

**PERCEIVED BENEFITS AND BARRIERS TO THE USE OF WORLD WIDE WEB  
MARKETING AMONG RWANDAN HOTELS**

**By**

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## **DECLARATION**

*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

## **DECLARATION**

I, Olivier Kanyabikali, declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

**Olivier Kanyabikali**

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**Signed**

**30 September 2014**

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**Date**

## **ABSTRACT**

*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

### **ABSTRACT**

This research investigated opinions on two aspects of the World Wide Web as a marketing tool for Rwandan hotels: “Web benefits” as seen by hotels with a Web presence (“adopters”), and “barriers to Web adoption” as seen by hotels without (“non-adopters”). Evidence was collected from a sample of 86 hotels, of which 45 had adopted the Web and 41 had not.

Firstly, 86 survey questionnaires were collected and secondly, seven telephone interviews were conducted. They consisted of three Web adopters and four non-adopters.

For the survey, open-ended questions were used and a statistical analysis of adopters' opinions depicts the main benefits as being “advertising and promoting”, “providing hotel information”, “communicating better”, “providing online reservation”, “saving cost and time” and “being free from borders”. Importantly, respondents' data also indicates that they considered “increasing business” and “providing competitive advantage” as benefits. In the research results, the latter are considered as the high-end benefits of any marketing effort with “increase in business” depending on “competitive advantage”.

The same was done with barriers to Web adoption and a statistical analysis depicts the main barriers as being “high cost of Web implementation”, “lack of external Internet infrastructure”, “lack of IT skills and knowledge”, “perceived costs and benefits”, “lack of top management support” and “lack of awareness about business opportunities and benefits of Web marketing”.

The analysis of the interviews reveals that “Web benefits” came through strongly in the qualitative content analysis. The most mentioned benefit was “increasing business”. “Providing hotel information”, “saving cost and time”, “providing online reservation”, “transactions at global level”, “advertising and promoting” and “providing online payment” were also mentioned. Details will be found in the chapter dealing with research results.

Further, the interviews reveal that Web adopters were satisfied and generally achieved the benefits they expected from Web adoption; no disbenefits were expressed. On the side of the non-adopters, the interviews reveal that even though they had no website, they believed that Web marketing would be beneficial in terms of marketing, especially for advertising.

For a more effective implementation of Web marketing among Rwandan hotels, the researcher provides recommendations to the identified key stakeholders. Also, the researcher recommends further studies, on the use of Internet and Web marketing among Rwandan hotels.

## ACKNOWLEDGEMENTS

*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

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## **DEDICATION**

*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

## **DEDICATION**

This dissertation is dedicated to my father Athanase Kagimbangabo and my late mother Virginie Mukaruhanika.

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## GLOSSARY

*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

## GLOSSARY

<b>Terms/Acronyms/ Abbreviations</b>	<b>Definition/Explanation</b>
<b>AOL</b>	America Online
<b>CPUT</b>	Cape Peninsula University of Technology
<b>DRC</b>	Democratic Republic of Congo
<b>EC</b>	Electronic Commerce
<b>E-commerce</b>	Electronic Commerce
<b>EFT</b>	Electronic Funds Transfer
<b>F&amp;B</b>	Food and Beverage
<b>GB</b>	Gigabyte
<b>HTML</b>	Hypertext Markup Language
<b>IBM</b>	International Business Machines Corporation
<b>ICDT</b>	Information, Communication, Distribution and Transaction
<b>ICT</b>	Information and Communication Technology
<b>IMBOK</b>	Information Management Body of Knowledge
<b>IT</b>	Information Technology
<b>ISP</b>	Internet Service Provider
<b>MICE</b>	Meetings, Incentives, Conferences and Exhibitions
<b>MINICT</b>	Ministry of Information & Communications Technology



## **GLOSSARY**

*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

<b>MS</b>	Microsoft
<b>MS SQL</b>	Microsoft Structured Query Language
<b>MWEB</b>	A South African Internet Service Provider
<b>ORTPN</b>	Office Rwandais du Tourisme et des Parques Nationaux (French version) Rwanda Office of Tourism and National Parks (English Version)
<b>PSF</b>	Private Sector Federation
<b>ROI</b>	Return On Investment
<b>RWF</b>	Rwandan Franc
<b>SEACOM</b>	Southeast Asia Commonwealth Submarine Cable
<b>SEM</b>	Search Engine Marketing
<b>SME</b>	Small and Medium Enterprise
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>TAM</b>	Technology Acceptance Model
<b>TV</b>	Television
<b>URL</b>	Uniform Resource Locator
<b>USD</b>	United States Dollar
<b>WOM</b>	Word-of-Mouth
<b>ZAR</b>	The currency abbreviation for the South African rand

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction

The use of Internet technology has been growing on the continent of Africa in recent years (Chivhanga, 2000:373). This increase is evident in both the increasing number of users and the increasing number of adopting companies. Many companies are going online for a variety of reasons: for example, to increase their competitive advantage. In examining the World Wide Web as a marketing tool (which will be referred to in this dissertation as “Web marketing”), this study concentrated specifically on the use of Web marketing by Rwandan hotels.

Awareness activities such as seminars have been organised in order to sensitise providers of tourism services including Rwandan hoteliers to the benefits of using online marketing (E-tourism Africa, 2010). Damian Cook, managing director of E-tourism Africa - the company which provided a two-day training session in Kigali, Rwanda, on “Online tourism management and marketing” on 21-22 May, 2009 - estimates that over 70% of travellers obtain their travel information through online tourism and this increases their means of selecting, booking and buying (Money Biz, 2008).

As providers of tourism services, including hotels, were being sensitised on the adoption and best practices of online marketing, it became interesting to know why they were not online in the first place. Apart from investigating why some hotels are not online, this study also investigates the perceived benefits of adopting and using Web marketing: hotels which do not use Web marketing (“non-adopters”) provide their opinions for Web marketing non-adoption, while hotels using Web marketing (“adopters”) express the benefits. In this dissertation, benefits refer to advantages whereas barriers refer to any factor which results in not adopting Web marketing.

## **1.2 Background to the research problem**

Web marketing is known for its tremendous benefits when compared to traditional media of marketing (Manecke & Schoensleben, 2004:216; Au & Ekiz, 2009:233; Yazdanifard, Venpin, Yussof & Islam, 2011:192). The most frequently quoted benefit is competitive advantage (Hamill, 1997:300; Kiang, Raghu & Shang, 2000:391; Tsekouropoulos, Andreopoulou, Seretakis, Koutroumanidis & Manos, 2012:6). Porter (2001:64) advises complementing traditional ways of competing with use of the Internet due to its positive influence on sustainable competitive advantage. The non-adoption of Web marketing was found to be a potential cause of competitive disadvantage among hotels (Anckar & Warden, 2001:245). Other authors such as Beatty, Shim and Jones (2001:339) extend the list of potential benefits associated with the Web to include reduced transaction, advertising and distribution costs; elimination of third party intermediaries; reduced time to complete transactions; the ability to monitor customer choices and gather market intelligence; the ability to deliver timely information to stakeholders; and the ability to offer customised advertising, promotion, and customer services, all of which are benefits related to reduced clerical errors, overhead costs, and faster response to new market opportunities.

Seeing the importance of Information Technology (IT) in general, the Government of Rwanda, aspiring to be the ICT (Information and Communication Technology) hub in Africa (Rubagiza, Were & Sutherland, 2011:38), has invested significantly in IT infrastructures. For example, the “fibre optic network project” (Ministry of Youth and ICT, 2010:32) was completed recently at an estimated cost of US\$ 95 million (Reuters Africa, 2011) in order to promote the use of IT in Rwanda and to derive concomitant benefits. Despite this increase in investment, the use of available IT in Rwanda is still limited.

With regard to hotels, estimates show that the current Web adoption rate among Rwandan hotels is less than 35% (Rwanda Development Board, n.d.; Rwanda Hotel and Restaurant Association, n.d.). These sources document an estimated 100 hotels countrywide, of which 65% do not have a website. Some of the websites belonging to the remaining 35% only display static information including the hotel name, hotel contacts, directions and services at the hotel. However, websites belonging to hotel chains have rich functions. Currently, there are only two international hotel chains operating in Rwanda (Rwanda Development Board, n.d.): Serena Hotels and Laico Hotels. Locally, there are Stipp Hotels and Gorilla Hotels, both of which operate as local hotel chains.

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When talking about the image of Rwanda as a tourist destination, Grosspietsch (2005:21) suggests that Rwanda has a great challenge if it is to develop effective marketing strategies for tourism. In any country, the hotel sector is known for its significant importance in the tourism industry. For instance, hotel expenditure was reported to be the second largest source of income for the Hong Kong tourism industry (Au & Ekiz, 2009:230). As such, it makes sense for the hotel sector to invest more in Internet use so as to derive associated benefits for both the hoteliers and their existing and potential customers. Among the benefits, Internet use is known as a sustainable tool for information gathering (Law & Hsu, 2005:495). Once hotel information is posted on the Internet, potential customers can access hotel information - including offered products and services - in advance of their visit, which may consequently increase sales. Most hotels in Rwanda do not use Web marketing (Rwanda Development Board, n.d.; Rwanda Hotel and Restaurant Association, n.d.). Knowing that travellers often use different online information sources in the trip planning process (Cox, Burgess, Sellitto & Buultjens, 2008:8), there is a possibility that this lack of available online information makes it difficult for potential customers when planning their journeys. When searching online for hotels in Rwanda, customers will be likely to only consider hotels for which they can get adequate information from their websites.

Reasons for Web non-adoption are many and may relate to a lack of provision for Web marketing in their current marketing budget, a perception that Web marketing is very expensive and unaffordable, and so forth (Purao & Campbell, 1998:327; Nambisan & Wang, 1999:98; Beatty *et al.*, 2001:346; Kartiwi & MacGregor, 2007:41; Tarek, 2009:134-136). Additionally, connectivity, power supply problems and insufficient infrastructure have restricted Internet use in most African countries, hence prompting some investment intervention (Albirini, 2008:51) in order to improve the situation. In Rwanda, the situation is expected to improve rapidly as the Government of Rwanda has invested in the fibre optic network project (Ministry of Youth and ICT, 2010:32) and has secured affordable broadband connectivity on the SEACOM undersea cable systems (United Nations Conference on Trade and Development, 2012:9), which could translate into real benefits to the tourism industry and to the national economy.

### **1.3 Problem statement**

With the above background on the Web usage among Rwandan hotels, the research problem can be summarised as follows:

“Advantages of Web marketing and Internet use are well-articulated and have been proven empirically. In order to exploit Internet benefits, the Rwandan government has put efforts in ICT investment and promotion and it wishes to become an ICT hub in Africa. Despite this effort, Web adoption as a marketing tool among Rwandan hotels is still low. In this regard, little is known about the benefits gained by Web adopter hotels in the context of Rwanda and likewise, perceptions of hotel managements on barriers for non-adoption are not known. This has adverse effects, especially on the desired government impact and on economic growth for the whole country in general”.

### **1.4 Objectives of the research**

This research has the following objectives:

- To identify Web marketing benefits experienced by Web adopter hotels in Rwanda and their respective significance.
- To identify barriers to Web marketing adoption by Web non-adopter hotels in Rwanda and their respective significance.
- To provide recommendations for adequate adoption and use of Web marketing in particular and online marketing in general among Rwandan hotels.

In order to attain the objectives, it is important to look at different stakeholders in the Rwandan hotel sector and determine which are most influential in decision making. The stakeholders could include any person, group of persons or organisations which have any interest in the Rwandan hotel sector, including: hotel owners, managers, employees, guests, suppliers, the Rwanda Hotel and Restaurant Association, the Private Sector Federation (PSF), the Rwanda Development Board and the Government of Rwanda.

For the purpose of this research, four stakeholders in positions of decision-making power within Rwandan hotels were selected for recommendations. In this research these selected stakeholders, as listed below, will be referred to as “decision-makers”.

- The Government of Rwanda (through the Ministry of Infrastructure).
- The Rwanda Hotel and Restaurant Association.
- Hotel owners.
- Hotel managers.

## **1.5 Research questions**

This research addresses the following questions:

- What Web marketing benefits are experienced by Web adopter hotels in Rwanda and what is the significance of these respective benefits?
- Why have some hotels in Rwanda not yet adopted Web marketing and what is the significance of respective barriers to Web adoption?
- What should be done for Rwandan hotels to adequately exploit Web marketing in particular and online marketing in general?

The above first two research questions are designed to provide answers to the first two research objectives; the third is intended to answer the final objective concerning recommendations.

## **1.6 Rationale and contribution of the research**

### **1.6.1 Rationale of the research**

Online marketing plays a big role in promoting and selling hotel rooms in the hotel sector (Walle, 1996 cited in Wei, Ruys, van Hoof & Combrink, 2001:235).

In order to raise awareness of the use of Web marketing among Rwandan hotels, this research focused on identifying the barriers that hinder its adequate exploitation and the benefits gained by the few hotels that have already adopted Web marketing. This investigation is of importance to Rwandan hoteliers and to the hotel sector in Rwanda generally, as it is intended (among other things) to provide recommendations which might help boost adoption of Web marketing among Rwandan hotels.

### **1.6.2 Contribution of the research**

The recommendations of this study, if they are taken up, may contribute to the clarification of the reasons for or barriers to Rwandan hotels adopting Web marketing. This may assist decision-makers in doing the following:

- To overcome the low usage of online marketing among Rwandan hotels.
- To regulate a balance between offline and online marketing among Rwandan hotels.

Understanding the benefits experienced by Web adopters may motivate and inspire non-adopters to consider Web marketing adoption.

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Over time, the evidence of research on Internet use in developing countries was reported to be limited (Hashim & Murphy, 2007:621; Molla & Heeks, 2007:95; Yamakawa, Cadillo & Tornero, 2012:560), with little known on the challenges faced by hoteliers in developing countries (Au & Ekiz, 2009:225). Though the literature is starting to show signs of positive development in this matter (Birba & Diagne, 2012:464), there is still need for empirical research in Rwanda, which is still under-investigated (Gatsinzi & Donaldson, 2010:226). This research is also likely to contribute to existing knowledge on the use of Internet and Web marketing in developing countries in general, and in Rwanda and its hotel sector in particular.

### **1.7 Delineation of the research**

This study focuses exclusively on Web marketing. It is designed to cover the entire country of Rwanda including all provinces: Eastern province, Northern province, Southern province, Western province, and Kigali city.

The study worked with 86 hotels which represent approximately 45% of the 192 hotels that formed the population of the study. The population for this research is “all hotels operating in Rwanda” without any discrimination. At the hotels, respondents were marketing managers, general managers, or owners. Where it was deemed appropriate, hotel management delegated other staff members as respondents.

In line with its objectives and research questions, this study deals with two aspects of Web marketing among Rwandan hotels. It investigates the benefits experienced by hotels which have adopted Web marketing in Rwanda and the barriers which led to non-adoption by non-adopters of Web marketing.

In this regard, all the hotels were eligible because each of them fell in the category of "adopter" or "non-adopter".

### **1.8 Clarification of key terminology and concepts**

This research considered key terminology and concepts, including those in the research title (“Perceived benefits and barriers to the use of World Wide Web marketing among Rwandan hotels”) and the diagram of the elements which served as a basis of the interview guide (Appendix G). The key terms and concepts explained here are “Benefits of Web”, “Expectations of Web”, “Perceived barriers”, “Perceived benefits”, “Hotel”, “Hotel activity”, “Hotel use of Web”, “World Wide Web”, and “Web marketing”.

**Benefits of Web** refer to tangible or intangible outcomes of Web marketing investment that adds value to consumers, brand equity, and market share for the purpose of marketing.

**Expectations of Web** are the benefits that Web adopters sought when opting to adopt the Web. For this research, web expectations also cover benefits that non-adopters would anticipate if they adopted the Web.

**Perceived barriers** refer to any factor that is believed by hotel management to play a role in the non-adoption of the Web.

**Perceived benefits** refer to any favourable outcome that is believed by hotel management to be a result of Web adoption.

**Hotel** is considered as a commercial establishment where people pay for lodging, and where meals and other facilities such as conference rooms are often available (Lawson, 1995:1; Ninemeier & Perdue, 2008:6).

**Hotel activity** is considered as any undertaking by the hotel staff, which is aimed, directly or indirectly, to the provision of service to hotel guests.

**Hotel use of Web** refers to the adoption or non-adoption of the Web. A hotel that has a website for the purpose of marketing is referred to as a Web adopter whereas a hotel that has no website is referred to as a non-adopter.

**World Wide Web**, also called the “Web”, is a part of the Internet which comprises a subset of computers on the Internet that are connected to one another in a specific way that make them and their contents easily accessible to each other. In this context, the Internet is a large system of interconnected computer networks that spans the globe (Schneider, 2009:55).

**Web marketing** refers to a form of online marketing through the use of a website (Chaffey & Smith, 2005:12).

### **1.9 Dissertation overview**

This dissertation firstly presents the details of how the study was approached from the beginning to the end, then presents the findings, and finally presents conclusions and summarises the overall achievement of the research objectives. After reporting and discussing the views of hotel managers regarding benefits of Web marketing and barriers to its adoption, the dissertation sets out recommendations aimed at contributing to the improvement of the use of Web marketing by Rwandan hotels. Recommendations for further research are also provided.



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This dissertation has six chapters and the following is a brief description of what is found in each of them.

The first chapter is the introduction. It includes the background to the research problem, the problem statement, the objectives of the research, the research questions, the rationale and contribution of the study, the delineation of the research, the clarification of key terminology and concepts used in the study and the dissertation overview.

The second chapter, which is the literature review, develops an understanding of marketing in general and online marketing in particular. It tackles the differences between online and offline marketing and the advantages and disadvantages of each. This chapter provides a marketing background with special emphasis on Web marketing. The chapter also assesses the available body of knowledge on Internet marketing in order to understand what previous researchers have found as barriers or benefits of Internet and World Wide Web.

The third chapter deals with the research design. It explains the purpose of this study, provides an overview of information needed and then reintroduces the research questions to be addressed. It also explains the concept of research paradigms in general and mixed research methods for this study in particular. In the same chapter, the designs of both the questionnaire survey and interviews are explained in detail. At this stage, the information about the qualitative and quantitative aspects of the questionnaire survey is given. The chapter also shows respective units of analysis, samples and sampling techniques and populations for the questionnaire survey and interviews. Sample definitions in both quantitative and qualitative paradigm perspectives together with applied data collection methods are also given before presenting the chapter summary.

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The fourth chapter deals with the data analysis and presentation of results. Firstly, it starts by restating the research problem and research questions, and secondly, it goes on to elaborate on the analysis process of both the survey and interview data before presenting their results respectively. The analysis and results of the questionnaire survey and interview data are presented separately. As far as the questionnaire survey is concerned, it presents the process of categorising data, examining frequencies between Web adoption and non-adoption among respondent hotels, benefits associated with Web marketing and barriers to its adoption; it also presents demographics of the respondents and represented hotels. After presentation of frequencies, an inferential analysis is presented where the relationship between Web adoption or non-adoption versus other demographic variables is shown using bi-variate analysis. As far as the interviews are concerned, this chapter presents the results from both Web adopters and non-adopters' responses.

The fifth chapter discusses and synthesises the findings. Here, the questionnaire survey and interview results are discussed together in order to facilitate the comparison. It presents the discussion of the results related to the first two research questions (Marketing benefits associated with Web marketing among Rwandan hotels and the significance of these respective benefits). It also presents the discussion of the results related to the third and fourth research questions (Barriers to Web marketing adoption among Rwandan hotels and the significance of these respective barriers). Lastly, the discussion relates the benefits and barriers that are found to the literature body of knowledge. At the end, the chapter summary is presented.

The sixth chapter draws conclusions, makes recommendations to identified decision-makers in the Rwandan hotel sector, presents limitations to this research, suggests recommendations for further studies and wraps up with a chapter summary.

### **1.10 Chapter summary**

This chapter introduces the reader to key aspects of the study that are covered in more detail in later chapters. It includes the background to the research, the problem statement, the objectives of the study, the research questions, the rationale and contribution of the study, the delineation of the research, the clarification of key terminology and concepts, and a brief overview of the dissertation chapters and their coverage.

In order to inform the research, the related literature was accordingly reviewed by the researcher. A detailed account of this review is presented in the next chapter.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter explores the related literature in order to inform the research appropriately as advised by Randolph (2009:2). The researcher reviewed the literature from various sources to explore theoretical perspectives, empirical findings and general information available in regard to benefits and perceived barriers to adoption and use of Web marketing. In order to achieve this, a selection of relevant samples from different academic publications was reviewed. This review considered recent articles related to the evolvement of the Internet and its use, but also considered references to some mature literature deemed valuable to this research. For instance, seminal references such as Angehrn (1997:362) for his ICDT (Information, Communication, Distribution and Transaction) model and Porter (1985:37) for the internal value chain are among those identified as significant. Additionally, this review also considered some non-academic publications and reports in order to reflect on the current issues in the area of IT in Rwanda. Among others, these include publications and reports from the Rwandan government institutions and some United Nations agencies such as the World Tourism Organisation.

Regarding Web marketing, which forms a central focus for this review, the problem statement of this research suggests that it would provide competitive advantage for hotels that choose to use it. A recent study in Malaysia confirms that hotel websites are among the most frequently visited categories of website (Lim, Yap & Lau, 2010:160). However, some hotels in Rwanda are still reluctant to use Web marketing and there is a possibility that this may be negatively affecting their access to potential customers.

In their study, Lim *et al.* (2010:163) found that companies' websites are a major marketing and communication tool in the Internet age. Studies of the benefits of using Web marketing (eg.: Cockburn & Wilson, 1996:83-102; Yoon & Kim, 2001:53-60; Wen, Chen & Hwang, 2001:5-12; Au & Ekiz, 2009:225-243) and barriers to its adoption (eg: Abell & Lim, 1996:1-11; Purao & Campbell, 1998:325-327; Nambisan & Wang, 1999:98-101; Tarek, 2009:129-140) have been conducted. However, there is little evidence of research on Internet use in developing countries (Hashim & Murphy, 2007:621, Au & Ekiz, 2009:225) with almost nothing on Rwanda, which is considered a developing country (United Nations Statistics Division, 2011).

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In line with the two main objectives of this study, which are to investigate both “benefits offered by Web marketing” and “perceived barriers to adoption of the Web” among Rwandan hotels, this chapter provides an account of research into online marketing generally, the benefits and barriers to the use of Web marketing among businesses and specifically to hotels.

Although this study is specifically intended to investigate web-based marketing in hotels, the general literature in relation to online marketing, Internet, e-commerce and ICT is also reviewed for content that might be applied to the hotel sector specifically. This is due to the fact that these internet-related concepts are used interchangeably (Tsekouropoulos *et al.*, 2012:4) and sometimes as synonyms, like in Lim *et al.* (2010:155-158) and Tarek (2009:129-131). Hussein (2010:27) used Internet marketing, online marketing, electronic marketing, web marketing, or digital marketing interchangeably to refer to any marketing that occurs via the Internet. According to Yazdanifard *et al.* (2011:192), Internet marketing, digital marketing, Web marketing, online marketing, and e-marketing are all considered to be synonymous and mean marketing and advertising of products or services over the Internet.

Briefly, the content of this chapter is as follows:

- Marketing in general and online marketing in particular.
- Online versus offline marketing (advantages and disadvantages).
- Online marketing: Adoption or non-adoption.
- TripAdvisor and other consumer-generated review networks.
- ICT adoption.
- The World Wide Web Technology.
- Benefits and barriers to the use of the Web as a marketing tool: *a priori* approach to determine candidate variables.
- Discussion of hotel Web marketing benefits by hotels.
- Discussion of barriers to Web marketing adoption by hotels.
- Current tourism and hospitality trends in Rwanda.
- Internet and Web marketing (African and Rwandan perspective)
- Limitations of the literature review.
- Gaps in the literature.
- Chapter conclusion.

## **2.2 Marketing in general and online marketing in particular**

### **2.2.1 Marketing defined**

While the United Kingdom's Chartered Institute of Marketing (2009:2) defines marketing as the management process responsible for identifying, anticipating, and satisfying customer requirements profitably, the American Marketing Association (2008:1) defines it as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, partners, and society at large.

From the two definitions, it is apparent that marketing has a wide coverage spanning from identifying customers' needs to their satisfaction. Here, the researcher is in agreement with the two definitions, but appreciates more the elements of communicating, delivering and exchanging offerings to customers, which are found in the second definition as they are more action-based than the elements in the first definition.

Marketing, mainly in terms of communicating, delivering and exchanging offerings, can be done either offline or online where offline marketing is referred to as marketing which uses traditional marketing media, and, online marketing is referred to as a form of marketing where Internet channels are used to get in touch with customers (Bullhost, 2005 cited in Adler, 2010:4; Borges, 2009:11).

Traditional marketing media include telemarketing, cold calling, direct mail, print media advertising, radio, television, billboards, trade shows and use of promotional products in any form such as pens and cups. The common feature of all these is that they do not use Internet (Borges, 2009:11).

According to Spindler (2010:6), online marketing includes all marketing-based actions which can be executed by means of the Internet. Online marketing and its different types are explored in the next section.

### **2.2.2 Online marketing**

It can be argued that the only difference between online marketing and offline marketing is that online marketing mostly uses the Internet (apart from cell phone technologies such as SMSs and MMSs) while offline marketing uses traditional methods (Borges, 2009:11; Spindler, 2010:6). Online marketing, which is a new innovation in the field of marketing (Sterne, 2001:1; Yazdanifard *et al.*, 2011:192), refers to "the use of Internet and related digital information and communication technologies such as websites, banner ads, opt-in (bulk) email, interactive kiosks, interactive television, or mobiles to achieve marketing objectives" (Chaffey & Smith, 2005:12). Online marketing also involves the use of Marketing 2.0, which is described by Payton (2009:4) as marketing using blogs, social bookmarking, social networking, pay-per-click, Internet ads and email marketing. Due to the trend of going online, Sterne (2001:3) stresses that doing business in the future without a website would be like trying to do business in the recent past, without a phone or a fax machine.

According to Borges (2009:11), online marketing can be exercised in many ways. By online marketing, he refers to activities that include:

- the website;
- marketing the website through organic search engine optimization, and paid search marketing such as pay-per-click advertising (also called SEM);
- email marketing and electronic newsletters; and
- everything characterized as social media marketing (including TripAdvisor, discussed later in this chapter and other aspects of Marketing 2.0).

Though there are many types of online marketing, as seen above, this research only focuses on Web marketing in order to conform to its objectives.

## **2.3 Online versus offline marketing: advantages and disadvantages**

### **2.3.1 Advantages of online marketing**

Online marketing and its benefits are a well documented theme. However, different sources express the benefits in different ways, though they end up meaning more or less the same thing.

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According to the World Tourism Organisation Business Council (1999:66) and the World Tourism Organisation European Travel Commission (2008:2), the Internet facilitates business operations in a number of ways. It facilitates reaching a large number of consumers worldwide with information and product offer at relatively low cost, provides information of greater depth and quality than traditional media, enables consumers to book or place orders quickly and easily, and enables large-scale savings in different ways. In addition, it enables a two-way interaction with the audience, facilitates building integrated partnerships with other bodies, and makes it possible to engage with customers on one-to-one or one-to-many basis and to build business brand (Tourism Organisation European Travel Commission, 2008:2).

Chaffey and Smith (2005:19-29) summarise the benefits of online marketing as the "5S's", as follows:

- Selling.
- Serving.
- Saving.
- Speaking.
- Sizzling.

### **2.3.1.1 Selling advantage of online marketing**

Online marketing boosts sales in the sense that it reaches customers who would not be reached easily by the use of offline marketing (Beatty *et al.*, 2001:346; Yoon & Kim, 2001:53; Au & Ekiz, 2009:228).

The online presence of a company is achieved through use of the Internet. It is known that Internet Technology enables reaching the worldwide audience much easier than the traditional media (Au & Ekiz, 2009:233; Yazdanifard *et al.*, 2011:192).

Chaffey and Smith (2008:25) consider that anything can be sold online and argue that even industrial buying is shifting online. They give examples of big companies like DELL and IBM. Shoppers browse online to collect information, prices, and special offers before visiting stores and showrooms for collection, or picking up the phone to negotiate better deals.

An online presence offers opportunities to sell into new markets, to particular segments, using mixed modes - something that Chaffey and Smith (2008:25) consider to be important in the future. Organisations have to be able to sell both online and offline, and both online and offline clients have to be accommodated.

### **2.3.1.2 Serving advantage of online marketing**

Online marketing is known for its ability to add value through the benefits of the Internet such as speed, consistency, immediate access, lowering transaction costs, flexibility, and extensibility (Manecke & Schoensleben, 2004:216), which are some of the key features that make Internet and online marketing smarter than the traditional media of marketing.

With an example of using the Web as an online marketing tool, this has a double advantage. On the side of a business, it makes it easier to serve its guests while on the side of guests, it contributes to the overall customer satisfaction (Chaffey & Smith, 2008:35). In return it enhances the image and reputation of the business.

### **2.3.1.3 Saving advantage of online marketing**

According to Chaffey and Smith (2008:35), the online presence positively impacts both the business and its customers in terms of saving and cost reduction. Online presence and transacting saves money, time and effort. Online presence has been known to reduce transaction costs because of its ability to replace professional tasks, increase efficiency, and reduce paperwork at the same time as dealing with bulk and complex activities (Kiang *et al.*, 2000:390). However, the level of what online presence can do depends on which functions it incorporates. In Angehrn's (1997:362) seminal ICDT model of the four virtual spaces on the Internet, it is clear that the Virtual Information Space, the Virtual Communication space, the Virtual Distribution Space, and the Virtual Transaction space each incorporate different functions, from the simple to more complex. It makes clear the need to allow Web marketing to evolve over time, as an organisation learns to deal with the complexity.

### **2.3.1.4 Speaking advantage of online marketing**

Online presence enables a permanent two-way communication between the target audience and the business.



The interactivity characteristic of online marketing is considered the most significant characteristic for more effective marketing (Angehrn, 1997:362; Yoon & Kim, 2001:53; Song & Zinkhan, 2008:99; Lim *et al.*, 2010:150). The reason advanced by Yoon and Kim (2001:53) is that the current shift in advertising strategy favours the effectiveness of deriving maximum response from the target audience over the efficiency of providing maximum exposure to a large unknown audience with a minimum cost; Angehrn (1997:362) sees interactivity as the second of a four-stage model of e-commerce maturity (the first is having a simple Web presence, with static content).

Web marketing's interactivity characteristic enables the users of the Web to react and respond directly through the Web (Kimiloglu, 2004:6).

### **2.3.1.5 Sizzling advantage of online marketing**

By Sizzling, Chaffey and Smith (2008:25) mean to specifically enhance a brand by adding value online - this is Angehrn's third stage of maturity.

In this regard, if the online presence of a business is done properly, it can add value to the business brand (Hamill, 1997:310). The achievement of brand value increase can be earned through the enhancement of traditional value proposition consisting of content, context and infrastructure. The suggestion to achieve this is to offer online facility which is informational in nature, cost-efficient and/or convenient manner than the physical marketplace and possibly acquire an infrastructure connecting the business system to other business systems (Yakhlef, 1998:610).

### **2.3.2 Disadvantages of online marketing**

Though online marketing is known for its widely acclaimed advantages, it also comes with a number of disadvantages.

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It is not easy to find information on disadvantages of online marketing that could be generalised to all types of businesses. However, the following were found to be the disadvantages of online marketing among Greek Travel agents (Vrana & Zafiroopoulos, 2006:606).

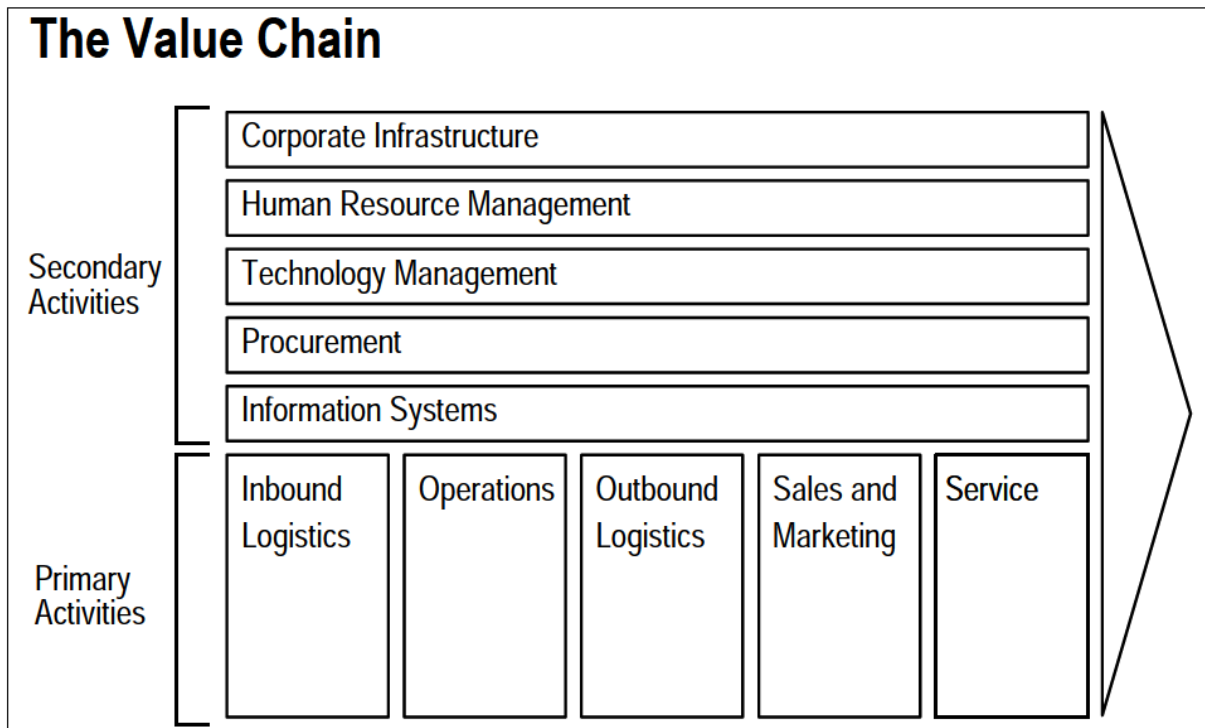
- Security issues.
- Lack of face-to-face up-sell/cross-sell opportunities.
- Lack of human contact during the transaction.
- Lack of required trust to transact online.
- Danger of standard rather than tailor made products.
- Consumers are not ready for e-business.
- Lack of advice on e-business strategies.
- Volatile customer base.
- Difficult to market effectively.
- High initial development costs.
- Suppliers are not ready for e-business.
- Alienation of potential customers.
- Insufficient return on investment.
- Difficulty of keeping records up-to-date.
- Lack of in-house technological expertise.

From the above list, security difficulties and the need for social interaction are the main barriers to marketing over the Internet, as experienced by travel agents in Greece.

### **2.4 Online marketing: Adoption or non-adoption**

#### **2.4.1 Internal Value chain as a tool to advise on adoption and needed Web functions**

Considering the Web as part of an Information system, the Internal value chain model (Porter, 1985:37) can serve as a tool to identify its possible uses; since its first publication, this seminal work on the way that value is created in organisations has been adopted and adapted in many sectors, and has been updated by Porter himself at several stages, including to take account of the emergence of the Internet (Porter, 2001:75). McPhee and Wheeler (2006:41) also adapted and updated it. Possible uses of the Web could be in assisting activities that are undertaken at the hotel, which should be in line with the hotel business strategy (Porter, 2001:77). With the use of the Internal value chain model, it is possible to show that the Web will most usefully assist in the primary activities (Table 2.1) and its contribution to the secondary activities will be rather more indirect.



**Figure 2-1: Value Chain Model  
(Adapted from Porter, 1985:37)**

Table 2.1, which is built based on Porter’s (1985:37) Value chain model, shows some of the activities and functions which are carried out in a hotel’s daily routine. The decision to go on the Web and which functions to embed will depend on whether the hotel management believes that the Web can add value to its activities and, if so, at a cost which is lower compared to revenues earned as a result of the Web.

Table 2.1 can be amended in order to suit individual hotel activities before using it as a guide on needed functions when adopting the Web.

**Table 2.1: Value chain interpreted for a typical hotel**

Inbound logistics	Operations	Outbound logistics	Sales and marketing	Service
Buying supplies	Filing guest information	Selling rooms and other products & services	Checking guests in	Dealing with feedbacks (including guest review information)
Ordering supplies	Horizontal Communication		Checking guests out	Dealing with lost and found
Phoning guests	Housekeeping		Crosschecking guest information	Follow up contacts with guests (emails and telephones)
Pricing	Serving food and beverage		Dealing with complaints	
Receiving inquiries	Storekeeping		Receiving payments	
Receiving supplies	Vertical Communication		Registering guests on arrival	
Recruiting staff				
Responding to inquiries				
Sending pro-formas				
Training staff				

**(Adapted from Porter, 1985:37)**

**2.4.2 Sectors of the tourism industry, the tourism value chain and the hotel Website**

The tourism industry can be categorised into various sectors, namely accommodation and catering, transport, travel organisers, attraction and destination organisations (Witt, Brooke & Buckley, 2013:23). Service providers in these sectors operate autonomously when delivering specific services to their customers. Businesses in the accommodation and catering sector mainly offer accommodation and meals. Businesses in the transport sector offer various types of transport in air, in water, on ground and with rail. The travel organisers sector, which is made of travel agencies and tour operators, supports the bookings and sales in the other sectors. Attraction and destination organisers manage and maintain tourist attractions such as historic sites, heritage homes, museums, halls of fame, art galleries, botanical gardens, aquariums, zoos, water parks, amusement parks, casinos and cultural attractions (Canadian Tourism Human Resource Council, 2000:22-125).

At a tourist destination, service providers mostly concentrate on the provision of service they deal in, but the complementarity and inter-dependence of their services contribute to the tourism value at the destination. When services from individual service providers are amalgamated, they shape the tourist experience at a destination, with each provider adding a value to the chain.

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In that chain, the role of hotels is to rent sleeping rooms and often provide other amenities such as food and beverage service, swimming pools and exercise rooms, meeting spaces, business centres, and concierge services against a certain price (Ninemeier & Perdue, 2008:6).

As a business entity, a hotel has an interest in making information on their service offerings available to the public and one way to do this is via the Web. Generic dimensions of a hotel website include facilities information, contact information, reservation information, and surrounding area information (Law & Hsu, 2005:499).

In the provision of services to guests and working with their partners, hotels need to be both effective and efficient. Internally, effectiveness and efficiency are needed in hotel operations, and externally they are needed in dealing with guests, partners and any other third party. In this regard, the Web contributes to the effectiveness and efficiency needed for hotel operations and services (Scaglione, Schegg & Murphy, 2009:626) as it assists in timely information exchange between the hotel and the website audience. Information is exchanged as members of the outside world consult the website independently and gain easy access to hotel information. That swift and easy exchange of information makes the Web a better communication medium than offline media by providing the same information at the same time. With online booking and payment functions, business transactions can also take place on the Web, hence reducing related costs both for guests and hotels, bringing in booking details from online guests, and hence facilitating hotel operations in that regard. When the website is involved, errors are reduced and costs and time are saved.

All these positive aspects of the website translate into improved effectiveness and efficiency of hotels and hence contribute positively to the tourism value chain at a destination.

### **2.4.3 Adoption or non-adoption: Advantages vs. disadvantages**

It seems certain that the advantages of online marketing outweigh the disadvantages. However, in order to sustainably enjoy benefits that derive from using online marketing, it is important to be aware of possible disadvantages such as security threats and lack of social interaction, and to put measures in place to curb or weaken them. An online business collects and stores the personal information of its customers; if security measures are not tight, this may jeopardise the privacy of customer information, which in turn may contribute to loss of sales, a shift from online to offline business channels, and loss of customer relationships (McParland & Connolly, 2007:8).

A recent empirical investigation into current consumers' valuations of personal data provided evidence that privacy information affects online shopping decision-making. Its results further indicated that, contrary to the common view that consumers are unlikely to pay for privacy, consumers may be willing to pay a premium for privacy (Tsai, Egelman, Cranor & Acquisti, 2011:265).

Nonetheless, the level of disadvantage differs from one company to another depending on its characteristics. It also depends on how sophisticated the intended online business is, or how sophisticated the website is. However, the rule of thumb is that a company should evaluate its own potential disadvantages and address them accordingly. Porter (2001:64) warns that though it can support a business's strategic positioning, Internet initiatives can also damage the business, if set apart from the established and proven ways of operating. The most common danger associated with Internet is insecurity of both businesses and client information (Vrana & Zafiroopoulos, 2006:606).

### **2.5 TripAdvisor and other consumer-generated review networks**

A review of the literature regarding types of online marketing, such as those expressed in Section 2.2.2, shows that social media marketing is becoming the primary source of travel information (Xiang & Gretzel, 2010:186) in the tourism domain, with the most comprehensive and travel-specific networks being TripAdvisor (<http://www.tripadvisor.com/>), VirtualTourist (<http://www.virtualtourist.com/>), IgoUGo (<http://www.igougo.com>), and Ctrip (<http://www.ctrip.com>), the largest travel website in China (Ye, Law & Gu, 2009:181). Xiang and Gretzel (2010:186) consider social media to have become "ubiquitous". This ubiquity is likely to be due to the eagerness for travel consumers to share experiences on visited places (Gruber, 2008:9). Social media seem to have become the most convenient way to get opinions from previous travellers. Users share their good and bad experiences at no cost. Apart from disseminating general travel information, these networks are mostly known for their word-of-mouth (WOM) marketing which consists of user-generated content, a new and powerful tool in influencing travel decision-making of users. Due to this function, tourism service providers are advised to consider the consumer-generated review networks seriously because of their likely role in the travel planning behaviour of consumers (Cox *et al.*, 2008:47).

TripAdvisor, an online consumer-generated reviews network on hotels and other travel-related businesses, is increasingly gaining the attention of travel consumers (O'Connor, 2008:56).

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It is believed that today's consumers have the ability to generate content and to make it easily and rapidly visible by millions of other users (Uzunoglu, 2011:144). Using data from Ctrip, Ye *et al.* (2009:182) results indicated that positive online reviews can significantly increase the number of hotel bookings.

Table 2.2 shows that only 37 Rwanda hotels were visible on TripAdvisor (n.d) when this research was taking place. This is estimated to be 20% of the total number of hotels in Rwanda (Appendix C) which formed the population of this research.

**Table 2.2: Visibility of Rwandan hotels on TripAdvisor vs. the total number by Rwandan administrative provinces**

Province or Kigali city	TripAdvisor location	Number of hotels		Percentage of availability on TripAdvisor
		On TripAdvisor	In Rwanda	
Eastern province	Not applicable	0	14	0%
Kigali City	Kigali	26	85	31%
Northern province	Ruhengeri	3	24	13%
Southern province	Butare	3	26	12%
Western province	Gisenyi (4) Rusizi (1)	5	40	13%
<b>TOTAL RWANDAN HOTEL ON TRIPADVISOR</b>		<b>37</b>	<b>189</b>	<b>20%</b>

(Adapted from TripAdvisor, n.d., used with permission)

### 2.6 ICT adoption

IT is defined as the hardware and software that are packaged as a device for capturing, storing, processing, and outputting digital content (Thompson & Cats-Barill, 2003:3). IT is one of the many aspects of Information Systems, which, all working collectively, provide organisations with management information (Bocij, Chaffey, Greasley & Hickie, 1999:29). Communication resources are another aspect of Information systems, which are defined as resources that enable different systems to transfer data. These systems include networks such as the Internet (Bocij *et al.*, 1999:162). Due to the benefits associated with the Internet in general and the Web in particular, its rapid adoption by businesses around the world has been reported (Bocij *et al.*, 1999:591; Lim *et al.*, 2010:155) but different companies in different countries do not have the same rate of adoption as different factors influence the decision to adopt or not (Alam, 2009:251).

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The Technology Acceptance Model 3 (TAM3) (Venkatesh & Bala, 2008:280) was chosen to illustrate the variables that influence the adoption of technology in general. Please note that, though most of the TAM3 variables are applicable to the adoption of new Technologies in general, some may not be applicable to Web adoption as it is a generic technology adoption model.

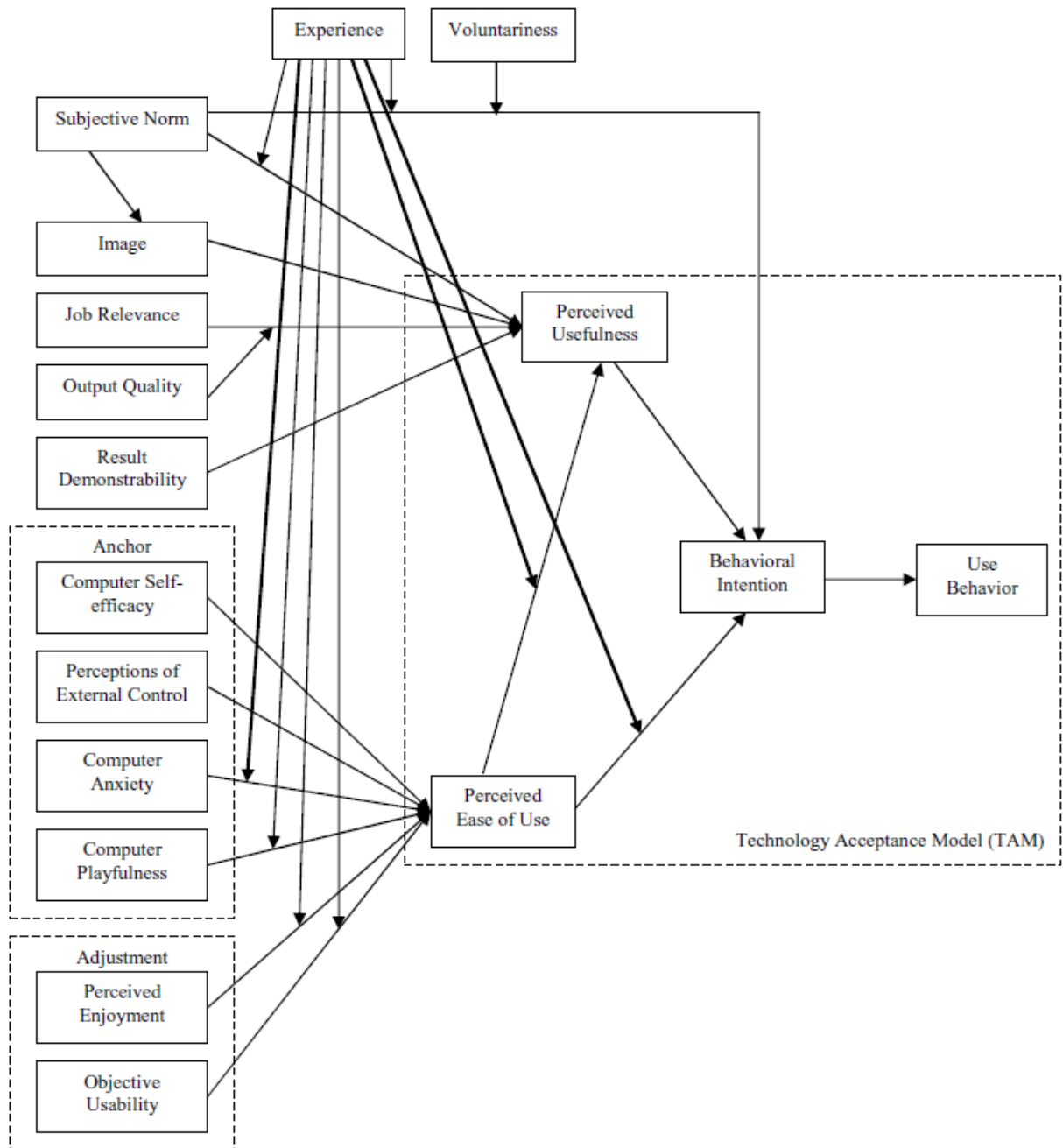
As a new technology, the adoption of Web by different companies, including hotels, may be influenced by some factors from TAM3. The research related to technology adoption is extensive (Yuan, Gretzel & Fesenmaier, 2006:327). As a result, there are different Technology adoption models. The TAM suggests that technology adoption depends on the user's perceptions of its usefulness and ease of use.

