Dyer, 1999). According to Ansah, et al. (2012), the contribution of the hospitality industry to the overall growth of the economy of Ghana cannot be overemphasized. For the hospitality industry to succeed, the need for efficient and responsive hotel subsector which incorporates modern trend of business and customer service cannot be ignored. The efficiency and smart services provided attributable to e-business present a bigger opportunity to firms, industry and the country as a whole necessitating the availability of knowledge through research.

### **2.3 ICT Developments in Ghana**

Information technology is everywhere in this day and age and adding to communication technology, the possibility of how it can be used is endless. Information communication technology (ICT) involves the use of computer hardware, software and telecommunication devices to store, manipulate, convert, protect, send and receive data (Olifer & Olifer, 2006) computer and technological devices have made it easier for professionals to convert, store , manipulate and share data and information both individually and within organizations, small and large, public and private. ICT has become an integral part of human daily activities that sometimes we barely notice its effect and has made a major impact on the way we live, work and play. The way hotel companies sell to customers is changing dramatically over the past few years. The use



of networking in front office helps very much in strong information across the hotels in chain.

Ghana formulated two policies, the ICT for Accelerated Development Policy of 2003 and the National Telecommunications Policy of 2005, aimed at facilitating the country's development into an information society. Ghana has a vision of developing its economy to a middle-income level, and thus requires the development and exploitation of ICT both as a business sector and as an enabler of other sectors.

The growth in the use of networked computers is one of the most significant trends in modern computing in Ghana. Through interconnection of computers in itself is not new. Application of networking is seeing a dramatic increase such that it is now one of the major issues in computer and information technology (Ritchie, 2005) computers are presently widely used in sectors such as banking, Education, health commerce, agriculture, transport telecommunication etc. Computers in business operations could be used for typing documents, keeping and retrieving information, data analysis, sending and receiving information over short and long distances etc. Computers are becoming popular in business because work did by them could be very fast thus results in increasing productivity, accurate in performing repetitive task, store information safely in relatively small space (Olifer & Olifer, 2006).

Despite the increasing popularity of computers, they are still limited to those with the skill to use them. In hotels, computers are used in Accounting for guest, data management, forecasting guest demand for reservations, management of guest services, revenue and reservation management and yield management. These functions could be performed with the aid of management software (Abboth, & Lewry, 1999). The delivery of business today is exposed to information and communication technologies either directly or indirectly.

Hotels being a subset of the hospitality industry traditionally practice manual system of operation in their front offices, as from occupancy of the guest rooms, recording of guest expenditure through to the eventual departure of the guest. In Ghana today, these operations are done using the electronic system. The use of information in the front office operation of the hospitality industry is fast growing, thus making work easier. Computerization is becoming very important for the efficient and effective operations of the front office. Technology is used to push slower business by providing better service, improved decision making and increase revenue. Hotel operations are now realizing that a brand in itself is not enough (Knowles, 1998).

#### **2.4 E-Marketing in the Food and Beverage Service**

The E-marketing had become an integral part of the food and beverage service, affecting final purchase decisions by acting as a portal of information for tourism businesses. Andrić and Ružić (2010) considered the concept of e-marketing as a means of moving products or services from producers to tourists, and using the Internet as a means of promotion and a sales channel. Strauss and Frost describe e-marketing as “the use of electronic data and applications for planning and executing the conception, distribution and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational goals (Strauss & Frost, 2001). Further, El-Gohary defines it as “a new philosophy and a modern business practice involved with the marketing of goods, services, information and ideas via the Internet and other electronic means (El-Gohary, 2012).

According to the World Tourism Institution (2008), the purpose of e-marketing is to exploit the Internet and other forms of electronic communication to communicate with target markets in the most cost-effective ways, and to enable joint working with

partner organisations with which there is a common interest.” Therefore, it can be concluded that E-marketing involves interactions with customers and delivers them value through the use of the Internet and other forms of ICT. Although the website can be viewed as the basis for e-marketing activities in tourism (Andrić, 2007), there are several e-marketing tools that can be adopted by the food and beverage service operators. El-Gohary (2012) states that food and beverage service operators use five basic e-marketing tools such as Internet marketing, e-mail marketing, mobile marketing, intranet marketing and extranet marketing, as well as different e-marketing forms - Business to Business Marketing (B2B), Business to Consumer Marketing (B2C) and Business to Government Marketing (B2G).

Litvin et al. (2010) emphasized that those food and beverage establishments who opted not to use the World Wide Web were likely losing an important competitive advantage. Therefore, the rapid adoption of E-marketing by food and beverage service has yielded myriad studies of hospitality Internet adoption and its impact on hotel operation (Hashim et al., 2010). Studies discussed the current stand of and potential role of internet in marketing and promoting tourism destinations (Williams & Palmer, 1999; Leong, 2001). This progress is also apparent in studies further considering hotel website dimensions and attributes and their effect on the perceptions of online browsers and purchasers, such as those of (Leong, 2001). Moreover, other studies intended to analyze the usage of E-marketing applications in the food and beverage industry (Hanson, 2000).

Hanson (2000) suggested that E-marketing can be seen as a distinction between three stages: the publishing stage (one-way communication), the database and forms stage (simple interaction including e-commerce), and the personalization stage (complex interaction). While, Brodie et al. defined E-marketing as using the internet

and other interactive technologies to create and mediate dialogue between the firm and identified customers, clients or patients. E-marketing is characterized as being reliant on technology to enable interactivity as it involves establishing an electronic dialogue that provides individual customers access to information, and in turn, the use of interactive technologies also allows these customers to provide information to the business (Brodie et al., 2007). Moreover, Park and Gretzel (2007) stated that E-marketing includes all electronic data and applications used for the marketing of a firm's products, such as customer profile and marketing mix information, and their strategic use to increase sales or reduce marketing costs. Recently, El-Gohary mentioned that E-marketing can be viewed as a new philosophy and a modern business practice involved with marketing of goods, services, information and ideas via the Internet and other electronic means (Hudson & Lang, 2002).

According to Park and Gretzel (2007), there are many E-marketing tools for tourism and hospitality properties. For example, website marketing is particularly useful for dealing with intangible nature of the hotel service, and to gain a competitive advantage. For tourism organizations, the website content allows them to engage customers' interest and participation, to capture information about their preferences, and to use that information to provide personalized services. Scaglione et al. analysed revenue per available room before and after hotels adopted websites. They found that website utilization related positively to hotel performance (Scaglione et al., 2009). Merono-Cerdan and Soto-Acosta (2007) evaluated 228 Spanish firms and found a positive relationship between external web content and firm performance. It is essential to consider promoting and publicizing websites to the public, and using various means to make certain that the visitors come back to their websites and eventually turn the website viewers into actual visitors. Mills et al. (2008) concluded that it is wise for

hotel and tourism companies to ensure that those with visual impairments, an unlimited number of potential consumers, are easily able to use their websites. Berger et al. (2002) have found that the greatest source of dissatisfaction for customers in technology based [e.g., Web-based] service encounters is technology failure.

Park and Gretzel (2007) indicated that there are many other forms of E-marketing utilized in the field of hospitality. For example, e-mail marketing is a form of direct marketing that can render the best ROI of any E-marketing tactic. According to Pavlov et al. (2008), e-mail marketing campaigns produce approximately twice the return on investment of the other main forms of online marketing such as web banners and online directory adverts. In fact, gaining explicit permission to send email marketing to a person is a prerequisite for successful email marketing, however all emails sent by an organization and the individuals in that organization can be seen as marketing opportunities. Additionally, Google, Yahoo! and Microsoft's Live are all well-known international search engines which encourage E-marketing in food and beverage industries. Google is by far the leading player in the market. A comScore study of worldwide search engine activity, showed that Google has just over 60% of the global search engine market share. Blogs, wikis, social bookmarks, tag clouds are different means of social media which can be used either to create or share content, web sites can attract links, all helping to enhance search engine rankings (MacManus, 2008).

## **2.5 E-Marketing strategies instituted by food and beverage service industry**

E-Marketing strategy is a reaction that takes place between the external environment forces and internal forces making the organization to determine its position in the target market (Hult, & Olson, 2011). E-marketing strategies in a business acts as key to the business growth and to the customer's satisfaction in terms

of achievement made by the organization. The environmental forces which affect the business in attaining its needs require to be detected in advance and handled well to enable the business to meet its vision and mission. Strategies of organizations enable evaluation of the long and short term goals thus making it possible to achieve the objectives in specified period. A Business or firm should have a unique strategy for effective competitiveness, growth and profitability of the business (Cohen, 2011).

E-Marketing strategy is a method of directing an organization's energies and resources on a course of action which can lead to increased sales and dominance of a targeted market niche. E-marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements (Hose, 2011). These strategies identify the firm's marketing goals, and explain how they will be achieved, ideally within a stated timeframe. Marketing strategy determines the choice of target market segments, positioning, marketing mix, and allocation of resources.

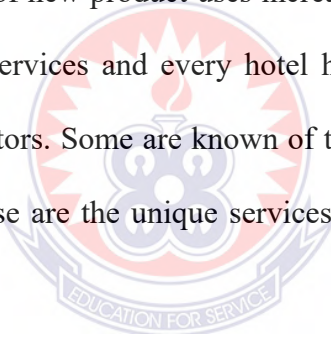
Hose (2011), explained that E-marketing strategy as a tool used by businesses and Marketers to help determine a product or brands offering to the customers via internet. The E-marketing strategy can be categorized into People, Processes and Physical evidence.

### **2.5.1 Product Strategy**

Wilson et al. (2008) affirmed that product strategies reflect the mission of the business unit and the business it is in. It entails placing a brand in that part of the market where it will have a favourable reception compared with competing brands. Its objectives include: to position the product in the market via the internet so that it stands apart from competing brands; to position the product so that it tells customers what the

food and beverage industry stand for, what they are, and how they would like customers to evaluate them. It also depicts that product strategy specifies market needs that may be served by different product offerings. Clark and Fujimoto (1990) put across different product perspectives. Product repositioning strategy reviews the current positioning of the product and its marketing mix while seeking a new position for it that seems more appropriate.

The product strategy aims at increasing life of the product as well as correcting original positioning mistake. At the end, there should be an increase in sales growth and profitability among existing customers. Among new users there is enlargement of the overall market, thus putting the product on a growth route, while increasing profitability. Development of new product uses increases sales, market share as well as profitability. Hotels offer services and every hotel has their own unique service that stands out from its competitors. Some are known of their entertainers, special cuisines, spas and many others. These are the unique services that attract customers depending on what their needs are.



### **2.5.2 Price Strategy**

Price is the one which creates sales revenue all the others are costs. The price of an item is clearly an important determinant of the value of sales made. In theory, price is really determined by the discovery of what customers perceive is the value of the item on sale. Researching consumers' opinions about pricing is important as it indicates how they value what they are looking for as well as what they want to pay. Coordinating to the customers can be done through the internet. An organization's pricing policy will vary according to time and circumstances. Price Theory is concerned not with economic problems in the abstract, but with how a particular

society solves its economic problems. Philip (2006) asserts that it is also concerned with explaining economic activity in terms of the creation and transfer of value, which includes the trade of goods and services between different economic agents. A puzzling question addressed by price theory is for example: why is water so cheap and diamonds are so expensive even though water is critical for survival and diamonds are not.

Milton (2007) explains that in economics, the major division is between monetary theory and price theory. Monetary theory deals with the level of prices in general, with repeated and other fluctuations in total output, total employment, and the like. Price theory deals with the allocation of resources among different uses, the price of one item relative to another. Prices do three kinds of things. They transmit information, they provide an incentive to users of resources to be guided by this information, and they provide an incentive to owners of resources to follow this information. Milton Friedman's classic book provides the theoretical underpinning for and understanding of prices. Roughly a fifth of the cost of a product goes on getting it to the customer though figures vary widely from product to product.

### **2.5.3 Place Strategy**

Place is concerned with various methods of transporting and storing goods, and then making them available for the customer. Getting the right product to the right place at the right time involves the distribution system. The choice of distribution method will depend on a variety of circumstances. Kotler (2010) defines place as company activities that make the product available to target consumers. It plays a fundamental role in the marketing mix of a service. The place strategy outlines the how and where a company will place its products and services in an attempt to gain market share and consumer purchases. This component of the 4Ps is sometimes referred to as



the distribution strategy and may include the stores, both physical and online and any other means by which the company can reach customers. Jerome (1991) argues that place entails getting the “right” product to the target market’s place. A product is not much good to a customer if it is not available when and where it is wanted. A product reaches customers through a channel of distribution. A channel of distribution is any series of firms or individuals who participate in the flow of goods and services from producer to final user or consumer.

It is advisable for an organization to devise ways of reaching its target market easily and for customers to reach them without struggle. Hotels in Nairobi have an online booking system where you can be able to reserve a hotel room or a conference room from wherever you will be. The situation of the hotels from business companies and airport is also vital. There are quite a number of hotels in the Central Business District, Upper hill and westlands where there are many businesses situated thereby making it convenient for them to secure their services. Some hotels are situated near the airport thereby convenient for tourists enabling them not to stay on traffic for long hours.

#### **2.5.4 Promotion Strategy**

Promotion is the business of communicating with customers. It will provide information that will assist them in making a decision to purchase a product or service. The razzmatazz, pace and creativity of some promotional activities are almost alien to normal business activities. The cost associated with promotion or advertising goods and services often represents a sizeable proportion of the overall cost of producing an item. However, successful promotion increases sales so that advertising and other costs are spread over a larger output. Though increased promotional activity is often a sign of a

response to a problem such as competitive activity, it enables an organization to develop and build up a succession of messages and can be extremely cost-effective (Jerome, 1991).

