

DBA

**APPROACHES TO RESEARCH AND ACADEMIC
COMMUNICATION**

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Module Code: LCDB7000

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This report consists of two parts. In first art the contribution of authors on the chosen topic will be presented. In the second part of the research adheres approach, philosophy, epistemology, ontology and research method of the chosen topic.

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TO EXPLORE CRITICAL SUCCESS FACTORS OF ECOMMERCE IN PAKISTAN

PART I

INTRODUCTION

Internet is the invention which has changed the dimension of everything and has increased the speed of communication which is progressed to World Wide Web (Lindberg, 2002). From local to whole country, one country to another country and from other country to global speed of communication becomes electrifying by every passing day. Internet has penetrated in to almost every corner of the world covering, business, schools, homes, work, government, and leisure movements. Commerce is among most touched sector around the world after the popularity of internet, it also has changed the dimension in which the businesses were conducted (Chan and Swatman, 1999). The phenomenon of purchasing or retailing products, facilities or info through internet is known the process of Electronic Commerce According to Turban et al, (2000). The purchase or sale of the goods, services or information could occur between company to company, businesses to customer, this deal includes transmission of value between more than two trader (Chan and Swatman, 1999).

In the field of electronic business e-commerce is most popular one, e-learning, business partnerships; electronic transaction and customer relationship management within an organization are broader concepts in e-business (Boundless, 2015). For the allocation of necessary resources implementation of appropriate strategies, According to Gates (2010) members of high hierarchy in the management should recognize and pay special consideration to a numerous critical success factors (CSFs). Previous literature on e-commerce's critical success factors of illustrates that it is primarily based on technological related elements (Chaffey, 2009). Whereas later on numerous studies identifies CSF's of e-commerce not limited to the concept of technologies or system but people and processes (Chen, et al, 2013). This report consists of critical literature review of the topic and also a detailed discussion on the research philosophy, ethics, reliability and validity.

RATIONALE

The rationale of the topic is the on-going popularity of e-commerce activity in Pakistan, one of the major segments of e-commerce activity is online shopping. There are plenty of researches reflects the challenges of customer to deal with e-commerce in Pakistan but now

the popular trend to make online purchase motivates the researcher of this report to identify the critical success factors of online grocery shopping. In the literature critical success factors of its popularity has not been explored yet. Furthermore many researches in the field of e-commerce in Pakistan reflect the customer's perspective of online shopping challenges but the rapid changing trend enables the researcher to identify the factors which motivates consumers to rely and choose online shopping in Pakistan.

AIMS AND OBJECTIVES

The aim of this report is to explore the critical success factors of e-commerce market in Pakistan

1. The first objective is to explore the factors which motivates the consumers to do online grocery shopping
2. The second objective is to analyse the impact of CSF's on growth of online grocery shopping
3. To identify the role of CSF's in formulating the e-commerce business strategies.

LITERATURE REVIEW

This section of assessment encompasses the literature on the selected topic. Critical success factors of any organization are intensely connected to strategic goals and mission, however goals and mission emphasis on the aim what is to be attained and CSFs concentrate on significant ranges of how this will be accomplished. The value of the planning is added by revealing the most affected variables of success and downfall in the following managerial or organizational goals after identifying the CSFs (Bullen and Rockart, 1981). The factors to motivate the consumers to do the online grocery shopping are taken into account.

IDENTIFY AND UNDERSTAND E-CONSUMER MOTIVATION

Convenience and time saving is one of the most significant (Morganowki and Cude, 2000; Picot-Coupey et al., 2009). Moreover, most of the consumers in developing countries would choose to spent time in playing on play stations or watch entertainment stuff instead of having in store shopping experience (Connan Ghesquie`re, 2011). Ecommerce customers have different perspectives to make an online purchase; some think that online shopping has no physical effort, especially when purchasing large or heavy items. When it comes to restrict extreme buying and/or impulse selling, some consumers consider online buying and selling a

rational activity. The observation that internet is not user friendly is one of the main obstacle in online sales, customers find it challenging to judge the quantity, quality, stuff, or size of the product (Asrar and Arumbi, 2015). So it is vital for the corporations to recognize and know the motivation behind e-customer.

