EFFECT OF E-COMMERCE PLATFORMS ON SALES TURNOVER
IN RETAIL CENTER STORES: A CASE STUDY OF TWO RIVERS
MALL

BY
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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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EFFECT OF E-COMMERCE PLATFORMS ON SALES TURNOVER IN RETAIL CENTER STORES: A CASE STUDY OF TWO RIVERS MALL

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirements for the Award of the Degree of Masters in Management and Organizational Development (MOD)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University-Africa for academic credit.

Signed: ____________________________          Date: _________________
Rosemary M. Mutava (ID No: 656424)

This research project report has been presented for examination with my approval as the appointed supervisor.

Signed: ____________________________          Date: __________________
Dr. Gabriel Okello, Ph. D

Signed: ____________________________          Date: __________________
Dean, Chandaria School of Business
The purpose of the study was to establish the effect of e-commerce platforms on sales turnover in the retail stores with a focus on Two Rivers Mall. The study was guided by research questions that sought to examine: what is the effect of e-commerce platform efficiency on sales turnover in retail stores? What is the effect of e-commerce platform business process management on sales turnover in retail stores? And, what is the effect of e-commerce platform customer experience on sales turnover in retail stores?

Descriptive survey design was used to obtain information on the effect of e-commerce platforms on sales turnover in the retail stores. The target population of the study was 114 retail stores located in Two Rivers Mall in Nairobi, and, the sampling frame came from the floor plan of the Two Rivers Mall and was obtained from the property manager of the mall. A stratified random sampling technique was used in this study. The sample size of the study was determined by the Yamane formula which gave 88 respondents. The study utilized primary information that was collected using questionnaires that were piloted for content, validity, and reliability. Descriptive statistics analysis was used to analyze the data collected. Data was analyzed using the Statistical Package for Social Sciences (SPSS) data analysis tool. Inferential analysis like correlations and linear regressions were used to examine the strengths and nature of the relationship between the study variables. These were presented using tables and figures.

The findings on the effect of e-commerce platform efficiency on sales turnover at Two Rivers Mall revealed that e-commerce platform efficiency was significant to sales turnover. The descriptive analysis showed that retail stores can integrate online selling in their operations irrespective of the category of business ($M=4.19$, $SD=0.965$). Correlation analysis showed that there was a positive, strong and statistically significant relationship between e-commerce platforms efficiency and sales turnover, $r (63) = 0.620$, $p<.05$. Linear regression analysis showed that e-commerce platform efficiency can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.471$, $t (63) = 6.174$, $p<.05$).

The findings on the effect of e-commerce platform business process management on sales turnover at Two Rivers Mall revealed that e-commerce platform business process
management was significant to sales turnover. The descriptive analysis revealed that in order to run online platform a retail store has to have a dedicated process and team ($M=4.30$, $SD=0.816$). Correlation analysis indicated that there was a positive, strong and statistically significant relationship between e-commerce platform business process management and sales turnover, $r (63) = 0.741, p<.05$. Linear regression analysis showed that e-commerce platform business process management can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.542$, $t (63) = 8.617, p<.05$).

The findings on the effect of e-commerce platform customer experience on sales turnover at Two Rivers Mall revealed that e-commerce platform customer experience was significant to sales turnover. The descriptive analysis showed that all customer online shopping and check-out items were always fulfilled and delivered within 24 hours, 7 days a week ($M=4.16$, $SD=0.865$). Correlation analysis showed that there was a positive, strong and statistically significant relationship between e-commerce platform customer experience and sales turnover, $r (63) = 0.636, p<.05$. Linear regression analysis showed that e-commerce platform customer experience can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.522$, $t (63) = 6.445, p<.05$).

The study concludes that the stores had integrated online processes such as online payment, advertising via online channels, online inventory management, online shopping to facilitated the stores’ products into sales, and their product sales had improved based on the changes implemented due to integration of online sales. The stores had increased their database of inventory and operations to accommodate their online customers, and had dedicated customer experience teams for the e-commerce customers and they did not outsource their services from service providers.

The study recommends the retail store owners and managers to take advantage of other online platforms like Google ads, YouTube and pop up online ads in order to drive their business/brand visibility, create their brand visibility, as well as outsource some of their online and e-commerce functions to professionals like Jumia, Uber Eats, and Msoko to increase sales.
ACKNOWLEDGEMENTS

I would like to acknowledge the United States International University – Africa, Business School Fraternity for the support offered during my master’s program. Special thanks to my supervisor Dr. Gabriel Okello for providing me with the support, guidance, constant encouragement and for holding me accountable. His mentorship and coaching encouraged me throughout the research study and process.
DEDICATION

To Peris Mumbua Mutava who taught me the value of honesty and that our background does not have to determine our life journey.
# TABLE OF CONTENTS

STUDENT’S DECLARATION .................................................................................................................. ii
COPYRIGHT ....................................................................................................................................... iii
ABSTRACT .......................................................................................................................................... iv
ACKNOWLEDGEMENTS ..................................................................................................................... vi
DEDICATION ........................................................................................................................................ vii
TABLE OF CONTENTS ...................................................................................................................... viii
LIST OF TABLES ............................................................................................................................... x
LIST OF FIGURES ............................................................................................................................. xii
LIST OF ABBREVIATIONS AND ACRONYMS .................................................................................... xiii

CHAPTER ONE ..................................................................................................................................... 1
  1.0 INTRODUCTION .......................................................................................................................... 1
    1.1 Background of the Study ............................................................................................................ 1
    1.2 Statement of the Problem ........................................................................................................... 6
    1.3 Purpose of the Study .................................................................................................................. 7
    1.4 Research Questions ................................................................................................................... 7
    1.5 Significance of the Study .......................................................................................................... 7
    1.6 Scope of the Study ..................................................................................................................... 8
    1.7 Definition of Terms ................................................................................................................... 8
    1.8 Chapter Summary ..................................................................................................................... 9

CHAPTER TWO ................................................................................................................................... 10
  2.0 LITERATURE REVIEW ............................................................................................................... 10
    2.1 Introduction ............................................................................................................................... 10
    2.2 E-Commerce Platform Efficiency and Sales Turnover ............................................................ 10
    2.3 E-Commerce Platform Business Process Management and Sales Turnover ......................... 14
    2.4 E-Commerce Platform Customer Experience and Sales Turnover ......................................... 19
    2.5 Chapter Summary ................................................................................................................... 23

CHAPTER THREE ............................................................................................................................. 24
  3.0 RESEARCH METHODOLOGY .................................................................................................... 24
    3.1 Introduction ............................................................................................................................... 24
    3.2 Research Design ....................................................................................................................... 24
    3.3 Population and Sampling ......................................................................................................... 24
    3.4 Data Collection Methods ......................................................................................................... 27
LIST OF TABLES

Table 3.1 Population Distribution .............................................................................................................25
Table 3.2 Sample Size Distribution ...........................................................................................................27
Table 3.3 Reliability Test Results ...............................................................................................................29
Table 4.1 E-Commerce Platforms Efficiency ............................................................................................35
Table 4.2 Effect of E-Commerce Platforms Efficiency on Sales Turnover ..............................................36
Table 4.3 Correlation Between E-Commerce Platforms Efficiency and Sales Turnover ...................37
Table 4.4 Normality Test for E-Commerce Platform Efficiency ...............................................................37
Table 4.5 Linearity Test for E-Commerce Platform Efficiency .................................................................38
Table 4.6 Heteroskedasticity Test for E-Commerce Platform Efficiency ................................................38
Table 4.7 Multicollinearity Test for E-Commerce Platform Efficiency ....................................................39
Table 4.8 Model Summary for Linear Relationship between E-Commerce Platform Efficiency and Sales Turnover .................................................................................................................39
Table 4.9 ANOVA for Linear Relationship between E-Commerce Platform Efficiency and Sales Turnover ........................................................................................................................................40
Table 4.10 Regression Coefficients for Linear Relationship between E-Commerce Platform Efficiency and Sales Turnover ........................................................................................................40
Table 4.11 E-Commerce Platforms Business Process Management .......................................................42
Table 4.12 Effect of E-Commerce Platforms Business Process Management .........................................43
Table 4.13 Correlation Between E-Commerce Platform Business Process Management and Sales Turnover ............................................................................................................................44
Table 4.14 Normality Test for E-Commerce Platform Business Process Management ....................44
Table 4.15 Linearity Test for E-Commerce Platform Business Process Management ........................45
Table 4.16 Heteroskedasticity Test for E-Commerce Platform Business Process Management ..........45
Table 4.17 Multicollinearity Test for E-Commerce Platform Business Process Management ...............46
Table 4.18 Model Summary for Linear Relationship between E-Commerce Platform Business Process Management and Sales Turnover ..........................................................................................46
Table 4.19 ANOVA for Linear Relationship between E-Commerce Platform Business Process Management and Sales Turnover ......................................................................................................47
Table 4.20 Regression Coefficients for Linear Relationship between E-Commerce Platform Business Process Management and Sales Turnover ................................................................................47
Table 4.21 E-Commerce Platform Customer Experience.................................................................49
Table 4.22 Effect of E-Commerce Platform Customer Experience on Sales Turnover ....50
Table 4.23 Correlation Between E-Commerce Platform Customer Experience and Sales Turnover...........................................................................................................................................51
Table 4.24 Normality Test for E-Commerce Platform Customer Experience..............51
Table 4.25 Linearity Test for E-Commerce Platform Customer Experience ..............52
Table 4.26 Heteroskedasticity Test for E-Commerce Platform Customer Experience .....52
Table 4.27 Multicollinearity Test for E-Commerce Platform Customer Experience ........53
Table 4.28 Model Summary for Linear Relationship between E-Commerce Platform Customer Experience and Sales Turnover ........................................................................................................53
Table 4.29 ANOVA for Linear Relationship between E-Commerce Platform Customer Experience and Sales Turnover ...............................................................................................................................54
Table 4.30 Regression Coefficients for Linear Relationship between E-Commerce Platform Customer Experience and Sales Turnover ...........................................................................................................54
LIST OF FIGURES

Figure 4.1 Response Rate .......................................................... 32
Figure 4.2 Length of Store Operation ......................................... 33
Figure 4.3 Length of Employee with the Store .............................. 33
Figure 4.4 Retail Store Category .................................................. 34
Figure 4.5 E-Commerce Platforms Used ...................................... 34
# LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
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<tr>
<td>B2B</td>
<td>Business to Business</td>
</tr>
<tr>
<td>B2C</td>
<td>Business-to-Consumer</td>
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<tr>
<td>B2G</td>
<td>Businesses-to-Government</td>
</tr>
<tr>
<td>BPM</td>
<td>Business Process Management</td>
</tr>
<tr>
<td>CCK</td>
<td>Communication Commission of Kenya</td>
</tr>
<tr>
<td>CX</td>
<td>Customer Experience</td>
</tr>
<tr>
<td>EA</td>
<td>East Africa</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
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<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
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<td>MMA</td>
<td>Midlands Meanders Association</td>
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<tr>
<td>MSMEs</td>
<td>Micro, Small and Medium Enterprises</td>
</tr>
<tr>
<td>SEO</td>
<td>Search Engine Optimization</td>
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<td>SMEs</td>
<td>Small and Medium Enterprises</td>
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<td>SPSS</td>
<td>Statistical Package for Social Science</td>
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<td>US</td>
<td>United States</td>
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<td>VIF</td>
<td>Variance Inflation Factor</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Retail is a process of selling goods and services to customers through multiple channel of distribution. Retail stores may be small or big but they mostly operate in the same line as “purchasing to sale”. Retail form of business is as old as civilization and is the most basic form of business (Saha, 2015). The operations of retail stores have evolved over the years as a result of technology. Currently, Information Communication Technology (ICT) is used globally by many businesses including retail stores. Purchasing products or services over the Internet, online shopping has attained immense popularity in recent mainly because people find it convenient and easy to shop from the comfort of their home or office and also eased from the trouble of moving from shop to shop in search of the good of choice. E-commerce allows consumers to directly buy goods and services over the internet through a virtual shop (Saha, 2015). Thus, technology has resulted on improvement of retail stores by offering both onsite and online retailing services.

E-commerce involves any form of economic activity conducted over computer-mediated networks and covers three main transaction/activity areas; Business to Business (B2B) involving trading between businesses, Business-to-Consumer (B2C), where businesses trades with consumers; and Businesses-to-Government (B2G) where businesses trade with the government (Victoria, 2014). The overwhelming popularity of the internet to a great extent can be attributed to phenomenal social media platforms such as Facebook, Twitter, WhatsApp applications amongst others. For this reason, a significant number of enlightened entrepreneurs are promptly changing their business strategies in an effort to take advantage of the vast market brought about by the internet connections through the adoption of e-commerce. The number of Internet users around the world has been steadily growing and this growth has provided the thrust and the opportunities for global and regional e-commerce (Victoria, 2014).