However, it is important to note that the ease of use and the usefulness, which are the two major determinants of behavioural intention to adopt a technology in TAM3, were found not to have the same influence and were ruled not to be parallel direct determinants of adoption (Davis, 1989:319-333). Usefulness was found to have a relatively stronger relationship with user acceptance. Davis's findings show that ease of use was found to be a causal antecedent of usefulness. Davis's study was intended to develop and validate new scales for perceived ease of use and perceived usefulness which were hypothesised to be fundamental to user acceptance.

According to TAM3, these two constructs depend on a number of other known determinants of IT adoption and use.

Those determinants of Technology adoption are illustrated in Figure 2-2.





**Figure 2-2: TAM3**  
 (Adapted from Venkatesh & Bala, 2008:280)

The TAM3 constructs as seen in Figure 2-2 are defined in the Table 2.3.

**Table 2.3: TAM3 Construct Definitions**

<b>constructs</b>	<b>Definitions</b>
<b>Attitude</b>	Individual's positive or negative feeling about performing the target behaviour (e.g.: using a system).
<b>Behavioural intention</b>	The degree to which a person has formulated conscious plans to perform or not perform some specified future behaviour.
<b>Computer anxiety</b>	The degree of "an individual's apprehension, or even fear, when she/he is faced with the possibility of using computers".
<b>Computer playfulness</b>	The degree of cognitive spontaneity in microcomputer interactions".
<b>Computer self-efficacy</b>	The degree to which an individual believes that he or she has the ability to perform a specific task/job using the computer.
<b>Effort expectancy</b>	The degree of ease associated with the use of the system.
<b>Facilitating conditions</b>	The degree to which an individual believes that an organisational and technical infrastructure exists to support use of the system.
<b>Image</b>	The degree to which an individual perceives that use of an innovation will enhance his or her status in his or her social system.
<b>Job relevance</b>	The degree to which an individual believes that the target system is applicable to his or her job.
<b>Objective usability</b>	A "comparison of systems based on the actual level (rather than perceptions) of effort required to completing specific tasks".
<b>Output quality</b>	The degree to which an individual believes that the system performs his or her job tasks well.
<b>Performance expectancy</b>	The degree to which an individual believes that using the system will help him or her to attain gains in job performance.
<b>Perceived ease of use</b>	The degree to which a person believes that using an IT will be free of effort.
<b>Perceived enjoyment</b>	The extent to which "the activity of using a specific system is perceived to be enjoyable in its own right, aside from any performance consequences resulting from system use".
<b>Perceived usefulness</b>	See the definition of performance expectancy.
<b>Perception of external control</b>	The degree to which an individual believes that organisational and technical resources exist to support the use of the system.
<b>Result demonstrability</b>	The degree to which an individual believes that the results of using a system are tangible, observable, and communicable.
<b>Social influence</b>	The degree to which an individual perceives that important others believe he or she should use the new system.
<b>Subjective norm</b>	The degree to which an individual perceives that most people who are important to him think he should or should not use the system.
<b>Voluntariness</b>	The extent to which potential adopters perceive the adoption decision to be non-mandatory.

(Adapted from Venkatesh & Bala, 2008:277- 279)

A lot has been written about technology acceptance; the following sections explore the standing of the Web as a new Internet-based technology.

## **2.7 The World Wide Web Technology**

### **2.7.1 World Wide Web definition**

Bocij *et al.* (1999:596) define the World Wide Web as a medium for publishing information on the Internet in an easy-to-use format, using a standard document format known as HTML (Hypertext Markup Language). Sterne (1999:2) defines it as the graphical interface that incorporates underlying functions in an easier-to-use manner using a software application that runs on the Internet.

The Web is different from the Internet but many people confuse the two and use them interchangeably, considering them to be synonymous. However, this is not the case because the Internet is a global network of interlinked networks and computers operating on a standard protocol and allowing information exchange, while the World Wide Web is just one of the services offered on the Internet (Amor, 2002:817; Fletcher, Bell & McNaughton, 2004:22), also referred to as a subset of the Internet. Thompson and Cats-Baril (2003:161) refer to the Internet as a “network of networks” or a “loose collection of related computer networks”.

In simple words, the World Wide Web, also known as "the Web", comprises multiple pages, containing information which can be accessed using Web browsers. Web browsers are software programs which retrieve the Web content when a Web address of the owner is entered into the browser through any Internet platform.

Information on the Web may contain text, images, videos, and other multimedia and it can be navigated using links embedded in the Web.

Figure 2-3 is an illustrative example of a home page, in this case of the Sky Hotel website.

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**Figure 2-3: Sky Hotel Web  
(Adapted from Sky Hotel, n.d)**

### 2.7.2 History of the World Wide Web

The Internet originated in 1969 in the guise of “ARPAnet”, a development funded by the United States Department of Defense (Cockburn & Wilson, 1996:83; Bocij *et al.*, 1999:592). The World Wide Web emerged in the early 1990s, introduced by Tim Berners-Lee, who developed it and released the file necessary to people for its duplication. Following this move, Paul Kunz used this technology to establish a Web server and a development of the first Web in the United States (Miletsky, 2010:6).

The Web became visible and useful to the public in the mid-1990s; it is one of the numerous services offered on the Internet (Feiler, 2000:4; Fletcher *et al.*, 2004:22).

Due to the potential of the Web to attract a large audience, mechanisms that provide alternative channels to accommodate its content are developing using mobile phones, TV sets and kiosks (Amor, 2002:7)

**2.7.3 World Wide Web trend (Past, Present and future)**

Since its emergence in 1990, the World Wide Web has grown considerably (Khemthong & Roberts, 2006:47). Figure 2-4 illustrates the Web growth from its emergence up to the Year 2011 while Figure 2-5 illustrates the Internet growth estimates from 1996 up to the Year 2011.

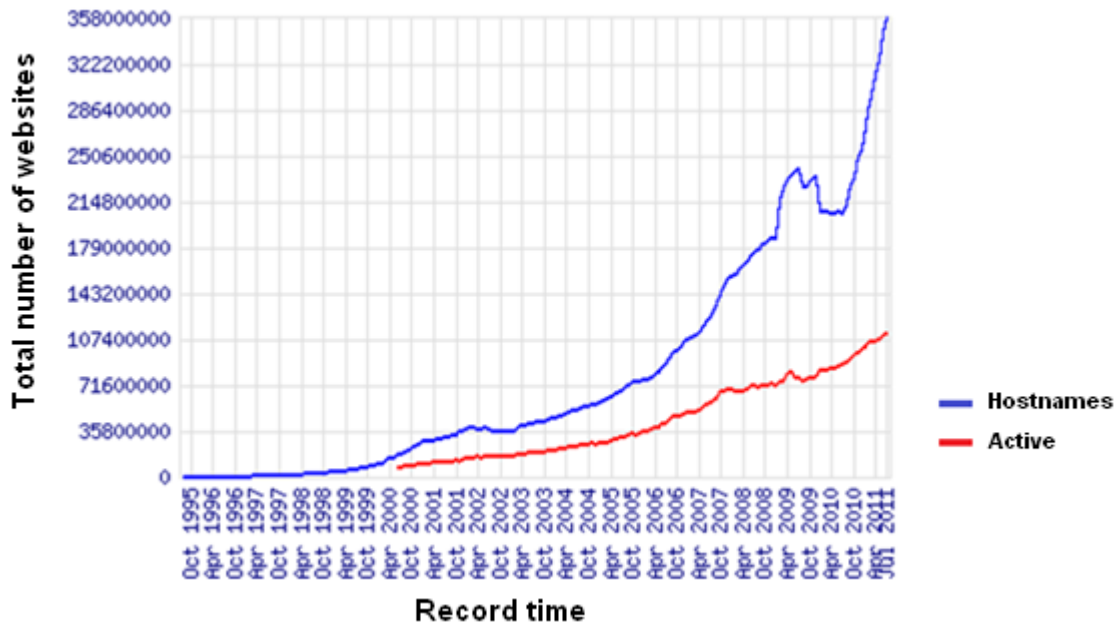
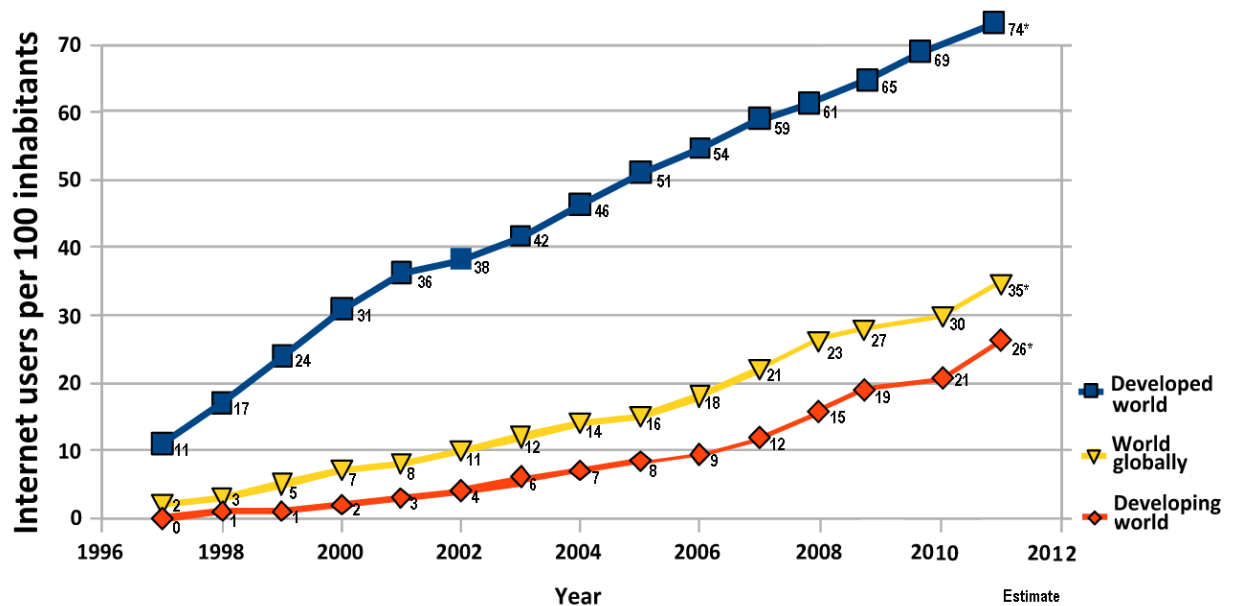


Figure 2-4: The trend of the Web growth (Total sites across all domains: August 1995 – July 2011)  
(Adapted from Netcraft, 2011)



**Figure 2-5: The trend of Internet growth  
(Adapted from International Telecommunication Union, 2011)**

Miletsky (2010:6-14) reports a timeline of important benchmarks in the history of the Web between 1991 and 2007, as listed hereafter in a chronological sequence.

**1991**

- Introduction of Web and development of the first Web server

**1993**

- Mosaic Web browser for windows is released
- European Organisation for Nuclear Research announces free use of the Web
- The Tech, published by Massachusetts Institute of Technology students, becomes the first online newspaper
- HTML programming language is released
- First webcam goes online

**1994**

- Yahoo! Online is launched
- Netscape browser is released
- First major banner ads appear on websites

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### 1995

- Radio Hong Kong launches first full-time Web radio station
- Online bookstore amazon.com is launched
- The Web boom hits the stock market
- Internet explorer is released
- eBay auctions begin
- AltaVista is launched as the first multilingual search engine

### 1996

- Hotmail is launched

### 1997

- Domain name sale frenzy heightens
- Beginning of blogging

### 1998

- Google is launched
- First blog community (open diary) is launched

### 1999

- EverQuest preludes social networking
- Music industry gets rocked by online music file sharing

### 2000

- AOL (America Online) purchases Time Warner
- The Dow Jones Industrial Average reaches an all-time high
- The Nasdaq reaches its peak
- The number of websites hits the 20 million mark

### 2001

- The first ever podcast is demonstrated with a song of Grateful Dead band
- Wikipedia emerges
- Etoys.com files for bankruptcy
- Webvan files for bankruptcy

### 2002

- Macromedia flash player 6 is released

### 2003

- Second life social media network launches Public beta
- Apple launches iTunes
- Myspace is launched
- Peter Lyman and Hal Varian determine how much the world was overloaded with information

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### 2004

- Amazon.com posts a profit
- Social networking site facebook is launched
- Viral marketing gets attention
- Google goes public
- Mozilla firefox web browser is launched

### 2005

- Video-sharing site YouTube goes online
- Web growth surges as 17 million new sites go online

### 2006

- AOL switches gears as it shifts from providing monthly fee-based services and concentrates on being a media provider with an ad-based revenue stream.
- The number of web sites surpasses 92,000,000

### 2007

- Apple reaches the one billion iTunes download benchmark
- Google surpasses Microsoft as the most valuable global brand. It was also the most visited website

#### 2.7.4 World Wide Web adoption

After its emergence in the 1990's, the Web has proven to have tremendous benefits as opposed to other media of marketing. After its emergence, use of the Web has dramatically increased, especially in its commercial use (Hamill, 1997:300). The hiking adoption was associated with the pursuit of competitive advantage, which is its most articulated benefit (Hamill, 1997:300; Bui, Le & Jones, 2006:379).

As was reiterated by Briggs (2001:29), businesses which were on the Web proved to be more competitive than those which were offline, especially in the Tourism and hospitality industry where potential customers are most likely to browse information about various service providers so as to make comparisons. This was because the Web has become one of the most widely used information technologies (Beatty *et al.*, 2001:337-338). In confirmation of its benefits, Bui *et al.* (2006:379) found that hotels and their business partners saw the Internet as an opportunity to reach out cost-effectively to new customers and enhance business efficiency among business partners.



Despite its possible benefits, as a new Technology which came replacing or working simultaneously with many offline marketing channels (Porter, 2001:74), the Web still faces some challenges of being accepted and adopted, especially in developing countries which are still lagging behind when compared with developed ones (Albirini, 2008:54). As suggested in the TAM3, a new technology is not just adopted (Venkatesh & Bala, 2008:280). There are a number of different factors (Venkatesh & Bala, 2008:280) that influence its adoption or non-adoption.

The constructs of the TAM3 model also apply to the adoption of Web marketing. Research on adoption of the Internet in Malaysian SMEs supports the opinion that *attitude* toward the ICTs is one of the major factors that has influenced (and still influences) companies to adopt and use the ICTs (Alam, 2009:242). This may be the case with Web adoption.

However, despite the attitude toward the ICTs, perceived benefits or barriers may also influence Web adoption.

In Section 2.8, this review investigates the different Web benefits that previous studies have revealed, and the different barriers that have been associated with the non-adoption or low adoption of Web marketing by companies in general, as well as by hotels. These factors are then critically analysed, compared and merged in order to draw potential candidate variables of the quantitative part of this research.

### **2.7.5 World Wide Web adoption by companies**

The acclaimed benefits of the Web have led to its adoption by different businesses around the world (Alam, 2009:243; Au & Ekiz, 2009:228) but not all businesses fully understand the benefits that the Web can bring, particularly small businesses. This has been recognised by some researchers such as Alam (2009:251), who recommends that the creation of awareness of the benefits and importance of the Web among managers of SMEs is needed. Alam (2009:251) believes that with a better understanding of the potential benefits that Web applications can bring, managers may develop more favourable attitudes and become more receptive toward the idea of adopting the Web.

However, despite all the pull and push factors surrounding the adoption of the Web, the reality is that adoption of the Web around the world is growing exponentially. The next section explores the adoption of the Web by hotels.

### **2.7.6 World Wide Web and hotels**

#### **2.7.6.1 Hotel definition and overview**

There is no precise definition of a hotel (Lawson, 1995:1). The word “hotel” is defined in different ways by different authors and in different countries. The following are some of the definitions of the word “hotel”.

According to Lawson (1995:1), in most countries, a hotel is defined as “a public establishment offering travellers and temporary visitors, against payment, two basic services: accommodation and meals”.

According to Ninemeier and Perdue (2008:6), a hotel is defined as “a for-profit business that rents sleeping rooms and often provides other amenities such as food and beverage service, swimming pools and exercise rooms, meeting spaces, business centres, and concierge services; also referred to as motel, motor hotel, or motor inn”.

A single establishment of this kind is considered a hotel; taken together they form the hotel sector which itself is part of the larger hospitality industry.

The hospitality industry, which includes hotels, airlines, restaurants, tour operators, travel agencies among others (Barrows & Powers, 2009:5), is critically dependent on achieving a high level of hospitality and satisfaction when dealing with its potential or actual customers, especially in the lodging industry (Jeong & Oh, 1998:375).

#### **2.7.6.2 Hotels and Web adoption**

In order to offer the best hospitality, it is a prerequisite to have the best innovations for hotels to remain competitive (Scaglione, *et al.*, 2009:625). It is in this regard that hotels may benefit from adopting Web marketing because of its capacity to improve performance both in revenue increments and in reduced costs (Scaglione *et al.*, 2009:626). However, as found in some empirical researches, the adoption or level of adoption depends on a number of factors. For example, Hashim and Murphy (2007:623) found significant positive relationships between hotel size, star-rating and affiliation and levels of Internet use in Malaysia. These findings confirm Swiss and US studies (Siguaw, Enz & Namasivayam, 2000:194-199; Murphy, Olaru, Schegg & Frey, 2003:82) which also found hotel size, affiliation and star rating to be positively related to Internet adoption and other technologies.

However, it is clear that companies do not just adopt Web marketing; different factors influence them in adopting Web marketing, remaining offline and continuing to use available venues of marketing, or to do both at the same time. The following passages illustrate what a sample of existing literature found as benefits of using the World Wide Web as a marketing tool as well as what has been found to be the barriers to adoption of Web marketing.

### **2.8 Benefits and barriers to the use of Web marketing: a *a priori* approach to determine candidate variables**

For the purpose of determining the variables that represent different potential benefits that Rwandan hotels may derive from Web marketing, a review of a reliable sample of existing literature on the Web, its benefits and its challenges was conducted.

#### **2.8.1 Corporate Web adoption model: Factors influencing Web adoption**

The model for website adoption in this research was inspired by the corporate Web adoption model devised by Beatty *et al.* (2001:340). This model is based on five factors which influence website adoption over time. Those five factors, referred to as “potential facilitators of corporate website adoption” are: perceived benefits, organisational compatibility, technical incompatibility, complexity and top management support.

Table 2.4 shows the five constructs and their respective sub-constructs or items.

**Table 2.4: Corporate Web adoption model constructs and items**

Construct	Item
Perceived benefits	Reduce transaction costs
	Improve cash flow
	Improve overall productivity
	Enhance customer service
	Increase ability to compete
	Reach new customers
	Improve existing customer relations
	Improve operational efficiency
Organisational compatibility	Organisations values and beliefs
	Organisational attitude
	Communications infrastructure
	Computerized data resources
	Organisational experience
Technical incompatibility	Disrupt work environment
	Operating environment changes
	Decrease productivity - learning time
	Substantial time to learn technology
Complexity	Complex to develop
	Complex to use
Top management support	Top management interest
	Top management importance
	Top management communicates

**(Adapted from Beatty *et al.*, 2001:346)**

Testing of the above five factors provided support for four hypotheses related to perceived benefits, organisational compatibility, technical incompatibility, and organisational support; but not for complexity (Beatty *et al.* 2001:347).

## **2.8.2 Benefits of using Web marketing in hotels**

There is no doubt that businesses with Web marketing get more business benefits than those without (Yazdanifard *et al.*, 2011:193). Use of the Web and Internet has increased dramatically, especially its commercial use (Cockburn & Wilson, 1996:84; Hamill, 1997:300), and the trend continues (Zinkhan, Kwak, Morrison & Peters, 2003:17; Khemthong & Roberts, 2006:47).

Compared with traditional marketing media, benefits associated with the Web are many. Anckar and Walden (2001:245) reported that hotels without a Web presence are more likely to fail to manage their existing and potential customers, and to suffer competitive disadvantages as a result. Different researchers in the field of IT and marketing agree with the argument that businesses which are on the Web are more competitive than those which are not (Au & Ekiz, 2009:226).

After reviewing different sources, especially online marketing books and journal articles on online marketing, this section identifies and summarises the benefits that have been associated with the use of Internet and the Web.

Few studies have examined the evolving nature of Internet use in developing countries (Hashim & Murphy, 2007:621; Au & Ekiz, 2009:225). This makes the task of determining constructs constituting the business benefits of the Web in a developing country context difficult. Hence, the researcher will review existing publications on developed countries and the few available on developing countries.

In the current literature, benefits that have been associated with the Web are expressed in different ways and with different appellations. This could possibly confuse the design of this research. In order to avoid confusion, this review consolidated them and came up with one realistic and comprehensive list to express the benefits identified by hoteliers in Rwanda. In a narrative way, the account of reviewed articles is presented.

Early work by Cockburn and Wilson (1996:84) highlighted the possible uses of the Internet and the Web for some of business processes. Drawing from this, the following shows how those business processes can benefit from the use of Internet and the Web:

- Publicity, marketing and advertising: In terms of publicity, marketing and advertising, they argue that the Web enables instant access to a global audience.
- Direct online selling: The Web can allow product browsing and even product purchase.

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- **Research and development:** Research and development processes can also be facilitated by the Web using its capability to collect information from users. Additionally, a query can also be posted on the Web, with the intention of gathering needed information from users.
- **Communication:** Communication is made easy with the Web. In this regard, Cockburn and Wilson only alluded to email communication, but the reality is that the Web communicates in different ways including online chatting (Zinkhan *et al.*, 2003:17) and online forums.
- **Collaboration:** The Web can enable collaboration between partners through sharing links.

On the other hand, Wen *et al.* (2001:6) list and explain ten advantages of electronic commerce. They define electronic commerce as buying and selling of product, services or information via computer networks, mainly the Internet and they tabulate the ten advantages of electronic commerce and the Web as shown Table 2.5.

**Table 2.5: E-commerce and Web benefits**

<b>Benefit</b>	<b>Description</b>
<b>Product promotion</b>	Through a direct, information-rich and interactive contact with customers, EC enhances the promotion of products. Electronic medium also allows interactivity and customization for advertising content, based on the customer profile or input. EC thus offers an opportunity for new promotion strategies, enhancing the branding of products.
<b>Cost saving</b>	By using a public shared infrastructure such as the Internet and digitally transmitting and reusing information, EC systems lower the cost of delivering information to customers, including personnel, phone, postage, and printing costs.
<b>Timely information</b>	Due to their instantaneous nature, EC systems allow a reduction of the cycle time required to produce and deliver information and services.
<b>Shortened remittance time</b>	With electronic funds transfer (EFT), customers send their remittances electronically to the company's bank. This arrangement eliminates the time delay associated with the remittance in the mail system.
<b>Information consistency</b>	EC ensures the consistency and accuracy of information through sharing of information and use of electronic forms for doing business.
<b>Better customer service</b>	The ability to provide on-line answers to problems through resolution guides, archives of commonly encountered problems and electronic mail interaction 24 hours a day, 365 days a year, builds customer confidence and retention.
<b>Better customer relationship</b>	EC enables the learning about customers due to its ability to record every event in which a customer asks for information about a product, buys one, requests customer service, etc. Through these interactions, the needs of the customer are identified and will feed future marketing efforts.
<b>Customization of products</b>	The information-based nature of the EC processes allows for new products to be created or existing products to be customized based on customers' exact needs.
<b>Competitive advantage</b>	EC enables a company to achieve competitive advantage of: cost saving based on reduced advertising/promotion costs; product differentiation by customizing products and timely response to market; customer focus through better customer relationships and better customer services.
<b>Convenience of doing business</b>	There is no limit on time and location to conduct a business with related parties. The information delivered to manufacturers, suppliers and warehouses is almost real time.

**(Adapted from Wen *et al.*, 2001:6)**

Yoon and Kim (2001:53) stressed that the Internet has got other good characteristics which act as pull factors for its wide use compared to traditional media. Those benefits are as follows:

- Unlimited delivery of information beyond time and space.
- Unlimited amounts and sources of information.
- The ability to target specific groups of individuals.
- Interactivity with media audience.

Yoon and Kim (2001:53) find that the interactivity of online marketing is considered the most significant characteristic for more effective marketing, because the current shift in advertising strategy favours the effectiveness of deriving maximum response from the target audience over the efficiency of providing maximum exposure to many unknown audience with a minimum cost.

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Lastly, Au and Ekiz (2009:228) provided a list of the Internet and Web benefits as perceived by hoteliers in developing countries. Those benefits are as follows:

- Accessing to a greater number of customers
- Exposing the property
- Advertising and promoting
- Communicating better
- Providing online reservations
- Identifying and targeting customers easily
- Providing hotel information
- Saving costs and time
- Being free from borders
- Being inexpensive
- Being flexible and convenient
- Globalizing products and services
- Increasing customer interaction
- Allowing one-two-one marketing
- Being accessible 24 hours a day, 365 days a year

Each benefit shown above represents a potential advantage of the Web.

Though it is useful for this research, these variables as reviewed above present a challenge. They use different categorisations, different appellations for the same benefits, and some present a wide number of Web benefits whereas others just state some few of them. This was considered as a problem but it did not make it impossible for things to go on.

In order to avoid misdirection, all the factors which have previously been found to constitute benefits arising from IT, including the Web, are merged in order to get an inclusive list of factors which are considered potential benefits of Web marketing.

These are expected to represent only some possible benefits that Rwandan hotels would seek in the use of Web marketing; however, it is expected that further unexpected findings will be uncovered since the study is both interpretive and exploratory as well as positivist (the multiple method approach).

First, Table 2.6 lists of all the benefits as found in the four principal sources in the literature review.



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**Table 2.6: Table of benefits previously associated to the use of Web marketing tool**

<b>Cockburn &amp; Wilson (1996:84)</b>	<b>Yoon &amp; Kim (2001:53)</b>	<b>Wen <i>et al.</i> (2001:6)</b>	<b>Au &amp; Ekiz (2009:228)</b>
Publicity, marketing and advertising Direct online selling Research and development Communication Collaboration	Unlimited delivery of information beyond time and space Unlimited amounts and sources of information The ability to target specific groups of individuals Interactivity with media audience	Product promotion Cost saving Timely information Shortened remittance time Information consistency Better customer service Better customer relationship Customization of products Competitive advantage Convenience of doing business	Access to a greater number of customers Exposing the property Advertising and promoting Communicating better Providing online reservation Identifying and targeting customers easily Providing hotel information Saving costs and time Being free from borders Being inexpensive Being flexible and convenient Globalising products and services Increasing customer interaction Allowing one-to-one marketing Being accessible 24 hours and 365 days

**(Adapted from Cockburn & Wilson, 1996:84; Yoon & Kim, 2001:53; Wen *et al.*, 2001:6; Au & Ekiz, 2009:228)**

In order to avoid repetition of variables which have more or less the same meaning, the above variables were merged and summarised (Appendix A) in order to produce a realistic, unambiguous list of candidate variables representing benefits of the Web among Rwandan hotels. It is important to note that the merged list of benefits is mainly made up by Au and Ekiz (2009:228) and amended to include other benefits from three other articles which are deemed to be applicable in this research.

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The merging and summarising of found benefits produced the following list.

- Access to a greater number of customers (Au & Ekiz, 2009:228)
- Advertising and promoting; (Au & Ekiz, 2009:228)
- Allowing one-to-one marketing (Au & Ekiz, 2009:228)
- Providing hotel information (Au & Ekiz, 2009:228)
- Being flexible and convenient (Au & Ekiz, 2009:228)
- Being free from borders (Au & Ekiz, 2009:228)
- Communicating better (Au & Ekiz, 2009:228)
- Competitive advantage (Wen *et al.*, 2001:6) - this is generic benefit of marketing using Internet)
- Identifying and targeting customers easily (Au & Ekiz, 2009:228)
- Providing online reservation (Au & Ekiz, 2009:228)
- Research and development (Cockburn & Wilson, 1996:84 - This is more on the research side rather than the marketing side)
- Saving cost and time (Au & Ekiz, 2009:228)

From the Au and Ekiz (2009:228) list of benefits, the following were removed because they have almost the same meaning with others.

- “Being accessible 24 hours and 365 days” was represented by “being flexible and convenient”.
- “Globalizing products and services” was represented by “free from borders”.
- “Being inexpensive” was represented by “saving cost and time”.
- “Exposing the property” was removed and represented by “advertising and promoting”.
- “Increasing customer interaction” was removed and represented by “Communicating better”.

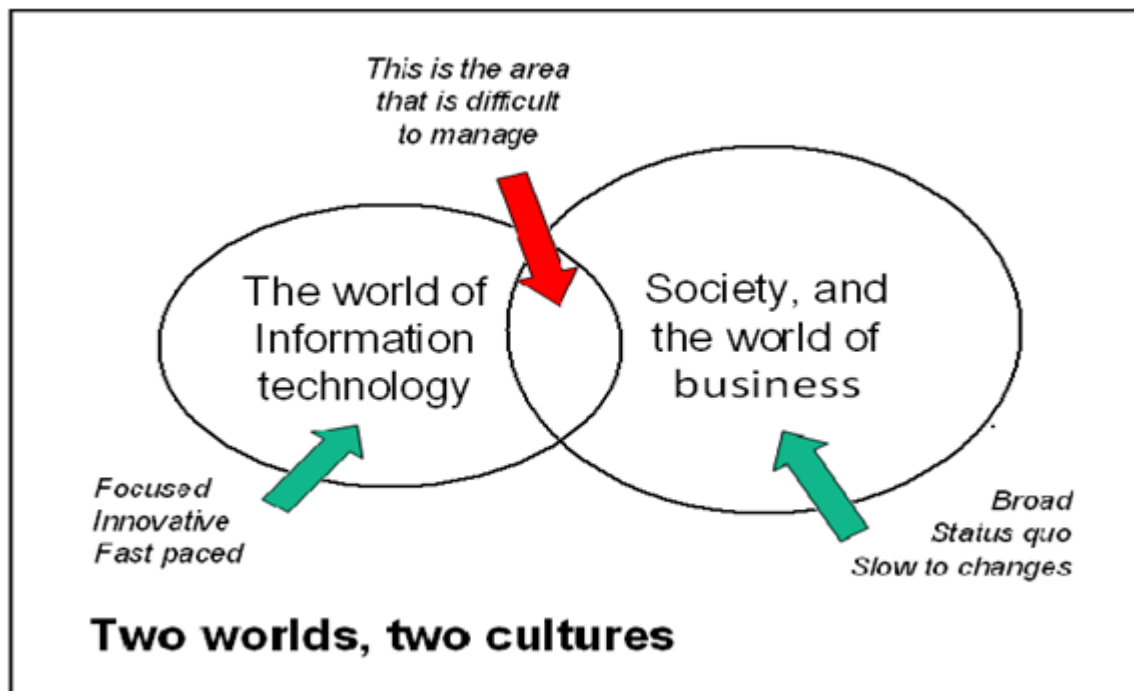
The following benefits were added because they were deemed to be relevant for this research

- The ability to target specific groups of individuals (Yoon & Kim, 2001:53).
- Better customer service (representing better customer relationships as customer service is dependent on customer relationships) (Wen *et al.*, 2001:6).

In conclusion, the above candidate variables can be incorporated into a survey of what is actually thought of Web marketing within the Rwandan hotel sector. It is important to remember that, as mentioned before, other factors than those listed may emerge from the responses due to the exploratory nature of this research.

### **2.8.3 Factors contributing to Web marketing non-adoption in hotels**

The Web, as a new technology, faced the challenges of acceptance and adoption early in its history (Nambisan & Wang, 1999:98). Lee (1999 cited in Bytheway, 2004:6) offers a diagram which shows the overlap between the world of IT and the world of business, and argues that this is the most difficult area to manage.



**Figure 2-6: Two worlds, two cultures**  
(Adapted from Lee, 1999 cited in Bytheway, 2004:6)

Despite a long history of striving to manage this area effectively, Lee (1999 cited in Bytheway, 2004:6) considers that the business world is “slow to change”, whereas the world of IT is “focused, innovative and fast-paced”. Definitely, this behaviour does not favour the adoption of new technologies by the business world. From this, one might ask one important question: what are the factors contributing to the slow adoption or the non-adoption of the Web?

The answer(s) would be in the form of either reasons or barriers as discussed hereafter.

In early work, Nambisan and Wang (1999:98) provide some indication of possible barriers. In their work, they report a number of factors that contribute to an organisation’s intention to adopt new technologies as follow:

- Perceived costs and benefits
- Complexity
- Compatibility with existing systems
- Ease of use
- Technology knowledge barriers

Nambisan and Wang (1999:98) believe that an unfavourable mix of these factors can lead to non-adoption. More recent work takes these ideas further.

**TAM opinion on Technology adoption:** According to Venkatesh and Bala (2008:280) in their TAM3, a new technology is not just adopted. TAM3 outlines a number of interlinked constructs which influence the adoption or non-adoption of a new technology. As a new technology in the Rwandan context, and especially in Rwandan hotels, the same constructs may be helpful in answering the question. The TAM3 model suggests that technology adoption depends on the users' perceptions of its *usefulness* and *ease of use*. According to Venkatesh and Bala (2008:280), these two constructs depend on a number of other known determinants of IT adoption and use. Those determinants are computer anxiety, computer playfulness, computer self-efficacy, effort expectancy, facilitating conditions, image, job relevance, objective usability, output quality, performance expectancy, perceived enjoyment, perception of external control, result demonstrability, social influence, subjective norm and voluntariness as seen in Table 2.3 . Based on the TAM3, it is clear that the non-adoption of Web marketing, a form of IT which is being studied in this research, can either be due to negative perceived usefulness and/or negative perceived ease of use.

It is difficult for a new innovation to engender a positive attitude towards its benefits within all potential users, especially in small businesses. A market research study was conducted in the United States to find out what Web non-adopter small business owners perceived as potential benefits and obstacles to electronic commerce for their businesses (Purao & Campbell, 1998:327). To find out, they interviewed those who had not yet adopted the Web. Three primary barriers in the minds of the non-adopter small businesses were revealed:

- High start-up costs
- Unfamiliarity with the Web
- Lack of guidance about how to start the process

Furthermore, Tarek (2009:134-136), established a strong association between the hotel's managerial intention for hotels to use Web marketing and the following variables:

- Perceived usefulness
- Perceived ease of use
- Perceived Ability to build hotel brand
- Internet infrastructure
- Perceived cost
- Top management support
- Competitor pressure
- Experience with Internet
- Organisation resistance to change

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These can be merged with Venkatesh and Bala's (2008:280) TAM3 constructs to establish an inclusive list of factors influencing the non-adoption of Web marketing. As with the candidate benefits of the Web, the purpose of merging this list is to avoid confusion over variables which have the same meaning and to provide a platform with factors which can be used as a second list of candidate variables in this research, associated with non-adoption.

Kartiwi and MacGregor (2007:41) have also summarised barriers to adoption of e-commerce from the literature for a questionnaire used in Indonesia (considered in their study as a developing country) and Sweden (considered as a developed country). Though their list was narrowed down after in-depth scrutiny (Kartiwi & MacGregor: 2007:42), this research will consider their longer list and consolidate it with the other evidence presented above to produce a more complete list of candidate variables for the present study. The longer list is presented in the table below, then merged in two stages in the tables that follow.

**Table 2.7: Summary of e-commerce adoption barriers as used in Kartiwi and MacGregor's (2007) study on Indonesian and Swedish SMEs**

<b>Barriers to e-commerce adoption</b>
High cost of e-commerce implementation; Internet technologies too expensive to implement
E-commerce too complex to implement
Low level of existing hardware technology incorporated into the business
SMEs need to see immediate ROI and e-commerce is a long-term investment
Organisational resistance to change because of the fear of new technology among employees
Preference for and satisfaction with traditional manual methods, such as phone, fax, and face-to-face
Lack of technical skills and IT knowledge among employees; Lack of computer literate/specialised staff
Lack of time to implement e-commerce
E-commerce is not deemed to be suited to the way the SME does business
E-commerce is not deemed to be suited to the products/services offered by the SME
E-commerce is perceived as a technology lacking direction
Lack of awareness about business opportunities/ benefits that e-commerce can provide
Lack of available information about e-commerce
Concern about security of e-commerce
Lack of critical mass among customers, suppliers, and business partners to implement e-commerce
Heavy reliance on external consultants (who are considered by SMEs to be inadequate) to provide necessary expertise
Lack of e-commerce standards

**(Adapted from Kartiwi & MacGregor, 2007:41)**

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**Table 2.8: Reviewed factors influencing Web non-adoption**

<b>Nambisan &amp; Wang (1999:98)</b>	<b>Tarek (2009:134-136)</b>	<b>Purao &amp; Campbell (1998:327)</b>
<p>Perceived costs and benefits Complexity Compatibility with existing systems Ease of use technology knowledge Barriers</p>	<p>Perceived usefulness Perceived ease of use Perceived Ability to build hotel brand Internet infrastructure Perceived cost Top management support Competitor pressure and Experience with Internet Organisation resistance to change</p>	<p>High start up costs, Unfamiliarity with the web and Lack of guidance about how to start the process</p>
<b>Kartiwi &amp; MacGregor (2007:41)</b>		<b>Beatty et al. (2001:346)</b>
<p>High cost of e-commerce implementation; Internet technologies too expensive to Implement E-commerce too complex to implement Low level of existing hardware technology incorporated into the business SMEs need to see immediate ROI and e-commerce is a long-term investment Organisational resistance to change because of the fear of new technology among employees Preference for and satisfaction with traditional manual methods, such as phone, fax, and face-to-face Lack of technical skills and IT knowledge among employees; Lack of computer literate/specialised staff Lack of time to implement e-commerce E-commerce is not deemed to be suited to the way the SME does business E-commerce is not deemed to be suited to the products/services offered by the SME E-commerce is perceived as a technology lacking direction Lack of awareness about business opportunities/ benefits that e-commerce can provide Lack of available information about e-commerce Concern about security of e-commerce Lack of critical mass among customers, suppliers, and business partners to implement e-commerce Heavy reliance on external consultants (who are considered by SMEs to be inadequate) to provide necessary expertise Lack of e-commerce standards</p>		<p>Perception of no benefits Organisational incompatibility Technical incompatibility Complexity Lack of top management support</p>

**(Adapted from Purao & Campbell, 1998:327; Nambisan & Wang, 1999:98; Beatty et al., 2001:346; Kartiwi & MacGregor, 2007:41; Tarek, 2009:134-136)**

As done with benefits, variables which have more or less the same meaning were merged and summarised (Appendix B) in order to produce a realistic, unambiguous list of candidate variables representing barriers to the adoption of Web marketing among Rwandan hotels.

The summary of reviewed factors influencing the non-adoption of Web marketing after merger (candidate variables influencing Web non-adoption among Rwandan hotels) is as follows:

- Complexity (Nambisan & Wang, 1999:98; Kartiwi & MacGregor, 2007:41)
- High cost of Web implementation (Kartiwi & MacGregor, 2007:41)
- Hotels need to see immediate ROI and Web is a long-term investment (Kartiwi & MacGregor, 2007:41)
- Lack of awareness about business opportunities / benefits that Web can provide (Kartiwi & MacGregor)
- Lack of critical mass among customers to implement Web (Kartiwi & MacGregor, 2007:41)
- Lack of Experience with Internet (Tarek, 2009:134-136) / Unfamiliarity with the Web (Abell & Lim, 1996:1; Purao & Campbell, 1998:327)
- Lack of guidance about how to start the process (Abell & Lim, 1996:1; Purao & Campbell, 1998:327)
- Lack of Internet infrastructure – external (Tarek, 2009:134-136)
- Lack of technical skills and IT knowledge among employees; Lack of computer literate/specialised staff (Kartiwi & MacGregor, 2007:41)
- Lack of time to implement Web (Kartiwi & MacGregor, 2007:41)
- Lack of top management support (Tarek, 2009:134-136; Kartiwi & MacGregor, 2007:41).
- Low level of existing hardware technology incorporated into the business – internal infrastructure (Kartiwi & MacGregor, 2007:41)
- Perceived costs and benefits (Nambisan & Wang, 1999:98)
- Web is not deemed to be suited to the way they do business (Kartiwi & MacGregor, 2007:41)

During the merger process (Appendix B), the following variables were not deemed appropriate to stand for potential perception from respondents in the context of this research.

- Organisational resistance to change (Tarek, 2009:134-136; Kartiwi & MacGregor, 2007:41).
- Lack of competitor pressure (Tarek, 2009:134-136).

## **2.9 Discussion of Web marketing benefits by hotels**

### **2.9.1 Access to a greater number of customers**

Web marketing takes place on an Internet platform which is available simultaneously everywhere on the globe (Au & Ekiz, 2009:228). Due to this characteristic, Internet marketing has more access to customers than offline marketing media because offline media do not have the advantage of accessing wide coverage easily. This is considered very important for hotels because their guests come from different parts of the world.

### **2.9.2 Advertising and promoting**

Advertising and promoting by using a website are more efficient and effective than using offline media (Au & Ekiz, 2009:228). Once a company advertises or promotes their services or products on the Web, it is sure that the message will be exposed to all the people who visit the Web. This can be an important tool for hotels' advertising and promoting efforts as it exposes the hotel and its offering to a wider online audience.

### **2.9.3 Allowing one-to-one marketing**

Web marketing can also allow one-to-one marketing (Au & Ekiz, 2009:228). One-to-one marketing is a customer relationship management approach emphasising personalised interactions with customers and happens when a Web user interacts unilaterally with the business staff. On the Web, this takes place via the "contact us" form, online chat functions and any other similar functions of the Web. This personalisation of interactions is thought to foster greater customer loyalty and better return on marketing investment, which in turn enables the hotel to understand the special requirements of their guests beyond the normal service delivery. "Special relationship" is about providing an exceptional treatment. It can only be rendered successfully at the individual or one-to-one marketing level (Ariffin & Maghzi, 2012:196). This is important to hotels, especially in building customer relationships.

### **2.9.4 Providing hotel information**

Providing hotel information is one of the famous functions of the Web (Au & Ekiz, 2009:228). A website acts as a platform for hotel information. However, though the type and amount of information to be posted on the website varies from one company to another, minimum useful and relevant information should appear on the Web in order to guide potential guests from the Web audience.

### **2.9.5 Being flexible and convenient**

Some of the characteristics of the Web are its 24 hours and 365 days accessibility and the nonexistence of geographical limitation. This is another benefit of using the Web for business as it allows flexibility and convenience (Au & Ekiz, 2009:228) in terms of time and place. When using the Web, customers have no constraint on time and location to get information on or engage with the hotel. Thus, the flexibility and convenience in accessing and using the Web present a dual benefit for both a business and its Web audience.



### **2.9.6 Being free from borders**

Web marketing is free from geographical borders (Au & Ekiz, 2009:228) as products and services marketing on the Web site can reach the global audience (Au and Ekiz, 2009:228; Yazdanifard *et al.*, 2011:193) in real time (Wen *et al.*, 2001:6). This benefit is important for hotels and was seen as the most important reason for adopting the Internet by Greece travel agents (Vrana & Zafiropoulos, 2006:606).

### **2.9.7 Communicating better**

Web marketing is known to communicate better than offline media (Au & Ekiz, 2009:228). It does so by ensuring the consistency and accuracy of information (Wen *et al.*, 2001:6) posted on the Web, which reaches all users with no alteration, as opposed to offline means of communication where information can vary as it is being delivered. Hotels using websites benefit from this consistency and accuracy in providing information as they can guarantee that the website audience receives exactly the same information.

### **2.9.8 Identifying and targeting customers easily**

As explained by Au and Ekiz (2009:228), the Internet has the capability of identifying and targeting customers easily. Some Web sites gather the behaviours of users as they browse. Hence, the behavioural information gathered helps in establishing the likely profiles of the users, a technique which may help in filtering the audience, identifying real potential customers and targeting them accordingly.

### **2.9.9 Providing online reservation**

Online reservation is an optional function of a hotel website (Au & Ekiz, 2009:228) through which Web users can place hotel reservations via a hotel website. In order to provide the Web audience with adequate information, hotels post different types of rooms on offer and their respective tariffs and associated deals and discounts. Pictures and video tours can also be provided. After browsing through the information provided and appreciating a room or other service to book, a Web user simply fills out a reservation form or dialogue box on the Web. Once the process is done and validated by the user, the reservation is complete (Andrews, 2007:136).

### **2.9.10 Saving cost and time**

Web marketing via the Internet is widely considered to be a cost- and time-saving factor (Au & Ekiz, 2009:228). Savings are gained through reduced cost of information exchange, where a Web audience receives information about a hotel and its offerings on the Internet. The aspect of increased speed of information transfer and retrieval also provides benefits in terms of time and cost saving (Andrews, 2007:147).

### **2.9.11 The ability to target specific groups of individuals**

The Web and the Internet are known to have the ability to target specific groups of individuals (Yoon & Kim, 2001:53), empirically proven when Buente and Robbin (2008:8) found a positive relationship between socio-demographic characteristics of people and their use of the Internet. They found that younger people are likely to use the Internet more often than older people, more educated people more often than the less educated, and people with higher incomes than people with lower incomes. Based on the fact that specific groups of people are likely to be more active on the Internet than others, the Web can be used as a tool to target some specific audiences.

### **2.9.12 Better customer service**

This refers to the ability to provide online services in a number of ways. Online services include providing resolution guides, providing answers to frequently asked questions based on archived commonly encountered problems, providing continuous electronic mail interaction and so on. The provision of better customer service is considered by Wen *et al.* (2001:6) as one of the benefits of Web marketing. When customer service is offered online, this presents a dual benefit, firstly to the Web user who gets the needed service right on the Web and secondly to the hotel which benefits from the flexibility of providing service in the most convenient way to their customers. Moreover, good customer service will also help to create and maintain good customer relationships.

### **2.9.13 Research and development**

The function of research and development can also be facilitated by the Web through the ability to collect information from users. Additionally, a query can also be posted on the Web, with the intention of gathering needed information from users (Cockburn & Wilson, 1996:84). For marketing purposes, this can serve in gathering marketing intelligence, which is a crucial aspect in designing customer offerings and ways of service.

### **2.9.14 Competitive advantage**

The term competitive advantage is defined as the ability, gained through attributes and resources, to perform at a higher level than competitors (Chaharbaghi & Lynch, 1999:45). The Web's ability to perform better than offline media, as discussed in Section 2.9.1 to 2.9.13, makes the Web more effective and efficient than offline marketing approaches. Being more effective and efficient gives Web-adopter hotels a competitive advantage against their non-adopter counterparts. It is also noted that competitive advantage (Wen *et al.*, 2001:6) should be considered a generic benefit of Internet marketing as it is the result of other benefits.

## **2.10 Discussion of barriers to Web marketing adoption by hotels**

### **2.10.1 Complexity**

Web marketing, as a new technology, may not be adopted because of the perception that it is complex (Nambisan & Wang, 1999:98; Kartiwi & MacGregor, 2007:41). The complexity is mainly associated with its development and use (Beatty *et al.*, 2001:346). After the development and launch of a website, a number of actions are required both for keeping it running and keeping it updated. In the context of a hotel, textual information on its website needs to be changed from time to time, pictures have to be duly updated, new functions need to be embedded and so on. All this requires the know-how to deal with it. However, where there is a persistent belief that the Web is complex to develop, use, and maintain, this may be one of the factors leading to its non-adoption.

