



# ECOMMERCE PLATFORM STRATEGIES AND ORGANIZATIONAL PERFORMANCE IN THE MANUFACTURING SECTOR IN NAIROBI CITY COUNTY, KENYA

**Mary W. Gitau** 

School of Business, Department of Business Administration,  
Kenyatta University, Kenya  
marygitau21@gmail.com

**Reuben Njuguna, PhD**

Lecturer, School of Business, Department of Business Administration,  
Kenyatta University, Kenya

## Abstract

*This study in particular was to shed light on the effectiveness of commerce platform strategies on organization performance in the manufacturing industries in Nairobi City County. The manufacturing sector may improve its performance by integrating the eCommerce platform strategies however there is a paucity of information on the challenges which the manufacturing sector is facing on a lack of technology adoption as well as global developments like COVID, hence this investigation sought to address this gap by evaluating the effectiveness of eCommerce platform strategies on performance. For this, the study adopted an explanatory research design with a target population of 69 manufacturing firms registered under the Kenya Association of Manufacturers where random sampling was used and purposive sampling to select the 120 respondents. Study found that e-commerce platform strategy positively and significantly influenced organization performance. From the finding, it can be concluded that the e-commerce-platform strategy has a significant positive effect on organizations' performance. The study has an important implication for managers and policymakers.*

*Keywords: E-commerce platform strategies, manufacturing sector, organizational performance*

## INTRODUCTION

A lot of organizations are now adopting the Web as a way to carry out business which is a result of the fast growth of the internet and E-commerce as well. The study examines the relationship between eCommerce platform strategies and organizational performance. The current and vast growth of technology is highly accepted, especially in business organizations that are employing various technological strategies in the competitive business environment.

According to Balamurugan & Nadu, (2018), e-commerce rapid growth has allowed organizations and the customer where the provision electronic platforms used to facilitate the connection between existing and potential customers has been effectively, electronic payment for allowing a financial commitment involving the purchaser and vendor by use of the internet while e-logistics allows the transfer of goods sold through the internet.

The e-commerce platform strategy is built on interactivity, product design, and user design(UX) which according to research done by the Nielson company (2015), at the beginning of the second phase in the e-commerce growth, social networking merely helped consumers to connect with friends, but now social networking websites are serving a wider purpose. Most savvy brands are using social networking platforms to further their digital connections with consumers to launch products and advertising, feedback, and facilitate purchases termed social commerce to bring forth high performance in the company.

The E-commerce model is different from the brick and mortar that have a physical location and can be able to show the audience unlike eCommerce is managed online and all customer activities occur on the Web which is a challenge to track the audience of whom organizations require more information about their customers hence the requirement of using tracking tools on the platform that help organizations know more about their customers.

## LITERATURE REVIEW

### Theoretical review

#### ***Unified Theory of Acceptance and Use of Technology (UTAUT)***

This theory consists of a consolidation of previous studies that are related to the Technology Acceptance Model (TAM) by Venkatesh, Morris, and Davis (2003) and later Wu and Wang (2005). The UTAUT aim is to explain a user plan usage on the information system and the subsequent utilization behavior. Venkatesh et al. (2003) incorporated four key constituents in UTAUT effort expectancy (EE), performance expectancy (PE), facilitation conditions (FC), and social influence (SI) which determines directly the usage intention and behavior toward technology as well as age, gender, experience and voluntariness which are the four key moderators of use that impact innovation adoption.

Venkatesh et.al (2003) states the extent to which a person accepts a system is referred to as performance expectancy. In this case, e-commerce will aid in attaining performance improvements whereas effort expectancy is the perceived horde of effort that the user necessitates into learning and operate e-commerce. The level of realization that an individual perceives as important others (bosses, peers, subordinates) should use a system in this case e-commerce is the social influence. The facilitation state is considered as the standing individual supposing the organization and technological infrastructure exist to strengthen the system use.