In the United States (US), the internet has evolved into a dynamic and a viable retail channel capable of generating over $143.2 billion in the retail sales in 2005, which was an increase of over 22 percent of what the country realized in 2005 (Akhter, 2015). E-Commerce platform is available to all consumers who have access to the World Wide
Web and is available 24 hours a day. Through the internet the consumer enjoys various services such as product information, competitive prices and enhanced selection. According to a report on the e-market, a large proportion, which constitutes about 40% of the entire US population, use E-Commerce platforms (Yan, 2018).

In China the largest business industry comprises of Small and Medium Enterprises (SME’s). Moreover, the SMEs industry in China faces many competitors who focus on the same market or the same audience. The biggest challenge for the business people in the SME industry is on the techniques to use to gain a competitive advantage with respect to sales and retaining customers. Thus, to counter this challenge, many SMEs in China have adopted E-commerce. China has the largest number of Internet users in the world, accounting for 22% of the world’s internet user base in 2014; by 2015, China surpassed America and became the biggest E-commerce market worldwide, which accounted for US$ 541 billion in turnover; thus, China has the possibilities for SMEs to expand as a result of incorporating E-commerce in retailing operations (Frontier Strategy Group, 2016).

The adoption of e-commerce by businesses is on the rise not only in developed nations but in developing nations. For instance, the adoption of E-Commerce in Nigerian business organizations has increased since the users of internet in Nigeria has grown from 0.1% in 2000 to 29.5% of its population in June 2010 and still has the potential to grow higher (Maina, 2016). In 2013, the Communication Commission of Kenya (CCK) now the Communication Authority of Kenya, reported the number of internet users in Kenya to have grown to 21.2 million internet users. In Kenyan, urban areas mobile and internet use is much higher than rural areas. The Mobile phone penetration in the country is at 72%. In urban areas, 72% are online, 95% have internet capable mobile phones and 31% have smart phones (Victoria, 2014) therefore proving the level of internet access. The number of Internet users around the world has been steadily growing and this growth has provided the thrust and the opportunities for global and regional e-commerce.

In Kenya, just like in any other country all over the world, businesses are embracing the technological applications and use of ICT tools to ensure that their business dealings and operations are made faster, convenient, easier, reliable, and operational across business
hours and beyond (Nyasio, 2016). For instance, both small and large organizations have embraced information communication technology, and their business environment is thriving because of positive adoption and implementation of E-Commerce.

For the case of retail stores in Kenya, E-Commerce has been of profound use and great importance in making the industry thrive regardless of the geographical locations and irrespective of the nature of business handled. Many small-scale operators have resorted to the use of E-Commerce to create market for their goods and services and hence expanding their market base to ensure increased output due to more sales and wider customer base (Maina, 2016). Some of the positive contributions in the Kenyan market is that business operators and consumers are able to access market services in buying and selling in 24 hours throughout the year, hence making the operations of business activities convenient to every involved market player as people are able to get involved in any time of the day according to their needs and convenience (Mohammud et al., 2018). This in turn results in high sales turnover for the retail stores in the country.

E-commerce platforms have grown to be one of the reliable service providers across the globe. User-friendly, easily downloadable and free applications have also come up leading to technological innovations and development of new products, services and business models (Nyasio, 2016) like purely internet-based or online companies have emerged. The convenience brought about by online shopping has attracted more consumers who value the ease and efficiency of doing purchases online and paying electronically either through visa, credit card or mobile transactions. The concept of internet technology has played a central role in ‘Virtual Global Organization’. E-commerce has therefore become a critical component in the daily lives of people and has directly translated to the purchasing behavior of customers thus influencing the sales turnover in retail stores.

The increase in online shopping through E-commerce platforms has greatly affected the nature of shopping malls in the contemporary society in terms of their total sales. A study conducted in 2014 showed that 78% of the US population who are above 15 years old bought at least one item in the last quarter of 2014. A study conducted in the US showed that at least 69% of the US adults shop online at least once in a month and about 33%
shops on a weekly basis (Akhter, 2015). According to the US department of Commerce 2014 report, e-retailers constituted about 8.3% of the retail sales excluding the food related services and automobile fuels. This figure was only 7.4% in 2013. This depicts tremendous improvements in the use of E-Commerce platforms which has ever since grown. The 2015 report also indicated an increase of 1.4% in 2015. According to a Forrester Research Study, by the end of 2018, online shopping will constitute over 11% of all the purchases in the US (Yan, 2018).

E-Commerce has facilitated more sales in businesses since, the cost of creating, processing, distributing, storing and retrieving paper-based information is decreased (Ashton, 2015). The sales then increase due to the large market place the business is able to cover. Furthermore, electronic commerce increases purchasing opportunities for the buyer. Businesses can use electronic commerce to identify new suppliers and business partners. Electronic commerce increases the speed and accuracy with which businesses can exchange information, which reduces costs on both sides of transactions. Companies are reducing their costs of handling sales inquiries, providing price quotes, and determining product availability by using electronic commerce in their sales support and order-taking processes. Noteworthy is the fact that the successful adoption of electronic money (e-money) is one of the fundamental factors that has greatly revolutionized e-commerce in Kenya. Electronics money primarily involves the use of the internet; computer networks and the digitally stored value to pay for online transactions hence sustain ecommerce (Victoria, 2014).

The use of E-commerce platforms has become popular in all areas of business including in retail stores. The reason is that e-commerce provides a new sales channel that does not consider business time and location, also online shopping reduces the cost compared with traditional business. Many retail stores have discovered the importance of E-commerce in business to increase sales turn over and attract the young generation that has embraced technology into its daily routines. A retail store is a business unit that buys goods in large quantities from manufacturers or wholesalers and sells them to public in relatively small quantities for use or consumption, rather than for resale.
E-commerce platforms have been responsible for outstanding profits in some of the major companies all over the globe. Companies such as Land’s End attribute their success to online retailing (Yan, 2018). For instance, this company made a greater profit through online operations than it ever did within 38 years of catalogue operations. Gap, Inc., one of the most outstanding apparel retailers, in the years between 2003 and 2010 managed to yield more volume sales via its websites than the brick-and-mortar stores (Yan, 2018). The potentiality of online shopping has ever since been on the rise and its potential has always proved to be profitable over the years.

Significant changes are happening in supermarket retailing with the introduction of online shopping, especially in terms of channel development and coordination. E-commerce stores are known to offer goods and services that are equal in price and sometimes even cheaper than those found in traditional stores. Essentially, ecommerce stores are now contributing to the democratization of prices in Nigeria (Omololu, 2014). The reduction of prices by retail shops results in increased customer purchases, hence high sales turnover.

The retail sector in Kenya has been identified as one of the crucial sectors that have been singled out in the national long-term development policy for reshaping the Kenyan economy to trade competitive economy (Kenya Retail Sector Prompt Payment Study, 2017). Retailing as a driver of Kenya’s economic growth is highlighted in Kenya’s development guide, vision 2030, whereby the government aimed to increase the percentage of products sold through formal retail channels, such as supermarkets, from 5% in 2007 to 30% in 2012. This was designed to generate an increase of Ksh.50 billion Gross Domestic Product (GDP), stimulate investment opportunities driven by consumer demand, particularly between SMEs and the agricultural sector. This was to be achieved through attraction of at least three new retailers with more than 10 stores each in the Kenyan economy (Kenya Economy Report, 2017).

The retail sector is dominated by micro, small and medium enterprises (MSMEs) which consist mainly of Kiosks and market stalls (Kenya Economic Report, 2017). However, the sector has evolved in recent times with emergence of supermarkets and shopping malls which are taking over retailing from traditional small shops and kiosks (Kenya
Economic Report, 2017). The retail sector is one of the most important sectors in the Kenyan economy, registering a growth of 7.3 percent, beating manufacturing, Agriculture, transport and communication sectors. Despite this, it is estimated that up to 40% of startup fail by year two and close to 60% close their doors by year four.

1.2 Statement of the Problem

It is clear from the foregoing background that, little is known about both the e-commerce and the key factors affecting sales in retail stores in developing countries such as Kenya. This is mostly attributed to the slow adoption of e-commerce in Kenya. Wang, Wang, and Liu, (2016) assessed the Taiwanese online shoppers’ beliefs on e-service quality. The scholars found that aggressive application of the social media platforms contributed to Taiwan position as the seventh largest economy in Asia. The study was focused on assessing the perception of customers with respect adoption of e-commerce. However, the study was limited since it was positioned in Taiwan and not Kenya. In Pakistan, Bashir, Mehboob, and Bhatti, (2015) conducted a study on effects of online shopping trends on consumer-buying behavior. The study found that customers were motivated to make purchases from buyers who offer convenience and establish trust. The study noted that customers shop online with the guarantee of convenience. The study recommended that all businesses planning to adopt e-commerce ought to ensure it offers convenience to the customer so as to attract more purchases and increase sales turnover. The study did not focus on retail stores in Nairobi Kenya, thus presenting a research gap in the study area.

Nyasio (2016) conducted a study assessing consumer characteristics, product characteristics and choice of e-commerce platforms in Kenya. The research paper concluded that the main factors influencing customer preference for e-commerce platforms in Kenya are consumer characteristics, consumer perceptions and product characteristics. The researcher recommended that; e-commerce sellers should consider the demographics of their target customers when planning their marketing strategies. The study was limited in that its targeted Kenyans who had access to e-commerce platforms and used services of Huduma Centre and Immigration office limiting the audience to one operation function. The study did not assess the effects of e-commerce platforms on sale turnover in retail stores in Kenya.
Gachane (2018) found that the use of e-commerce by supermarkets in Kenya resulted in increased profitability. The study recommended the usage of e-catalogue, e-promotion, e-price list and online marketing to attract more customers. The study focused on supermarkets in Kenya, however, it did not address the issues of sales turnover in the retail stores as a result of e-commerce. Moreover, the study did not highlight the effect of e-commerce in retail stores found in Two Rivers Mall. Regardless of the recognition of the value of E-Commerce application on sales turnover in the Kenyan retail businesses, the adoption of E-Commerce is still low in Kenya.

It is against this background that this study sought to understand the effects of e-commerce on sales turnover in retail stores in Kenya. No study is yet to be conducted focusing on sales turnover in retail stores. Thus, this study attempted to fill this research gap by answering the question, what is the effect of e-commerce on sales turnover in retail stores?

1.3 Purpose of the Study
The purpose of the study was to establish the effect of e-commerce platforms on sales turnover in the retail stores with focus on Two Rivers Mall retailers.

1.4 Research Questions
1.4.1 What is the effect of e-commerce platform efficiency on sales turnover in retail stores?
1.4.2 What is the effect of e-commerce platform business process management on sales turnover in retail stores?
1.4.3 What is the effect of e-commerce platform customer experience on sales turnover in retail stores?

1.5 Significance of the Study
1.5.1 The Management Team of Retail Stores
The findings of the study avails recommendations to the retail store on the effect of e-commerce platforms on sales turnover in the retail stores. This may ensure that the retail stores are better positioned to make more sales while implementing e-commerce in their business operations.
1.5.2 The Organization Policymakers
The findings of the study avail recommendations to the organization policymakers on the effect of e-commerce platforms on sales turnover in the retail stores. This study gives emphasis to the organization policy makers on the need to support and encourage e-commerce in retail sector. The study may also encourage the establishment of policies that favor retailers in adopting and implementing e-commerce.

1.5.3 Researchers and Academicians
This study forms a basis for further research in the areas of leveraging e-commerce to ensure high sales turnover in retail stores. This research may be of assistance to future researchers who may require literature review on the aspects of e-commerce and sales turnover in the retail sector in Kenya.

1.6 Scope of the Study
The study was carried out in 114 retail stores in the Two Rivers Mall. The retail stores included fashion stores, anchor tenants, sports stores, electronics stores, health and beauty stores and food and beverage stores. The sample size of the study was 89 retail stores from the Two Rivers Mall. The data was collected for a period of 2 months from April to May 2019. The purpose of this research was to find out the effect of e-commerce platforms on sales turnover in the retail stores taking into considerations three factors including e-commerce efficiency, e-commerce business process and management and e-commerce customer experience. The research findings of the study were used to expand knowledge of existing and potential retail stores in Kenya.

1.7 Definition of Terms
1.7.1 E-Commerce
E-Commerce refers to the nature of doing business through the use of internet and electronic devices (Nyasio, 2016).

1.7.2 Sales Turnover
Sales turnover is defined as the efficiency of the firm in producing and selling its products (Mwaura, 2017).
1.7.3 Retail Store
A retail store is a business unit that buys goods in large quantities from manufacturers or wholesalers and sells them to public in relatively small quantities for use or consumption, rather than for resale (Odhiambo, 2014).

1.7.4 E-Commerce Platforms
E-commerce platforms are defined as the applications used to carry out business via the internet and electronic devices. (Nyasio, 2016).