### **2.10.2 High cost of Web implementation**

High cost of Web implementation was considered a potential factor influencing Indonesian and Swedish SMEs not to adopt the Web (Kartiwi & MacGregor, 2007:41). This is partly due to the fact that there has been a perception that Web marketing is expensive, especially among SME's (Hunaiti, Masa'Deh, Mansour & Al-Nawafleh, 2009:40). Cost of Web marketing implementation involves its development costs, periodic hosting costs, and maintenance costs to keep it effectively running. However, the perception that Web-related costs could be unaffordable is one of the factors inhibiting Web marketing adoption among SME's in general and small hotels in particular.

### **2.10.3 Hotels need to see immediate ROI and Web is a long-term investment**

It is normal for a business to invest in a marketing endeavour after being assured of expected benefits (in terms of return on investment). Some hotels, especially small ones, only focus on short-term marketing objectives and expect to see immediate results on their marketing investment (Murphy & Kielgast, 2008:96). While there should be no doubt that Web marketing is beneficial, benefits such as an increase in customers are realized in the long term. However, this aspect of waiting for long-term impact on hotel sales discourages small hotels from adopting Web marketing (Kartiwi & MacGregor, 2007:41).

### **2.10.4 Lack of awareness of Web business opportunities or benefits**

Awareness of Web benefits firstly starts with admitting that it is indeed a beneficial and worthwhile investment. Secondly, it involves being conversant with the numerous potential benefits associated with Web use and understanding what could be the corresponding competitive advantages of adoption. As explained in Section 2.9, potential benefits include access to a greater number of customers, advertising and promoting, allowing one-to-one marketing, providing hotel information, being flexible and convenient, being free from borders, communicating better, identifying and targeting customers easily, providing online reservations, saving cost and time, the ability to target specific groups of individuals, better customer service, research and development, and competitive advantage. Although Web marketing is likely to present these business opportunities and benefits, lack of awareness among hoteliers is a factor that may contribute to Web non-adoption (Kartiwi & MacGregor, 2007:41).

### **2.10.5 Lack of critical mass among customers to implement the Web**

Hoteliers may not adopt Web marketing due to the perception that there is not a large enough customer audience to deserve Web implementation (Kartiwi & MacGregor, 2007:41). Hoteliers and other business people wish to direct marketing activities towards a large audience in hopes that some would turn into real customers. Some hoteliers still do not believe in the growing trends of Internet use and therefore do not see the importance of Web marketing.

### **2.10.6 Lack of experience with the Internet**

Lack of Experience with the Internet (Tarek, 2009:134-136) and unfamiliarity with the Web (Abell & Lim, 1996:1; Purao & Campbell, 1998:327) also contribute to the non-adoption of Web marketing. People who are not active on the Internet, who have not used Web marketing before, and who are not familiar with the Web and how it operates are likely not to be interested in investing in it.

### **2.10.7 Lack of guidance about how to start the process**

The starting point in the process of going online is critical in Web marketing adoption. Some hoteliers do not get engaged in Web marketing just because they do not understand where to begin. Thus, lack of guidance about how to start the process (Abell & Lim, 1996:1; Purao & Campbell, 1998:327) may be considered one of the factors inhibiting Web marketing adoption among hotels.

### **2.10.8 Lack of external Internet infrastructure**

For the Internet to work effectively, the existence of an effective external infrastructure is necessary (Van Best, 2005:1). Internet external infrastructure refers to any structure, not controlled by the user, put in place in order to play a certain role in ensuring Internet connection among users. Global Internet infrastructure is robust and does not have a single owner. Local external Internet infrastructure is generally owned and managed by local ISP's (Internet Service Provider). The ISP infrastructure comprises of Internet communication towers, wired connections such as the fibre optic cables and so on. Lack of external Internet infrastructure can make Web marketing adoption impossible whereas its inadequacy may discourage hoteliers from adopting Web marketing (Tarek, 2009:134-136). Consistent with this, Karanasios and Burgess (2008:170) found that "inadequate and unreliable telecommunications infrastructure" to be one of the most commonly cited (Kuwayama, 2001:41; Purcell, Toland & Huff, 2004:98) obstacles to Internet adoption by small tourism enterprises in developing countries.

### **2.10.9 Lack of technical skills and IT knowledge among employees**

The adoption and use of ICT's require staff with the required knowledge and skills to use them. When a business owns a website, it is important to have staff with the knowledge and skills needed for its maintenance and its upgrade when needed. Web functions differ from one business to another but in case of a middle class hotel, employees would be dealing with functions such as developing the Web, uploading hotel information and other texts on the website from time to time, uploading new pictures and videos on the website and so on. Though this is a service which can be outsourced, some hoteliers perceive that it is not possible to adopt Web marketing without staff with IT technical knowledge and skills on board (Kartiwi & MacGregor, 2007:41).

### **2.10.10 Lack of time to implement the Web**

At all times, a hotel website should portray the real picture of the brick-and-mortar venue and its offerings. In order to cope with this, staff in charge of Web marketing must commit enough time in monitoring all changes in the hotel. Also, Web marketing should always be a reflection of marketing in offline media such as TV, radio, magazines, newspapers, brochures, sign posts and banners. Additionally, keeping a hotel website with a good look and feel, having it duly updated all the time and minimising website shut down times requires a sizeable time investment. Thus, taking into consideration all the above mentioned aspects, the perception that maintaining a website requires a lot of time contributes to its non-adoption (Kartiwi & MacGregor, 2007:41) by some hotels.

### **2.10.11 Lack of top management support**

In business, the adoption of a new technology requires the support of top management. Regarding this support, Beatty *et al.* (2001:340) shows that top management must firstly have an interest in the concerned technology adoption. Secondly, top management must feel the importance and necessity of the new technology and must communicate the intention to the manager or staff responsible for executing the process of adoption. Besides that, it is important that top management provide financial support for the technology. Thus, lack of top management support or perception by the implementers that top management would not support Web adoption contributes to the non-adoption of Web marketing among hotels (Tarek, 2009:134-136; Kartiwi & MacGregor, 2007:41).

### **2.10.12 Low level of existing hardware technology or internal infrastructure**

Running a website requires some user-owned and -controlled infrastructure to keep it effectively running for the intended purpose. For instance, in order to develop and run a simple website, a Web administrator would need hardware such as a computer, a scanner, a digital camera and a camcorder. With the use of a Web development software, a computer can be used to store the website content, to change or update it, to send the Web files to the servers of the Web hosting company. A scanner can be used to scan print pages while a digital camera can be used to take pictures to be uploaded to the Web. A camcorder may be needed to shoot videos to upload to the website. In order to connect to the Web host servers, an Internet connection is needed. In this case, the hardware to provide Internet connection is vital. Since there are many ways to access the Internet, the Internet hardware will depend on the type of connection used. Since this internal infrastructure is needed for running a website, its insufficiency in the business discourages Web adoption (Kartiwi & MacGregor, 2007:41).

### **2.10.13 Perceived costs and benefits**

The decision to adopt Web marketing is influenced by the perceived costs and benefits of the investment (Nambisan & Wang, 1999:98).

As explained in Section 2.10.2, Web marketing implementation involves various costs including development costs, periodic hosting costs, and maintenance. It also has associated benefits as elaborated in Section 2.9, all ultimately leading to more competitiveness and increased business. Before adopting Web marketing, each potential adopter weighs the perceived benefits against all the perceived costs. In the process, when the potential adopter is not convinced that potential benefits are likely to outweigh the costs, they may abstain from adoption.

### **2.10.14 Web unsuitability to the way of doing business**

Hotels market to potential guests in the way they believe is best suited to them. In terms of Internet use, some operate with and others without a website. The choice depends on whether they believe that their business really needs a Web presence or not (Kartiwi & MacGregor, 2007:41).

Thus, the belief that Web marketing is not deemed suitable to the way they do business positively contributes to its non-adoption and hence the preference to remain offline.

### **2.11 Current tourism and hospitality trends in Rwanda**

In Rwanda, tourism has remained the highest foreign exchange earner over the years with an estimated \$208 million earned in 2008 with the target of achieving \$278.5 million in 2012 (Ministry of Trade and Industry, 2009). This increase in tourism export goes in conjunction with other trending patterns of the tourism sector in many ways, reflected in aspects such as the increasing number of tourists, service provision and customer care concern, and the adoption of high-end tourism instead of mass tourism.

From 1980 to 1984, Rwanda experienced a growth of tourist arrivals from an estimated 29,000 in 1980 to 39,000 in 1984. After this period, the number started to decline dramatically reaching less than 5,000 arrivals in 1993, just a year before the Rwandan 1994 Tutsi Genocide. From 1994 until 1998, arrivals remained stagnant at 1,000 arrivals per year and thereafter began to grow again (Gatsinzi & Donaldson, 2009:37). Recent statistics depict 710,063 arrivals in 2007, 764,827 in 2008, 698,952 in 2009, 666,000 in 2010, 908,000 in 2012 and 1,070,000 in 2012 with the majority of these visitors coming mostly from Africa (87%), followed by Europeans (7%), Americans (3%) and the rest of the world (3%) (Rwanda Development Board, 2013).

Though the number of tourists is increasing as detailed in Section 2.9.1, the level of customer care was reported to have slightly deteriorated (Lwakabamba, 2009:12). Due to this, the Government of Rwanda, through the Rwanda Development Board, financially invested in reviving and improving the situation by launching a series of customer care campaigns to promote good customer care (Rwanda Development Board, 2012b). In this effort, employees from various operators in the Tourism and Hospitality sector were trained in customer care (New Times, 2012).

The government of Rwanda, through the Ministry of Trade and Industry, aims at shaping Rwanda as a sustainable tourist destination. To achieve this, a Sustainable Tourism Development master plan for Rwanda was drafted and is currently being implemented. The Tourism Development master plan puts an emphasis on product development and diversification. This is because tourism in Rwanda has historically depended on the gorilla product as a major source of tourism revenue with over 90 percent of the industry's earnings driven by gorilla tours (Ministry of Trade and Industry, 2009:5).



In order to diversify, the plan suggests considering a wide range of other products. These include strengthening Meetings, Incentives, Conferences and Exhibitions (MICE) tourism, birding, culture, agro-tourism, adventure products and others, in relation to the market demand and the resource base of Rwanda (Ministry of Trade and Industry, 2009:7). In all aspects of tourism, the government of Rwanda is also implementing a strategy to position Rwanda as a high-end destination instead of a mass-tourism destination (Nielsen & Spenceley, 2010:231) as seen in the limitation of the number of gorilla visits where the price of a permit to visit the gorillas increased from US\$ 375 to US\$ 475 in June 2007 (Nielsen & Spenceley, 2010:240) and was further increased to US\$ 750 in 2012 (Rwanda Development Board, 2012a).

### **2.12 Internet and Web marketing (African and Rwandan perspective)**

Despite an evident high growth in Internet and Web adoption and use around the world, the continent of Africa is lagging behind (Oyelaran-Oyeyinka & Adeya, 2004:68) compared with its sister continents. Regarding research on Internet use, Molla and Heeks (2007:95) affirm that the developing world (including Africa) still has limited empirical literature and this may have a negative impact on a sustainable exploitation of Internet use in Africa.

Nonetheless, this research has found and used some of the published articles in relation to developing countries in general, and Africa (as a continent) and Rwanda (as a country) in particular. In the context of developing countries, those include the Molla and Heeks (2007) study in South Africa on e-commerce and its benefits and Yamakawa *et al.* (2012) in Peru on critical factors for broadband expansion. Other articles include Au and Ekiz (2009) on Internet practices among Northern Cyprus and Hong Kong hoteliers, Tarek (2009) on the implication of Web marketing on Egyptian hotels' sales, Maswera, Dawson and Edwards (2008) on e-commerce adoption of travel and tourism organisations in South Africa, Kenya, Zimbabwe and Uganda, Oyelaran-Oyeyinka and Adeya (2004) on Internet access in Africa, and Gatsinzi and Donaldson (2010) on perceptions of Rwandan hoteliers on investment barriers in the Rwandan hotel sector.

Though the deficit of Internet adoption and Internet-related research seems to be a reality, with the rapidly growing number of Internet users - especially in developed countries in Europe and the Americas - the Internet is considered to be one of the means for African countries to reach their target market in Europe and America and promote their businesses, including tourism (Maswera *et al.*, 2008:188).

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Concerning Rwanda, peer reviewed data regarding Internet and Web use among Rwandan hotels was not easy to find in this research. This suggests that there is no active research on Rwanda regarding Internet and Web marketing, consistent with Gatsinzi and Donaldson (2010:226) who also noticed an insufficiency of academic research in the Rwandan tourism sector. However, according to non-peer reviewed information from both the Rwanda Development Board (n.d.) and the Rwanda Hotel and Restaurant Association (n.d.) there is an impression that the level of Web adoption among Rwandan hotel may be below 35%. This is not surprising since Internet use in Rwanda began in 1996 with only one monopolistic Internet Service Provider, Rwandatel, until 2001 (Lwakabamba, 2005:219). In agreement with Carr (2003:6), that scarcity is what gives a resource a basis for sustained competitive advantage, and the low levels of Web adoption among Rwandan hotels may place those using the Web at a competitive advantage.

### **2.13 Limitations of the literature review**

The review of the literature had some limitations as expressed in the next passages.

The researcher was only able to access research articles from journals subscribed or partnered with the Cape Peninsula University of Technology (CPUT), and open access publications. Articles which are not publically accessible or which were not subscribed by CPUT were not used due to lack of access.

In some instances, it was necessary to cite secondary sources because of lack of access or non-availability of the primary sources. In that case, the researcher acknowledged them by citing the primary source as cited in the secondary one (E.g.: Walle, 1996 cited in Wei, Ruys, van Hoof & Combrink, 2001:235 as seen in Section 1.6.1).

In the search of candidate variables to the research, not all of the found and used benefits and barriers are strictly related to Web marketing. Benefits and barriers to technology adoption, e-commerce, and online business were all considered and only those deemed applicable to the Web were retained to be used in data analysis for this research.

As in other developing countries, the empirical literature on the African continent is still limited (Molla & Heeks, 2007:95). There is almost nothing published on the situation in Rwanda (Gatsinzi & Donaldson, 2010:226). This led to undue reliance mostly on the Au and Ekiz (2009) study on Northern Cyprus and Hong Kong and the Tarek (2009) study on Egyptian hotels for the anticipation of the variables of this research.

### **2.14 Gaps in the literature**

This review of Web marketing and related literature suggests some potential gaps in existing work, some of which will be addressed by this research. Identified gaps are as follows:

- It has been realised that developing countries in general and particularly in Africa are under-researched (Section 0). No peer-reviewed work on the use of IT and Internet in Rwanda has been found and therefore some reference has been made to non-academic sources such as government documents and local newspapers.
- Most of the innovation adoption literature has been drawn from developed countries (Section 2.8.2).
- Some research on perceptions of benefits and barriers has been purely quantitative with close-ended questions. This limits discovery of actual and perceived factors not previously recognised, or not incorporated into the quantitative research design.
- The technological innovation literature has identified many variables that are possible determinants of organisational adoption of an innovation. This large number of variables suggests that more research is needed to identify the important ones.
- Innovation adoption literature has focused on product innovations with little research focusing on adoption in a service context. Being a large contributor to gross domestic product and employment in most developed countries and also in many developing countries, the economic importance of the service sector cannot be underestimated.

These gaps in the literature all justify an effort to identify a complete set of variables that are applicable in the context of the hotel sector in Rwanda.

### **2.15 Chapter conclusion**

The main objective of this literature review was to explore and provide an account of existing work on Web marketing and related topics, including the benefits and barriers to the use of new technologies and the Web in marketing, and specifically in hotels. Though there were some limitations, the literature review provides a useful account of current knowledge of ICT and its adoption, and of online marketing (with a focus on the use of the Web); from this review of the literature, a list of definitive candidate variables has emerged. This is used in the design of the research as an *a priori* schema for the acquisition and analysis of primary data.

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Based on the methodology model of Au and Ekiz (2009:231), this research chose to carry out an exploratory design but with an interpretive approach. Exploratory design was the most suitable because the issue surrounding the benefits and barriers to Web marketing among Rwandan hotels is still under-researched. McNabb (2009:96) advises exploratory methods when dealing with under-researched areas. In this regard, the questionnaire that was used included open-ended questions in order to allow respondents to provide unbiased opinions. As far as the methodology of the study is concerned, this research used a mixed approach including both statistical analysis of survey data and content analysis of interview responses. Both the statistical findings and interview results are critically scrutinised and related to other empirical studies in order to draw out the real meaning which fulfills the objectives of this research.

The details of the research design, methodology and data analysis are elaborated in Chapter 3.

## CHAPTER THREE

### RESEARCH DESIGN

#### 3.1 Introduction

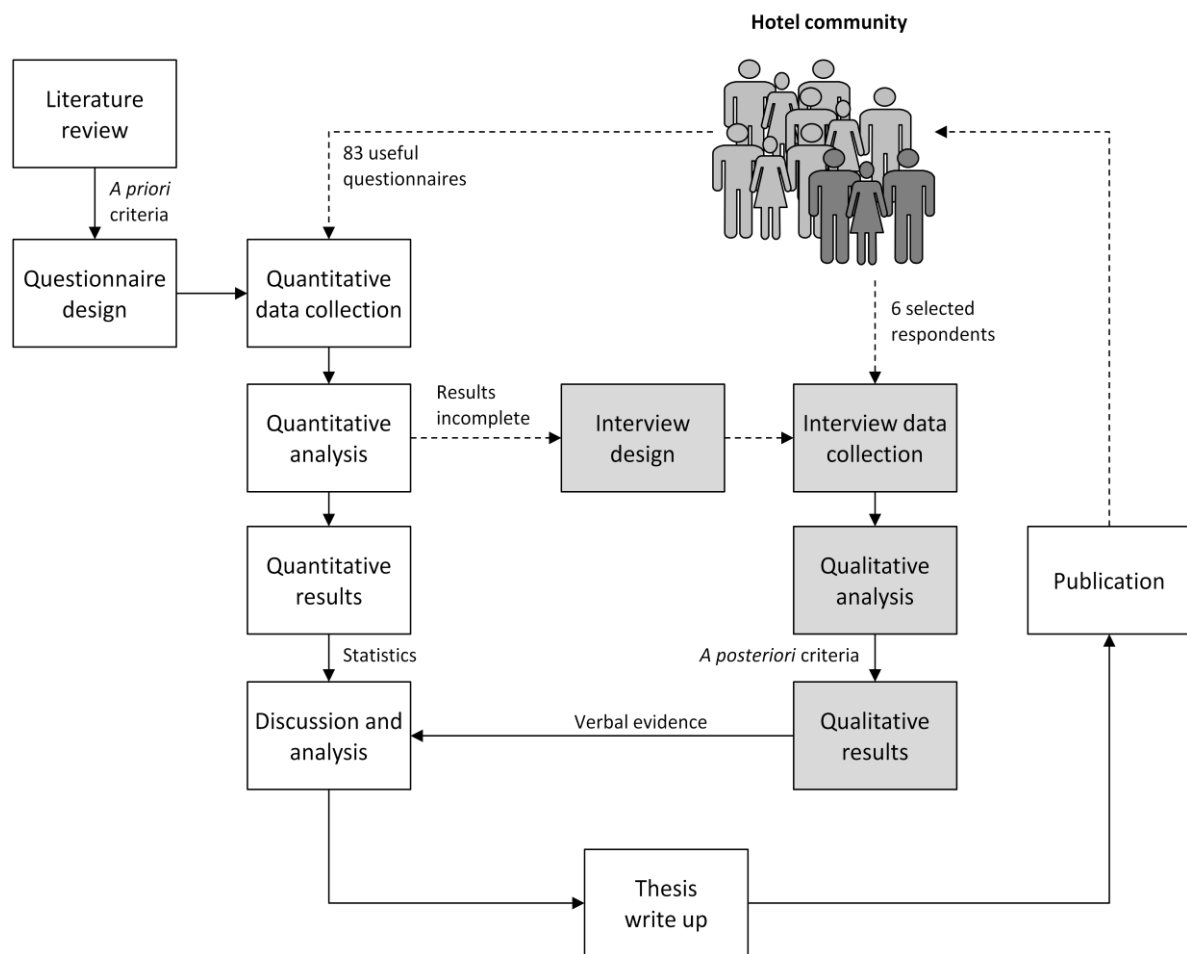
There are many research designs available for different types of research. This study used both the quantitative and the qualitative techniques at different levels, making it a mixed approach design.

Also, the researcher followed Daft (1983:540-544) recommendations on complementing formal research techniques with what he terms *research craftsmanship*, especially when initial plans needed some adjustment as was the case when a decision to include interviews was adopted.

Detailed information on the choices that were made for this study is provided. First there is a brief summary of the process, and then the remainder of this chapter provides a detailed explanation of the research design and how it evolved during the project.

The data collection of this research was done in two phases: firstly, a survey using a questionnaire and secondly, telephone interviews. The telephone interviews were not planned at the start; they were a response to what was found from the survey (See Section 3.2.8 and Section 5.1).

Initially, a survey including open and closed-ended questions was designed in order to gather subjective and demographic evidence of the respondents and their views of Web marketing benefits and barriers to its adoption. The questionnaire was distributed widely to Rwandan hotels and 86 responses were received with 83 considered usable. Analysis of the survey questionnaire data and that of the interview data were done separately, and their respective results were combined in order to develop findings and conclusions. Figure 3.1, shows both the survey and the interview designs as they fit into the global picture of this study.



**Figure 3-1: The survey and interview designs in the research project**

This chapter provides details on the whole process of planning and collecting data. It also explains the data analysis design techniques which were used for both the survey questionnaire data and interview data, in terms of what was initially planned and what then actually happened. Where there were deviations from the initial plans, an explanation of the deviation is given and the implemented action is explained.

### 3.2 Research design

According to De Vos, Strydom, Fouché and Delport (2011:142), the term *research design* is defined differently by different experts and this makes it ambiguous and confusing to the novice researcher.

Gray (2009:131) defines research design as “the overarching plan for the collection, measurement and analysis of data” which should first describe the purpose of the study and the kind of questions being addressed, then the techniques to be used for collecting data, approaches for selecting samples and how data will be analysed.

In general, the design of this research is based on this definition. It starts by showing the purpose of the study and the kind of questions that were addressed. Further, it shows the techniques that were used for collecting data, approaches for selecting samples, and how data were analysed for both the survey questionnaire and the interviews.

### **3.2.1 The purpose of the research**

As seen in Chapter 1, this research had the following objectives:

- To identify Web marketing benefits experienced by Web adopter hotels in Rwanda and their respective significance.
- To identify barriers to Web marketing adoption by Web non-adopter hotels in Rwanda and their respective significance.
- To provide recommendations for adequate adoption and use of Web marketing in particular and online marketing in general among Rwandan hotels.

### **3.2.2 Overview of needed information and addressed questions**

This research is about investigation of two major aspects; perceptions of Web marketing benefits by adopters and perceptions of adoption barriers by non-adapters.

In order to get the information on respondents’ perceptions, the following research questions were used:

- What Web marketing benefits are experienced by Web adopter hotels in Rwanda and what is the significance of these respective benefits?
- Why have some hotels in Rwanda not yet adopted Web marketing and what is the significance of respective barriers to Web adoption?

In order to get answers to the research questions, qualitative data was needed, and to achieve this, open-ended questions were included in the survey questionnaire. Unlike quantitative research which is based on “closed” and “yes or no” questions, and intended to evaluate “hypotheses”, this research allowed respondents to provide input at any level of detail that they wished. Furthermore, the interview questions were also designed in such a way that they allowed unbiased opinions from respondents.

Details on the design of the survey questionnaire and the interviews will be seen in the questionnaire and interview design sections that follow.

### **3.2.3 Qualitative research paradigm - Sequential**

A research paradigm is defined as the identification of the underlying beliefs and assumptions about the research that is used to construct a scientific investigation; or, “a loose collection of logically held together assumptions, concepts, and propositions that orientates thinking and research” (Bogdan & Biklan, 1982:30 cited in Krauss, 2005:759). Likewise, a paradigm can be defined as the “basic belief system or worldview that guides the investigator, not only in choices of method but in ontologically and epistemologically fundamental ways” (Guba & Lincoln, 1994:105).

Three main research paradigms are recognised: qualitative, quantitative and mixed methods paradigm (Johnson, Onwuegbuzie & Turner, 2007:113). As already indicated, this research used the mixed methods paradigm. The survey had open-ended questions which yielded qualitative textual data. In the analysis, the survey textual data was coded which then produced quantitative statistics whereas the interviews only used qualitative approaches.

### **3.2.4 Mixed methods paradigm**

Mixed methods research combines elements of the qualitative and quantitative research approaches (e.g.: use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration (Johnson *et al.*, 2007:123). The mixed method can either use a concurrent design (where qualitative approaches are used concurrently with quantitative approaches) or a sequential design (where quantitative approaches are used first and qualitative approaches used after) (Creswell, 2009:102).

In order to meet the objectives of this research, where the dependent and independent variables are not known in any detailed or proven way, a mixed research paradigm was chosen and applied. After conducting the survey, which provided an indication on what were regarded as benefits of using Web marketing (for Web adopters) and what was the hindrance to Web adoption (for Web non-adopters), the interviews were used as a follow-up based on the results with the aim to gain more insight into the variation in Web adoption. In the process of conducting the survey, analysing the questionnaire data, presenting the survey results and conducting interviews, a sequential approach was used, starting with qualitative approaches and then quantitative approaches for both the survey and the interviews.



The qualitative paradigm is manifested in the use of open-ended questions within the survey questionnaire and in the interviews. The quantitative paradigm is manifested firstly in demographic aspects of the survey and secondly, in the development of statistical results on both benefits and barriers to the adoption and use of Web marketing among Rwandan hotels.

Based on how the quantitative and qualitative aspects of the research were mixed, a sequential mixed method was applied. Firstly, qualitative data was gathered through open-ended questions and coded to yield quantitative results. Again, the sequential aspect is seen in the way interviews were conducted and analysed. Interview data was analysed using the qualitative approach by chunking and citing their narrative data, but also some quantitative methods were applied when common opinions in the interviews were quantitatively presented with bar charts as seen in Chapter 4.

### **3.2.5 Research ethics and access to respondents**

Research ethics is not only limited to dealing with research data and respondents. It applies to the whole process of research in terms of ensuring the appropriateness of the researcher's behaviour in relation to the rights of the subjects of the research or those affected by it (Saunders, Lewis & Thornhill, 2009:136).

In order to ensure appropriate ethics for this research, the researcher contacted the Management of the Rwanda Hotel and Restaurant Association, gave explanations about the project and requested consent and access to collect data from Rwandan hotels that the association represents. In turn, the Rwanda Hotel and Restaurant Association management granted the researcher an official letter (Appendix H) of consent and promised cooperation during the research project.

Prior to data collection, members of the association had not been individually contacted for involvement in the research. In order to gain individual consent, members were provided with a copy of the consent letter granted to the researcher by their association, with the freedom to participate or abstain. In order to secure their consent, non-members of the association were briefed up-front that participation was voluntary prior to participating. The same message of consent and voluntary participation was sent by email and was also given by research assistants when hand-delivering questionnaires.

This was done not only to comply with the procedural requirements of scientific research but most importantly to gain informed and consented access to respondents.

### **3.2.6 Unit of analysis for the research**

A unit of analysis is defined as the person, object or event from (or about) which data is collected, which will be enumerated, tabulated and categorised, and about which conclusions may be drawn (De Vaus, 2001:18; Bless, Smith & Kagee, 2006:185).

According to Collis and Hussey (2009:342), the unit of analysis is made of components of the phenomenon under study, about which data are collected and analysed. This might include individuals, groups, organisations or communities (Gray, 2009:176). Collis and Hussey (2009:115) explain further that the unit of analysis is closely linked to the research problem and research questions.

In line with the definitions of the unit of analysis, this research adopts perceived benefits of Web marketing and perceived barriers to its adoption (both as experienced by Rwandan hoteliers) as the units of analysis for both the survey questionnaires and the interviews.

### **3.2.7 Questionnaire survey design**

The survey questionnaire had both qualitative and quantitative aspects as previously explained.

The qualitative aspect was characterised by open-ended questions. According to Gray (2009:60), questionnaires with open-ended questions are one of the available instruments to collect qualitative data. In line with this, the research initially opted to use open-ended questions as the principal data collection device in the questionnaire. This choice was based on the understanding that it would allow respondents enough freedom to narrate their views about perceived Web marketing benefits and barriers to adoption.

The quantitative aspect of the questionnaire survey was not directly visible in the principal survey questions, as these were open-ended questions which are, by nature, assumed to be interpretive and hence qualitative.

The quantitative aspect first came in during analysis, when seeking to establish the extent and significance of each individual benefit of Web marketing or barriers to its adoption. Also, the quantitative approach was used to collect and analyse the demographic data about survey respondents and their hotels.

All the questions in the questionnaire were in English, French and Kinyarwanda. The reason for providing questions in these three languages was to make it easy for respondents to answer in the language they felt most comfortable. In Rwanda, English, French and Kinyarwanda are recognised as official languages in Rwanda (Rwanda Development Board, n.d.).

A copy of the survey questionnaire is attached as Appendix F for further clarification about its design.

### **3.2.7.1 Population for questionnaire survey**

According to Gray (2009:148), a research population is the total number of possible units or elements that are included in the study. The population for this research was “all hotels which were operating in Rwanda” between April and September 2011, which was the period of data collection.

As mentioned before, the term hotel used for the purpose of this population referred to “any establishment offering travellers and temporary visitors, against payment, two basic services: accommodation and meals”. There was no form of discrimination whatsoever. This research opted to use the simple definition of a hotel, because it wanted to tackle the problem of Web usage among all commercial accommodation in Rwanda irrespective of hotel type.

This research was designed to be conducted on all Rwandan hotels, both Web adopters and Web non-adopters. Since these two groups were expected to elucidate two different viewpoints, the questionnaire survey had two sub-populations. The two sub-populations were the Web adopters and the Web non-adopters. The list of hotels used did not indicate if hotels had the Web or not but this became evident in the answers to the questionnaire.

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In the process, it was difficult to establish the population for the questionnaire survey. Initially, this research had expected to use the Rwanda Development Board and the Rwanda Hotel and Restaurant Association lists of hotels in order to establish the population. These two bodies are supposed to maintain the official lists of Rwandan hotels. However, the reality was that both the Rwanda Development Board (n.d.) and the Rwanda Hotel and Restaurant Association (n.d.) offered only partial lists of hotels in Rwanda, leaving out a number of hotels. The merger of the two lists resulted in only 100 hotels. If only these 100 hotels were used, it could have led to insufficient or non-representative data and, consequently, to unreliable conclusions. In order to deal with this problem, non-official and publicly available sources were also consulted in order to get the names of as many hotels as possible in different parts of Rwanda in an inclusive list. The process yielded a total of 192 hotels as shown in Appendix C, which then comprised the population for this research. The paragraphs that follow illustrate the method that was used to get this population of 192 hotels.

Based on qualitative research principles, qualitative researchers are not concerned with identifying the total number of people, events or settings in order to develop a sampling frame. They seek to identify key individuals, events or settings that provide a rich source of data (Gerrish, Lacey & Cormack, 2010:148-149). However, in order to satisfy its quantitative aspect, this survey considered to build a sampling frame since it used a mixed research design.

The Rwanda Development Board (n.d.) website provided lists that showed all recognized hotels in Rwanda and their respective service grades. The Rwanda Hotel and Restaurant Association (n.d.) website provided another list of Rwandan hotels and restaurants that was also considered. These two lists, coming from the two official organs overlooking the tourism and hotel sector in Rwanda, did not include the same hotels. As the official lists, they were merged in the compilation of the first list of all hotels operating in Rwanda, 100 in number. It was quickly noticed that this combined list was still fewer than the 155 hotels reported by Office Rwandais du Tourisme et des Parcs Nationaux (2008) in its statistics.

In order to stabilise the population, these three lists were combined with other lists obtained from different sources (Embassy of the United States Kigali-Rwanda, n.d.; Enjoy Rwanda, n.d.; Rwanda safaris guide, n.d.; Southtravels, n.d.; The Eye Magazine, n.d.; United Nations Economic Commission for Africa, n.d.). These sources were searched using Google search engine.

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The merger of all the reviewed lists led to a total of 192 hotels (Appendix C) and this was taken as the final population of this research. However, at this stage, it was still not clear how many hotels were "on the Web" as there were some unreliable details in the lists used, such as addresses of hotel websites. Some showed hotel web addresses and others did not.

Names and contact information of hotel personnel were collected and retained for the purpose of contacting respondents but personal details are not provided here in order to maintain privacy.

The distribution of the survey population among all the provinces of Rwanda and Kigali city is as shown in Table 3.1.

**Table 3.1: Distribution of hotels among Rwandan administrative provinces**

Province/ City	Frequency	Percentage
Eastern province	14	7.29%
Kigali city	85	44.27%
Northern province	24	12.50%
Southern province	26	13.54%
Western province	40	20.83%
Unknown location	3	1.56%
<b>Total</b>	<b>192</b>	<b>100.00%</b>

**(Adapted from Office Rwandais du Tourisme et des Parcs Nationaux, 2008; Rwanda Development Board, n.d; Rwanda Hotel and Restaurant Association, n.d.; Embassy of the United States Kigali-Rwanda, n.d; Enjoy Rwanda, n.d; Rwanda safaris guide, n.d; Southtravels, n.d; The Eye Magazine, n.d.; United Nations Economic Commission for Africa, n.d.)**

### **3.2.7.2 Sample size and sampling techniques for the questionnaire survey**

A sample is made up of a selection of research participants taken from an entire population, which might involve people, settings, events, behaviours, and/or social processes to observe (Terre Blanche, Durrheim & Painter, 2006:49; Collis & Hussey, 2009:340; Sekaran & Bougie, 2010:264). In this research, the sample considered some hotels which represented the study population and which were considered for data collection.

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In quantitative research, the minimum sample size has to be determined for generalisation purposes (Patton, 2002:244), but in qualitative research, the ideal sample is achieved only when the researcher finds consistent patterns in the results, sometimes referred to as "saturation" (Daly & Lumley, 2002:299). However, Daly and Lumley (2002:299) indicate that in practice, the ideal, well-diversified sample is hard to achieve in the qualitative paradigm and generalisation is not always possible.

In consideration of the differences between the quantitative and qualitative paradigms, this research worked to achieve saturation and diversification rather than the strict quantitative minimums advised by the quantitative sample calculations as seen in Table 3.2. Sample sizes and the sampling technique that were used are detailed in the next passages.

Estimates of necessary sample sizes in quantitative research can be determined using the Sekaran and Bougie (2010:295) guide on the sample size within a given population size, as shown in Table 3.2.

**Table 3.2: The guide on sample size for a given population size**

Number	Sample	Number	Sample	Number	Sample
30	28	280	162	1500	306
40	36	290	165	1600	310
50	44	300	169	1700	313
60	52	320	175	1800	317
70	59	340	181	1900	320
80	66	360	186	2000	322
90	73	400	196	2200	327
95	76	420	201	2400	331
100	80	440	205	2600	335
110	86	460	210	2800	338
120	92	480	214	3000	341
130	97	500	217	3500	346
140	103	550	226	4500	354
150	108	600	234	5000	357
160	113	650	242	6000	361
170	118	700	248	7000	364
180	123	750	254	8000	367
190	127	800	260	9000	368
200	132	850	265	10000	370

**(Adapted from Sekaran and Bougie, 2010:295)**

Hence, if this research was purely quantitative, the overall sample size would be around 127 hotels, Web adopters and Web non-adopters combined. According to Patton (2002:244), there are no rules for sample size in qualitative inquiry as the sample size in qualitative inquiry depends on what the researcher wants to know, the purpose of the inquiry, what is at stake, what will be useful, what will have credibility, and what can be done with available time and resources.

Since the questionnaire data was qualitative in nature (with open-ended questions), the research was not necessarily bound by the estimated 127 respondents. Hence, the researcher was guided by saturation achievement in order to judge the sufficiency of responses for the sample size for the questionnaire survey. Eighty-four responses, 46 from Web adopters and 38 from non-adopters, were considered to be sufficient.

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These survey respondents were reached by a combination of volunteer, snowballing and purposive sampling. Volunteer sampling lied in the fact that among all the people that were emailed the questionnaire, only those who wished to volunteer responded. Again, volunteer sampling was applied when research assistants approached various hotels with no discrimination and collected responses from hoteliers who were willing to participate. In some instances, respondents encouraged potential respondents from other hotels to participate, hence expanding the respondent number. This is what the researcher refers to as snowballing. Purposive sampling was used for the inclusion of a five-star hotel to express their perceptions on benefits derived from using a website.

The above sampling techniques were chosen and combined in order to get a sample that meets the two conditions as advised by Mays and Pope (2000:52).

Those conditions are as follows:

- Inclusion of the full range of possible cases or settings so that conceptual rather than statistical generalisations could be made.
- Extension of the sample by variation in data in order to diminish possibility of omitting data that could contradict or modify the analysis.

The design of this research dictated the use of two sub-samples for the questionnaire survey as shown in Table 3.3.

**Table 3.3: Samples of the research for the questionnaire survey**

Type of Respondents	Frequency	Percentage
Web adopters	45	52.33%
Web non- adopters	41	47.67%
<b>TOTAL</b>	<b>86</b>	<b>100.00%</b>

### 3.2.7.3 Data collection for the questionnaire

This research combined mailed questionnaire and hand delivery approach. An email was sent to 121 email addresses compiled from the sources used to establish the research population.



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The email had the questionnaire attached and also included a URL link (<http://www.surveymonkey.com/s/83WVKMY>) leading to the survey online. Mail delivery was given first preference as it was believed to be the quickest approach to reach the majority of potential respondents. Apart from email contact information, the same sources also provided 183 telephone numbers of the hotels constituting the research population.

In order to follow-up on the emails sent, phone calls were made using the telephone numbers provided. Also, these telephone numbers were used to establish the first contact with hotels with no email addresses. Sixty-two hotels with only telephone contacts were phoned and those who accepted to participate in the research either provided functional email addresses to be used for sending the questionnaire or opted to be approached by the research assistants. Twenty-one provided their email addresses and responded to the questionnaires and 8 preferred hand delivery.

The total number of issued questionnaires reached 150 from which 86 were filled and returned to the researcher. Out of the population of 192 hotels, 33 did not wish to participate in the research whereas nine hotels could not be reached because the researcher had no way to contact them.

From the 86 completed and returned questionnaires, 83 were valid while three were invalid and unusable. The three were unusable due to different reasons. On one questionnaire, a respondent falsely claimed to be a Web adopter. When the Web address provided was verified by the researcher in an Internet browser, it showed that the website provided belonged to another company. Even though some information about the hotel featured in the company's website, the responses were disqualified as the website did not belong to the hotel and the hotel was still a non-adopter. On another questionnaire, a respondent provided a website which could not load on an Internet browser; the responses from this hotel were likewise not considered. Additionally, a response came from a person who was no longer an employee for the hotel. This response was not considered as the person had lost the authority to represent the hotel.

### 3.2.8 Interview design

However, as will be explained in more detail later (Section 5.1) the analysis of the survey questionnaires produced useful results but indicated some issues suggesting misconceptions around Web marketing. The survey revealed visibly inflated Web cost estimates and misunderstandings around Web adoption timing. This made clear the need for additional inquiries about the subjective evidence, and it was decided to undertake interviews in order to provide some additional qualitative data to compare with the survey data. For the interviews, seven hotels (three adopters and four non-adopters) were chosen from the 83 respondents to the survey questionnaire. With one unusable interview, the process yielded three interviews from adopters and three from non-adopters, which were analysed.

Details of the design and implementation of the interview are shown in the sections that follow.

#### 3.2.8.1 Population for interviews

The survey established two populations for the interviews, 45 hotels which were using Web marketing and 38 which were not. The distribution of each of the two populations among all the provinces of Rwanda and Kigali city is as shown in Table 3.4.

**Table 3.4: Provincial and Kigali City distribution of interview population**

Province/ City	Number		Frequency	Percentage
	With Web	Without Web		
Eastern province	3	9	12	15%
Kigali city	24	11	35	42%
Northern province	5	4	9	11%
Southern province	3	3	6	7%
Western province	10	11	21	25%
<b>Total</b>	<b>45</b>	<b>38</b>	<b>83</b>	<b>100%</b>

### 3.2.8.2 Sample size and sampling techniques for the interviews

For participation in the interviews, survey respondents were phoned and consent for the interview was negotiated. This selection was based on the chronological order of the reception of survey responses. After the process, it then turned out that the first five respondents were from Kigali City and one from the Western province. Then, one more respondent from the Western province was chosen purposively because he had reported not having a website although his hotel was in the upper class category. This process led to a total of seven interviews. The seven were comprised of four Web non-adopters and three Web adopters. After the interviews were conducted, the researcher realised that one interview from the Western province was not usable due to poor sound recording. That led the researcher to use five from Kigali City and one from the Western province.

Table 3.5 shows the interviews sub-samples.

**Table 3.5: Samples of the research for the interviews**

Type of Respondents	Sample size (number of respondents)
A sample of Web adopters for the interviews	3
A sample of Web non-adopters for the interviews	4
<b>TOTAL</b>	<b>7</b>

### 3.2.8.3 Data collection for the interviews

The next sections explain the process of interview design and the process of data collection in detail.

These interviews were carried out with the use of an interview guide. As can be seen, this guide, which was on the desk while the researcher was conducting interviews, included an *aide-memoire* for each of the questions to ensure some consistency in the level and focus of the inquiry. Appendix G depicts the guide, and questions or statements which were used are listed.

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Questions or statements for Web adopters were as follows:

- Please talk about your hotel and yourself.
- What hotel activities are dominant?
- What led you to adopt Web marketing?
- How long have you used the Web, and how advanced do you think your use is?
- What are the Web real benefits?
- What are the major difficulties?

Questions or statements for Web non-adopters were as follows:

- Please talk about your hotel and yourself.
- What hotel activities are dominant?
- What led you to not adopt the Web for marketing?
- When did you last consider using the Web, and how carefully do you think you weighed the arguments?
- What are the benefits that might persuade you to adopt Web marketing?
- What are the major difficulties that you would anticipate?

The interview guide was prepared in English as it was only a guide for the researcher and not a tool to be used by respondents. However, each interview started with a briefing in which respondents were informed that they could choose English, French or Kinyarwanda (recognised as official languages in Rwanda) during the course of the interview, so as to gain the maximum evidence. During the analysis, passages that were in French and Kinyarwanda were translated into English.

Before conducting interviews, an initial test of the recording process was done with the aim of identifying the best and most affordable recording process to be used. As it was not intended to test the actual content of the interviews, it was done by recording two telephone conversations, one with a research assistant, and another one with a colleague who volunteered for the exercise. This test led to choosing a computer as the most appropriate medium to conduct the interviews. Google phone, an online phone facility, was chosen and the interviews were recorded using "Free Sound Recorder", an application for computer sound recording (MediaProSoft, n.d).

The tests with Free Sound Recorder helped the researcher to adjust recording and sound configurations in order to have the most suitable two-way recording.

After the design and initial tests of the interview guide, the researcher contacted the chosen interview participants and requested their cooperation; when this was forthcoming an appointment was made for a longer conversation. A total of seven interviews were recorded, six usable and one unusable due to poor sound recording. The six valid interviews were used for analysis - three adopters and three non-adopters.

The analysis of these telephone interviews used the “Qualitative Content Analyser Version 1.6”, an MS Access 2010 in development in a parallel project, intended to assist the management and analysis of interview transcripts and other text-based sources (QCA, n.d).

### **3.3 Field work challenges**

During the implementation of the design of both the survey questionnaire and interviews, a number of challenges emerged and appropriate actions were taken in order to overcome them.

The first challenge to the researcher was the establishment of the population of the research. In the first place this was not supposed to be a problem as it was believed that the Rwanda Development Board and the Rwanda Hotel and Restaurant Association data could suffice. When this turned out not to be the case, the researcher resorted to other sources as mentioned in Section 3.2.7.1 (Population for the Questionnaire survey). With the consideration of these additional sources, a reliable population was achieved and was used for the research.

Secondly, when starting the telephone interview recording, the researcher had planned to record with a mobile phone. This method proved inappropriate as all the cell phones tried were not able to record both the incoming and outgoing voices. To overcome this challenge, the researcher opted to use an Internet connected computer, using Google phone and recording with “Free Sound Recorder” an application for computer sound recording (MediaProSoft, n.d).

Thirdly, the researcher had thought that survey data collection would be entirely done via emails. The first difficulty here was that not all the hotels had emails provided on the population list. In order to salvage the situation, hotels with no emails were given a telephone call and the process increased the number of participants in the research. The second difficulty was that email responses were not received swiftly enough whereas the researcher had a limited time to collect data. To remedy this, follow-up telephone contact was made and it boosted the response number.

### **3.4 Chapter summary**

Chapter 3 has explained how the empirical part of this research was designed and executed, including what was initially planned and what actually happened during the execution. Where a deviation from the initial plans was made, the rationale for such action is explained. A major intervention in this research was the inclusion of telephone interviews. These were adopted in order to complement the survey by giving respondents more freedom to respond for a better understanding of the matter, and to provide alternative data for comparison with survey data. After presenting the research design, the next chapter presents the research results.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION OF RESEARCH FINDINGS

#### 4.1 Introduction and overview

##### 4.1.1 Introduction

As explained in the design of this research (Section 3.2), the data analysis of this research is comprised of two main parts.

The first part analyses survey questionnaire data. As mentioned before, the survey questionnaire was intended to explore perceived benefits of Web marketing by Web adopters and perceived barriers to its adoption by Web non-adopters. Since it was principally made up of open-ended questions, which by nature are complex and difficult to analyse statistically (Jackson, 2009:89), a careful process to interpret respondents' raw answers into valid and meaningful results was used in order to assure reliable information that depicts the real perceived benefits and barriers to Web marketing among Rwandan hotels. This process was done objectively, by categorising responses using candidate variables which emerged from the literature review. New variables were created for responses which did not correspond to any candidate variable from the literature review. The categorisation of responses was intended to quantify the results and establish their extent and significance, as suggested in the research objectives.

The second part analyses data for telephone interviews, conducted as a measure to elicit more subjective data that could lead to reliable insights into the perceived Web marketing benefits and barriers to its adoption as explained in Section 3.2.8.

Later in this chapter, results yielded from the analysis of both the survey questionnaire data and the interviews are presented in detail.

Before proceeding to the actual process of data analysis and presentation of findings, a reminder of the research questions is provided in the next section.

#### **4.1.2 Statement of the research questions**

The research was conducted with the aim to provide answers to the questions below:

- What Web marketing benefits are experienced by Web adopter hotels in Rwanda and what is the significance of these respective benefits?
- Why have some hotels in Rwanda not yet adopted Web marketing and what is the significance of respective barriers to Web adoption?
- What should be done for Rwandan hotels to adequately exploit Web marketing in particular and online marketing in general?

The first two research questions are addressed in this chapter; the third is addressed in Chapter 6 and provides recommendations to the Rwandan hotel sector decision-makers.

#### **4.2 Data analysis and result presentation**

This research involved two phases of data collection both with the aim to generate data on perceived benefits and barriers to Web adoption by Rwandan hotels. The first one used a semi-qualitative approach with a survey questionnaire and the second one used a pure qualitative approach with telephone interviews, with Web adopters providing data on benefits and Web non-adopters providing data on barriers. That is why this chapter presents the data analysis and findings in two separate sections, with one section presenting the analysis and findings of the semi-qualitative part and the other presenting the analysis and findings of the qualitative part.

The findings are presented in the remainder of this chapter with little or no commentary; the discussion that follows in the next chapter draws out the meaning and significance of the findings and progresses towards the conclusions that emerge.

##### **4.2.1 Data analysis and results presentation: survey questionnaire**

After the collection of survey data, textual responses on benefits and barriers to Web marketing adoption were analysed and summarised into meaningful results.

