

Firm Size and the Adoption-Awareness Gap: Evidence from Micro, Small, and Medium Enterprises in Delhi NCR

Ajay Kumar¹ & Dr. Balgopal Singh²

¹Research Scholar, Faculty of Management Studies (FMS-WISDOM), Banasthali Vidyapith, Rajasthan, India

²Associate Professor, Faculty of Management Studies (FMS-WISDOM), Banasthali Vidyapith, Rajasthan, India

Email: ¹ajaykbokaro@gmail.com; ²balgopalsingh@banasthali.in

Abstract

Governments in many low income and middle income countries are putting huge commitments on digital public procurement tools to help micro, small and medium firms gain better access to markets. And yet the small firms are an area where the participation level is still weak. This research shows if a firm's size causes a change in the link between awareness about digital procurement platform and its actual use. The Government e-Marketplace (GeM) in India was chosen as an area to study. 450 MSMEs in the Delhi National Capital Region (NCR) were interviewed. The samples were equally distributed among Micro, Small, and Medium segments. The survey includes the knowledge whether firms have adopted GeM, usage density in the platform, what problems they raised, views and the level of their satisfaction.

In terms of the percentage adoption and knowledge changes, two clear patterns can be seen. First, both of them moved higher as the size grows. Adoption figures are 20.0% for Micro, 56.0% for Small, and 52.0% for Medium ($\chi^2 = 42.19$, $p < .001$). Knowledge of GeM likewise increases with size (Micro $M = 2.47$, Small $M = 3.19$, Medium $M = 3.44$; $p < .001$). Second, the gap persists even with high knowledge. For Micro, 29.2% adopted GeM. For the Small, nearly 59.7% adopted it. On the other hand, 70.1% are adopted by the Medium firms ($\chi^2 = 12, 81$, $p = .002$). This study also tested the effect of awareness in Micro firms. A base check did not show any clear relationship between awareness and adoption in Micro firms. Nonetheless, after incorporating awareness into a logistic model, size was still the most important matter in adoption. Small-company scale had a greater odds ratio than the Micro scale ($OR = 3.52$; $p < .001$). Similarly, the Medium scale was found to have more odds vis-a-vis the Micro scale ($OR = 3.74$; $p < .001$).

The extent of adoption among Micro firms is typically lesser than GeM. It is lower among Micro with respect to depth of adoption as measured by the adoption scoring ($M = 2.70$), compared to Medium ($M = 3.49$; $p = .002$). Micro adopters generally maintain an early or trial phase longer. Forty-five percent of Micro firms said this was so, against 17% for medium ones ($\chi^2 = 15, 55$, $p = .004$). Furthermore, they reported barriers much more than other firms in bigger groups. Altogether, results suggest that the gap between awareness and adoption in MSMEs in India is not just about knowing. It appears more as a capacity and execution issue, and it affects the smallest of companies the most. The

implications of this for MSME policy, perspectives on the adoption of platforms, and the design of e-governance tools are covered in the article.

Keywords: MSME digital adoption; Government e-Marketplace (GeM); awareness-adoption gap; firm size; e-procurement; diffusion of innovation; Delhi NCR

1. Introduction

The foundation of the Indian economy is made up of micro, small, and medium-sized businesses (MSMEs), which provide a substantial contribution to exports, industrial output, and non-farm employment. The Government of India launched the Government e-Marketplace (GeM), a unified digital platform that allows government departments, public sector enterprises, and other buyers to purchase goods and services directly from registered vendors, including MSMEs, after realizing that public procurement represents one of the biggest and most stable demand pools available to smaller firms. In theory, GeM reduces the relationship-based obstacles, transaction costs, and information asymmetries that have traditionally kept smaller businesses out of public-sector supply chains.