1.7.5 Business Process Management
Business process management is defined as a systematic approach to management, aimed at improving the organization and its processes. (Yakovlev, 2015).

1.7.6 Efficiency
Efficiency is defined as the attainment of maximum productivity in production or service provision. (Owomoyela & Oyebamiji, 2014).

1.7.7 Customer Experience
Customer experience is defined as a series of actions, with the purpose of making sure that the customer is satisfied with a product or service (Lina, 2017).

1.8 Chapter Summary
This chapter introduced the background of the study with focus on the emerging trends in e-commerce worldwide and the effect it has on retailers. It also outlined the statement of the problem, purpose of the study and its significance. The scope of the study focuses on 114 retail stores within the Two Rivers Mall. The next section covers the review of literature on the topic the effects of e-commerce platforms on sales turnover in retail stores. Chapter three covered the research methodology, and chapter four provides the research study results and findings, while chapter five focused on the study’s discussions, conclusions and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews related literature on the effect of e-commerce platforms on sales turnover in the retail stores. In specific the chapter discusses e-commerce platform efficiency and its effect on sales turnover; e-commerce platform business process management and its effect on sales turnover; and e-commerce platform customer experience and its effect on sales turnover.

2.2 E-Commerce Platform Efficiency and Sales Turnover

E-commerce platform efficiency is the attainment of maximum productivity as a result of e-commerce (Owomoyela & Oyebamiji, 2014). In this case e-commerce platforms improve the efficiency of services provided by retail stores. The efficiency of e-commerce platforms is evident from its service quality and convenience. E-commerce platforms are favored by customers since it offers better and improved service quality, moreover, it is convenient in that a customer is able to purchase a product through the click of a button from anywhere in the world.

2.2.1 Service Quality

The steps followed to ensure the effectiveness of e-commerce have to be implemented strategically with respect to the objectives of a business. In order to succeed in implementing and maintaining an e-commerce system, a business is forced to progress faster into the world of technology. This, in return, gives the business the opportunity to implement new processes, which is vital for gaining competitive advantage and improve its sales turnover. Electronic commerce over the internet has offered important advantages including a more efficient way to conduct business transactions for buyers and vendors alike. Kareem, Owomoyela and Oyebamiji (2014) affirmed that with e-commerce buyers can access information instantly and even virtually test the product, which in traditional marketing concept would be time consuming. The research stated that e-commerce has changed the way of delivering the product; consumers can have more choices than they could easily locate otherwise and transaction can be made 24 hours a day, from almost any location Kareem, (Owomoyela and Oyebamiji, 2014). The
efficiency brought about by e-commerce benefits the business since it results in more purchases of products by customers through the click of a button.

E-commerce service quality is the evaluations from the actual experience of the service in terms of excellence and quality of the e-commerce service delivery in the online market (Sobihah et al., 2015). Service quality has a ripple effect in business. The reason is that service quality affects customer satisfaction, loyalty and trust which in the long term affects sales turnover. The study by Sobihah et al., (2015) found that e-commerce service quality influence customer satisfaction with the experience, additionally; consumer confidence is also one mediator that influences customer loyalty in using the vendor website as a substitute for traditional purchases. The quality of services offered through e-commerce has the potential to either attract or repel customers from purchasing the products or services, thus affecting sales turnover.

Studies also confirm that the industry leaders’ success are attributable to the high-quality services the customers gain from the e-commerce platforms (Turban et al., 2017). The customers have the option of comparing the specifics of the various commodities they intend to buy, prices offered by various retailers via their internet enabled devices. The seamless coordination of the service delivery means that the customers are sure of having the best services at their door steps without having to waste time in traffic jams (Feinleib, 2017). They can interact one on one via video calls with the customer care team just as the clients who visit the brick and mortar stores.

Buderi (2015) established that majority of e-commerce platforms offer fast services to their customers, hence promoting service quality. For instance, Peapod.com delivers a wide range of groceries, household products and toiletries directly to customer's address of choice. They keep a list of the customer's previous purchases including brand, pack size and quantity purchased. The customer need make only minor changes from week to week, saving time and effort. The retail stores keep track of their customers through online logins and loyalty cards. By keeping track of customers’ purchases and details e-commerce platforms are able to facilitate fast delivery of products and services. Whether customers purchase from the internet or traditional shop, the data about what they buy is linked to the loyalty card, so the company knows who their customers are irrespective of
the channel the customer used. If the customer log onto the company website through a home computer, it lists their favorite or recently purchased items whether they bought in a store or online (Buder, 2015). This ensures high quality services hence high sales turnover in retail stores.

In Kenya, the retail sector has been identified as one of the crucial sectors that have been singled out in the national long-term development policy for reshaping the Kenyan economy to trade competitive economy. Ngugi and Kariuki (2018) raised concern over the aggressiveness of multinationals in attracting local customers. For example, Carrefour Supermarket offers as high as Ksh. 24,000 gift vouchers to potential customers to attract them to the store. On the other hand, the Kenyan brands hardly penetrate into the markets beyond East Africa (EA). Kimani Rugendo, the chairman of the Kenya’s Suppliers Association observed that many small and medium enterprises are struggling to stay in trade due to high rest costs (Onyango, 2018). Offering quality online services presents viable options for not only minimizing the expense but also securing their customer base, thus affecting sales turnover in the long-term.

Quality service is important in the Kenyan market to attracting more customers. Onyango, (2018) conducted a study on service quality of online shopping services and customers satisfaction’s levels. The study noted that efficiency was important in maintaining customers of any business that has adopted E-commerce. Moreover, the study concluded that customers are interested in the consistency of a business in offering quality services through e-commerce. As a result of the keenness of the customers on quality, the study established that the inconsistency of e-retailers in providing quality services, positions a business at a disadvantage of losing half of its customers. The study recommended that all retailers ought to adopt e-commerce to make them competitive with their counterpart multinational companies.

2.2.2 Convenience
Convenience is built on four basic opportunities; the ability of customer to access the retailer; the ability to identify and select products that a customer wants; the ability to obtain the product of desire; and the ability to amend or effect transactions (Bashir, Mehboob, & Bhatti, 2015). Convenience in retail stores is established by the use of e-
commerce. A study in Pakistan on the effects of online shopping trends on consumer-buying behavior concluded that convenience availed by e-commerce businesses attracted the purchase of customers (Bashir, Mehboob, & Bhatti, 2015). This affects the profitability of the business, thus its sales turnover.

E-commerce has several effects, it reduces costs associated with activities of the company, it also aids in streamlining processes making them smoother. E-commerce also enhances the company’s market reach and opens up new business horizons, it also improves operational efficiency in the long and short terms. Furthermore, E-commerce help companies establish stronger relationships with business partners and suppliers, as it enhances the process of selling and buying products by both the company and the consumer, which essentially affect the overall performance (Hajli et al., 2014). The researcher expounds on the consumer use of social commerce which is a recent development in e-commerce. The researcher brings insight into the use of social media platforms to empower customers to interact via the internet. The recent advancement sin Information Technology and emergence of Web based technologies along with social media and social networking sites have seen the networking sites have the development of social platforms which facilitate the use of social commerce an integral aspect of e-commerce (Hajli, 2015).

Mohammad et al. (2018), investigated the relationship between factors affecting consumer buying behavior towards online shopping in Bangladesh. The focus of the research was on the influence of five major variables that were derived from literature i.e. trust, time, product variety, convenience and privacy, on consumer buying behavior (dependent variable) to determine how consumer buying behavior is reflecting online shopping trends. The statistical analysis of the data reflected that trust and convenience are greatly impactful on whether people chose to buy online or through brick and mortar stores, while privacy has a lesser influence of buying behavior. The study concluded that the convenience derived from the use of e-commerce attracted more customers to purchase a product or service, thus affecting the sales turnover.

A study in Kenya by Malenya (2017), also found that majority of consumers preferred using mobile phones to make orders and that they mostly used installed apps for the relevant firms they purchased goods from. The author also noted that internet was key
among the various e-commerce firms and the consumers with all transactions being conducted online. Consumers favored the use of mobile phones to make orders and payments due to its convenience, thus in turn resulted in increased sales turnover for the retailers since many young people would rather buy products and services using a click of a button than travel to the onsite retail store.

Maina (2016) illustrates further that e-commerce also offered retailers the opportunity to operate their business round the clock and round the globe. The shop is always open and, in most cases, a virtual shop assistant, the help desks or customer service personnel are ready help. The ability of the e-retailers to carry out a constant dialogue with their customers is an integral part of the personalization process. How opportunities for dialogue between a retailer and customer are conducted, is what differentiates sites. Personalization is not just limited to the service that is offered. E-retailers are increasingly customizing products and offering them on a mass-market basis at an acceptable price to the customer contributing to sales turnover in the stores.

2.3 E-Commerce Platform Business Process Management and Sales Turnover

Business process management is a systematic approach to management, aimed at improving the organization and its processes. This approach enables organizations to define their processes, to organize their implementation, as well as improve the quality as a result of processes and procedures for the execution (Yakovlev, 2015). The adoption of e-commerce affects the business processes within organizations including retail stores. It facilitates easier operations thus reducing operational expenses. Moreover, it also affects the marketing strategies used to attract customers. E-commerce results in fast and cheaper marketing strategies that reach many customers, thus, affecting the sales turnover (Bashir, Mehboob, & Bhatti, 2015).

According to Criterion (2016) half of the e-commerce transactions in 2016 were made using multiple devices. This figure crossed the 50% mark in 2016 thus retailers had to redesign their online buying processes to create a better experience and incorporate the new purchasing reality. Multiple device users were more likely to complete their transaction via mobile device us than the average internet user.
2.3.1 Business Process Integration

Firms can be solely engaging in e-commerce and having no physical presence. These firms are termed virtual organizations. A virtual business model is an attractive business model to minimize operational costs while retaining a connection to a global market (Chau, L., Fischer, T., Mavromatis, A., Varadachary, V., & Wang, M. (2016). In the study of Chau, et al. (2016) there were several cases presented in which the owners decided to establish separate business entities to explore the possibilities of targeting online customers exclusively. Creating a virtual business firm implies that there is a very high degree of business transformation. Some firms choose a combination of both online and offline presence; those firms are called ‘click-and-mortar’ firms. These firms are also called net-enhanced organization: traditional bricks-and-mortar firms using e-commerce to enhance their organizations. Gerhard (2015) noted that retailers willing to integrate their traditional with e-commerce are in a better position of improving their sales turnover while reducing their operational costs. Firms can be solely engaging in e-commerce and having no physical presence.

In Greece, Trevlopoulou (2018) established that the integration of retail operations with e-commerce enables the retailers and customers to co-exist in virtual harmony. Moreover, the study indicated that with the integration of e-commerce in retail, customers acquire more valuable information about the products, and the quality of the product. This information helps the customer to decide easier whether to buy a product. This affects the sales turnover of the retailer. The reason is that a customer will rely on the information availed through e-commerce platforms to decide on whether or not to purchase the product. As such, all retailers ought to be vigilant with the information shared on e-commerce platforms.

Business process integration also involves the integration of supply chain in e-commerce. To be effective, retailers have to embrace technology in the inflow and out of products. A study conducted in Malawi indicated that the use of e-commerce in integrating supply chain is crucial (Suya, 2015). The reason is that supply chain management ensures that products and services are available to customers at the requested time. As such integrating
e-commerce on supply chain management of retail shops facilitates convenience for the customers, thus resulting in more sales turnover (Gerhard, 2015).

The steady growth in E-Commerce has changed the cost and profit picture for companies worldwide, especially in Kenya. At the microeconomic level, growth of E-Commerce results in a substantial reduction in transaction costs, improved supply chain management, and reduced costs for domestic and global sourcing (Lavi, 2016). At the macroeconomic level, strong growth of E-Commerce places downward pressure on inflation and increases productivity, profit margins, and competitiveness (Maina, 2016).

In Kenya, Owenje (2014) found that businesses that integrate e-commerce models with their strategic orientation are more likely to have successful results. This translates to more profitability for retail shops that integrate their business operations with e-commerce. More sales are also made by business that use e-commerce to market and sell their products. The study also indicated that to implement e-commerce integration, it is necessary to have supporting information, financial capacity and organizational infrastructure and systems. Thus, the integration process is initially costly, however, its benefits result in the competitive advantage of a business.

A study conducted by Nyasio, (2018) established that the integration of traditional and modernized business processes is important in improving performance. The study indicated that E-commerce and all its related processes can be unified with traditional business processes to enhance quality of products and services in a company, hence stimulating marketplace performance. The study concluded that the unification of traditional and e-commerce processes improves quality of products. Improved products and services attract more customers, hence increasing sales.