HIGH QUALITY WEBSITE

According to Lim et al., (2009) and Colla & Lapoule (2011) attractive website layout and design is critical success factor of e-commerce, moreover the ease-of-navigation, usability, functionality, and interfaces of the websites themselves are dynamic major steps for viable achievement. Numerous features characterises the websites that include design (Security and response time, structural navigation, page layout and size) or content (media format, media scope, comprehension of information, relevance and accuracy, and updating). Not only content related and design oriented websites are among the success factors of ecommerce; grocers also need to offer quality notification for their goods to consumers by giving full information, with information on nutritional value and background; these variables are ultimate source of customer satisfaction (Lim et al., 2009). By mentioning a number of central elements website interactivity helps to run into purchaser expectations, including beneficial feedback, capacity to follow orders, an accurate order system to monitor the stock, personalization level of the website, image quality, speed and ease of navigation on website (Dholakia and Zhao, 2009).

DEVELOPING SERVICE ORIENTED, EFFICIENT AND DIVERSIFIED LOGISTICS

According to numerous authors together with Esper et al. (2003) have intensified on logistic models, for the purpose to attain an advance understanding about conditions of success of big grocery traders. Couple of issues addresses logistics in ecommerce, firstly the room to store and prepare the order, and secondly delivering that order to the buyers. Each issue has further two operational models. Room to store and prepare the order is known as 'store picking' model, entails gathering orders straight from hypermarket aisle, whereas order get prepared to deliver to the right customer in warehouses in the second model. Electronic traders sometimes deliver directly to the customer as home delivery or deliver it to pick up points according to customer's choice (Ferne et al., 2010). In context of online grocery sales consequently four types of ecommerce are possible, pick up by purchaser at grocery store, pick up at drive-ins, home delivery from warehouse, home delivery from store. Diversity in

logistics enables the customer and seller to interact efficiently, and the service oriented logistics plays its role as critical success factor in online grocery shopping experience.

CREATING VALUE FOR THE CLIENT AND THE FIRM

The value offered by the firm considered to be the most important in context of online sales other than logistics, especially the variety of available items, advertising, interactivity, payment and advice (Kotzab and Madlberger, 2001). One of the challenge most of the firms faces is to set price and quality ratio for grocery products, by combining home buying with home delivery to create value for the customers; firms find it hard to earn profit. While selling premium e-grocery Authors have acknowledged significance of hybridizing logistics operation models (Bozkaya et al., 2009). Using multiple sourcing and consolidation points to respond to consumer needs results in profitability to the firm (Bozkaya et al., 2009). According to Dholakia and Zhao (2009) by evolving a worldwide offer of products and services e-merchants can improve their outcomes, and confirming that there are coherencies and collaborations between those products and services and the several operation of the firm (especially between logistics and IT system and marketing). The price and quality ratio in the online market of grocery is among one of the most critical factors to benefit the firm, the firms has to play smart while setting the price policy by taking the competitors into consideration.

MULTICHANNEL APPROACH

Online retailers should use multichannel approach to connect to ultimate stakeholder of the firm. Many of the researches are evident of the importance of multichannel approach in online transaction both from consumers and from the perception of retail firm (Vanheems, 2009). There is an unending list of factors presented by many authors.

Santisteban and Mauricio (2017) has categorised success factors that share common characteristics. They come up with three success factors categories: organizational, individual and external.

ORGANIZATIONAL FACTORS

The size (Ganotakis, 2012) and age (Song et al., 2008) of the organization has taken into consideration to access the success factor of the organization. According to Song (2008) the success of the company generally depends on the time company has spent in the market, the more time company spend the probability of its success gets higher. Whereas Ganotakis

(2012) mentions the size of company and team of entrepreneurs to be big in order to achieve the success. Not only the size and age of the organization but also the location is vital factor for the success of the company. Especially with the online grocery shopping if a customer opt the click and collect service. Hormiga et al (2011) have taken location as assisting factor for success as it enables the company to approach the providers and most importantly the consumers. Furthermore Banda and Lussier (2015) mention partners as most essential factor for the growth of the company.