UTAUT model has been used by past research studies to test diversification involving the acceptance of the study. In this case, UTAUT will be used to show how e-commerce has been adopted in terms of payment, platforms, and delivery on user acceptance and use. The theory, therefore, supports the independent variables of the study.

Despite the advantageousness of reviewing the acceptance of technology, the UTAUT model is restrained since it excludes task technology fit (TTF). According to Bagozzi (2007), this was not accepted in the previous model and thus warrants further research. Primarily, the model that underlies UTAUT fails to include task construct. Typically, users intend to use information technology if it meets their task requirements. Dishaw, Strong, and Bandy conducted a study that added the TTF construct to the UTAUT to determine whether this addition produced an improvement in explanatory power similar to that reported by Dishaw and Strong where their results produced a new model combining TTF and UTAUT. (Venkatesh & Zhang, 2010).

### ***Task technology fit theory***

In 1995 Goodhue and Thompson developed this theory which comprises of fairly simple but powerful perspective, suggesting that a better fit linking technology and the task will result in better performance separate from TAM where consideration is on applying beliefs, perceived ease of use perceives usefulness to point out yet expound user acceptance of IT. TTF is the first theory to aim to explore the post-adoption aspect of technology, utilization unlike other prior research which had mainly focused on the antecedent of use, and utilization is widely used for the prediction and utilization of Information Technology which is the ability to perform a task.

According to (Dishaw & Strong, 1998) numerous models have been built around the concept of task-technology fit yet TTF is at the very heart of them all. Klopping and McKinney, (2004) explain that it is reasonable to expect research on consumer adaptation and online shopping supports the fact that a consumer will favor an e-commerce application whose functionalities match his/her shopping tasks. The TTF theory is very essential in checking the exact usage of technology, especially when experimenting with new technology to get feedback or even evaluating already released technology applications in the market.

Previous studies on TTF focus on improving the general TTF model whereas the TAM theory Goodhue (1995), suggested and even proved many varying dimensions of fit to validate the fit measurements.

In this study, TTF will be used to support both the dependent and independent variables. According to Agarwal, Sambamurthy, and Stair (2000), the TTF theory has been criticized for not lack of focus on individuals' psychological and situational factors like the role of top management, trust between team members and team leaders, and the responsibility of team members

## **Empirical review**

### ***Ecommerce platform strategies***

A study on the use of online marketing in small and medium enterprises experience in Kenya by Wilson & Makau, (2018) where the study sought to exploit insights into SMEs' experience with online marketing use. The study employed a Qualitative research approach using case studies designed for inquiry wherein depth interviews with small business owners, IT experts, and agencies of the government of which were 110 informants. Across all sectors, Qualitative analysis and interpretations were done indicating that the usage of online marketing is well known to most SMEs, and online platforms like checki.co.ke and Jumia.co.ke are common to small business owners. Nevertheless, SMEs' was the major focus as well as online marketing in the study with no mention of performance, hence this study will ascertain the e-commerce strategies with a focus on how they affect organizational performance.

Moronge, (2018) in his study on electric business practices' influence on supermarket performance in Nairobi Kenya found that eMarketing practices improve the performances of supermarkets where the study was carried out in 144 supermarkets located in Nairobi city county where descriptive research design was used where a census was conducted. The observation unit were the managers in control of operation with findings indicating that electronic business practices (e-payment, e-sourcing, e-inventory) affect the performance of supermarkets. The study established a significant relationship between electronic business practices on the performance of supermarkets. While the main study was to identify means of electronic business in supermarkets, this study will focus on e-commerce strategy on organization performance. Also, the study focused on supermarkets and its surrounding while the manufacturing sector is different from it.

A study by Lim et al., (2016) on factors influencing the online shopping response serves as the mediator of purchase intention aiming at determining the parallel between subjective norm, perceived usefulness, and online shopping behavior. The quantitative survey method was

performed by administering questionnaires to both undergraduate and postgraduate students at Malaysia Perlis university between the age of 18-34. 800 questionnaires were distributed of which 662 were valid for coding. The findings indicated that the subjective norm and perceived usefulness favorable results in purchase intention which also significantly, influences positively shopping behavior. The major limitation of the study is the sample selected is limited to university students with a higher education background whereas this study's sample size consists of 69 manufacturing companies located in Nairobi city county.