Promotion strategies are concerned with the planning, implementation, and control of persuasive communication with customers. These strategies may be designed around advertising, personal selling, sales promotion, or any combination of all these. Kotler et al. (2006) advises of well laid objectives and a sharp focus on target customers are necessary for an effective promotional program. An integrated communication plan consisting of various promotion methods should be designed to ensure that customers in a product/market cluster get the right message and maintain a long-term cordial relationship with an organization. Promotional perspectives must also be properly matched with product, price, and distribution perspectives. Strategies for development of promotional strategies include promotional expenditure strategy. Practitioners have developed rules of thumb for determining promotion expenditures that are strategically sound: either takes the form of a breakdown method or they employ the build-up method.

### **2.5.5 People Strategy**

According to Smith (2008), both staff and other consumers can influence perceptions of service quality. This is particularly true for 'high contact' services like food and beverage service where 'staff members' are part of the service being consumed. This strategy involves management of human resources management policies and practices, developing a customer oriented culture throughout the firm and empowering employees to provide quality services, managing leadership, job re-design, and systems to reward and recognizing outstanding achievement (Berry, 2011). People component in service marketing mix also includes management of the firm's customer

mix as other customers who are being served can also influence one's satisfaction with a service (Lovelock, 1996).

### **2.5.6 Process Strategy**

Identifying process management as a separate activity is a prerequisite of service quality improvement (Lovelock, 1996). Processes refer to the steps that a consumer progresses through in order to receive a service and those processes a service provider performs in order to deliver the hotel service (Smith, 2008). For example: queuing for booking, submitting to security screening, finding the right room etc. Company processes should be integrative in nature and aimed at meeting the strategic goals of an organization as well as creating, enhancing and delivering customer value and ultimate satisfaction (Mutsikiwa, 2012). Processes should also be conducted in an appropriate way so that they do not take away customers' perceptions of expected quality of the product or service and real time delivery.

### **2.5.7 Physical Evidence Strategy**

Food and beverage service is not tangible and is subjective, making it harder for a marketer to sell it as a commodity, standardized in quality and physical shape (Shibury *et al.*, 2009). Physical evidence therefore represents visual and/or tangible clues of the service product that make a hotel service more tangible to the customer prior to purchase, during purchasing, and post purchasing it, reinforcing service quality. Physical evidence must be redesigned to be consistent with the personality that the firm wishes to project in the market place (Betts, 1994). Physical evidence includes: the design and construction of the facility, well-groomed employees, clean and well maintained premises, well-manicured lawns, good food and beverage facilities,

attractive hotel room and with excellent presentation. Actual surrounding and other visible cues can have a profound effect on the impression customers' form about the quality of the service they receive (Bitner, 1992).

## **2.6 Challenges of E-marketing Adoption in Food and Beverage Industry**

The increasing presence of the internet in daily lives has resulted in the internet an essential media in marketing communication. To gain competitive advantage in the demanding hospitality industry, it is important nowadays for a food and beverage industries to have its own website, promote its products through social networks and mobile applications, use e-mail as a channel of communication with its business partners and customers, and apply all available information-communication technology (ICT). It needs to provide all information for potential clients in one place at any time of day, from anywhere in the world. That can be possible by using innovative ways of communication and by adapting business operations to demanding requirements of the modern market. This imposes the innovation of practices and the implementation of new technologies in business processes.

According to Wang and Fesenmaier (2006), some specific challenges that stem from the e-commerce retail business model include the website operations, targeting the right audience and selling them the right product market mix, assisting customers so they can make efficient buying decisions and ensuring they engage in effective site checkouts with lesser turnaround time (Hudson & Lang, 2002). It is also a challenge for businesses to select the right online marketing channel, generate quality traffic with high sales conversion and provide effective customer care support etc. Of course, there are challenges that stem from developing appropriate IT solutions that can incorporate

these rapidly changing business needs and developing customized solutions suiting individual needs of businesses (Leong, 2001; Hudson & Lang, 2002).

Williams and Palmer (1999) affirmed that there are some other challenges too but it is important to understand that the key in online business is to provide what the consumer wants. It is important to comprehend the psychology of the customer behind buying the particular product. Like booking a ticket for an upcoming travel is different than shopping for a wedding ring. Thus, is it important to understand the opportunity areas that exist in online shopping and if this opportunity would contradict in anyway the process of buying this product this company will not do well in the online forum. In simple terms for certain products, online selling would not be the best option in some cases and in some other cases there could be major opportunities that need to be worked upon (Hudson & Lang, 2002; Williams & Palmer, 1999). Some issues of challenges facing e-marketing include:

### **2.7.1 Concern on internet security**

Internet security is important both to companies and consumers that participate in online business. Many consumers are hesitant to purchase items over the internet because they do not believe that their personal information will remain private (Hudson & Lang, 2002). However, some companies do offer the option of safeguarding consumer 's personal information and not saving it on their database. But most of the consumers are still not aware of this particular option and still have this traditional belief of their personal data being stolen by companies. Food and beverage industries must protect their assets against accidental or malicious misuse. System security, however, must not create prohibitive complexity or reduce flexibility (Hudson & Lang, 2002).

The information of customers/guests also need to be protected from internal and external misuse (Park & Gretzel, 2007). Privacy systems should safeguard the personal information critical to building sites that satisfy customer and business needs. A serious deficiency arises from the use of the Internet as a marketing means. Sixty percent of Internet users do not trust the Internet as a payment channel. The makes purchases via the Internet for hospitality services unsafe for many people. This issue affects both the hospitality business and the consumer. Nevertheless, with encryption, authentication and the development of secure websites, security is becoming less of a constraint for e-businesses in the hospitality industry (Park & Gretzel, 2007; Williams & Palmer, 1999).

### **2.7.2 Mismatch in the products ordered and delivered**

Mills et al. (2008) indicated that this is the kind of discrepancy that is usually seen in online shopping websites and companies. Many a times this discrepancy is experienced by the consumers who purchase any goods online and then there is always a kind of suspension in their heads with regard to the products that will be delivered. Another major concern that consumers have with e-commerce merchants is whether they will receive exactly what they purchased. This can be heavily experienced in the fast moving goods that are being sold on e-commerce stores (Wang et al., 2006).

### **2.6.3 The Digital Divide**

The digital divide can be defined as “the gap between individuals, households, businesses and geographic areas at different socio-economic levels with regard both to their opportunities to access ICTs and to their use of the Internet for a wide variety of activities (OECD, 2001). A "digital divide" persists between those who have the

training and access to technologies that enable them to take advantage of the Internet and advanced communications technologies and those who are unable to take full advantage of the tools, skills, benefits, and employment opportunities available in the new economy. Carroll and Siguaw (2003) revealed that usually it fills the gap between the countries that have greater and lesser access of information communication technology (ICT). The main objective and strategies in this regard are social inclusion and individual & community empowerment. Computer, networks, software, internet etc. are enabling technology in digital inducing.

The information revolution is exciting, and at its best, is about expanding equality of opportunity for all in our society. Digital divide refers to a substantial symmetry between two or more populations in the distribution and effective use of information and communication resources. The world we live in has been changing rapidly with the emergence of the ubiquitous society, bringing forward extraordinary benefits and opportunities together with new challenges. The ability to create and utilize information plays a significant role in both socio-economic structures of our lives. On the other hand, ICT has faced serious problem of digital divide between developed and developing countries. The digital divide affects many nations of the developing world. The term encompasses inadequate funding, a lack of necessary computer and internet skills and a lack of English language proficiency that hinder expansion and use of digital information resources (Dubey, 2010). Factors influencing digital divide vary from region to region. The digital divide is depending and the differences in the usage of communication resources between countries and regions intensifying.

#### **2.7.4 Lack of Access to Information and Communication**

Lack of access to information and communication technology is frequently due to cost, but it also encompasses physical capacity and geographic connectivity. Lack of information prevents the industry in the adoption of e-marketing. Many food and beverage industry see no need in the adoption of E-marketing due to the cost, and also lack the lack of confidence (Ye et al., 2009).

#### **2.6.5 Lack of Motivation**

Food and beverage service operators that do not understand the benefits of the internet lack the motivation to develop the skills and knowledge needed to get the most out of digital technologies (Sarner, 2007). The motivation to connect, learn and explore will develop as people understand how information and communication technologies can make their lives richer, more efficient, and more cost effective. As digital technology moves from a professional tool into an everyday device, it is even more essential that people understand the possibilities, consequences, and benefits it enables. Key benefits of being online include the ability to access and manage services; paying bills quickly and easily; purchasing groceries and other goods; connecting with family and friends; discovering events and communities of interest; accessing news and weather information; participating in online courses; finding and applying for jobs; and watching TV or movies on demand (Berger et al., 2002).

#### **2.6.6 Non availability of ICT skills, and qualified personnel**

Lack of ICT skills at the Food and beverage service industry affect the effective adoption of e-marketing. The motivation to become digitally literate – to acquire the basic digital skills that are needed to use digital technology – will develop once the



benefits to be gained from digital technology are clear. Everyone has created a Basic Digital Skills framework that explains the skills everyone needs to become digitally literate. Centred on five skill sets, the Framework identifies what every individual should be able to accomplish using digital technology, and supports organisations to use a common understanding of digital literacy.

### **2.6.7 Lack of Resources**

Wang and Fesenmaier (2006) mentioned that the critical challenge associated with the e-marketing adoption is funding. Such a lack of funding can easily be viewed as one of the root causes of the divide upon which most of the other difficulties are often based. Most food and beverage industries could not afford the necessary resources that would assist them in improving their usage of e-marketing. Therefore, financial resources are critical in purchasing the needed resources for effective implementation of E-marketing. The costs discourage online access, so this situation is yet another critical aspect of the digital divide problem. Until the costs for Internet service can be reduced in poor countries, levels of online access are not likely to increase very significantly.

### **2.7 Benefits of E-business to the food and beverage service industry**

In today's internet age, building an online presence is imperative for all businesses to be competitive. E-marketing provides businesses with access to mass markets at an affordable price and allows them to undertake a personalized marketing approach (Marinova et al., 2002). The flexible and cost-effective nature of e-marketing makes it particularly suitable for food and beverage industries. A study by MacManus (2008) affirmed that E-marketing tools have many advantages for tourism and hospitality organizations as well as other organizations such as; providing hospitality

operators with an unprecedented ability to communicate directly with customers and the ability for all businesses of all sizes to build competitive advantage, allowing hospitality firms to reach out to potential clients in the quickest and most effective way, increasing worldwide visibility and access enable, facilitate, sustain and reward interaction between consumers and hoteliers,

Sarner (2007) viewed that with E-marketing customers can search and purchase their preferred products and services without any geographical or time constraints, customers can easily arrange for their own tailor-made products or services, enables the suppliers to better understand their customers' needs, suppliers can enjoy the benefits of lower distribution costs, a fairer competitive environment for businesses with different backgrounds and it creates a level playing field for hotels where size is no longer apparent better revenues (Sarner, 2007).

E-marketing allow customers express their needs and wants directly to the firm in response to the firm's marketing communications is one very important characteristic of electronic marketing (Nieves & Segarra-Cipres, 2015). Interaction and interactivity is carried out within real-time making transaction time shorter and much more effective (Pantano & Di Pietro, 2013). Electronic marketing allows customers to obtain information available on the Internet and regulate the information they view and the rate and sequence of their exposure to that information (Liao & Cheung, 2002). The web also offers the opportunity for customers to inquire about competing products and prices so as to make the best decision (Evans & King, 1999). The ability to represent a product, or at least some of its benefits, as digital bits of information is one importance which cannot be overlooked when it comes to doing business electronically.

As mentioned by Ma'aruf and Abdulkadir (2012), convenience is one of the benefits of E-marketing to customers. Internet marketing enables food and beverage

industry to open business around the clock without worrying about store opening hours or overtime payments for staff. Offering products on the Internet is also convenient for customers. Customers can browse online store at any time and place orders when it is convenient for them. Similarly, E-marketing is very convenient to the consumers since the sites operates 24 hours a day 7 days a week, thus, allowing transaction to be done at any time (Ma'aruf & Abdulkadir 2012). Another benefit or advantage of e-marketing is that it has global reach or coverage. With E-marketing, customers can reach the food and beverage operators. By marketing on the Internet, the barriers of distance can be overcome. In addition, food and beverage can be accessed by people from all over the world, that is, one can purchase from wherever he/she is (Ma'aruf & Abdulkadir 2012). Through E-marketing, food and beverage industry can sell goods in any part of the country without setting up local outlets, widening the target market. Food and beverage industries can also build an export business without opening a network of distributors in different countries. However, if food and beverage industry want to sell internationally, the operator can use localization services to ensure that the products are suitable for local markets and comply with local business regulations. Localization services include translation and product modification to reflect local market differences.

E-marketing is cost effective as compared to the traditional form of transacting businesses. E-marketing platforms offer or present food operators the opportunities to engage and improve online visibility of their products. Food and beverage industry can put in time and effort to undertake inbound marketing techniques such as Search Engine Optimization, link building, social media, blogs, Pay Per Click advertising, none of which require a large marketing budget (Tawiah 2015). According to a 1999 report by Giga information Group, conducting business online will save companies

around the world an estimated USD1.25 trillion by 2002 (Ma'aruf & Abdulkadir 2012). This compares to total savings of USD 17.6 billion in 1998-The cost savings stem from efficient communication, quicker turnaround time and closer access to markets.