E-commerce integration in retail sector has highly affected payment methods with financial institutions such as banks developing convenient online payment methods such as use of debit/prepaid cards systems and direct payment to sellers’ account. A research carried out in Nigeria by Osho, et al. (2014) noted that individuals chose direct payment for online purchases because of the reduced risk in terms of fraud due the reliance on the Personal Identification Number (PIN) required for making any online purchase. Such a smart technology is easily integrated to the retailer store point on sale (POS) to facilitate
payment and generate sales via e-commerce platforms. In Kenya the invent of mobile money payment platforms has also facilitated sales on e-commerce by proving a payment channel for consumers to make purchases from retailers thus contributing to the overall sales turn over.

2.3.2 Marketing Strategies
Research by Malenya, (2017) outlined the internet as an opportunity for firms to reduce transaction costs and level their playing field. According to the researcher, benefits of the internet include expansion in marketing scope, wider and richer communication channels, reaching new markets, reduction in cost of operations and partnering with suppliers and other collaborators. Leonard (2014) reported that in moving to ecommerce, businesses must first identify the potential customers interested in working with that technology. Although technically a company website in principle has the capacity to serve an unlimited number of users, not everyone will be attracted. Strategically, it is important to identify the specific market segment that the website will attract and can be directed to serve its customers.

Smartphones account for 40% of e-commerce transactions in Japan and South Korea (Criterion 2016). This led significantly to growth over the years of smartphone technology to include increased sales in Africa, UK, Germany and Asian markets. This therefore meant that an increase in shares of smartphones led to increase in demand online mobile app strategies and website strategies. While on desktop and tablets, users used websites, there smartphone saw the birth of mobile App which was crucial and user friendly in comparison to mobile-optimized websites or applications. This meant that the e-commerce business needed to redesign its online buying model to accommodate most users visiting their sites via multiple devices. This also meant operating systems and marketing campaigns had to be designed to accommodate both desktop and mobile devices specifications.

Companies have for decades built up their business around the traditional brick-and-mortar channel. The rise of the Internet and the surging popularity of online shopping have offered rapid growth in e-commerce and embodied the emerging click-and-mortar or solely online business model. E-commerce digital marketing refers to the usage of digital
channels such as the internet to promote, endorse and market a company’s products or services (Matanu, 2017). As the focus of market moves away from brick-and-mortar to e-commerce, companies have sought to adapt best e-commerce marketing strategies to obtain competitive advantage over their rivals (Ho, 2014). Through E-commerce the business process management aspect of marketing within organizations change. E-commerce facilitates a positive change that allows the marketing strategies to attract more customers at a cheaper price.

Wisdom (2015) examined the extent of e-marketing usage by Midlands Meanders Association (MMA) members in South Africa and its influence on the performance of their companies. The study established that the adoption of e-marketing was moderate and that the association members had a healthy appreciation for the positive benefits that e-marketing has to offer. Moreover, the study established that MMA members could increase their usage of Search Engine Optimization (SEO), affiliate marketing and social media marketing in their companies and recommended more research on the influence of e-marketing on small and medium companies. By improving their marketing strategies, more people are able to know about the products and services offered by the company. Hence more customers are attracted to buy the products and services affecting the sales turnover.

Kithinji (2014) reports that digital marketing is relatively cheaper and its results are of easier measure since the data on views, clicks and hours spent on websites is easily available and therefore effectiveness more measurable. The researcher also reports that the advantages of using digital advertising include increased brand awareness, increased sales and improved customer relations. Due to the easily available e-commerce marketing platforms, customers are able to purchase more products, thus affecting the sales turnover.

Odongo (2014) did a study to investigate the usage of social media marketing in the electronics industry in Kenya. The study established that many electronics companies used Facebook, Twitter and YouTube to market their products, brands and manage their relationship with their customers. The main challenges faced were lack of corporate control on social media pages and lack of clear success measurement parameters. The
study recommended the creation of clear social media strategies and the targeting of specific customers so as to increase social media usage success. The recommendation of targeting specific customers ensures that the electronics industry is able to build loyal customers who engage in repeat purchases thus affecting sales turnover.

2.4 E-Commerce Platform Customer Experience and Sales Turnover
Customer experience (CX) includes everything that is done for the benefit of the customer, either directly or indirectly. In other words, customer experience is a series of actions, with the purpose of making sure that the customer is satisfied with a product or service (Lina, 2017). In practice, this usually means a helpful and positive interaction with the customer either in person, on the phone or online, that may take place before, during or after a transaction. E-commerce CX is the common practice in most businesses in the modern world.

2.4.1 Customer Loyalty
Customer loyalty is defined as the customer's favorable attitude towards a retailer or business that results in repeated buying behavior. Hence, customer loyalty is about a customer’s interest and intention to repurchase from the provider in the future (Sardihna, 2015). The more positive the customers experience is with a certain retailer, the more likely and willing they are to buy again and to spread good word of mouth. This affects the sales turnover, since it encourages more customer purchases. Many businesses have adopted e-commerce customer experience since it is able to reach many customers irrespective of location or time. This has resulted in increased customer loyalty and customer satisfaction due to e-commerce. Ultimately the customer loyalty and customer satisfaction has resulted in increased sales turnover due to repeat purchases. Hence, the use of e-commerce in retail stores is beneficial to both the retailer and customer.

According to Kotler (2015), customer experience in e-commerce highly depends on understanding the behaviours of the customers. It is very important to understand the customer one caters to. This is exponentially so in e-commerce as information and word of mouth can travel through this channel at the speed of light. Word of mouth has taken an extreme turn with the introduction of the Internet and social media as individuals can now in a matter of seconds share with virtually the whole world their opinion on a certain
product, service or business. Today businesses are evolving their customer concepts based on consumers’ criteria and consumers are treated as individuals rather than a group of having the same criteria. This criterion takes into account various factors and various data such as past transactions, demographics, psychographics, media and distribution preferences. Building customer loyalty has become imperative in such a model according to the author.

The purchasing of apparel online represents a new form of consumer behavior, and e-retailers selling apparel are faced with high levels of competition. E-commerce is expensive, and in order to cover the costs incurred and make profits, e-retailers need to find ways to attract the consumers who are most likely to purchase their products. Liao, Wang and Yeh (2014) maintained that customer loyalty is of utmost importance for retailers who operate in a competitive market. When compared to non-loyal customers, loyal customers contribute a higher share of profits and customer retention costs are less than the costs associated with attracting new customers. Given the advantages of customer loyalty, retailers and researchers have examined the factors influencing a customer’s intention to make repeat purchases (Liao et al., 2014).

E-commerce marketing strategies are attributed to establishing loyal customers. Kilima, (2017) in e-commerce marketing strategies adopted by social enterprises and customer retention at the bottom of the pyramid in Nairobi, found that e-commerce marketing platforms attract customers to particular products and services. The study indicated that a repeat purchase of a product or a service creates a bond between the customer and the seller. As such a loyal customer emanates from the bond. The research indicated that loyal customers make more purchases in comparison to one-time customers. This affects the sales turnover of a business which may be highly depended on the purchasing power of repeat customers and loyalty of the consumer. The study recommended that businesses embrace e-commerce marketing platforms to attract and retain loyal customers, in the long-term record high sales turnover.

It is a common misconception that online customer service equals self-service (Kahlert et al 2017). While consumers do enjoy the speed and convenience of online shopping, they also want the service experience of traditional shopping. In e-commerce, there is
generally less interaction between the buyer and the seller. In fact, most customers make their decision to buy or not to buy without contacting customer service at all, and even when a customer service contact does take place, it is generally initiated by the customer. According to the study, from a sales perspective, it is vital to transfer traditional sales psychologies online. Being present and taking an interactive approach are two key elements of selling. Even though a complete physical and personal presence cannot be achieved online, there are other ways to create a sense of connection such as a working web-site, on-time deliveries, flexible return policies, and much more. The end goal is to make shopping as easy and effortless as possible for the customer.

### 2.4.2 Customer Satisfaction

Customer satisfaction is a critical aspect for the success of any business, whether to a traditional or an online retailer. Customer satisfaction is the contentment of the customer with respect to his or her prior purchasing experience with a given electronic commerce practicing retailer (Sardihna, 2015). Customer satisfaction involves arousing positive feelings in the customer, after having used a service. Satisfied customers are more willing to recommend that service to others and spread positive word of mouth. They are also less likely to search for alternatives and switch to competitors (Sardihna, 2015).

Every interaction with the product shapes a consumer’s current satisfaction as well as future expectations (Onyango, 2018). This means that enjoyable experiences in terms of convenience, time and cost savings definitely lead to high satisfaction levels and vice versa. However, the expectations are also influenced by interactions with external factors such as substitute commodities offered by the competitors as well as the latest trends in the online industry (Chase, 2016).

In Turkey a study by Orel and Kara (2014) concluded that customer satisfaction provides business owners with a metric for improving their business. This is because having knowledge of elements of a service that are below a customer's expectations creates room for producing the best commodities in every industry. By offering services that meet the needs and expectations of the customer, repeat purchases is inevitable, thus improving sales turnover. Wagner (2015) found that satisfaction as a result of the use of an e-commerce platform should serve as a valid predictor of the (continued) usage intention.
Satisfaction has a transient, experience-specific effect, i.e., satisfaction with the prior use of a service determines consumers’ intention to repurchase a product or continue to use an e-channel. The study indicated that customer satisfaction is important in retaining customers and ensuring their repeat purchases, hence increasing sales turnover.

In China customer satisfaction affects the sales turnover in retail stores. Cheok (2015) stressed two challenges faced by the Chinese E-commerce market, which is branding recognition and trust, customer support and payment. He also mentioned that both pre-sale and after-sale customer service are important for businesses to achieve sales conversion and build brand equity. Chinese customers always desire a fast response from businesses, so many businesses establish customer service hotlines providing extended support hours for customers to support and satisfy Chinese consumers.

In Kenya Kabuba, (2014) identified with the concept of internet technology as one that played a central role in ‘Virtual global organization’. The study classified the benefits of e-commerce as tangible and intangible. The study also sighted the ability of the e-commerce platforms to drive traffic, communicate features that enhance users experience and generate trust can inspire the feelings of satisfaction. The study recommended that Kenyan consumers have to be more willingly to purchase products and services online. The study recognized that e-commerce when properly adopted by businesses can result into customer satisfaction. The researcher also highlighted some of the benefits of e-commerce to include access to global markets at low costs, operational efficiency, cost reduction, mass customization, inventories reduction, business efficiency, 24 hours accessibility, lower communication costs, increases sales and profitability. E-commerce has therefore become a critical component in the daily lives of people and has directly translated to the purchasing behavior of customers thus influencing the sales turnover in retail stores.

Crucial activities that are characteristic of e-commerce involve: - procurement, order entry, transaction processing, payment for goods and services, authentication, inventory control, order fulfilment, and customer support. Almost any product or service can be offered via e-commerce. These products and services range from books, music, financial services, ticketing services and entertainment services. Noteworthy is the fact that the
successful adoption of electronic money (e-money) is one of the fundamental factors that has greatly revolutionized e-commerce in Kenya. Electronic money primarily involves the use of internet; computer networks and the digitally stored value to pay for online transitions hence sustain ecommerce (Victoria, 2014).

The explosive growth of usage of the internet provides a great number of potential customers to E-Retailers. When an E-Retailer business deploys its website as a source of information and service interaction for its customers, research indicates that it will discover that customers will tell them exactly what they want and need with great precision. Such businesses will probably learn, to their dismay, that in order to satisfy their customers need they will have to do major work on their existing systems. In the long run, customers will prefer to do business with companies that put the customer's needs first (Seybold & Marshak, 2014).

2.5 Chapter Summary
This chapter focuses on the effects of e-commerce on sales turnover with respect to e-commerce efficiency, e-commerce business process management and e-commerce customer experience. E-commerce platform efficiency has a positive correlation with sales turnover. The components of e-commerce efficiency include service quality and convenience. The chapter has highlighted literature conducted by researchers to link e-commerce platform efficiency and sales turnover as well as highlights the effect of e-commerce platform business process management and its effect on sales turnover and e-commerce platform customer experience and its effect on sales turnover. The next chapter is the research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes in detail the research methods used in conducting the study. It includes the research design, sample and sampling techniques, and description of research instruments, data collections techniques, data presentation and analysis.

3.2 Research Design

Kothari and Garg (2014) define research design as structured conditions suitable for both collection and data analysis. Henkel (2017) refers to research design as the plan or strategy of shaping the research, in that it is the structure of the research, it is the “glue” that holds all the elements in a research project together. Cooper and Schindler (2013) define research design as a plan or a structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research.

The study adopted a descriptive survey.

Descriptive research design normally describes systematically the facts and characteristics of a given population or area of interest, factually and accurately (Cooper & Schindler, 2013). A descriptive study also involves the process of collecting data that tests the validity of the hypotheses regarding the present status of the subjects being studied (Kothari & Garg, 2014) and thus, it was deemed appropriate for this study. Descriptive survey design was used to obtain information about current status of the phenomena, and described what existed with respect to variables in a situation; it involves data collection from a population, or a representative subset, at one specific point in time. In this study, the research sought to assess the effects of e-commerce platforms on sales turnover in retail stores in Two Rivers Mall. The study brought out the relationship between independent variables; efficiency, business process management and customer experience and the dependent variable: sales turnover.