During the analysis process, the survey questionnaire data, which was made of open-question responses, needed to be assigned to different categories. To achieve this, a typology technique of data analysis was used to group raw and sometimes vague questionnaire responses into meaningful categories. These categories consisted of both candidate variables obtained from the literature review as well as new variables that emerged in the process in order to represent data which could not be associated with any of the candidate variables.



After the categorisation of the content into variables, their occurrence was analysed using the Statistical Package for the Social Sciences (SPSS) 19.

#### **4.2.1.1 Process of grouping survey questionnaire responses into categories**

This process involved assigning the survey questionnaire raw data to the pre-identified candidate variables representing benefits and barriers of using Web marketing. As mentioned before, new categories, as will be seen in Appendices A and B, were created to accommodate unrepresented data. Appendix D is an inclusive listing of survey questionnaire benefits of Web marketing and their corresponding variables whereas Appendix E lists questionnaire barriers to Web adoption.

The process of assigning responses to those variables was done by the researcher. In order to avoid the danger of one man's bias in opinions, the same information was given to two peers who provided more or less the same categorisation; significant differences were resolved.

An example of issues which were resolved is that initially, "being in progress" was considered among barriers but after the review it was discarded because it was determined to be a stage in the adoption process, rather than a barrier.

Likewise, a variable previously phrased "not yet ready (business still young)" and "not yet ready", "finance not enough" were twisted and renamed "business still young" and "finance not enough" as their connotation sounded better for barrier representation.

Only after this process of peer opinion was the assignment of responses to pre-set candidate variables confirmed to be used in SPSS (a statistical package for data analysis) in order to establish their respective extent and significance.

In Appendix D and Appendix E, which show inclusive listings of survey questionnaire data and their corresponding variables, assigned variables columns combine:

- candidate variables from the literature review which are written using Sentence case;
- supplementary variables created to accommodate unrepresented responses which are written using UPPERCASE; and
- discarded information where it is written "DISCARDED"

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The process of assigning the survey questionnaire data into categories ended with most of the data successfully assigned to candidate categories from the literature, although some data was left unassigned. This was due to the fact that the literature did not predict or anticipate all the possible categories as the open-ended questions implied a possibility of attracting a multitude of possible responses. In order to accommodate these unassigned responses, new categories were created and used.

Table 4.1 and Table 4.2 inclusively list all the variables used to categorise responses in Appendix D and Appendix E. These are considered as the final variables and will be used for frequency analysis in order to determine their respective extent and significance.

**Table 4.1: Consolidated categories from Appendix D**

<b>From candidate variables</b>	<b>New variables</b>
Accessing to a greater number of customers	Facilitating access to hotel service
Advertising and promoting	Hotel to manage brand development
Providing hotel information	Improving on image and credibility of hotel
Being flexible and convenient	Increasing business
Being free from borders	Networking
Better customer service	
Communicating better	
Competitive advantage	
Saving cost and time	
Identifying and targeting customers easily	
Providing online reservation	

**Table 4.2: Consolidated categories from Appendix E**

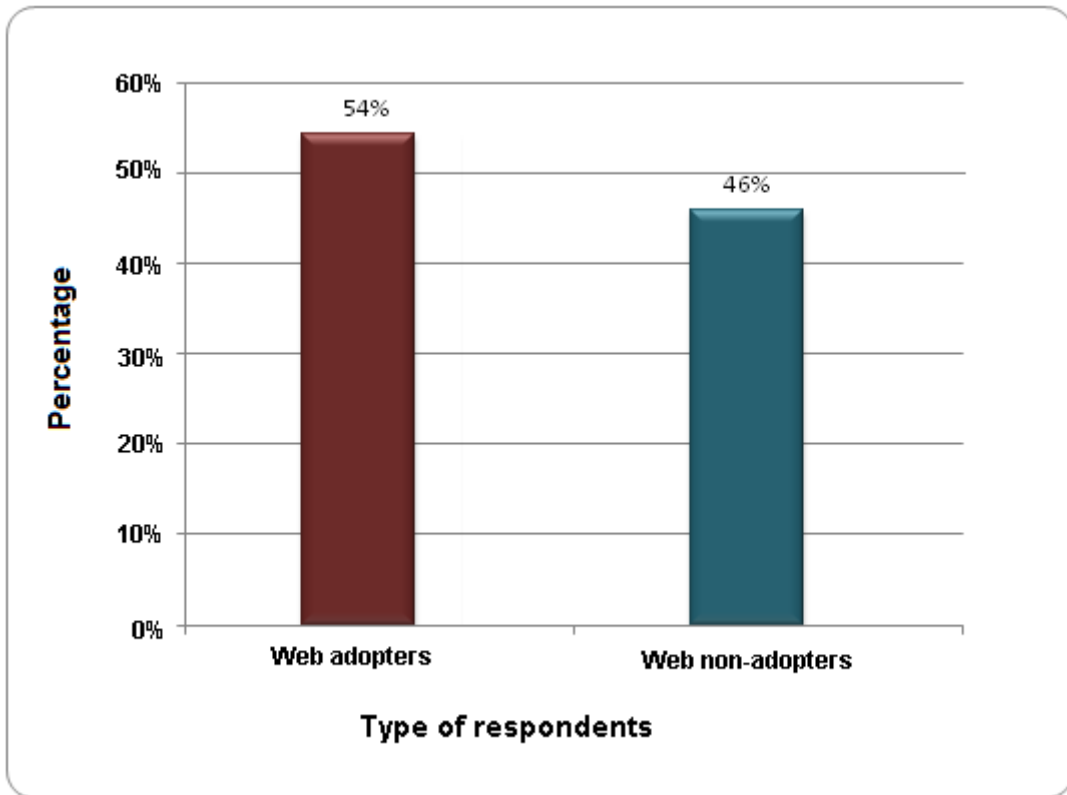
From candidate variables	New variables
High cost of Web implementation Lack of awareness about business opportunities and benefits Lack of experience with Internet Lack of external Internet infrastructure Lack of time to implement Web Lack of top management support Lack technical skills IT knowledge among employees Low level of internal infrastructure Perceived costs and benefits (not useful) Web not suited to the way of business	Business still young (not yet ready) Finance not enough (not yet ready) Advertised on other company's Web Refurbishing hotel

**4.2.1.2 Survey responses frequency statistics**

After assigning respondents' data to categories and analysing all the survey responses with SPSS, this section presents frequency results of the survey responses. The sequence of presentation of results is guided by the questionnaire. Inferential statistics will be presented in Section 4.2.1.3.

**4.2.1.2.1 Web adoption among questionnaire survey respondents**

Among questionnaire survey respondents, out of 83 hotels, 45 (or 54%) indicated that they had adopted the Web and 38 (or 46%) indicated that they had not adopted it. These proportions are illustrated in Figure 4-1.



**Figure 4-1: Proportion of Web adopter against Web non-adopter survey respondents (n=83)**

The analysis of the 45 Web adopter responses as seen in Table 4.1, led to the results presented in Section 4.2.1.2.2.

**4.2.1.2.2 Web marketing perceived benefits against their frequency percentage**

Results from the frequency analysis of benefit categories reported by the 45 Web adopter survey respondents emerged with “advertising and promoting” having the highest score of 28%, “providing hotel information” follows with a score of 15%, “communicating better” with 13%, “providing online reservation” with 12%, “saving cost and time” with 5% and “being free from borders” with 4%. The score of the above six benefits was 77%.

The following six benefits shared an overall score of 10%. Those are: “greater number of customers” with 3%, “flexible and convenient” with 3%, “competitive advantage” with 2%, and “better customer service” with 2%.

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Benefits such as “allowing one-to-one marketing”, “identifying and targeting customers easily”, “research and development” and “the ability to target specific groups of individuals”, which were also anticipated as candidate variables in the literature review, did not get any score at all.

Instead, the analysis of their responses led to other benefits that Web adopters identified as a result of having and using websites for their hotels. The overall score of these residual benefits is 13%, distributed as presented below.

- Increasing business with 7%;
- Improving on image and credibility of hotel with 3%
- Facilitating access to hotel service with 1%
- Helping hotel to manage brand development with 1%
- Networking with 1%

As can be seen, the above textual presentation shows the overall score of a variable whereas the graphical presentation (Figure 4-2) distributes the overall score into employee and owner partitions.

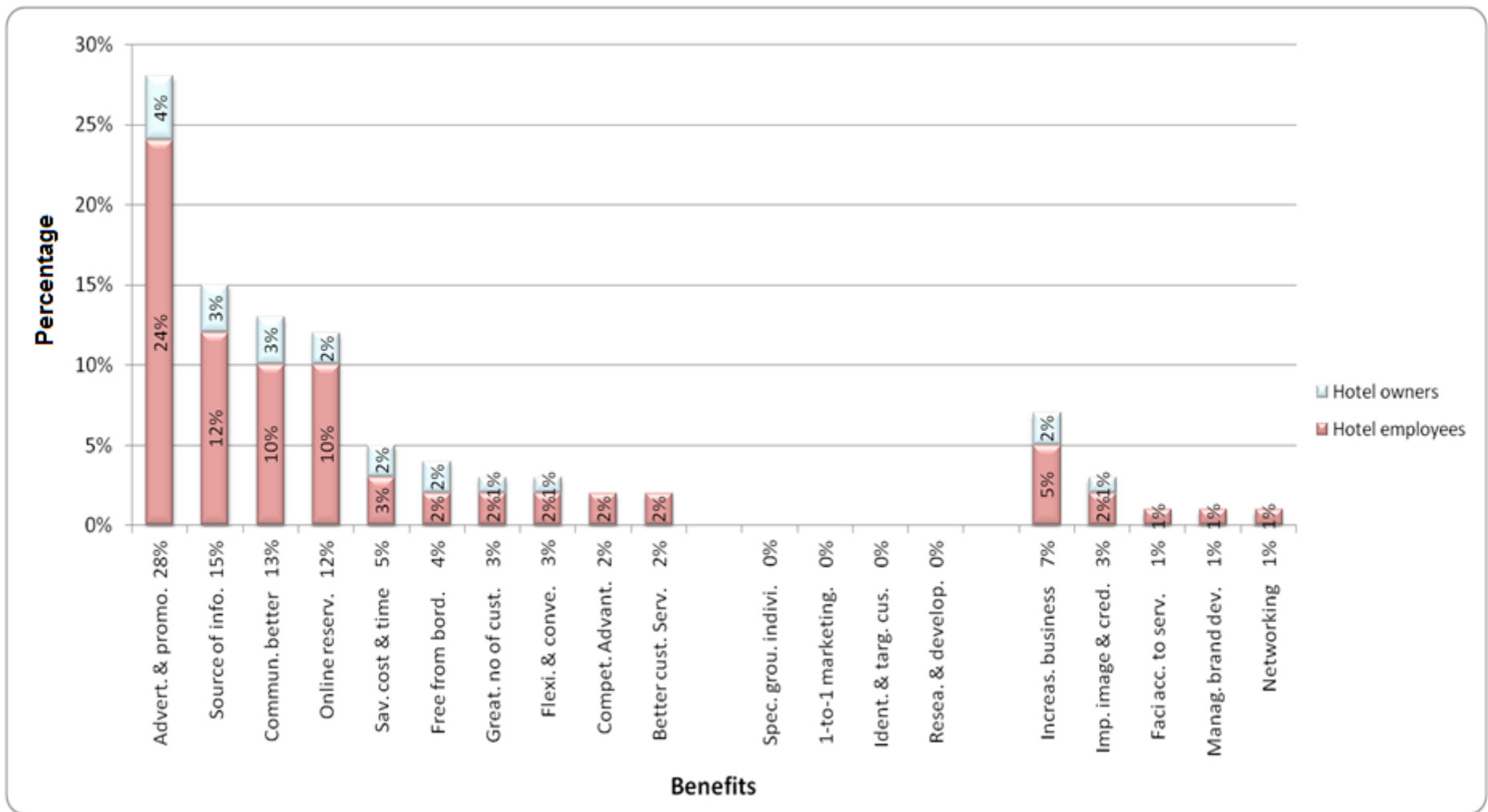


Figure 4-2: Perceived benefits of Web marketing by survey respondents (n=126)

Having obtained results on benefits attributed to Web marketing, the next section presents Web non-adopter results on reasons and/or barriers which led to the non-adoption of Web marketing.

#### **4.2.1.2.3 Perceived barriers to Web marketing against their frequency percentage**

Results from the frequency analysis of barrier categories reported by the 38 Web non-adopter respondents emerged with “high cost of Web implementation” having the highest score of 24%, “lack of external Internet infrastructure” with 14%, “lack of IT skills and knowledge” with 10%, “perceived costs and benefits” with 9%, “lack of awareness about business opportunities and benefits” with 7%, and “lack of top management support” with 7%. The score of the above seven benefits was 71%.

The following four barriers shared an overall score of 11%. They are namely: “lack of experience with Internet” with 3%, “lack of time to implement the Web” with 3%, “low level of internal infrastructure” with 3%, and “Web not suited to the way of business” with 2%.

Factors such as “complexity”, “no immediate ROI”, “lack of critical mass among customers” and “lack of guidance” did not get any score at all.

Instead, the analysis of their responses led to other barriers that Web non-adopters perceived to be ground for not having adopted websites for their hotels. The overall score of these residual barriers is 17%, distributed as presented below.

- Business still young (not yet ready) with 8%.
- Finance not enough (not yet ready) with 5%.
- Advertised on another company’s Web with 3%.
- Refurbishing hotel with 2%.

As can be seen, the above textual presentation shows the overall score of a variable whereas the graphical presentation (Figure 4-3) distributes the overall score into employee and owner partitions.

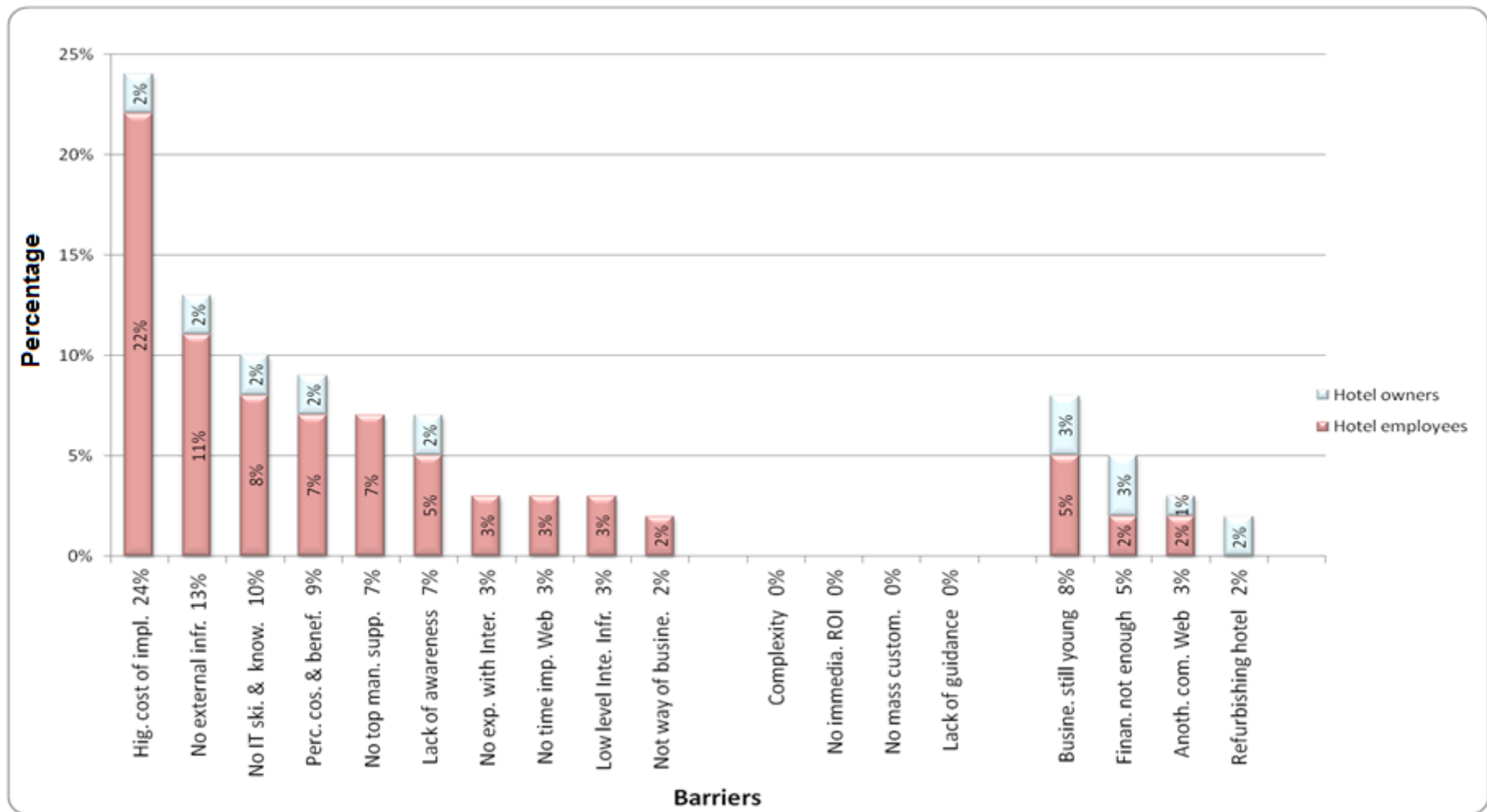


Figure 4-3: Perceived barriers to Web marketing adoption by survey respondents (n=60)



The demographics of the 83 questionnaire survey respondents who provided the benefits and barriers to the use of Web marketing in their respective hotels are now presented in the next sections.

#### 4.2.1.2.4 Gender representation for the survey responses

Among a total of 83 respondents who participated in the questionnaire survey, 69 were male whereas 14 were female with a representation of 83% and 17% respectively as illustrated in Figure 4-4.

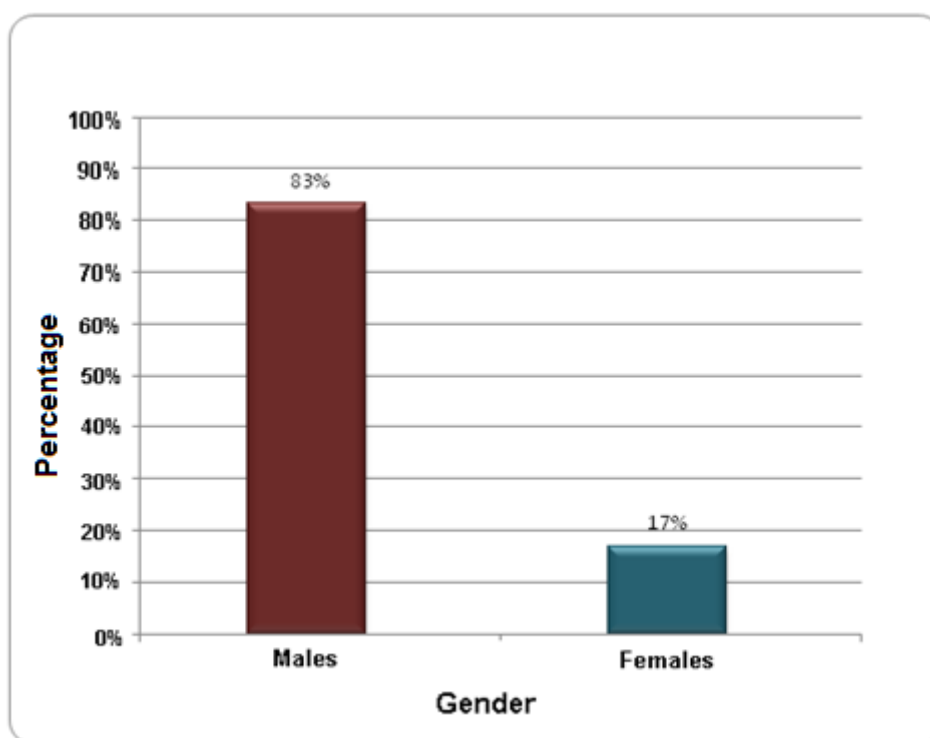
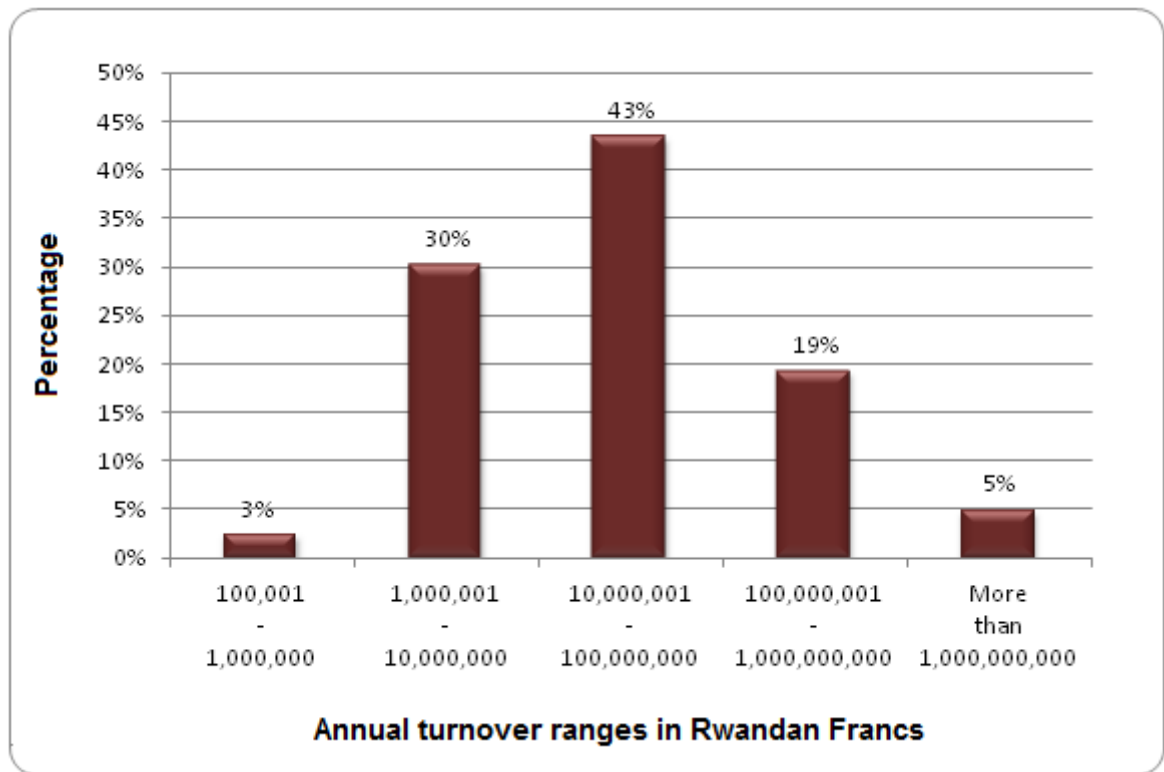


Figure 4-4: Gender representation for the survey responses (n=83)

#### 4.2.1.2.5 Annual turnover ranges in Rwandan francs for the survey hotels

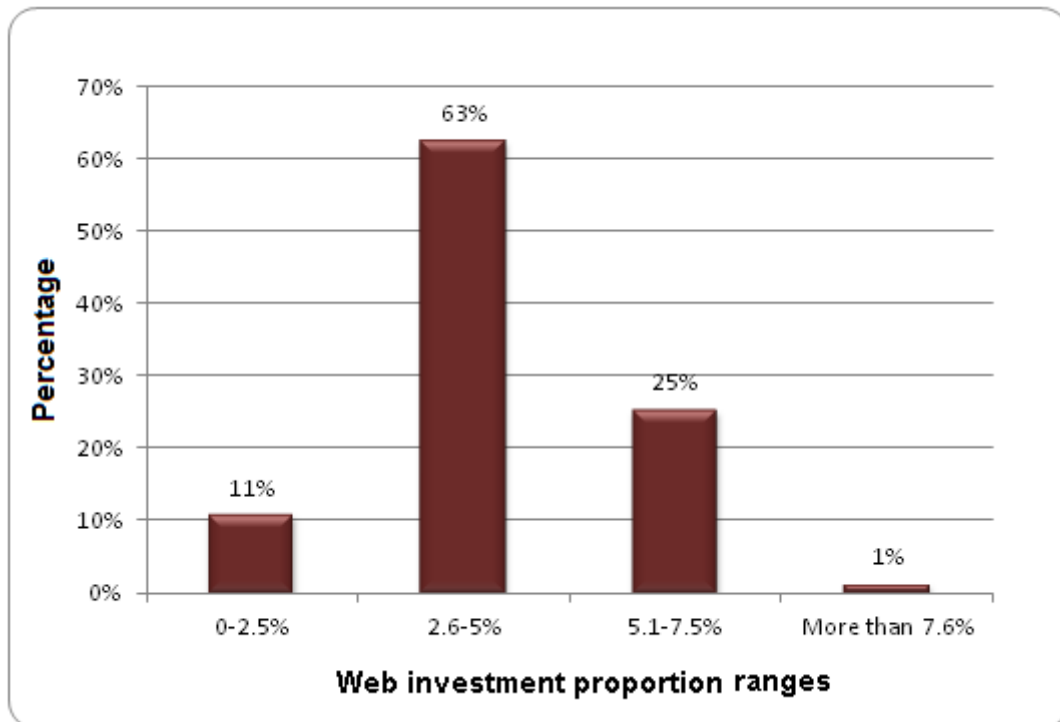
The analysis of survey questionnaire participants' hotel demographics shows that two hotels (representing 3% of all the questionnaire survey respondents) had an estimated annual turnover between RWF 100,001 and 1,000,000, twenty-five hotels (30%) between RWF 1000,001 and 10,000,000, thirty-six hotels (43%) between RWF 10,000,001 and 100,000,000, sixteen hotels (19%) between RWF 100,000,001 and 1,000,000,000, and four hotels (5%) with more than one billion Rwandan francs.



**Figure 4-5: Annual turnover ranges in RWF for questionnaire survey sample hotels (n=83)**

#### **4.2.1.2.6 Web investment proportion to annual turnover for the survey hotels**

The analysis of survey questionnaire participants' hotel demographics shows that nine hotels (representing 11% of all the questionnaire survey respondents) considered to invest 2.5% and less of their annual turnover in Web marketing, fifty-two hotels (63%) between 2.6 and 5%, twenty-one hotels (25%) between 5.1 and 7.5%, and one hotel (1%) with more than 7.6%.

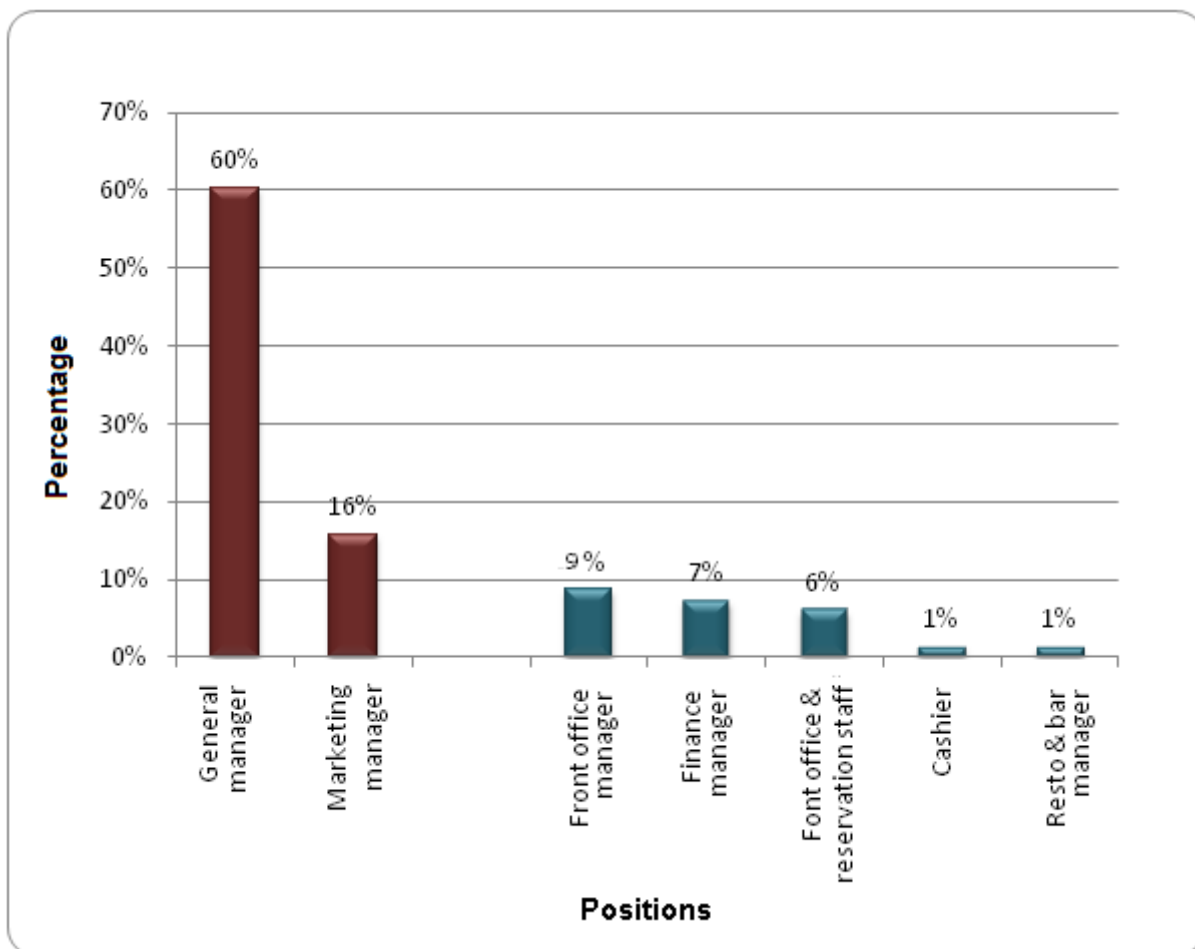


**Figure 4-6: Web investment proportion to annual turnover (n=83)**

#### **4.2.1.2.7 Positions of the survey respondents**

The analysis of the demographics of survey questionnaire participants shows that fifty respondents (representing 60% of all the survey respondents) were general managers, thirteen respondents (16%) were marketing managers, seven (9%) were front office managers, six (7%) finance managers, five (6%) front office and reservation staff, one (1%) cashier and one (1%) restaurant and bar manager.

Figure 4-7 depicts the distribution statistics of positions of respondents within their hotels.



**Figure 4-7: Positions of the survey respondents (n=83)**

The five columns on the right side in Figure 4-7 represent frequencies of other hotel staff that were assigned the authority to respond to this research, rather than general managers or marketing managers (on the left side) as was intended in the research design. These people were assigned by either the manager of the hotel, owner or marketing manager as explained in the design of this research.

**4.2.1.2.8 Owners vs. employees**

As seen in Figure 4-8, respondents to the questionnaire survey consisted of 73 employees (representing 88% of respondents) and 10 (12%) hotel owners.

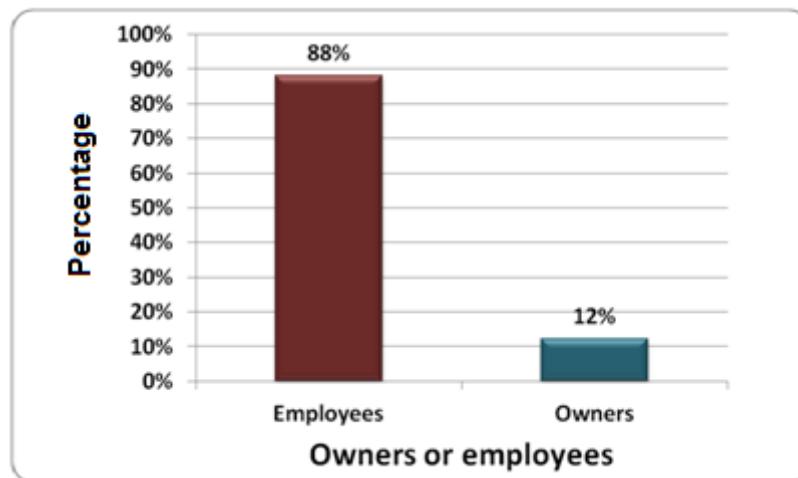


Figure 4-8: The distribution of responses between employees and hotel owners (n=83)

#### 4.2.1.2.9 Location of hotel: Provinces and Kigali city

As shown in Figure 4-9, Kigali City was the most represented with 35 respondents (42%), followed by the Western province (25%), Eastern province (15%), Northern province (11%) and Southern province (7%).

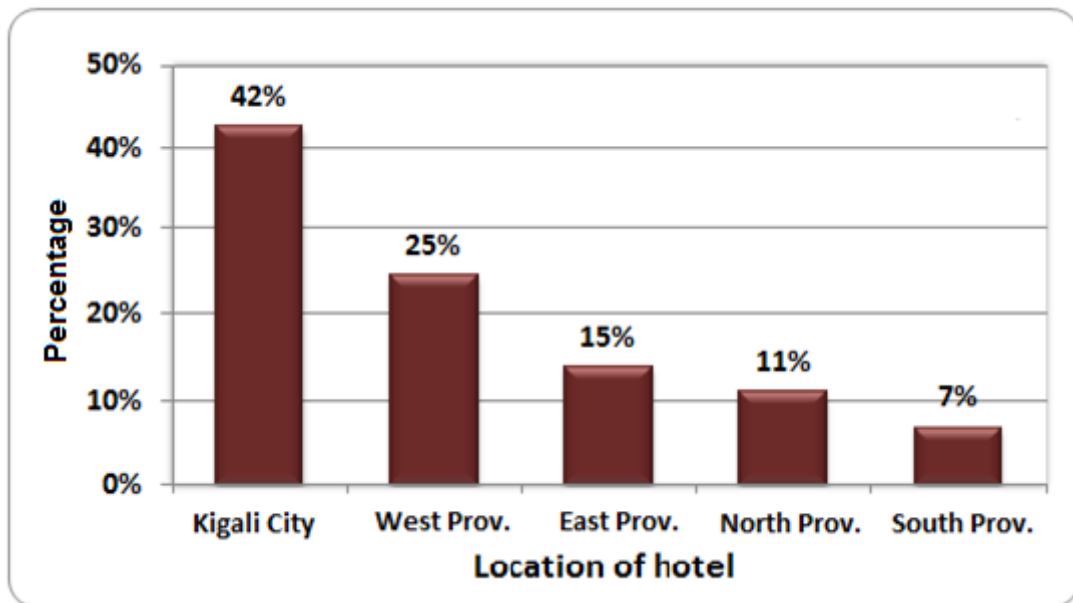


Figure 4-9: The distribution of responses among provinces and Kigali city (n=83)

#### 4.2.1.2.10 Location of hotel: Urban or rural area

Urban hotels were the most represented with 66 hotels (80%) and rural hotels with 17 hotels (20%) as shows in Figure 4-10.

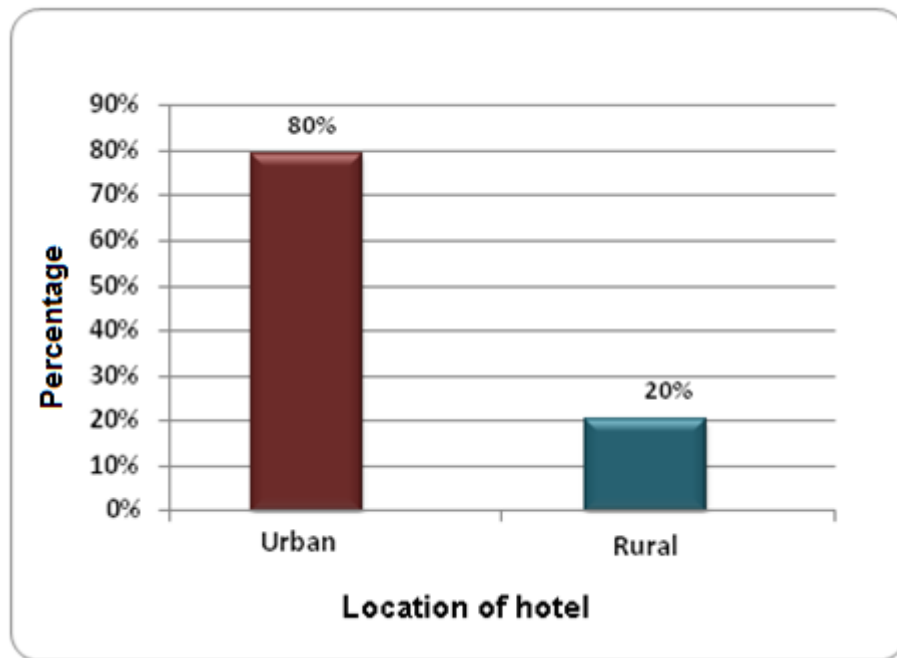
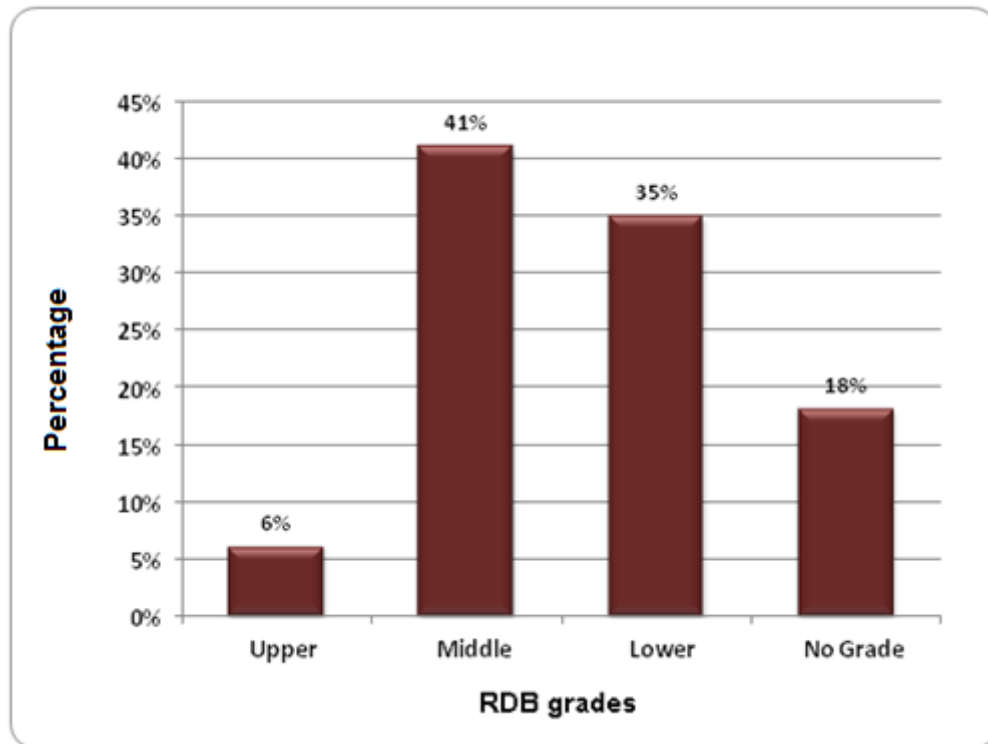


Figure 4-10: Rural vs. urban representation (n=83)

#### 4.2.1.2.11 Category of hotel (Rwanda Development Board grade ranking)

As can be seen in Figure 4-11, the questionnaire survey responses were given by 5 hotels from the “upper grade” (representing 6%), 34 from the “middle grade” (41%), 29 from the “lower grade” (35%) and 15 with no grade (18%).

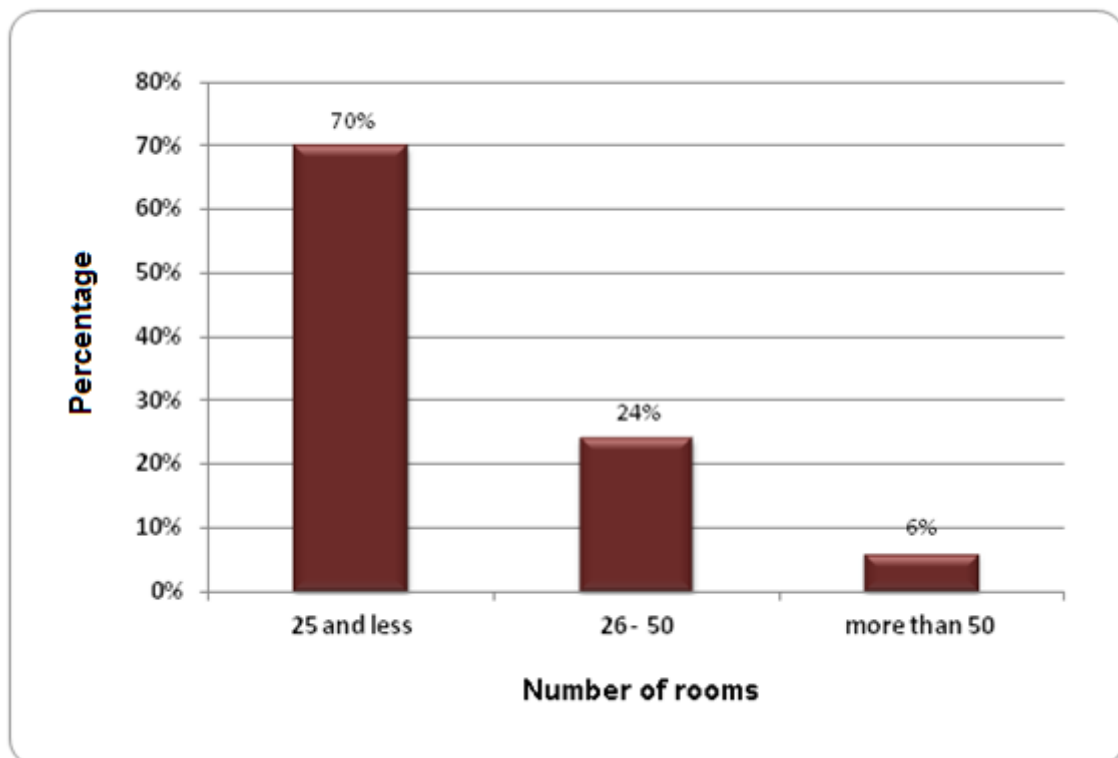


**Figure 4-11: Distribution of responses among grades of hotels established by Rwanda Development Board (n=83)**

#### **4.2.1.2.12 Hotel capacity: Number of rooms**

The representation of survey questionnaire respondent hotels by room capacity is illustrated in Figure 4-12 with 58 hotels (70%) having 25 or less rooms, 20 hotels (24%) having between 26 and 50 rooms and 5 (6%) having more than 50 rooms.





**Figure 4-12: Hotel capacity: Number of rooms (n=83)**

#### 4.2.1.3 Survey responses inferential statistics

The preceding section provided descriptive statistics of variables to this research in the form of frequencies. In order to establish the relationships between the adoption and non-adoption of the Web versus other variables, inferential analysis was used. The results of this inferential analysis are expressed in contingency tables.

Chi-Square Tests and T-Tests were used to measure the correlations between Web adoption or non-adoption and the following demographic variables:

- Current (or future) investment in Web marketing (percentage of investment per annual turnover).
- Annual turnover ranges in Rwandan francs.
- Location of hotel: Province or Kigali city.
- Location of hotel: Urban or rural area.
- Categories of hotel (Rwanda Development Board grade ranking).
- Hotel carrying capacity (number of rooms).

#### 4.2.1.3.1 Inferential results: the relationship between Web adoption or non-adoption vs. other demographic variables

**Table 4.3: Inferential (bi-variate) results on the relationship between Web adoption or non-adoption vs. other demographic variables**

Other demographic variables	Web adoption status				Significance Monte Carlo p-value. (2-sided)
	Web (Yes) % n=45		Web (No) % n=38		
Percentage of investment	Count	%	Count	%	
0-2.5%	9	100.00%	0	0.00%	.005 <sup>b</sup>
2.6-5%	23	44.23%	29	55.77%	
5.1 % and more	13	59.09%	9	40.91%	
<b>Annual turnover ranges in Rwandan francs</b>					
0 – 10, 000, 000	6	22.22%	21	77.78%	.000
10, 000,001 – 100, 000, 000	24	66.67%	12	33.33%	
100, 000, 001 and more	15	75.00%	5	25.00%	
<b>Location of Hotel: Province or Kigali city</b>					
Eastern province	3	20.00%	12	80.00%	.020 <sup>b</sup>
Northern province	5	71.43%	2	28.57%	
Southern province	3	60.00%	2	40.00%	
Western province	10	47.62%	11	52.38%	
Kigali City	24	68.57%	11	31.43%	
<b>Location of Hotel: Urban or rural area</b>					
Rural	4	23.53%	13	76.47%	.004
Urban	41	62.12%	25	37.88%	
<b>Category of hotel (Rwanda Development Board grade ranking)</b>					
Upper	5	100.00%	0	0.00%	.000
Middle	29	85.29%	5	14.71%	
Lower	9	31.03%	20	68.97%	
No Grade	2	13.33%	13	86.67%	

**4.2.1.3.2 Significance of the relationship between Web adoption or non-adoption and variables in Table 4.1 according to their respective p-values**

There is a statistically significant relationship between having a website and the percentage of investment in Web marketing (chi-square = 9.9, p-value = 0.005). The level of significance used is 0.05.

There is a statistically significant relationship between having a website and annual turnover ranges in Rwandan francs (chi-square = 16.863, p-value < 0.001). The level of significance used is 0.05.

There is a statistically significant relationship between having a website and the location of the hotel: Provinces and Kigali City (chi-square = 11.252, p-value < 0.001). The level of significance used is 0.05.

There is a statistically significant relationship between having a website and the location of hotel: Urban or rural area (chi-square = 8.111, p-value = .004). The level of significance used is 0.05.

There is a statistically significant relationship between having a website and Rwanda Development Board category of hotel (chi-square = 33.831, p-value = .000). The level of significance used is 0.05.

**Table 4.4: Result of inferential (bi-variate) analysis of the relationship between Web adoption or non-adoption vs. hotel room capacity as a demographic variable**

	Web adoption status	Number	Mean
Hotel capacity: Number of rooms	No (n=38)	38	16.00
	Yes No (n=45)	45	32.16

**Table 4.5: Independent Samples Test (analysis of the relationship between Web adoption or non-adoption vs. hotel room capacity as a demographic variable)**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	p-value.	t	df	p-value. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Hotel capacity: Number of rooms	Equal variances assumed	9.235	.003	-3.443	81	.001	-16.156	4.692	-25.492	-6.819
	Equal variances not assumed			-3.702	52.373	.001	-16.156	4.364	-24.911	-7.400

Since the Levene's test for equal variances shows that the variances of the two groups are not statistically equal ( $p$ -value = 0.003), it was necessary to use the  $t$ -test which does not assume that the variances for the two groups are equal.

There is a statistically significant relationship between having a website and the mean number of rooms per hotel between the two groups ( $t$ -value = 3.702;  $p$ -value = 0.001).

After presenting the process of the survey questionnaire analysis and statistically presenting its results, the next section presents the analysis and results of the telephone interviews.

#### 4.2.2 Data analysis and results presentation: Telephone interviews

##### 4.2.2.1 Telephone interviews analysis

Interview data was obtained from six respondents (three Web adopters and three non-adopters) all drawn from the previous 83 survey questionnaire respondents. Five of them were from Kigali City and one non-adopter was from the Western province. The interviewee from the Western province was purposively included because he had not yet adopted the Web and yet claimed that his hotel was in the medium class, something unusual because early results indicated that all the upper- and medium-class hotels in Rwanda are likely to have a website. This made for a potentially different and interesting interview.

#### **4.2.2.2 Telephone interview results**

The analysis of interview responses led to interesting comments as will be seen in this section.

Although in some of the charts the number of responses is very low, it was nevertheless decided to include charts in the presentation of these findings for a quick overview.

