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## **Business Development Strategies and Organizational Performance of Selected Online Retailers in Nairobi City County, Kenya**

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# Business Development Strategies and Organizational Performance of Selected Online Retailers in Nairobi City County, Kenya

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## Abstract

The study examined the relationship between development strategies and organizational performance among selected online retailers in Nairobi City County. The specific objectives of the study were to examine the influence of value creation, value delivery and value networking on organizational performance of selected online retailers in Nairobi City County, Kenya. The study, grounded in stakeholder theory, competitive advantage theory, dynamic capabilities theory, and the balanced scorecard model, employed a cross-sectional descriptive survey targeting 100 middle and top management staff from 10 online retailers in Nairobi City County. Using a sample size of 80 determined by the Krejcie and Morgan table, data was collected through questionnaires and a secondary data template, with qualitative data analyzed using content analysis and quantitative data examined through descriptive and inferential statistics. The study found value creation is positively and insignificantly related to organizational performance ( $\beta = 0.054$ ,  $p > .05$ ). The value delivery was positively and significantly related to organizational performance ( $\beta = 0.155$ ,  $p < .05$ ). The value networking was positively and significantly related to organizational performance ( $\beta = 0.431$ ,  $p < .05$ ). In conclusion, value networking has the highest contribution to organizational performance among the specific variables. This means that online retailers that focus on building relationships with other businesses and organizations are more likely to have better organizational performance. It is important to note that the t-statistic is a measure of the statistical significance of the coefficient. A higher t-statistic means that the coefficient is more likely to be statistically significant. In this case, value networking has the highest t-statistic, which means that it is the strongest predictor of organizational performance. The study recommends that online retailers in Kenya should focus on understanding what customers value most, such as fast shipping, product variety, or competitive prices, and ensuring consistent value delivery across all platforms, whether online or in-store. The use of technology, such as data analytics and automation, is emphasized to enhance value delivery and streamline processes. The study also recommends building relationships with key businesses and organizations that can aid in improving organizational performance, emphasizing networking and maintaining a strong online presence.

**Keywords:** *Value creation, value delivery, value networking, organizational performance, online retailers, Nairobi City County*

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## 1.0 Background to the Study

Business development strategies refer to an organization's deliberate efforts to foster growth, enhance performance, and achieve long-term goals (Hanelt et al., 2021). These strategies can take various forms, such as expanding into new markets, diversifying products, investing in innovative technologies, and forming strategic partnerships (Lehmbruch, 2019). Successful implementation requires careful planning and adaptability, considering market trends, competition, and available resources to ensure sustained success (Kraus et al., 2020). For online retailers, delivering customer value by offering diverse products, competitive prices, convenient shipping, and exceptional service remains a core focus (Shiratina et al., 2019). Additionally, creating value through innovation and providing unique shopping experiences helps retain and attract customers (O'Cass & Ngo, 2018). In the rapidly evolving e-commerce landscape, these strategies have become increasingly crucial for survival and growth. Online retailers have to continuously innovate to stay ahead of consumer expectations and technological advancements (Chen et al., 2022). This often involves leveraging data analytics to gain deeper customer insights, implementing AI-driven personalization, and exploring emerging technologies like augmented reality for enhanced shopping experiences (Kumar et al., 2021).

Global e-commerce has seen explosive growth, with platforms like Amazon and Alibaba setting industry benchmarks. The 2022 global e-commerce sales exceeded \$5.7 trillion, highlighting the sector's tremendous potential (Statista, 2023). Mobile devices dominate this shift, with smartphones accounting for over 70% of retail website visits globally (Dumanska et al., 2021). Consumers increasingly turn to online shopping for its convenience and accessibility, creating both opportunities and challenges for businesses (Fabri & Márquez, 2020). This digital revolution has reshaped retail landscapes worldwide, with emerging markets experiencing particularly rapid growth. In Africa, e-commerce has also experienced significant growth, driven by increased smartphone penetration, mobile payments, and young populations (Statista, 2023). Markets like Kenya, Nigeria, and South Africa lead the continent, with platforms such as Jumia and Kilimall becoming household names (Goga et al., 2019). Mobile money platforms like M-Pesa facilitate transactions, while consumer preferences lean towards fashion and electronics (Makhubela et al., 2022). Mukonza and Swarts (2018) found that social platforms helped South African retailers convince customers of product suitability, linking social media engagement to increased sales.

In Kenya, e-commerce has grown steadily, with digital payments like M-Pesa playing a significant role in consumer behavior (Statista, 2023). The Kenyan market, expected to generate \$2.7 billion in revenue by 2023, is driven by sectors such as electronics, fashion, and media (Statista, 2023). The country's e-commerce growth reflects global trends but with a unique focus on mobile payments and cash-on-delivery (Orare & Nkirina, 2019). As Kenya's e-commerce landscape evolves, the government's role in supporting infrastructure and digital inclusion becomes increasingly important to sustain growth. Business development strategies in e-commerce are influenced by three core elements: value creation, value delivery, and value networking (Shiratina et al., 2019). Value creation involves identifying opportunities that enhance customer and stakeholder satisfaction, such as innovative product offerings and market penetration (Lockett, 2018; Achtenhagen et al., 2017). Networking with other businesses, such as logistics or marketing partnerships, strengthens the customer experience and expands market reach (Oyedijo, 2018). Online platforms, apps, and social media drive consumer engagement, increasing sales and firm performance (Izogo & Jayawardhena, 2018).

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Effective value delivery ensures that the created value reaches customers through proper channels and customer service (Mukonza & Swarts, 2018). Distribution networks, streamlined operations, and excellent customer support are essential for online retailers to differentiate themselves from competitors (Solomon et al., 2018). Value networking focuses on building partnerships that complement a company's strengths, such as collaborating with suppliers or industry experts (Ojwaka & Deya, 2018). These collaborations allow businesses to access shared resources, fostering innovation and cost efficiencies (Mitrega et al., 2018). Strategic partnerships improve market reach and competitive advantage by pooling resources and enhancing service delivery (Abbas et al., 2019). Finally, to ensure sustainable growth, businesses must continually assess and adapt their value creation, delivery, and networking strategies based on market dynamics and technological advancements (Meresa, 2019). This proactive approach allows firms to remain competitive and responsive to evolving consumer needs, ensuring long-term success (Gilbert, 2018; Abbas et al., 2019). Integrating these strategies helps online retailers achieve sustainable performance and growth (Meresa, 2019). Hence, conducting the study was considered worthy for policy formulations.

### 1.1 Statement of the Problem

Performance among selected online retailers in Nairobi City County had been inadequate, despite the favorable digital environment. While Kenya boasted robust mobile penetration rates of 91% and internet penetration nearing 85% (Communications Authority of Kenya, 2021), the growth of the e-commerce sector had not matched these high connectivity rates. The global e-commerce market expanded by approximately 27.6% in 2020, yet the growth rate within Nairobi remained modest at only 16.1% (Kenya National Bureau of Statistics, 2021), indicating unsatisfactory organizational performance. This discrepancy between the robust technological infrastructure and the sluggish growth of online retail suggested that businesses in the region may not have been capitalizing on the available opportunities or implementing effective strategies to drive their organizational performance and competitiveness in the digital marketplace.