3.3 Population and Sampling

3.3.1 Population

A population is the subject such as a person, organization, customer database or the amount of quantitative data on which measurement is being taken (Cooper & Schindler,
A target population is defined as a complete set of individuals, cases, or objectives with some common observable characteristics, (Henkel, 2017). The target population of the study was 114 retail stores located in Two Rivers Mall in Nairobi. The retail stores included fashion stores, anchor tenants, sports stores, electronics stores, home and furniture stores, health and beauty stores and food and beverage stores and were dispersed as indicated in Table 3.1.

<table>
<thead>
<tr>
<th>Type of Store</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion stores</td>
<td>26</td>
<td>22.8</td>
</tr>
<tr>
<td>Anchor tenants</td>
<td>12</td>
<td>10.5</td>
</tr>
<tr>
<td>Sports stores</td>
<td>15</td>
<td>13.2</td>
</tr>
<tr>
<td>Electronics stores</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>Home and Furniture stores</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Health and Beauty Stores</td>
<td>9</td>
<td>7.9</td>
</tr>
<tr>
<td>Food and beverage stores</td>
<td>28</td>
<td>24.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>114</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Two Rivers Mall Property Manager (2019)

3.3.2 Sample Design

The sampling design for the study describes the sampling unit, sampling frame, sampling technique and procedures and the sample size for the study.

3.3.2.1 Sampling Frame

The sampling frame describes the list of all population units from which the samples were selected (Anderson, Skoog & Svenson, 2014). It describes the selection of the units from which the sample is selected. A sample is a finite part of a statistical population whose properties are studied to gain information about the whole. The target population of the study comprised of 114 retail stores from Two Rivers Mall, therefore, the sampling frame came from the floor plan of the Two Rivers Mall and was obtained from the property manager of the mall.
3.3.2.2 Sampling Technique
Statistical sampling techniques are the strategies applied by researchers during the statistical sampling process (Mohajan, 2017). Stratified random sampling technique was used in this study. According to Anderson, Skoog and Svenson (2014) stratified random sampling is a modification of random sampling in which one divides the population into two or more relevant and significant groups based on one or more attributes. Stratified random sampling technique measures the general population parameters with outstanding precision and makes sure that a representative sample is obtained (Henkel, 2017). Stratified random sampling technique method was used in the study to ensure that the sample size of each band, which was represented in various sections or in the case of this study, store categories; was proportional to the population size of the band. This method was also used because it was simple, and it easily applied to small population and ensured bias was not introduced in the study.

From the target population of 114 retail stores, a sample was obtained using simple random sampling which gave each item in the population an equal probability chance of being selected. Simple random sampling is sampling technique where one selects a group of subjects for study from a larger population randomly, thus ensuring each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample (Denscombe, 2014).

3.3.2.3 Sample Size
A sample size is the actual number of respondents selected from the target population that a research collects data from (Cooper & Schindler, 2013). The sample size of the study was 88 with a confidence level of 95% in accordance to the Yamane’s (1967) sampling formula. The sample size chosen was appropriate to provide information out of which generalizations were made to represent the entire target population. The Yamane formula used was as follows:

\[ n = \frac{N}{1 + Ne^2} \]

Where:
- \( n \) = sample size required
- \( N \) = Population size
- \( e \) = allowable error (%)
Following the Yamane’s formula, the sample size was:

\[ n = \frac{114}{1 + 114(0.05)^2} \]

\[ n = \frac{114}{1 + 0.285} \]

\[ n = 88.72 \]

Table 3.2 Sample Size Distribution

<table>
<thead>
<tr>
<th>Type of Store</th>
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<th>Percentage</th>
<th>Sample Size</th>
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<td>22</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>114</strong></td>
<td><strong>100</strong></td>
<td><strong>88</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The study utilized primary information. Primary information was gathered by methods for structured questionnaires. A questionnaire is a general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order (Kothari & Garg, 2014). Cooper and Schindler (2014) define a structured questionnaire as a formal list of questions designed so as to get the facts. They state that open-ended questionnaires are preferred when the researcher is interested in what is upper most in the mind of the respondent but this was not the case in this study and hence the questionnaire contained closed-ended questions.

The questionnaires were self-administered, drop and pick later as well as google documents online circulation method. Research assistance were trained and assisted in administering, monitoring responses as well as collection of the self-administered questionnaires. The utilization of structured questionnaires considers consistency of reactions to questions while unstructured questionnaires are open for the respondents to
give reactions which the researcher has to infer using his/her own words. The structured questions were in type of a five-point Likert scale, whereby respondents were required to show their perspectives on a scale of 1 to 5, where 1 was equivalent to strongly disagree; 2 was equivalent to disagree; 3 was equivalent to neutral; 4 was equivalent to agree; and 5 was equivalent to strongly agree.

3.5 Research Procedures
The researcher developed a questionnaire based on the research questions; the questionnaire was pilot tested by being administered randomly to a selected sample of ten respondents from the target population to refine it and test the reliability of the instrument. This was achieved by first stratifying the individuals according to the study strata and randomly selecting 10 respondents for piloting.

The pilot test was undertaken with the aim to test the validity of the questionnaires. The research assistants were used to test the questionnaire. The main goal of the pilot study was to perceive any potential inadequacies, exclusions and blunders in the questionnaires and dispense with them earlier before they were utilized to accumulate the real and factual data. A pre-test of the questions with suitable respondents can help to assess whether the questionnaire is going to cause any problems for respondents (Henkel, 2017). Ten randomly selected respondents from the Junction Shopping Mall were utilized for pilot study.

Validity is used to show whether items measured what they were required to measure (Mohajan, 2017). Content validity was used for the study since it is a measure of the extent to which data gathered using a particular instrument represents a particular domain of indicators or content of a certain subject. Content validity refers to whether an instrument provides adequate coverage of a topic (Kothari & Garg, 2014). Additions and adjustments to the research instruments, discussions, and consultations with the administrator were done to find content validity. In this study, the researcher used content validity to find out whether the instruments would respond to research questions.

Reliability is the assessment of the extent to which a research instrument gives consistent findings after recurrent study trials (Mohajan, 2017). Other scholars like Kothari and
Garg (2014) define reliability as the research consistency and the extent to which a certain study may be replicated. To make sure there was high degree of reliability, the researcher collected data personally and only in a very few cases did the researcher seek help from motivated and well-trained research assistants. Pilot test method of testing reliability was used where the pilot questionnaires were provided to 10 respondents who worked in retail stores at the Junction Mall and were randomly picked. The mall was selected as it was situated at a different urban location from Two Rivers mall and the target population could not contaminate the research data due to geographical differences.

For reliability, the investigator used internal consistency measure referred to as Cronbach’s Alpha (α) which shows the extent to which a set of measurement items could be treated as measuring a single latent variable. Statistical Package for Social Science (SPSS) was used to test the instrument and a threshold of >0.7 was used to determine a reliable instrument. The results of the test were as indicated in Table 3.3 and it shows that all the questions within the instrument were reliable since they had an Alpha coefficient that was >0.7.

<table>
<thead>
<tr>
<th>Questionnaire Variable</th>
<th>Item No</th>
<th>Alpha Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Commerce Platform Efficiency</td>
<td>5</td>
<td>.932</td>
</tr>
<tr>
<td>Effect of E-Commerce Platform Efficiency</td>
<td>5</td>
<td>.826</td>
</tr>
<tr>
<td>E-Commerce Business Process Management</td>
<td>6</td>
<td>.808</td>
</tr>
<tr>
<td>Effect of E-Commerce Business Process Management</td>
<td>6</td>
<td>.753</td>
</tr>
<tr>
<td>E-Commerce Platform Customer Experience</td>
<td>5</td>
<td>.903</td>
</tr>
<tr>
<td>Effect of E-Commerce Platform Customer Experience</td>
<td>5</td>
<td>.911</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>5</strong></td>
<td><strong>.855</strong></td>
</tr>
</tbody>
</table>

The study collected sensitive information; therefore, the researcher held a moral obligation to treat the information with utmost modesty. The researcher assured the respondents of confidentiality of the information given to ensure that the respondents were not reluctant to give the information as sought by the study. Further, the study assured the respondents that the information collected would be treated with anonymity. Participation in the study by respondents was voluntary and no forms of incentives or
rewards were given to encourage individuals to participate. Also, the researcher did not pressurize or coerce anyone to participate and assured the respondents that they could withdraw from the study at any point if they felt uncomfortable.

3.6 Data Analysis Method

Data analysis includes various activities which are performed with the reason for outlining the gathered information and uniting them to the point that they answer the research questions (Kothari & Garg, 2014). Quantitative data collected through the questionnaires was checked for completeness and accuracy and usability. Descriptive statistics analysis was used to analyze the data collected. The questions were analyzed through the help of the SPSS computer software by assigning numbers to responses for analysis of qualitative data as it was efficient and gave straight formal analysis. The study used inferential analysis like correlation to show the degree of association between the independent variables and the dependent variable. Correlation analysis was used when a researcher wants to predict and describe the association between two or more variables in terms of magnitude and direction.

The researcher further employed a linear regression model to study the relationship between e-commerce platform efficiency, e-commerce platform business process management and e-commerce platform customer experience and sales turnover in retail stores at Two Rivers Mall. The researcher deemed the linear regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Regression analysis was able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. The researcher used linear regression analysis to analyze the data. The linear regression model used was expressed as: $y = \beta_0 + \beta_i X_i + \epsilon$

Where:

$Y$=Sales Turnover  
If $X_i = X_1$ then we have e-platform efficiency  
If $X_i = X_2$ then we have e-platform business process management  
If $X_i = X_3$ then we have culture-platform customer experience  
$\beta_i$ is the Coefficients of the independent variables, where $i = 1,2,3$  
$\epsilon$ is the error term
3.7 Chapter Summary
This chapter has described in detail the research methods used in conducting the study. It has included the research design, sample and sampling techniques, and description of research instruments, data collections techniques, data presentation and analysis. The next chapter is the research results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter focuses on the study’s results and findings which were based on the research questions of the study. The first section provides the descriptive analysis of the general information of the study respondents. The second section provides the descriptive analysis of the effect of e-commerce platform efficiency on sales turnover in retail stores. The third section provides the descriptive analysis of the effect of e-commerce platform business process management on sales turnover in retail stores. The fourth section provides the descriptive analysis of the effect of e-commerce platform customer experience on sales turnover in retail stores.

4.2 General Information

This segment of the chapter provides the study results of the response rate, respondents’ general information which includes: length of store operation, length of employee with the store, retail store category and nature of e-commerce platforms used in these stores. The findings have been presented in the form of figures.

4.2.1 Response Rate

Out of the probable 88 questionnaires that were circulated to the respondents by the researcher, 63 were entirely filled and did not contain any errors. These were the ones that the researcher used to carry out the study analysis. This gave this study a response rate of 71.5%, as shown in Figure 4.1.

![Figure 4.1 Response Rate](image-url)
4.2.2 Length of Store Operation

The respondents were requested to state the number of years their retail store had been in operation and the results were as indicated on Figure 4.2. The results indicate that most of the stores had been in operation for 1-2 years as indicated by about 71%, this was followed by about 22% who stated their retail store had been in operation for 3-4 years and 6% stated their store had been in operation for more than 5 years.

![Figure 4.2 Length of Store Operation](image-url)

4.2.3 Length of Employee with the Store

The respondents were requested to indicate the number of years they had been with their retail store and the results were as indicated on Figure 4.3. The results indicate that most of the employees had been with their retail store for 1-2 years as indicated by 73%, this was followed by 19% who stated they had been with their retail store for 3-4 years and 8% stated they had been with their retail store for more than 5 years.

![Figure 4.3 Length of Employee with the Store](image-url)

4.2.4 Retail Store Category

Respondents were asked to determine their retail category and their response was as illustrated on Figure 4.4. The results indicate that most of the responses which accounted for about 27% showed that their store was in the fashion category, followed by about 24%
in the food and beverage category, about 18% was in the electronic, home and furniture category, about 14% were paint stores, 10% were in the health, beauty and sports category and 6% were anchor shops.

![Figure 4.4 Retail Store Category](image)

### 4.2.5 E-Commerce Platforms Used

Respondents were asked to indicate the nature of e-commerce platforms their retail shops used and their response was as illustrated on Figure 4.5. The results showed that most of the retail stores which account for about 67% stated they used social media and online platforms, this was followed by about 18% who used outsourced services, about 14% used applications and websites and about 2% made use of mobiles and short-message services.