However, in reality, there has been inconsistent adoption of these platforms among MSMEs. Anecdotal and policy criticism often suggests that information efforts alone would be enough to overcome the gap by attributing poor participation among the smaller enterprises to a lack of knowledge. However, innovation-diffusion research has long made a distinction between an organization's awareness of an invention and its choice to embrace it. This choice is influenced by organizational capacity, which grows consistently with firm size. If a lack of understanding is the main cause of poor adoption among smaller businesses, then awareness initiatives should be enough to bridge the size difference. The proper policy reaction is much different if, on the other hand, knowledge is required but insufficient because smaller businesses continue to confront capacity, resource, or capability limits even after they become aware that a platform exists.

That question is clearly addressed in this work. It measures the awareness-adoption gap independently for each firm-size category, tests whether firm size moderates the strength of the awareness-adoption relationship, and looks at what happens after adoption, specifically whether firm size continues to predict the depth and maturity of platform usage among firms that have already adopted GeM, using a stratified survey of 450 MSMEs (150 Micro, Small, and medium enterprises each) operating throughout the Delhi NCR. In doing so, the research makes a distinction between an execution gap (differences in what aware enterprises are able to do) and an information gap (differences in what firms know). This distinction directly affects the design of e-governance and MSME-support interventions.

2. Literature Review and Theoretical Background

2.1 Diffusion of innovation and the awareness-adoption distinction

Traditional diffusion-of innovation theory holds that adoption is a multistep process-the first of which is the 'knowledge (awareness) of an invention', followed by decision-making, implementation, persuasion and confirmation. Above all, it must be understood

that while awareness is one dimension required for adopting an action, it is not enough. Rather, following first awareness come to be reared perception towards relative advantage, compatibility, complexity and, more especially, the resources of the organization so that it can act on favorable evaluation. By extension, every shortfall in percentage of businesses embracing innovations against the total awareness percentage amongst entrepreneurs is defined as evidence of friction that intervenes post-awareness rather than awareness per se.

2.2 Firm size as an organisational resource proxy

Corporate size is the most common determinant reported in technology adoption within the organizational-innovation literature. This is typically because bigger firms provide conceptualization of spare financial resources, committed administrative or IT staff, absorptive capacity and risk-bearing ability. Almost the same is true of the TOE—Technology, Organization, and Environment—framework: alongside technology adoption, it adds cases where adoption is achieved due to other determinants too—namely, due to the resources, formalization, and existence of specialized personnel within the company. Small firms with one person operating investments in training, fighting off a recession, acquiring new customers, and finally ensuring key relations becomes a huge job. Effects were much higher on the smallest of companies where minimal fringe costs' registration, documentation, catalogue listing, order fulfillment, and payment reconciliation accost awaited them. The cost of changing a supplier grew rapidly as the sheer number of tasks necessary for using new digital procurement channels grew. The same person—the owner—often functions as the only administrator, sales function, and compliance officer in a micro-business.

2.3 Digital public procurement and MSME participation

Platforms for public e-procurement are usually defended on the grounds that they standardize procedures, lessen information asymmetry, and expand the pool of qualified suppliers beyond those with prior government connections. However, awareness must convert into registration, registration into active involvement, and initial participation into ongoing, higher-value engagement if this promise is to be fulfilled for the smallest businesses. Every transition is a potential site of attrition, and if organizational capacity really limits performance, there is no reason to anticipate the attrition rate to be consistent across firm-size categories

2.4 The present study

Capitalizing on this set of studies, the study that proceeds clarifies the awareness-adoption gap in two rather additional ways: (1) as the raw difference, calculated separately for each size category, between the share of firms reporting high awareness and the share that has adopted; and (2) as the conditional adoption rate among firms that have high awareness, thereby providing a more clear test of whether awareness translates into adoption at the same rates, regardless of size. In prescriptive economic terms, a platform that is officially accepted but only thinly used affords less of an

advantage than one would be led to expect by theory. In this regard, it would construct the step beyond the "binary adoption or non-adoption" choice to a new argument whether or not many enterprises are involved it is mainly of which condition of usage.