Further evidence of suboptimal organizational performance was reflected in key performance indicators. Despite the increasing number of internet users in Kenya, which grew from 39.6 million in 2018 to 44.4 million in 2020 (Communications Authority of Kenya, 2021), the average revenue per user (ARPU) for e-commerce remained relatively low at \$46.91 in 2020, compared to the global average of \$525.69 (Statista, 2021). Additionally, while the number of online shoppers in Kenya increased from 2.61 million in 2017 to 3.96 million in 2020 (Statista, 2021), the conversion rates and customer retention for many online retailers remained suboptimal. The average cart abandonment rate for Kenyan e-commerce sites was 76% in 2020, higher than the global average of 69.8% (Baymard Institute, 2021), indicating challenges in value delivery and customer experience. These statistics highlighted a significant gap between the potential and actual organizational performance of online retailers in Nairobi City County, underscoring the need to examine how business development strategies influenced their organizational performance.

In addition, past studies have revealed gaps that may contribute to the problem. Some researchers employed mixed methods or singular approaches, leading to differing findings on online retail organizational performance. For instance, Shiratina et al. (2019) used a mixed methods design and noted an increase in profits in West Java Province, while Ray (2019) relied on literature analysis, showing e-commerce strategies had a positive change in firm organizational performance indicators. Mitrega et al. (2018) and Meresa (2019) highlight the necessity for innovative strategies

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to navigate the competitive business environment and predict competitors' moves to enhance organizational performance. This study is highly relevant in the current context as it aims to address the gaps identified. With limited comprehensive research exploring the link between business development strategies and firm organizational performance in Kenya's online retail sector, this study seeks to fill that gap. Bachoo (2019) points out the under-researched area of retail innovation through social media in Kenya, while Gure and Karugu (2018) note the nascent stage of online retail in the country, having emerged less than a decade ago. Furthermore, Izogo and Jayawardhena (2018) discuss the potential influence of changing consumer behaviors on sales, yet comprehensive studies linking specific strategies to firm organizational performance are scarce. By investigating the contribution of value creation, delivery, and networking strategies on the organizational performance of online retailing firms, this study can provide valuable insights to guide businesses in optimizing their approaches and capitalizing on Kenya's digital landscape.

## 1.2 Research Objectives

The study was guided by the following objectives.

1. To determine the influence of value creation on organizational performance among selected online retailers in Nairobi City County
2. To examine the influence of value delivery on organizational performance among selected online retailers in Nairobi City County
3. To establish the influence of value networking on organizational performance among selected online retailers in Nairobi City County

## 1.3 Research Hypotheses

The research hypotheses for the study were as follows.

1. **H<sub>01</sub>**: Value creation has no significant influence on organizational performance among selected online retailers in Nairobi City County
2. **H<sub>02</sub>**: Value delivery has no significant influence on organizational performance among selected online retailers in Nairobi City County
3. **H<sub>03</sub>**: Value networking has no significant influence on organizational performance among selected online retailers in Nairobi City County

## 2.0 Literature Review

The literature review was presented in sections.

### 2.1 Review of Theories

The study was anchored on four theories namely stakeholder theory, theory of competitive advantage, dynamic capabilities theory and balanced scorecard model.

#### 2.1.1 Stakeholder Theory

Ansoff introduced stakeholder theory in 1965, expanding corporate responsibility beyond profit maximization to include various groups such as employees, customers, suppliers, communities, and shareholders. The theory emphasizes that a company's long-term success is tied to its relationships with these stakeholders, promoting fair and equitable decision-making. Stakeholder theory has evolved to address contemporary issues like sustainability and corporate social

responsibility, offering a comprehensive framework for understanding organizational dynamics. However, it has been criticized for lacking specificity and for its challenges in satisfying diverse stakeholder groups simultaneously, as noted by scholars like Valentinov and Hajdu (2021) and Mansell (2020). In the context of this study, stakeholder theory is particularly relevant to value creation strategies employed by online retailers in Nairobi City County. These strategies include cost-effectiveness, customer responsiveness, product quality assurance, and innovation. By focusing on creating value for stakeholders, such as offering competitive prices for customers and fair terms for suppliers, retailers can enhance their organizational performance.

### **2.1.2 Theory of Competitive Advantage**

The concept of competitive advantage, introduced by Michael E. Porter in 1985 and later refined by scholars like Barney and McGrath, explains how companies can outperform competitors through differentiation or cost leadership. Porter emphasized that firms could either distinguish their products or services in terms of quality, functionality, or organizational performance, or they could deliver them more cost-effectively to maintain a superior market position. This framework has informed business strategies globally, helping companies establish and sustain a leading position in their industries. However, critics like Simons (2019) argue that the theory is overly simplistic, failing to account for chance, uncertainty, and other intangible factors like public perceptions and technology that can influence a firm's success. Despite these criticisms, competitive advantage theory remains relevant for understanding the influence of value networking on organizational performance. In online retailing within Nairobi City County, differentiation might involve unique products, superior customer service, or a distinctive shopping experience, while cost leadership could focus on optimizing operations and supply chains to offer competitive pricing. The study's focus on cost-effectiveness in product design and customer satisfaction aligns with Porter's cost leadership and differentiation strategies, suggesting that these approaches could enhance market share, customer retention, and profitability.