## METHODOLOGY

In this study, the proposed methodology for predicting the effects of e-commerce platform strategies in the manufacturing sector was based on analyzing the traffic and user experience factor to determine the performance of the organization. Descriptive research design was adopted which ensured rigidity and increased accuracy was used to determine, describe, identify what is, and observe subjects in their original setup. The investigation used random sampling, which gives every object in the universe an equal chance of being included in the sample. Based on the intended population, samples were created using this. 30 companies were chosen based on the stratified random sampling method as it allowed obtaining adequate information systematically. The sample size was determined using the rule of thumb that 30% of the target population is satisfactory; in this case, 30% was 21 companies with an upward adjustment to 30 companies in case of non- or poor response. Purposive sampling was used to select respondents from key departments, especially those whose officers (finance manager, marketing manager, logistics manager, and IT expert) had knowledge that was pertinent to their responses to the questionnaires. The population of the study considered 69 manufacturing firms based in Nairobi City County with the companies being distributed into different industrial zones; Mombasa Road, Industrial Area, and Ruaraka with the unit of observation consisting of managers in IT, finance, logistics, and the marketing department of the manufacturing industries based in Nairobi, Kenya.



Figure 1. Conceptual framework

## RESULTS

The proposed model and hypothesis used in this study were tested using regression analysis with the dependent variable being the eCommerce platform indicators traffic and user experience and the independent being the organizational performance.

### Descriptive Statistics

Table 1. User experience

Statements	Mean	Std dev
The company highly considers customer service a top priority	4.60	.566
The website is designed to enable our customers to interact with the company's social media platforms.	4.58	.633
The websites always ensure easy navigation	4.57	.721
The website is designed to ensure user satisfaction	4.55	.774
<b>Aggregate score</b>	4.58	.674

Table 2. Traffic

Statement	Mean	Std. dev
The product displayed on the website are always appealing /attractive to the user	4.49	.775
The company's social media platforms (Facebook, Twitter, and Instagram) are highly interactive with customers	4.47	.668
The company uses social media platforms to market products.	4.38	.686
Our online feedback platform allows dialogues with the customer in case of any issue (chatbot)	4.28	.769
<b>Aggregate score</b>	4.49	.699

The findings from the study indicate that manufacturing industries in Nairobi utilize websites as an e-commerce strategy. The response from the managers to the study contributed to a mean of 4.49 and std deviation of 0.699 which showed that respondents agreed to the use of websites in their respective companies. The findings indicate that the respondents highly agreed that the websites should be designed to ensure user satisfaction (  $M=4.550$ ,  $SD 0.774$ ), websites ensure easy navigation ( $M=4.57$ ,  $SD=.721$ ), the products displayed on the company's website are always appealing or attractive to the user ( $M=4.49$ ,  $SD=.775$ ), the online feedback platform allows dialogue with customer in case of any issue ( $M=4.28$ ,  $SD=.769$ ) the website

should be designed to allow customer interaction with the customer social media platform (M=4.58, SD=.633). The findings also indicate that the respondents agree that the company highly considers customer service (M=4.60, SD=.566) and that customers use social media to market their products and services which is in agreement with a study by Mutava (2019) on the effects of e-commerce platforms on retail center stores which is a case study on Two River Mall revealed that customers prefer e-commerce platforms for purchasing their products and services than in-store. This means that managers must ensure that the e-platform strategy allows a good interaction of the platform and customers.

### Correlation Analysis

To find out the relationship between the independent variable and dependent variable was undertaken.