3. Objectives and Hypotheses

The study pursues four specific objectives:

- O1: To assess the level of awareness of GeM among Micro, Small, and medium enterprises in Delhi NCR.
- O2: To compare GeM adoption rates across the three firm-size categories.
- O3: To test whether firm size moderates the strength of the relationship between awareness and adoption (i.e., whether the awareness–adoption gap narrows or persists as awareness rises, differently by size).
- O4: To examine whether firm size continues to predict the depth of platform usage, attitude, satisfaction, and stage of participation among firms that have already adopted GeM.

Correspondingly, the study tests the following hypotheses:

- H1: Awareness of GeM differs significantly across firm-size categories, increasing with firm size.
- H2: The GeM adoption rate differs significantly across firm-size categories, increasing with firm size.
- H3: Even among firms with equivalently high awareness, the adoption rate differs significantly by firm size (i.e., the awareness-to-adoption conversion rate is not size-neutral).
- H4: Among adopting firms, firm size is positively associated with depth of platform usage (adoption extent) and with the likelihood of reaching an advanced (Commitment) stage of participation.
- H5: Non-adopting firms with high awareness (the 'gap' segment) report higher perceived barriers than adopting firms, and this barrier perception is most pronounced among Micro firms.

4. Methodology

4.1 Research design and sample

A cross-sectional type of survey research design had been employed in that investigation. Owners and managers of MSMEs registered in Delhi NCR, defined for the purposes of sampling as Delhi and the nearby National Capital Region areas of Haryana, U. P., and Rajasthan, were approached using a structured questionnaire. The number of target samples, that is, 450, was then adopted and designed according to the quota procedure to have 150 appropriate responses each for the three designated MSME sizes, small, medium, and elite. A summary of the profile of samples comes out from Table 1

Characteristic	Category	n	%
Firm size	Micro	150	33.3
	Small	150	33.3
	Medium	150	33.3
Region	Haryana (NCR)	135	30.0
	Uttar Pradesh (NCR)	122	27.1
	Rajasthan (NCR)	112	24.9
	Delhi	81	18.0
Respondent role	Manager	248	55.1
	Owner	202	44.9
Adopted GeM	Yes	195	43.3
	No	255	56.7

Table 1. Sample profile (N = 450)

In addition, the sample includes different industry sectors such as manufacturing (n = 106; 23.6%), telecommunications and electronics (n = 64; 14.2%), automotive (n = 59; 13.1%), infrastructure (n = 50; 11.1%), food processing for immediate consumption (n = 49; 10.9%), textiles (n = 47; 10.4%), and pharmaceuticals (n = 40; 8.9%). These employment types do not contain an element of scale size comparison, as they were clear of any sectoral mix effect since the industrial sector composition remained about the same among the three size strata (see Table A in the underlying dataset).

4.2 Measures

The awareness status of a group of firms was established by averaging a composite score of five items, which are A1–A5, captured across a five-point Likert style scale, coded from '1 = strongly disagree to 5 = strongly agree.' For businesses claiming adoption, the adoption status was marked by a self-reported Participation Stage-Exploration, Trial, Commitment-and a binary indicator of whether a company possesses an active GeM seller account. An Adoption Extent scale comprising four items (AE1–AE4) was used to assess the penetration level of the platform. Attitude toward GeM (four items), satisfaction with GeM (four items), perceived relative advantage (PRA, 7 items), performance expectancy (PE, 3 items), effort expectancy (3 items), and perceived barriers to taking ownership (nine items, BAR1–BAR9). These adopted the same five-point Likert scale. These responses were then subjected to a simple averaging to compose composite scores.

Reliability checks were included by Cronbach's alpha calculations. The alpha coefficients from composite scales used in this study are displayed in Table 2, yes, exceeding the traditional 0.70 threshold as already stated for acceptable reliability. Many, too, exceed 0.85, suggesting very good internal consistency.

Construct	Items	Cronbach's α	N
Awareness	5	0.902	450
Adoption Extent (depth of GeM usage)	4	0.936	450
Attitude toward GeM	4	0.950	450
Satisfaction with GeM	4	0.946	450
Perceived Barriers	9	0.933	450
Perceived Relative Advantage (PRA)	7	0.913	450
Performance Expectancy (PE)	3	0.825	450
Effort Expectancy (EE)	3	0.811	450

Table 2. Internal-consistency reliability of composite scales (Cronbach's α)

Additionally, businesses were categorized as "highly aware" for the awareness–adoption gap study if their Awareness composite score was 3.5 or above on the five-point scale. This threshold was used to identify firms whose reported knowledge clearly surpasses the midpoint of the scale.