Ahonen (2008) indicated that personalization is one of the benefits of e-marketing to customers. Internet marketing enables you to personalize offers to customers by building a profile of their purchasing history and preferences. By tracking the web pages and product information that prospects visit, you can make targeted offers that reflect their interests. The information available from tracking website visits also provides data for planning cross-selling campaigns so that you can increase the value of sales by customer. E-marketing can enable food and service operators to target their marketing messages to specific individuals by adjusting the message to a person's name, interests and past purchases. An added bonus of this system of e-marketing is that it also permits customization. Merchants can change the product or service based on user's preferences or prior behaviour.

Marinova et al. (2002) mentioned that E-marketing helps build strong relationships between both customers and business operators. The Internet provides an important platform for building relationships with customers and increasing customer retention levels. When a customer has purchased a product from your online store, you can begin the relationship by sending a follow-up email to confirm the transaction and thank the customer. Emailing customers regularly with special, personalized offers helps to maintain the relationship. The food and beverage operator can also invite customers to submit product reviews on your website, helping to build a sense of community. Being different than traditional marketing, E-marketing offers new ways of interacting with customers and other stakeholders. Similarly, Berger et al. (2002)

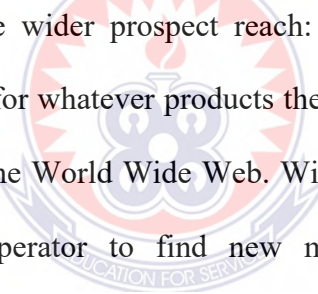
maintained that one benefit of E-marketing is that it encourages interaction between customers and owners or operators of companies. They also averred that dissimilar of any of the commercial technologies of the twentieth century, with the possible exception of the telephone, E-commerce or E-marketing technologies or platforms are interactive, meaning they allow for two-way communication between merchants and consumer. A rich and broad range of information and services can be provided through online formats, which can be “pulled” by users as needed, rather than “pushed” to interested and uninterested stakeholders through traditional offline formats (Epstein & Yuthas, 2007).

According to Merono-Cerdan et al. (2007), one such benefits of e-marketing to all the stakeholders of the food and service industry are the richness and higher density of information it provides. The Internet vastly increases information density. It is the total amount and quality of information available to all market participants, consumers and merchants (Merono-Cerdan et al., 2007). Electronic marketing technologies or platforms reduce information collection, storage, communication and processing costs. At the same time, these technologies increase greatly the accuracy and timeliness of information, making information more useful and important than ever. As a result, information becomes plentiful, cheaper and of higher quality. Information richness refers to the complexity and content of a message.

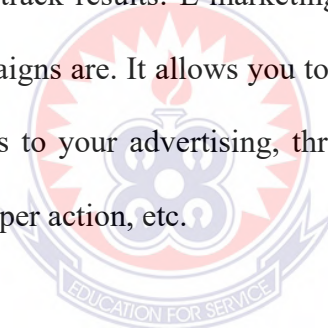
The ubiquity of the E-marketing platforms is one such benefits that businesses across the world have had access to. In traditional commerce, a marketplace is a physical place we visit in order to transact. For example, television and radio are typically directed to motivating the customer to go somewhere to make a purchase. It liberates the market from being restricted to a physical space and makes it possible to shop from your desktop (Sarner, 2007). They also maintained that looking at ubiquity

from a consumer's perspective; it reduces transaction costs - the cost of participating in a market. As regards to real estate, the customer does not have to the owner of a house she or he is interested in acquiring before haggling but with a click of button, he or she can get in touch with the seller or the operator. At a broader level, the ubiquity of e-commerce or e-marketing lowers the cognitive energy required to complete a task (Ye et al., 2009).

According to Brodie et al. (2007) the proliferation of the Internet is forcing food and beverage industries to refocus their information systems inside out. A growing number of food and beverage industries are already using the e-marketing. Brodie et al. (2007) mentioned the following as the benefits of food and beverage industry adopting e-marketing:

- 
- E- marketing ensure wider prospect reach: the internet has become part of everyone's life. So, for whatever products the industry offer, there is already an existing market on the World Wide Web. With e-marketing, it allows food and beverage service operator to find new markets and potentially compete worldwide with only a small investment.
  - Cost-effective approach: A properly planned and effectively targeted E-marketing campaign can help food and beverage industry to reach target customers at a much lower cost compared to traditional marketing methods.
  - Reduction in costs through automation and use of electronic media: e-marketing presents a strong business case in cost savings, particularly in the areas of transactional costs, customer service, digital media channels, print and distribution.

- 24/7 marketing: with a website customers can find out about the products and make purchases even if the industry physical (bricks & mortar) premises are closed or do not have physical premises at all.
- Personalized one-on-one marketing: E-marketing allows food and beverage industries to reach people who want to know about products and services instantly.
- Increased interactivity: e-marketing allows you to create interactive campaigns using music, graphics and videos. Through two-way communications, interactive games or quizzes, you can engage your audience and give them greater involvement and control over their web experience.
- Increased ability to track results: E-marketing makes it easier to measure how effective your campaigns are. It allows you to obtain detailed information about customers' responses to your advertising, through the use of methods such as pay per click or pay per action, etc.



## **2.8 Influence of E-marketing on operational performance**

E-marketing is used to push slower moving businesses by providing better service, improved decision making and increasing revenue. Food and beverage operators are now realizing that a brand in itself is not enough (Knowles, 1998). Networks are used to link together computers, storage devices, printers, telephony and other electronic devices (Odom, 2007). The food and beverage service systems could be networked to share resources via either Local Area Network (LAN) or Wide Area Network (WAN). The LAN helps to share information within a workplace, such as from restaurant to front office and the WAN helps to share information from one

branch to another within the same chain across different geographical areas. Computers can connect to these networks to use facilities from another hotel or location.

E-marketing is very critical in performance and growth of hospitality industry and also innovation playing a significant role. According to Marjanova and Stojanovski (2012), good e-marketing strategy contains sales and expansion, it also contributes immensely to the growth of market share in a competitive environment. Studies have argued that a firm pursuing marketing strategy and digital technology in a global market achieves increased sales performance (Leonidou *et al*, 2002).

An empirical study conducted by Cavusgil and Zou (1994) validated that e-marketing strategy adaptation is not only linked to sales growth but financial performance of hospitality industry such as profitability and return on investment. E-marketing strategy therefore positively affects overall business performance. It is therefore a suitable strategy toward market responsiveness as it offers the development of new products that meet the needs of a changing marketplace. There is a strong positive link between pricing and firm's performance. Sales, financial and customer performance is achieved through promotional mix by gaining experience in the opportunities and problems arising in specific markets, boosting communication, personalizing relationships, and cultivating a team spirit with customers, and providing timely response and immediate support to the various needs (Kaynak & Kothari, 2014).

Ge and Ding (2005) conducted a study on manufacturing firms and evidence found that e-marketing adoption and the three dimensions of market orientation exert different effects on competitive strategy and performance. Among them, customer orientation has the strongest association with competitive strategy and market performance. The results of structural equation analyses indicated that the mediating effect of competitive strategy is mainly revealed in innovation strategy, the most vital



factor in creating superior value for the company in the emerging market. (Njeri *et al*, 2015) investigated the marketing strategies and competitiveness of four and five star hotels in Kenya. A comprehensive view of the marketing strategies of the hotels was provided by mapping out the place, product, pricing, people and promotion strategies. Clear links were also established between these strategies and the hotels' competitiveness.

Dzisi and Ofosu (2015) investigated the effect of marketing strategies on the performance of SMEs in Ghana in terms of their profitability, brand awareness and market share. The overall results of this study suggest that strategic marketing are drivers of organizational positioning in a dynamic environment, and that it helps to enhance the development of new product/service for existing markets. Results of the study also reveal that the SMEs in Ghana mostly use e-marketing to reach potential customers and also to entrench their brands.

### **2.8.1 Increase in Profitability of hotel sector**

The basic rationale for existence of firms is to make profits in order to meet the expectations of the management and shareholders (Liu *et al*, 2000). A firm will prefer to develop relationship with existing customer than to scout for new customers in view of the fact that it costs less to keep and maintain existing customers than to scout for new ones. Adoption of e-marketing like facebook, twitter, WhatsApp etc. increases customer satisfaction; build and enhance customer loyalty which, in turn, creates higher profit due to increased volume resulting from repeat purchases and positive word of mouth (Liu *et al*, 2007). Focus should therefore always be on the link between customer value and firm profit.

### **2.8.2 Increasing investment in the Sector**

The food and beverage industry in recent years has witnessed tremendous growth in areas of alliances, mergers and acquisition within the international hotel businesses. At the global level, adoption of marketing strategy and digital technology increases investment in the hotel sector. E-Marketing increases competition within the international tourism industry is as a result of up-surge in international tourist arrivals and departures; apart from increasing competition in international hospitality industry (Liu et al, 2007). This has resulted in a number of alliances among airlines, hotels and other tourism enterprises especially the multinationals. In focusing on the link between customer value and firm profit, the key is the notion of value, which in general terms, is defined as the ratio of the overall benefit received to the overall cost incurred (Liu et al, 2007).

### **2.8.3 Competitive Advantage and Market Share**

The aim of any food and beverage industry is to enhance its productivity to attain a competitive advantage in the market place by increasing its market share and a corresponding improvement in profit. By doing this, an organization builds relationships with its existing customers. To achieve this, analysis of customer value and contribution margins associated with specific relationships is essential (Bolton et al, 2002). According to Zineldin (2006), e-marketing help in establishing competitive advantage over other organisations in the same sector.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter deals with the research methodology. It gives in detail the steps taken in conducting the research, the study area, research design, the population, sampling and sampling technique used, data collection instrument, data collection procedures, reliability and validity of instrument, and the data analysis used.

#### **3.2 Research Design**

The study used a descriptive survey design. A survey design describes people responses to questions about a phenomenon or situation with aim of assessing the influence of E-marketing on the operational performance of food and beverage service industry. This is based on the constructivist epistemology which holds that reality is what respondents generally perceive to be. Mugenda and Mugenda (1999) asserts that the purpose of descriptive survey research is to determine and report the way things are and it helps in establishing the current status of the population under study. This design was the most appropriate since it ensures that the data obtained gives appropriate answers to the research questions.

#### **3.3 Population**

The target population for this study are food and beverage firms which provides food and beverage with active websites in Kumasi Metropolis. Website is said to be active when it provides an avenue for customer interaction in the form of mail back, online chats and answers customer concerns online. The numbers of food and beverage firm in Kumasi Metropolis that are listed with websites and confirmed to be active

constituted the population. The study estimated twenty-eight (28) food and beverage service with active websites and 224 respondents (Author's field work, 2021). This population is made up of all the managers and IT specialist of 28 food and beverage firm that have active website.

### **3.4 Sample Size and Sampling Technique**

Sample as a small group of larger and identifiable groups, Avoke, (2005) continued that, samples usually reflect subset of the entire population of interest to the researcher. The researcher determined the sample size from the target population. To arrive at the sample size, 20 percent of the total food and beverage firms were selected to participate in the study. According to Gay (1992), a population comprising of 100 subjects and below is a small population and a sample size of 20% is a good representation. He further highlights that a large population is that which has more than 100 subjects, and sample size of 10% is a good representation. Therefore, a total of six (6) food and beverage firms were selected from the twenty-eight (28) food and beverage firms. In the selection of managers and IT specialist, all 54 respondents from the 6 food and beverage firm were recruited for the study, since the population was too small.

Simple random and purposive sampling technique were used in selecting the food and beverage firm and the staff. Simple random sampling technique was used in selecting the food and beverage firm in Kumasi Metropolis in order to represent effectively the whole study area. Simple random sampling was used where every food and beverage firm in the population was given an equal chance of inclusion in the sample. Simple random sampling gave every member of the population an equal

chance of being selected to be included in the final sample (Cohen & Manion, 2003; Mugenda & Mugenda, 2003).

In the selection of the hotel managers and IT specialist, purposive sampling was employed. The purposive sampling technique was used because it was the best means of getting the hotel managers and IT specialist in the firms who are knowledgeable and abreast with this subject matter. Purposive sampling is a non-probability sampling technique where the researcher selects units to be sampled based on their knowledge and professional judgment (Neuman, 1997). In line with the purposive sampling method, food and beverage firms that operated with active websites were selected and consequently the managers and information technology specialist of these food and beverage firms were contacted to participate in the study through email.

### **3.5 Data Collection Instrument**

Questionnaire was designed to gather information from the managers and IT specialist of the food and beverage in Kumasi Metropolis, Ashanti Region. Close-ended questionnaires were used because of the fact that they are easy for respondents to answer and they are also easy for researchers to analyse data (Gay, 1996). The questions focused on these forms of dichotomous response and rating scale questions. The researcher gave out the questionnaires personally to the respondents, and collected them at the appointed time in order to minimize low responses. It is to be emphasized that the questionnaire allowed respondents time to think through the questions to provide accurate answers. The questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs.

The questionnaire was categorized into two, the first about the profile of the respondent and the second about the influence of E-marketing on food and beverage

firm operational performance. The first part sought information on the background of respondents; gender, age, number of years of experience in the industry, position of respondent, and educational background. The second part of the questionnaire is subdivided into three sections. The first section sought to the major E-marketing strategies used by food and beverage service industry. The second section sought to identify the challenges in the adoption of E-marketing in the operations of and beverage service industry. The third section of the questionnaire asked the respondents to indicate the benefits of E-business to the food and beverage service industry.