### **2.1.3 Dynamic capabilities theory**

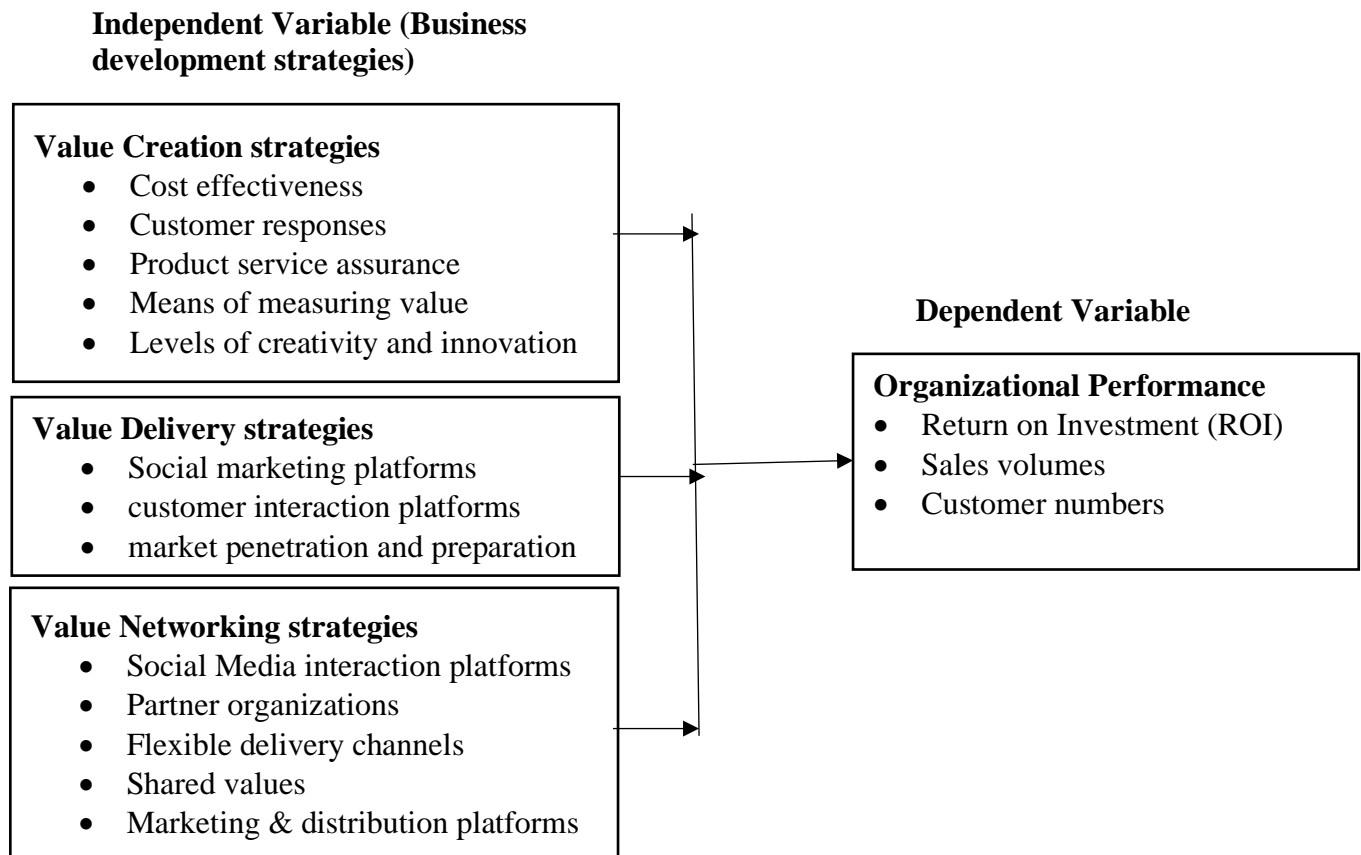
Dynamic Capabilities Theory, developed by Teece, Pisano, and Shuen in 1997, emphasizes how organizations can adapt and thrive in rapidly changing environments. Unlike traditional resource-based views, this theory focuses on the importance of a firm's ability to integrate, cultivate, and reconfigure both internal and external competencies to respond to evolving circumstances (Zhou, Zhou, Feng & Jiang, 2019). Teece highlights that dynamic capabilities involve a continuous process of sensing opportunities and threats, seizing them through decisive resource allocation, and transforming the organization to stay competitive. This adaptability is crucial for sustaining competitive advantage, especially in fast-paced industries like technology, where strategic flexibility is key to long-term success (Xia, 2019). In the context of online retailing in Nairobi City County, dynamic capabilities theory is particularly relevant to value networking, as well as aspects of value creation and delivery. For instance, online retailers must quickly adapt to shifting customer preferences, leverage new technologies, and form strategic partnerships to remain competitive. The study's focus on value networking strategies, such as using online platforms and partnerships, aligns with the theory's principles of sensing and seizing market opportunities. By applying dynamic capabilities theory, this study explores how adaptability and networking contribute to improved organizational performance, particularly in areas like market responsiveness, innovation, and sustainability.

### 2.1.4 Balanced Scorecard Model

The Balanced Scorecard (BSC) Model, developed by Robert Kaplan and David Norton in 1992, introduced a holistic approach to measuring organizational performance by integrating financial and non-financial perspectives (Dudic et al., 2020). Unlike traditional performance metrics that focus solely on financial indicators such as revenue and profit, the BSC emphasizes four critical perspectives: financial, customer satisfaction, internal processes, and learning and growth. This multi-dimensional approach helps organizations evaluate their performance in a more balanced manner, ensuring that financial success is supported by strong customer relationships, efficient operations, and continuous organizational learning and development (Abdelghany & Abdel-Monem, 2019). However, some limitations of the BSC include its complexity and time-consuming implementation, as well as challenges in linking BSC measures directly to strategic goals (Bajnai & Popovics, 2020; Betto et al., 2022). The BSC holistic approach, encompassing financial metrics, customer satisfaction, operational efficiency, and employee growth, aligns seamlessly with the study's exploration of value creation, delivery, and networking strategies, providing a comprehensive framework to assess the performance and success factors of online retailers in Nairobi City County.

### 2.2 Conceptual Framework

The conceptual framework is summarized in Figure 1



**Figure 1: Conceptual framework**

### 2.3 Empirical Review

Shiratina et al. (2019) in Kenya found that innovative strategies improved organizational performance by 58.1%, with value creation contributing to 28.5% of business success. O'Casey and Ngo (2018) in Australia demonstrated that customer value creation significantly enhanced organizational performance by fostering competitive advantages. Ray (2019) in Switzerland highlighted that e-commerce strategies positively impacted organizational performance, though the study lacked primary data and relied on literature review. Lockett (2018) in the United States found that online marketing strategies significantly increased revenue growth and organizational performance in small retail businesses. Achtenhagen, Brunninge, and Melin (2017) in Europe showed that economies of scale and firm size were critical for implementing internal development strategies to sustain organizational growth. Pratono (2018) in Indonesia observed that trust within social networks was crucial for improving organizational performance in online retail firms, with social media engagement alone proving insufficient. Mukonza and Swarts (2018) in South Africa found that green marketing strategies using social media enhanced sales and improved organizational performance. Muthuri (2019) in Kenya identified a positive correlation between cost leadership strategies and improved organizational performance in the telecommunications sector.

Ongore and K'Obonyo (2018) in Kenya revealed that a combination of internal and external strategies, such as cost leadership and diversification, enhanced organizational performance in retail firms. Solomon, Eckert, and Benson (2018) in the United States highlighted that cross-organizational values, leadership styles, and quality-focused management significantly improved organizational performance. Meresa (2019) in Ethiopia demonstrated that strategic management practices had a substantial positive impact on organizational performance, particularly in terms of profitability and revenue growth. Oijen (2020) in the Netherlands found that aligning value creation strategies with employee understanding of firm objectives improved overall organizational performance. Della Corte and Del Gaudio (2019) in Italy concluded that the creation and capture of value through strategic management were directly linked to improved organizational performance. Mitrega et al. (2018) in Poland found that both internal and external business networks positively influenced organizational performance by expanding customer bases and increasing profits. Abbas et al. (2019) in Pakistan demonstrated that entrepreneurial business networks significantly enhanced organizational performance by fostering adaptability and sustained success. Meresa (2019) in Ethiopia revealed that strategic management practices positively impacted firm profitability, contributing to improved organizational performance. Moini and Wang (2017) in Denmark highlighted that re-engineering products and creating value post-mergers significantly improved organizational performance in Danish firms

Anyanga and Nyamita (2017) in Kenya found that low pricing strategies were extensively used by companies to penetrate new markets, resulting in improved organizational performance. Eukeria and Favourite (2018) in Zimbabwe observed that sales promotions were a key strategy for market entry, improving organizational performance by driving market penetration. Ojwaka and Deya (2018) in Kenya reported that allocating resources to market development strategies positively influenced sales growth and overall organizational performance. Nuryakin, Aryanto, and Setiawan (2017) in Indonesia demonstrated that relational capabilities significantly contributed to value creation, which subsequently improved organizational performance. Gacheo, Thuo, and Byaruhanga (2018) in Kenya found that value delivery strategies in the mobile telecommunication

sector enhanced organizational performance by leveraging technology and market knowledge. Gilbert (2018) in South Africa observed that diversification strategies, including both conglomerate and concentric, positively influenced organizational performance by increasing capacity utilization and sales. Oyedijo (2018) in Nigeria found that diversification of products and implementation of market penetration strategies significantly improved the organizational performance of insurance companies.