INDIVIDUAL FACTOR

This category of success factor represents the human capital, its challenges and advantages. The connection between success and human capital of a company has been observed by many authors. A strong and positive connection between human interaction and success is evident in studies by Preisendorfer et al., (2012) and Morteza et al., (2013) especially when the human capital is capable enough to make the company successful.

EXTERNAL CATEGORY

This category deals with the external environment where the business operates. Some authors pin point these factors to work as dynamic energy behind the growth and performance of the firm. Mostly foreign factors such as innovation, market competition, change in the procedures and technologies influences the success of organizations (Chorev & Anderson , 2006). In recent years the financial position of the company is determined to judge the success or failure of the company. Better the financial position of the company better the agility in altering the technology and product, and later this effect in improved adaptation to the demand of the buyers. A sink in financial position of the company sometimes become the cause of failure which disables the company to adapt change (Morteza et al., 2013).

THEORIES OF E COMMERCE SUCCESS

The information system (IS) success theory by DeLone and Mclean (1992) is the groundwork of e-commerce success theory. The effort to postulate the factors that influence e-commerce success is main idea behind the theory. Number of original success dimensions introduced by DeLone and McLean are following.

First with system quality authors suggests the information processing system to be measure. Second is information quality which should be measured with which output of information could also be measured. Third is the use, it deals with use of information formed by the

system. ‘Recipient response to the use of the output of an information system’ is defined as user satisfaction as fourth category in information system success model in the light of DeLone’s and McLean’s (1992) work. The fifth category is Individual impact which aims to be analysed as, the effect of information that is produced, on the behaviour of the user who gets the information. The last category in the success model is organizational impact, authors define it as the outcome of produced information by system on the whole company’s or organization’s performance.

After the creation of information system success theory, authors have updated the model in the light of new empirical and theoretical contributions by multiple authors. Three major changes were firstly to determine IS success service, quality was perceived parallel with system quality and information. Secondly use of the information system was counted in as substitute to system practice in no-obligatory system use perspective. Thirdly under more determined net benefits concept individual and organizational impacts were analysed.

The extension of IS success model has been presented by Molla and Licker (2011) which enables IS success model by DeLone and McLean (2003) to measure e-commerce success. They come up with variety of success dimension for e-commerce which are quality of system, quality of content, use, reliability, service, support and lastly satisfaction of e-commerce customers. The dimensions Molla and Licker has introduced are quite similar to the IS success dimension, but scholars have substituted use with some other aspect. The creator of e-commerce success model argued that in context of e-commerce use is indispensable for success as it is volunteer activity, and customer can simply reject to purchase. Authors identify use as one of the most significant categories as it builds consciousness for the purpose to pull buyers to use the website.

GHANDOUR AND COLLEAGUES E-COMMERCE MODEL

The success of any electronic commerce company is determined ‘by the website ability to attract qualified customer who will aid firm to achieve its stated goal’ from organization’s perspective (p. 322). By ‘attacking’ author means to target the right customer at right time for the right product. This term has been used is especially for purpose to guide the new visitors to firm’s website that happens off site. Moreover authors introduce a model to exhibit the criteria for success where no variable can work in isolation, all variables are necessary to explain the changes in e-commerce success. The model (Fig 1) suggests that initially the

system needs to be created and then it

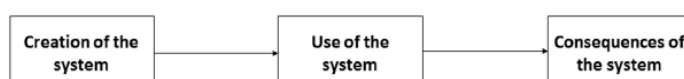


Figure 1 Three criteria for e-commerce success

is essential to be used by someone which can ultimately lead to some consequences. This model represents a different dimension in comparison with previous e-commerce success models. The traditional e-commerce models only represent the customer's point of view whereas organizational perspective was constantly absent. Ghadour et al. (2008) introduces organization oriented e-commerce success model in contrast with the traditional models, the authors make the changes for to enable the model to be more relevant to the company's perspective. The chosen metrics in their model are managerial satisfaction, informational website success, organizational benefits, e-commerce website use, transactional website success, customer service website success, promotional website success, website design success, and e-commerce website use. Briefly the model represents that when the customer interact through website and the website is well designed and well executed, the website acknowledged as a high quality website, this leads to generate traffic flow to the site, which ultimately benefits the organization and satisfy the managers. In other words generated benefits for the organization and customer interaction with the website combined determine