Table 3. Correlation Analysis

		Performance	E-Platform
Performance	Pearson correlation	1	
	Sig. (2-tailed)		
	N	53	
E-platform	Pearson correlation	.738**	1
	Sig. (2-tailed)	.000	
	N	53	

\*\* Correlation is significant at the 0.01 level (2-tailed)

### Regression Analysis

Regression analysis was performed to determine the relationship between e-commerce platform strategy and organizational performance. The R-value is used to explain the changes in which the independent variable affects the dependent variable. In this study, the e-platform strategy included in the model explains a .461 (40.5%) variance in performance with a standardized error of .33283. The remaining 59.5% accounts for the other factors not in this study.

Table 4. Model Summary

Model	R	R square	Adjusted R Square	Std Error of the Estimate
1	.461 <sup>a</sup>	.214	.182	.33283

a. Predictors: (Constant), Traffic, User experience

## ANOVA

The regression analysis of ANOVA showed the significance coefficient of the F which is 6.779 is significant as .002<sup>b</sup> which is less than 0.05. This is an indication that there was a significant relationship between E-platform and performance.

Table 5. Analysis of variance (ANOVA)

Model	Sum of Square	Df	Mean Square	F	Sig
Regression	1.506	2	.753	6.779	.002 <sup>b</sup>
Residual	5.539	50	.111		
Total	7.045	52			

a. Dependent Variable: Performance

b. Predictors: (Constant), Traffic, User experience

## Coefficients Estimation

The findings from Table show that a unit increase in e-platform strategy increases organization performance by .290 times.

Table 6. Coefficient Table

Model	Unstandardized B	Coefficients Std Error	Standardized Coefficients Beta	T	Sig
Constant	3.304	.392		8.435	.000
User experience	.290	.121	.446	2.399	.020
Traffic	.014	.118	.222	.119	.906

a. Dependent Variable: Performance

Where the p-value of the variable is  $p=0.003$  and  $Y=3.304$

$$Y=3.304 +.290X_1 + \varepsilon$$

Where,

$\beta X_1=0.290$ ,  $\beta X_2=.014$ ,  $Y = \text{Performance}$ ,  $X_1 = \text{E-Platform strategy}$ .

## DISCUSSION

It's evident from the study evaluated the effects of e-commerce platforms on organization performance where traffic and user experience were the interactions the customer gets with the organization's platform an indication that when the independent variables are kept



constant, organizational performance will increase by 3.304. A unit increase in e-commerce platform strategy while holding all other variables constant will increase organizational performance by 0.290 times. These findings are in agreement with the (Mutava, 2019) study on e-commerce performance on sales turnover in retail center stores that showed a positive correlation between the e-commerce platform efficiency and sales turnover which is part of the performance. The finding also agrees with the (Achiando, 2018) study which found a positive correlation between e-commerce strategy by use of social media and sales performance in private security firms. These early studies are indicators that the response to e-commerce strategy is highly accepted.

## CONCLUSION

This paper focused on establishing the effects of e-commerce platform strategies on organization performance in the manufacturing industries. E-commerce platform strategy which consists of traffic and user experience positively and significantly influenced organization performance. E-commerce strategy involved how organizations utilized websites, and the social media platform for performance purposes that would lead to increased customer engagement and increased traffic volume from websites. This grew significantly especially when the COVID-19 pandemic emerged aiding the use of e-commerce by many organizations as a result of allowing its operations.

Considering that the study only focused on the manufacturing sector which is a rather limited study, it is equally important to have research focusing on other sectors as the results indicated fertility for further research on e-commerce strategies, especially now that technology has become part of everyday activity. Additionally, future studies could replicate this analysis with different samples in different geographical areas.

Based on the finding of this study, it's clear that managers should consider fully utilizing the e-commerce platform strategy in the manufacturing sector and also any other sector as it leads to performance in the organization by increasing sales turnovers, increasing visibility of the company, brand, or product through interacting on the website and the social platforms. Considering that technology is growing rapidly and new methods and strategies are evolving organizations must be agile in adopting any other strategies to reach many customers at the right time no matter where they are which in turn allows the organization to increase in sales and profitability.