### **3.0 Research Design and Methodology**

The research methodology employed a cross-sectional design, chosen for its efficiency in collecting data from a sizable population at one point in time, allowing for the testing of relationships between key variables like value creation, delivery, and networking. This design enabled the study to examine the current state of business development strategies among online retailers in Nairobi City County, with a descriptive research approach used to systematically characterize phenomena and relationships. The study's positivist philosophy supported the objective hypothesis testing through empirical observation and quantitative analysis, allowing for systematic testing of the impact of various business strategies on organizational performance. The target population comprised 100 middle and top-level managers from 10 selected online retailers in Nairobi, with a sample size of 80 determined using Krejcie and Morgan's table. Purposive sampling was employed to select knowledgeable respondents actively involved in decision-making processes, ensuring relevant and reliable data. The study used both primary and secondary data collection methods, including questionnaires and secondary data sheets to gather comprehensive insights into organizational performance. Data were analyzed using SPSS, with regression analysis applied to assess relationships between variables, while diagnostic tests ensured the validity and reliability of the results. CopyRetryClaude can make mistakes. Please double-check responses.

### **4.0 Presentation, Discussion and Interpretation of Findings**

This chapter presents the study data results, findings, and discussions on the findings. The chapter is organized into sections on demographic information, findings on specific objectives including influence of value creation, value delivery and value networking on organizational performance. The chapter also presents the regression and correlation analysis.

#### **4.1 Presentation and discussion of the Findings**

The presentation and discussion of findings is divided into sections.

##### **4.1.1 Response Rate**

The study achieved a high response rate of 87.5%, with 70 respondents from the initial sample of 80 participants across ten selected online retail firms in Nairobi City County. This strong response rate, which exceeds the generally accepted 60% threshold for reliability in social science research, adds credibility to the study's findings. Major firms like Jumia, Killimall, Copia, and Shopit each contributed 8 respondents, representing 11.43% of the total responses, while other firms like Prince-in-Kenya and Mydawa contributed 7 respondents (10% each), ensuring a well-distributed representation. Smaller firms such as Masoko, Jiji, Cheki, and Phone-place Kenya each provided 6 respondents (8.57% per firm). This balanced distribution captures insights from both large and small players in the online retail market, enhancing the generalizability of the findings and

providing a comprehensive view of the sector's business strategies and organizational performance.

#### 4.1.2 Organizational performance

The dependent variable in the study was organizational performance and the results are shown in Table 1. The study combined the results of participants who agreed and strongly agreed, which were subsequently referred to as agreed in the study. Similarly, the results of participants who disagreed and strongly disagreed were combined and referred to as disagreed. The study found that 21.4% and 65.7% of respondents who strongly agreed and agreed respectively stated that through online platforms, online retailers experience changes in sales volume. This statement was opposed by 4.3% of the respondents, while another 8.6% were not sure. Similarly, there were another 91.4% of the respondents who agreed that online retailers experience changes in profits through online platforms. Another 48.6% and 25.7% of participants agreed and strongly agreed that online retailers experience in changes in customer numbers. On the statement, organizational performance for online retailers is marked by changes in sales volume, profits, and customer numbers, 4.3% disagreed, 12.9% were not sure, 52.9% agreed and 30% strongly agreed. In summary, 70% and 21.4% of respondents (91.4% in total) agreed that value creation strategies are significantly associated with organizational performance. Similarly, another 95.7% agreed that value delivery strategies are significantly associated with organizational performance. Finally, there were 61.4% and 25.7% (87.1% in total) agreed and strongly agreed respectively that value networking strategies are significantly associated with organizational performance.

**Table 1: Summary of online retailers’ organizational performance**

Statement	SD	D	U	A	SA	M	S.D
Through online platforms, online retailers experience changes in sales volume	0	4.3	8.6	65.7	21.4	4.04	0.69
Though online platforms, online retailers experience changes in profits	0	4.3	4.3	70	21.4	4.09	0.65
Through online research, online retailers experience in changes in customer number	0	8.6	17.1	48.6	25.7	3.91	0.88
Organizational performance for online retailers is marked by changes in sales volume, profits, and customer numbers	0	4.3	12.9	52.9	30	4.09	0.78
Value creation strategies are significantly associated with organizational performance	0	4.3	4.3	70	21.4	4.09	0.65
Value delivery strategies are significantly associated with organizational performance	0	0	4.3	65.7	30	4.26	0.53
Value networking strategies are significantly associated with organizational performance	0	4.3	8.6	61.4	25.7	4.09	0.72

**Key: Mean Average = 4.08, 0 - 2.9 = SD, 3 – 3.9 = U, 4 – 5 = SA**

#### Qualitative Analysis of Organizational performance

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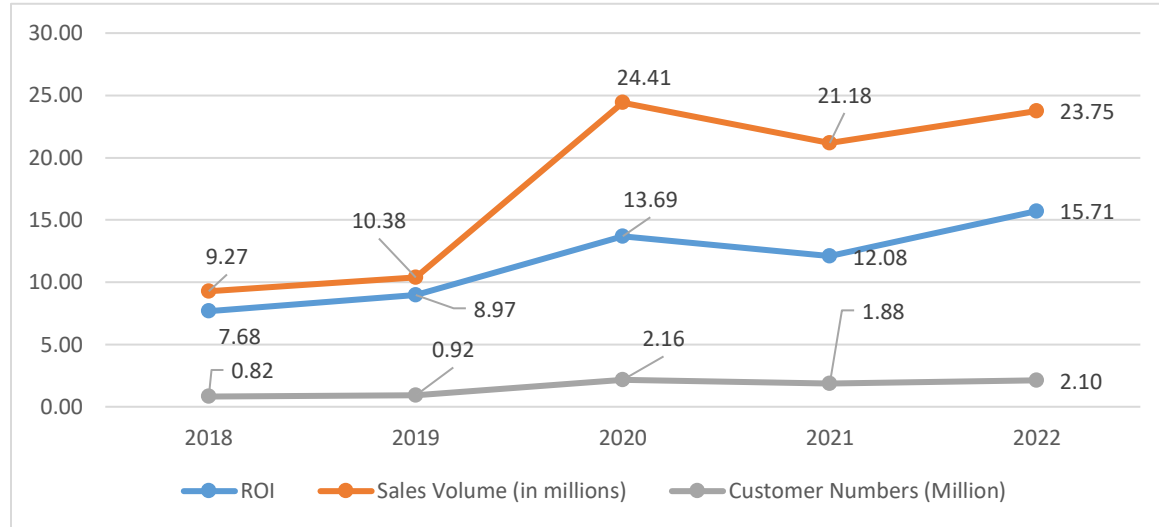
The qualitative data from the study reveals the significant role of business development strategies (BDS) in enhancing organizational performance for online retailers in Nairobi City County. Respondents emphasized that aligning business strategies with core objectives improves ROI, with technology investments boosting both customer satisfaction and operational efficiency. Innovations in product offerings, market expansion, and customer retention strategies, such as loyalty programs and personalized marketing, were identified as key drivers of sales growth. Furthermore, expanding customer bases through strategic marketing and digital channels, including mobile and social commerce, was highlighted as crucial for long-term success. The adoption of digital transformation emerged as a game-changer, enabling retailers to quickly adapt to market trends and improve performance across key metrics such as ROI, sales volumes, and customer numbers. Overall, the study suggests that value creation, delivery, and networking strategies are integral to the success of online retailers, aligning with previous research that highlights the importance of these factors in driving organizational growth.