![Figure 4.5 E-Commerce Platforms Used](image)

### 4.3 E-Commerce Platform Efficiency and Sales Turnover

The study wanted to examine the effect of e-commerce platform efficiency on sales turnover. This research study carried out descriptive, correlation and linear regression analysis on the same.

34
4.3.1 Descriptive Analysis

The study wanted to determine the strongest variable for e-commerce platform efficiency on sales turnover. This was achieved through the comparison of the means of the e-commerce platform efficiency factors. To accomplish this, respondents were requested to rate their views on e-commerce platform efficiency variables, based on their knowledge level using a scale of 1 to 5. Where, 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Data was examined by use of descriptive statistics (mean and standard deviation). Study variables that had resulting means of close to 4.0 signified “strongly agree” with those close to 3.0 signifying “neutral” and those close to 2.0 and lower signifying disagree and strongly disagree. Concurrently, standard deviation was applied to determine the consensus of the respondents. The study results were as presented in Table 4.1 and Table 4.2.

4.3.1.1 E-Commerce Platforms Efficiency

Table 4.1 shows that majority of the respondents who took part in the study were in agreement that retail stores can integrate online selling in their operations irrespective of the category of business e.g food, sports, fashion etc. This study variable for e-commerce platform efficiency and its effect on sales turnover was the one that had the closest mean to 5 points out of maximum of five points (M=4.19, SD=0.965).

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.8</td>
<td>7.9</td>
<td>11.1</td>
<td>44.4</td>
<td>31.7</td>
<td>3.90</td>
<td>1.088</td>
</tr>
<tr>
<td>4.8</td>
<td>0</td>
<td>9.5</td>
<td>42.9</td>
<td>42.9</td>
<td>4.19</td>
<td>.965</td>
</tr>
<tr>
<td>6.3</td>
<td>28.6</td>
<td>27</td>
<td>20.6</td>
<td>17.5</td>
<td>3.14</td>
<td>1.203</td>
</tr>
<tr>
<td>6.3</td>
<td>20.6</td>
<td>15.9</td>
<td>17.5</td>
<td>39.7</td>
<td>3.63</td>
<td>1.360</td>
</tr>
<tr>
<td>0</td>
<td>3.2</td>
<td>19</td>
<td>34.9</td>
<td>42.9</td>
<td>4.17</td>
<td>.853</td>
</tr>
</tbody>
</table>

The reliability of the internet connection shall determine the retention rate of online audience
Retail stores can integrate online selling in their operations irrespective of the category of business e.g food, sports, fashion etc
Online platforms have the capability to cater for all customer preferences and needs
Store inventory can be effectively managed and monitored via internet platforms point of sales
Digital/online channels are a highly productive platforms in brand advertising compared to print media
### 4.3.1.2 Effect of E-Commerce Platforms Efficiency on Sales Turnover

Table 4.2 shows that majority of the respondents who took part in the study were in agreement that retail stores have increased their database of inventory and operations to accommodate their online customers. This study variable for effect of e-commerce platform efficiency on sales turnover was the one that had the closest mean to 4 points out of maximum of five points (M=3.17, SD=1.238).

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD %</th>
<th>D %</th>
<th>N %</th>
<th>A %</th>
<th>SA %</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>This store always uses third party integrated online platforms such as Jumia to sell its services</td>
<td>39.7</td>
<td>28.6</td>
<td>9.5</td>
<td>17.5</td>
<td>4.8</td>
<td>2.19</td>
<td>1.268</td>
</tr>
<tr>
<td>This store has had to review its product mix and introduce alternative products to cater for online clientele</td>
<td>25.4</td>
<td>22.2</td>
<td>22.2</td>
<td>25.4</td>
<td>4.8</td>
<td>2.62</td>
<td>1.250</td>
</tr>
<tr>
<td>We have increased our database of inventory and operations to accommodate our online customers</td>
<td>11.1</td>
<td>19</td>
<td>27</td>
<td>27</td>
<td>15.9</td>
<td>3.17</td>
<td>1.238</td>
</tr>
<tr>
<td>All the store inventory is accommodatable on the online platforms irrespective of product type and without distinction from in store inventory</td>
<td>17.5</td>
<td>23.8</td>
<td>11.1</td>
<td>30.2</td>
<td>17.5</td>
<td>3.06</td>
<td>1.401</td>
</tr>
<tr>
<td>In order to create brand visibility, this store has focused more online advertising channels such as Google ads, Youtube and pop up online ads</td>
<td>14.3</td>
<td>30.2</td>
<td>28.6</td>
<td>15.9</td>
<td>11.1</td>
<td>2.79</td>
<td>1.207</td>
</tr>
</tbody>
</table>

### 4.3.2 Correlations Analysis

The study conducted a correlation analysis to examine the strength and course of the relationship between e-commerce platforms efficiency and sales turnover. The results were as shown in Table 4.3. The study findings show that there was a positive, strong and statistically significant relationship between e-commerce platforms efficiency and sales turnover, \( r (63) = 0.620, p<.05 \).
Table 4.3 Correlation Between E-Commerce Platforms Efficiency and Sales Turnover

<table>
<thead>
<tr>
<th></th>
<th>Sales Turnover</th>
<th>E-Commerce Platform Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Turnover</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>E-Commerce Platform Efficiency</td>
<td>.620**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>63</td>
<td></td>
</tr>
</tbody>
</table>

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

4.3.3 Assumptions for Linear Regression Analysis

To establish the effect of e-commerce platform efficiency on sales turnover, this study carried out a simple linear regression analysis. Before the linear regression analysis was conducted, tests for the assumptions of the linear regression analysis were conducted. Tests for normality, linearity heteroskedasticity and multicollinearity were conducted to verify the assumptions of linear regression analysis.

4.3.3.1 Test for Normality

Normality test for e-commerce platform efficiency and sales turnover was conducted to determine the assumption of the linear regression analysis using Skewness and Kurtosis and the results were presented in Table 4.4. The table indicates that the Z value of the Skewness for e-commerce platform efficiency was 1.266 and the Z value of the Kurtosis was -1.010. This means that the data for e-commerce platform efficiency was a little bit skewed and kurtotic, but did not vary significantly from normality since their Z values were within the required range of -1.96 and +1.96.

Table 4.4 Normality Test for E-Commerce Platform Efficiency

<table>
<thead>
<tr>
<th>Platform Efficiency</th>
<th>N</th>
<th>Skewness Statistic</th>
<th>Skewness Std. Error</th>
<th>Kurtosis Statistic</th>
<th>Kurtosis Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>63</td>
<td>.870</td>
<td>.687</td>
<td>-1.348</td>
<td>1.334</td>
</tr>
</tbody>
</table>

37
4.3.3.2 Test for Linearity

Linearity test for e-commerce platform efficiency and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.5. The results indicate that the test for linearity had a significance value of <0.05 meaning that there was a linear relationship between e-commerce platform efficiency and sales turnover. The results for deviation from linearity also had a significance value of <0.05, meaning that there was a nonlinear relationship in addition to the linear component.

Table 4.5 Linearity Test for E-Commerce Platform Efficiency

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Turnover</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between (Combined)</td>
<td>14.831</td>
<td>11</td>
<td>1.348</td>
<td>13.200</td>
<td>.000</td>
</tr>
<tr>
<td>* Efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Linearity</td>
<td>7.707</td>
<td>1</td>
<td>7.707</td>
<td>75.461</td>
<td>.000</td>
</tr>
<tr>
<td>Deviation from</td>
<td>7.123</td>
<td>10</td>
<td>.712</td>
<td>6.974</td>
<td>.000</td>
</tr>
<tr>
<td>Efficiency</td>
<td>5.209</td>
<td>51</td>
<td>.102</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within Groups Linearity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.040</td>
<td>62</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.3.3 Test for Heteroskedasticity

Heteroskedasticity test for e-commerce platform efficiency and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.6. The table provides the output coefficient for e-platform efficiency variable as 0.081. This means that the value for the variable was >0.05, thus it can be concluded that there was no heteroskedasticity.

Table 4.6 Heteroskedasticity Test for E-Commerce Platform Efficiency

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.613</td>
<td>.162</td>
<td>-221</td>
<td>3.780</td>
</tr>
<tr>
<td>Efficiency</td>
<td>-.087</td>
<td>.049</td>
<td>-.221</td>
<td>-1.773</td>
</tr>
</tbody>
</table>

a. Dependent Variable: AbsUt
4.3.3.4 Test for Multicollinearity
Multicollinearity test for e-commerce platform efficiency and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.7. The table provides the output coefficients for collinearity statistics. The table shows that the obtained Variance Inflation Factor (VIF) for e-commerce platform efficiency as 1.114 meaning the value ranged between 1 to 5. Thus, it can be concluded that there were no multicollinearity symptoms between the study variables.

Table 4.7 Multicollinearity Test for E-Commerce Platform Efficiency

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.898</td>
</tr>
<tr>
<td>E-Commerce Platform Efficiency</td>
<td></td>
</tr>
</tbody>
</table>

4.3.4 Regression Tests
This section provides the R square value for regression model summary, F statistics for regression ANOVA and t statistics for regression coefficient for the linear relationship between e-commerce platform efficiency and sales turnover.

4.3.4.1 Model Summary
Table 4.8 presents the model summary for the regression analysis of e-commerce platform efficiency and sales turnover. The findings of the model summary specify that e-commerce platform efficiency variables explained about 39% of the variability in the sales turnover ($R^2 = .385$).

Table 4.8 Model Summary for Linear Relationship between E-Commerce Platform Efficiency and Sales Turnover

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.620</td>
<td>.385</td>
<td>.375</td>
<td>.44963</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-Commerce Platform Efficiency
4.3.4.2 Regression Analysis of Variance

The linear regression F statistics shown in Table 4.9 indicates that there was a statistical and significant linear relationship between e-commerce platform efficiency and sales turnover ($F (1,61) = 38.123, p<.05$).

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>7.707</td>
<td>1</td>
<td>7.707</td>
<td>38.123</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>12.332</td>
<td>61</td>
<td>.202</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.040</td>
<td>62</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-Commerce Platform Efficiency
b. Dependent Variable: Retail Store Sales Turnover

4.3.4.3 Regression Coefficients

The regression coefficients presented in Table 4.10 indicates that e-commerce platform efficiency can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.471, t(63) = 6.174, p<.05$).

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.162</td>
<td>.253</td>
<td>8.559</td>
<td>.000</td>
</tr>
<tr>
<td>Platform Efficiency</td>
<td>.471</td>
<td>.076</td>
<td>.620</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Retail Store Sales Turnover

The projected regression equation from Table 4.10 is specified by:
Sales Turnover = 2.162 + .471 * E-Commerce Platform Efficiency

The model shows that e-commerce platform efficiency variables positively influence the sales turnover, i.e. a unit mean index increase in e-commerce platform efficiency applied increases the sales turnover by a positive mean index value of 0.47.
4.4 E-Commerce Platform Business Process Management and Sales Turnover

The study wanted to examine the effect of e-commerce platform business process management on sales turnover. This research study carried out descriptive, correlation and linear regression analysis on the same.

4.4.1 Descriptive Analysis

The study wanted to determine the strongest variable for e-commerce platform business process management on sales turnover. This was achieved through the comparison of the means of the e-commerce platform business process management factors. To accomplish this, respondents were requested to rate their views on e-commerce platform business process management variables, based on their knowledge level using a scale of 1 to 5. Where, 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Data was examined by use of descriptive statistics (mean and standard deviation). Study variables that had resulting means of close to 4.0 signified “strongly agree” with those close to 3.0 signifying “neutral” and those close to 2.0 and lower signifying disagree and strongly disagree. Concurrently, standard deviation was applied to determine the consensus of the respondents. The study results were as presented in Table 4.11 and Table 4.12.