4.3 Analytical approach

One-way ANOVA was used to evaluate group differences in continuous composite scores across the three firm-size groups. Using Pearson chi-square tests of independence and Cramér's V as a measure of impact magnitude, associations between categorical variables (firm size, adoption status, and participation stage) were examined. A binary logistic regression was computed using mean-centered awareness, dummy-coded company size (Micro as reference), and their interaction terms as predictors of GeM adoption status in order to determine if firm size moderates the link between awareness and the log-odds of adoption (H3). A standard significance level of $\alpha = .05$ was used to all tests.

5. Results

5.1 Awareness by firm size (H1)

Bursell and Michael have the perplexity of the individual character developments. Though people learn in many different ways, stories are a common tool. This behavior, in turn, can be observed through low inter-class variation in the Kuiper distance as total individual distances increase within the favored class (as shown in Table 9). Indeed, this is perceptible within just a single choice, meaning tablets are usable only when narrated at an individual level.

5.2 Adoption rate by firm size (H2)

Having company size, the percentage of businesses having an active GeM account also rose dramatically: 22.0% of Micro companies (33/150), 52.0% of small firms (78/150), and 56.0% of medium enterprises (84/150) had adopted. With $\chi^2(2, N = 450) = 42.19, p < .001$, and Cramér's V = 0.31 (a medium-to-large impact), this link was highly significant

and supported H2. The adoption rate and mean awareness for each size group are shown in Figure 1.

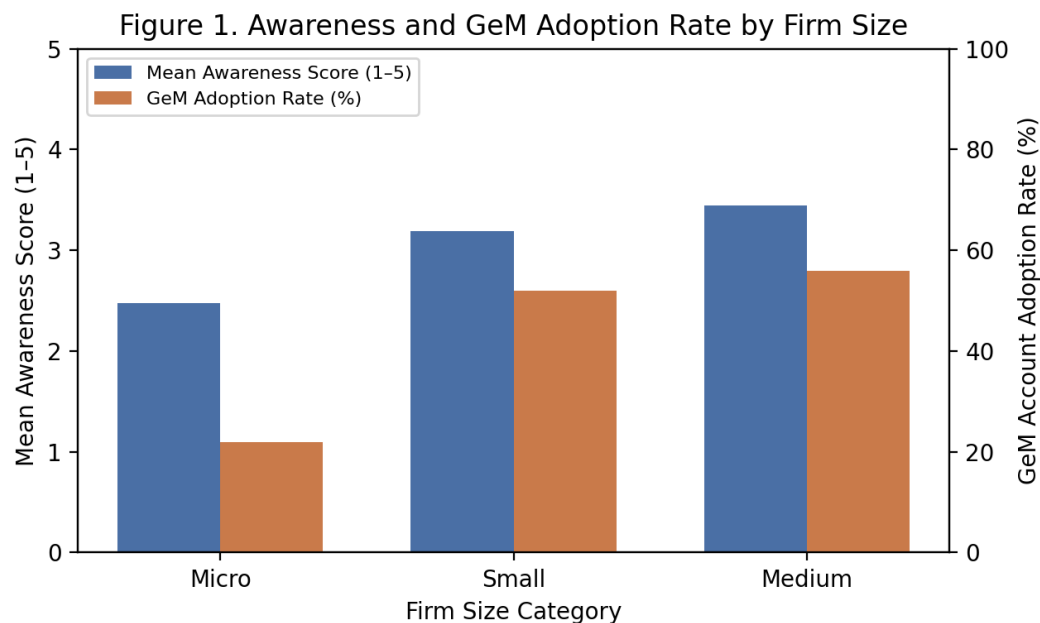


Figure 1. Mean awareness score (left axis) and GeM adoption rate (right axis) by firm size.