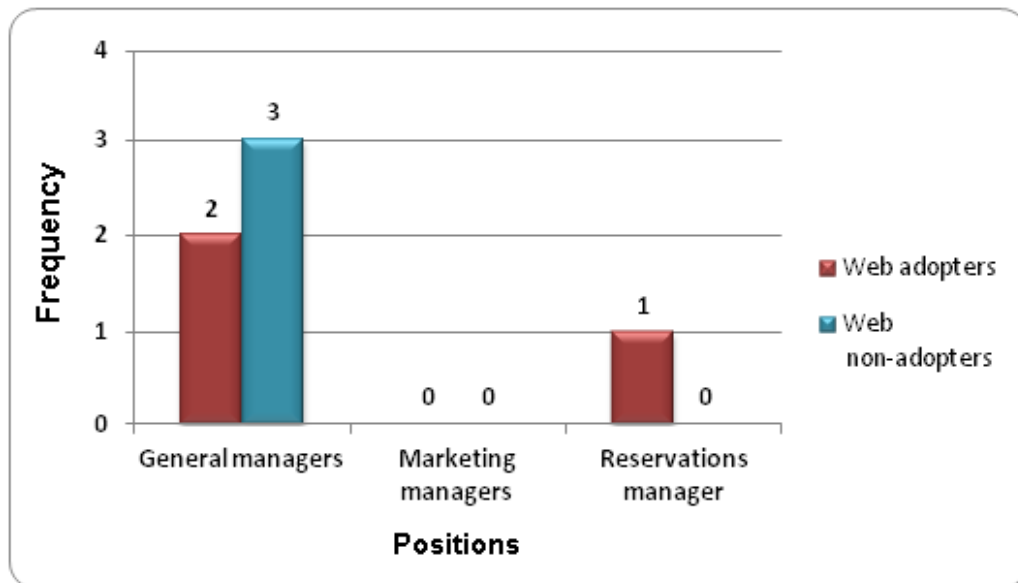
The frequency distribution charts (Figures 16-18, 20-28) show the frequency of references to the categories (topics) in the interview transcripts; hence, a first indication is gained as to the respondent's level of interest or opinion concerning each of the categories. Then, selected quotations from the transcriptions of the interviews are presented to serve as examples of the opinions that were given and to prepare the ground for a more careful interpretation of the results.

Interview responses led to random but interesting ideas about Web benefits, barriers to its adoption and other related information. This second stage is an interpretive research, which does not have any theory which indicates that there are experiential Web benefits and economic benefits or barriers to Web adoption. In the discussion that follows in the next chapter these benefits and barriers are examined and tested against the literature.

#### **4.2.2.3 Brief demographics of interview respondents**

As a reminder, these interviews were carried out with a selection of six respondents of whom three were Web adopters and three others were Web non-adopters, all coming from the previous 83 respondents of the survey questionnaire.

Drawing from their responses to the interviews, it was established that two of the Web adopter respondents were general managers whereas one was a reservations manager. Two were males and one was female. It was realised that none of the Web adopter interviewees was a marketing manager or owner of their hotels as seen in Figure 4-13. From the Web non-adopters, two were general managers and one was a marketing manager. All of them were males.



**Figure 4-13: Interviewees' positions (n=6)**

The other respondent was an ex-owner and general manager of the hotel. During the time of the interview, he was the owner and manager of restaurant and conference sections of the hotel. Though the design of this research would not consider interviewing such a position holder, a decision was taken to validate him as a respondent due to the fact that he had participated in the initial survey when he still owned and was running the hotel in question and because he was judged to have information needed by this research. However, his views were opinions that he would give when he was still the owner and general manager of that hotel. When describing hotels, it was noticed that out of the six hotels, the biggest hotel had a capacity of 72 rooms, the second biggest with a capacity of 38 rooms and others with 23, 22, 15 and 11 respectively. Room capacity size against hotel grade of interviewed hotels is presented in Figure 4-14 for a quick overview.

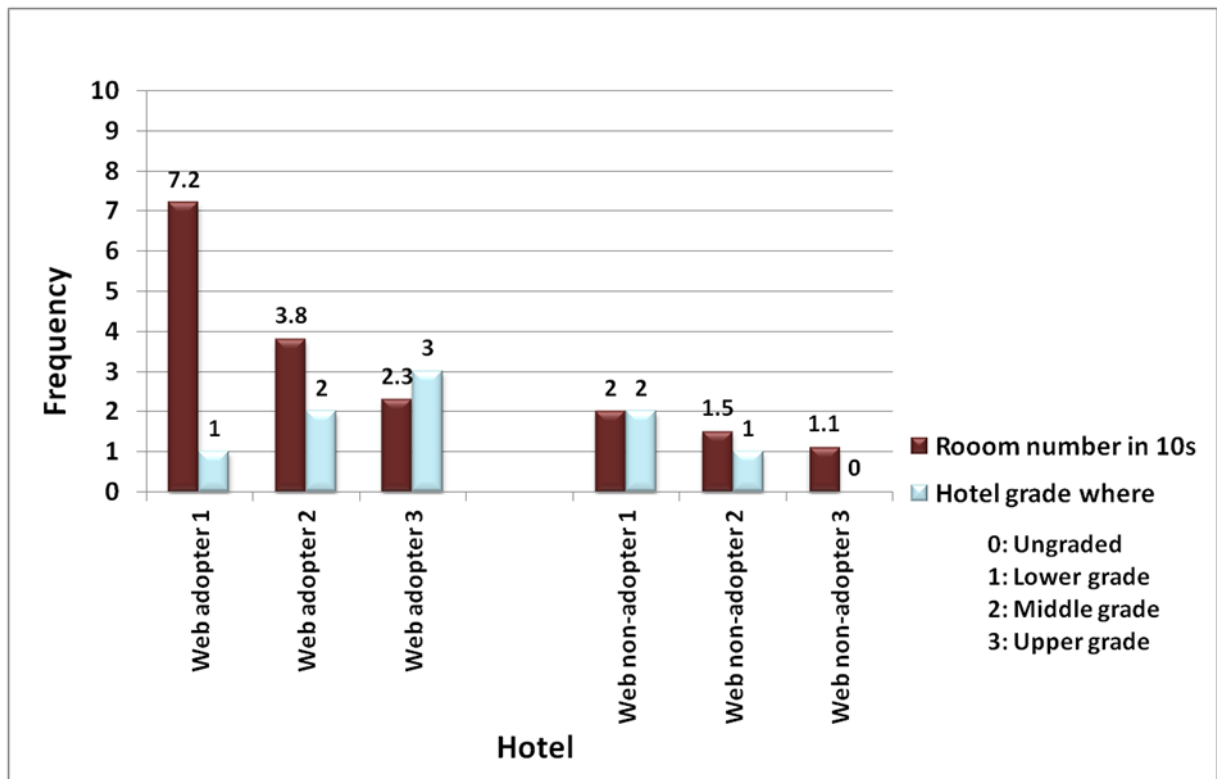
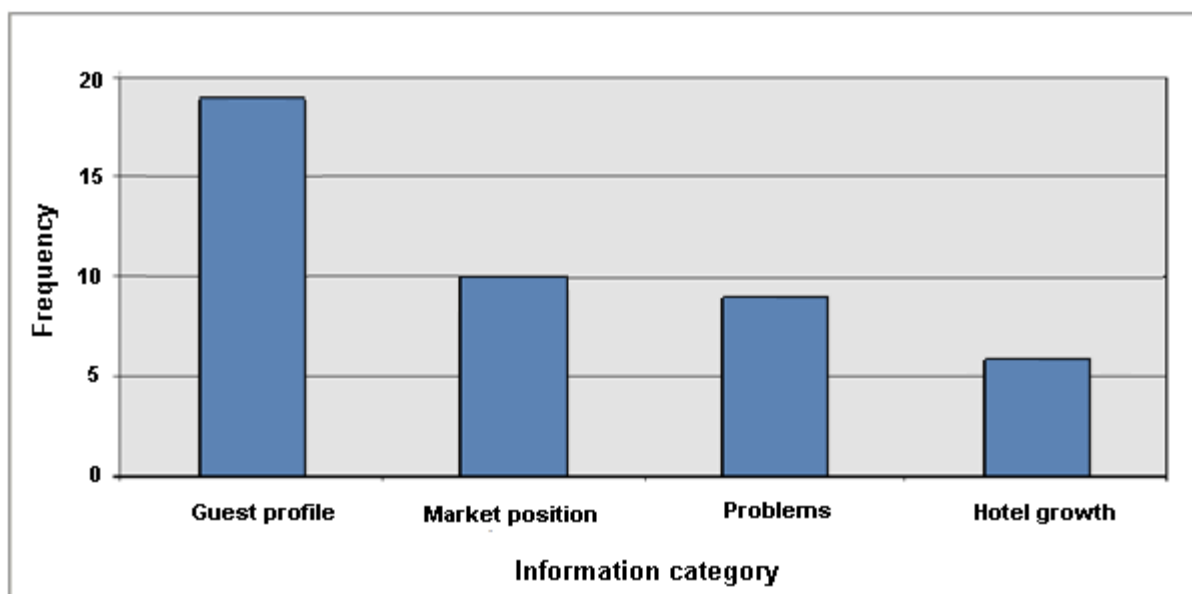


Figure 4-14: Number of rooms (n=179) against hotel grade for interview hotels

#### 4.2.2.4 Results from Web adopters' responses

##### 4.2.2.4.1 "Please talk about your hotel and yourself"

Here, Web adopter interviewees talked at length about their hotels, the geographical origins of their guests and the main reasons for their visiting the hotel. They were also very anxious to explain what was different or special about their hotels and the positive perceptions of their guests. Furthermore, they also talked about the problems and growth of their hotels. Figure 4-15 and the record of statements that follows summarises their responses according to guest profile, market position, problems and hotel growth.



**Figure 4-15: Information about participating Web adopter hotels (n=48)**

### **About guest profile**

As can be seen from the frequency analysis, when asked to talk about their hotels and themselves, Web adopters predominantly chose to talk about the profile of their guests.

Guest profiles were for most respondents a question of where the guests came from although some were able to say that as a result of the use of the Web, guests were coming from particular places such as Europe and America.

The following are some of the quotations on what they said about their guest profiles.

“Normally, most of the guests we get are from East Africa, others they are from Europe. From East Africa it is like 60 per cent and others it is 40 percent. Those from Europe, most of them are tourists. And from East Africa, most of them are businessmen, others come for conference. Biggest percentage is business guests. Yes, business people” [Anon 1, 2011/11/01].

“As I said we have local guests but whose bills are paid by people from abroad, mostly Americans, the Web helps us in transacting with these foreigners” [Anon 5, 2011/11/15].

“Those from Europe, America, yeah” [Anon 6, 2011/11/20].



### **About market position**

The following are some of the quotations on what they said about the market position of their hotels.

“Our hotel is among followers in the hotel sector in Kigali. I cannot say that we dominate the market” [Anon 5, 2011/11/15].

“When you come with your car, we give you a parking card and someone to park the car for you. I think this is something which is found in Europe or other countries in Africa. Another thing is that for us, any client in our hotel, any from outside or in, when they come with their children, it is free for them swim. Swimming pool is free for children. And the hotel has a night club; it is free of charge for any customer coming in hotel. About our prices, they are neither high, nor low. If you compare from other hotels prices, they are almost the same” [Anon 1, 2011/11/01].

“Most of our customers like this place because of special things such as Discotheque and karaoke, sauna and massage. Also, the fact that our prices are not expensive is another thing that pulls guests to our hotel. This is also one of the strategies we use, combined with a good service, customer care so that those who stay with us will come back or market our hotel to others” [Anon 6, 2011/11/20].

### **About problems**

When talking about their problems, respondents revealed a wide range of problems extending from matters of competition right through to the cost of communications. The following quotations give an overview on some of the problems.

“We do not have big problems at this hotel. Only competition with other hotels is what attracts our concern” [Anon 5, 2011/11/15].

“Here the [wireless Internet] subscription is expensive” [Anon 5, 2011/11/15].

“The current occupancy rate is like .... Like 30%. It is low” [Anon 6, 2011/11/20].

### **About hotel growth**

The account of what was said in relation to the growth of adopters' hotels is partially displayed in the following quotations, where hotel respondents reported both growth and decline, and also protocols or arrangements whereby peak business can be dealt with by sharing across hotels.

“Sales statistics show that it is growing well ...[because] ... when it started in June 2010, it was only providing rooms and restaurant, but later on they started to offer more services .... [and] ... in the future, we plan to bring more services ... [including] ... steam and sauna, a health spa” [Anon 1, 2011/11/01].

“About the growth of the business, we have 72 rooms, but when we have excess guests, we collaborate with other hotels with an average occupancy rate of 52 rooms, and.... This is around 75% daily. I can say that our hotel is growing well” [Anon 5, 2011/11/15].

“All along, before, the business was good but now it is declining compared to previous years. Occupancy is dropping down” [Anon 6, 2011/11/20].

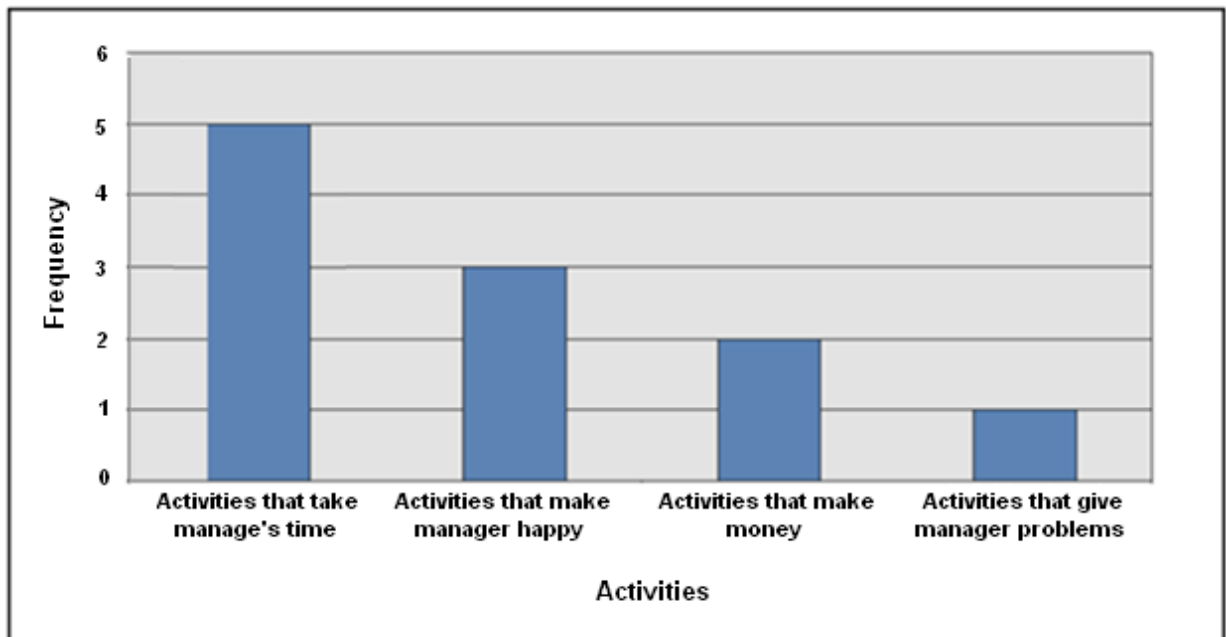
### **About Web adopter interviewees**

Information obtained when Web adopter interviewees talked about themselves is detailed in Section 4.2.2.3 where demographics of all interviewees are described.

#### **4.2.2.4.2 “What hotel activities are dominant?”**

When asked to talk about dominant activities at their hotels, Web adopters were primarily concerned with time-consuming activities. The second most important was activities that made them happy and activities that made money for their hotels. One activity was reported to be “giving problems”.

In Figure 4-16 and the record of statements that follow, the presentation of the findings is summarised according to the activities that take managers’ time, activities that make managers happy, activities that make money and activities that give managers problems.



**Figure 4-16: Dominant activities by Web adopters (n=11)**

**About activities that take managers’ time**

As can be seen from frequencies above, Web adopter interviewees predominantly chose to talk about activities that were very time-consuming.

The following are some of the quotations on what they said.

“Mostly, I spend my time handling, dealing with bookings, normally we have a lot of demand, surely, which is exceeding our capacity of the hotel, so that is why you can find some times overbooking, for rooms, conference or restaurant” [Anon 1, 2011/11/01].

“Only competition with other hotels is what attracts our concern. And on this issue, we use different modes of marketing in order to secure our market ... [those are] ....what we call “SPECIALITE MAISON” and then we use advertising. We use radio advertisement, in newspapers and Television, yeah.... We also use pamphlets. And also another way is to offer a good service so that marketing can be done by our customers” [Anon 5, 2011/11/15].

“Verification, processing and controlling reports” [Anon 6, 2011/11/20].

**About activities that make managers happy**

“Relationship with employees, interacting with guests” [Anon 6, 2011/11/20].

“I can say about the structure here, especially about our bosses. The coordination of things here is smooth because they [bosses] do not interfere or disturb” [Anon 5, 2011/11/15].

#### **About activities that make money**

Selling (hosting) conferences, selling (hosting) rooms and selling F&B (Food and Beverage) were reported to be the main income generators for Web non-adopter interviewees' hotels as seen below.

“Among all these [rooms, F&B, and party hall], conferences are the best in terms of bringing money in” [Anon 5, 2011/11/15].

“Mostly, restaurant and bar” [Anon 6, 2011/11/20].

#### **About activities that give managers problems**

Overbooking of guest accommodations seemed to lead to working unbearable overtime, which has the potential to compromise the quality of service to guests.

“Sometimes overbooking, for rooms, conference or restaurant ... [which leads to]... work more than 16 hours per day” [Anon 1, 2011/11/01].

#### **4.2.2.4.3 “What led you to adopt the Web for marketing?”**

When responding to this question, it became apparent that some websites have been in place since the hotels first launched their businesses.

“When the hotel started, the website was there already. I think the person who may know the expectations is the owner, since I was not here” [Anon 1, 2011/11/01].

Web adopters' opinions on what led them to adopt Web marketing revealed various marketing benefits, including promoting their hotels to potential guests as well as benefits to guests such as providing an easier communication channel and providing them the option of online reservations and online payment.

In Figure 4-17 and the record of statements that follow, the presentation of the findings is summarised.

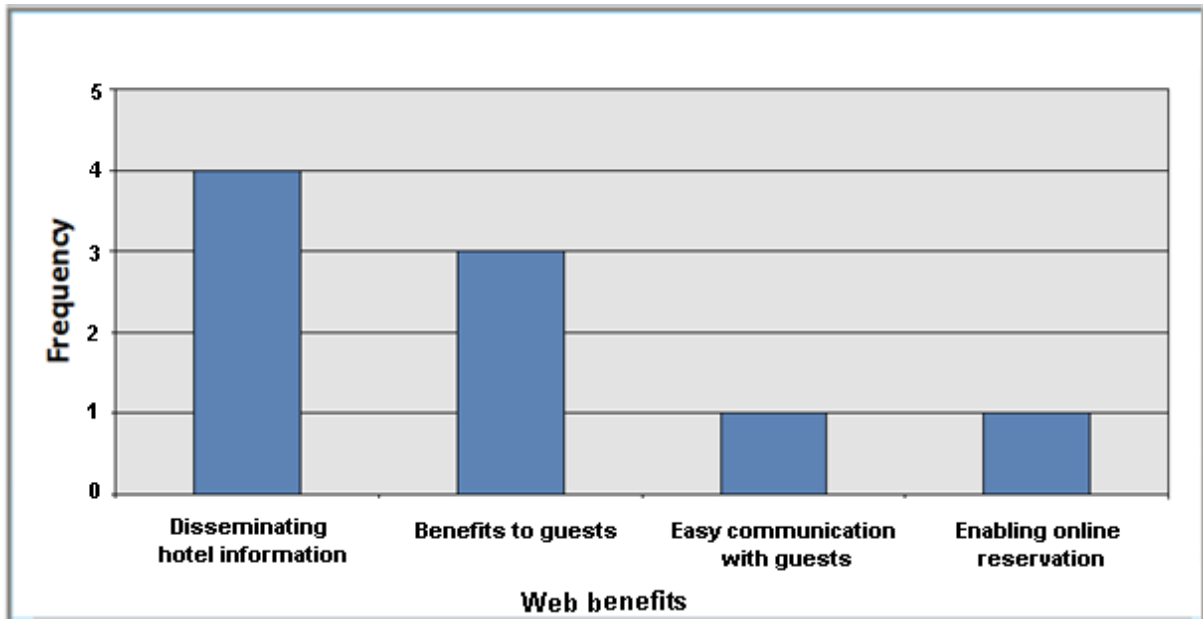


Figure 4-17: Anticipated benefits of Web marketing to hotels (n=9)

#### About disseminating hotel information

As can be seen from frequencies above, when asked to talk about what led them to adopt the Web, Web adopters mostly concentrated on the ability of the Web to disseminate hotel information, as seen in the following quotations.

“We also did it in order ... [among others] ...to disseminate hotel information fast, for marketing or advertising purposes” [Anon 5, 2011/11/15].

“You know any company all over the world. All over the world, they have websites, just for advertising their products and to make the hotel known all over the world” [Anon 1, 2011/11/01].

“It was put on Web so that everyone who is capable to check websites could find information about our hotel easily from anywhere” [Anon 6, 2011/11/20].

“It was only put in place for advertisement only and nothing else” [Anon 6, 2011/11/20].

### **About benefits to guests**

Only one interviewee talked about guest benefits. Facilitating easy communication and enabling online reservation, previously considered marketing benefits to hotels only, were also judged to be benefits to guests. Apart from that, the same interviewee also mentioned online payment, considered another benefit to guests.

“The reasons which led us to adopt the Web are so that we can communicate with our customers easily” [Anon 5, 2011/11/15].

“We also did it in order to facilitate bookings by online reservation ... [and] ...We did it also with the intention to get paid through the Web. This is how the American sponsors I mentioned pay us. They use credit cards to settle our accounts” [Anon 5, 2011/11/15].

### **About easier communication with guests**

One respondent reiterated that they believed the Web would facilitate communication.

“The reasons which led us to adopt the Web are so that we can communicate with our customers easily” [Anon 5, 2011/11/15].

### **About enabling online reservation**

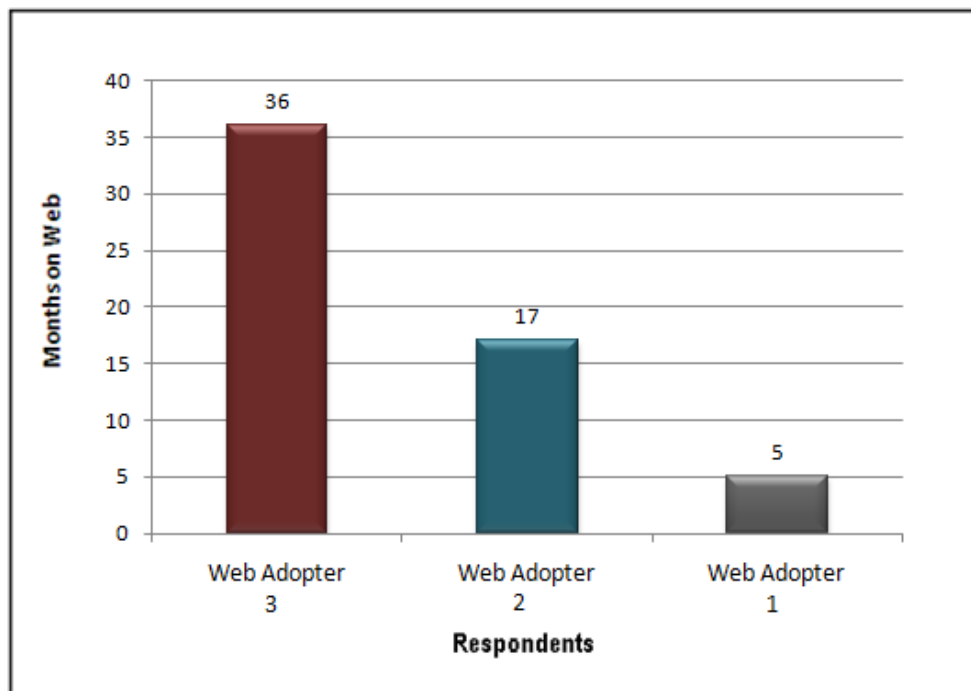
The following quotation shows what one respondent had to say about online reservation as an anticipated benefit for going on Web.

“We also did it in order to facilitate bookings by online reservation” [Anon 5, 2011/11/15].

#### **4.2.2.4.4 “How long have you used the Web and how advanced do you think your use is?”**

Data show that the use of the Web by all the adopters ranges in time from as recent as only five months to approximately three years, which was the longest reported length of Web use.

However, in Figure 4-18 and the record of statements that follow, the presentation of the findings summarises the duration of Web adoption (reported in months).



**Figure 4-18: Duration on Web Use in months (n=58)**

**Web adopter 1 response to duration on Web and level of Web use**

“It is now six months” [Anon 5, 2011/11/15].

“If you see, it is at low level. I do not think that we use it at advanced level really. We are actually thinking of upgrading it... [with] more advertisement on it, using it for pro-forma, and using it internally in terms of reporting and coordinating activities” [Anon 5, 2011/11/15].

**Web adopter 2 response to duration on Web and level of Web use**

“We started one month later, it was in July” [Anon 1, 2011/11/01].

“We use it at advanced level, considering all the services it is used for” [Anon 1, 2011/11/01].

**Web adopter 3 response to duration on Web and level of Web use**

“This is the third year” [Anon 6, 2011/11/20].

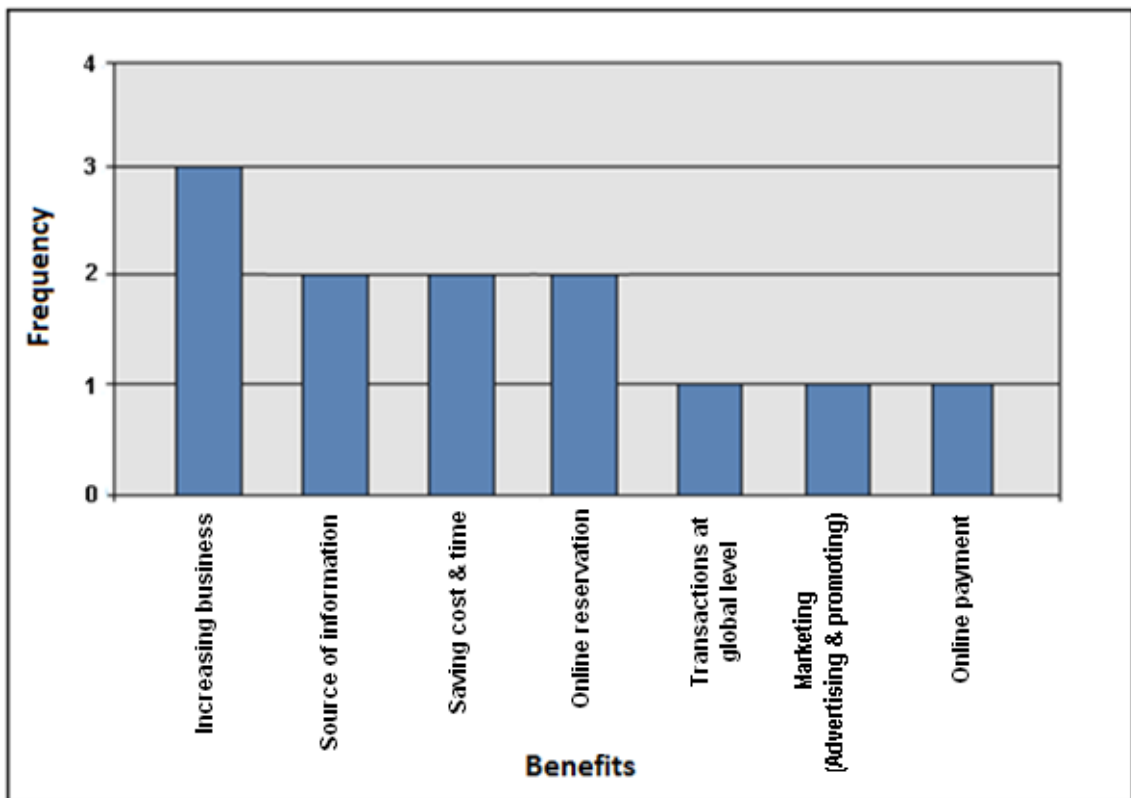
“We found that it is very expensive to have all the functions. And then we decided to only have the simple and basic functions. We are not really using it at advanced level” [Anon 6, 2011/11/20].

**4.2.2.4.5 “What are the Web real benefits?”**

About the real benefits of using the Web, adopters were mostly concerned with the role it plays in increasing business (occupancy rate) as a benefit to the hotel. The second biggest concern was online reservations, followed by source of information, saving time and costs, transactions at the global level, and marketing (advertising and promoting).

They were also anxious to talk about some non-marketing benefits, and lastly they expressed how they thought the Web was benefiting their guests.

In Figure 4.20 and the record of statements that follow, the summary of findings are presented according to “increasing business”, “online reservation”, “source of information”, “saving time and cost”, “transactions at global level”, “marketing (advertising and promoting)”, “non-marketing benefits” and “benefiting to guests”.



**Figure 4-19: Web experienced benefits (n=12)**



### **About increasing business (occupancy rate)**

This is the main benefit at which an investment in Web marketing is directed. When speaking, two of the Web adopter interviewees took an initiative to express increase in business (occupancy rate) as a benefit derived from having a hotel website. This may imply that they were impressed by the role of the Web in increasing their business.

“There are real benefits such as increasing customers. It has an influence on the number of customer we get. The contribution in bringing guests is small but it is there” [Anon 6, 2011/11/20].

### **About source of information**

The interview revealed the influence of the Web on generating hotel awareness and hence resulting in more business.

“There are many guests who stay with us only because they got information on our website. When we ask, some tell us that they knew this hotel through our website” [Anon 5, 2011/11/15].

### **About saving cost and time**

In the quotation below, a respondent recognises the speed associated with the Web in providing information.

“We also did it in order to facilitate bookings by online reservation, to disseminate hotel information fast” [Anon 5, 2011/11/15].

### **About online reservation**

The Web is used for reservations at different levels of frequency with some hotels getting “some” and others getting “most” of their reservations online.

“There are even those ones who book online after finding it on the Web” [Anon 5, 2011/11/15].

“Right now, if you check, you will find that most of our customers are booking through Internet for sure. Most of them, like 90% of them” [Anon 1, 2011/11/01].

### **About transacting at global level**

The Web also provided a medium for increased credit card transactions as quoted below.

“As I said we have local guests but whose bills are paid by people from abroad, mostly Americans, the Web helps us in transacting with these foreigners. This is how the American sponsors I mentioned pay us. They use credit cards to settle our accounts” [Anon 5, 2011/11/15].

**About marketing benefits (advertising & promotion)**

The marketing benefits that are enjoyed by Web adopters varied from simplistic benefits such as providing hotel information to benefits delivered from much more sophisticated functions of the Web such as online settlement of financial transactions and effecting reservations online as seen in the following illustrative quotations.

“Right now, if you check, you will find that most of our customers are booking through Internet for sure. Most of them, like 90% of them” [Anon 1, 2011/11/01].

“As I said we have local guests but whose bills are paid by people from abroad, mostly Americans, the Web helps us in transacting with these foreigners ... [so] ...We did it also with the intention to get paid though the Web. This is how the American sponsors I mentioned pay us. They use credit cards to settle our accounts” [Anon 5, 2011/11/15].

“There are many guests who stay with us only because they got information on our website. Mostly, foreign guests are the ones who come as a result of the Web”. There are some that we ask and they tell us that they knew this hotel though the website. There are even those ones who book online after finding it on the Web” [Anon 5, 2011/11/15].

**About non-marketing benefits to hotel**

Web adopters talk about some non-marketing benefits they believed were also a result of having their hotels on the Web as shown in Figure 4-20 and subsequent quotations.

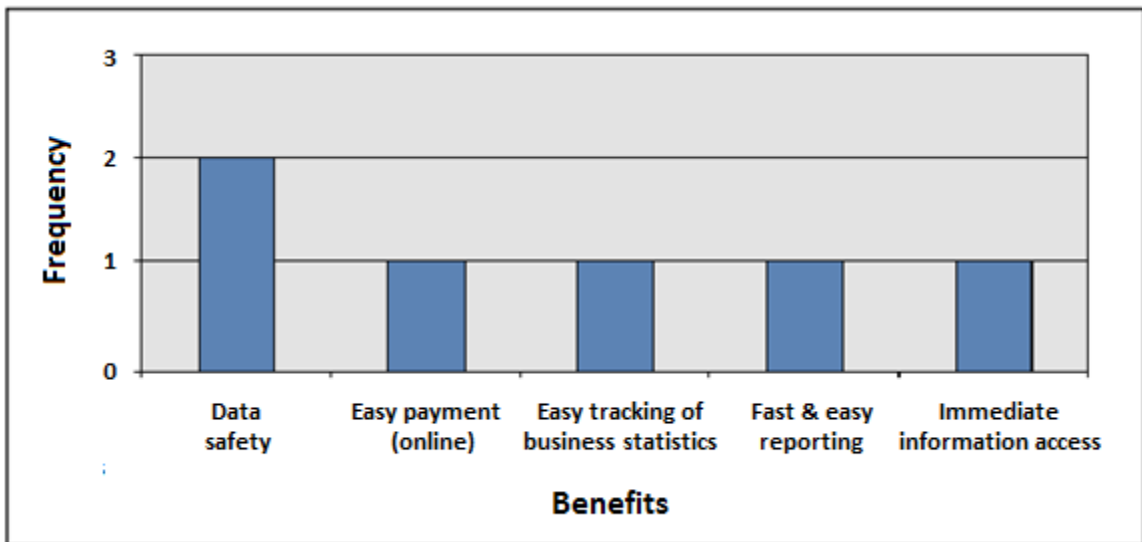


Figure 4-20: Experienced non-marketing benefits to hotel (n=6)

Expressed non-marketing benefits range from assisting internal operations to data security as seen in the next quotations.

“It helps us to transmit information in different departments which can access information immediately. And for us internally, when we want to report to our boss or other departments, we also use it” [Anon 5, 2011/11/15].

“And for us, it helps us to make statistics, or average of the bookings we have, per day or per months” [Anon 1, 2011/11/01].

“It is better than using hard copies, you know sometimes, you can keep data in the computer, and it is secure” [Anon 1, 2011/11/01].

**About benefits to guests**

It was also noticed that Web adopters provided some benefits that they believed their guests were enjoying as a result of having their hotels on the Web. Figure 4-21 provides a graphical illustration while subsequent quotations give related detail.

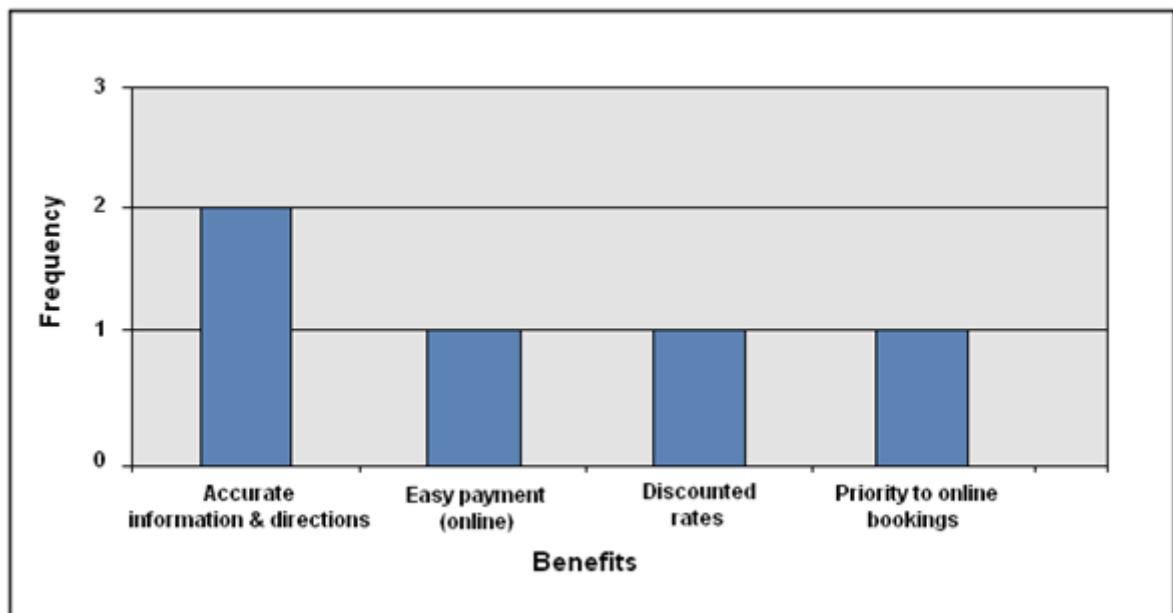


Figure 4-21: Web benefits to guests (n=5)

Web benefits to guests included basic ones such as provision of accurate information and directions. They also included benefits derived from sophisticated and optional Web functions such as provision of credit card payment.

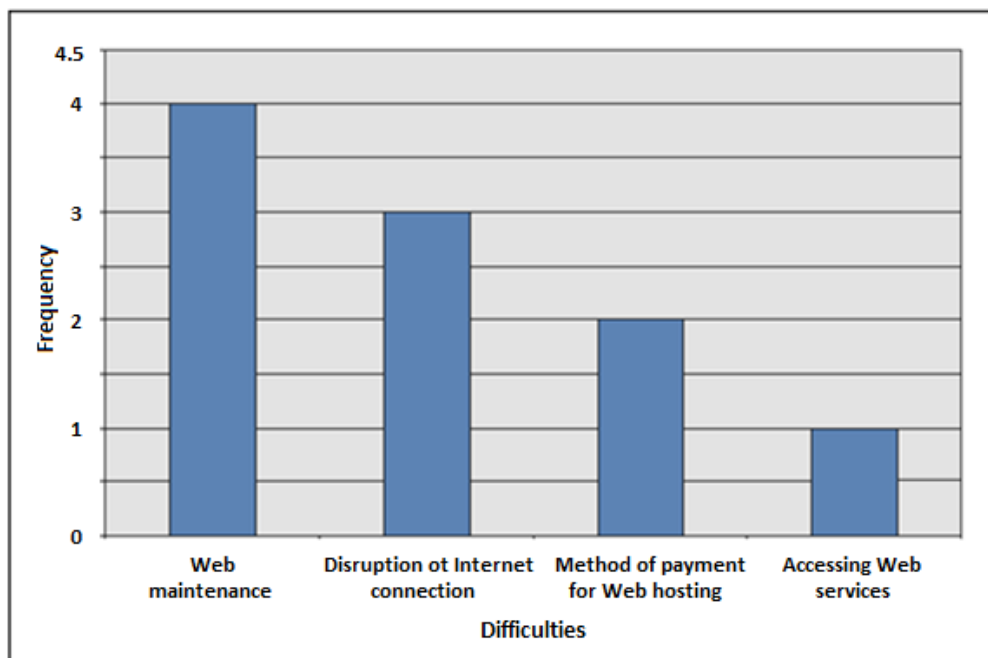
“Customers benefit in various ways. It gives them directions on deals with cheapest prices ... [and] ... Our Web also gives directive information on different venues they may wish to visit around” [Anon 6, 2011/11/20].

“If you book through Internet, through our website, it is cheaper than sending an email. Because normally, we give, there is a discount” [Anon 1, 2011/11/01].

**4.2.2.4.6 “What are the major difficulties?”**

Concerning major difficulties with Web adoption at their hotels, adopters were mostly concerned about Web maintenance, disruption of Internet connection, accessing Web services and method of payment for Web hosting.

In Figure 4-22 and the record of statements that follow, findings are presented and summarised according to web maintenance, disruption of Internet connection, accessing Web services and the method payment for Web hosting as major Web difficulties mentioned during interviews.



**Figure 4-22: Web experienced major difficulties (n=10)**

### **About Web maintenance**

Web maintenance difficulties ranged from the cost of subscription of the website, inconvenience resulting from not having proper online payment systems and a lack of effective support infrastructure such as uninterrupted electricity. However, it was noted that the five-star hotel interviewee did not mention any Web maintenance difficulty.

“And another thing is that it is expensive for us” [Anon 5, 2011/11/15].

“The problem is that, to pay for the Web is only with Visa card” [Anon 6, 2011/11/20].

“We do not have our own Visa card. The problem here is that is difficult because we use someone else’s visa card and we have to pay commission for that” [Anon 6, 2011/11/20].

“Lack of power, you know in Kigali we do not have power, sometimes, we use generators, you know” [Anon 1, 2011/11/01].

### **About disruption of Internet connection**

All three Web adopters expressed disappointment resulting from Internet coverage interruption as shown in the next passages.

“There is network disconnection, and when there is network disconnection we cannot update the web” [Anon 5, 2011/11/15].

“It sometimes experience connection disruptions even if it is not often” [Anon 6, 2011/11/20].

“But even the Internet, sometimes, it can disappoint you for lack of connection may be” [Anon 1, 2011/11/01].

### **About accessing Web services**

This was expressed by one Web adopter who seemed to be frustrated by how difficult it is to access Web services via a third party.

“We cannot do it ourselves because it is not done in Rwanda. There is a guy residing in America who does that for us” [Anon 6, 2011/11/20].

### **About method of payment for Web hosting**

The hotel with Web service access problems also struggles to pay as they do not have a credit card, forcing them to use someone else’s credit card facility at a cost, as seen below.

“We passed through PAYPAL [HESITATION]. I am not sure if it is called PAYPAL” [Anon 6, 2011/11/20].

“We do not have our own Visa card. The problem here is that is difficult because we use someone else’s Visa card and we have to pay commission for that” [Anon 6, 2011/11/20].

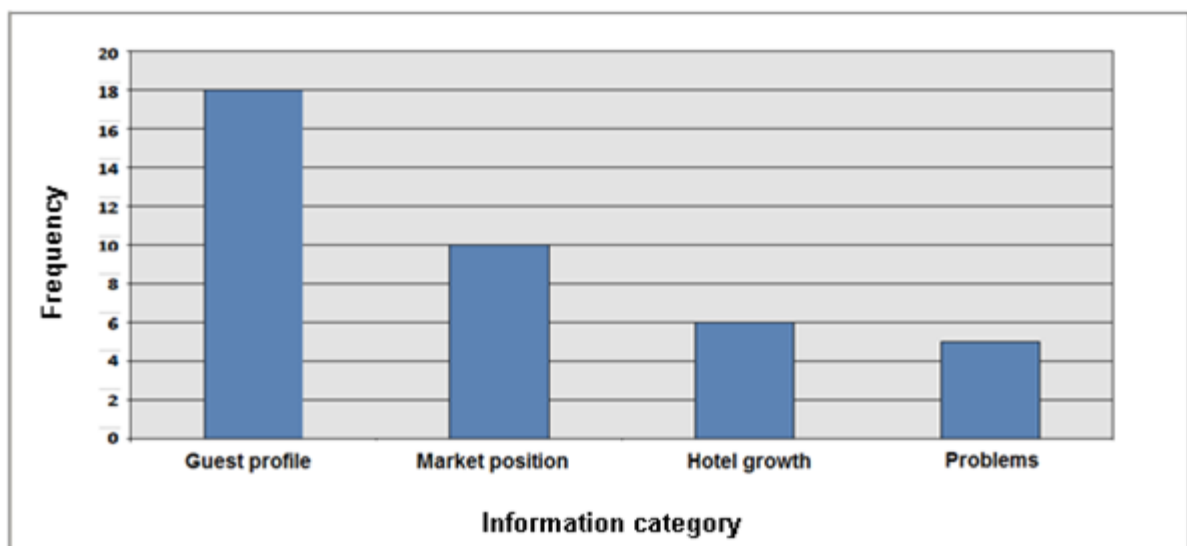
Information in the above section presents Web adopter interviewees results. However, before discussing the results and their broader implications, a presentation of Web non-adopter results is also presented in the next section.

**4.2.2.5 Results from Web non-adopters’ responses**

**4.2.2.5.1 “Please talk about your hotel and yourself”**

From Web non-adopter interview responses about their hotels and themselves, like Web adopters, the geographical origins of their guests and guests’ main reason for visiting the hotel were mentioned most by non-adopters. They also explained what was different or special about their hotels and positive perceptions among guests. Furthermore, they also talked about hotel growth and problems associated with running the hotel.

In Figure 4-23 and the record of statements that follows, findings are presented and summarised according to guest profile, market position, problems and hotel growth, which are the four headings that categorised information on non adopter interview respondents and their hotels.



**Figure 4-23: Information about non-adopter interview hotels (n=39)**

### **About guest profile**

As can be seen from the frequency analysis above, it is apparent that non-adopters predominantly chose to talk in most detail about guest profiles, as did the Web adopters.

For most respondents, guest profiles were a question of where the guests came from. Two respondents expressed that Rwandans form a large proportion of their guests. However, one Web non-adopter recognised a higher presence of foreigners than Rwandans.

Some Web non-adopter interviewees' views on guest profiles are illustrated below.

"We get tourists, mostly foreigners who come for visiting different tourist places in Rwanda ... [and] ... by origin, foreigners are more than Rwandans. I can average a 65% of our customers as foreigners and 35% East African guests, including some Rwandans" [Anon 2, 2011/11/01].

"They include Rwandans, Kenyans, East Africans and people from different places but most of them are local Rwandans" [Anon 3, 2011/11/01].

"Business, affairs and corporate guests. Tourists also, they are coming on the third level. The majority is business guests and then tourists at an estimated 10%. Even if we are in a tourist place, but most of our guests are not tourists" [Anon 4, 2011/11/01].

"About origin of our guests, nationals (Rwandans) occupy 70% and then others 30% coming from different foreign countries: European, Americans, Asians and so on" [Anon 4, 2011/11/01].

### **About market position**

It was realised that when talking about their hotels, Web non-adopters placed a great deal of emphasis on good service delivery (customer care) combined with reasonable pricing as factors playing an integral role in attracting guests.

"The service we offer now is almost like Novotel hotel's [currently Laico hotel], Lemigo hotel's or Aberdeen house's because I worked there and I was hired here with the aim to uplift service level" [Anon 2, 2011/11/01].

"Here the uniqueness is found in the fact that the motel really uses competent staff which enables us to provide a high customer care ... [and] ... if you look at the restaurant menu, the room price and other pricing in general, we are not expensive" [Anon 2, 2011/11/01].

"At our level we have a good market share due to offering a better quality at lower price compared to our competitors at the same level" [Anon 2, 2011/11/01].

"When I was the manager, my clients liked this guest house because of good service and house specialty such as barbecue, excellent pose café. Due to my experience in the industry, people generally come to me because they trust the level of service and customer care" [Anon 3, 2011/11/01].

### **About problems**

When talking about their problems, Web non-adopters revealed a wide range of problems including interruption of Internet coverage, discomfort due to not being able to provide a website for contact, and matters of market price increase. One of them expressed lack of control over his hotel due to lease troubles.

“Sometimes lack of Internet connection, gives us problems because it makes us not meet needs of our guests ... [because] ... wireless Internet connection, sometimes has problems ... [in terms of] trouble on connectivity” [Anon 4, 2011/11/01].

“They [guests] do ask me about the Motel Web. That is one of the motives to get one” [Anon 2, 2011/11/01].

“Constantly growing market prices also affect our business profit because we cannot change room or menu prices often because of change in market price” [Anon 2, 2011/11/01].

“So, you understand we did not discuss about the Web issues rather I was spending much of my time trying to negotiate the owner with installing hot water rooms, telephones in rooms, even if it did not produce anything because he was never willing to do it” [Anon 3, 2011/11/01].

### **About hotel growth**

Like the adopters, Web non-adopters also did not want to talk much about hotel growth. Only one respondent talked about some hotel growth indicators.

“I can say that the business is going well. In fact, the hotel is growing well... [because] ... to start, we took a bank loan but we are only left with no more than three months to finish paying it back...[ ..] ...We hire more trained people, and like that a change can be seen” [Anon 2, 2011/11/01].