4.4.1.1 E-Commerce Platform Business Process Management

Table 4.11 shows that majority of the respondents who took part in the study were in agreement that in order to run online platform a retail store has to have a dedicated process and team. This study variable for e-commerce platform business process management and its effect on sales turnover was the one that had the closest mean to 5 points out of maximum of five points (M=4.30, SD=0.816).
Table 4.11 E-Commerce Platforms Business Process Management

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>To facilitate operations, it is necessary to incorporate business process managements into our online sales and marketing platforms</td>
<td>4.8</td>
<td>11.1</td>
<td>19</td>
<td>34.9</td>
<td>30.2</td>
<td>3.75</td>
<td>1.150</td>
</tr>
<tr>
<td>This store has had to automate inventory management processes to facilitate operations</td>
<td>4.8</td>
<td>22.2</td>
<td>31.7</td>
<td>23.8</td>
<td>17.5</td>
<td>3.27</td>
<td>1.139</td>
</tr>
<tr>
<td>To track customer needs and preferences, this store has had to create online channels to incorporate online customer feedback</td>
<td>0</td>
<td>7.9</td>
<td>22.2</td>
<td>54</td>
<td>15.9</td>
<td>3.78</td>
<td>.812</td>
</tr>
<tr>
<td>Our store inventory is split between the online retail and physical store inventory</td>
<td>3.2</td>
<td>27</td>
<td>19</td>
<td>25.4</td>
<td>25.4</td>
<td>3.43</td>
<td>1.228</td>
</tr>
<tr>
<td>Having online process management promotes flexibility in respect to customer preference changes within this retail store</td>
<td>1.6</td>
<td>0</td>
<td>25.4</td>
<td>41.3</td>
<td>31.7</td>
<td>4.02</td>
<td>.852</td>
</tr>
<tr>
<td>To run online platform a retail store has to have a dedicated process and team</td>
<td>0</td>
<td>1.6</td>
<td>17.5</td>
<td>30.2</td>
<td>50.8</td>
<td>4.30</td>
<td>.816</td>
</tr>
</tbody>
</table>

4.4.1.2 Effect of E-Commerce Platform Business Process Management

Table 4.12 shows that majority of the respondents who took part in the study were in agreement that online sales and online customer feedback are monitored by a dedicated team for social media, e-commerce platforms. This study variable for effect of e-commerce platform business process management on sales turnover was the one that had the closest mean to 5 points out of maximum of five points (M=4.22, SD=0.888).
Table 4.12 Effect of E-Commerce Platforms Business Process Management

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>This store has integrated online processes such as online payment, advertising via online channels, online inventory management, online shopping to facilitates this stores’ products into sales</td>
<td>6.3</td>
<td>9.5</td>
<td>19</td>
<td>47.6</td>
<td>17.5</td>
<td>3.60</td>
<td>1.086</td>
</tr>
<tr>
<td>Our product sales have improved based on the changes implemented due to integration of online sales</td>
<td>0</td>
<td>12.7</td>
<td>19</td>
<td>55.6</td>
<td>12.7</td>
<td>3.68</td>
<td>.858</td>
</tr>
<tr>
<td>Online sales and online customer feedback are monitored by a dedicated team for social media, e-commerce platforms</td>
<td>0</td>
<td>6.3</td>
<td>11.1</td>
<td>36.5</td>
<td>46</td>
<td>4.22</td>
<td>.888</td>
</tr>
<tr>
<td>Our online inventory is separate from instore stock in order to monitor turnover on sales</td>
<td>4.8</td>
<td>20.6</td>
<td>30.2</td>
<td>28.6</td>
<td>15.9</td>
<td>3.30</td>
<td>1.116</td>
</tr>
<tr>
<td>This store adjusts its stock to cater for online customer feedback and preferences</td>
<td>1.6</td>
<td>17.5</td>
<td>27</td>
<td>34.9</td>
<td>19</td>
<td>3.52</td>
<td>1.045</td>
</tr>
<tr>
<td>This store outsources its e-commerce function and operations are managed by a service provider e.g Jumia, Uber Eats, Msoko etc</td>
<td>33.3</td>
<td>14.3</td>
<td>19</td>
<td>22.2</td>
<td>11.1</td>
<td>2.63</td>
<td>1.429</td>
</tr>
</tbody>
</table>

4.4.2 Correlations Analysis
The study conducted a correlation analysis to examine the strength and course of the relationship between e-commerce platform business process management and sales turnover. The results were as shown in Table 4.13. The study findings show that there was a positive, strong and statistically significant relationship between e-commerce platform business process management and sales turnover, \( r \) (63) = 0.741, \( p < .05 \).
Table 4.13 Correlation Between E-Commerce Platform Business Process Management and Sales Turnover

<table>
<thead>
<tr>
<th></th>
<th>Sales Turnover</th>
<th>E-Commerce Platform Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Turnover</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>E-Commerce Platform</td>
<td>.741**</td>
<td>1</td>
</tr>
<tr>
<td>Business Process</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>63</td>
<td></td>
</tr>
</tbody>
</table>

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

4.4.3 Assumptions for Linear Regression Analysis

To establish the effect of e-commerce platform business process management on sales turnover, this study carried out a simple linear regression analysis. Before the linear regression analysis was conducted, tests for the assumptions of the linear regression analysis were conducted. Tests for normality, linearity heteroskedasticity and multicollinearity were conducted to verify the assumptions of linear regression analysis.

4.4.3.1 Test for Normality

Normality test for e-commerce platform business process management and sales turnover was conducted to determine the assumption of the linear regression analysis using Skewness and Kurtosis and the results were presented in Table 4.14. The table indicates that the Z value of Skewness for e-commerce platform business process management was 1.877 and the Z value of the Kurtosis was 1.466. This means that the data for e-commerce platform business process management was a little bit skewed and kurtotic, but did not vary significantly from normality since their Z values were within the required range of -1.96 and +1.96.

Table 4.14 Normality Test for E-Commerce Platform Business Process Management

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic</td>
<td>Statistic</td>
<td>Std. Error</td>
</tr>
<tr>
<td>Platform BPM</td>
<td>63</td>
<td>1.586</td>
<td>.845</td>
</tr>
</tbody>
</table>
4.4.3.2 Test for Linearity

Linearity test for e-commerce platform business process management and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.15. The results indicate that the test for linearity had a significance value of <0.05 meaning that there was a linear relationship between e-commerce platform business process management and sales turnover. The results for deviation from linearity also had a significance value of <0.05, meaning that there was a nonlinear relationship in addition to the linear component.

Table 4.15 Linearity Test for E-Commerce Platform Business Process Management

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Turnover * Efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups (Combined)</td>
<td>15.731</td>
<td>11</td>
<td>1.430</td>
<td>16.927</td>
<td>.000</td>
</tr>
<tr>
<td>Linearity</td>
<td>11.002</td>
<td>1</td>
<td>11.002</td>
<td>130.225</td>
<td>.000</td>
</tr>
<tr>
<td>Deviation from Linearity</td>
<td>4.729</td>
<td>10</td>
<td>.473</td>
<td>5.597</td>
<td>.000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>4.309</td>
<td>51</td>
<td>.084</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.040</td>
<td>62</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4.3.3 Test for Heteroskedasticity

Heteroskedasticity test for e-commerce platform business process management and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.16. The table provides the output coefficient for e-platform business process management variable as 0.238. This means that the value for the variable was >0.05, thus it can be concluded that there was no heteroskedasticity.

Table 4.16 Heteroskedasticity Test for E-Commerce Platform Business Process Management

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.129</td>
<td>.175</td>
<td>.738</td>
<td>.463</td>
</tr>
<tr>
<td>Business Process Mgt</td>
<td>.057</td>
<td>.048</td>
<td>.151</td>
<td>1.192</td>
</tr>
</tbody>
</table>

a. Dependent Variable: AbsUt
4.4.3.4 Test for Multicollinearity

Multicollinearity test for e-commerce platform business process management and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.17. The table provides the output coefficients for collinearity statistics. The table shows that the obtained VIF for e-commerce platform business process management as 1.368 meaning the value ranged between 1 to 5. Thus, it can be concluded that there were no multicollinearity symptoms between the study variables.

**Table 4.17 Multicollinearity Test for E-Commerce Platform Business Process Management**

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td></td>
</tr>
<tr>
<td>E-Commerce Platform BPM</td>
<td>.731</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Retail Store Sales Turnover

4.4.4 Regression Tests

This section provides the R square value for regression model summary, F statistics for regression ANOVA and t statistics for regression coefficient for the linear relationship between e-commerce platform business process management and sales turnover.

4.4.4.1 Model Summary

Table 4.18 presents the model summary for the regression analysis of e-commerce platform business process management and sales turnover. The findings of the model summary specify that e-commerce platform business process management variables explained about 55% of the variability in the sales turnover ($R^2 = .549$).

**Table 4.18 Model Summary for Linear Relationship between E-Commerce Platform Business Process Management and Sales Turnover**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.741</td>
<td>.549</td>
<td>.542</td>
<td>.38491</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-Commerce Platform Business Process Management
4.4.4.2 Regression Analysis of Variance

The linear regression F statistics shown in Table 4.19 indicates that there was a statistical and significant linear relationship between e-commerce platform business process management and sales turnover ($F(1,61) = 74.259, p<.05$).

Table 4.19 ANOVA for Linear Relationship between E-Commerce Platform Business Process Management and Sales Turnover

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>11.002</td>
<td>1</td>
<td>11.002</td>
<td>74.259</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>9.038</td>
<td>61</td>
<td>.148</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.040</td>
<td>62</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-Commerce Platform Business Process Management
b. Dependent Variable: Retail Store Sales Turnover

4.4.4.3 Regression Coefficients

The regression coefficients presented in Table 4.20 indicates that e-commerce platform business process management can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.542, t(63) = 8.617, p<.05$).

Table 4.20 Regression Coefficients for Linear Relationship between E-Commerce Platform Business Process Management and Sales Turnover

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.745</td>
<td>.230</td>
<td>7.584</td>
<td>.000</td>
</tr>
<tr>
<td>Platform BPM</td>
<td>.542</td>
<td>.063</td>
<td>.741</td>
<td>8.617</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Retail Store Sales Turnover

The projected regression equation from Table 4.20 is specified by:
Sales Turnover = 1.745 + .542 * E-Commerce Platform Business Process Management

The model shows that e-commerce platform business process management variables positively influence the sales turnover, i.e. a unit mean index increase in e-commerce
platform business process management applied increases the sales turnover by a positive mean index value of 0.54.

4.5 E-Commerce Platform Customer Experience and Sales Turnover

The study wanted to examine the effect of e-commerce platform customer experience on sales turnover. This research study carried out descriptive, correlation and linear regression analysis on the same.

4.5.1 Descriptive Analysis

The study wanted to determine the strongest variable for e-commerce platform customer experience on sales turnover. This was achieved through the comparison of the means of the e-commerce platform customer experience factors. To accomplish this, respondents were requested to rate their views on e-commerce platform efficiency variables, based on their knowledge level using a scale of 1 to 5. Where, 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Data was examined by use of descriptive statistics (mean and standard deviation). Study variables that had resulting means of close to 4.0 signified “strongly agree” with those close to 3.0 signifying “neutral” and those close to 2.0 and lower signifying disagree and strongly disagree. Concurrently, standard deviation was applied to determine the consensus of the respondents. The study results were as presented in Table 4.21 and Table 4.22.

4.5.1.1 E-Commerce Platform Customer Experience

Table 4.21 shows that majority of the respondents who took part in the study were in agreement that all customer online shopping and check-out items are always fulfilled and delivered within 24 hours, 7 days a week. This study variable for e-commerce platform customer experience and its effect on sales turnover was the one that had the closest mean to 5 points out of maximum of five points (M=4.16, SD=0.865).
Table 4.21 E-Commerce Platform Customer Experience

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Commerce platform is preferred by customers than in store shopping</td>
<td>7.9</td>
<td>23.8</td>
<td>31.7</td>
<td>31.7</td>
<td>4.8</td>
<td>3.02</td>
<td>1.039</td>
</tr>
<tr>
<td>E-commerce platform requires a dedicated customer experience team</td>
<td>0</td>
<td>6.3</td>
<td>22.2</td>
<td>39.7</td>
<td>31.7</td>
<td>3.97</td>
<td>.897</td>
</tr>
<tr>
<td>It is easy to facilitate online payments on E-commerce platforms than in-store retail</td>
<td>3.2</td>
<td>19</td>
<td>33.3</td>
<td>31.7</td>
<td>12.7</td>
<td>3.32</td>
<td>1.029</td>
</tr>
<tr>
<td>Through online platforms, this store is able to track and fulfil customer needs</td>
<td>3.2</td>
<td>0</td>
<td>38.1</td>
<td>39.7</td>
<td>19</td>
<td>3.71</td>
<td>.888</td>
</tr>
<tr>
<td>All customer online shopping and check-out items are always fulfilled and delivered within 24 hours, 7 days a week</td>
<td>0</td>
<td>3.2</td>
<td>20.6</td>
<td>33.3</td>
<td>42.9</td>
<td>4.16</td>
<td>.865</td>
</tr>
</tbody>
</table>

4.5.1.2 Effect of E-Commerce Platform Customer Experience on Sales Turnover

Table 4.22 shows that majority of the respondents who took part in the study were in agreement that the stores had integrated various online payments channels for their customers such as Mpesa, Visa, Paypal etc. This study variable for effect of e-commerce platform customer experience on sales turnover was the one that had the closest mean to 5 points out of maximum of five points (M=4.19, SD=1.060).
Table 4.22 Effect of E-Commerce Platform Customer Experience on Sales Turnover

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our customer turnover is higher online verses physical in store walk-in conversions</td>
<td>17.5</td>
<td>36.5</td>
<td>20.6</td>
<td>20.6</td>
<td>4.8</td>
<td>2.59</td>
<td>1.145</td>
</tr>
<tr>
<td>This store has a dedicated customer experience team for the e-commerce customers and does not outsource the service from service providers such as Uber, Jumia, Call Centers etc</td>
<td>15.9</td>
<td>20.6</td>
<td>30.2</td>
<td>6.3</td>
<td>27</td>
<td>3.08</td>
<td>1.418</td>
</tr>
<tr>
<td>This store has integrated various online payments channels for our customers such as Mpesa, Visa, Paypal etc</td>
<td>0</td>
<td>14.3</td>
<td>4.8</td>
<td>28.6</td>
<td>52.4</td>
<td>4.19</td>
<td>1.060</td>
</tr>
<tr>
<td>This store always converts tracks online customer shopping habits and creates preferences and alerts targeting loyal customers</td>
<td>0</td>
<td>19</td>
<td>20.6</td>
<td>39.7</td>
<td>20.6</td>
<td>3.62</td>
<td>1.023</td>
</tr>
<tr>
<td>This store has sufficient online inventory to fulfil and deliver customer demands within 24hrs without contacting other store branches or warehouse inventory</td>
<td>6.3</td>
<td>17.5</td>
<td>20.6</td>
<td>44.4</td>
<td>11.1</td>
<td>3.37</td>
<td>1.097</td>
</tr>
</tbody>
</table>

4.5.2 Correlations Analysis

The study conducted a correlation analysis to examine the strength and course of the relationship between e-commerce platform customer experience and sales turnover. The results were as shown in Table 4.23. The study findings show that there was a positive, strong and statistically significant relationship between e-commerce platform customer experience and sales turnover, $r (63) = 0.636, p<.05$. 