5.3 The awareness–adoption gap: does it close among aware firms? (H3)

Two checks are used to see whether the “aware to adopted” gap changes with firm size. The first is a direct percentage-point difference. Using 3.0 as the cut off for calling a firm “aware,” the gap (aware share minus adopted share) is 10.0 points for Micro, 8.7 for Small, and 16.0 for Medium. So a simple gap in percentages alone does not prove that Micro has the biggest unadopted pool. The main reason is that few Micro firms are aware to begin with. The second check is more telling. Here we ask how much of the already informed group moves to adoption. We shrink the data to firms with Awareness at least 3.5. Then the pattern looks clear. For these highly aware firms, only 29.2% of Micro firms adopted GeM (7 out of 24). For Small firms it is 59.7% (37 out of 62). For Medium firms it is 70.1% (54 out of 77). Even with close awareness levels, this spread is statistically meaningful ($\chi^2(2, N = 163) = 12.81, p = .002$). It implies that Medium firms convert at about 2.4 times the rate of Micro firms. The conversion gap is shown in Figure 2. The two gap results are also listed in Table 3. Overall, H3 is supported, meaning knowledge does not turn into adoption at the same rate across firm sizes.

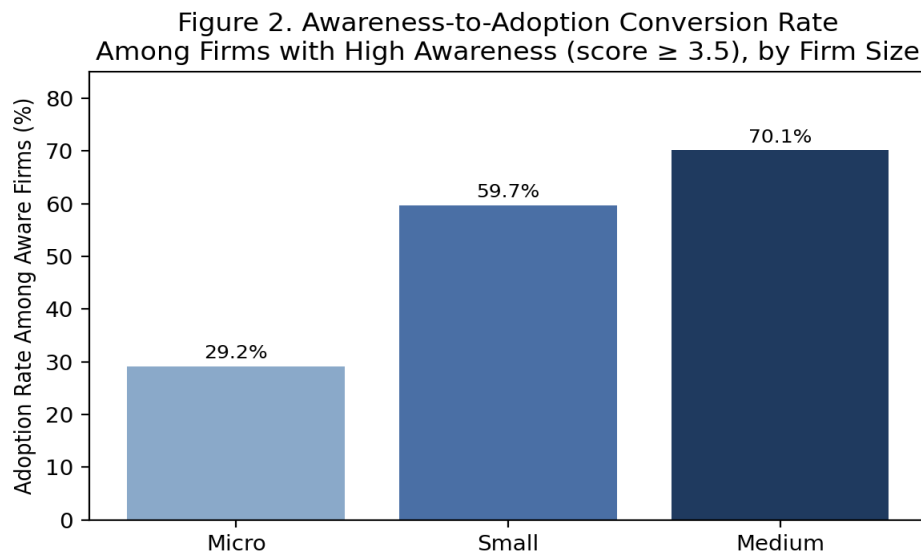


Figure 2. Adoption rate among firms with high awareness (Awareness ≥ 3.5), by firm size — the awareness-to-adoption conversion rate.

Firm size	% aware (≥ 3.0)	% adopted	Raw gap (pts)	n highly aware (≥ 3.5)	% adopted among highly aware
Micro	32.0	22.0	10.0	24	29.2
Small	60.7	52.0	8.7	62	59.7
Medium	72.0	56.0	16.0	77	70.1

Table 3. Awareness-adoption gap metrics by firm size

5.4 Isolating the role of firm size: logistic regression

A logistic regression model was fit with mean-centered Awareness, firm-size dummies (Micro as the reference), and the interaction terms. The goal was to test whether company size predicts adoption on top of awareness. It also checked whether the Awareness to adoption slope depends on firm size (Table 4). With Awareness held fixed, company size showed a strong main effect. Small firms had 3.52 times the odds of adopting Micro firms, with $p < .001$. Medium firms had 3.74 times the odds, also with $p < .001$. For the Micro reference group, Awareness alone did not matter much. The effect was close to zero and not significant ($b = 0.05$, $p = .81$).