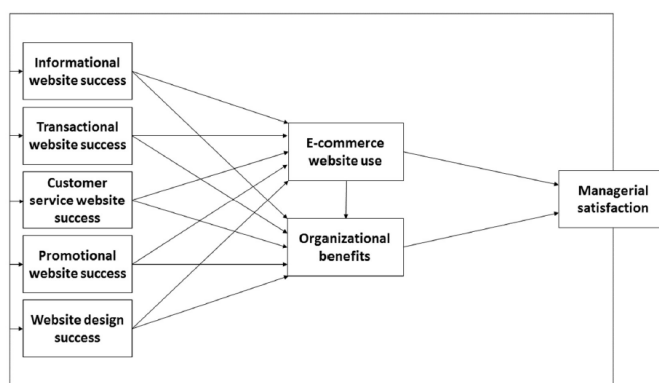


Figure 2 E-commerce website success measure constructs

whether or not managers are satisfied. A satisfied manager can bring a lot of benefits to the organization as a content manager willingly invests more resources to develop their website. More research is needed to be done in the field of e commerce and its

success, which should be leaded by the most acknowledged studies of Molla and Licker (2001) and DeLone and McLean (2004). The model presented by these authors till need to be validated through empirical research.

E-COMMERCE STRATEGY

The term e-commerce and strategy together indicated the specific direction the organization will take regarding trade in the electronic marketplace. Initial point of the framework for e-commerce strategy formulation and strategy derivation model has been suggested by Turban et al., (2002). For this purpose modification has taken place in the life cycle model to identify e-commerce decision making stages and feedback loops that occur. The iterative process of

strategy formulation goes through the system lifecycle of a project. It is necessary to include the feedback loops of modern technological development as e-commerce is profoundly dependent on technology.

CONCLUSION

In the first part of the literature review the factors which provoke customer to experience e-commerce has been discussed. The challenges and the solution to deal with those factors have also been taken into discussion. There is unending contribution done on the critical success factor of e-commerce but due to time and word count limitation plenty of the researches couldn't be mentioned. Then the critical success factors have been categorised into three, which elaborates the all the possible factors which affect the e-commerce customer action. Those individual, organizational and external category factors cover more or less all the aspects of modern e-commerce market. Later the theories by different authors has been discussed where came to know the evolution theory of e-commerce success. How different authors testified the models and keep on contributing in the literature of e-commerce success. The theories on this topic are so rare that to understand evolution of theory; researcher mentioned the foundation theory to elaborate the theory more clearly. The literature shows the last theory on e-commerce success was in 2008. Lastly the process of the strategy to work in competitive e-commerce environment has been discussed.

PART II

INTRODUCTION

The popularity of e-commerce is quite visible in today's business industry, products and services are one click away from the individuals. The worth of the e-commerce has been realised rapidly in the developed countries like Europe and America, and also flourished predominantly at fast pace (Suhail et al., 2009). However, many developing countries are still struggling to create awareness about the importance of e-commerce in the customers, the adaptation level totally vary in those developing countries (Khan at al., 2012). The scenario in Pakistan reflects challenges in adaptability of e-commerce among customers.

With the arrival of 3G and 4G technologies in smartphones there has been seen a rise in the e-commerce users. People have started trusting in online shopping, and increases internet activities to make sales and purchase (Ahmad, 2011). The potential of e-commerce market is

expected to reach over US\$ 600 million dollar as the users of internet are expected to grow up to 56 million by the end of 2019 (Ahmad, 2011). Irrespective of few hiccups, this is time for e-commerce market to ripe in Pakistan, and the industry is all geared up to produce massive waves in the country, with colossal scope for innovation and improvement as well as exponential long-term growth (Ahmed, 2011). The aim of research is to explore the factors which motivate the consumers to do online grocery shopping, to analyse the impact of CSF's on growth of online grocery shopping, in order to find the role of CSF in formulating the e-commerce business strategies. The research approach, philosophy, ethics, reliability and validity of the chosen topic will be discussed in this part of the report.