“I was hired here with the aim to uplift service level. If you look at services we offer, when the motel started, it was only offering only rooms, restaurant and bar. After two years, we built a conference room, we built more rooms and moved from six to the current eleven rooms” [Anon 2, 2011/11/01].

### **About Web non-adopter interviewees**

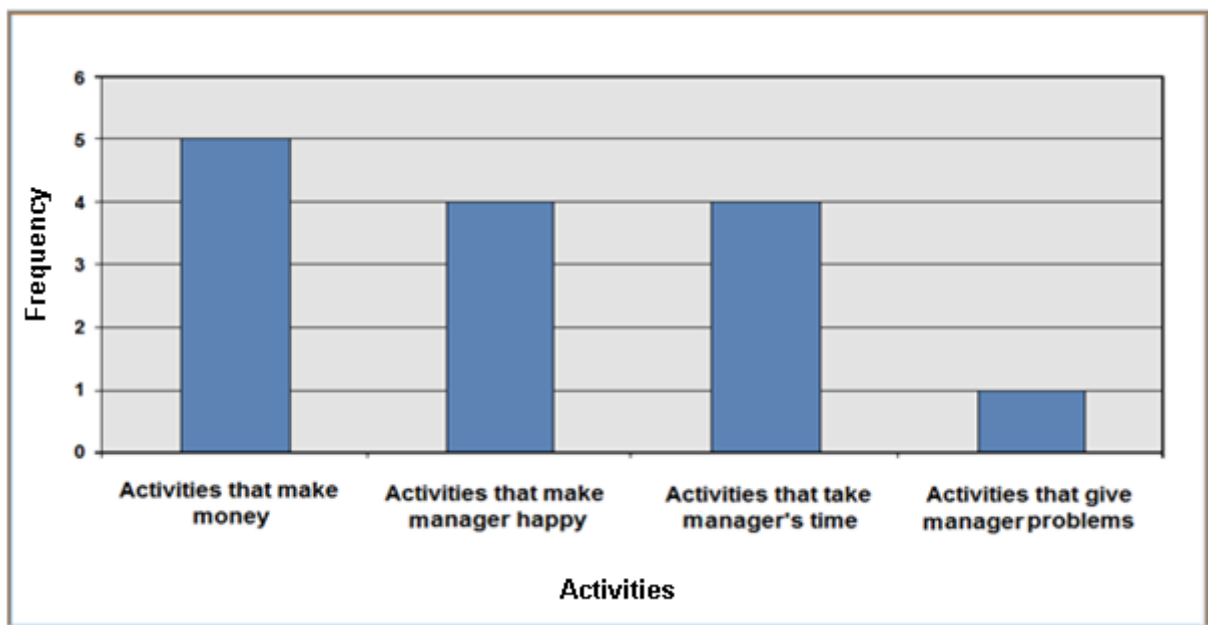
Web non-adopter interviewees' particulars are detailed in Section 4.2.2.3 where demographics of all interviewees are inclusively described.



**4.2.2.5.2 “What hotel activities are dominant?”**

Concerning dominant activities at their hotels, Web non-adopters were focused on activities that made money for their hotels. The next most important were activities that made them happy and activities that took managers’ time. One activity was reported to be “giving problems”.

In Figure 4-24 and the record of statements that follow, the findings are presented and summarised according to activities that make money, activities that make managers happy, activities that take managers’ time and activities that give managers problems.



**Figure 4-24: Dominant activities by Web non-adopters (n=14)**

**About activities that make money**

Selling (hosting) conferences, selling (hosting) rooms and selling F&B were reported to be the main income generators for Web non-adopter interviewees’ hotels as seen below.

“Money here is earned through conferences, rooms, and kitchen. In fact food and beverage, conference room, and rooms make us money” [Anon 2, 2011/11/01].

“Mostly rooms and restaurant are the businesses that bring most of the revenue... [and]..., I can also include the conference rooms” [Anon 4, 2011/11/01].

### **About activities that make managers happy**

When talking about activities that made them happy, two of the Web non-adopters stressed guest services (or customer satisfaction) whereas one non-adopter did not allude to anything in this regard.

“When I see that my guests are satisfied, I am very happy for that. I want to satisfy them 100% and I am always happy when we are fully booked” [Anon 4, 2011/11/01].

“I am here for satisfying our guests, those who come to our hotel, so that they can get the service as they expect, as it should be. That is really what makes me happy. Especially, I am happy and motivated when guests recognize that they were offered a good service” [Anon 2, 2011/11/01].

The non-adopter interviewee who did not mention anything on this issue said he spent most of his time struggling to get the premises landlord to fix hotel structures for guest services.

### **About activities that take managers' time**

Two of the Web non-adopters mentioned coordinating hotel activities and engaging marketing operations as some of the activities that took their time, whereas the non-adopter who experienced problems with the landlord showed his disgruntlement by mentioning that most of his time was lost while struggling to negotiate a workable hotel environment as seen in the next passages.

“Basically, the coordination of activities and the general management of the hotel” [Anon 4, 2011/11/01].

“What takes most of our time is marketing the hotel, actually hunting guests. That is what takes most of my time, because other activities are only done when there are customers” [Anon 2, 2011/11/01].

“Rather I was spending much of my time trying to negotiate the owner with installing hot water rooms, telephones in rooms, even if it did not produce anything because he was never willing to do it” [Anon 3, 2011/11/01].

### **About activities that give manager problems**

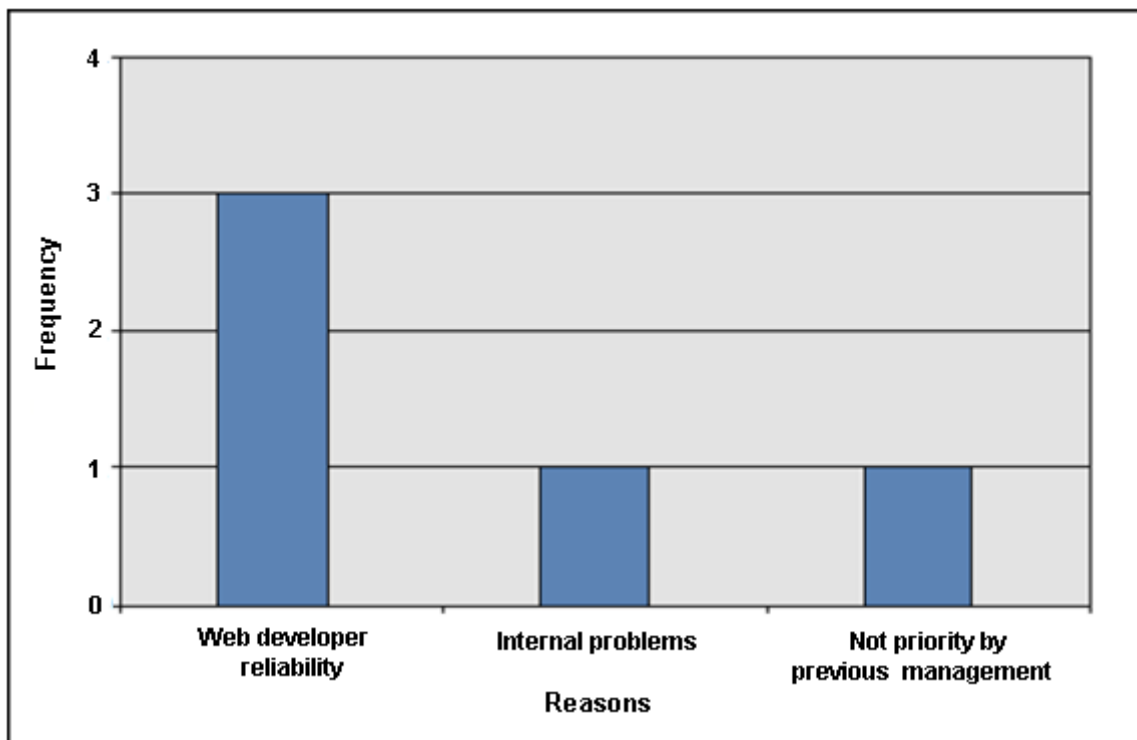
Only one Web non-adopter reported a specific problem with the operation of his hotel. Others elected not to talk about activities that gave them problems.

“... [Using] ...wireless Internet connection ... [which]... sometimes has problems ... [such as] ... giving (us) trouble on connectivity” [Anon 4, 2011/11/01].

**4.2.2.5.3 “What led you to not adopt the Web for marketing?”**

Factors such as the dishonesty of the Web developer and not prioritising Web adoption were reported to be causes of non-adoption. Furthermore, the non-adopter with lease problems indicated that non-adoption was largely due to the fact that priority could not be given to Web adoption since he was preoccupied with maintaining workable hotel premises with the landlord.

In Figure 4-25 and the record of statements that follow, findings are presented and summarised according to Web developer reliability, internal problems and the alleged fact of not prioritising Web adoption by previous management as reasons for Web non-adoption.



**Figure 4-25: Reasons for Web non-adoption (n=5)**

As seen in Figure 4-25, each of the three Web non-adopter interviewees had their own unique circumstance which contributed to Web non-adoption as illustrated in the next quotations.

**About Web developer reliability**

“The first contractor agreed that he was going to develop it, he started and in the middle, half way, he failed. He was charging a lot of many to give it a domain name, arguing that he had to use servers from USA, telling us that he works with servers from USA ... [indeed] ... It was visible that he was dishonest” [Anon 4, 2011/11/01].

**About internal problems**

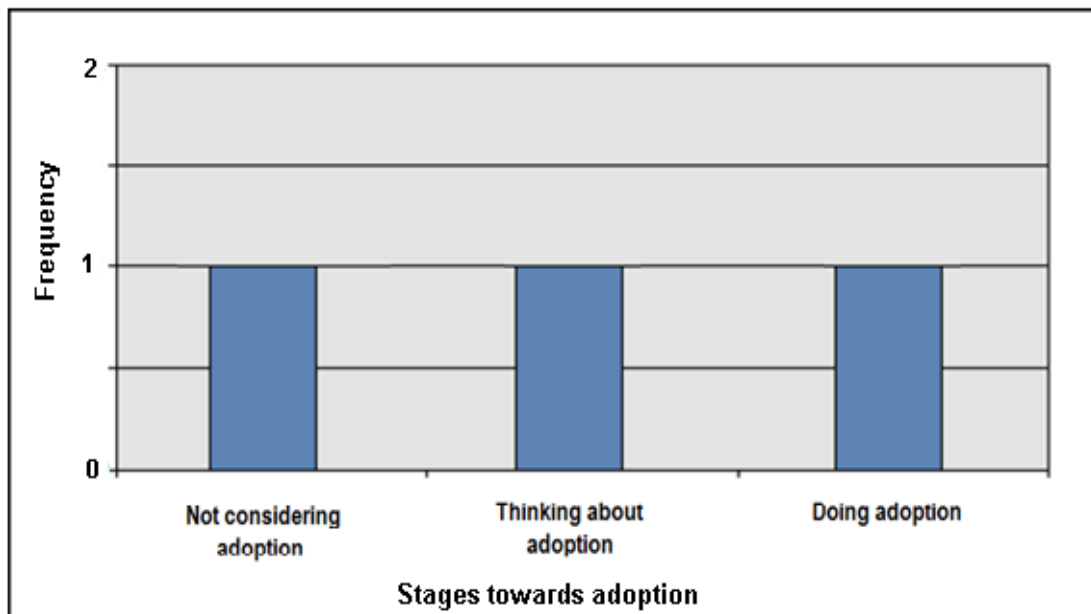
“It is mainly because of all those problems that I was having with the landlord ... [mainly] ... construction activities were still underway, no telephones were in rooms yet, no TVs, no hot water” [Anon 3, 2011/11/01].

**About non-priority by previous management**

“I think that the reason why it was not on the Web is because previous managers did not take it as a priority” [Anon 2, 2011/11/01].

**4.2.2.5.4 “When did you last consider using it, and how carefully do you think you weighed the arguments?”**

Responses to this question revealed that the three non-adopter interviewees were at three different stages of adoption as shown in Figure 4-26 with the three stages being “not considering adoption”, “thinking about adoption” and “implementing adoption”.



**Figure 4-26: Non-adopter stage towards adoption (n=3)**

First, the non-adopter who had almost fully implemented adoption said the following:

“We think that the end of this month (October, 2011), I mean beginning of November, like after three weeks, it will be operating” [Anon 4, 2011/11/01].

Second, the one who was still thinking about adoption said:

“I got here five months ago. Otherwise I have intentions to put it on the Web and I believe that it will be beneficial” [Anon 2, 2011/11/01].

Lastly, the respondent of the hotel which was not even considering adoption said:

“I was approached by many people who were offering me to put my hotel on the Web. Unfortunately I was giving the same reasons I told you why I could not rush putting the hotel on the Web” [Anon 3, 2011/11/01].

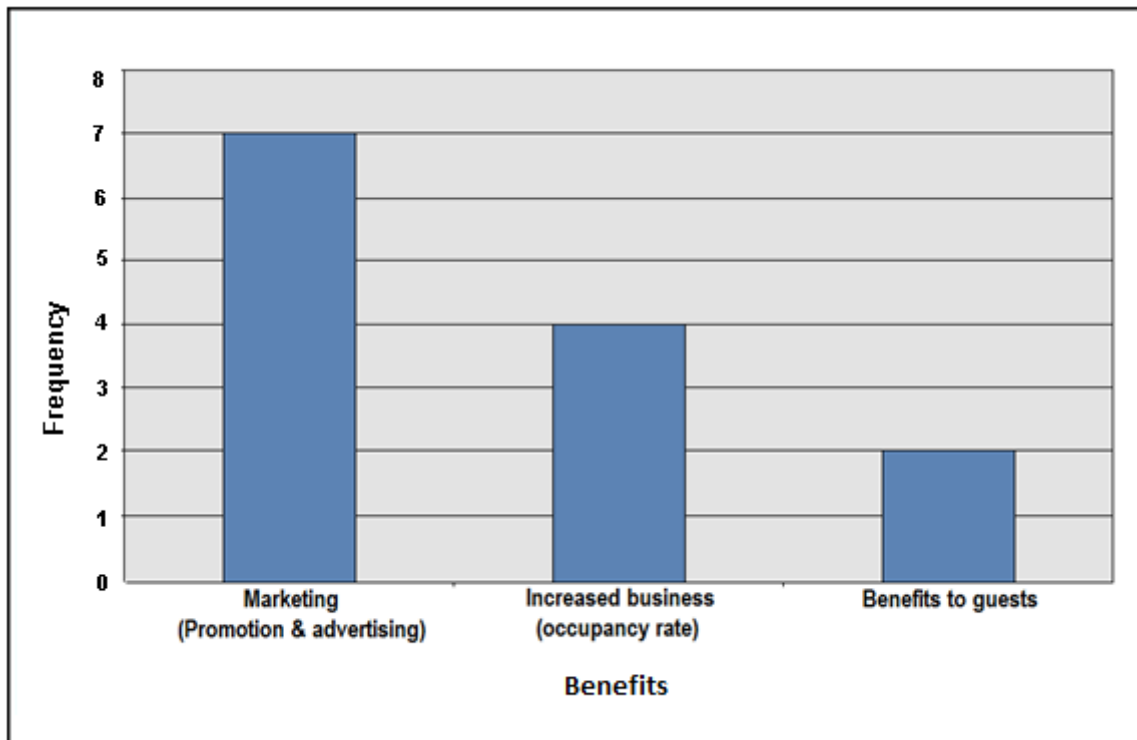
The last is the hotel which reported disputes between the premises landlord and the owner of the hotel.

Although there are only three respondents here, it was interesting to delve into some of the real background behind their positioning in order to assess how carefully Web non-adopter interviewees thought they weighed the arguments on either adopting the Web or remaining offline. Concerning the hotel in the process of adoption at the time of the interview, it was clear that the respondent was convinced of the benefits of adoption and had decided to put the hotel on the Web. They were only dealing with the final details of the process. Regarding the one thinking about adoption, he is confident that he will put his hotel on the Web some time soon. Lastly, for the one who was not considering Web adoption at all, it was clear that he had not been able to concentrate on the Web as he was more concerned with big operational difficulties with the landlord, who was being uncooperative in providing a conducive hotel environment.

#### **4.2.2.5.5 “What are the benefits that might persuade you to adopt the Web for marketing?”**

Responses to this question led to the realisation that promotion and advertising, as part of marketing, were considered to be the main reason for persuading Web non-adopter interviewees to go on the Web. They also mentioned the Web’s capacity to increase business by increasing the hotel’s occupancy rate. Moreover, some were also confident that the Web could provide some benefits to guests.

Figure 4-27 and the subsequent record of statements presents and summarises their responses according to anticipated marketing (promotion & advertising) benefits, anticipated increase in business (occupancy rate) and anticipated benefits to guests.



**Figure 4-27: Anticipated benefits of Web to non-adopters (n=13)**

**About anticipated marketing benefits of the Web (promotion & advertising)**

Web non-adopter interviewees mentioned "providing hotel information", "wide range advertising" and "enabling online reservation" as obvious anticipated benefits of the Web that would positively contribute to the marketing of their hotels, reflected in the statements below.

"The first one is online reservation. Another is informing potential guests about our hotel" [Anon 4, 2011/11/01].

"I think, they need the Motel own Web for more and detailed info before deciding" [Anon 2, 2011/11/01].

"If a guest opens it, information on the Web is only about the motel and not others. If I post attracting information, it will be easier for guests to book with us without bothering searching around. Advertising our hotel to prospective guest is what I consider as the benefit of putting the hotel on the Web. It will help us" [Anon 2, 2011/11/01].

### **About anticipated increase in business (occupancy rate)**

During interviews, all of the Web non-adopter respondents took the initiative to express increase in business (occupancy rate) as a benefit they believed would be derived from having a Web. Like the Web adopters, this may imply that they were impressed by the role the Web could play in increasing their hotels' occupancy rate.

“The new contractor told us that we will be paying USD 54 per year. Which is not expensive compared with how we think it will increase business” [Anon 4, 2011/11/01].

“I think the Web will be beneficial to our hotel. The average occupancy rate is around 55%. But we think that after getting the Web, this will go higher which will benefit the hotel financially” [Anon 4, 2011/11/01].

“It will help us. I think it will increase our occupancy rate” [Anon 2, 2011/11/01].

### **About anticipated benefits to guests**

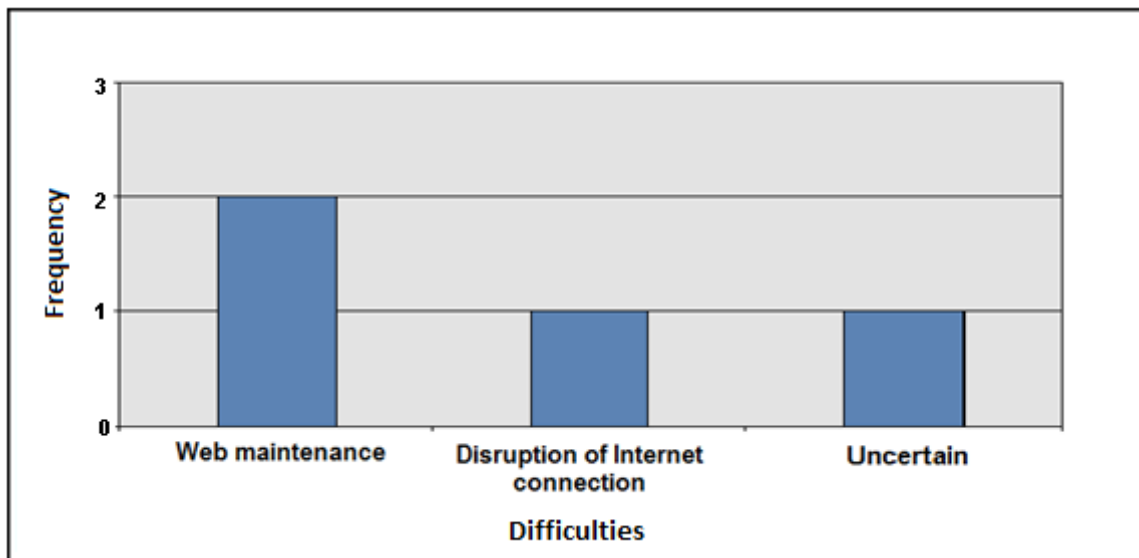
The Web non-adopter who was in the process of implementing adoption expressed his belief that, once in place, the web will benefit guests by informing them about the hotel ahead of arrival, making guests feel as if they are going to a familiar place. The other two Web non-adopters did not say anything to be regarded as anticipated benefits to guests.

“It is beneficial to guests as well. When we will be having the Web, this will facilitate guests to come knowing about the hotel, having all information on the hotel, as such it will be as if he is going to a familiar place which will make him feel as if he is going where he knows already” [Anon 4, 2011/11/01].

#### **4.2.2.5.6 “What are the major difficulties that you would anticipate?”**

When explaining major difficulties that Web non-adopter interviewees anticipated if they were to adopt the Web, two emphasised Web maintenance and disruption of Internet connection. The other respondent clearly mentioned that he was uncertain of difficulties to associate with the Web since he did not have adequate knowledge of and experience with the Internet.

Figure 4-28 and the record of statements that follow summarise non-adopter interviewees' allusions according to Web maintenance, disruption of Internet connection and uncertainty.



**Figure 4-28: Non-adopters anticipated major difficulties of the Web (n=4)**

#### **About Web maintenance**

Web maintenance difficulties mentioned by the two Web non-adopter interviewees were around the cost of maintaining the Web, including both initial and periodic subscription costs.

“I had not thought about difficulties that would come with the Web but certainly we will have to spend money on it because we have to pay for the domain name” [Anon 4, 2011/11/01].

“What was surprising me is that I was finding their prices very high. That showed me that, if I took it and was subscribed, I have a feeling that this would probably have made me pay a high cost than what it would cost just to use a simple email, where they write to you and you respond and so on. It appeared that the web would be very costly to me” [Anon 3, 2011/11/01].

#### **About disruption of Internet connection**

Disruption of Internet connection was mentioned by one Web non-adopter as a major difficulty associated with the Web.

“Difficulties will be definitely there. It may be possible that connection will not always be there” [Anon 2, 2011/11/01].



### **About uncertainty**

While responding to major difficulties associated with the Web, one Web non-adopter interviewee admitted that as a result of his lack of Internet exposure, he was not able to predict what the difficulties would be as mentioned in the next quotation.

“As far as anticipated difficulties are concerned, I cannot really tell, because, really, I have never used a website. So I have had no exposure to it to the extent that I can predict its difficulties. It is not easy. I really have no idea” [Anon 3, 2011/11/01].

### **4.3 Chapter summary**

As was expected, respondents' opinions as presented in this chapter clearly show different marketing benefits arising from adoption and use of the Web. Both Web adopters and Web non-adopters agreed that the Web has a tremendous influence on hotel marketing success. They frequently mentioned advertising and promotion as a benefit, which is both widely experienced by Web adopters and widely anticipated by Web non-adopters.

Likewise, barriers to Web adoption were also clearly demonstrated by Web non-adopters. Whereas it was expected that many would mention “lack of enough benefits” as one factor that led them not to adopt the Web, only 9% of Web non-adopters from the survey questionnaire indicated that they were not on the Web because they perceived that benefits do not justify the costs. All the non-adopter interviewees' responses show that they were not on the Web because of other barriers rather than “lack of enough benefits”. In the survey, the most frequently mentioned barrier to Web adoption was “high cost of Web implementation”, while interviews showed different individualised reasons comprising unexpected responses such as lack of Web developer reliability, internal problems such as bad relationships with the premises landlord, and previous management not prioritising Web adoption as believed by one interview non-adopter.

Side issues coming from the findings include the availability and quality of hotel information differentiating one hotel from another, dominant hotel activities, duration of use of Web, encountered difficulties, the time they last considered to use the Web, and how carefully they weighed the arguments.

However, because this chapter did not try to discuss these results, an in-depth analysis and detailed discussion is found in the next chapter (Chapter 5). The next chapter seeks to clarify the messages from the findings and relates them to the objectives of this research, preparing the way for concluding remarks and recommendations arising from this research.

## CHAPTER FIVE

### DISCUSSION OF RESEARCH RESULTS AND PRESENTATION OF FINDINGS

#### 5.1 Introduction and overview

This chapter discusses the results presented in Chapter 4 by relating them to the research questions and to the evidence found in existing literature. The first two research questions, as outlined below, were designed to address two research objectives; the third question concerns the development of recommendations for an adequate exploitation of Web marketing by Rwandan hotels.

- What Web marketing benefits are experienced by Web adopter hotels in Rwanda and what is the significance of these respective benefits?
- Why have some hotels in Rwanda not yet adopted Web marketing and what is the significance of respective barriers to Web adoption?
- What should be done for Rwandan hotels to adequately exploit Web marketing in particular and online marketing in general?

Answers for the first two questions as presented in Chapter 4 were useful but some of them raised some issues which prompted the intervention of interviews (interview design is fully detailed in Section 3.2.8) for clarification and provision of additional input to be compared with the survey results. Eventually, the comparison of individual benefits or barriers with the mapping exercise (Section 5.4) led to more reliable insights into perceived Web marketing benefits and barriers to its adoption. Here, some of the issues which were realised in the survey and which stimulated the inclusion of the interviews are presented.

**Issues of misconception about cost** - In some instances, survey respondents expressed perceptions suggesting that the cost of the Web is very high. Using Table 5.1, the analysis of “percentage of investment” against “annual turnover ranges in Rwandan francs” suggests that an average hotel, including both Web adopters and non-adopters, would spend an estimated RWF 2,171,072 per year on the Web. Based on the Rwanda National Bank (2012) exchange rate, this is estimated at USD 3,541.

Furthermore, the survey Web non-adopter results suggested a belief that high cost of Web implementation was the main reason for non-adoption with the highest frequency of 24% (Figure 4-5).

**Table 5.1: Perceived average minimum investment per year**

Minimum turnover / year in Rwandan francs	Counts	Weight of % of minimum turnover / year in Rwandan francs
100,001	2	200,002
1,000,001	25	25,000,025
10,000,001	36	360,000,036
100,000,001	16	1,600,000,016
1,000,000,001	4	4,000,000,004
<b>Overall weight</b>		5,985,000,081
<b>Overall number of participants</b>		<b>83</b>
<b>Average minimum turnover / year in Rwandan francs</b>		<b>72,108,435</b>
Minimum % of investment	Counts	Weight of % of minimum investment
0	9	0
2.6	52	135.2
5.1	21	107.1
7.6	1	7.6
<b>Overall weight</b>		249.9
<b>Overall number of participants</b>		<b>83</b>
<b>Average minimum investment %</b>		<b>3</b>
		-
<b>Average minimum investment / year</b>		<b>RWF 2,171,072 (USD 3, 541)</b>

**(Adapted from Table 5.1)**

Based on hosting fees of MWEB, which is a South African Internet Service Provider, annual Web hosting (for a package comprised of a website domain name, a monthly 3GB MS SQL database and a monthly 2GB email space) costs ZAR 3,587. Based on Rwanda National Bank (2012) exchange rates, this is estimated at RWF 267,984 (USD 437).

**Table 5.2: MWEB Web hosting fee estimates**

Web hosting package	Fee	Periods	Annual		
			In ZAR	In RWF	In USD
Annual Web domain name	299	1	299	22338	36
Monthly 3GB MS SQL database hosting	129	12	1548	115651	189
Monthly 2GB email space	145	12	1740	129995	212
<b>Total hosting fee</b>			<b>3, 587</b>	<b>267, 984</b>	<b>437</b>

(Adapted from MWEB, n.d.)

Table 5.2 intends to provide just an idea on Web hosting fee, which, for some Web owners, is the only recurring Web cost. Additionally, static website hosting without SQL database hosting can be dramatically cheaper.

**Issues of lack of understanding of the Web adoption timing** - Claims that Web non-adoption is due to “refurbishing” also raised a concern. It shows clearly these non-adopters did not understand that the Web may be used for forward marketing as many people make hotel bookings months ahead. Due to its promotional and information provision function (Wei *et al.*, 2001:235; Wen *et al.*, 2001:6; Au and Ekiz, 2009:233; Lim *et al.*, 2010:163; Yazdanifard *et al.*, 2011:193), a pre-launched website has the potential to start bringing business to the hotel as soon as building or refurbishing is finished. Just to communicate clearly to potential guests that the hotel is undergoing refurbishment shows a willingness to communicate honestly with guests so as to avoid disappointment and manage their expectations more effectively.

Likewise, a developing hotel business should rather be a motive for Web adoption in order to speed up awareness. Placing the blame of Web non-adoption on their business’s newness reveals a lack of understanding among hotel owners about timing.

However, the above are just some of the issues which stimulated the interviews in the quest to seek more clarity on the phenomenon under study. Taken together they provide a starting point for recommendations to Rwandan hotel sector decision-makers, as will be seen in Chapter 6.

In order to provide reliable answers to the research questions, the individual survey benefits and barriers were related to those from the interview results (where they pair). This was intended to establish their agreement or disagreement. Further, they are discussed against the knowledge drawn from the literature where a replication or disaccord is established. Further, interview results which do not match survey results for comparison are discussed.

Interview results are also mapped against survey results. Here, Web marketing benefit mapping reflects Angehrn's (1997:362) phases of Web penetration and how they are fitted in the interview benefits. The survey and interview barriers to Web marketing adoption by Rwandan hotels were not mapped as they were of a different nature and could not be analysed for the relationship.

Finally, the chapter wraps up by providing a summary which shows a generally positive perception of Web marketing by Rwandan hoteliers.

The discussion that follows is structured according to the research questions with the reported benefits of Web marketing and barriers to its adoption being discussed as they were expressed by Web non-adopter respondents to this research. This discussion does not go as far as establishing the interdependence between them.

### **5.2 Perceived Web benefits vs. respective extent and significance (survey, literature and interviews)**

The survey revealed seven major benefits (with a frequency of more than 3%) that together concern marketing (Figure 4-2). Altogether, they all aggregate an estimated frequency of 84% of the total reported benefits.

- Advertising and promoting.
- Providing hotel information.
- Communicating better.
- Providing online reservation.
- Saving cost and time.
- Being free from borders.
- Increasing business.

Other benefits with low frequency were identified from the results. These involved all the benefits (as outlined below) with a frequency of 3% or less. Together, these amounted to a frequency of 16% (Figure 4-2).

- Accessing to a greater number of customers.
- Flexible and convenient.
- Competitive advantage.
- Better customer service.
- Improving on image and credibility of hotel.
- Facilitating access to hotel service.
- Helping hotel to manage brand development.
- Networking.

As seen in the research results (Section 4.2.2.4.5), the interviews generated other benefits which are mainly comprised of non-marketing benefits to hotels and benefits to guests. These additional benefits were not related to the main survey benefits for discussion because they could not be associated. They are briefly discussed at the end.

Additional benefits to hotels are:

- Provision of online payment.
- Safety of business data.
- Easy tracking of business statistics.
- Fast and easy reporting.
- Immediate inter-departmental information access.

Additional benefits to guests are:

- Provision of accurate source of information.
- Easy payment (online).
- Discounted rates.
- Priority if booked using the Web.

As explained, the next headings cover the discussion of each of the major benefits where they are compared to the literature and interview results.

### **5.2.1 Advertising and promoting**

In the survey results, “advertising and promoting” was found to be the major benefit experienced by Web adopters in Rwanda with the highest frequency of 28%.

This is consistent with the literature. As far back as 1996, Cockburn and Wilson (1996:97) found most of the surveyed websites to be vehicles for publicity and advertising where “publicity, marketing and advertising” was found to be the second biggest reason for Web use. Wen *et al.* (2001:6) consider “product promotion” to be one of the advantages of electronic commerce while Baloglu and Pekcan (2006:171) accord with the fact that the Internet exposes the business and hence provides advertising and marketing opportunities. Also, Au and Ekiz’s (2009:228) empirical study of Hong Kong and Northern Cyprus hoteliers reiterates promotion of their services as a benefit derived from their hotel websites.

In the interviews, it was mentioned that Web use was enhancing marketing, especially in terms of advertising and promoting as seen in the following quotation.

“We also did it in order ... [among others] ...to disseminate hotel information fast, for marketing or advertising purposes” [Anon 5, 2011/11/15].

From the above it can be suggested that Rwandan Web adopters have a positive perception of the contribution of their websites to the overall marketing of their hotels through advertising and promotion; this accords with the literature which generally considers “advertising and promoting” as an undoubted benefit of Web marketing.

### **5.2.2 Providing hotel information**

The survey results placed “providing hotel information” as the second biggest Web benefit with a frequency of 15%.

This was consistent with the literature. Authors like Yoon and Kim (2001:53) consider the Internet to provide an unlimited amount of information in a short time regardless of geographical distances. They judge this to be one of the “pull” factors for its wider use compared to traditional media. Later, this association between the dissemination of information of the Web and its attractiveness for adoption is empirically confirmed by Au and Ekiz (2009:233) where results of their study indicate “providing hotel information” to be one of the benefits that positively influenced Hong Kong and Northern Cyprus hotels to adopt Web marketing.

In the interview results, “providing hotel information” was noted as the biggest benefit, with two mentions. This came as a confirmation that Rwandan hoteliers were convinced that the Web was really assisting them in disseminating hotel-related information to the rest of the world, especially to potential and current customers.

The agreement between the survey and interview results above indicates a prevalence of Web marketing's ability to disseminate hotel information in the context of Rwandan hotels. Its consistency with the literature comes as a replication, reinforcing an already recognised Web marketing benefit.

### **5.2.3 Communicating better**

The survey results also suggested that the Web was a means of "communicating better" than offline means of communication. This was the third biggest Web benefit with a frequency of 13%.

This finding is also in line with the widely held view that the Internet enhances communication in various ways. Cockburn and Wilson (1996:84) believed that communication was one of the possible uses of the Internet and Web for business, with speed and low cost benefits. Wen *et al.* (2001:6) listed "offering timely information" and "information consistency" among ten advantages of electronic commerce. Empirically, Au and Ekiz (2009:228) had included "communicating better" among possible benefits of Internet marketing. Though in this specific case their study results appear among the reported benefits of Web adoption among Hong Kong and Northern Cyprus hotels, many other studies continue to consider it as an undoubted benefit of Internet and Web marketing. These include Yazdanifard *et al.* (2011:193) who stress its advantage of enabling a two way communication with guests with easy and prompt feedback on both sides.

The interview results showed an agreement that the Web helps disseminate hotel information faster than traditional offline marketing media. .

In this instance also, the agreement between the survey and interviews results shows that the Web played an important role in the marketing of the Rwandan Web adopter hotels by communicating better than offline marketing media. This is still validated in recent publications such as Yazdanifard *et al.* (2011:193) even if Au and Ekiz (2009) study did not replicate this specific benefit.

### **5.2.4 Providing online reservations**

The survey results placed enabling online reservations to guests as another Web marketing benefit with a frequency of 12%.



This confirms the literature knowledge of Web benefits as an enabler of online reservations where applicable. Cockburn and Wilson's (1996:97) early investigation of possible uses of the Internet and the Web for business organisations empirically found that some of them were using it for online selling of products and services. This is also supported by Au and Ekiz (2009:233) where they found that providing online opportunity, including online reservations, was one of the undoubted benefits influencing Hong Kong and North Cyprus hotels to adopt Web marketing. This also accords with Yazdanifard *et al.* (2011:192) where they regard the provision of online bookings as a Web function needed by hotel guests.

Interview results also confirmed that the online reservation function of the Web was facilitating booking of hotel services, contributing to the overall effort of hotel marketing.

However, a hotel will benefit from an online reservation facility only if this function is embedded in its website. It is important to note that not all websites have an online reservation function (Rocha, 2003 as cited by Schmidt, Cantalops & dos Santos, 2008:507).

Based on the survey and interview results, and with support from the reviewed literature, there is no doubt that the Web positively contributed to the marketing effort of Web adopter hotels by providing online reservation facilities.

### **5.2.5 Saving cost and time**

The survey results reported "saving cost and time" as another Web marketing benefit with a frequency of 5%.

Based on the reviewed literature, the Web is generally expected to reduce costs in various ways, and has been shown to do so. Beatty *et al.* (2001:347) found the Web has the ability to reduce transaction costs and considered this a direct benefit derived from the Web presence of a business. They also acknowledged the ability of the Web to reduce the time for the completion of various transactions. This view is shared by a number of other authors including Manecke and Schoensleben (2004:216), who hail the benefits of the Internet over other communication channels in terms of lowering transaction costs. According to Yoon and Kim (2001:53), the ability of the Web to allow maximum exposure to an unknown but large audience was also known to save cost and time. Web marketing has been found to have a capacity to improve business performance both in terms of increased revenue and reduced costs (Scaglione *et al.*, 2009:626).

Like the survey, the interview results also showed a positive impression of Web marketing in terms of saving cost and time where it was mentioned twice.

However, the survey and interviews results, supported by the reviewed literature, validate the ability of Web marketing to save cost and time in the Rwandan hotel context, something which is essential for an effective and efficient marketing effort within businesses.

#### **5.2.6 Being free from borders**

Based on the survey results on, “being free from borders” was reported with a frequency of 4%.

The reviewed literature supports the fact that a Web presence in turn enables a global presence for businesses. Yoon and Kim (2001:53) claimed that the Internet has the capability to endlessly deliver information beyond time and space. The Internet is also free from borders, resulting in globalised products and services (Au and Ekiz, 2009:228; Yazdanifard *et al.*, 2011:193). This benefit is replicated in Vrana and Zafiropoulos’s (2006:606) study where Greece travel agents consider “facilitation of global marketing” to be one of the most important reasons for adopting the Internet.

In the interviews, one respondent mentioned that the Web was enabling his hotel to transact at the global level. This was taken as a direct allusion to being free from borders.

Based on the agreement of the survey and the interview results on the provision of border-free marketing, and its consistency with the literature, it is validated as a marketing benefit in the context of Rwandan hotels.

#### **5.2.7 Increasing business**

Increasing hotel business was not pre-established as a candidate variable to represent Web marketing benefits.

However, survey questions were open-ended, attracting textual answers open to interpretation. Respondents’ answers showed the eagerness to mention it as a Web benefit with a frequency of 7%. When referring to business increase, survey Web adopters showed a conviction that the Web was positively contributing to the occupancy rate of their hotels.

The reason to exclude it from candidate variables to represent Web benefits was that the ability to increase business is an overall goal that every business targets for any marketing effort (Khemthong & Roberts, 2006:47). Authors like Hamill (1997:300), Anckar and Walden (2001:245) and Bui *et al.* (2006:279) are examples of some who admitted that the use of Internet and the Web provides a competitive advantage over their offline rivals and hence implies higher business than competitors.

The fact that increasing business is the overall objective of marketing efforts in general (and using the Web specifically in this case) implies that other mentioned benefits of Web marketing, put together, are aimed at increasing business.

Surprisingly, interviewed Web adopters also mentioned “the ability to increase business of their hotels” with the highest occurrence of mentions (Figure 4-19), a fact which strongly evidences that Web marketing was really believed to be influential on the competitiveness of Rwandan hotels.

The fact that Web adopters reinforced increasing business as a benefit of the Web, on top of all other benefits as mentioned, suggests that Web marketing was highly perceived to be beneficial to Rwandan hotels. This confirms theories in the marketing discipline and the wide claims that the Internet and the Web are vital tools that are needed for any business to stay competitive (e.g. Hamill, 1997:300; Anckar & Walden, 2001:245).

### **5.2.8 Other Web benefits from the survey results**

These are other benefits with low frequency were identified from the results. These involved all the benefits (as outlined below) with a frequency of 3% or less each. Altogether they accumulated a frequency of 16% (Figure 4-19).

- Accessing to a greater number of customers.
- Flexible and convenient.
- Competitive advantage.
- Better customer service.
- Improving on image and credibility of hotel.
- Helping hotel to manage brand development.
- Facilitating access to hotel service.
- Networking.

These are also related to the literature and interview results.

Though the survey results show that they statistically have a low frequency, the outlined benefits of Web presence were found to contribute to the marketing effort among Rwandan Web-adopter hotels.

Generally, these low frequency benefits all accord with the reviewed literature on Internet and Web benefits. Au and Ekiz (2009:233) found that the Web reaches more people than offline media. The Web and electronic commerce are known for their flexibility and convenience (Wen *et al.*, 2001:6; Au & Ekiz, 2009:228), hence offering a “better customer service” (Wen *et al.*, 2001:6). The ability of the Web to increase “competitive advantage” was often quoted (Hamill, 1997:300; Kiang *et al.*, 2000:391; Wen *et al.*, 2001:6).

The survey did not anticipate “improving on image and credibility of hotel” as a candidate benefit of Web marketing. However, “helping hotel to manage brand development” was found to be consistent with the literature. According to Hamill (1997:310), if the online presence of a business is done properly, it can add value to the business brand. Chaffey and Smith’s (2008:25) theoretical view suggests that online marketing has the ability to specifically enhance a brand by adding value. Empirically, Tarek (2009:134&137) establishes an association between the hotel’s managerial intention to adopt Web marketing and the ability to build the hotel brand.

“Networking”, which was also not anticipated, is likewise considered to be important and its contribution should be recognised.

The above benefits were not directly referenced in interviews but there is evidence of agreement. For example, interview results associated the Web with providing online reservations, providing hotel information and enabling global transactions easily. These benefits are in line with the Web’s ability to provide flexibility and convenience in service. In the same way, mentioning that the Web benefits guests in various ways is an element of better customer service. Offering a global transaction platform, which was reported by Web adopters as an experienced Web benefit, is an element of facilitating easy access to services, which was mentioned in the survey results.

The interview results did not show evidence of direct allusion to “helping hotel to manage brand development”, “improving on image and credibility of hotel” and “networking” all of which were among the low-frequency benefits in the survey results.

The competitive advantage benefit, evident in the survey results, is also related to the aspect of increasing business, which got the highest mentions in the interviews. Apart from that, other interview benefits of the Web, including non-marketing benefits, all have a positive influence on the competitive advantage aspect of the Web.

Hence, the benefits discussed under this section of the survey (low-frequency benefits) should also be validated as they generally agreed with the interviews and the literature. Importantly, though the competitive advantage benefit is among the least frequent benefit mentioned in the results, it could be considered more significant than this statistical presentation as it is a result of other benefits of the Web, as was “increasing business”.

### **5.2.9 Additional Web benefits from interviews**

This section covers benefits mentioned in interviews which did not feature in the discussion of survey benefits for comparison. These are related to mentions of some other benefits that Web-adopter interviewees experienced in their hotels but also included benefits to guests specifically and their Web audience in general. Apart from “provision of online payment” and benefits to guests, there are other non-marketing benefits discussed in the following section.

#### **5.2.9.1 Additional benefits to hotel**

Additional benefits involve the “provision of online payment”, which is considered a marketing benefit to a hotel. The provision of online payment was mentioned once during interviews. A respondent admitted that the Web was helping his hotel enable online settlement of financial accounts. Though it was mentioned once, online payments lead to shortened remittance time (Wen *et al.*, 2001:6), a real benefit in the marketing of a hotel.

Some other stray non-marketing benefits that emerged during interviews with Web-adopter respondents are outlined below.

- Safety of data.
- Easy tracking of business statistics.
- Fast and easy reporting.
- Immediate inter-departmental information access.

Though the above additional benefits are not directly linked to marketing, they may contribute to the effective and efficient practices of business.

### **5.2.9.2 Additional benefits to guests**

Web benefits to guests can be considered hotel marketing benefits, in the sense that guest satisfaction certainly impacts positively on the business of the hotel. The results from the Web adopter interviews showed the four benefits to guests as discussed below.

- Accurate source of information.
- Easy payment (online).
- Discounted rates.
- Priority if booked using Web.

Though “serving as a source of information”, “providing online payment facility”, and “cost saving” were found to be benefits to the hotel, they were also believed by Rwandan Web adopters to benefit guests, a finding which is consistent with the literature review. According to Yazdanifard *et al.* (2011:195), in this new millennium, time is limited, leading people to resort to more convenient options when dealing with commercial transactions. Clients benefit from paying discounted prices, which are sometimes offered to encourage online transactions.

Concerning prioritising Web bookings, a Web adopter interviewee said that in the case of insufficient accommodation availability, priority is given to guests who booked through the Web as opposed to guests who booked offline.

A guaranteed online reservation is validated by an advance payment of a portion of the overall price in most cases. The same would happen with an offline reservation, as long as it was secured in accordance with hotel policy on guaranteeing a reservation. However, this may not be a benefit to guests; rather it could be seen as an expectation that, if the policy were not in place, might surprise them.

### **5.3 Barriers to Web marketing adoption vs. respective extent and significance (survey, literature and interviews)**

As explained in Chapter 1, discussed barriers involve any factors that were reported to have led to the non-adoption of the Web by respondents.

The survey revealed seven major barriers that led to the non-adoption of the Web (Figure 4-3). Altogether, they aggregate a frequency of 74% of the total reported barriers.

- High cost of Web implementation.
- Lack of external Internet infrastructure.
- Lack of IT skills and knowledge.
- Perceived costs and benefits.
- Business still young (not yet ready).
- Lack of awareness.
- Lack of top management support.

As was done for benefits, barriers (as outlined below) with a frequency of 3% or less were identified. Altogether, they accumulated a frequency of 26% (Figure 4-3).

- Advertised on another company's Web.
- Lack of experience with Internet.
- Lack of time to implement the Web.
- Low level of internal infrastructure.
- Finance not enough (not yet ready).
- Refurbishing hotel.
- Web not suited to the way of business.

The barriers which led to the Web non-adoption in the interview results were unique to each of the three non-adopter interviewees and were not related to those provided in the survey. Due to this, this discussion of barriers uses Web-related problems experienced by current Web adopters, anticipated problems by Web non-adopters and some result statistics in order to draw meaningful conclusions concerning the barriers.

As explained, the next headings cover the discussion of each of the major benefits where they are related to the literature, interview results on both currently experienced and anticipated Web problems and some result statistics for comparison.

### **5.3.1 High cost of Web implementation**

In the survey results, Rwandan Web non-adopters showed a perception that the cost of Web implementation was high. It turned out to be the biggest reason for Web non-adoption with a frequency of 24% of all barriers mentioned. This perception of high costs was found to be consistent with the literature as some previous studies also found the association of high cost with the Web and Internet to be the main reason for non-adoption. As early as 1998, research in the Netherlands (Purao & Campbell, 1998:326) found that most small business owners considered the cost of the Web to be one of the obstacles to engaging in e-commerce. Further, in the same research, it was found that small business owners had a perception that only large corporations should be on the Web; they did not feel that the Web was easily accessible to them as a small business. Later, Nambisan and Wang (1999:98) recognised that perceived costs were one of the factors that dictated the adoption of new technologies. Empirically, Vrana and Zafiroopoulos (2006:606) also found high cost of initial development to be one of the disadvantages of Internet distribution for Greece travel agencies, a factor which could discourage Web adoption. Furthermore, a recent study in Egypt (Tarek, 2009:134&136) confirmed the association between cost perception and the hotel's managerial intention to adopt Web marketing for their hotels.

As seen in Chapter 4 (Table 4.3), the potential future investment in Web marketing by Web non-adopters (percentage of investment per annual turnover) was found to be directly correlated to the adoption or non-adoption of the Web with a statistically significant relationship.

Though none of the Web non-adopter interviewees reported high cost to be a barrier to Web marketing adoption, survey results and their consistency with the literature validated the argument that cost perception positively influences non-adoption of Web marketing.