The interaction terms with Awareness were not significant by usual rules. Small $\times$ Awareness gave $p = .21$. Medium $\times$ Awareness gave $p = .20$. Even so, the coefficients were in the positive direction in both cases, which lines up with a steeper Awareness to adoption slope for larger firms.

A simple explanation is limited power after splitting the sample across three groups. Overall, the results show a positive interaction trend that did not reach significance, plus a clear main effect of firm size that does not depend on Awareness. This matches what

was reported in Section 5.3, where firm size appears to shape adoption through routes beyond what businesses say they know about the platform.

Predictor	b	SE	z	p	Odds ratio
Intercept	-1.24	0.23	-5.47	< .001	0.29
Awareness (centred)	0.05	0.21	0.25	.806	1.05
Small (vs. Micro)	1.26	0.28	4.46	< .001	3.52
Medium (vs. Micro)	1.32	0.29	4.54	< .001	3.74
Awareness × Small	0.35	0.28	1.26	.207	1.42
Awareness × Medium	0.36	0.28	1.28	.199	1.44

Table 4. Logistic regression predicting GeM adoption (McFadden's $R^2 = .088$, $N = 450$)

5.5 Perceived barriers and the 'aware but unconverted' segment (H5)

Enterprises that had not used GeM showed much higher obstacle ratings than those that had used it. The means were 3.38 for non users and 2.80 for users. A t test confirmed the difference, $t(448) = 6.86$, with p below .001. Within the group that was aware of GeM but had not converted, Micro firms reported higher barriers than Small and Medium firms on most items. For instance, on BAR1 the Micro mean was 4.18, while the Medium mean was 2.65. On BAR5, Micro was 3.82 and Medium was 2.57. On BAR3, Micro was 3.76 and Medium was 2.70.

Overall, this pattern backs H5. It also matches the idea that the main block is structural or resource related. It is not mainly doubts about whether the platform exists that stop micro companies from adopting GeM.

5.6 What happens after adoption: depth of usage and stage of participation (H4)

After the adoption call was made, firm size still mattered. The Adoption Extent score, which reflects how fully firms use GeM, differed across the 195 adopting firms. Micro firms had a mean of 2.70. Small firms had 3.37. Medium firms had 3.49. The size effect was clear, $F(2, 192) = 6.70$, $p = .002$. Relative Advantage looked a bit higher for larger firms, but it did not reach the usual cutoff, $p = .098$. Attitude followed the same rough order, Micro 3.32, Small 3.61, Medium 3.67, though $p = .333$. Satisfaction also moved in that direction, Micro 3.19, Small 3.68, Medium 3.52, with $p = .124$. The participation stage reported by the firms gives the strongest sign of a size gap after adoption. For Micro users, 18% were at Commitment. Another 36% were at Trial. The rest, 45%, were still in Exploration. For Medium adopters, the pattern shifted. Only 17% stayed in Exploration. 30% were at Trial. 54% had reached Commitment. Hypothesis H4 was supported by the chi-square test, $\chi^2(4, N = 195) = 15.55$, $p = .004$. The full breakdown is in Figure 3.