As much as the internet is magnifying in Kenya, other countries are also experiencing the same accordingly, in that case, e-commerce is crossing borders and customers are shopping from anywhere, this is a call to action and attention for organizations to act globally. In

this case, applying e-commerce platforms strategies framework in other countries would yield divergent results due to various factors which as a result is an area for further research.

## REFERENCES

- Achiando, H. A. (2018). *E-Commerce Strategy Adoption and Performance of Micro and Small Enterprises : a Case of Private Security Firms in Nairobi County, Kenya By Harold Anyang Achiando a Research Project Submitted To the School of Business in Partial Fulfilment for the Award O. November.*
- Balamurugan, S., & Nadu, T. (2018). *E-Commerce - Customer Experience And Relationship.* 9(7), 433–439.
- Barney, J. B. (1991). Firm Resources ad Sustained Competitive Advantage. In *Journal of Management* (Vol. 17, Issue 1, pp. 99–120).
- Dishaw, M. T., & Strong, D. M. (1998). *TTF and TAM models.* 36, 9–21. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.460.5961&rep=rep1&type=pdf>
- Erceg, A., & Sekuloska, J. D. (2019). E-logistics and e-SCM: How to increase competitiveness. *Log forum*, 15(1), 155–169. <https://doi.org/10.17270/J.LOG.2019.323>
- Fox, R. (2018). Information economy. *Digital Library Perspectives*, 34(2), 78–83. <https://doi.org/10.1108/DLP-10-2017-0040>
- Gitonga, S. (2017). Logistics management practices and Operational Performance of Fast Moving Consumer Goods Manufacturers in Nairobi. *Logistics Information Management*, 11(6), 359–369.
- Golfashani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, 8(4), 597–607.
- Hasanat, M. W., Hoque, A., Shikha, F. A., & Anwar, M. (2020). *The Impact of Coronavirus ( Covid-19 ) on E-Business in Malaysia. April.*
- IMF. (2019). World Economic Outlook: Global Manufacturing Downturn, Rising Trade Barriers. In *International Monetary Fund* (Issue October). <https://www.imf.org/en/Publications/WEO/Issues/2019/10/01/world-economic-outlook-october-2019>
- Kabuba. (2014). *E-Commerce And Performance Of Online Businesses In Kenya Kabuba Purity K . Research Project Submitted In Partial Fulfilment Of The Requirement For The Award Of The Degree Of Master Of Science In Innovations Management, School Of Business, University. November.*
- KAM. (2018). *Manufacturing 2018.*
- Kenney, M., Rouvinen, P., Seppälä, T., & Zysman, J. (2019). Platforms and industrial change. *Industry and Innovation*, 26(8), 871–879. <https://doi.org/10.1080/13662716.2019.1602514>
- Kinyanjui. (2015). *Response By Kenyan Manufacturing Firms To Globalization : A Survey Of Manufacturing Firms In Nairobi And Athi-River ( Business Administration ) JOMO KENYATTA UNIVERSITY OF.*
- Kittony, K. (2017). *Presentation on challenges of industrial development and productivity improvement in Kenya.*
- Kothari, C. . (2004). *Research Methodology.* [http://www.ghbook.ir/index.php?name=فهرست و رسانه و فرهنگ و option=com\\_dbook&task=readonline&book\\_id=13650&page=73&chckhash=ED9C9491B4&Itemid=218&lang=fa&tmpl=component](http://www.ghbook.ir/index.php?name=فهرست و رسانه و فرهنگ و option=com_dbook&task=readonline&book_id=13650&page=73&chckhash=ED9C9491B4&Itemid=218&lang=fa&tmpl=component)
- Lagat, C., Chepkwony, J., Sang, J., & Kimitei, E. (2019). Influence of Logistic Service Reliability Capability on Firm Performance in Kenya. *Journal of Business Management and Economic Research*, 3(9), 34–46. <https://doi.org/10.29226/tr1001.2019.156>
- Lim, Y. J., Osman, A., Salahuddin, S. N., Romle, A. R., & Abdullah, S. (2016). Factors Influencing Online Shopping Behavior: The Mediating Role of Purchase Intention. *Procedia Economics and Finance*, 35(October 2015), 401–410. [https://doi.org/10.1016/s2212-5671\(16\)00050-2](https://doi.org/10.1016/s2212-5671(16)00050-2)
- Maata, S. W., & Ombui, K. (2018). Role of Third-Party Logistics Services on Supply Chain Performance in Distribution Sector in Kenya: a Case of Bollore Transport & Logistics Kenya Limited. *International Journal of Supply Chain Management*, 3(2), 22–43.
- Moronge, Gichane and. (2018). *Influence of Electronic Business Practices on the Performance of Supermarkets in Nairobi.*