### **3.6 Data Collection Procedure**

The questionnaires were distributed personally and collected by the researcher. A total of 50 questionnaires were administered to managers and IT specialist the various selected food and beverage firms. A letter of introduction was obtained from the researcher's Head of Department to carry out the research work in the selected study area. The researcher visited the authorities of the participated food and beverage firms and when the permission was granted, the researcher administered the questionnaires personally and gave them appropriate time. Structured questionnaires containing close ended questions were administered to respondents. All the respondents were able to read and understand the questionnaire items and therefore completed the questionnaire independently.

### **3.7 Data Analysis**

Quantitative data were gathered for the study using questionnaires. After cleaning up the data and rectifying the few errors that were identified in the filling of the questionnaires, the data were coded and fed into SPSS software, version 23.0, for

Windows. Analysis was undertaken to generate a descriptive picture of the data gathered. With the SPSS software, quantitative data used to represent the results in the form of graphs, charts and tables according to the objectives and research questions of the study. The analysis (presented in the next chapter) is organised under themes derived from the data and the research questions that guided the entire investigation.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Response Rate

The response rate was calculated as the number of returned questionnaire divided by the total number distributed, multiplied by 100 to give a percentage figure. fifty-four (54) questionnaires were distributed to the respondents and forty-nine (49) questionnaires were returned completed. The response rate achieved was 90.7% and rounded off to the nearest whole number is 91%.

#### 4.2 Demographic Characteristics of Respondents

The demographic characteristics of the managers and IT specialist sampled concentrates on their age category, gender, educational level of the respondents and the number of years they have been working in their current hotel. Knowing the background characteristics of respondents was very necessary as that could help in determining the authenticity of the responses.

##### 4.2.1 Age of Respondents

Table 4.1 outlines the age distribution of the managers and IT specialist of food and beverage firm.

**Table 4. 1: Age Category of Respondents**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
28-37years	26	53.1
38-47years	17	34.7
48-57years	6	12.2
Total	49	100.0



From the data collected, 26 respondents representing 53.1% were between the ages of 28-37years. In addition, 17 respondents representing 34.7% were between the age of 38-47years and the remaining 6 respondents representing 12.2% were in the age groups of 48-57years. The implication is that most of the managers and IT specialist of food and beverage firm are at their youthful age and perhaps worked in the industry as a self-reliant employment opportunity. The variations in the age distribution of the respondents helped the researcher to obtain different views from the respondents.

#### 4.2.2 Gender of Respondents

The result on the gender of the managers and IT specialist sampled are depicted in Table 4.2.

**Table 4. 2: Gender of respondents**

<b>Gender</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Male	46	93.9
Female	3	6.1
<b>Total</b>	<b>49</b>	<b>100.0</b>

As indicated in Table 4.2 both males and females were captured in the study. This is because the views of both genders were needed to make fair conclusions on the subject. But from the statistics, it could be seen that 46 respondents constituting 93.9% were males, while 3 respondents constituting 6.1% were female respondents. This is an indication that majority of the managers and information technology specialist of the food and beverage service industry were males.

### 4.2.3 Educational Level of Respondents

Table 4.3 recorded the educational backgrounds of the of the managers and IT specialist sampled.

**Table 4. 3: Educational level of Respondents**

<b>Education</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Diploma	3	6.1
Higher National Diploma	7	14.3
Degree	39	79.6
<b>Total</b>	<b>49</b>	<b>100.0</b>

The qualifications recorded ranged from a highest qualification of a Masters degree to the least, one such as the Diploma. Out of the total of 49 respondents, 3 of them constituting 6.1% had obtained Diploma, 7 respondents representing 14.3% are Higher National Diploma (HND) holders, and the remaining 39 respondents constituting 79.6% are First degree holders. The statistics generally indicate that the managers and IT specialist captured in the study has very good educational backgrounds and as sure in good standing to argue professionally on the issues being considered in the study.

### 4.2.4 Years of Working in the Current Institution

The responses with regard to the number of years the staff had work in their current job are presented in Table 4.4.

**Table 4. 4: Years of Working in Current Hotel**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Below 1year	3	6.1
1-5years	37	75.5
6-10years	9	18.4
<b>Total</b>	<b>49</b>	<b>100.0</b>

As depicted in Table 4.4, 3 respondents forming 6.1% had work in the food and beverage service industry for less than 1 year. An appreciable proportion of respondents 37 (75.5%) had been working in the food and beverage service industry for 1-5 years. Moreover, 9 of them representing 18.4% had been in the hotel for 6-10 years. The finding showed that majority (81.6%) of the managers and IT specialist captured in food and beverage service industry had been in their current job for less than 6 years. The implication is that most of the managers and IT specialist does not stay in their respective food and beverage service industry for long but leave to look for other employment opportunities.

#### 4.3 E-marketing strategies used by food and beverage service industry

This section sought to investigate E-marketing strategies employed by food and beverage service industry in its operations. The respondents were asked to indicate their level of agreement on statements relating to the major E-marketing used. Presented in Table 4.5 shows the results emanated from the study

**Table 4. 5: Responses on the E-marketing strategies**

Statement	Responses					Mean	SD
	1	2	3	4	5		
Providing online virtual tours and videos of the food and beverage facilities	1 (2.0)	2 (4.1)	0 (0.0)	14 (28.6)	32 (65.3)	4.51	0.869
Providing online maps and driving directions	0 (0.0)	4 (8.2)	0 (0.0)	26 (53.1)	19 (38.8)	4.22	0.823
Use social media handles for advertising and marketing products and services	2 (4.1)	7 (14.3)	0 (0.0)	24 (49.0)	26 (32.7)	3.92	1.134
Availability of pricing information online	5 (10.2)	10 (20.4)	1 (2.0)	15 (30.6)	18 (36.7)	3.63	1.424
Availability e-mail request for bookings, and inquiries	4 (8.2)	8 (16.3)	2 (4.1)	28 (57.1)	7 (14.3)	3.53	1.174
Ensuring customers' e-needs are met and maintained	6 (12.2)	6 (12.2)	2 (4.1)	29 (59.2)	6 (12.2)	3.47	1.226
Emailing news of food and beverage services to clients	4 (8.2)	12 (24.5)	1 (2.0)	26 (53.1)	6 (12.2)	3.37	1.220

Clients are able to post comments on the website	7 (14.3)	14 (28.6)	3 (6.1)	24 (49.0)	1 (2.0)	2.96	1.207
Have a database of client's e-mail addresses	8 (16.3)	17 (34.7)	1 (2.0)	19 (38.8)	4 (8.2)	2.88	1.317
Collecting guests' mobile phone numbers for promotional SMS	12 (24.5)	17 (34.7)	1 (2.0)	15 (30.6)	4 (8.2)	2.63	1.365
Ensuring that the site is accessible for visual-impaired persons	9 (18.4)	22 (44.9)	0 (0.0)	15 (30.6)	3 (6.1)	2.61	1.272
Use the website for investigating potential clients' needs	7 (14.3)	24 (49.0)	4 (8.2)	14 (28.6)	0 (0.0)	2.51	1.063
Build a community with our clients via the website	10 (20.4)	25 (51.0)	1 (2.0)	8 (16.3)	5 (10.2)	2.45	1.276
Use the website for investigating the existing clients satisfaction	13 (26.5)	20 (40.8)	3 (6.1)	12 (24.5)	1 (2.0)	2.35	1.182
Personalization of email according to customer's needs	13 (26.5)	24 (49.0)	2 (4.1)	9 (18.4)	1 (2.0)	2.20	1.099
Clients make payment through websites	34 (69.4)	12 (24.5)	1 (2.0)	2 (4.1)	0 (0.0)	1.41	0.734

**Key: 1=Strongly Disagree, 2=Disagree, 3=Uncertain, 4=Agree, 5=Strongly Agree**

( ) Percentages in brackets  $\bar{x} \geq 3.0 = \text{agreed}$

In addressing the E-marketing strategies used by the food and beverage service industry its operations, 14(28.6%) and 32(65.3%) of the respondents agreed and strongly agreed respectively that they provide online virtual tours and videos of the food and beverage facilities. In addition, 1(2.0%) and 2(4.1%) of the respondents strongly disagreed and disagreed respectively to the statement. A mean score of 4.51 and 0.869 indicated that the food and beverage services to the large extent provide online virtual tours and videos of the food and beverage facilities at their website pages. As per Mihalic and Buhalis (2013), businesses in tourism and hospitality sector have adopted various components of ICT to certain extent. Mihalic and Buhalis further mentioned that tourism providers have been using the internet to communicate, distribute and market their products to potential customers worldwide in a cost and time-efficient way. In fact, the individual company website had become the most important platform for E-marketing.

On whether food and beverage services provide online maps and driving directions, 26(53.1%) and 19(38.8%) of the respondents agreed and strongly agreed respectively. Meanwhile 4 (8.2%) of the respondents disagreed to the statement that food and beverage services provide online maps and driving directions at their website page. This statement had a mean score of 4.22 and a standard deviation of 0.823, signifying that food and beverage services adopt E-marketing in its operation by providing direction. This finding concurs with the study by Connolly and Olsen (2000) who mentioned that the tourism industry had adopted online sending and receiving information. This e-marketing strategy help the hotels to enhance the operating efficiency, improve the service experience as well as provide a means to access markets on a global basis.

Concerning the use of social media handles for advertising and marketing products and services, 24(49.0%) and 26(32.7%) of the respondents agreed and strongly agreed respectively to the statement. However, 2(4.1%) and 7(14.3%) of the respondents strongly disagreed and disagreed respectively to the use of social media handles for advertising and marketing products and services. A mean score of 3.92 and a standard deviation of 1.134 was attained, meaning the food and beverage services use social media handles for advertising and marketing products and services. The finding confirms with the study by Salim et al. (2013) who studied ICT usage within tourist hotel operations in Zanzibar. Results indicated advertising and marketing product on the social media platforms are important practices adopted by the hospitality industries.

On the issue of available pricing information online, 15(30.61%) and 18(36.7%) of the respondents agreed and strongly agreed respectively to the statement. On the other hand, 5(10.2%) and 10(20.4%) of the respondents strongly disagreed and disagreed respectively that the industry adopts online pricing strategy, while, 1(2.0%)

of the respondents pinpoint that they are not certain whether the pricing information are available online. A mean score 3.63 and a standard deviation of 1.424 confirms that the food and beverage services adopt online pricing as e-marketing strategy. Again, with regards to availability e-mail request for bookings, and inquiries, 28(57.1%) and 7(14.3%) of the respondents agreed and strongly agreed respectively to that effect. Meanwhile 4(8.2%) and 8(16.3%) of the respondents strongly disagreed and disagreed respectively to availability e-mail request for bookings, and inquiries. However, 2(4.1%) of the respondents were uncertain on the availability e-mail request for bookings, and inquiries. A mean score of 3.53 and a standard deviation of 1.174 showed that the food and beverage service industry used e-mail request for bookings, and inquiries as e-marketing strategy. The finding was in line with Parsons and Oja's (2013) study that online reservations systems is one of the adopted e-marketing strategy in the tourism and hospitality sector. Major travel companies such as Expedia, Orbitz, and Thomas Cook, as well as, medium and even small sized tourism and hospitality firms have online reservation functionalities on official company website.

With respect to ensuring customers e-needs are met and maintained, 29(59.2%) and 6(12.2%) of the respondents agreed and strongly agreed respectively. However, 6(12.2%) of the respondents each strongly disagreed and disagreed to ensuring customers e-needs are met and maintained. A mean score of 3.47 and a standard deviation of 1.226 was attained, meaning the food and beverage services meet and maintained customers e-needs as e-marketing strategy. Meeting the needs of clients improves existing clients satisfaction and retention. The findings buttress with the study by Mihalic and Buhalis (2013) that some tourism and hospitality organisations have effectively utilize online means to address their clients needs and remarks to the

sources of competitive advantage, whereas opportunities offered by ICT are yet to be used by others.

On the statement of emailing news of food and beverage services to clients, 26(53.1%) and 6(12.2%) of the respondents agreed and strongly agreed respectively to the statement. However, 4(8.2%) and 12(24.5%) of the respondents strongly disagreed and disagreed respectively on emailing news of food and beverage services to clients. Meanwhile, 1(2.0%) of the respondent was uncertain to the statement. A mean score of 3.37 and a standard deviation of 1.220 was attained, meaning the food and beverage services emailing news to clients as E-marketing strategy of maintaining clients. As per Reynolds (2006), e-mailing information to clients are accepted among consumers and business travellers already. Similarly, e-mailing had become a relatively well-used application in the tourism sector. Tourism has closely been connected to progress of ICTs for over 30 years.

Table 4.5 further indicated that the food and beverage service industry disagreed to clients being able post comments on the website (M=2.96, SD=1.207), having a database of client's e-mail addresses (M=2.88, SD=1.317), collecting guests' mobile phone numbers for promotional SMS (M=2.63, SD=1.365), ensuring that the site is accessible for visual-impaired persons (M=2.61, SD=1.272), use the website for investigating potential clients' needs (M=2.51, SD=1.063) as e-marketing strategy. Moreover, the respondents disagreed to the food and beverage service industry building a community with our clients via the website (M=2.45, SD=1.276), using the website for investigating the existing clients satisfaction (M=2.35, SD=1.182), and personalizing email according to customer's needs (M=2.20, SD=1.099), allowing clients to make payment through websites (M=1.41, SD=0.734) as e-marketing strategy. All these statements failed to meet the predetermined cut-off point of 3.0.