In addition to primary data of organizational performance, secondary data was collected to examine the trend of ROI, sales volumes and customer numbers. The summary of the trend analysis is presented in Figure 4.2. The ROI for the firms has been increasing over time, from 7.68% in 2018 to 15.71% in 2022. This is likely due to a number of factors, including the growth of the online retail market, the increasing adoption of online BDS by businesses, and the development of more effective value creation, delivery, and networking strategies. The sales volume for the firms has also been increasing over time, from 9.27 million in 2018 to 23.75 million in 2022. This is likely due to the factors mentioned earlier, as well as the increasing number of online shoppers in Kenya. The number of customers for the firms has also been increasing over time, from 0.82 million in 2018 to 2.10 million in 2022. This is likely due to the factors mentioned earlier, as well as the growing popularity of online shopping in Kenya.

The growth could have been attributed to the Covid-19 pandemic. The Covid-19 pandemic has had a significant impact on the online retail market in Kenya. The pandemic has led to a number of changes in consumer behavior, such as an increased preference for online shopping and a greater willingness to try new brands. The pandemic has also led to an increase in demand for certain products and services, such as groceries and home delivery. As a result of these changes, the online retail market in Kenya has grown significantly over the past two years. The data you provided shows that the ROI, sales volume, and customer numbers for the firms have all increased significantly since 2020. This is likely due to the factors mentioned earlier, as well as the increasing popularity of online shopping in Kenya during the pandemic. The Covid-19 pandemic is likely to have a lasting impact on the online retail market in Kenya. Even after the pandemic is over, consumers are likely to continue to prefer online shopping for a variety of reasons, such as convenience, safety, and wider selection. This suggests that the online retail market in Kenya is likely to continue to grow in the coming years.

The researcher found that online retailers can increase their ROI by developing more effective value creation, delivery, and networking strategies. This can be done by offering products and services that meet the needs of their customers, delivering these products and services in a timely and efficient manner, and building strong relationships with their customers. The researcher also found that online retailers can increase their sales volume by expanding their product and service offerings, targeting new customer segments, and increasing their marketing efforts. Finally, the researcher found that online retailers can increase their customer numbers by improving their

customer experience, offering discounts and promotions, and partnering with other businesses. Thus, the online retail market in Kenya is a growing and dynamic market. Online retailers that can adapt to the changing needs of consumers and adopt the latest technologies are more likely to be successful in the long run.



**Figure 2: Organizational performance Trend Analysis**

#### 4.1.3 Business Development Strategies and Organizational performance

The section on business development strategies and Organizational Performance presents the findings on how various strategies influence key performance indicators among the selected online retailers in Nairobi City County.

#### Influence of value creation on Organizational performance

The results in Table 2 showed that most respondents strongly agreed (mean of 4.26) that online retailers consider cost effectiveness when designing and delivering online products to customers. Further, there were 10% of the respondents who disagreed and another 85.7% (55.7+30) agreed that online retailers consider cost effectiveness when designing and delivering online products to customers. There were 22.9% of members disagreeing that customer responses from online platforms are swift and satisfactory, while 68.5% agreed. The overall mean of 4.23 showed that majority of members agreed that customer responses from online platforms were swift as well as satisfactory. Similarly, there were over half of the respondents (60.0%), who agreed that clients are given platforms to measure and appreciate the value of the online products/services offered. About 8.6% were not sure, and another 10.0% disagreed that clients have platforms to measure and appreciate value of online products and services. There were 5.7% and 90.0% of online retailers disagreeing and agreeing respectively that value creation strategies contribute to organizational performance. This was also supported by a mean of 4.13, showing that majority of the respondents agreed to the statement that value creation strategies contributed to organizational performance.

**Table 2: Summary of value creation and organizational performance**

Statement	SD	D	U	A	SA	M	S.D
The online retailers consider cost effectiveness when designing and delivering online products to customers	0	10	4.3	55.7	30	4.26	0.99
Customer responses from online platforms are swift and satisfactory	10	12.9	8.6	51.4	17.1	4.23	1.07
Online retailers focus on enhancing product service assurance to their clients	0	10	0	51.4	38.6	4.04	0.91
Clients are given platforms to measure and appreciate the value of the online products/services offered	10	8.6	21.4	38.6	21.4	4.27	0.74
Online retailers provide platforms for creativity and innovation in delivery of services/products	0	5.7	21.4	47.1	25.7	4.23	0.73
Value creation strategies contribute to organizational performance	0	5.7	4.3	42.9	47.1	4.13	0.95

**Key: Mean Average = 4.19, 0 - 2.9 = SD, 3 – 3.9 = U, 4 – 5 =SA**

### Qualitative Discussions of Value Creation and Organizational Performance

The qualitative data from the study highlighted the pivotal role of cost-effectiveness in value creation for online retailers in Nairobi City County, with respondents from companies like Jumia, Kilimall, and Masoko emphasizing that competitive pricing, efficient cost management, and value-for-money offerings were essential for attracting and retaining customers. Participants noted that value creation goes beyond pricing, involving the optimization of internal processes to enhance productivity and minimize waste. Firms like Copia and Shopit stressed the importance of product service assurance in building trust and credibility with customers, particularly in the online space where customers cannot physically inspect products. Metrics like customer satisfaction scores, repeat purchase rates, and product return rates were used by firms to measure the success of their value creation strategies and make necessary adjustments. Additionally, innovation and creativity were identified as key drivers, with firms continuously seeking ways to differentiate their offerings, enhance customer experience, and leverage technologies like data analytics to stay competitive. Participants also emphasized the importance of a customer-centric approach in value creation, with firms such as Masoko and Jiji highlighting the need to respond to customer feedback and evolving preferences. Innovation was seen as crucial not only in product development but also in marketing and customer engagement, with companies like Copia adopting new technologies, such as AI, to personalize offerings and improve customer experiences. The findings align with previous studies on value creation, which also highlight the significant influence of cost-effectiveness, innovation, and customer engagement on organizational performance. Overall, the study suggests that online retailers focusing on these value creation strategies are more likely to achieve long-term success, increased customer loyalty, and improved organizational performance.