- Mutava, R. M. (2019). *Effect of E-Commerce Platforms on Sales Turnover in Retail Center Stores: a Case Study of Two Rivers Mall By Rosemary Mawia Mutava United States International University-Africa*. 8(5), 55.
- Muthoni, D. M., & Kinyua, G. M. (2020). *Corporate Reputation and Firm Performance : An Empirical Analysis of Motor Vehicle Assemblers in Nairobi City*. 5(2), 73–81. <https://doi.org/10.11648/j.jbed.20200502.13>
- Nadeem, S., Alvi, A. K., & Iqbal, J. (2018). *Performance Indicators of E-Logistic System with mediating role of Informat...* EBSCOhost. 8(4), 217–228. <http://ezproxy.upaep.mx:2129/ehost/pdfviewer/pdfviewer?vid=13&sid=8a650e17-2564-42a2-8194-42c4bb221f5b%40sdc-v-sessmgr03%0Ahttp://web.a.ebscohost.com/ehost/detail/detail?vid=5&sid=810cedde-ee1d-411d-8e85-f360c4215d9f%40sdc-v-sessmgr02&bdata=JnNpdGU9ZWVhc3>
- Ndung'u, N., & Were, S. (2016). Factors affecting effective logistics management in the manufacturing industry in Kenya: a case of Sameer Africa limited nderui ndung'u, dr. Susan Were (Ph.D.). *The Strategic Journal of Business & Change Management*, 3(4), 810–832.
- Ngairah, 2016. (n.d.). *Challenges facing the performance of e-payment systems in government ministries in Kenya; a case of ministry of energy and (petroleum (moep) ngairah James liguyani, dr. Joyce nzulwa (Ph.D.)*.
- Noble Kennedy, E., & Kumar Kundu, G. (2018). *Influence of Delivery Charges and Time on Online Purchase Decision*. 118(18), 4393–4404. <http://www.ijpam.eu>
- Nyaboga, A. B., Marwa, M., & Kabata, D. (2015). Motivational Factors and Use of Mobile Payment Services in Kenya. *Business and Economic Studies*, 21(1), 40–50.
- Okello, I. (2016). *the Effect of Electronic Retail Payment Services on Financial Performance of Commercial Banks in Kenya*.
- Onwutalobi, A.-C. (2016). *Building an effective strategic E-commerce development plan for a startup company entering the Nigerian market*. 1–81. [https://www.theseus.fi/bitstream/handle/10024/112134/Onwutalobi\\_Anthony-Claret.pdf?sequence=1](https://www.theseus.fi/bitstream/handle/10024/112134/Onwutalobi_Anthony-Claret.pdf?sequence=1)
- Roosa, Antinoja, & Daniel, S. (2019). *The Effects of E-payment Methods on Online Purchasing Cancellation*.
- Saetang, S. (2017). The E-Commerce strategies responding to the UX design. *Ubi-Media 2017 - Proceedings of the 10th International Conference on Ubi-Media Computing and Workshops with the 4th International Workshop on Advanced E-Learning and the 1st International Workshop on Multimedia and IoT: Networks, Systems, and Applications*. <https://doi.org/10.1109/UMEDIA.2017.8074086>
- Signé, L., & Johnson, C. (2018). The potential of manufacturing and industrialization in Africa: Trends, opportunities, and strategies. *Africa Growth Initiative at Brookings, September*, 1–32. <https://www.brookings.edu/wp-content/uploads/2018/09/Manufacturing-and-Industrialization-in-Africa-Signe-20180921.pdf>