The finding indicates that the providing online virtual tours and videos of the food and beverage facilities, providing online maps and driving directions, using social media handles for advertising and marketing products and services, providing pricing information online, provision for bookings and inquiries online, meeting and maintaining customers' e-needs, and e-mailing news of food and beverage services to clients are the major E-marketing strategies used by the food and beverage service industries in its operations. The view of the respondents is similar to the study conducted by Omanyo (2014) in Kenya. According to the study online booking, online reservation, provision of online maps and directions, displaying photos and videos online and online payment were the E-marketing strategies integrated by the hotels. The respondents agreed that E-marketing integration are indeed important to the hotels. Therefore, these challenges affect the effective implementation of e-marketing. In most hotels where ICT is adopted the organization performs most of its functions online. Also, most food and beverage industries have a functional website where most of the company information can be obtained (Tondeur, van Braak & Valcke, 2007). Adoption of E-marketing strategies provide substantial cost saving opportunities for businesses in tourism and hospitality sector that otherwise would have been spent on human resources making reservations in a manual manner.

#### **4.4 Challenges in the adoption of Marketing in the operations**

The main issue considered under this section related to the challenges in the adoption of E-marketing in the operations of food and beverage service industry in Kumasi Metropolis. Respondents were asked to indicate their level of agreement to statements on the challenges. The responses which were gathered with the aid of questionnaire administration are presented in Table 4.6.



**Table 4. 6: Responses on the challenges in the adoption of E-marketing**

Challenges	Responses					Mean	SD
	1	2	3	4	5		
Security concerns	2 (4.1)	4 (8.2)	2 (4.1)	30 (61.2)	11 (22.4)	3.90	0.984
Uncertainty of payment methods through internet	2 (4.1)	9 (18.4)	2 (4.1)	29 (59.2)	7 (14.3)	3.61	1.077
Limited ICT infrastructure available	5 (10.2)	8 (16.3)	4 (8.2)	24 (49.0)	8 (16.3)	3.45	1.243
Lack of planning for ICT service	8 (16.3)	10 (20.4)	0 (0.0)	17 (34.7)	14 (28.6)	3.39	1.497
Funding difficulties	13 (26.5)	9 (18.4)	4 (8.2)	20 (40.8)	3 (6.1)	3.01	1.236
Lack of executive support and concerns regarding the reliability of technology	17 (34.7)	16 (32.7)	5 (10.2)	6 (12.2)	5 (10.2)	2.31	1.342
Non availability of ICT skills, and qualified personnel	18 (36.7)	19 (38.8)	3 (6.1)	8 (16.3)	1 (2.0)	2.08	1.134
Lack of knowledge of IT and E-marketing	24 (49.0)	14 (28.5)	3 (6.1)	4 (8.2)	8 (8.2)	1.98	1.283
Perceived customer readiness of e-marketing	18 (36.7)	21 (42.9)	5 (10.2)	5 (10.2)	0 (0.0)	1.94	0.944
It instils fear and tension to the guests and staff	25 (51.0)	16 (32.7)	1 (2.0)	6 (12.20)	1 (2.0)	1.82	1.093

Key: 1=Strongly disagreed, 2=Disagreed, 3=Uncertain, 4=Agreed, 5=Strongly agreed  
 ( ) Percentages in brackets  $\bar{x} \geq 3.0$  =agreed

From Table 4.6, it is observed that security concerns had the highest mean score of 3.90 and a standard deviation of 0.984. As many as 30(61.2%) and 11(22.4%) of the respondents agreed and strongly agreed respectively that security concerns have been their major challenges in adopting the E-marketing. However, 2(4.1%) and 4(8.2%) of the respondents strongly disagreed and disagreed respectively to the statement that security concern is their major challenge in adopting E-marketing. This implies that the food and beverage service industries find it difficult to offer the option of safeguarding their clients personal information. Park and Gretzel (2007) pinpoint that security is becoming a major constraint for E-businesses in the hospitality industry. A serious deficiency arises from the use of the Internet as a marketing means. Food and beverage industries must protect their assets against accidental or malicious misuse

Furthermore, the respondents mentioned that uncertainty of payment methods through internet posed a challenge in the adoption of E-marketing. As many as 29(59.2%) and 7(14.3%) of the respondents agreed and strongly agreed respectively to the statement. On the other hand, 2(4.1%) and 9(18.4%) of the respondents strongly disagreed and disagreed respectively that uncertainty of payment methods through internet posed a challenge, while, 2(4.1%) of the respondents pinpoint that they are not certain. A mean score 3.61 and a standard deviation of 1.077 confirms that the uncertainty of payment methods through internet posed a challenge to food and beverage services in the adoption of E-marketing. The finding agrees with Hudson and Lang's (2002) study that 60.0% of Internet users do not trust the Internet as a payment channel. The makes purchases via the Internet for hospitality services unsafe for many people. This issue affects both the hospitality business and the consumer.

Table 4.6 further revealed that limited ICT infrastructure available posed a challenge to adoption of E-marketing in the food and beverage service industries in its operation. It had a mean score of 3.45 and a standard deviation of 1.243, indicating 24(49.0%) and 8(16.3%) of the respondents agreed and strongly agreed respectively. However, 5(10.2%) and 8(16.3%) of the respondents each strongly disagreed and disagreed to limited ICT infrastructure available as a challenge to adoption of E-marketing. The view of the respondents was in agreement with Ngozi *et al.* (2014) study that limited ICT infrastructure remains major challenges hospitality and tourism industry. The study concluded that availability of ICT infrastructures in hospitality industries help manages / stakeholders provides greater competitive advantage or to blunt the advantage enjoyed by its competitors, increase profits/revenue, cut down cost and improve service delivery while doing so, also ease out employees work.

Moreover, the respondents asserted that lack of planning for ICT posed a challenge to the adoption of E-marketing. As many as 17(34.7%) and 14(28.6%) of the respondents agreed and strongly agreed respectively to the statement. However, 8(16.3%) and 10(20.4%) of the respondents strongly disagreed and disagreed respectively on lack of planning for ICT as a challenge. This statement reflected a mean score of 3.39 and a standard deviation of 1.497, meaning lack of planning for ICT is a challenge to E-marketing adoption by the food and beverage services industry. Duan et al (2002) identified lack of planning for ICT as one of the major challenges faced by hotels in the exploitation of ICT components. Shiels et al 2003) found that lack of planning as a contributing factor to the adoption and exploitation of ICTs by hospitality and tourism industry.

Also funding difficulties had a mean score of 3.01 and a standard deviation of 1.236. As many as 20(40.8%) and 3(6.1%) of the respondents agreed and strongly agreed respectively to the statement. Meanwhile 13(26.5%) and 9(20.4%) of the respondents strongly disagreed and disagreed respectively on funding difficulties as a challenge for adopting E-marketing. The finding concurs with the study by Thomas (2013) that adoption of E-marketing in relation to various organisational processes by hospitality companies can be associated with funding difficulties. Mohapatra (2013) on the same issue asserted that even when managers of small hospitality firms do understand substantial benefits to various business processes to be gained from ICT adoption, the implementation of ICT adoption at full scale may prove to be challenging due to financial factors. Vermaat (2013) also acknowledges this problem and recommends small hospitality firms with severe budget restrictions gradual integration of ICT starting from basic yet effective tools such setting up social networking sites, and starting using Skype and other online communication platforms

Conversely, the respondents disagreed to lack of executive support and concerns regarding the reliability of technology ( $M=2.31$ ,  $SD=1.342$ ), non-availability of ICT skills, and qualified personnel ( $M=2.08$ ,  $SD=1.134$ ), lack of knowledge of IT and E-marketing ( $M=1.98$ ,  $SD=1.283$ ), perceived customer readiness of e-marketing ( $M=1.94$ ,  $SD=0.944$ ), and it instils fear and tension to the guests and staff ( $M=1.82$ ,  $SD=1.093$ ) as the challenges to the adoption E-marketing in the operations of hospitality and tourism industries. All these statements failed to meet the predetermined cut-off point of 3.0.

The study affirmed that security concerns, uncertainty of payment methods through internet, limited ICT infrastructure available, lack of planning for ICT service, and funding difficulties are the main challenges to the adoption of E-marketing in the operations of food and beverage service industry. The result concurs with the study by Kapurubandara et al (2006) who have categorized internal and external challenges that impede adoption of ICT by hotels in a developing country. The internal barriers include; lack of planning for ICT service, owner manager characteristics, limited ICT infrastructure available, cost and return on investment, and external challenges include: infrastructure, social, cultural, political, legal and regulatory.

#### **4.5 Benefits of E-Marketing to the food and beverage service industry**

This section sought to identify the benefits of E-business to the food and beverage service industry in Kumasi Metropolis. Respondents were asked to state their level of agreement on statements relating to the impact of marketing strategies and digital technologies on small scale hotels operations. Table 4.7 presents the result

**Table 4. 7: Responses on benefits of E-marketing**

Benefits	Responses					Mean	SD
	1	2	3	4	5		
Helps to build and maintain the food and beverage industry reputation	2 (4.1)	6 (12.2)	4 (8.2)	26 (53.1)	11 (22.4)	3.78	1.066
Creates convenience for customers/guests	3 (6.1)	7 (14.3)	3 (6.1)	23 (46.9)	13 (26.5)	3.73	1.186
Helps inform customers about new product and services	3 (6.1)	9 (18.4)	4 (8.2)	22 (44.9)	11 (22.4)	3.59	1.206
It contributes immensely to the growth of market share	5 (10.2)	9 (18.4)	0 (0.0)	26 (53.1)	9 (18.4)	3.51	1.277
Helps to build a relationship between the industry and its customers/guests	7 (14.3)	8 (16.3)	0 (0.0)	23 (46.9)	11 (22.4)	3.47	1.386
It ensures customer retention	6 (12.2)	7 (14.3)	2 (4.1)	28 (57.1)	6 (12.2)	3.43	1.242
Helps industry to operate 24 hours a day, 7 days a week, 365 days a year.	6 (12.2)	10 (20.4)	3 (6.1)	20 (40.6)	10 (20.4)	3.37	1.349
Helps the management team to make informed decisions	5 (10.2)	13 (26.5)	2 (4.1)	21 (42.9)	8 (16.3)	3.29	1.307
Attain a competitive advantage over competitors	5 (10.2)	13 (26.5)	0 (0.0)	25 (51.0)	6 (12.2)	3.29	1.275
It improves the profit margin of food and beverage service	6 (12.2)	11 (22.4)	6 (12.2)	21 (42.9)	5 (10.2)	3.16	1.247
Improves customer satisfaction	5 (10.2)	17 (34.7)	5 (10.2)	16 (32.7)	6 (12.2)	3.02	1.266
Increase sales performance of the of food and beverage service industry	13 (26.5)	12 (24.5)	4 (8.2)	14 (28.6)	6 (12.2)	2.76	1.437
Contribute to customer/guest loyalty in the hospitality industry	11 (22.4)	17 (34.7)	3 (6.1)	15 (30.6)	3 (6.1)	2.63	1.302
Aids in providing insights about the food and beverage industry	12 (24.5)	20 (40.8)	4 (8.2)	11 (22.4)	2 (4.1)	2.41	1.206
Helps reach new and innovative markets worldwide	11 (22.4)	25 (51.0)	2 (4.1)	10 (20.4)	1 (2.0)	2.29	1.099
Increase investment in the of food and beverage service industry	18 (36.7)	18 (36.7)	4 (8.2)	9 (18.4)	0 (0.0)	2.08	1.096

Key: *SD* = Strongly Disagree, *D* = Disagree, *N* = Neutral, *A* = Agree, *SA* = Strongly Agree  
 ( ) Percentages in brackets  $\bar{x} \geq 3.0$  = agreed

As depicted in Table 4.7, it was revealed that E-marketing helps to build and maintain the food and beverage industry reputation. As many as 26(53.1%) and 11(22.4%) of the respondents agreed and strongly agreed respectively to the statement. However, 2(4.1%) and 6(12.2%) of the respondents strongly disagreed and disagreed respectively. In addition, 4(8.2%) of the respondent remained uncertain. A mean score of 3.78 and a standard deviation of 1.066 was achieved, meaning adoption of E-

marketing helps to build and maintain the food and beverage industry reputation. Ma'aruf and Abdulkadir (2012) revealed that through E-marketing, food and beverage industry can sell goods in any part of the country without setting up local outlets, widening the target market. Food and beverage industries can build its reputation by selling product and services internationally.

Moreover, as to whether food and beverage service adoption of E-marketing strategies creates convenience for customers/guests, 23(46.9%) and 13(26.5%) of the respondents agreed and strongly agreed respectively, while 3(6.1%) and 7(14.3%) of the respondents strongly disagreed and disagreed respectively to the statement. However, 3(6.1%) of the respondents were uncertain. A mean score of 3.73 and a standard deviation of 1.186 was attained, meaning food and beverage service adoption of e-marketing strategies creates convenience for customers/guests. As mentioned by Ma'aruf and Abdulkadir (2012), convenience is one of the benefits of e-marketing to customers. E-marketing enables food and beverage industry to business around the clock without worrying about store opening hours or overtime payments for staff. Offering products on the Internet is also convenient for customers. They can browse online store at any time and place orders when it is convenient for them.