As mentioned in the introduction section of this chapter and further illustrated in Table 5.1, there was some misconception about cost estimates and perceptions. Estimates based on hotel revenue-related estimates of Web investment suggest an average of RWF 2,171,072 per year as an inclusive Web cost. Taking into consideration hosting fee estimates of RWF 267,984 (Table 5.1; MWEB, n.d), this figure could be considered exorbitant. Regarding annual Web costs, interview estimates of RWF 61,300 for a website with simple functions such as the one depicted in Figure 2.1 (Sky Hotel, n.d) indicate the real cost. During the time this research was under process, the Sky Hotel website (<http://www.skyhotelrw.net>) had what was described as simple functions by the manager which included seven tabs linking to textual and graphic information about the hotel and their products. It had an online reservation function but without payment options and no further complex functions. The fee estimates for an annual subscription for this website looks more realistic than the survey estimations. The following are statements of one interviewee on the cost of a website with basic functions. The three quotations give an idea about the Sky Hotel website during the research period.

“It was only put in place for advertisement only and nothing else” [Anon 6, 2011/11/20].

“We found that it is very expensive to have all the functions. And then we decided to only have the simple and basic functions. We are not really using it at advanced level” [Anon 6, 2011/11/20].

“There is an annual subscription also of a hundred dollar” [Anon 6, 2011/11/20].



Due to the consistency between the survey findings on the relationship between high cost perceptions and Web marketing adoption, as well as information on the actual estimated costs of Web marketing given by an interviewee, it can still be maintained that the perception of Web unaffordability still influences non-adoption among Rwandan hotels. This is, however, a rather unfounded perception because basic Web marketing is less expensive than perceived, as indicated in the actual estimates of Web hosting from MWEB as illustrated in Table 5.1. This calls for an effective way to eradicate the lack of awareness about Internet-related services. Recommendations for possible solutions are provided in Chapter 6.

### **5.3.2 Lack of external Internet infrastructure**

Some survey Web non-adopters believed that external Internet infrastructure was non-existent or insufficient, a factor they blamed for Web non-adoption. As seen in the questionnaire data (Appendix E, Questionnaire 40), a Web non-adopter respondent said that the Internet connection was not stable in their area whereas another one (Appendix E, Questionnaire 52) mentioned the lack of Internet connection in their area; both respondents indicated this lack as dissuading them from investing in Web marketing. This factor was the second most cited with a frequency of 14%.

A review of the literature confirms that “lack of or low Internet connection and connection disruptions” has a potential to discourage the adoption of Internet-related services. Karanasios and Burgess (2008:170) found “inadequate and unreliable telecommunications infrastructure” to be some of the most commonly cited (Kuwayama, 2001:41; Purcell *et al.*, 2004:98) obstacles to Internet adoption by small tourism enterprises in developing countries. In Egypt, Tarek (2009:134 & 136) reports the association between hotel’s managerial intention to use Web marketing and “the sufficiency of Internet infrastructure”.

As seen in the literature review, the TAM3 opinion on Technology adoption (Venkatesh & Bala, 2008:280) predicts and includes “facilitating conditions” or “perceptions of external control” among various interlinked determinants of the “user perceptions” towards a new technology’s “ease of use” where “ease of use” influences adoption. It is important to note that in the context of TAM3, facilitating conditions or perceptions of external control refers to “the degree to which an individual believes that organisational and technical resources exist to support the use of a system” (Venkatesh & Bala, 2008:279).

As previously seen in the interviews, Web non-adopters did not explicitly mention “lack of external Internet infrastructure” as a factor which led them not to adopt Web marketing. Nonetheless, a Web non-adopter feared that “disruption of Internet connection” was a potential difficulty they would experience if they ever adopted Web marketing, related below.

“Difficulties will be definitely there. It may be possible that connection will not always be there” [Anon 2, 2011/11/01].

On this issue, disruption of Internet connection was also seen by Web adopter interviewees as the second major difficulty experienced with the Web.

However, it is important to mention that poor Internet connection varies across different parts of Rwanda. As seen in Chapter 4, the results suggest that there is a statistically significant relationship between having a website and the location of the hotel in terms of provinces or Kigali city. The implication of this may be that Kigali, which is the capital city of Rwanda, experiences fewer Internet problems than the other four provinces. Likewise, urban hotels are more likely to adopt Web marketing than rural ones due to the fact that the latter have poorer Internet coverage.

Whereas this research recognised the Rwandan Government’s efforts in investing in IT infrastructure such as the fibre optic network project (Ministry of Youth and ICT, 2010:32), a recommendation for spreading reliable Internet connection to different parts of the country is made in Chapter 6.

In conclusion, the inadequacy of external Internet infrastructure, as perceived by Web non-adopters, positively contributed to the non-adoption of Web marketing among Rwandan hotels, found to be consistent with the literature and its presence supported by the interview results.

### **5.3.3 Lack of IT skills and knowledge**

Survey Web non-adopters admitted to having low or missing IT skills and knowledge within their hotel organisations and reported that this positively influenced their decision not to adopt Web marketing. This was the third most frequent barrier to Web marketing adoption with a frequency of 10%. One respondent said that one of the reasons for not using Web marketing was because of “limited Internet knowledge” (Appendix E, Questionnaire 25).

Previous related theories and literature reveal that insufficiency or lack of IT skills within organisations can really hamper IT adoption. This is supported by Kartiwi and MacGregor (2007:41) who included “lack of technical skills and IT knowledge among employees” and “lack of computer literate/specialised staff” among the barriers to e-commerce adoption by Indonesian and Swedish SMEs. “We do not have technical knowledge in the organisation to implement e-commerce” was found to be among the top five barriers to e-commerce adoption among Swedish hotels (Kartiwi & MacGregor, 2007:43). Earlier, Nambisan and Wang (1999:100) had predicted lack of technological knowledge as a potential barrier to Web technology adoption. According to Karanasios and Burgess (2008:170) again, the “lack of knowledge and skills” was one of the most commonly cited obstacles to Internet adoption by small tourism enterprises in developing countries with reference to Chile and Egypt.

On the other hand, the TAM3 opinion on Technology adoption (Venkatesh & Bala, 2008:280) predicts and includes “computer anxiety” among various interlinked determinants of the “users’ perceptions” towards its “ease of use”. Here, the context of TAM3 considers computer anxiety as “the degree of an individual’s apprehension, or even fear, when she/he is faced with the possibility of using computers” (Venkatesh, 2000:349; Venkatesh & Bala, 2008:279).

One interview Web non-adopter explained that an expert who was hired to develop their hotel website turned out to be dishonest and unreliable. His services were discontinued and another expert was hired at an additional cost. Though the hotel had started the process of adoption, this soured relationship served as a barrier and they were not yet on the Web by the time of data collection of this research. It is clear that the hotel did not have reliable internal skills to deal with the Web adoption issue and was also disappointed with the outsourced contractor, resulting in a serious barrier to Web adoption.

Among difficulties expressed by Web adopter interviewees, there was no evidence to support absent or limited IT skills within their hotels. This may be because these interviews were limited in number.

As discussed in previous paragraphs, the finding that the non-adoption of Web marketing was influenced by perceptions of lacking IT skills and knowledge is validated by the consistency between the survey results and the literature. It is also reinforced by a Web non-adopter interviewee who was disappointed in the adoption process. This calls for a recommendation to curb this barrier and it will be presented in the next chapter.

#### **5.3.4 Perceived costs and benefits**

“Perceived costs and benefits” was found to be another barrier to Web marketing adoption in the survey results, with a frequency of 9%. Perceived costs and benefits, also considered as perceived value (Kim, Chan & Gupta, 2007:114) was defined as the trade-off between total benefits received and total sacrifices made (Kim *et al.*, 2007:112). It is indeed a trade-off between the “give” and “get” components of a product. With this in mind, it implies that hotels were not using Web marketing not necessarily because they could not afford the associated costs, but rather because they were not convinced of a higher value delivery than its associated costs.

Returning to the literature, several theories and empirical studies have previously shown a positive relationship between perceived costs and benefits and the decision to adopt new technologies, including the Web. As seen in Chapter 2, Nambisan and Wang (1999:100) had predicted perceived costs and benefits as a potential barrier to Web technology adoption. Among the empirical studies which proved it, the lack of clear benefits of use was reported to be the second principal reason Chilean SMEs did not embrace the Internet (Sáenz, 2000 cited in Kuwayama, 2001:44). Later, another empirical study found the perception that “e-commerce was not offering any advantage to their organisation” to be among the top five barriers to e-commerce adoption among Indonesian SMEs (Kartiwi & MacGregor, 2007:43).

During the interviews, one Web non-adopter considering adopting Web marketing alluded to the fact that the previous management may not have prioritised Web adoption. If ever this was true, it points to a deeper disbelief in the claimed benefits of Web adoption.

Regardless, the negative perception that Web marketing would not secure enough benefits to justify the involved costs is validated by its consistency with the literature.

#### **5.3.5 Business still young (not yet ready)**

This was not anticipated as a candidate variable to represent barriers to Web marketing non-adoption. It emerged due to the use of open-ended questions during survey data collection. A few Web non-adopters responded that their hotels were still too new to adopt Web marketing, reflecting a belief that a business must attain a certain maturity for it to be on the Web. This factor got a frequency of 8%. Interestingly, another set of Web non-adopters expressed that they were not on the Web due to the fact that they did not have the funds. This got a frequency of 5%.

Typically, businesses create a website and develop other marketing activities before they even open for business. Done this way, the Web creates brand awareness and enables the business to start making anticipated sales so that when business is launched, sales can start immediately. This was the case with Nyungwe Forest Lodge, a survey Web adopter hotel which already had a Website (<http://www.nyungweforestlodge.com>) during the time of data collection (April to September 2011). At the time, this hotel was not yet ready to open as it was still undergoing construction activities but the website was already operational.

As far as interviews are concerned, there was no mention of this problem of newness. Rather, one Web non-adopter had almost completed the adoption process, another one was considering starting the adoption process soon whereas the third one had dropped out of the hotel business.

Neither did the literature show empirical studies where respondents considered newness as a barrier to Web or Internet adoption. Rather, the Technology adoption life-cycle clearly indicates that businesses adopt new technologies at different times, where adopters are categorised in five stages – “early adopters” first and “laggards” last (Beatty *et al.*, 2001:339).

In this situation, Web non-adopters who perceive that the Web is not for them due to the newness of their businesses may actually adopt in the future (as laggards) due to other factors such as competitive pressure.

### **5.3.6 Lack of top management support**

Some survey Web non-adopter respondents (not top management or owners but rather the employees) expressed a belief that their top management was not providing the necessary support for Web marketing adoption. This got a frequency of 7%.

This perception is consistent with the general literature on IT adoption. As seen in the corporate Web adoption model which was inspired by Beatty *et al.* (2001:340), top management support is among the top five factors which influence website adoption. Top management support was again found by Tarek (2009:134 & 136) to have a strong association with the hotel's managerial intention to use Web marketing. However, though some studies such as Kartiwi and MacGregor (2007:45) did not find management support to be a factor influencing adoption in Indonesia and Sweden, this research considers it to be valid among factors influencing Web adoption among Rwandan hotels. Coming back to Beatty *et al.* (2001:341), in almost all innovative endeavours in the firm, top management support is extremely important.

Their empirical results also confirmed the hypothesis that early adopters had top management support for Web adoption and that late adopters did not.

As far as the interviews are concerned, none of the three Web non-adopter interviewees expressed lack of top management support as a barrier that led them to the non-adoption of Web marketing. They all mentioned individualised reasons for non-adoption. As fully presented in Section 4.2.2.5.3 of the interview results, deception by an unreliable Web developer, poor business relationship between the hotel owner and the premises landlord, and not prioritising Web adoption were found to be the real reasons for non-adoption.

From the discussion above, the lack of support by top management expressed by survey Web non-adopters as a barrier to Web adoption proves to be consistent with theoretical literature and empirical studies, validating this as a genuine perceived barrier to the non-adoption of the Web by Rwandan hoteliers even if there was no allusion to it in the interviews. This may be due to the fact that interviews were limited in number.

However, the reported prevalence of lack of top management support on Web adoption among Rwandan hotels stimulates due recommendation as detailed in the next chapter.

### **5.3.7 Lack of awareness about business opportunities and benefits**

Some surveyed Web non-adopter respondents admitted they had little awareness of Web marketing. It was one of the reasons for Web non-adoption. In the results, this barrier generated a frequency of 7%.

Two market studies were conducted in the Netherlands with the aim of finding out the factors responsible for the negative attitudes of small businesses towards an online presence (Abell & Lim, 1996:1; Purao & Campbell, 1998:61); their findings showed that “lack of guidance about how to start the process of online adoption” (Purao & Campbell, 1998:327) was among three main barriers, and this also points to a general lack of awareness as to the details of Web marketing, its potential business benefits, and how to achieve it.

It was not the case when Kartiwi and MacGregor (2007:45) did not find “lack of awareness about business opportunities / benefits that the Web can provide” to be a possible barrier to e-commerce adoption even if it had been validated by previous studies (Kartiwi & MacGregor, 2007:41).

In this research, the lack of Web marketing awareness manifested in different ways at different levels, from the level of hotel management to hotel ownership. Some respondents mentioned that they did not adopt the Web because they did not know its advantages. Another respondent mentioned that he did not have a website because the owner had little understanding of Web marketing benefits.

Even if this was not his reason for not adopting Web marketing, during the interviews, one Web non-adopter admitted he could not anticipate the potential difficulties due to lack of Internet exposure:

“As far as anticipated difficulties are concerned, I cannot really tell, because, really, I have never used the Website. So I have had no exposure to it to the extent that I can predict its difficulties. It is not easy. I really have no idea” [Anon 3, 2011/11/01].

Despite the seminars intended to promote online marketing of tourism services in Rwanda (E-tourism Africa, 2009), low awareness of the benefits of Web marketing persists. This finding is consistent with the literature; therefore, a lack of Internet and Web awareness is confirmed as a factor contributing to Web non-adoption among Rwandan hotels.

### **5.3.8 Other barriers to Web adoption from the survey results**

Apart from the previously discussed main barriers, other barriers with lower frequency are identified from the results and discussed. They involved all the barriers (as outlined below) with a frequency of 5% or less and they altogether accumulated a frequency of 21% (Figure 4-3).

- Lack of experience with Internet.
- Lack of time to implement the Web.
- Web not suited to the way of business.
- Low level of internal infrastructure.
- Finance not enough (not yet ready).
- Advertised on another company's Web.
- Refurbishing hotel.

For the sake of this research, the above obstacles are identified as “barriers”, although some are reasons that could be easily circumvented or are indicative of a temporary problem.

These low frequency barriers are briefly related to the literature but unlike the benefits, they are not compared with interview barriers as they were found to be unrelated.

Despite a low frequency in the survey results, factors outlined above also constitute another set of barriers that Web non-adopters believed had influenced their decision to not adopt Web marketing in one way or another.

Related to the literature, the lack of Internet experience among Rwandan hotels replicates the results of Puroo and Campbell's (1998:327) study which found unfamiliarity with the Web to be among the three primary barriers that led United States small businesses not to adopt e-commerce. Further, the association of Internet experience with Web marketing adoption was also confirmed by Tarek (2009:138) in a study on hotels' managerial intention to use Web marketing in Egypt, a finding which strengthens the Rwandan non-adopter position.

In a study to uncover reasons for Web non-adoption among Indonesian and Swedish SMEs, Kartiwi and MacGregor's (2007:43) empirical results replicate "lack of time to implement the Web" mainly in Sweden and "a belief that the Web was not suited to their way of doing business" mainly in Indonesia. This study also tested "low level of existing hardware technology incorporated into the business", which is related to "low level of internal infrastructure" in this research. Though the low level of Internet infrastructure did not ultimately prevail in Kartiwi and MacGregor's (2007:43) study results, the fact that it was previously validated by their literature review and a systematic validation process validates the opinion of Rwandan survey Web non-adopters in this regard.

In the survey results, Web non-adopters were also not ready for Web adoption due to insufficiency of finance. There were indications that one hotel was not ready for the Web because it was advertised on another company's website, and another because of refurbishing activities that were taking place.

As seen in the survey results, a Web non-adopter was in the process of getting on the Web. This was not regarded as a barrier and instead was considered a good indication of possible Web adoption. It suggests that it is not sufficient to see hotels as being "on the Web" or "not on the Web"; a third condition exists which is the time that it takes to fully establish a Web presence once a decision has been made to adopt. This was also evident in the interviews where Mostej hotel in the Western province expressed Web adoption delays due to professional disappointments by the Web developer they had hired to assist.



#### **5.4 Mapping of survey and interview results**

As explained earlier, this research used a mixed methods approach – partly in response to the findings from the survey (which fell short of what was needed for a full understanding of the phenomenon) and partly to experience and understand the benefits of mixed methods research. Consequently, it is necessary to pull together the two sets of results and examine whether there are common or conflicting findings. This is done here by mapping the two sets of results against each other”.

##### **5.4.1 Mapping of survey and interview benefits of Web marketing**

Table 5.3 maps the benefits found in the two sets of results in order to establish what they could mean when analysed together. The survey results are presented in the rows and the interview results are in the columns. At each intersection, there is an indication (a tick) as to whether the survey and interview results have the same general focus or meaning. The number of ticks, indicating the combination of the results in a simple way, is summed in the bottom row and the rightmost column. Survey results are ranked top-to-bottom according to frequency, and the interviews according to the strength of the mapping shown in the bottom row.

Although this mapping is somewhat arbitrary (it was developed in a discussion session that sought to elicit the meaning of the results) it is included here because it confirms some of the principal ideas found in the literature. In Table 5.3, four clusters are evident that individually represent areas of concentration of the variables that when taken together give a strong sense of “place” or “position” in terms of the maturity and sophistication of Web marketing in the participating hotels.

CHAPTER FIVE: DISCUSSION OF RESEARCH RESULTS AND PRESENTATION OF FINDINGS

Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI

Table 5.3: Mapping of found survey and interview benefits of Web marketing among Rwandan hotels

		<b>From INTERVIEWS</b>								
		Count	Increasing business (generic)	Marketing (advertising & promoting)	Saving time cost and time	Source of information	Transactions at global level	Online reservation	Online payment	
			3	1	2	2	1	2	1	
<b>From SURVEY</b>	<b>Percent</b>									<b>Sum:</b>
1 Advertising and promoting	28	✓	✓	✓	✓					3
2 Being a source of information	15	✓	✓	✓	✓					4
3 Communicating better	14	✓	✓	✓	✓					4
4 Providing online reservation	12	✓	✓	✓	✓	✓	✓			5
5 Increasing business	8	✓								1
6 Saving cost and time	5			✓						1
7 Being free from borders	4	✓	✓	✓	✓					4
8 Improving on image and credibility of hotel	3		✓							1
9 Accessing to greater number of customers	2	✓	✓	✓		✓				4
10 Flexible and convenient	2			✓						1
11 Competitive advantage	2	✓								1
12 Better customer service	2		✓							1
13 Helping hotel to manage brand development	1		✓							1
14 Facilitating easy access to hotel service	1	✓	✓	✓	✓	✓	✓			5
15 Networking	1	✓	✓	✓	✓	✓	✓			5
	<b>Sum:</b>		10	10	9	7	4	1	0	

The areas of concentration, or “clusters”, are identified by the numbers “1” through “4”.

First, consider the table on a columnar basis:

**Increasing business** - The benefit of the Web's influence on increasing business was considered a direct function of most of the survey Web benefits such as advertising and promotion, providing hotel information, communicating better, providing online reservation, being free from borders, accessing to greater number of customer, competitive advantage, facilitating easy access to hotel services and networking.

**Marketing (advertising and promoting)** - The benefit of marketing through advertising and promotion was considered a direct function of providing hotel information, communicating better, being free from borders, improving on image and credibility of hotel, accessing to a greater number of customers, better customer service, helping hotel to manage brand development, facilitating easy access to hotel services and networking.

**Saving cost and time** - The benefit of saving costs and time was considered to be a direct function of advertising and promoting, providing hotel information, communicating better, providing online reservation, saving cost and time, being free from borders, accessing to a greater number of customers, flexible and convenient, facilitating easy access to hotel services and networking.

**Source of information** - The benefit of source of information was considered to be a direct function of advertising and promoting, providing hotel information, communicating better, providing online reservation, being free from borders, facilitating easy access to hotel services and networking.

**Global transactions** - The benefit of enabling global transactions was considered to be a direct function of providing online reservation, accessing to a greater number of customers, facilitating easy access to hotel services and networking.

**Online reservations** - The benefit of online reservations did not have any corresponding survey factor which might influence it. It is only acknowledged that the survey results also mention it as a benefit.

**Online payment** – Neither did the benefit of online payment correspond to any survey benefit that might be related to it, nor did the survey results mention it as a benefit.

As can be seen in the interview benefits column of the mapping of the benefits, the benefit of “increasing business” is prominent compared to the rest of the benefits, which comes as no surprise since this is a generic benefit of every marketing effort. Due to its generic aspect, this benefit is assigned its own cluster (Cluster 4) as a first category benefit.

The analysis of the second category benefits of the interviews in the mapping shows “marketing (advertising and promoting)”, “saving time and cost”, “source of information” and “transacting at global level” as the most significant benefits. Here, the mapping reveals that “online reservations” has a slight significance whereas “online payment” does not have any significance at all. This difference is possibly explained by the fact that most Web adopter hotels in Rwanda do not have online reservation systems, with only very few of them having online payment options. The zero frequency of the “online payment” benefit is due to the fact that Web adopter survey interviews did not report anything related to the provision of online payment on their websites and in this situation, the mapping was designed to relate interview benefits to reported survey benefits.

A closer look at the mapping indicates four main clusters of benefits (see the table):

- **Cluster 1:** Advertising and promoting, and Providing hotel information
- **Cluster 2:** Communicating better, and Providing online reservation
- **Cluster 3:** Facilitating easy access to hotel service & Networking
- **Cluster 4:** Overall generic benefits of marketing and increasing business.

The nature of the clusters gives an impression related to the ideas of Angehrn (1997:362), who postulated the benefit of “virtual spaces” in the evolution of electronic business, associated with the phases of Internet penetration. The early work of Angehrn (1997) suggests that Internet penetration could be in two main phases:

**Internet development phase** - This is the first phase of Internet penetration in which businesses concentrate on just adopting the Web for simple functions that replace the traditional way of posting information. In this phase, he argues, the design of a website and its embedded functions are not supported by a clear strategy; rather, the goal is just to establish a Web presence. This is the phase he terms the “Virtual Information Space”.

**Maturity phase** - This is the second phase of Internet penetration. Here, businesses adopt specific functions that respond to their Web-based business strategy, such as adding interactivity and transactional capability. Consequently, they gain additional Web benefits which contribute much more to business success.

Angehrn’s (1997:362) idea of the phases of Web penetration and how they are fitted in the interview benefits of Web marketing are summarised in Table 5.4.

**Table 5.4: Interview Web marketing clusters and Angehrn's (1997:362) Virtual Spaces of the Web and phases of penetration**

Clusters	Benefits	Corresponding Angehrn (1997:362) Virtual Space	Internet development phase
Cluster 1	Advertising and promoting & Providing hotel information	Virtual Information Space	First phase of Internet penetration: Internet development with business just establishing Web presence without a clear strategy
Cluster 2	Communicating better & Providing online reservation	Virtual Communication Space	Second phase of Internet penetration: Maturity phase where businesses establish a clear Web strategy
Cluster 3	Facilitating easy access to hotel service & Networking	Virtual Transaction Space	
Cluster 4	Generic benefits	Continuous (all spaces collectively or some)	Both the first and second phase

(Adapted from Angehrn, 1997:362)

As noted in the table, Cluster 4 (increasing business) is considered to be a generic benefit and continuous feature of evolving Web marketing.

#### 5.4.2 Mapping of survey and interview barriers to Web marketing adoption

As noted previously, interview barriers to Web adoption were unique and varied with little to no mutual correspondence as seen in the survey. A mapping would therefore produce no useful result.

Following this discussion of the research results, the next and last chapter develops conclusions and recommendations for improved Web marketing among Rwandan hotels.

#### 5.5 Chapter five summary

This research undoubtedly finds a positive perception of Web marketing benefits to Rwandan hotels, as expressed by Web adopters in both the survey and the interviews. This is reinforced by Web non-adopters who expressed a belief in the importance of Web marketing despite their inability or unwillingness to adopt. Generally, both Web adopters and Web non-adopters recognised the power of Web marketing in increasing business in general. There is evidence that a third condition, "in the process of adopting Web marketing", is prevalent and needs special attention; this is a period when senior management involvement is much more likely to be beneficial.

## CHAPTER FIVE: DISCUSSION OF RESEARCH RESULTS AND PRESENTATION OF FINDINGS

*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

The findings generally proved to be consistent with the theoretical and empirical literature in the field of Internet and Web marketing and its adoption.

Interestingly, perceptions of barriers to Web marketing non-adoption varied widely and unpredictably from one case to another. For example, each of the interviewees indicated completely different and individualised barriers to adoption, such as the dishonesty of a Web developer, internal problems, and a lack of prioritisation of Web marketing in the mix of issues that had to be dealt with.

## CHAPTER SIX

### CONCLUSIONS AND RECOMMENDATIONS

#### 6.1 Introduction and overview

In order to assess the extent to which the principal objectives have been achieved, this chapter revisits the research objectives and reviews them in turn. Salient findings that emerged during the research are summarised and a general review of the research process is provided. Recommendations concerning Web marketing for Rwandan hotels, and on future research, are provided. Finally, limitations of the research are noted.

#### 6.2 Research conclusions

This research was conducted in order to fulfil the following objectives, as initially explained in Chapter 1:

- To identify Web marketing benefits experienced by Web adopter hotels in Rwanda and their respective significance.
- To identify barriers to Web marketing adoption by Web non-adopter hotels in Rwanda and their respective significance.
- To provide recommendations for adequate adoption and use of Web marketing in particular and online marketing in general among Rwandan hotels.

A questionnaire survey together with some telephone interviews were conducted with sampled Rwandan hoteliers in order to attain the above objectives. The methods used are detailed in the research design chapter.

Based on obtained results and their discussion, conclusions on the first two objectives are briefly presented in the paragraphs and tables that follow here (Table 6.1; Table 6.2); the third objective is addressed in Section 6.3.

Regarding the extent and significance of expressed benefits and barriers, commentary is made in the last columns of the tables. This is a judgement based on anticipation of the literature, the survey frequency of a variable (a benefit or a barrier), and interview results on individual benefits and barriers. That judgement attributes the variables a status of “most significant” (reported in the survey with more than 3% and confirmed in the interviews), “significant” (with 3% or more in the survey with a trace in interviews or simply mentioned in the interviews), “not significant” (with 3% or less in the surveys and not mentioned in interviews) and “no significance attributed” (if the anticipated variable is neither replicated in the survey nor alluded to in the interviews). Unlike the benefits, the commentary on the extent and significance of barriers only takes into consideration the survey results and the literature (for survey barriers) and considers the three interview barriers as important though they cannot be generalised.

### **6.2.1 Conclusion based on objective one: Identification of marketing benefits experienced by Web adopter hotels in Rwanda and their respective significance**

The research has identified perceived benefits reported by Web adopters and compared them with benefits that might have been expected according to a review of the literature. A mapping and analysis of survey and interview results reveals patterns that reflect the maturation of Web marketing over time, as originally identified by Angehrn (1997:361). According to Angehrn (1997:361), this maturation process involves two stages of Internet development. The first stage is mostly comprised of the exploitation of the Virtual Information System, and the second stage involves mature Internet use with three other Virtual Systems (Communication, Distribution and Transaction). The tabular presentation of the benefits is guided by those two stages.



**Table 6.1: Summary of anticipated and found benefits**

Anticipated and found benefits				
Stage	From the literature	From the survey	From the interviews	Comments (on extent and significance)
First stage	Advertising and promoting (Cockburn & Wilson, 1996:84; Wen <i>et al.</i> , 2001:6; Baloglu & Pekcan, 2006:171; Au & Ekiz, 2009:228)	Reported with the highest frequency of 28%.	Mentioned and established as one of the most important in interview and survey benefit mapping.	The survey replicated the literature with the highest frequency and the interview mapping established it as the most important benefit.  This led to include “advertising and promoting” among the most significant benefits perceived to derive from Web marketing among Rwandan hotels.
	Providing hotel information (Yoon & Kim, 2001:53; Wen <i>et al.</i> , 2001:6; Au & Ekiz, 2009:228)	Reported with the second highest frequency of 15%.	Mentioned and placed fourth in the mapping.	The survey replicated the literature with the second highest frequency and the interview mapping placed it fourth.  This led to also include “providing hotel information” among the most significant benefits.
	Communicating better with the Web audience (Cockburn & Wilson, 1996:84; Wen <i>et al.</i> , 2001:6; Au & Ekiz, 2009:228)	Reported with the third highest frequency of 13%.	No explicit allusion. Nevertheless, interview results show that the Web is believed to enhance internal distribution of information within hotels.	The survey replicated the literature with the third highest frequency. The interviews’ attribution of enhancing internal communication implies better communication to the audience because the Web is not only intended for internal audience.  Hence, “communicating better with the Web audience” can also be included among the most significant benefits.
	Accessing to a greater number of customers (Au & Ekiz, 2009:228)	Reported with a frequency of 3%.	No explicit allusion as a Web benefit. Nonetheless, interview results show more bookings were believed to be due to widespread hotel awareness.	The survey replicated the literature. The impact of more bookings as shown in the interviews reinforces this benefit.  This suggests “access to a greater number of customers” to be a significant benefit.

<b>Second stage</b>	Providing online reservation (Au and Ekiz, 2009:228)	Reported with a frequency of 12%.	Mentioned and placed at the sixth place in the mapping.	The survey replicated the literature and the interview mapping attributed it sixth place.  This led to also include “providing online reservations” among the most significant benefits.
	Not anticipated.	<b>Providing easy access to hotel services:</b> This was reported as an extra benefit of Web marketing with a frequency of 1%.	No explicit allusion. Nonetheless, functions such as online reservation and online payment mentioned in the interviews have got something to do with making hotel services easily accessible.	The survey established this as an extra benefit but with a low frequency. The provision of other functions such as “online booking and payment” shown in the interviews reinforces the prevalence of this benefit.  Hence, “providing easy access to hotel services” can also be regarded as another significant benefit.
		<b>Helping hotel to manage brand development</b>  and <b>Networking:</b>  These two were reported as extra benefits of Web marketing with a frequency of 1% each.	No allusion.	These are extra benefits which were not initially anticipated by the literature.  Since they were only reported in the survey, and with a low frequency, they can be regarded as benefits, but not significant.
	The ability to target specific groups of individuals (Yoon & Kim, 2001:53)	Not reported.	No allusion.	There was no indication of these benefits both in the survey and in the interviews.  Since they did not prevail in this research, they are not attributed any extent of significance.
	Identifying and targeting customers easily (Au & Ekiz, 2009:228)			
Allowing one-to-one				

	marketing (Au & Ekiz, 2009:228)			
	Research and development (Cockburn & Wilson, 1996:84)			
	Not anticipated	Not reported	<b>Online payment:</b> This was mentioned as a benefit only in the interviews. The mapping attributed a null weight. This is because it was not deemed to be embedded in or dependent upon any survey benefit.	This was not initially anticipated by the literature and it did not feature in the survey results.  Since it was mentioned in the interviews, "online payment" can be regarded as a benefit of Web marketing among Rwandan hotels, but not significant in the context of this research.
Generic	Competitive advantage (Wen <i>et al.</i> , 2001:6)	Reported with a frequency of 2%.	No explicit allusion but it is a fact that other mentioned benefits contribute to the competitiveness of the Web adopter hotels. Also, the association of the ability to increase business with the Web, mentioned with the highest occurrence, evidences the Web's influence on the competitiveness of Web adopter hotels.	The survey replicated the literature. The fact that all the interview benefits are deemed to positively contribute to the competitive advantage, and the fact that interviewees highly perceived the Web to be increasing business, reinforce this benefit.  This suggests it to be a result of all the mentioned Web benefits. Once achieved, it positively impacts business, which is reported next.  It is indeed the biggest benefit that should be targeted by Web marketing adoption.
	Not anticipated	<b>Increasing business:</b> Reported as an extra benefit of Web marketing with a frequency of 7%.	Interviews mentioned "the ability to increase business of their hotels" with the highest occurrence. It was established as one of the two most important benefits in the mapping.	This benefit was not anticipated because it is the overall objective of any marketing effort. However, the fact that the survey and the interview respondents mention it over other benefits shows a strong belief in the benefits that they get from the Web presence.

				Its significance cannot be ranked in the same category as other reported benefits. Rather, it is the overall benefits of Web marketing and a function of all other benefits.
	Saving cost and time (Wen <i>et al.</i> , 2001:6; Au & Ekiz, 2009:228)	Reported with a frequency of 5%.	Mentioned and placed third in the mapping.	The survey replicated the literature whereas the interview mapping placed it in third place.  This led to also include “saving cost and time” among the most significant benefits.
	Being free from borders (Au & Ekiz, 2009:228)	Reported with a frequency of 4%.	No explicit allusion as a Web benefit. Nonetheless, interviews support this by indicating the ability to transact at global level.	The survey replicated the literature. The fact that all the interviews allude to the Web benefit of transacting at global level reinforces this benefit.  This suggests “being free from borders” to be a significant benefit.
	Being flexible and convenient (Wen <i>et al.</i> , 2001:6; Au & Ekiz, 2009:228)	Reported with a frequency of 3%.	No allusion.	The survey replicated the literature on these two benefits.
	Better customer service (Wen <i>et al.</i> , 2001:6)	Reported with a frequency of 2%.		Since they were only reported in the survey with a low frequency, “being flexible and convenient” and “better customer service” can be regarded as benefits, but not significant.
	Not anticipated	<b>Improving on image and credibility of hotel:</b> This was reported as an extra benefit with a frequency of 3%.	No allusion.	This is an extra benefit which was not initially anticipated by the literature.  Since it was only reported in the survey with a low frequency, “improving on image and credibility of hotel” can also be regarded as a benefit, but not significant.

(Adapted from Cockburn & Wilson, 1996:84; Yoon & Kim, 2001:53; Wen *et al.*, 2001:6; Au & Ekiz, 2009:228; Chapter 4)

For the purpose of allocating found benefits (Table 6.1) into the two stages of Internet development, “saving cost and time”, “being free from borders”, “being flexible and convenient” “better customer service”, and “improving on image and credibility of hotel” joined the category of generic benefits. This is due to the fact that they are not specific Web functions. Rather, they are qualities which are associated with Web adoption regardless of the stage.

Another observation is that the perceived benefits derived from Web adoption generally represented hotel interests at different management levels as suggested in the pyramid of management levels (Evans, Campbell & Stonehouse, 2003:13). Though all the benefits were not analysed for their belongingness into these levels of management, the examples that follow show a picture of this idea.

Taking into account strategic, tactical, and operational expectations, benefits such as “increasing business”, “competitive advantage”, and “improving on image and credibility of hotel” could be considered strategic due to their global focus. By the same logic, “identifying and targeting customers easily” can also be considered a tactical benefit because they seem to be kinds of procedures that contribute to the achievement of tactical objectives. Likewise, because “providing online reservations”, “providing hotel information” and “advertising and promoting” seem to be of an operational nature, they can be regarded as operational benefits of the Web.

However, the above attribution of benefits acknowledges that benefits are not mutually exclusive to certain levels.

### **6.2.2 Conclusion based on objective two: Identification of barriers to Web marketing adoption by Web non-adopter hotels in Rwanda and their respective significance**

The research has also identified perceived barriers to Web marketing adoption reported by Web non-adopters. These are compared with barriers that might have been expected according to the literature. Unlike the presentation of benefits, the presentation of barriers are not mapped as the survey and interview barrier results are not directly related. As explained before, the interview barriers were unique and differed from one another.

**Table 6.2: Summary of anticipated and found barriers**

Summary of anticipated and found barriers			
From the literature	From the survey	From the interviews	Comments (on extent and significance)
High cost of Web implementation (Kartiwi & MacGregor, 2007:41)	Reported with a frequency of 24%.	No allusion	The survey replicated the literature by reporting these barriers with highest frequencies. Like all other survey barriers, the interviews showed no allusion to them, hence, no comparison.  Nonetheless, the prevalence of their respective survey frequency led to include “high cost of Web implementation”, “lack of external Internet infrastructure”, “lack of IT skills and knowledge” and “perceived costs and benefits” among the most significant barriers to Web marketing adoption in the context of this research.
Lack of external Internet infrastructure (Tarek, 2009:134&36)	Reported with a frequency of 11%.		
Lack of IT skills and knowledge (Kartiwi & MacGregor, 2007:41)	Reported with a frequency of 10%.		
Perceived costs and benefits (Nambisan & Wang, 1999:98)	Reported with a frequency of 8%.		
Not anticipated.	<b>Business still young (not yet ready):</b> This was reported as an extra barrier to Web adoption with a frequency of 8%.		This barrier was not anticipated.  However, the fact that the survey respondents mentioned “the newness of the business” with a frequency of 8% suggests considering it as another barrier to Web marketing in the context of this research.
Lack of awareness (Kartiwi & MacGregor, 2007:41)	Reported with a frequency of 7%.		The survey replicated the literature by reporting these two barriers with a frequency of 7% and 6% respectively.
Lack of Top management support (Tarek, 2009:134&36; Kartiwi & MacGregor, 2007:41)	Reported with a frequency of 6%.		The prevalence of the survey frequency led to include “lack of awareness” and “lack of top management support” among the most significant barriers as well.
Not anticipated.	<b>Finance not enough (not yet ready):</b> This was reported as an extra barrier to Web adoption with a frequency of 5%.		This barrier was not anticipated.  However, the fact that the survey respondents mentioned “insufficiency of finance” with a frequency of 5% suggests considering it as a significant barrier to Web marketing in

			the context of this research.
Lack of experience with Internet (Tarek, 2009:134&36; Puroo & Campbell, 1998:327)	Reported with a frequency of 3%.	No allusion	The survey replicated the literature by reporting these barriers with their respective frequencies.  Since their frequencies were low, "lack of experience with Internet", "lack of time to implement the web", "low level of internal infrastructure" and "Web not suited to the way of business" are considered barriers to Web marketing adoption among Rwandan hotels but not significant in the context of this research.
Lack of time to implement the Web (Kartiwi & MacGregor, 2007:41)	Reported with a frequency of 3%.		
Low level of internal infrastructure (Kartiwi & MacGregor, 2007:41)	Reported with a frequency of 3%.		
Web not suited to the way of business (Kartiwi & MacGregor, 2007:41)	Reported with a frequency of 2%.		
Not anticipated	<b>Advertised on another company's Web (3%)</b>  and <b>Refurbishing hotel (2%):</b>  These were reported as extra barriers to Web adoption with their respective frequencies as shown in brackets.	No allusion	These barriers were not anticipated.  However, the fact that the survey respondents mentioned "advertised on another company's Web" and "refurbishment activities" led to considering them as other barriers to Web marketing adoption among Rwandan hotels but their low frequencies makes them insignificant.
Complexity (Nambisan & Wang, 1999:98; Kartiwi & MacGregor, 2007:41)	Not reported	No allusion	There was no indication of these barriers in the survey.  Since they did not prevail in this research, they are not attributed any extent of significance.
No immediate ROI (Kartiwi &			

MacGregor, 2007:41)			
Lack of critical mass among customers to implement Web (Kartiwi & MacGregor, 2007:41)			
Lack of guidance about how to start the process (Abell & Lim, Abell & Lim, 1996:1; Purao & Campbell)			
Not anticipated	Not reported	<p>Web developer reliability</p> <p>Internal problems</p> <p>Not priority by previous management</p>	<p>These barriers were not initially anticipated by the literature and they did not feature in the survey results. These three barriers were each given by the three Web non-adopters who responded to the interviews.</p> <p>The fact that each of these non-adopters referenced a completely different barrier shows a potential of more and varied barriers to Web adoption in the context of Rwandan hotels.</p> <p>Since they were mentioned in the interviews, they were all considered important and significant in the context of this research.</p>

(Adapted from Purao & Campbell, 1998:327; Nambisan & Wang, 1999:98; Beatty et al., 2001:346; Kartiwi & MacGregor, 2007:41; Tarek, 2009:134-136; Chapter 4)



### **6.3 Possible implications of the research conclusions**

The research comes up with Web marketing benefits along with barriers to its adoption as expressed by Rwandan hoteliers who participated in this research. This complete list of found benefits and barriers with their respective classification from the most significant to the least significant (as seen in the last column of Table 6.1 and Table 6.2) has some positive implications for the stakeholders in the promotion of Web marketing among Rwandan hotels. The researcher believes that they shed clarity in two ways: firstly, the found benefits could be used as motivating factors for Web adoption and secondly, the found barriers could be used to guide decision-makers in the judgement on effort and resource deployment.

### **6.4 Recommendations**

From the start, this research was intended to be useful and to deliver some new understanding of Web marketing for the benefit of the following stakeholders in the hotel sector in Rwanda:

- The Government of Rwanda (through the Ministry of Infrastructure).
- The Rwanda Hotel and Restaurant Association.
- Hotel owners.
- Hotel managers.

Based on the results and findings of this research, the paragraphs that follow provide recommendations which serve as a guide for the effective implementation of Web marketing.

#### **6.4.1 Recommendations to the Government of Rwanda**

Lack of Internet coverage in some areas (especially rural areas) and frequent Internet disruptions in covered areas was attributed to the lack of or inappropriate Internet infrastructure around the country of Rwanda. In the interview results, this was a difficulty experienced by Web adopters and was also anticipated by Web non-adopters to the extent that they decided against the idea of Web adoption (although perhaps for other reasons as well). The situation was still a reality, with a high concentration of reported disruptions or lack of coverage in rural areas during the period of data collection (April to September, 2010). This was just before the fibre optic telecommunications network (Ministry of Youth and ICT, 2010:32), an infrastructure intended to boost Internet connectivity by linking various international broadband services, was completed across the country (Reuters Africa, 2011).

However, while the existence of the fibre optic network reportedly improved the connection speed in areas with Internet coverage (Kanyesigye, 2012), it also prompted a recommendation to expand its coverage to places which are still not covered, including rural areas. Using the country of Peru as a case study, this is one of the approaches recently reconfirmed to be useful for an adequate exploitation of Internet infrastructures (Yamakawa *et al.*, 2012:564) in a developing country context.

This recommendation assumes that once Internet coverage is available, even Web non-adopters in rural areas would be incited to use it, and in turn this would contribute to an adequate adoption and utilisation of the Web and Internet among Rwandan hotels.

### **6.4.2 Recommendations to the Rwanda Hotel and Restaurant Association**

The reported lack of Internet experience, lack of necessary IT skills and knowledge, and lack of general Web awareness suggest a need for education among Rwandan Web non-adopter hoteliers about ICTs in general and the Web in particular, as this could speed up adequate Web exploitation. As noted, seminars offered with this objective have apparently failed to achieve the desired result, and so other ideas must be investigated. One idea is to establish national self-help groups or forums on Web marketing to exchange ideas and share experiences. This could be established by the Rwanda Hotel and Restaurant Association, and the approach should be “pre-competitive” in that the problem seems to be getting started rather than understanding the benefits. If experience is shared the whole economy will benefit; subsequently those hotel managements that are best at using their websites will achieve an appropriate competitive advantage as the market expands.

### **6.4.3 Recommendations to hotel owners in Rwanda**

Drawing from experience, Web adopters in this research expressed a number of positive benefits derived from a Web presence, especially increase in business as seen in Table 6.1. This means that they were making more money than before as a result of having a Web presence. On the other hand, Web non-adopters expressed a disappointment that top management or owners are not creating a conducive climate for Web adoption, which is an initiative most of them perceive would positively impact their hotels' business—problems like these can surely be dealt with by simply making time to look at the options, the costs and the benefits, and then making an informed decision. In their responses (Appendix E, Questionnaire 35&75), respondents blamed top management for not allowing them a space to advise and defend new projects such as Web adoption. They also blamed top management for wanting to control and implement everything themselves, even in situations where they have neither the necessary skills nor the needed time. This should not be the case, given that success can be achieved if employees are given the opportunity to apply their expertise.

The kind of support that this research recommends is that top management and owners allow hotel managers the space and means to develop, put forward, and defend their initiatives. The top management role should be to evaluate and make a final decision and then to support the implementation phase, which will present particular challenges as the operations of a hotel change, possibly at many levels. In this way, beneficial Web adoption will be achieved.

### **6.4.4 Recommendations to hotel managers in Rwanda**

In case their hotel is not yet on the Web, managers of Web non-adopter hotels could be using other freely available online marketing facilities including:

- TripAdvisor;
- online directory listings, and banner campaigns as advised by Borges (2009:11);
- email marketing and electronic newsletters (Borges, 2009:11);
- Listing their hotels with available third party websites (such as the Rwanda Hotel and Restaurant Association and Rwanda Development Board listings);
- YouTube uploads; and
- everything characterised as social media marketing (Borges, 2009:11).

Likewise, Web adopter hotels are also encouraged to subscribe to these alternative avenues of creating a Web presence.

Though this research did not investigate the benefits experienced as a result of using some of these ideas, and literature on the benefits of social web services to businesses is still limited, the above online marketing alternatives have also proven to benefit their subscribers (Xiang & Gretzel, 2010:186) with TripAdvisor showing an impressive trend (O'Connor, 2008:56).

### **6.4.5 Limitations and recommendations for further studies**

Though this study revealed consistent perceptions of the benefits of Web adoption in the context of Rwandan hotels, the question of barriers is far less clear. There is an array of different barriers depending on the individual situations of the hotels, their managers and their owners. The issue seems not to be so much “scientific” in nature as “social”, and so more intensive qualitative research is needed to dig deeper and find out more clearly where the perceptions of role players presently are and how they can be shifted. With the limited number of interview participants this result cannot be taken as a firm outcome but it does justify further research investigating a wider range of respondents.

Within the constraints of this study, only limited literature could be found about the use of Internet in hotels in developing countries, and this phenomenon therefore seems to be generally under-researched (Hashim & Murphy, 2007:621; Au & Ekiz, 2009:225; Yamakawa *et al.*, 2012:560). Further, the research that could be found tended to be quantitative research that provides only limited understanding where the research variables are neither clear nor properly understood. This research constructed and consolidated a very careful tabulation of variables from a wide range of literature but still found other factors to be evident in the primary data that was garnered and analysed here.

## CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

Likewise, in the context of Rwanda as a country, and its use of the Internet, very limited peer-reviewed work could be found, despite careful and focused searching of sources available through the Cape Peninsula University of Technology and those (more limited) which are publically accessible, using a wide range of search terms. On this issue, apart from Google Scholar (as a global search engine), individual hosts such as Emerald, Elsevier and Ebsco were also used but did not yield useful articles on the use of Internet among Rwandan hotels. Hence there was undue reliance on non-academic documents from government, local newspapers and magazines, which were used to establish the standing of ICT and Internet use in Rwanda. This calls for further academic research on the use of Web marketing among Rwandan hotels, perhaps funded and enacted locally in order to delve deeper into the phenomenon and build on the interpretive approach taken here (but only tentatively and with limited qualitative data available). One specific idea for further research that has come to light is the opportunity to work more carefully with the latest Web marketing developments, such as the “Word-of-Mouth” (WOM) websites that allow visitors to thoroughly research potential hotels, almost to a greater degree than the industry itself has ever been able to do.

### **6.5 Chapter summary**

This final chapter summarises the research according to the objectives that were set, and to the extent that there are results that elucidate each of those objectives, the project has been a success. This was achieved by combining positivist approaches to research with an interpretive stage that used interviews to expose more detail, as seen by a small selection of respondents. This has contributed to a much better understanding of how research works, and the major decisions that must be made at the start if the unexpected threatens research progress and its outcome. It is hoped that the research findings and recommendations will boost the level of Web marketing adoption among Rwandan hotels and that this will in turn improve hospitality services in Rwanda, ultimately resulting in positive economic consequences for the whole country.