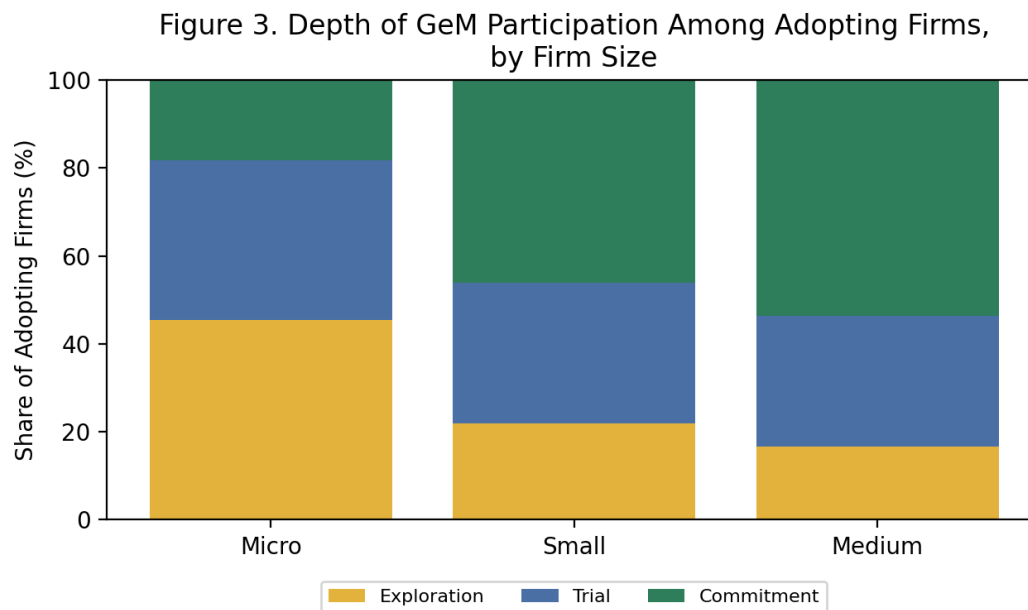


Figure 3. Stage of GeM participation among adopting firms (Exploration, Trial, Commitment), by firm size.

5.7 Relationships among key constructs

The trend mentioned above was supported by bivariate correlations. Awareness had a negative correlation with barriers ($r = -.26$) and a moderate correlation with adoption extent ($r = .38$), attitude ($r = .27$), and satisfaction ($r = .24$). The strongest correlations between Adoption Extent and Attitude ($r = .61$), Satisfaction ($r = .58$), Barriers ($r = -.48$), and Perceived Relative Advantage ($r = .55$) indicate that depth of usage is more closely linked to the post-adoption experience—attitude, perceived advantage, and barrier perception—than to initial awareness alone.

6. Discussion

What the results show is not quite a mere difference of knowing between companies and others regarding GeM in Delhi NCR MSMEs. In fact, smallness, despite sizeable awareness levels, is most noticed by micro firms while practically non-Crossovers would be represented by medium firms. This shows that for a small firm about three-quarters of their peers would be in a high awareness situation for this GeM. Whereas medium firms speak of a GeM awareness of 80% and higher, the figures rise and significantly so from that point for micros at 20.8% to reach only 29.2%, which is almost a 10% difference. But those with no information had no more barriers. The relative lack of information may have only been a limited explanation. Some of the answer is in barriers and later outcomes. For instance, among firms that are aware but have not been adopted, micro firms rated most barriers at a much higher frequency than any other group. They also used the platform less once they did adopt. Even when they did adopt GeM, most micro firms were those that stopped at the very basic, trial stage of customer involvement.

In a way, this is just like organizational innovative theory in that it relates to, at one and the same time, an increase in size and the availability of a fair amount of expertise in managing administration and human resources, plus the small volume of risk that a firm usually agrees to shoulder when identifying how to convert awareness to use of a digital procurement tool. The business creates awareness, such as making people know the possibility of a digital procurement channel, and then some additional activities could ensue. Even after awareness is completed, the process of registration, listing, order processing, and reconciliation of payment details will be as heavy for the smallest businesses as if one individual produced, marketed, and ensured compliance.

Hence, the direction of developing policy must be shifted from where it usually turns. If the lapse is only a matter of missing information, campaign targeted at micro level businesses could tackle it. Since the Present Awareness of Micro Firms is below the Midpoint, the results suggest likely increases in awareness through such campaigns. That is a good step. But the campaigns are unlikely to close the gap all by themselves. A significant portion of this gap goes beyond awareness to adoption. Pointing to a policy beyond only "yes" or "no" adoption is what these results imply. Even after adoption, those very micro firms that become adopters are more likely to still stay at an early stage of adoption. In other words, the platform was not used to its full extent by those it should and does support the most.