### Influence of Value Delivery on Organizational Performance

The study measured value delivery by considering the use of social marketing platforms, interaction platforms, and creation of synergistic relationships to reach customers with their products. The study combined the results of participants who agreed and strongly agreed, which were subsequently referred to as agreed in the study. Similarly, the results of participants who disagreed and strongly disagreed were combined and referred to as disagreed. As shown in Table 3, there was a majority of the members at 85.7% of the respondents agreeing that online retailers use social marketing platforms to reach out to the audience/targeted client market. There were another 10.0% and 4.3% who disagreed and were not sure respectively on the statement. The mean of 4.23 also confirmed that most of the respondents agreed to the statement. Similarly, another 87.3% of the respondents agreed that customer interaction platforms are used for engaging with clients, including chatting system, email requests and others. There were 91.4% and 4.3% of the respondents agreeing and disagreeing respectively that online retailers use various approaches like mergers with other firms to penetrate markets (like delivery firms). With a mean of 3.93 and supported by a majority of 91.4% of respondents agreed that online retailers focus on creating synergic relationship with other existing companies to reach wider online markets. This was evident where organizations would partner with others to sell products on online platforms or combine efforts with organizations to deliver products to the final client. Such partnerships were cited as influential in enabling more sales and organizational profits. In summary, most respondents agreed as shown by a mean of 3.96 that value delivery strategies have strong association with organizational performance for the case of online retailers. From the responses on value delivery strategies suggested that there was strong positive association between value delivery strategies and organizational performance of online retailers.

**Table 3: Summary of online retailers’ value delivery and organizational performance**

Statement	SD	D	U	A	SA	M	S.D
Online retailers use social marketing platforms to reach out to the audience/targeted client market	4.3	5.7	4.3	34.3	51.4	4.23	1.02
Customer interaction platforms are used for engaging with clients, including chatting system, email requests and others	0	12.9	0	57.1	30	4.13	0.95
Online retailers use various approaches like mergers with other firms to penetrate markets (like delivery firms)	0	4.3	4.3	51.4	40	4.16	0.88
Online retailers focus on creating synergic relationship with other existing companies to reach wider online markets	0	4.3	4.3	55.7	35.7	3.93	1.03
Value delivery strategies have strong association with organizational performance	4.3	4.3	0	57.1	34.3	3.96	0.46

**Key: Mean Average = 4.08, 0 - 2.9 = SD, 3 – 3.9 = U, 4 – 5 = SA**

## **Qualitative Discussions of Value Delivery and Organizational Performance**

The qualitative data collected from the study provided valuable insights into the role of value delivery strategies in enhancing organizational performance among online retailers in Nairobi City County. Respondents from companies like Jumia, Masoko, and Killimall highlighted the effectiveness of social media platforms for brand promotion, direct sales, and real-time customer engagement, with many pointing out the agility these platforms offer in responding to market changes. Social marketing was seen as a key driver of market penetration and customer satisfaction, enabling firms to gather immediate feedback, tailor offerings, and make data-driven decisions. Additionally, customer interaction platforms were recognized as essential in maintaining strong relationships, building trust, and improving customer loyalty. Firms like Shopit and Cheki emphasized the importance of promptly addressing customer concerns, which positively impacted repeat business and word-of-mouth marketing. The study also revealed that market penetration and preparation strategies were critical to successful value delivery. Respondents from Phone-place Kenya and Mydawa noted that entering new markets required strategic planning, educational campaigns, and alliances to shape consumer perceptions and create demand. The ability to integrate social marketing, customer interactions, and market preparation into a cohesive value delivery system was identified as a key determinant of organizational performance. Firms that effectively combined these strategies were more likely to experience improved customer satisfaction, loyalty, and ultimately better market performance. These findings align with previous studies, indicating that value delivery through innovative channels and strong customer engagement is crucial for the long-term success of online retailers.

## **Influence of Value Networking on Organizational Performance**

Value networking was measured by indicators like presence of networking strategies and platforms, online interaction platforms, flexible delivery options, and different marketing platforms. The responses were captured and summarized in table 4. It was established that 87.2% of the respondents agreed that networking strategies and platforms are used by online retailers to reach more customers. About 8.6% disagreed to this statement, while another 4.3% were not sure. Similarly, another 82.9% of the respondents agreed (44.3% agreeing and 38.6% strongly agreeing) that partnerships are used in networking and delivery of online services/product. This was also supported by a mean of 4.09, showing an average of members agreeing that value networking was strongly associated with organizational performance. There were 90.0% of the respondents who agreed that online interaction platforms are used to engage customers to deliver more products/services (as supported by a mean of 4.04 indicating agree). Similarly, there were 82.8% of the respondents who agreed that retailers offer flexible delivery channels to customers. There were however another 4.3% and 8.6% who strongly disagreed and disagreed respectively with the statement that retailers offer flexible delivery channels. Further, on the statement on whether or not partnerships with other service delivery firms are based on shared values, 12.9% were not sure, 78.6% agreed while 8.6% strongly agreed. There were 65.7% and 25.7% of the respondents who agreed and strongly agreed respectively that online retailers embrace different marketing and distribution platforms. Similarly, there were 65.7% and 25.7% of the respondents who agreed and strongly agreed respectively that value networking strategies influence organizational performance. It can be concluded that overall, respondents agreed as shown by mean of 4.09 that value networking had a significant influence on organizational performance.

**Table 4: Summary of Value Networking and organizational performance**

Statement	SD	D	U	A	SA	M	S.D
Networking strategies and platforms are used by online retailers to reach more customers	4.3	4.3	4.3	38.6	48.6	4.09	0.83
Partnerships are used in networking and delivery of online services/products	0	4.3	12.9	44.3	38.6	4.09	0.83
Online interaction platforms are used to engage customers to deliver more products/services	0	4.3	5.7	55.7	34.3	4.04	0.69
Retailers offer flexible delivery channels to customers	4.3	8.6	4.3	55.7	27.1	4.09	0.65
Partnerships with other service delivery firms are based on shared values	0	0	12.9	78.6	8.6	3.91	0.88
Online retailers embrace different marketing and distribution platforms	0	4.3	4.3	65.7	25.7	4.09	0.78
Value networking strategies influence organizational performance	0	4.3	4.3	65.7	25.7	4.09	0.65

**Key: Mean Average = 4.06, 0 - 2.9 = SD, 3 – 3.9 = U, 4 – 5 = SA**

### Qualitative Analysis of Value Networking Strategies and Organizational performance

The qualitative data from the study revealed that value networking strategies play a crucial role in enhancing organizational performance among online retailers in Nairobi City County. Social media platforms were identified as essential tools for marketing, sales, and building relationships with customers and other businesses. Respondents from firms like Jumia and Masoko highlighted the ability of social media to forge symbiotic relationships with influencers, partners, and even competitors, helping expand brand visibility and attract new customers. Strategic alliances with suppliers and logistics partners were also emphasized as key to operational efficiency, with firms like Killimall noting that these partnerships help reduce costs and improve service offerings. Additionally, flexible delivery channels, such as home delivery and pick-up points, were recognized as significant in improving customer satisfaction and fostering loyalty, as noted by managers from Jiji and Copia. The study also underscored the importance of aligning value networks with shared values, such as corporate social responsibility, to build stronger connections with customers and enhance brand image. Respondents from firms like Copia and Shopit emphasized that aligning with social or environmental causes increased customer loyalty and strengthened relationships within the community. Furthermore, the use of efficient marketing and distribution platforms was seen as vital for reaching a broader audience and increasing sales. By integrating social media, strategic partnerships, flexible delivery, and shared values into their value networking strategies, online retailers can create a robust system that enhances organizational performance. These findings align with previous research, indicating that value networks, in partnership with flexible delivery channels, contribute to increased efficiency, customer reach, and long-term success for online retailers.