In addition, concerning whether the E-marketing strategies helps inform customers about new product and services, 22(44.9%) and 11(22.4%) of the respondents agreed and strongly agreed respectively, while 3(6.1%) and 9(18.4%) of the respondents strongly disagreed and disagreed to the statement. However, 4(8.2%) of the respondent was uncertain to the statement with a mean score of 3.59 and a standard deviation of 1.206. This indicated that e-marketing strategies helps food and beverage service inform customers about new product and services. The finding

confirms with Merono-Cerdan et al. (2007) study that with e-marketing, food and service industries can reach out to its customers of new product development.

Again, with a mean score of 3.51 and a standard deviation of 1.277, it appears that e-marketing strategies contributes immensely to the growth of market share. As many as 26(53.1%) and 9(18.4%) of the respondents agreed and strongly agreed respectively, while 5(10.2%) and 9(18.4%) of the respondents strongly disagreed and disagreed respectively to the statement. The view of the respondents agrees with the study conducted by Liu et al (2007) that e-marketing strategy increases the market share and competition within the international tourism industry is as a result of up-surge in international tourist arrivals and departures; apart from increasing competition in international hospitality industry. Liu et al (2007) mentioned that marketing strategy and digital marketing result in a number of alliances among hotels and other tourism enterprises especially the multinationals.

With a mean score of 3.47 and a standard deviation of 1.386, 23(46.9%) and 11(22.4%) of the respondents agreed and strongly agreed respectively that e-marketing helps to build a relationship between the industry and its customers/guests. Conversely, 7(14.3%) and 8(16.3%) of the respondents strongly disagreed and disagreed respectively to the statement. This implies that adoption of e-marketing helps to build a relationship between the food and beverage service industry and its customers/guests. The finding was in line with the work of Marinova et al. (2002) who mentioned that E-marketing helps build strong relationships between both customers and business operators. The Internet provides an important platform for building relationships with customers and increasing customer retention levels. Emailing customers regularly with special, personalized offers helps to maintain the relationship.

Furthermore, as many as 28(57.1%) and 6(12.2%) of the respondents agreed and strongly agreed that adoption of E-marketing strategy ensures customer retention, while 6(12.2%) and 7(14.3%) of the respondents strongly disagreed and disagreed respectively to that effect. However, 2(4.1%) of the respondents were uncertain to the statement with a mean score of 3.43 and a standard deviation of 1.242. This indicates that adoption of E-marketing by food and beverage service ensures customer retention. E-marketing helps to retain customers as it offers new ways of interacting with customers and other stakeholders. Similarly, Berger et al. (2002) maintained that e-marketing encourages interaction between customers and owners or operators of companies.

On the statement that E-marketing helps industry to operate 24 hours a day, 7 days a week, 365 days a year, 20(40.6%) and 10(20.4%) of the respondents agreed and strongly agreed respectively to the statement, while 6(12.2%) and 10(20.4%) of the respondents strongly disagreed and disagreed to that effect. Meanwhile, 3(6.1%) were uncertain to the statement. This has a corresponding mean score of 3.37 and a standard deviation of 1.349, meaning food and beverage service adoption of e-marketing helps the industry to operate 24 hours a day, 7 days a week, 365 days a year. The study by Sarner (2007) affirmed that E-marketing adoption ensures 24/7 marketing. Sarner mentioned that with a website customers can find out about the products and make purchases even if the industry physical (bricks & mortar) premises are closed or do not have physical premises at all. E-marketing allows food and beverage industries to reach people who want to know about products and services at any point in time.

Moreover, the respondents asserted that, E-marketing helps the management team to make informed decisions. As many as 21(42.9%) and 8(16.3%) of the respondents agreed and strongly agreed respectively to the statement. However,



5(10.2%) and 13(26.5%) of the respondents strongly disagreed and disagreed to that effect. However, 2(4.1%) of the respondents were uncertain. This statement attained a mean score of 3.29 and a standard deviation of 1.307, meaning E-marketing helps the management team to make informed decisions. Evans and King (1999) mentioned that E-marketing assists organization to manage information dynamically and influences business competitiveness through assisting decision makers to make appropriate investments and decisions.

On whether E-marketing ensures competitive advantage over competitors, 25(51.0%) and 6(12.2%) of the respondents agreed and strongly agreed respectively to the statement. Meanwhile 5(10.2%) and 13(26.5%) of the respondents strongly disagreed and disagreed respectively to the statement. A mean score of 3.29 and a standard deviation of 1.275 implies that E-marketing strategy adoption helps food and beverage service industry to achieve competitive advantage over competitors. The finding concurs with Nieves and Segarra-Cipres (2015) that E-marketing strategy provide greater competitive advantage or to blunt the advantage enjoyed by its competitors, increase profits/revenue, cut down cost and improve service delivery while doing so, also ease out employees work load, making his /her job easier and faster.

On the issue that E-marketing improves the profit margin of food and beverage service, 21(42.9%) and 5(10.2%) of the respondents agreed and strongly agreed respectively to the statement. On the other hand, 6(12.2%) and 1(2.4%) of the respondents strongly disagreed and disagreed respectively that the industry adopts online pricing strategy, while, 6(12.2%) of the respondents pinpoint that they are not certain whether E-marketing improves the profit margin of food and beverage service. A mean score 3.16 and a standard deviation of 1.247 confirms that the food and beverage

services adoption of E-marketing strategy improves the profit margin of food and beverage service.

On whether E-marketing adoption improve customer satisfaction, 16(32.7%) and 6(12.2%) of the respondents agreed and strongly agreed respectively. Meanwhile 5(10.2%) and 17(34.7%) of the respondents strongly disagreed and disagreed respectively to the statement. However, 5(10.2%) of the respondents were uncertain to the statement. This statement had a mean score of 3.02 and a standard deviation of 1.266, signifying that e-marketing adoption by food and beverage services improves customer satisfaction. The view of the respondents is in agreement with Liu et al. (2000) that adoption of e-marketing like facebook, twitter, WhatsApp etc. increases customer satisfaction; build and enhance customer loyalty which, in turn, creates higher profit due to increased volume resulting from repeat purchases and positive word of mouth.

On the contrary, respondents disagreed that e-marketing adoption increase sales performance of the of food and beverage service industry (M=2.76, SD=1.437), contribute to customer/guest loyalty in the hospitality industry (M=2.63, SD=1.302), aids in providing insights about the food and beverage industry (M=2.41, SD=1.206), helps reach new and innovative markets worldwide (M=2.29, SD=1.099), increase investment in the of food and beverage service industry (M=2.08, SD=1.096). All these statements failed to meet the predetermined cut-off point of 3.0.

The finding shows that adoption of e-marketing strategy helps to build and maintain the food and beverage industry reputation, creates convenience for customers/guests, helps inform customers about new product and services, it contributes immensely to the growth of market share, helps to build a relationship between the industry and its customers/guests, and ensures customer retention. This implies that adoption of E-marketing strategy is very critical in performance and

growth of food and beverage service industry. The finding collaborates with the work of Dzisi and Ofosu (2015) on the benefits of E-marketing strategies on the operational performance of SMEs in Ghana in terms of their profitability, brand awareness and market share. The results of this study suggest that e-marketing strategy are drivers of organizational positioning in a dynamic environment, and that it helps to improves customers satisfaction.

The finding was also in support of the work of Marjanova and Stojanovski (2012) who mentioned that e-marketing that e-marketing contributes immensely to the growth of market share in a competitive environment. A study by MacManus (2008) affirmed that E-marketing strategies have many advantages for tourism and hospitality organizations as well as other organizations such as; providing hospitality operators with an unprecedented ability to communicate directly with customers and the ability for all businesses of all sizes to build competitive advantage, allowing hospitality firms to reach out to potential clients in the quickest and most effective way, increasing worldwide visibility and access enable, facilitate, sustain and reward interaction between consumers and hoteliers.

#### **4.6 Influence of E-marketing on operational performance of food and beverage service industry**

In ascertaining the influence of E-marketing on the operational performance of food and beverage service industry, multiple regression analysis was employed. The variables of E-marketing strategies were used as independent variables, whereas benefits of E-Marketing were use as dependent variable.

#### 4.6.1 Regression Analysis

In order to determine the influence of E-marketing on operational performance of food and beverage service industry, regression analysis was used. The results are summarized and the original Table from SPSS-23.0.

**Table 4. 8: Regression result on effect of E-marketing on operational performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.343 <sup>a</sup>	.118	.099	1.236	.118	6.283	1	47	.016

a. Predictors: (Constant), E-Marketing

b. Dependent Variable: Operational performance

From the summary model Table 4.8, the study found a positive and significant ( $p=0.016<0.05$ ) relationship between E-marketing strategy adoption and operational performance of food and beverage service industry. It also revealed that the number of column R, is the relationship between E-marketing and operational performance (correlation coefficient) is 0.343 which means there is a direct or positive relationship between E-marketing strategy on operational performance. R square states the magnitude of the influence of E-marketing strategy on operational performance (coefficient of determination) is 0.118. This means the magnitude of the effect of E-marketing on operational performance is 11.8%, while the remaining 88.2% (100% – 11.8%) is influenced by variables – other variables not examined in this study.

**Table 4. 9: Result of Coefficient Regression-Operational performance**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.688	.457		8.076	.000
	E-marketing strategy	.421	.168	.343	2.507	.016

a. Dependent Variable: Operational performance.

Based on the Table 4.9 of regression coefficient test results, then obtained are analysed that the regression equation to estimate employee performance is influenced by the motivation is  $Y = 3.688 + 0.421X$  where Y is the operational performance and X is the E-marketing strategy. Based on the results, it is known that there is influence of E-marketing strategy adoption on operational performance of food and beverage service industry, then the performance will continue to increase if they adopt the appropriate E-marketing strategy such as providing online virtual tours and videos of the food and beverage facilities, providing online maps and driving directions, using social media handles for advertising and marketing products and services, providing pricing information online, and provision for bookings and inquiries online. E-marketing is very critical in performance and growth of food and beverage service industry and also innovation playing a significant role.

The finding concurs with the by Marjanova and Stojanovski (2012), good e-marketing strategy contains sales and expansion, it also contributes immensely to the growth of market share in a competitive environment. Studies have argued that a firm pursuing marketing strategy and digital technology in a global market achieves increased sales performance (Leonidou *et al*, 2002). An empirical study conducted by Cavusgil and Zou (1994) validated that E-marketing strategy adaptation is not only linked to sales growth but financial performance of hospitality industry such as profitability and return on investment. E-marketing strategy therefore positively affects overall business performance. It is therefore a suitable strategy toward market responsiveness as it offers the development of new products that meet the needs of a changing marketplace. There is a strong positive link between e-marketing strategy adoption and performance of hospitality industry (Kaynak & Kothari, 2014).

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

#### 5.1 Summary of Key Findings

A number of findings were made after a discussion of the responses. They are summarized as below;

##### 5.1.1 E-marketing strategies used by food and beverage service industry

- The finding showed that the food and beverage service industry have adopted E-marketing strategies by providing online virtual tours and videos of the food and beverage facilities, providing online maps and driving directions, and use social media handles for advertising and marketing products and services.
- The study further showed that food and beverage service industry provide pricing information online, provide bookings and inquiries online, meet and maintain customers' e-needs, and e-mail news of food and beverage services to clients as E-marketing strategies.

##### 5.1.2 Challenges in the adoption of Marketing in the operations

- It appeared from the study that security concerns, uncertainty of payment methods through internet, limited ICT infrastructure available, lack of planning for ICT service, and funding difficulties are the main challenges to the adoption of E-marketing in the operations of food and beverage service industry.

### **5.1.3 Benefits of E-Marketing to the food and beverage service industry**

- The finding shows that adoption of E-marketing strategy helps to build and maintain the food and beverage industry reputation, creates convenience for customers/guests, and helps inform customers about new product and services.
- The study further revealed that the use of e-marketing strategy contributes immensely to the growth of market share, helps to build a relationship between the industry and its customers/guests, and ensures customer retention.

### **5.1.4 Influence of E-marketing on operational performance of food and beverage service industry**

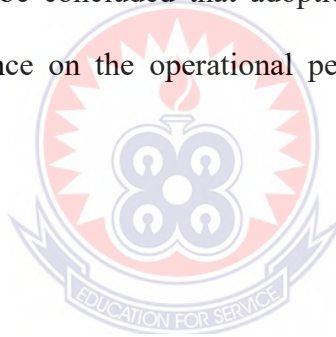
- The study found a positive and significant ( $p=0.016<0.05$ ) relationship between E-marketing strategy adoption and operational performance of food and beverage service industry.
- It appeared from the study that the effect of E-marketing strategy on operational performance of food and beverage service industry is 11.8%, while the remaining 88.2% ( $100\% - 11.8\%$ ) is influenced by other variables.

## **5.2 Conclusions**

In today's world, the food and beverage service industry must have appropriate adoption of ICT innovations in order to gain a new shape which is acceptable in the modern business world. The food and beverage service industry in Ghana is one of the industries being radically transformed by ICT. The study showed that the food and beverage service industry have adopted E-marketing strategies by providing online virtual tours and videos of the food and beverage facilities, providing online maps and driving directions, and use social media handles for advertising and marketing products and services.