RESEARCH APPROACH

To choose the approach is crucial part of research process. To conduct a qualitative study, the suitable approach is inductive approach. This approach is unstructured and not even a single theory or hypothesis is tested (Crane, 2000), but in the end a theory emerges in the light of data analysis (Pettigrew 2000). Pre assumption or pre conceived notion does not work in the exploratory research with an inductive approach (Saunders et al, 2007). Inductive research is perfect as facts and opinions are required more than figures while using qualitative methodology. Inductive approach allows the researcher to interpret his own understanding, knowledge and personal experiences of the study by gathering primary and secondary data (Lewis, 2015).. The openness of this approach will enable the researcher to look upon various dimensions and dig out maximum number of factors. Inductive approach provides holistic investigation of potential issue. The deduction method on the other hand is mainly used in quantitative research as it requires on large number of data collection and analysis as well as numerical data to support it. So inductive approach allow exploring the critical success factor of e-commerce in Pakistan, as there is limited literature found of e-commerce in Pakistan. Also, the researchers themselves have prior knowledge of the subject and have interpreted it with their own understanding. E-commerce is a broad area of research; Pakistan's business industry needs its own interpretations and understandings based on realities and views as well as results.

RESEARCH METHOD

For the purpose to achieve research objectives; scholars follow a systematic method which helps them to explore answers from various perspectives on selected topic. For the purpose to

examination for knowledge and tracking down to truth, many sources and systematic methods are utilized and applied so that the clarification to the research problem can be delivered Kothari (2004). The type researcher has selected to conduct this research is qualitative method; the selected method of research deals with phenomenon which is qualitative such as related to, regarding characteristics and kind or quality. The qualitative method is most appropriate method to conduct this research in order to have a deeper understanding of e-commerce market of a developing country. The CSF's of e-commerce market in context of present study cannot be reduced to variables to be testified. The subjective nature of the chosen research strategies provides method to examine contemporary real life situation.

RESEARCH PHILOSOPHY, ONTOLOGY AND EPISTEMOLOGY

Research philosophy directs the researcher to collect the data in a way it should be collected, comprehended and utilized. It deals with the formation of knowledge also the nature, source and the way to formulate that knowledge in research process. To construct beliefs and assumptions researcher has to follow a research philosophy. For the present research qualitative method has been adopted and the most appropriate research philosophy is interpretivism. The ontological positions of interpretivism is relativism. According to Guba and Lincoln (1994) relativism is a concept where the reality is subjective and differs from person to person. Reality is constructed individually; there are as many realities as individuals (Frowe, 2001, p. 185).

Based on real world phenomena, interpretive epistemology is subjective; the world does not exist independently of our knowledge of it (Grix, 2004, p. 83). Different people may construct meaning in various ways, as knowledge has the trait of being historically situated (Crotty, 1998, p. 9), but according to Pring, (2000) truth is the agreement formed by co-constructors of knowledge. Instead of questioning the ideology interpretive paradigm accepts the ideologies. In the present study interviewer will be the one to construct the reality, whereas researcher will be the interpreter of social reality (Pring, 2000, p. 251). The individuals who participate in this process can only understand the social world (Cohen, et al., 2007).

During the interaction between the participant and the researcher, the researcher will act as an interpreter, tries to comprehend knowledge and meaningful reality in social world.

Interpretivism's subjective nature enables the researcher to attempt to recognize subjective meaning of action in objective manner (Schwandt 2000, Mason 2002). The objectivity of the research is visible on the ability and willingness to listen and give voice to participants (Strauss and Corbin 1998). The better theory is generated when data is interpreted and reinterpreted as the researcher's understanding on the social world grows and changes. The etic approach will be exercised in this study because it the most appropriate one for this research. As the researcher is not physically playing any part in ecommerce market, the study will be done by staying outside the e-commerce activity according to etic approach (Morris et al., 1999).