#### 4.1.4 Correlation and Regression Analysis of the Variables

The section presents correlations revealing the strength and direction of association between the independent variables (business development strategies, value delivery, and value networking) and the dependent variable (organizational performance), as well as regression analyses quantifying how these independent variables predict and influence changes in organizational performance.

##### Correlation Analysis

The results in table 5 shows that all the three independent variables (value delivery, value networking, and value creation) have a statistically significant correlation with the dependent variable (organizational performance) at a 95% confidence interval. The study found that value delivery had a statistically significant positive correlation with organizational performance ( $r = .450, p = .000$ ). Value networking was also found to have a statistically significant strong positive correlation with organizational performance ( $r = .401, p = .000$ ). Value creation was found to have a statistically positive but weak significant correlation with organizational performance ( $r = .294, p = .014$ ). The findings of this study are consistent with previous studies on the relationship between value creation and firm organizational performance. For example, Shiratina et al. (2019) found that value creation was associated with firm organizational performance. Similarly, Abbas et al. (2019) and Eukeria and Favourite (2018) agreed that value networks were significant strategies for improving firm organizational performance. Moini and Wang (2017) found that mergers and acquisitions can enhance value delivery by re-engineering products value and promoting innovative ways of presenting the products. The findings of this study suggest that value delivery, value networking, and value creation are all important factors in organizational performance for online retailers.

**Table 5: Correlation Analysis**

		Organizational performance	Value delivery	Value networking	Value creation
Organizational performance	Pearson Correlation	1.000			
	Sig. (2-tailed)				
	N	70			
Value delivery	Pearson Correlation	.450	1.000		
	Sig. (2-tailed)	0.000			
	N	70	70		
Value networking	Pearson Correlation	.401	.459	1.000	
	Sig. (2-tailed)	0.001	0.000		
	N	70	70	70	
Value creation	Pearson Correlation	.294*	.520	.808	1.000
	Sig. (2-tailed)	0.014	0.000	0.000	
	N	70	70	70	70

\* Correlation is significant at the 0.05 level (2-tailed).

### Regression Analysis

The results of the study, presented in Table 6 show the model fitness summary. The  $R^2$  was found to be 69% and adjusted  $R^2$  to be 67.5%. The  $R^2$  value of 0.69 indicates that 69% of the variance in organizational performance can be explained by the three independent variables (value creation, value delivery, and value networking) collectively with inclusion of error term and constants. The analysis established that the three independent variables were associated with 67.5% of the variation in organizational performance among the sampled online retailers. This means that the three independent variables of value networking, value creation, and value delivery combined can explain 67.5% of the difference in organizational performance between the sampled online retailers. The results of this study are consistent with the results of previous studies, which have shown that value creation, value delivery, and value networking are all important factors in organizational performance for online retailers. The study by Shiratina et al. (2019) found that value creation was positively associated with business organizational performance.

**Table 6: Model summary of regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830a	0.69	0.675	0.264

a Predictors: (Constant), Value networking, Value creation, Value delivery

The ANOVA results in Table 7 showed the regression model with value networking, value creation, and value delivery as independent variables was statistically significant in predicting organizational performance (p-value=0.000), indicating at least one independent variable significantly influenced the dependent variable. The results of this study concur with the findings of previous studies that have shown that value creation, value delivery, and value networking are all important factors in organizational performance for online retailers. A study by Shiratina et al. (2019) found that value creation had a positive and significant impact on business organizational performance. A study by Ray (2019) found that value delivery had a positive and significant impact on firm organizational performance. A study by Khoiruddin and Wijayanto (2017) found that value networking had a positive and significant impact on retailers' sales organizational performance and increased consumer-retailer loyalty.

**Table 7: ANOVA Summary**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.255	3	3.418	48.865	.000b
	Residual	4.617	66	0.07		
	Total	14.871	69			

a Dependent Variable: Organizational performance

b Predictors: (Constant), Value networking, Value creation, Value delivery

Table 8 presents the regression coefficients. The study found value creation variable is positively and insignificantly related to organizational performance ( $\beta = 0.054$ ,  $p > .05$ ). Hence, the study failed to reject the null hypothesis. Hence, value creation has no significant influence on organizational performance among selected online retailers in Nairobi City County. This means that there was no significant relationship between value creation and organizational performance for selected online retailers in Nairobi City County, Kenya. The value delivery variable was positively and significantly related to organizational performance ( $\beta = 0.155$ ,  $p < .05$ ). Thus, null is rejected. Therefore, value delivery has a significant influence on organizational performance among selected online retailers in Nairobi City County. This means that there was a positive relationship between value delivery and organizational performance, such that retailers that delivered more value to their customers had better organizational performance. The value networking variable was positively and significantly related to organizational performance ( $\beta = 0.431$ ,  $p < .05$ ). Thus, the null hypothesis is rejected. Hence, value networking has a significant influence on organizational performance among selected online retailers in Nairobi City County.

Value networking has the highest contribution to organizational performance, with a t-statistic of 9.391. This means that value networking is the strongest predictor of organizational performance, and the relationship is statistically significant at the 0.000 level. Value delivery has a positive coefficient of 0.155 and a t-statistic of 2.753. This means that value delivery is positively related to organizational performance, and the relationship is statistically significant at the 0.01 level. Value creation has a positive coefficient of 0.054 and a t-statistic of 1.358. This means that value creation is positively related to organizational performance, but the relationship is not statistically significant. In conclusion, value networking has the highest contribution to organizational performance among the specific variables. This means that online retailers that focus on building relationships with other businesses and organizations are more likely to have better organizational performance. It is important to note that the t-statistic is a measure of the statistical significance of the coefficient. A higher t-statistic means that the coefficient is more likely to be statistically significant.

In summary, for the first hypothesis ( $H_{01}$ ), which stated that value creation has no significant influence on organizational performance, we fail to reject the null hypothesis. The beta coefficient ( $\beta = 0.054$ ,  $p > 0.05$ ) indicates a positive but not statistically significant relationship. For the second hypothesis ( $H_{02}$ ), which posited that value delivery has no significant influence on organizational performance, we reject the null hypothesis. The beta coefficient ( $\beta = 0.155$ ,  $p < 0.05$ ) shows a positive and statistically significant relationship. This underscores the importance of effective value delivery strategies, such as efficient logistics and customer service, in enhancing organizational performance for online retailers in this context. Regarding the third hypothesis ( $H_{03}$ ), which stated that value networking has no significant influence on organizational performance, we strongly reject the null hypothesis. The beta coefficient ( $\beta = 0.431$ ,  $p < 0.05$ ) indicates a robust positive and statistically significant relationship. This finding highlights the critical role of networking strategies, such as partnerships and collaborations, in driving organizational performance in the Nairobi City County online retail sector. The beta coefficients provide insights into the relative importance of each predictor. Value networking emerges as the strongest predictor ( $\beta = 0.431$ ), followed by value delivery ( $\beta = 0.155$ ), and then value creation ( $\beta = 0.054$ ).