According to the study food and beverage service industry face a lot challenge in the adoption e-marketing strategy. It emanated from the study that security concerns, uncertainty of payment methods through internet, limited ICT infrastructure available, lack of planning for ICT service, and funding difficulties are the main challenges to the adoption of E-marketing in the operations of food and beverage service industry. Building an online presence is imperative for businesses to be competitive especially food and beverage service industry. The study showed that the adoption of E-marketing strategy helps to build and maintain the food and beverage industry reputation, creates convenience for customers/guests, helps inform customers about new product and services, and it contributes immensely to the growth of market share.

It can expediently be concluded that adoption of E-marketing strategy has a significant positive influence on the operational performance of food and beverage service industry.



### **5.3 Recommendations**

Based on the findings of this study, the following recommendations have been made to improve and encourage the growth of E-marketing in the hospitality industry:

- To resolve the challenges faced in the application of E-marketing strategy, there is the need for the government and its development partners to create an enabling environment for the development of ICT infrastructure and to provide avenues for the production of ICT experts by undertaking educational reforms that address the vacuum created by this new technology. This will enable food and beverage industries to undertake total system integration which will lead to world class service provision.



- Policy makers in the hospitality industry encourage the use of E-Marketing strategies since its impact and importance for food and beverage industry is really encouraging as using the Internet marketing as prime tool for marketing.
- Food and beverage service industry should encourage their guests to use the internet and telephony to make reservations.
- The hotels should occasionally organize refresher courses for the staff to introduce them to new software and hardware applicable to their operations.

#### **5.4 Suggestion for further Research**

It is recommended that students and the academia conduct further studies to enhance knowledge that will address ICT concepts in Ghana and for that matter Africa especially from the customers perspective. The following could be possible areas of interest:

- The prospects of local language web sites and its contribution to the growth of ICT in hospitality industries
- Market factors, obstacles, problems and issues affecting the growth of ICT in hospitality industries in Ghana.

## REFERENCES

- Abboth, P. & Lewry, S. (1999). *Front Office: Procedures, Social Skills Yield Management*. Elsevier: United Kingdom.
- Ahonen, T. (2008). *Communities Dominate Brands: Trillion with a T, the Newest Giant Industry has arrived: the Money and Meaning of Mobile* (accessed on 15/12/2008)
- Al-Mudimigh, E. M. (2007) Perceived performance effects of ICT in manufacturing SMEs. *Journal of management data System*, 113, 117–135.
- Andrić, B. & Ružić, I. (2010). Effect of e-marketing on consumer behavior in hospitality”, *Tourism & Hospitality Management 2010, Conference Proceedings*, p. 692–706
- Andrić, B. (2007). Primjena e-marketing u turizmu. *Poslovna izvrsnost*, 1(2), p. 85-97
- Ansah, A. K., Blankson, V. S., & Kontoh, M. (2012). The use of information and communication technologies (ICT) in front office operations of chain hotels in Ghana. *International Journal of Advanced Computer Science and Applications*, 3(3), 72-77.
- Ansel, D., & Dyer, C. (1999). A framework for restaurant information technology. *Cornell Hotel and Restaurant Administration Quarterly*, 40(3), 74-84.
- Asabere Y.N. & Doku, V., Sarpong, K. S. & Oppong, D. (2014). Adopting Electronic Business in Ghana: Story of the Hospitality Industry. *International Journal of Computer Applications*, 85(4), 1-10
- Avoke, M. (2008). *Introduction to Special Education for Universities and Colleges* Accra: the City Publishers.
- Barwise P, Farley JU (2005) The State of Interactive Marketing in Seven Countries: Interactive Marketing Comes of Age. *J Interact Mark* 19: 67-80.

- Berger, D., Bolton, N., Bowman, D., Briggs, E. & Kumar, V. (2002). Marketing Actions and the Value of Customer Assets: A Framework for Customer Asset Management. *Journal of Service Resource-US*, 5: 39-54.
- Berry, A. (2011). *Positioning Strategies Adopted by Five Star Hotels in Nairobi, Kenya*. Unpublished MBA Project. Nairobi: University of Nairobi.
- Betts, S. (1994). Performance measurement in service businesses revisited. *International Journal of Service Industry Management*, 7(1), 6-31.
- Bitner, J. (1992). The impact of physical surrounding on customers and employees. *Journal of Marketing*, Vol. 56, April pp 57-71
- Bolton, T., Boyd, D. M. & Ellison, N. B. (2002). Social Network Sites: Definition, History and Scholarship. *Journal of Computer Mediated Communication*, 13(1), 210-230.
- Brodie J, Winklhofer, H., Coviello, E. & Johnston, J. (2007). Is E-marketing coming of age? An examination of the penetration of E-marketing and firm performance. *Journal of interactive marketing*, 2: 2-21.
- Carr, G. (2011). The service quality-loyalty relationship in retail services: Does commitment matter? *Journal of Retailing and Consumer Services* 12(2), 83–97 (2005)
- Carroll B. & Siguaw, J. (2003). Evolution in Electronic Distribution: Effects on Hotels and Intermediaries. *Cornell Hotel Rest A* ,44: 38-50.
- Cavusgil, I. & Zou, J. (1994). The effects of trust and interdependence on relationship commitment: A transatlantic study. *International Journal of Research in Marketing* 13(4), 303–317 (1996)
- Clark, I. & Fujimoto, D. W. (1990). Additive manufacturing technologies (Vol. 238). New York: Springer

- Cohen, J. H. (2011). Using supply chain management to leverage a firm's market orientation. *Industrial Marketing Management*, 32, 25-38.
- Cohen, L. and Morrison, K. (2003). *Research Methods in Education*. London: Routledge Falmer.
- ComScore (2008) ComScore Releases March 2008 European Search Rankings, comScore, Inc (accessed 1 June 2008).
- Connolly D. J and Lee M. D. (2006). An Environmental Assessment of How Technology is reshaping the Hospitality Sector. *Tourism and Hospitality Research*, 3 (1), 73-93.
- Connolly, O. & Olsen, D. (2000). Definitions of E-marketing vs Internet vs Digital marketing. *Smart Insight Blog*, 11-26.
- Cooper, C., Fletcher, J., Gilbert, D and Wanhill, S (2018). *Tourism Principles and Practice*, Pearson, Essex.
- Dubey, I. (2010). *Relationship Marketing: New Strategies, Techniques and Technologies to Win the Customers You Want and Keep Them Forever*. John Wiley and Sons Publishers.
- Dzisi, S. & Ofori, D. (2015). Marketing Strategies and the Performance of SMEs in Ghana. *European Journal of Business and Management*, 3: 21-29.
- El-Gohary, H. (2012). Factors affecting E-Marketing adoption and implementation in tourism firms: An empirical investigation of Egyptian small tourism organisations. *Tourism Management*, 33(5), p. 1256–1269
- Epstein, M. J., & Yuthas, K. (2007). Evaluating the effectiveness of internet marketing initiatives. *The society of management accountants of Canada, the American institute of certified*

- Evans, J. R., & King, V. E. (1999). Business-to-business marketing and the world wide web: Planning, managing, and assessing web sites. *Industrial Marketing Management*, 28(4), 343-358.
- Faraldi, M., Tardito, L. & Vos, M. A. (2011). Corporate Distinctive Competence, Strategy, Industry, and Performance. *Strategic Management Journal Vol 6*: pp. 273-293.
- Gay, L. R. (1992). *Education Research Competencies for Analysis and Application*: London: Charles E. Milton Keynes Philadelphia Company.
- Gay, L. R. (1996). *Educational research (5th ed.)*. Englewood Cliffs, NJ: Prentice Hall.
- Ge, G. L. & Ding, D. Z. (2005). Market Orientation, Competitive Strategy and Firm Performance: An Empirical Study of Chinese Firms. *Journal of Global Marketing*, 2: 5-23.
- Ghana Tourism Board. (1999). *Tourism Statistics Fact Sheet on Ghana*. Accra, Ghana: Ghana Tourist Board Research Department.
- Hanson, W. (2000). *Principles of Internet Marketing*. Cincinnati, OH: South-Western College.
- Hashim, N. H., Murphy J, Purchase, S. & O'Connor, P. (2010). Website and email adoption by Malaysian hotels. *International Journal of Hospitality Management*, 29: 194-196.
- Hose, P. J. (2011). Key performance indicators in European hotel properties: general managers' choices and company profiles. *International Journal of Contemporary Hospitality Management*, 13(3), 120-128.
- Hudson, L. E. & Lang, P. (2002). The determinants of commitment in the distributor-manufacturer relationship. *Industrial Marketing Management* 30(3), 287-300 (2001)

- Hudson, S. & Lang, N. (2002). A destination case study of marketing tourism online: Banff, Canada. *Journal of Vacation Marketing*, 8: 155-165.
- Hult, E. & Olson, E. M. (2011). Factors influencing the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness. *Industrial Marketing Management*, 39, 551–559.
- Jaishankar, R., Mark, M. & Kristy, O. (2000). The effects of a lack of social recognition on online communication behavior, *Computers in Human Behavior*, 29, 1065-1077.
- Jerome, M. A. (1991). Corporate Distinctive Competence, Strategy, Industry, and Performance. *Strategic Management Journal Vol 6*: pp. 273-293.
- Jimmy, M. & LI, S. (2003). *Strategic Marketing Management*, 2nd edition, planning, implementation and control. Butterworth Heinemann.
- Kannan, J. (2005). A current overview of Web based marketing within the hotel industry. In: Proceedings of Tourism. International Conference, Changmai, Thailand, 3: 12-44.
- Kapurubandara, I., Steenkamp, J.-B. & Kumar, N. (2006). Generalizations about trust in marketing channel relationships using meta-analysis. *International Journal of Research in Marketing*, 15(3), 223–248.
- Kaynak, E., & Kothari, V. (2014). Export behavior of small and medium-sized manufacturers: Some policy guidelines for international marketers. *Management International Review*, 61-69.
- Kiljander, C. (2004). Evaluating Internet Portals-An Empirical Study of Acceptance Measurement Based on the Austrian National Tourist Office's Service Portal. *Journal of Quality Assurance in Hospitality & Tourism*, 6(3/4), 163-183.

- Kim, W. G., and Ham, S. (2007). The Impact of Information Technology Implementation on Service Quality in the Hotel Industry. *Information Technology in Hospitality*, 4(4), 143-151.
- Knowles, T (1998). *Hospitality Management: An Introduction* (2nd Ed.). Prentice, Hall: London
- Kotler, P. (2010). *Marketing Management: Analysis, Planning and control*. Engel Wood Cliffs: Prentice Hall.
- Kotler, P., Keller, K. L. & Armstrong, G. (2006). *Principle of marketing*. 12th ed. Upper Saddle River, N.J: Pearson Prentice Hall
- Law, R., & Jogaratnam, G. (2005). A Study of Hotel Information Technology Applications. *International Journal of Contemporary Hospitality Management*, 17(2), 170-180.
- Leong, C. (2001). Marketing practices and Internet marketing: A study of hotels in Singapore. *Journal of Vacation Marketing* 7:179-187.
- Leonidou, M., Naver, J. C., and Slater, S. F. (2002). The effect of a market orientation on business profitability, *Journal of Marketing*, 54, 20-35.
- Liao, A. & Cheung, E. (2002). Supply chain integration and product modularity: An empirical study of product performance for selected Hong Kong manufacturing industries. *International Journal of Operations & Production Management*, 30, 20-56.
- Litvin, S. W., Blöse, J. E. & Laird, S. T. (2010). Tourists' use of restaurant web pages: Is the internet a critical marketing tool?. *Journal of Vacation Marketing*, 11: 155-161.
- Liu, H. F., Ke, W. L., Wei, K. K., Gu, J. B., and Chen, H. P. (2000). The role of institutional pressures and organizational culture in the firm's intention to adopt

- internet-enabled supply chain management systems. *Journal of Operations Management*, 28, 372-384.
- Liu, Y., Luo, Y. D., and Liu, T. (2007). Governing buyer-supplier relationships through transactional and relational mechanisms: Evidence from China. *Journal of Operations Management*, 27, 294-309.
- Looi, M. G. (2004). Hotel guest satisfaction among business travellers: What are the important factors? *Cornell Hotel and Restaurant Administration Quarterly*, 37(2), 72-81.
- Lovelock, C. (1996). *Marketing Services*. Chicago: AMA
- Ma'aruf, L. M., & Abdulkadir, K. (2012). An overview of e-commerce implementation in developed and developing country; A case study of United State and Nigeria. *International Journal of Modern Engineering Research*, 2(5), 3068-3080
- MacManus, R. (2008). Report: Social Media Challenging Traditional Media. Retrieved from ReadWriteWeb.com. Accessed: January, 9, 2022.
- Madanlal, T. (2007). An integrated model of buyer-seller relationships. *Journal of the Academy*
- Marinova, A., Murphy, J. & Massey, B. L (2002). Permission E-mail Marketing as a Means of Targeted Promotion. *Cornell Hotel Rest*, 43: 61- 69.
- Marjanova, H. and Stojanovski, S. (2012). *Strategy Process: Concepts, Contexts, Cases*, Pearson Education Limited England.
- McIvor, M. & Humphreys, N. (2004). Antecedents to supplier integration in the automotive industry: A multiple-case study of foreign subsidiaries in China. *Journal of Operations Management*, 28, 240-256.