ETHICAL CONSIDERATION

Researcher is suggested to take the sole responsibility for ethical conduct of their own research; ethics are simply researcher's responsibility. Researcher's responsibility is to take care of dignity, safety, rights and wellbeing of the participants. Not only these; but in the research process researcher must be familiar with the overall culture of sample to deal with unavoidable circumstances. Both researcher and participants play significant role. Researcher and participant has to follow 'ones right are others obligation', while conducting the research participant's rights will be taken care of, and researcher must consider their research from participant's perspective. These ethical issues will be considered at two levels.

RESEARCHER'S OBLIGATION

In the research process the researcher must ensure that their research is conducted with honesty, objectivity and integrity (Bickman and Rog, 2009). In order to conduct an ethical research, researcher is bound to seek participant's consent. The culture, values, religion, economic status and many other things associated with the participant will be respected (Resnik , 2015). The experiment which could hurt both researcher and participant will not be done. Not only the participants the researcher has also an obligation towards society, her colleagues or other researchers and funders of the project. Researcher will use secondary data for the purpose to extract, analyze and use information to avoid unethical issues all the researches will be credited (Resnik , 2015)..

PARTICIPANT'S RIGHTS

the participants have the exclusive right to give agreement to take part, withdraw from, or refuse to take part in research projects (Resnik , 2015). Participant's right to seek

confidentiality will be followed, and identifiable data will be stopped from publishing and sharing. Disproportionate levels of risk will be avoided to secure participant's information (Bickman and Rog, 2009).

VALIDITY AND RELIABILITY

Validity and reliability is required to be measured in both qualitative and quantitative data collection. However both methods of data collection have different tools to measure the validity and reliability. The extent to which a measure can be generalized to other measures can be understood as reliability, whereas validity can be understood as concerned with measuring that which is intended (Silverman 2001). Believability and reliability in the research process is referred as validity. To ensure the validity researcher has to make selection of correct sample to get the accurate information about the topic (Bajpai, 2011). In the process of qualitative research, reliability and validity is the justification and trustworthiness of the data that is collected and concluded. Reliability of the research majorly focuses to provide credibility to the study by the source of several stages which also include data triangulation (Davies and Dodd, 2002). To make the data reliable researcher will keep the records of the collected data in systematic order.

Systematic recording of events separate the researcher's own perception about the event so field notes will consider more accurate and systematic in improving both reliability and validity (Silverman, 2001). To conduct an interview researcher will take support of multimedia devices to record interviews. Because improved access of raw data to the readers can only be done careful transcribing interviews using accepted transcription protocols and presenting long extracts of data in the write-up.

CONCLUSION

The second part of the document consists of the research approach; the chosen approach is inductive due to the exploratory type of the study. This approach will help the researcher to find out maximum number of critical success factor in the emerging e-commerce market of Pakistan. Furthermore the research method is discussed in which researcher has adopted qualitative method of data collection. Qualitative is the most convenient method for this topic to explore hidden factors in e-commerce market of developing country like Pakistan. The selected data collection method enables the research to look into quality, characteristics and factors of the phenomenon. The openness of this approach and method adopted for this

research will freed the researcher to find out multiple dimensions of the topic which can also help for the future researchers of Pakistan. The research's philosophical stance has been discussed in depth. For qualitative research the most convenient philosophy was interpretivist, and the ontological positions of the interpretivism is relativism. The subjectivity of relativism enables the research to give meaning to the reality according to perception of the research participants. The ethical issue has been discussed into two parts to produce a clear image of responsibility of both researcher and the participant. Then tools to assure reliability and validity have also been taken into discussion.

LIMITATIONS

The limitation while producing this assessment is following:

1. There are very few researches done on the e-commerce success in Pakistan, because e-commerce has become famous since last 10 years in Pakistan's business market. So there is limited literature found on the topic.
2. The challenges and perspective of the customer has always been taken into consideration while conducting e-commerce research, so the literature on organizational perspective is also very limited.
3. There not much theories found on e-commerce success, the theories were old but reliable. Still there is work going on to testify the model and theories of e-commerce success.

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