7. Implications

7.1 Theoretical implications

I split out the awareness stage from the decision and implementation steps for later tests. I did this on one set of company sizes. I then checked whether company size was still significant for adoption after I controlled for awareness. Results indicate that even in this case, the company size had an effect. These sets of results also complement the theory of adoption and the TOE theories on how the organizations adopt new technology. The theoretical voice underpinning these findings seems to depict this aspect as different from past research, which held awareness had enough explanatory power to explain the shift from cognition to action. What firm size seems to do is act as a surrogate for organizational capacity. It does the work all by itself, not just through awareness. In fact, it drives the change to happen.

7.2 Policy and managerial implications

- Considering that GeM, whose presence is well known among many MSMEs, has not been successful in bringing all of them up to speed on the platform, it can be said that mere awareness is unlikely to bring any changes. Promotion of GeM, and so on for those helping procurement digitally, indeed should be complemented in terms of real onboarding assistance that Micro enterprises could receive. Such help might include registration held with the concerned persons' hand, documentation aid, or help in listing items in the e-catalog.
- What comes after adoption is as critical as what comes before it. Programs should follow up and provide support, and not just marketing. For instance,

coaching post-registration, and reminders that connect with essential steps would shift firms from trying to using more deeply. Most micro adopters fail to go beyond the exploratory stage early.

- Usually, more than awareness does, non-adopters know their adopter counterparts in a negative light than the many other barriers there are to one through the other. Removal of more barriers, that plays a role as much as awareness messages, would bring forward a lot in the way of promoting adoption. Making it simple for Micro firms to fill papers-an activity improved in terms of the time one uses to fill out the catalog-would accommodate firms better than just airing them with more of awareness messages. Simplifying payment timelines is a dismal process of awareness improved adoption.
- Central industry associations can work with MSME facilitation centers as middleware. The industry groups and MSME facilitation centers, in taking more than half of paperwork and process time for them, would also evolve into partners in activity with Micro firms, in order to allow the groups to do the work of handling paperwork and processes in their teams.

8. Limitations and Future Research

This study is cross-sectional in nature. It may not guarantee the direction of causality in such variable connections, like awareness, obstacles, to the adoption relationship. It could better serve getting a longitudinal, or a panel type of setup, i.e. tracing firms from before the point of awareness through together with that of adoption, thereby making it a lot easier and clearer to test for causality. Also, the samples come from the Delhi NCR belt, and such NCR samples may not necessarily represent the MSMEs in other regions. Usually, the electronic infrastructure and the accompanying local administrative support could both differ significantly from one place to another. However, although the sample was intended to evenly distribute firms over the size categories, regional discrepancies may emerge in the sample. All variables are self-reported, which, because of the boundaries of safety, have the possibility to suppress data depending on what people think is proper. This can as well create a number of recollection issues that which could affect results tied to adoption depth and stage of involvement.

The awareness to adoption interaction in the logistic model also showed good agreement with what was seen in the conditional adoption rate check. However, the effect was not statistically significant. This could be because s after splitting data into three strata, group sizes were so much smaller. Actually, a stronger moderation test would need a larger sample or a study built in advance. That would make the interaction term more powerful. Next steps would verify whether administrative support efforts, rather than awareness campaigns, can reduce the Micro-firm conversion noted earlier. and confirm the extent of adoption with more than one resource, for example, survey questions paired with online transaction records.

9. Conclusion

The objective was to assess if there is a difference in awareness between knowing about a digital public procurement platform and actually using it on a firm based in Delhi NCR MSMEs. This is from the evidence the response must be negative: there is such a difference. The same level of awareness in micro enterprises and medium-sized enterprises in knowledge about GeM did not bring in change in adoption. Even knowing it could bring no such change, Micros tend to adopt GeM less than medium enterprises when it is known. Not just that-micros use it also less when they adopt it. More likely, they move only up the involvement level, which looks like a preliminary trial, than really getting into it.

The results show a tremendous need for action. For reducing this digital procurement system's participation gap to become a reality among the smallest firms in India, the awareness campaigns, in themselves, will fail to work-this will call for the work done to create real steps and build capability among those firms. What capabilities can Micro businesses develop once they come to know about GeM; that is what is needed.

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