- Merono-Cerdan, A. L. & Soto-Acosta, P. (2007). External Web content and its influence on organizational performance. *European Journal of Information System*, 16 : 66–80.
- Mihalic, B. & Buhalis, O. C. (2013). The effect of market orientation on product innovation. *Journal of the Academy of Marketing Science*, 28, 239-247.
- Mills, E., Han, J. & Clay, J. (2008). Accessibility of Hospitality and Tourism Websites: A Challenge for Visually Impaired persons. *Cornell Hospitality*, 49: 28-41.
- Milton, A. (2007). Performance measurement system design: developing and testing a process-based approach. *International Journal of Operations & Production Management*, 20(10), 1119-1145.
- Mohapatra, S. (2013). “E-Commerce Strategy: Text and Cases” Springer Group
- Mugenda, O. M. & Mugenda, A.G. (2003) Research Methods, Quantitative and Qualitative Approaches. ACT, Nairobi
- Mugenda, O. N. & Mugenda (1999). *Research methods: A quantitative and qualitative approach*. Nairobi: ACTS press.
- Mutsikiwa, M. C. 2012). *Growth Strategies and Performance of Hotels in Kwale County*. Unpublished MBA Project. Nairobi: University of Nairobi.
- Neuman, W. L. (1997). *Social Research Methods: Qualitative and Quantitative Approaches*. (3rd ed. Chs 1,2,5,9,17). Boston: Allyn and Bacon.
- Nieves, S. & Segarra-Cipres, R. T. (2015). A market orientation in supply chain management. *Journal of the Academy of Marketing Science*, 35, 507-522.
- Njeri, A., Ouma, K., & Odhuno, E., (2015). The relationship between the marketing strategies and competitiveness of four and five star hotels. *International Research Journal*, 2(3), 34-81.

- Nwakanma, M., Ubani, A., Asiegbu, D. & Nwokonkwo, O. (2014). *Growth Strategies and Performance of Hotels in Kwale County*. Unpublished MBA Project. Nairobi: University of Nairobi.
- Odom, W. (2007). CCENT/CCNA ICND1: Official Exam Certification Guide, (2<sup>nd</sup> ed.). Indianapolis: Cisco Press.
- OECD. (2001). *ICT, E-Business and SMEs*. Organisation for Economic Co-operation and Development.
- of Marketing Science 23(4), 335–345 (1995)
- Olifer, E. and olifer, V. (2006). *Computer Networking, Principles, Technologies And Protocol For Network Design*. John Wiley and Sons LTD: England.
- Omanyo, O. V. (2014). Relationship between ICT Integration and Operational Performance of Hotels in Kenya. *International Journal of Innovative Research and Development*, 2(13), 17-25.
- Pantano, A. & Di Pietro, M. D. (2013). The Effects of Customer Satisfaction, Relationship Commitment Dimensions, and Triggers on Customer Retention. *Journal of Marketing* 69: 2-15)
- Park, Y. A. & Gretzel U. (2007). Success Factors for Destination Marketing Web Sites: A Qualitative Meta-Analysis. *Journal of Travel Research*, 46: 46-63.
- Parsons, J.J. & Oja, D. (2013). “New Perspectives on Computer Concepts 2013: Comprehensive” 15<sup>th</sup> edition, Cengage Learning.
- Pavlov, O., Melville, N. & Plice, R. (2008). Toward a sustainable e-mail marketing infrastructure. *Journal of Business Resources*, 61: 1191–9.
- Philip, J. (2006). Importance of Hotel Website Dimensions and Attributes: Perceptions of Online Browsers and Online Purchasers of Hospitality & Tourism Research 30(3), 295–312.

- Poon, A. (2017). *Tourism, Technology and Competitive Strategies*. London: Cab International.
- Public Accountants and The Chartered Institute of Management Accountants.
- Raghubalari, B. & Smritee, J. (2010). How does market orientation contribute to serve firm performance? An examination of alternative mechanisms. *European Journal of Marketing*, 36, 1058-1075.
- Reynolds, J. (2006). *The Complete E-Commerce Book*. Berkeley, Publishers Group West
- Rogers, E. M. (1995). *Diffusion of innovations*. New York, NY: Free Press.
- Rogers, E. M. (2003). A Content Analysis of the Web Sites of Turkish Travel Agencies. *Anatolia*, 17(1), 43-54.
- Salem, I., Ahmed El-Said, A. O. & Nabil, M. (2016). Determinants and Effects of Applying Electronic Marketing in Alexandria Hotels: Current Status and Future Trends. *Journal of Tourism and Hospitality*, 2(2), 1-8.
- Salim, L. Sahadev, S. and Islam, N. (2013). Exploring the Determinants of E-Commerce Usage in the Hotel Industry in Thailand: An Empirical Study. *Information Technology & Tourism*, 7(3/4), 171- 180
- Sarner, A. (2007). E-marketing improves the customer's buying process. Gartner Research Inc. and/or its Affiliates: Publication Date: 1 March 2007/10 Number: G00146513.
- Scaglione, M., Schegg, R. & Murphy, J. (2009). Website adoption and sales performance in Valais' hospitality industry. *Technovation*, 29: 625–631.
- Shaltoni A. M. & West, D.C. (2010). The measurement of e-marketing orientation (EMO) in business-to-business markets. *Ind Market Manage*, 39: 1097–1102.

- Shibury, C. M., Narasimhan, R., and Das, A. (2009). The impact of purchasing integration and practices on manufacturing performance. *Journal of Operations Management*, 19, 593-609.
- Singh, A. J., & Kasavana, M. L. (2005). The Impact of Information Technology on Future Management of Lodging Operations: A Delphi Study to Predict Key Technological Events in 2007 and 2027. *Tourism & Hospitality Research*, 6(1), 24-37.
- Singh, A. J., Kim, H., & Huh, C. (2006). Differential Impacts of Information Technology Services in the Korean Hotel Industry: A Study of Management Perceptions. *FIU Hospitality Review*, 24(2), 78-89.
- Singh, J. & Mulla, S. (2011). *e-Business and Supply Chain Integration*. Springer, New York.
- Smith, P. R. (2008). *Marketing Communications: An Integrated Approach*. London: Kogan Page Ltd.
- Straus, J. & Frost, R. (2001). *Electronic marketing*, NJ: Prentice Hall.
- Tawiah I. (2015). Principal Marketing & Public Relations Officer at Ghana Ports and Harbours Authority. Retrieved from <https://gh.linkedin.com/in/isaac-tawiah-739a5437>. Accessed: March, 9, 2021.
- Thomas, C. (2013). "E-Commerce Marketing: How to Drive Traffic that Buys to Your Website" Kernu Publishing
- Thomas, C. (2013). "E-Commerce Marketing: How to Drive Traffic that Buys to Your Website" Kernu Publishing
- Tondeur, L., van Braak, E. & Valcke, M. (2007). Traditional Medical Practices and Information Technology: A Study on Customer Relationship Management in Ayurveda Tourism. *Tourism Recreation Research*, 30(3), 17-25.

- Vermaat, M.E. (2013). *Discovering Computers: Student Success Guide*” Cengage Learning
- Vescovi, M. (2007). *Building an e-CRM Strategy in Hospitality: How to Establish Mutually Beneficial Interactive Relationships with Your Customers* (2007)
- Wang, Y. & Fesenmaier, D. R. (2006). Identifying the Success Factors of Web-Based Marketing Strategy: An Investigation of Convention and Visitors Bureaus in the United States. *Journal of Travel Research* 44: 239–249.
- Wang, Y., Hwang, Y. & Fesenmaier, D. (2006). Futuring Internet Marketing Activities Using Change Propensity Analysis. *Journal of Travel Research*, 45: 158-166.
- Williams, A. P. & Palmer, A. J. (1999). Tourism destination brands and electronic commerce: Towards synergy?. *Journal of Vacation Marketing* 5: 263-275.
- Wilson, D. T. Starkov, M., Price, J. (2008). Hotelier’s online marketing resolutions. *Hospitality eBusiness Strategies, HeBS*, 2-17.
- Winata, L., & Mia, L. (2005). Information Technology and the Performance Effect of Managers’ Participation in Budgeting: Evidence from the Hotel Industry. *International Journal of Hospitality Management*, 24(1), 21-39.
- Windrum, P., & De Berringer, P. (2002). The adoption of E-business by SMEs. pp 12-43.
- World Tourism Institution (2008). *Handbook on E-marketing for Tourism Destinations*, World Tourism Institution, Madrid
- WTO. (1999). *Tourism Marketing Trends: Africa 1989-1998*,. Madrid: Commission for Africa.
- WTO/UNDP (1996). *National Tourism Development Plan. Integrated Tourism Development Programme GHA(92/013)*. Accra, Ghana: Ministry of Tourism.

Ye, Q, Law, R. & Gu, B. (2009). The impact of online user reviews on hotel room sales. *International of Hospitality Management*, 28: 180-182.

Zineldin, M. (2005). Beyond Relationship Marketing: Technologicalship Marketing. *Marketing Intelligence & Planning*, 18(1), 9–23 (2000)



**APPENDIX**

**UNIVERSITY OF EDUCATION, WINNEBA**

**COLLEGE OF TECHNOLOGY EDUCATION, KUMASI**

**QUESTIONNAIRE STAFF**

**Preamble:** The researcher, a student of University of Education Winneba is seeking information relating to the topic **“INFLUENCE OF E-MARKETING ON THE OPERATIONAL PERFORMANCE OF FOOD AND BEVERAGE SERVICE. A CASE STUDY OF THE KUMASI METROPOLIS”**. Please you have been selected to participate in the research. Kindly provide answers by ticking [] or completing the blank space. Your responses will be kept confidential.

**Section A: Demographic Characteristics of Respondent**

1. Age (years):  
18 – 27 (  )    28 – 37 (  )    38 – 47 (  )    48 – 57 (  )    58 and above (  )
2. Gender: Male (  )                      Female (  )
3. Educational Level: Diploma (  )      Higher National Diploma (  )  
Degree (  )                      Masters (  )
4. How long have you been working in this hotel?  
Below 1year (  )    1-5years (  )    6-10years (  )    Above 10years (  )
5. What is your current position?  
.....  
.....

6. How long have you been in this position?

.....

.....

7. How long has your firm or office been using E-marketing?

.....

.....

### Section B: E-marketing strategies used by food and beverage service industry

8. Please indicate the major E-marketing strategies used by food and beverage service industry in Kumasi Metropolis. Please rate using a scale of 1 to 5 where; 1=Strongly disagree, 2=Disagree, 3=Uncertain, 4=Agree, 5=Strongly agree. *Please tick [√] the appropriate box below.*

S/N	Statement	1	2	3	4	5
1.	Build a community with our clients via the website.					
2.	Availability e-mail request for bookings, and inquiries					
3.	Use the website for investigating the existing clients' satisfaction.					
4.	Use the website for investigating potential clients' needs.					
5.	Clients are able to post comments on the website					
6.	Clients make payment through websites					
7.	Have a database of clients e-mail addresses					
8.	Use social media handles for advertising and marketing products and services					
9.	Emailing news of food and beverage services to clients					
10.	Personalization of email according to customers' needs					
11.	Ensuring customers' e-needs are met and maintained					
12.	Ensuring that the site is accessible for visual-impaired persons.					



13.	Collecting guests' mobile phone numbers for promotional SMS					
14.	Providing online virtual tours and videos of the food and beverage facilities.					
15.	Providing online maps and driving directions					
16.	Availability of pricing information online					

9. Please indicate the level of skills possessed on ICT.

Very High ( 1 )      High ( 2 )      Moderate ( 3 )      Low ( 4 )

#### Section D: Challenges in the adoption of E-marketing

10. Please indicate the extent to which you agree on the following statements about the challenges in the adoption of E-marketing in the operations of food and beverage service industry. Please rate using a scale of 1 to 5 where 1 represents strongly disagree, 2 represents disagree, 3 uncertain, 4 represents agree and 5 represents strongly agree. *Please tick [√] the appropriate box below.*

S/N	Statement	1	2	3	4	5
1.	Funding difficulties					
2.	Non availability of ICT skills, and qualified personnel					
3.	Limited ICT infrastructure available					
4.	Lack of planning for ICT service					
5.	Lack of knowledge of IT and e-marketing					
6.	Perceived customer readiness of e-marketing					
7.	Security concerns					
8.	Lack of executive support and concerns regarding the reliability of technology					
9.	Uncertainty of payment methods through internet					
10.	It instils fear and tension to the guests and staff					

#### Section D: Benefits of E-business to the food and beverage service industry

12. Please indicate the extent to which you agree on the following statements about the benefits of E-business to the food and beverage service industry. Please rate using a scale of 1 to 5 where 1 represents strongly disagree, 2 represents

disagree, 3 uncertain, 4 represents agree and 5 represents strongly agree. *Please tick [√] the appropriate box below.*

S/N	Statement	1	2	3	4	5
1.	Creates convenience for customers/guests					
2.	Contribute to customer/guest loyalty in the hospitality industry.					
3.	Helps to build a relationship between the industry and its customers/guests					
4.	Helps reach new and innovative markets worldwide					
5.	Helps industry to operate 24 hours a day, 7 days a week, 365 days a year.					
6.	It improves the profit margin of food and beverage service					
7.	It ensures customer retention					
8.	Improves customer satisfaction					
9.	Attain a competitive advantage over competitors					
10.	It contributes immensely to the growth of market share					
11.	Increase sales performance of the of food and beverage service industry					
12.	Increase investment in the of food and beverage service industry					
13.	Helps inform customers about new product and services					
14.	Helps the management team to make informed decisions					
15.	Aids in providing insights about the food and beverage industry					
16.	Helps to build and maintain the food and beverage industry reputation					