The p-values, on the other hand, inform us about the statistical significance of these relationships. Both value networking and value delivery have p-values less than 0.05, indicating statistically significant relationships with organizational performance. However, value creation's p-value is greater than 0.05, suggesting that its relationship with organizational performance could be due to chance. This independent examination of beta coefficients and p-values provides a more nuanced understanding of both the magnitude and reliability of the observed relationships between our independent variables and organizational performance. The study results are consistent with the results of the previous studied. O'Cass and Ngo (2018) found that creating superior value offering is associated with firm achieving superior customer-centric organizational performance. This is also consistent with the findings of the current study, which found that value creation is positively related to organizational performance for selected online retailers in Nairobi City County, Kenya. Shiratina et al. (2019) found that value creation has a positive and significant impact on business organizational performance. Ray (2019) found that the outcome quality in e-commerce strategies had positive consequences on firm organizational performance. Based on the results, the simple and multiple regression models are:

$$Y=1.863 +0.054X_1$$

$$Y=1.863 +0.155X_2$$

$$Y=1.863 +0.431X_3$$

$$Y=1.863 +0.054X_1 +0.155X_2 + 0.431X_3$$

Y = represents the dependent variable, organizational performance of online retailing firms;

X<sub>1</sub> = Value creation; X<sub>2</sub> = Value delivery and X<sub>3</sub> = Value networking.

**Table 8: Regression Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.863	0.22		8.45	0.000
Value creation	0.054	0.04	0.108	1.358	0.179
Value delivery	0.155	0.056	0.225	2.753	0.008
Value networking	0.431	0.046	0.748	9.391	0.000

a. Dependent Variable: Organizational performance

## 5.0 Conclusion

The study concludes that business development strategies have a significant relationship with organizational performance of selected online retailers in Nairobi City County, Kenya, addressing the general objective of the study. However, the impact of different strategies varies, with value networking and value delivery showing stronger influences than value creation. This conclusion is based on the comprehensive analysis of data collected from middle and top management staff of 10 selected online retail companies. The findings highlight the complex nature of organizational performance in the e-commerce sector and underscore the importance of adopting a multifaceted approach to business development strategies. The study's results provide valuable insights for

online retailers in Nairobi City County, offering a roadmap for prioritizing strategies that are most likely to enhance their organizational performance in this competitive and rapidly evolving market.

The study also concludes that value creation does not have a significant relationship with organizational performance for the selected online retailers. Despite a positive correlation ( $r = .294$ ,  $p = .014$ ), the regression analysis revealed that this relationship was not statistically significant ( $\beta = 0.054$ ,  $p > .05$ ). This finding suggests that in the context of Nairobi City County's online retail sector, value creation strategies may not be as crucial to organizational performance as previously thought. This could be due to various factors, such as market saturation, customer preferences focusing more on other aspects of the online shopping experience, or the possibility that the selected online retailers are already creating sufficient value, leaving little room for improvement in this area. The finding prompts a reconsideration of how value creation is conceptualized and implemented in this specific market context.

The study concludes that value delivery has a significant positive influence. This is evidenced by the positive and significant correlation ( $r = .450$ ,  $p = .000$ ) and regression results ( $\beta = 0.155$ ,  $p < .05$ ). These findings indicate that strategies focused on effective value delivery, such as the use of social marketing platforms, customer interaction tools, and market penetration techniques, play a crucial role in enhancing the organizational performance of online retailers in this region. The strong relationship between value delivery and organizational performance underscores the importance of how products and services are delivered to customers in the online retail environment. In the context of Nairobi City County, where e-commerce is still evolving, the ability to effectively deliver value to customers appears to be a key differentiator among online retailers. This could include aspects such as reliable and timely delivery, easy-to-use online platforms, effective customer service, and seamless transaction processes.

The study also concludes that value networking has the highest contribution to organizational performance among the variables examined. This is supported by the strong positive and significant correlation ( $r = .401$ ,  $p = .000$ ) and regression analysis ( $\beta = 0.431$ ,  $p < .05$ ). The findings suggest that online retailers in Nairobi City County that focus on building relationships with other businesses, leveraging social media interactions, offering flexible delivery options, and utilizing various marketing and distribution platforms are more likely to experience improved organizational performance. This underscores the importance of collaborative and interconnected business practices in the digital marketplace of Nairobi City County. The significant impact of value networking on organizational performance highlights the critical role of strategic partnerships, customer engagement through social media, and integration with various digital platforms in driving success for online retailers in this region. It suggests that investing in relationship-building with key stakeholders, actively participating in industry associations, and exploring partnerships that can enhance value proposition or operational efficiency could be key strategies for improving organizational performance in this sector.

## 6.0 Recommendations

The study recommends that online retailers in Nairobi City County should not disregard the importance of value creation strategies. Instead, they should focus on refining and better communicating their value proposition to customers. The study also recommend that retailers conduct regular market research to understand what customers value most, such as product quality, variety, or unique features. Based on these insights, retailers should innovate their product

offerings and services to better align with customer preferences. Additionally, retailers should invest in enhancing their product quality assurance processes to ensure consistent value delivery. In addition, to address the insignificant relationship found in our study, the study recommend that retailers focus on more effectively communicating the value they create to customers. This could involve improving product descriptions, showcasing customer reviews and ratings prominently, and utilizing various marketing channels to highlight the unique value of their offerings. Furthermore, retailers should consider implementing customer feedback mechanisms to continuously improve their value creation strategies. By adopting these recommendations, online retailers can potentially strengthen the link between their value creation efforts and organizational performance.

The study also recommends that online retailers in Nairobi City County prioritize and enhance their value delivery strategies. Firstly, retailers should invest in robust and reliable logistics systems to ensure timely and accurate delivery of products. This could involve partnering with multiple delivery services or developing in-house delivery capabilities to enhance flexibility and reliability. Secondly, we recommend that retailers focus on optimizing their online platforms for ease of use and navigation. This includes ensuring mobile responsiveness, implementing user-friendly search and filter functions, and streamlining the checkout process. In addition, retailers should prioritize customer service excellence by implementing omnichannel support systems, including chatbots for instant responses, social media engagement, and well-trained customer service representatives. The study also recommend that retailers leverage data analytics to personalize the shopping experience for customers, offering tailored product recommendations and targeted promotions. Additionally, retailers should consider implementing flexible payment options, including mobile money services which are popular in Kenya, to cater to diverse customer preferences. Lastly, the study recommend that retailers focus on creating a seamless omnichannel experience, ensuring consistency across online platforms, mobile apps, and any physical touchpoints. By implementing these value delivery strategies, online retailers can enhance customer satisfaction, increase repeat purchases, and ultimately improve their organizational performance.

The study recommend that online retailers in Nairobi City County prioritize and expand their networking strategies. Firstly, the study recommend that retailers actively seek and establish strategic partnerships with complementary businesses. This could include collaborations with local manufacturers to offer exclusive products, partnerships with popular brands for co-branded promotions, or alliances with service providers to offer value-added services. Secondly, retailers should focus on building strong relationships with their suppliers to ensure reliable inventory management and potentially negotiate better terms. The study also recommend that retailers participate actively in industry associations and events to stay informed about market trends, share best practices, and identify potential collaboration opportunities. Furthermore, the study suggest that retailers leverage social media platforms not just for marketing, but also for building communities around their brand. This could involve creating and nurturing online forums, hosting live Q&A sessions, or collaborating with influencers to expand their reach. Additionally, the study recommend that retailers explore partnerships with fintech companies to offer innovative financial services, such as buy-now-pay-later options or loyalty programs tied to financial products.

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