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## APPENDICES

### Appendix A: Denomination of benefit against new denomination (merger process)

Initial denomination	New denomination
Unlimited delivery of information beyond time & space	SAVING COST & TIME (Au & Ekiz)
Unlimited amounts and sources of information	PROVIDING HOTEL INFORMATION (Au & Ekiz)
The ability to target specific groups of individuals	THE ABILITY TO TARGET SPECIFIC GROUPS OF INDIVIDUALS (Yoon & Kim)
Interactivity with media audience	COMMUNICATING BETTER (Au & Ekiz)
Publicity, marketing & advertising	PROMOTION & ADVERTISING (Au & Ekiz)
Direct online selling	PROVIDING ONLINE RESERVATION (Au & Ekiz)
Research & development	RESEARCH & DEVELOPMENT (Cockburn & Wilson)
Communication	COMMUNICATING BETTER (Au & Ekiz)
Collaboration	COMMUNICATING BETTER (Au & Ekiz)
Product promotion	PROMOTION & ADVERTISING (Au & Ekiz)
Cost saving	SAVING COST & TIME (Au & Ekiz)
Timely information	SAVING COST & TIME (Au & Ekiz)
Shortened remittance time	SAVING COST & TIME (Au & Ekiz)
Information consistency	COMMUNICATING BETTER (Au & Ekiz)
Better customer service	BETTER CUSTOMER SERVICE (Wen <i>et al.</i> )
Better customer relationship	BETTER CUSTOMER SERVICE (Wen <i>et al.</i> )
Customization of products	COMMUNICATING BETTER (Au & Ekiz)
Competitive advantage	COMPETITIVE ADVANTAGE (Wen <i>et al.</i> )
Convenience of doing business	BEING FLEXIBLE & CONVENIENT (Au & Ekiz)
Access to a greater number of customers	ACCESS TO A GREATER NUMBER OF CUSTOMERS (Au & Ekiz)
Exposing the property	PROMOTION & ADVERTISING (Au & Ekiz)
Advertising & promoting	PROMOTION & ADVERTISING (Au & Ekiz)
Communicating better	COMMUNICATING BETTER (Au & Ekiz)
Providing online reservation	PROVIDING ONLINE RESERVATION (Au & Ekiz)
Identifying & targeting customers easily	IDENTIFYING & TARGETING CUSTOMERS EASILY (Au & Ekiz)
Providing hotel information	PROVIDING HOTEL INFORMATION (Au & Ekiz)
Saving costs & time	SAVING COST & TIME (Au & Ekiz)
Being free from borders	BEING FREE FROM BORDERS (Au & Ekiz)
Being inexpensive	SAVING COST & TIME (Au & Ekiz)
Being flexible & convenient	BEING FLEXIBLE & CONVENIENT (Au & Ekiz)
Globalizing products and services	BEING FREE FROM BORDERS (Au & Ekiz)
Increasing customer interaction	COMMUNICATING BETTER (Au & Ekiz)
Allowing one-two-one marketing	ALLOWING ONE-TO-ONE MARKETING (Au & Ekiz)
Being accessible 24 hours & 365 days	BEING FLEXIBLE & CONVENIENT, SAVING COST & TIME (Au & Ekiz)

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### Appendix B: Denomination of factors influencing Web non-adoption against new denomination (merger process)

Initial denomination	New denomination
Perceived costs and benefits	PERCEIVED COSTS AND BENEFITS (Nambisan & Wang)
Complexity	COMPLEXITY (Nambisan & Wang; Kartiwi & MacGregor; Beatty <i>et al.</i> )
Compatibility with existing systems	LOW LEVEL OF EXISTING HARDWARE TECHNOLOGY INCORPORATED INTO THE BUSINESS (Kartiwi & MacGregor; Beatty <i>et al.</i> )
Ease of use	COMPLEXITY (Nambisan & Wang)
Technology knowledge Barriers	LACK OF TECHNICAL SKILLS AND IT KNOWLEDGE AMONG EMPLOYEES; LACK OF COMPUTER LITERATE/SPECIALISED STAFF (Kartiwi & MacGregor)
Perceived usefulness	PERCEIVED USEFULNESS (Tarek)
Perceived ease of use	COMPLEXITY (Nambisan & Wang; Kartiwi & Macgregor; Beatty <i>et al.</i> )
Perceived Ability to build hotel brand	LACK OF PERCEIVED ABILITY TO BUILD HOTEL BRAND (Tarek)
Internet infrastructure	LACK OF INTERNET INFRASTRUCTURE(Tarek);
Perceived cost	PERCEIVED COSTS AND BENEFITS(Nambisan & Wang)
Top management support	LACK OF TOP MANAGEMENT SUPPORT (Tarek; Beatty <i>et al.</i> )
Competitor pressure	LACK OF COMPETITOR PRESSURE (Tarek)
Experience with Internet	LACK OF EXPERIENCE WITH INTERNET(Tarek)
Organization resistance to change	ORGANIZATION RESISTANCE TO CHANGE (Tarek)
High start up costs	PERCEIVED COSTS AND BENEFITS(Nambisan & Wang)
Unfamiliarity with the web	LACK OF EXPERIENCE WITH INTERNET (Tarek)
Lack of guidance about how to start the process	LACK OF AWARENESS ABOUT BUSINESS OPPORTUNITIES/ BENEFITS THAT WEB CAN PROVIDE (Kartiwi & MacGregor)
High cost of e-commerce implementation	HIGH COST OF WEB IMPLEMENTATION (Kartiwi & MacGregor)
E-commerce too complex to implement	COMPLEXITY (Nambisan & Wang; Kartiwi & MacGregor)
Low level of existing hardware technology incorporated into the business	LOW LEVEL OF EXISTING HARDWARE TECHNOLOGY INCORPORATED INTO THE BUSINESS (Kartiwi & MacGregor)
SMEs need to see immediate ROI and e-commerce is a long-term investment	HOTELS NEED TO SEE IMMEDIATE ROI AND WEB IS A LONG-TERM INVESTMENT (Kartiwi & MacGregor)
Organisational resistance to change	ORGANIZATION RESISTANCE TO CHANGE (Tarek; Kartiwi & MacGregor)
Preference for and satisfaction with traditional manual methods	WEB IS NOT DEEMED TO BE SUITED TO THE WAY THE THEY DO BUSINESS (Kartiwi & MacGregor)
Lack of technical skills and IT knowledge among employees; Lack of computer literate/specialised staff	LACK OF TECHNICAL SKILLS AND IT KNOWLEDGE AMONG EMPLOYEES; LACK OF COMPUTER LITERATE/SPECIALISED STAFF (Kartiwi & MacGregor)
Lack of time to implement e-commerce	LACK OF TIME TO IMPLEMENT WEB (Kartiwi & MacGregor )
E-commerce is not deemed to be suited to the	WEB IS NOT DEEMED TO BE SUITED TO THE WAY THE

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way the SME does business	THEY DO BUSINESS (Kartiwi & MacGregor)
E-commerce is not deemed to be suited to the products/services offered by the SME	WEB IS NOT DEEMED TO BE SUITED TO THE PRODUCTS/SERVICES WE OFFER (Kartiwi & MacGregor)
E-commerce is perceived as a technology lacking direction	WEB IS PERCEIVED AS A TECHNOLOGY LACKING DIRECTION (Kartiwi & MacGregor)
Lack of awareness about business opportunities/benefits that e-commerce can provide	LACK OF AWARENESS ABOUT BUSINESS OPPORTUNITIES/ BENEFITS THAT WEB CAN PROVIDE (Kartiwi & MacGregor)
Lack of available information about e-commerce	LACK OF AVAILABLE INFORMATION ABOUT WEB (Kartiwi & MacGregor)
Concern about security of e-commerce	CONCERN ABOUT SECURITY (Kartiwi & MacGregor)
Lack of critical mass among customers, suppliers, and business partners to implement e-commerce	LACK OF CRITICAL MASS AMONG CUSTOMERS; SUPPLIERS; AND BUSINESS PARTNERS TO IMPLEMENT WEB (Kartiwi & MacGregor)
Heavy reliance on external consultants (who are considered by SMEs to be inadequate) to provide necessary expertise	HEAVY RELIANCE ON EXTERNAL CONSULTANTS (WHO ARE CONSIDERED BY SMEs TO BE INADEQUATE) TO PROVIDE NECESSARY EXPERTISE (Kartiwi & MacGregor)
Lack of e-commerce standards	LACK OF E-COMMERCE STANDARDS (Kartiwi & MacGregor )
Perception of no benefits	PERCEIVED COSTS AND BENEFITS(Nambisan & Wang)
Organisational incompatibility	LOW LEVEL OF EXISTING HARDWARE TECHNOLOGY INCORPORATED INTO THE BUSINESS (Kartiwi & MacGregor; Beatty <i>et al.</i> )
Technical incompatibility	LOW LEVEL OF EXISTING HARDWARE TECHNOLOGY INCORPORATED INTO THE BUSINESS (Kartiwi & MacGregor; Beatty <i>et al.</i> )
Complexity	COMPLEXITY (Nambisan & Wang; Kartiwi & MacGregor; Beatty <i>et al.</i> )
Lack of top management support	LACK OF TOP MANAGEMENT SUPPORT (Tarek; Beatty <i>et al.</i> )

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### Appendix C: An inclusive list of of the questionnaire survey population

Serial number	Name of hotel	Province/city	Grade
1	1st October Kagitumba Motel	Eastern province	Not known
2	Akagera Safaris Lodge	Eastern province	Upper
3	Blue Sky Hotel	Eastern province	Lower
4	Centre St. Joseph	Eastern province	Not known
5	Dereva Hotel	Eastern province	Lower
6	La Palisse Guest House	Eastern province	Lower
7	Matimba Kagitumba Guest House	Eastern province	Not known
8	Motel Ikambere	Eastern province	Not known
9	Hotel & Restaurant la Relaxe	Eastern province	Not known
10	Rwamagana Ngari Hotel	Eastern province	Not known
11	Seeds of Peace Guest House	Eastern province	Lower
12	St. Joseph centre	Eastern province	Not Known
13	Triangle Motel Nyagatare	Eastern province	Not known
14	Umbrella Pine Guest House	Eastern province	Not known
<b>Total number of hotels in Eastern province</b>			<b>14</b>
15	Aberdeen House	Kigali city	Middle
16	Africa New Life Ministries Guest House	Kigali city	Not known
17	Agasaro Motel	Kigali city	Lower
18	Alma Hotel	Kigali city	Not known
19	Alma Mater Lodge	Kigali city	Not known
20	Alpha Palace Hotel	Kigali city	Middle
21	Altis Apartments	Kigali city	Not known
22	Auberge la Carvene	Kigali city	Not known
23	Auberge la Regence	Kigali city	Not known
24	Auberge St .Jean Leopold	Kigali city	Middle
25	Banana Guest House	Kigali city	Middle
26	Baoba Hotel	Kigali city	Not known
27	Beausejour Hotel	Kigali city	Lower
28	Belle Vie Restaurant & Lodgement	Kigali city	Not known
29	Bloom Hotel	Kigali city	Lower
30	Castle Hotel	Kigali city	Not known
31	Centre d accueil St. Francis d Assise	Kigali city	Not known
32	Centre d accueil Isano	Kigali city	Not known
33	Centre Pastoral de Saint Paul	Kigali city	Not known
34	Chez Lando Hotel	Kigali city	Not Known
35	Chez Rose	Kigali city	Not known
36	City Valley Motel	Kigali city	Not Known
37	Civitas	Kigali city	Lower

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38	Dream Inn Motel	Kigali city	Lower
39	Eldorado Motel	Kigali city	Lower
40	Elegancya Guest House	Kigali city	Middle
41	Episcopal Guest House	Kigali city	Not known
42	ERP Kiyovu	Kigali city	Not known
43	Flower Hotel	Kigali city	Not known
44	Gloria Hotel	Kigali city	Not known
45	Glory Guest House	Kigali city	Not known
46	Golden Hills Hotel	Kigali city	Middle
47	Grace Hotel	Kigali city	Not known
48	Hoteltech Remera	Kigali city	Not known
49	Ibiscus Center	Kigali city	Not known
50	Ikaze Motel	Kigali city	Not known
51	Ituze Guest House	Kigali city	Not known
52	Jambo Guest House	Kigali city	Not known
53	Kigali Hotel	Kigali city	Not known
54	La Vedette Motel	Kigali city	Not known
55	One Hill Motel	Kigali city	Not known
56	Resident Hotel	Kigali city	Not known
57	School of Finance	Kigali city	Not known
58	Step Motel	Kigali city	Not known
59	Vacina Motel	Kigali city	Not known
60	Golf Hills Residence	Kigali city	Not known
61	Gorilla Hotel Kigali	Kigali city	Middle
62	Hellenique Greek Resto & Guest House	Kigali city	Not known
63	Highland Apartments	Kigali city	Middle
64	Hill Top Motel & Country Club	Kigali city	Lower
65	Impala Hotel	Kigali city	Middle
66	Iris Guest House	Kigali city	Middle
67	Isimbi Hotel	Kigali city	Lower
68	Kigali Diplomat Hotel	Kigali city	Lower
69	Kigali Serena Hotel	Kigali city	Upper
70	Kiyovu Motel	Kigali city	Lower
71	La Palisse Hotel	Kigali city	Middle
72	Laico Hotel	Kigali city	Upper
73	Le Garni du Centre Motel	Kigali city	Middle
74	Le Printemps	Kigali city	Not known
75	Lemigo Hotel	Kigali city	Upper
76	Light House Resort	Kigali city	Not known
77	Magnolia Bed & Breakfast	Kigali city	Not known
78	Manor Hotel	Kigali city	Upper
79	Michael Eden Hotel	Kigali city	Middle

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80	Mille Collines Hotel	Kigali city	Upper
81	Ninzi Hill Hotel	Kigali city	Middle
82	Novotel Umubano	Kigali city	Not known
83	Garr Hotel	Kigali city	Middle
84	Okapi Hotel & Vehicle Rental	Kigali city	Middle
85	Park View Courts Hotel	Kigali city	Middle
86	Petit Prince "Orange Court" Hotel	Kigali city	Not known
87	Presbyterian Guest House	Kigali city	Not known
88	Royale villas	Kigali city	Middle
89	Scripture Union Guest House	Kigali city	Not known
90	Select Boutique Hotel	Kigali city	Middle
91	Sieco/Golf Hills Residence	Kigali city	Middle
92	Sky Hotel	Kigali city	Lower
93	Solace Guest House	Kigali city	Not known
94	Sphix Belair Resort	Kigali city	Middle
95	Sports View Hotel	Kigali city	Not known
96	St. Etienne Anglican Guest House	Kigali city	Not known
97	Stipp Hotel Kigali	Kigali city	Middle
98	Sun City Hotel	Kigali city	Lower
99	Top Tower Hotel	Kigali city	Middle
<b>Total number of hotels in Kigali City</b>			<b>85</b>
100	Bamboo Inn Musanze	Northern province	Not known
101	Bambou Gorilla Lodge	Northern province	Middle
102	Centre d'Accueil Diocesain	Northern province	Not known
103	Dubai World Gorilla Nest Lodge	Northern province	Not known
104	Fatima Pastoral Centre	Northern province	Not known
105	Gorilla Volcanoes Hotel	Northern province	Middle
106	Gorillas Nest Lodge & Golf Resort	Northern province	Not known
107	Home d'Accueil Moderne	Northern province	Not known
108	Ishema Hotel	Northern province	Middle
109	Kinigi Guest House	Northern province	Lower
110	La Palme Hotel	Northern province	Middle
111	Mountain Gorilla View Lodge	Northern province	Middle
112	Muhabura Hotel	Northern province	Lower
113	Relay's Gorilla hotel	Northern province	Lower
114	Sabyinyo Silverback Eco-lodge	Northern province	Middle
115	Sowarthe Tea Plantation	Northern province	Not known
116	Ste. Anne Hotel	Northern province	Lower
117	Tourist Rest House	Northern province	Not known
118	Ubumwe Hotel	Northern province	Not known
119	Village Touristique de Kinigi	Northern province	Not known



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120	Virunga hotel	Northern province	Lower
121	Virunga lodge	Northern province	Not known
122	Urumuli hotel Gicumbi	Northern province	Middle
123	Urumuli Hotel Musanze	Northern province	Not known
<b>Total number of hotels in Northern province</b>			<b>24</b>
124	Auberge Centre Saint André	Southern province	Not known
125	Bar Restaurant Hibiscus	Southern province	Not known
126	Barthos Hotel	Southern province	Lower
127	Centre Diaconal Guest House	Southern province	Not known
128	Concorde Hotel	Southern province	Not known
129	Credo Hotel	Southern province	Lower
130	Faucon Hotel	Southern province	Lower
131	Gazelle Chinese Resto & Guest House	Southern province	Not known
132	Gratia Motel	Southern province	Not known
133	Ibis Hotel	Southern province	Lower
134	Ineza Hotel	Southern province	Not known
135	Kibuye Guest House	Southern province	Not known
136	Le Petit Prince Hotel	Southern province	Middle
137	Mont Huye Motel	Southern province	Not known
138	Motel au Coin Magnifique	Southern province	Not known
139	Motel aux Beaux Arts	Southern province	Not known
140	Motel de Gitarama	Southern province	Not known
141	Nyanza Heritage Hotel	Southern province	Lower
142	Procure d'Accueil	Southern province	Not known
143	Rayon D'Or Hotel	Southern province	Not known
144	Restaurant et Bar Tranquillité,	Southern province	Not known
145	Splendid Hotel	Southern province	Lower
146	Umuco Plaza Guest House	Southern province	Not known
147	Urugwiro Motel	Southern province	Not known
148	Golden Monkey Hotel	Southern province	Lower
149	Guest House GM Lando	Southern province	Lower
<b>Total number of hotels in Southern province</b>			<b>26</b>
150	ORTPN Reception Centre Lodge	Western province	Not known
151	Auberge de Gisenyi	Western province	Not known
152	Auberge Gloria	Western province	Not known
153	Auberge la Saveur	Western province	Not known
154	Bar Rubavu	Western province	Not known
155	Belvedere Hotel	Western province	Middle
156	Bethanie Presbyterian Spiritual Centre	Western province	Lower
157	Centre de Pastoral	Western province	Not known

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158	Diane Fossey Hotel – Nyiramacibiri	Western province	Not known
159	Episcopal Church Peace Guest House	Western province	Not known
160	Gisakura Guest House	Western province	Lower
161	Gisenyi Hotel	Western province	Not known
162	Golf Eden Rock Hotel	Western province	Not known
163	Gorillas Hotel Rubavu	Western province	Middle
164	Holiday Hotel	Western province	Lower
165	Home Saint François	Western province	Not known
166	Home Saint Jean	Western province	Lower
167	Hotel des Chutes	Western province	Not known
168	Ituze Club Hotel	Western province	Not known
169	Izuba Hotel	Western province	Not known
170	La Belvedere Hotel	Western province	Not known
171	La Bella Motel	Western province	Not known
172	Lake Kivu Serena Hotel	Western province	Upper
173	Lake View Apartments and Hotel	Western province	Middle
174	Moriah Hill Resort	Western province	Middle
175	Mostej Hotel	Western province	Lower
176	Nyungwe Forest Lodge	Western province	Upper
177	Palm Beach Hotel	Western province	Not known
178	Peace Guest House	Western province	Middle
179	Peace Land Hotel	Western province	Middle
180	Regina Hotel	Western province	Not known
181	Rubavu Motel	Western province	Not known
182	Stipp Hotel Gisenyi	Western province	Middle
183	Ten to Ten Paradise Hotel	Western province	Lower
184	Ubumwe Hotel	Western province	Lower
185	Eden Golf Rock Hotel	Western province	Lower
186	Hotel du Lac	Western province	Lower
187	La Petite Colline Hotel	Western province	Lower
188	Paradis Malahide Motel	Western province	Lower
189	Musanto House Hotel	Western province	Lower
<b>Total number of hotels in Western province</b>			<b>40</b>
190	Santa Maria Hotel	Not mentioned	Not known
191	Stade Hotel	Not mentioned	Not known
192	Sunrise Hotel	Not mentioned	Not known
<b>Total number of hotels with unknown location and grade</b>			<b>3</b>

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### Appendix D: An inclusive listing of survey questionnaire benefits of Web marketing and their corresponding variables

Questionnaire no	Raw responses for perceived benefits of Web marketing	Assigned variables (Categories)
1	The Web facilitates online reservation	Providing online reservation
	The Web helps keep in touch with customers	Communicating better
	The Web makes the hotel known	Providing online reservation
	The Web markets the hotel	Advertising and promoting
2	For marketing and advertisement	Advertising and promoting
	For booking on line	Providing online reservation
	Information about us	Providing hotel information
5	Hotel gets known	Providing hotel information
	Showcasing good services and products offered at hotel	Advertising and promoting
	Helps in knowing how other hotels operate	DISCARDED
	Fast online booking Web helps in attracting customers	Providing online reservation
6	Promotes hotel awareness worldwide	Providing hotel information
	My hotel is advertised worldwide	Advertising and promoting
	Services offered are advertised worldwide	
	Web projects the hotel image to a big number of people	Accessing to a greater number of customers
	It contributes to increased occupancy at my hotel	INCREASING BUSINESS
7	Networking	NETWORKING
	Provides business information	Providing hotel information
	Customer Service	Better customer service
8	It makes our hotel to be known	Advertising and promoting
	How the hotel is operating its self	Providing hotel information
	To be very competitive on the hotel market (Industry)	Competitive advantage
	Easier to share views with those who are working in the same industry	Networking
	Those who want to communicate with you in very good conditions	Communicating better
9	It helps guests to have phone number or email of the hotel	Providing hotel information Communicating better
	It helps guests to know the location of your hotel	
	It helps people to get contacts of our hotel	
	It show the location and surround of hotel	
	It helps in marketing of the hotel	Advertising and promoting

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	It is used for advertisement of the hotel	
	Guests makes reservation from it	Providing online reservation
	It gives a good image of the hotel	IMPROVING ON IMAGE AND CREDIBILITY OF HOTEL
10	I communicate with my customer straight	Communicating better
	Customer can be informed in visiting our web	Providing hotel information
	We can advertise or promote one of our services through our web	Advertising and promoting
11	Ease of business functions - online booking, feedback systems, maintaining guest information. This translates to less expense and more time for staff to do other tasks.	Providing online reservation Communicating better Saving cost and time
	Allows the hotel to manage brand development through content management.	HELPING HOTEL TO MANAGE BRAND
	Allows efficient market outreach and pull which builds customer relationships and better ways of retaining guests.	Accessing to a greater number of customers Better customer service
	Allows hotel to stay competitive	Competitive advantage
12	Because of our website, foreigners can know the information that is real about our services	Providing hotel information
	and make a booking on machine	Providing online reservation
	The use of the website also helps us to exchange ideas with people who have spent time in our hotel by asking if they arrived in peace and even thanking them, those that allow us to keep in touch with them	Communicating better
	In general it helps us to advertise our hotel	Advertising and promoting
15	The Web helps me show the image of my hotel	Providing hotel information
	The web shows services we offer at the hotel	Advertising and promoting
	It makes it easy for customers to keep in touch with us	Communicating better
16	People get to know more about our hotel because of Web	Advertising and promoting
	Some clients book using contacts displayed on our Web	Providing hotel information
	Our hotel is advertised worldwide	Accessing to a greater number of customers
	The value and image of our hotel increases because of Web presence	IMPROVING ON IMAGE AND CREDIBILITY OF HOTEL
17	Advertisement	Advertising and promoting
	Saving cost and time	Saving cost and time
	Access to information	Providing hotel information
	Communication	Communicating better
18	Address provision	Providing hotel information
	Advertisement.eg...what services and products are offered, marketing	Advertising and promoting

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*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

	Communication	Communicating better
19	It helps in advertising our guest house	Advertising and promoting
	Contributes to occupancy increases	INCREASING BUSINESS
	A tool to attract customers	Identifying and targeting customers easily
	Online reservation	Providing online reservation
	Reservation using contacts found on website such as telephone and email	Providing hotel information
21	We get online booking	Providing online reservation
	Quick in responding and to communicate with our clients easily	Saving cost and time
		Communicating better
23	It helps our customers know information about our hotel	Providing hotel information
	It is used as an online booking channel	Providing online reservation
	Advertisement	Advertising and promoting
	It makes communication with our customers easy	Communicating better
29	The Web provides accurate information	Communicating better
	It makes it easy to contact the hotel for booking	Providing hotel information
		Communicating better
It increases hotel business	INCREASING BUSINESS	
32	Worldwide coverage	Being free from borders
	More impact on the visual side	Advertising and promoting
		IMPROVING ON IMAGE AND CREDIBILITY OF HOTEL
	Direct feed back with clients	Communicating better
	Faster updates/news modification	Saving cost and time
Internet booking	Providing online reservation	
34	It can help us to improve credibility	IMPROVING ON IMAGE AND CREDIBILITY OF HOTEL
	It is communicative marketing	Communicating better Advertising and promoting
	It's for cheaper	Saving cost and time
	of more flexible than print advertising	Being flexible and convenient
	Makes it easier for guest to book	Providing online reservation
37	Our hotel is advertised worldwide	Advertising and promoting
	It enables a bigger flow of customers	INCREASING BUSINESS
	Communication with other hotels	Communicating better
	Increases occupancy	INCREASING BUSINESS

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*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

38	Our hotel is made public (advertised) to a worldwide audience	Advertising and promoting
		Accessing to greater number of people
	Online reservation	Providing online reservation
	This increases the number of customers	INCREASING BUSINESS
39	Number of customers increases due to Web presence	INCREASING BUSINESS
	Communication with our hotel becomes easier even for people who are far	Communicating better
		Being free from borders
	The hotel gets customers easier	INCREASING BUSINESS
41	It helps to advertise the hotel	Advertising and promoting
	It facilitates the speed of service	Saving cost and time
		Better customer service
44	It helps us publicising about our hotel	Advertising and promoting
	It shows to our guests that our hotel has tangible address	IMPROVING ON IMAGE AND CREDIBILITY OF HOTEL
46	This helps me in the marketing of my lodge	Advertising and promoting
	This help my client to have an easy access to my services	Being flexible and convenient
	Clients can visit the property before their arrival	Providing hotel information
		Advertising and promoting
	I can contact a big number of people through the link on my website	Accessing to a greater number of customers
47	It makes advertisement easier	Advertising and promoting
	It facilitate reservations	Providing online reservation
	It helps in communication (new events, change in price...)	Communicating better
49	It makes our hotel known on a global scale	Advertising and promoting
		Free from borders
57	As a marketing tool	Advertising and promoting
	For hotel to be known world wide	Providing hotel information
	Reservation	Providing online reservation
58	It advertises our hotel (awareness of our hotel)	Advertising and promoting
62	Guests use it for online booking	Providing online reservation
	Checking various information about hotel, what services and products the hotel offers and prices	Providing hotel information
64	Makes hotel to be known	Providing hotel information
		Advertising and promoting
	Increases number of guests	INCREASING BUSINESS
65	It enables us grow because it enables us get	Being free from borders

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*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

	more guests from different countries	INCREASING BUSINESS
	It facilitates prospective customers with contacts of hotel	Providing hotel information
67	The website makes service easy especially for customers who have stayed in our hotel	Being flexible and convenient
68	The wide advertising of our website enables guests to know about hotel prior to arrival	Advertising and promoting
		Providing hotel information
69	It advertises our hotel and enables potential guests to know about us wherever they are	Advertising and promoting
		Providing hotel information
		Free from borders
70	It enables us to be known on international market	Providing hotel information
	in other words, it does international marketing for us	Advertising and promoting
		Being free from borders
72	Easy access of our service	Facilitating access to hotel service.
77	Help the clients to best know the hotel, the product, the place, the price and other things.	Providing hotel information
78	Standard marketing help us to do publicity	Advertising and promoting
79	It advertises our hotel because we get many guests as a result of	IINCREASING BUSINESS
	Web advertising	Advertising and promoting
80	It does marketing of our hotel and	Advertising and promoting
	informs people about us and	Providing hotel information
	influences them to book with us	INCREASING BUSINESS
82	Help in hotel marketing	Advertising and promoting
83	Our Web is increasingly becoming an efficient marketing tool connecting customers worldwide. The Web having competitive advantages for promotion of the hotel sector to international travellers as compared to other classic instruments such as printed materials, radios and TVs whose scope may be locally focused Network of high potential clients extended The Web enables have access to easy and low cost link to other business links through the Web network links.	Being free from borders
		Advertising and promoting
		Competitive advantage
		Communicating better
		Saving cost and time

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*Perceived benefits and barriers to the use of Web marketing among Rwandan hotels - O. KANYABIKALI*

### Appendix E: An inclusive listing of survey questionnaire barriers to Web marketing adoption and their corresponding variables

Questionnaire no	Raw responses for perceived barriers to Web marketing adoption	Assigned variables (Categories)
3	Under process	DISCARDED
4	Refurbishing hotel	REFURBISHING HOTEL
13	No reason, no one has ever asked us the website - we only use email.	Web not suited to the way of business
20	Still in process to get the Web. We will get it soon.	DISCARDED
22	We do not see how it could help us.	Perceived costs and benefits (not useful)
	We think it would cost us a lot.	High cost of Web implementation
	We do not know how it operates yet.	Lack of experience with Internet
	We do not know its advantages.	Lack of awareness about business opportunities and benefits
24	It is expensive.	High cost of Web implementation
	It requires IT skilled labour.	Lack of IT skills and knowledge
	It is expensive.	High cost of Web implementation
	We do not have equipments and materials it requires.	Low level of internal infrastructure
25	I do not know its advantages because I have never used it. Limited Internet knowledge	Lack of awareness about business opportunities and benefits
		Lack of Experience with Internet
		Lack of IT skills and knowledge
	I think it would be time consuming.	Lack of time to implement Web
	I think start up cost is high.	High cost of Web implementation
26	Our hotel is poor.	FINANCE NOT ENOUGH (NOT YET READY)
	The staff does not have the right skill to deal with Web.	Lack of IT skills and knowledge
	We do not have enough equipments and materials for website.	Low level of internal infrastructure
27	I do not think it is beneficial. Without the Web, I rather save money.	Perceived costs and benefits
	I think it is expensive.	High cost of Web implementation
	And I think it is only necessary for big hotels.	Web not suited to the way of business
28	Using Web is expensive.	High cost of Web implementation
	Start up cost is high.	
	Subscription is high.	
	The staff does not have required skills.	Lack of IT skills and knowledge
30	No visible benefits.	Perceived costs and benefits
	Our guest house is still young, maybe we will	BUSINESS STILL YOUNG (NOT YET



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	invest in it when we grow and have good business.	READY)
33	Ignorance	Lack of awareness about business opportunities benefits
	Internet connection is not smooth in Rwanda.	Lack of external Internet infrastructure.
35	We do not have enough revenue for the Web.	High cost of Web implementation
	All big decisions are taken by the Church leadership. They did not like it.	Lack of top management support
	We believe email use is enough for us.	Web not suited to the way of business
36	We get some telephone reservations from people who got our address on the Web. The Web is one of our marketing strategies for rooms. Researcher observation: The respondent claimed that the hotel was on the Web but the Web provided by is for a tour company and not the hotel. Hence, considered as a non-adopter. <a href="http://www.mercatorassistance.rw">http://www.mercatorassistance.rw</a>	ADVERTISED ON OTHER COMPANY'S WEB
40	Installation and start up is costly.	High cost of Web implementation
	Internet network is not stable in this area (disruptions).	Lack of external Internet infrastructure
42	It helps us to get customer easily.	ADVERTISED ON OTHER COMPANY'S WEB
	It shows customers our hotel and what we provide. Researcher observation: The respondent claimed that the hotel was on the Web but the Web provided by is for an online tour guide and not the hotel. Hence, considered as a non-adopter. <a href="http://www.rwanda-direct.com">http://www.rwanda-direct.com</a>	
43	Our Web is not active now. We had subscribed for it and we realized that it was not adding any value as we have few rooms.	Perceived costs and benefits
	It was not making any difference. After expanding to 40 rooms and getting banquet rooms and facilities, we will reactivate the Web.	Web not suited to the way of business
45	We have not yet got enough finance for the Web. Otherwise, we have a plan to get it.	NOT YET READY (FINANCE NOT ENOUGH)
48	My boss does not allow it because he does not know much about Internet.	Lack of awareness about business opportunities benefits
		Lack of top management support
50	It had a Web when it was operated by owner: It is now operated by new tenants who are in process to get it on Web soon.	DISCARDED
51	We are still new in this business and we are in rural area.	BUSINESS STILL YOUNG (NOT YET READY)
		Lack of external Internet infrastructure
52	Our hotel is located in bad rural area without Internet connection.	Lack of external Internet infrastructure

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53	We are still in early stages of this hotel business.	BUSINESS STILL YOUNG (NOT YET READY)
54	Because of bad Management	Lack of top management support
55	Because we are still new in the hotel business	BUSINESS STILL YOUNG (NOT YET READY)
	Web subscription and maintenance is costly We shall know if we need it after around six months, if we realise it is necessary.	High cost of Web implementation
56	Because it is expensive Our hotel is in Rural area	Lack of external Internet infrastructure
	We do not have a big revenue We do not think we can afford the Web maintenance and subscription	High cost of Web implementation
59	We have not yet got the Web because we often use email	Web not suited to the way of business
	and we do not have enough time for that	Lack of time to implement Web
60	It is still expensive for us.	High cost of Web implementation
61	We are still young. We will go for it after settling.	FINANCE NOT ENOUGH (NOT YET READY)
	It is expensive.	High cost of Web implementation
63	Expensive	High cost of Web implementation
66	We are still young in this business.	BUSINESS STILL YOUNG (NOT YET READY)
71	Because there is no Internet in this establishment.	DISCARDED
73	Because we are located in rural area without network access	Lack of external Internet infrastructure
	and it is expensive.	High cost of Web implementation
74	It is very expensive.	High cost of Web implementation
75	We do not have a Web because our boss wants to do everything by himself even if he ends up running out of time.	Lack of top management support
76	We do not have enough turnover to sustain Web.	FINANCE NOT ENOUGH (NOT YET READY)
	and it is very expensive	High cost of Web implementation
81	Web is expensive and we have a low turnover.	High cost of Web implementation FINANCE NOT ENOUGH (NOT YET READY)

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### Appendix F: Survey questionnaire template



**FACULTY OF BUSINESS  
DEPARTMENT OF TOURISM AND EVENTS MANAGEMENT  
CAPE TOWN CAMPUS**

### **PERCEIVED BENEFITS AND BARRIERS TO THE USE OF WEB MARKETING AMONG RWANDAN HOTELS**

#### **Hospitality Sector Research**

In Rwanda, the use of the World Wide Web among hotels is still low, despite its possible advantages and government encouragement.

Rwanda has a bright future economically if the tourist industry can be developed so as to encourage many more tourists to come and visit. This requires a number of developments, one of which is to promote hotel accommodation and to render it much more visible on the World Wide Web.

This questionnaire aims at the following:

1. Identifying the reasons why some hotels have not yet adopted Web marketing; and
2. Identifying the benefits experienced by those which have adopted it already.

This research targets Rwandan hotels with or without the Web.

Thank you for taking a few minutes to respond to this questionnaire.

This questionnaire is addressed to marketing managers, general managers or hotel owners. Please forward it to any other person who fills this condition and may have an interest in completing it. Responses will be confidential.

**Researcher's Name: Olivier KANYABIKALI**  
**Cape Peninsula University of Technology (CPUT)**  
**Telephone number: South Africa: +27 785 23 1074**  
**Email: [kaolivo@yahoo.fr](mailto:kaolivo@yahoo.fr) or [204220416@cput.ac.za](mailto:204220416@cput.ac.za)**

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**DIRECTIONS FOR ANSWERING THE QUESTIONS**

The questions in this questionnaire are of two types: some require you to place an "x" in the appropriate box and the others allow you to formulate your own answers.

**PERCEIVED BENEFITS AND BARRIERS TO THE USE OF WEB MARKETING AMONG RWANDAN HOTELS**

**QUESTIONS**

1. Does your hotel have a website? Est-ce que votre hôtel utilise un site Web? Ese hotel yawe ifite website? .....
2. Name of your hotel's website, Nom de votre site Web, izina rya website: .....
3. If yes, please list the benefits of using the Web marketing for your hotel, Si oui, s'il vous plaît, donnez les avantages d'utiliser un site web pour le marketing de votre hôtel, Niba muyifite, ese iyo website ibamariye iki mu bigendanye na marketing?  
.....  
.....  
.....  
.....  
.....

4. If no, please provide the name of your hotel and reasons why you do not have a website. Sinon, donnez le nom de votre hôtel et des raisons pour lesquelles vous n'utilisez pas de site web. Niba hotel yanyu idafite website, mwandike izina rya hotel n'impanvu zituma mutayikoresha.  
.....  
.....  
.....  
.....  
.....

5. If you have a Website, how much do you invest in Web marketing on an annual basis (% of annual turnover)? Combien d'argent consacrez-vous maintenant sur le marketing Web (% du chiffre d'affaire annuel)? Website muyitangaho amafaranga angaha (ijanisha ry'igicuruzo cya hotel ku mwaka).

<b>INVESTMENT PERCENTAGE OF ANNUAL TURNOVER POURCENTAGE DU CHIFFRE D'AFFAIRE ANNUEL (JANISHA RY'IGICURUZO CYA HOTEL CY'UMWAKA)</b>	<b>TICK ONE SELECTION GUHITAMO</b>
0 -2.5%	
2.6 - 5%	
5.1-7.5%	
7.6 – 10%	
10.1 – 12.5%	
More / Plus/ Kurenza (Please specify, spécifiez, umubare)	

6. If you do not have a website, how much would you spend on it if you had it? Si vous aviez un site web, quel pourcentage de votre chiffre d'affaires annuel seriez vous prêts à dépenser? Niba nta

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website mufite, ese mwunva mwazayitangaho nk'angahe muramutse muyigize mu bihe bizaza (ijanisha ry'igicuruzo cya hotel ku mwaka)

<b>INVESTMENT PERCENTAGE OF ANNUAL TURNOVER POURCENTAGE DU CHIFFRE D'AFFAIRE ANNUEL IJANISHA RY'IGICURUZO CYA HOTEL CY'UMWAKA)</b>	<b>TICK ONE SELECTION GUHITAMO</b>
0 -2.5%	
2.6 - 5%	
5.1-7.5%	
7.6 – 10%	
10.1 – 12.5%	
More / Plus/ Kurenza (Please specify, spécifiez, umubare)	

7. Please indicate your annual turnover in Rwandan francs.  
S'il vous plaît indiquez votre chiffre d'affaires annuel en francs rwandais  
Mwamba Igicuruzo cya hotel cy'umwaka.

<b>ANNUAL TURNOVER CHIFFRE D'AFFAIRE ANNUEL IGICURUZO CYA HOTEL KU MWAKA)</b>	<b>TICK ONE SELECTION GUHITAMO</b>
0 - 100 000	
100 001 - 1 000 000	
1 000 001 - 10,000,000	
10 000 001 - 100 000 000	
100 000 001 – 1 000 000 000	
1 000 000 001 and more (et plus/no kurenza)	

8. Which position do you occupy at this hotel? Quel poste occupez-vous à l'hôtel?  
Umurimo ukora kuri hotel?

Marketing manager	
General manager	
Other, autre, ibindi (Please specify, spécifiez, uzuzza)	.....

9. Is this your own hotel? Or you are an employee. Propriétaire ou employé  
Nyiri hotel cgangwa umukozi? .....
10. In which province or Kigali city is located your hotel? Dans quelle province ou ville se trouve votre hôtel? Intara hotel ibarizwamo .....
11. Please select the location of the hotel (urban or rural area), S'il vous plaît sélectionnez l'emplacement de l'hôtel (en milieu urbain ou rural), Ese hotel yawe iri mu mujyi? Cyangwa mu cyaro? .....
12. Under which category does your hotel fall (grade ranking)? (The following grading was adopted in Rwanda by the Tourism and Conservation department at the Rwanda Development Board). Dans quelle catégorie se trouve votre hôtel (classement de qualité par Rwanda Development Board)? Ese hotel iri mu ruhe rwego (Inzego zashyizweho na Rwanda Development Board)

Upper | .....

Middle | .....

Lower | .....

No grade | .....

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13. How many rooms does your hotel have? Combien de chambres y a-t-il dans votre hôtel? Ese hotel yawe ifite ibyumba bingahe ? .....

14. If you have any comment you would like to address to the researcher, please provide it in the space provided. S'il y a des commentaires, veuillez les donner dans l'espace prévu. Niba haba hari icyo mushaka kugeza ku mushakashatsi, nimwandike muri uyu mwanya.

.....  
.....  
.....  
.....  
.....  
.....

15. This is the end of this questionnaire. If you would like to be informed of the results of this research, please provide your email address below.

C'est la fin des questions. Si vous voulez être informé des résultats de la recherche, donnez votre adresse électronique en bas.

Iri ni iherezo ry'ibibazo. Niba mwifuza kuzamenyeshwa iby'ubu bushakashatsi, nimutange email yanyu hasi.

Email address: .....

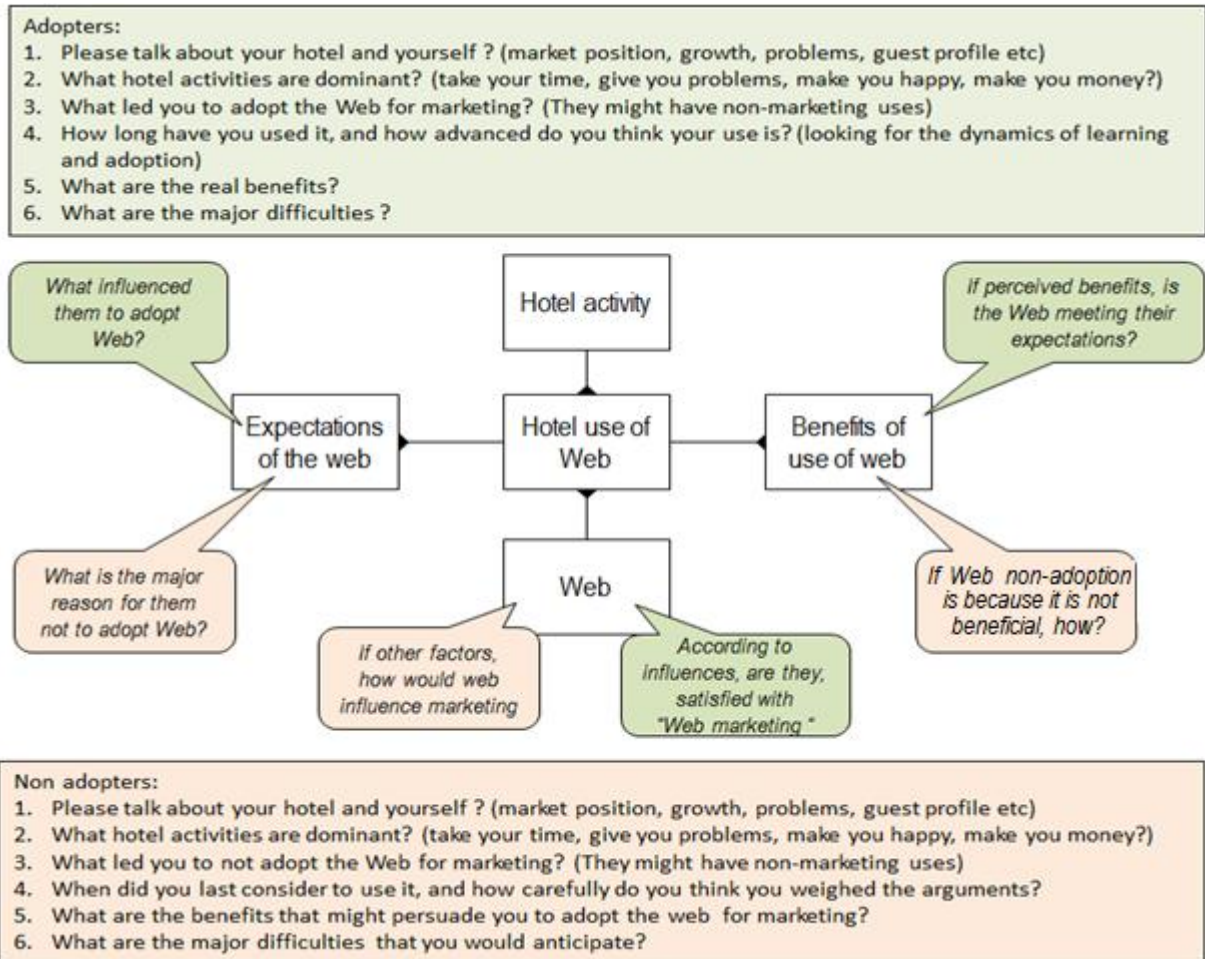
Thank you for your participation.

**Researcher's Name: Olivier KANYABIKALI**  
**Cape Peninsula University of Technology (CPUT)**  
**Telephone number: South Africa: +27 785 23 1074**  
**Email: kaolivo@yahoo.fr or 204220416@cput.ac.za**

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### Appendix G: Interview guide



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**Appendix H: Rwanda Hotel and Reastaurant Association consent letter**



**RWANDA HOTEL & RESTAURANT ASSOCIATION (RHRA)**  
 \*\*\*\*\*  
 P. O. Box 3797 Kigali - Rwanda / Tel.: 078835-5014 / 072200-3673 / 078850-0837 / E-mail: rhrakigali@yahoo.com  
 Monday, April 19, 2010 **BANK : COGEBANK, Account Number : 130 -1055799**

**CONSENT LETTER**

I have read the information presented in the information letter about a study to be conducted by **Mr. Olivier KANYABIKALI** of the Department of Tourism and Event Management at the Cape Peninsula University of Technology.

I have had the opportunity to ask any questions related to this study, to receive satisfactory answers to my questions, and any additional details I wanted.

I am aware that I have that the intention of this research is for academic purpose.

I am also aware that the researcher will send questionnaires to hotel Managers in Rwanda in order to gain their views but quotations will be anonymous.


I was informed that respondents may withdraw at any time without penalty by advising the researcher.

I am aware that this letter is to serve for the compliance with ethics clearance at the Cape Peninsula University of Technology in regards with the researcher's thesis on **"PERCEIVED BARRIERS TO ONLINE MARKETING BY RWANDAN HOTELS"**.

I was informed that if I have any comments or concerns relating to this research, I may contact the following:

NAME	POSITION	TELEPHONE	EMAIL
- Dr REEDWAAN Ismail	<i>HOD: Tourism and Events Management and Supervisor of the research</i>	+27 (0) 21 460 3022 +27 (0) 825 372 437	ismailr@cput.ac.za
- Tahira makda	Reviewer	+27 (0)21 460 3908	makdat@cput.ac.za
- <i>Olivier KANYABIKALI</i>	Researcher	+27 (0) 785 231 074	kaolivo@yahoo.fr

With full knowledge of all foregoing, I agree and consent the researcher to carry out this research and the Hotels and Restaurants Association in Rwanda promises full cooperation.



*Eric MUSANGANYA*  
 KIGALI - RWANDA  
 19/04/2010

**Mr. Eric MUSANGANYA**  
**President of Hotels and Restaurants Association in Rwanda**

---

Customer Care: 078830 - 4023	Capacity Building: 075830 - 0772	P.R Marketing: 078830 - 8970
Hygiene & Sanitation: 078830 - 5332	Security & Safety: 078830 - 5332	Sensitization & Recruitment: 078850 - 0837



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### Appendix I: Language editing certificate

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Alyson Pittman

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Independent English Language Editor

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CC: Olivier Kanyabikali

Student Number: 204 220 416

Cape Peninsula University of Technology (CPUT)

Tel: +250 78 531 6733

#### TO WHOM IT MAY CONCERN

RE: Dissertation Editing

Dear Sir or Madam:

I hereby certify that I edited for language the dissertation entitled "PERCEIVED BENEFITS AND BARRIERS TO THE USE OF WORLD WIDE WEB MARKETING AMONG RWANDAN HOTELS" written and submitted by Olivier Kanyabikali to the Faculty of Business at the Cape Peninsula University of Technology.

Signed,



Alyson Pittman

31 March 2014