- Song, G., Song, S., & Sun, L. (2019). Supply chain integration in omnichannel retailing: a logistics perspective. *International Journal of Logistics Management*, 30(2), 527–548. <https://doi.org/10.1108/IJLM-12-2017-0349>
- Tang, G., Park, K., Agarwal, A., & Liu, F. (2020). *Impact of Innovation Culture, Organization Size and Technological Capability on the Performance of SMEs : The Case of China*.
- Ucc, N. (2018). Writing Chapter 3. *Writing Chapter 3, January*.
- Ul, B., F., R., Mehraj, A., Ahmad, A., & Assad, S. (2017). A Compendious Study of Online Payment Systems: Past Developments, Present Impact, and Future Considerations. *International Journal of Advanced Computer Science and Applications*, 8(5), 256–271. <https://doi.org/10.14569/ijacsa.2017.080532>
- UNCTAD 2018. (2018). *Journal of Materials Processing Technology*, 1(1), 1–38.
- United Nations. (2017). *United Nations Conference on Trade and Development*. 12736(July), 1–21.
- User Experience Design (UX design) for an E-commerce website: a case of Shop The Planet*. (2014). [https://www.theseus.fi/bitstream/handle/10024/82918/Lossini\\_Yasin\\_Thesis\\_Final.pdf?sequence=1](https://www.theseus.fi/bitstream/handle/10024/82918/Lossini_Yasin_Thesis_Final.pdf?sequence=1)
- Vargas-Hernández, J. G. (2015). Strategies for the Adoption of E-commerce. *Journal of Global Economics*, 03(04). <https://doi.org/10.4172/2375-4389.1000157>
- Venkatesh, V., & Zhang, X. (2010). A unified theory of acceptance and use of technology: U.S. vs. China. *Journal of Global Information Technology Management*, 13(1), 5–27. <https://doi.org/10.1080/1097198X.2010.10856507>
- Violeta. (2015). *Business performance s : between profitability, return, and growth*. 1–12.
- Wamiori. (2019). *Determinants Of Financial Performance Of Manufacturing Firms In Kenya Gladys Micere Wamiori ( Business Administration ( Finance Option ) Jomo Kenyatta University*

Wang, L. (2015). Research on the impact of e-commerce on logistics economy: An Empirical Analysis based on Zhengzhou Airport Logistics. *International Journal of Security and Its Applications*, 9(10), 275–286. <https://doi.org/10.14257/ijasia.2015.9.10.25>

Wilson, V., & Makau, C. (2018). Online Marketing Use: Small And Medium Enterprises (Smes) Experience From Kenya. *Orsea Journal*, 7(2), 63–77.

Zhu, K. (2014). *The Complementarity of Information Technology Infrastructure and E-Commerce Capability: A Resource-Based Assessment of Their Business Value*. *The Complementarity of Information Technology Infrastructure and E-Commerce Capability: A Resource-Based Assessm.* August 2015. <https://doi.org/10.1080/07421222.2004.11045794>

Zhuang, Y., & Lederer, A. L. (2006). *A resource-based view of electronic commerce*. 43, 251–261. <https://doi.org/10.1016/j.im.2005.06.006>

Ziegler, Y., & Ziegler, Y. (2009). Chapter Three. הַשְׁעִי הַזֶּה . . . הַיְסוּדִי הַזֶּה. *Promises to Keep*, 106–124. <https://doi.org/10.1163/ej.9789004168435.i-309.19>