

CHAPTER V

CONCLUSIONS AND IMPLICATIONS

A. Conclusion

1. A significant numbers of the enterprises, approximately 60%-70% of the population, have introduced IT in their business. Most of SMEs in Japan are at the level where they don't have formal strategy but have some directions towards e-business initiatives or stage 2 on SOG-e model.
2. Although the majority think that investing in IT is important, but the remaining significant numbers of business, which is approximately 37%, still don't even appreciate the importance of e-commerce adoption even enterprises in the developed country like Japan. The most anticipated benefits by enterprises is that e-commerce adoption can make my business become more competitive.
3. This study has also provided the results of the realized benefits of e-commerce adoption. Regarding the post adoption of e-commerce, the results have been shown that SMEs revenue has increased, marketing costs are decreased, customer loyalty and retention are increased, relationship with supplier has improved, and their market reach has been extended. In some case, the decrease in operational cost and the increase in the speed of processing, the expected results have not been achieved.

B. Implications

1. Managerial Implication

The implications for the future needs of the e-commerce users have been highlighted from this study. To start with, the perceived benefits of e-commerce adoption in terms of efficient procurement system is still low. Business partners or other suppliers need to initiate, at least recognizing its importance, to adopt e-commerce in the system. Since the activities such as purchasing, are mostly repetitive which can be easily rationalized using internet, it would have greater influence in the efficiency of their operational.

Even after the e-commerce adoption, however, the increase in speed of data processing is not achieved in some enterprises. In such fields as accounting, the data processing of cash flow and financial statement generation is fast and precise. But, in the areas of information processing from the market, customers, or suppliers are difficult, because the high intensity of information input could not be handled by SMEs. This implies that they need a strategic hiring of talented human resources to be assigned for the e-commerce project. The person should be in charge of handling the information or encourage CEOs or managers to be intensified in attending workshops for higher adoption. SMEs with CEOs who perceive that e-commerce could offer many benefits are more likely to adopt e-commerce.

It can be expected that companies which have positive management attitude toward e-commerce will have more tendency to initiate e-commerce

activities. A better understanding of the benefits will increase their probability to allocate some resources towards adopting e-commerce.

2. Theoretical Implication

Refers to the result limitations of this study, future research need to add the number of respondents and cover more SMEs at national level so the result can be more reflect the reality of target population. Future research also need to highlight more possible benefits of e-commerce adoption in order to produce better result. Lastly, as mentioned before, to enhance the understanding of e-commerce adoption among SMEs, the same population of SMEs, or others, at different industry, country, and time periods in the future can be examined.