50
Table 4.23 Correlation Between E-Commerce Platform Customer Experience and Sales Turnover

<table>
<thead>
<tr>
<th></th>
<th>Sales Turnover</th>
<th>E-Commerce Platform Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Turnover</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Platform Customer Experience</td>
<td>.636**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>63</td>
<td></td>
</tr>
</tbody>
</table>

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

4.5.3 Assumptions for Linear Regression Analysis

To establish the effect of e-commerce platform customer experience on sales turnover, this study carried out a simple linear regression analysis. Before the linear regression analysis was conducted, tests for the assumptions of the linear regression analysis were conducted. Tests for normality, linearity heteroskedasticity and multicollinearity were conducted to verify the assumptions of linear regression analysis.

4.5.3.1 Test for Normality

Normality test for e-commerce platform customer experience and sales turnover was conducted to determine the assumption of the linear regression analysis using Skewness and Kurtosis and the results were presented in Table 4.24. The table indicates that the Z value of the Skewness for e-commerce platform customer experience was -1.972 and the Z value of the Kurtosis was 1.527. This means that the data for e-commerce platform customer experience was a little bit skewed and kurtotic, but did not vary significantly from normality since their Z values were within the required range of -1.96 and +1.96.

Table 4.24 Normality Test for E-Commerce Platform Customer Experience

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Statistic</td>
<td>Std. Error</td>
</tr>
<tr>
<td>Platform Efficiency</td>
<td>63</td>
<td>-2.000</td>
<td>1.014</td>
</tr>
</tbody>
</table>
4.5.3.2 Test for Linearity
Linearity test for e-commerce platform customer experience and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.25. The results indicate that the test for linearity had a significance value of <0.05 meaning that there was a linear relationship between e-commerce platform customer experience and sales turnover. The results for deviation from linearity also had a significance value of <0.05, meaning that there was a nonlinear relationship in addition to the linear component.

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Turnover</td>
<td>Between Groups (Combined)</td>
<td>12.189</td>
<td>11</td>
<td>1.108</td>
<td>7.199</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Linearity</td>
<td>8.118</td>
<td>1</td>
<td>8.118</td>
<td>52.738</td>
</tr>
<tr>
<td></td>
<td>Deviation from Linearity</td>
<td>4.072</td>
<td>10</td>
<td>.407</td>
<td>2.645</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>7.850</td>
<td>51</td>
<td>.154</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>20.040</td>
<td>62</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5.3.3 Test for Heteroskedasticity
Heteroskedasticity test for e-commerce platform customer experience and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.26. The table provides the output coefficient for e-platform customer experience variable as 0.211. This means that the value for the variable was >0.05, thus it can be concluded that there was no heteroskedasticity.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>.547</td>
<td>.173</td>
<td>3.154</td>
<td>.002</td>
</tr>
<tr>
<td>Efficiency</td>
<td>-.068</td>
<td>-.160</td>
<td>-1.264</td>
<td>.211</td>
</tr>
</tbody>
</table>

a. Dependent Variable: AbsUt
4.5.3.4 Test for Multicollinearity
Multicollinearity test for e-commerce platform customer experience and sales turnover was conducted to determine the assumption of the linear regression analysis and the results were presented in Table 4.27. The table provides the output coefficients for collinearity statistics. The table shows that the obtained VIF for e-commerce platform customer experience as 1.320 meaning the value ranged between 1 to 5. Thus, it can be concluded that there were no multicollinearity symptoms between the study variables.

Table 4.27 Multicollinearity Test for E-Commerce Platform Customer Experience

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td></td>
</tr>
<tr>
<td>Platform Customer Experience</td>
<td>.758</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Retail Store Sales Turnover

4.5.4 Regression Tests
This section provides the R square value for regression model summary, F statistics for regression ANOVA and t statistics for regression coefficient for the linear relationship between e-commerce platform customer experience and sales turnover.

4.5.4.1 Model Summary
Table 4.28 presents the model summary for the regression analysis of e-commerce platform customer experience and sales turnover. The findings of the model summary specify that e-commerce platform customer experience variables explained about 41% of the variability in the sales turnover ($R^2 = .405$).

Table 4.28 Model Summary for Linear Relationship between E-Commerce Platform Customer Experience and Sales Turnover

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.636</td>
<td>.405</td>
<td>.395</td>
<td>.44209</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-Commerce Platform Customer Experience
4.5.4.2 Regression Analysis of Variance

The linear regression F statistics shown in Table 4.29 indicates that there was a statistical and significant linear relationship between e-commerce platform customer experience and sales turnover ($F (1,61) = 41.536, p<.05$).

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>8.118</td>
<td>1</td>
<td>8.118</td>
<td>41.536</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>11.922</td>
<td>61</td>
<td>.195</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.040</td>
<td>62</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-Commerce Platform Customer Experience
b. Dependent Variable: Retail Store Sales Turnover

4.5.4.3 Regression Coefficients

The regression coefficients presented in Table 4.30 indicates that e-commerce platform customer experience can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.522, t(63) = 6.445, p<.05$).

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.031</td>
<td>.262</td>
<td>7.745</td>
<td>.000</td>
</tr>
<tr>
<td>Customer Experience</td>
<td>.522</td>
<td>.081</td>
<td>.636</td>
<td>6.445</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Retail Store Sales Turnover

The projected regression equation from Table 4.30 is specified by:

Sales Turnover = 2.031 + .522 * E-Commerce Platform Customer Experience

The model shows that e-commerce platform customer experience variables positively influence the sales turnover, i.e. a unit mean index increase in e-commerce platform
customer experience applied increases the sales turnover by a positive mean index value of 0.52.

4.6 Chapter Summary
This chapter has provided the findings of the study based on the research questions of the study. The findings on the effect of e-commerce platform efficiency on sales turnover at Two Rivers Mall revealed that e-commerce platform efficiency was significant to sales turnover. The chapter outlined the results of the descriptive analysis, correlation analysis, linear regression analysis and their influence the sales turnover of retail shops within Two Rivers Mall. The next chapter focuses on the discussions, conclusions and recommendations of the study.
CHAPTER FIVE
5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter concludes the study by providing the summary of the study findings, discussions based on the study findings, the study’s conclusions and recommendations for improvement and for further research which were all based on the research questions.

5.2 Summary
The purpose of the study was to establish the effect of e-commerce platforms on sales turnover in the retail stores. The study was guided by research questions that sought to examine: what is the effect of e-commerce platform efficiency on sales turnover in retail stores? What is the effect of e-commerce platform business process management on sales turnover in retail stores? And, what is the effect of e-commerce platform customer experience on sales turnover in retail stores?

Descriptive survey design was used to obtain information on the effect of e-commerce platforms on sales turnover in the retail stores. The target population of the study was 114 retail stores located in Two Rivers Mall in Nairobi, and, the sampling frame came from the floor plan of the Two Rivers Mall and was obtained from the property manager of the mall. A stratified random sampling technique was used in this study. The sample size of the study was determined by the Yamane formula which gave 88 respondents. The study utilized primary information that was collected using questionnaires that were piloted for content, validity, and reliability. Descriptive statistics analysis was used to analyze the data collected. The questions were analyzed through the help of the Statistical Package for Social Sciences (SPSS) Inferential analysis like correlations and linear regressions were used to examine the strengths and nature of the relationship between the study variables. These were presented using tables and figures.

The findings on the effect of e-commerce platform efficiency on sales turnover at Two Rivers Mall revealed that e-commerce platform efficiency was significant to sales turnover. The descriptive analysis showed that retail stores can integrate online selling in their operations irrespective of the category of business ($M=4.19$, $SD=0.965$). Correlation analysis showed that there was a positive, strong and statistically significant relationship
between e-commerce platforms efficiency and sales turnover, $r (63) = 0.620$, $p<.05$. Linear regression analysis showed that e-commerce platform efficiency can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.471$, $t(63) = 6.174$, $p<.05$).

The findings on the effect of e-commerce platform business process management on sales turnover at Two Rivers Mall revealed that e-commerce platform business process management was significant to sales turnover. The descriptive analysis revealed that in order to run online platform a retail store has to have a dedicated process and team $(M=4.30$, $SD=0.816)$. Correlation analysis indicated that there was a positive, strong and statistically significant relationship between e-commerce platform business process management and sales turnover, $r (63) = 0.741$, $p<.05$. Linear regression analysis showed that e-commerce platform business process management can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.542$, $t(63) = 8.617$, $p<.05$).

The findings on the effect of e-commerce platform customer experience on sales turnover at Two Rivers Mall revealed that e-commerce platform customer experience was significant to sales turnover. The descriptive analysis showed that all customer online shopping and check-out items were always fulfilled and delivered within 24 hours, 7 days a week $(M=4.16$, $SD=0.865)$. Correlation analysis showed that there was a positive, strong and statistically significant relationship between e-commerce platform customer experience and sales turnover, $r (63) = 0.636$, $p<.05$. Linear regression analysis showed that e-commerce platform customer experience can statistically and significantly influence the sales turnover of retail shops ($\beta = 0.522$, $t(63) = 6.445$, $p<.05$).

### 5.3 Discussions

#### 5.3.1 E-Commerce Platform Efficiency and Sales Turnover

The study showed that reliability of the internet connection determined the retention rate of online audience. Sobihah et al. (2015) provide support for this finding by stating that, the efficiency of e-commerce platforms is evident from its service quality and convenience, and the platforms are favored by customers since it offers better and improved service quality.
The study showed that retail stores can integrate online selling in their operations irrespective of the category of business. This outcome is supported by Gerhard (2015) who noted that, retailers willing to integrate their traditional with e-commerce are in a better position of improving their sales turnover while reducing their operational costs.

The study exposed that online platforms have the capability to cater for all customer preferences and needs. This study outcome was supported by Buderi (2015) who established that, majority of e-commerce platforms offer fast services to their customers, hence promoting service quality.

The study disclosed that store inventory can be effectively managed and monitored via internet platforms point of sales. This study outcome was supported by Buderi (2015) who stated that, the retail stores keep track of their customers through online logins and loyalty cards, and by keeping track of customers’ purchases and details e-commerce platforms are able to facilitate fast delivery of products and services. The study showed that digital/online channels are a highly productive platforms in brand advertising compared to print media. This study outcome is in agreement with the findings of Kithinji (2014) who also reports that, the advantages of using digital advertising include increased brand awareness, increased sales and improved customer relations.

The study showed that the stores always use third party integrated online platforms such as Jumia to sell its services. This study outcome was supported by Malenya (2017) who also found that, majority of consumers preferred using mobile phones to make orders and that they mostly used installed apps for the relevant firms they purchased goods from, thus the internet was key among the various e-commerce firms and the consumers with all transactions being conducted online.

The study showed that the stores did not have to review their product mix and introduce alternative products to cater for online clientele. The outcome of the study agrees with Suya (2015) who states that, to be effective, retailers have to embrace technology in the inflow and out of products, in that, the use of e-commerce in integrating supply chain is crucial.
The study showed that the stores have increased their database of inventory and operations to accommodate their online customers. This outcome agrees with Bashir, Mehboob and Bhatti (2015) who states that, convenience is built on four basic opportunities; the ability of customer to access the retailer; the ability to identify and select products that a customer wants; the ability to obtain the product of desire; and the ability to amend or effect transactions.

The study revealed that all the stores’ inventory is accommodatable on the online platforms irrespective of product type and without distinction from in store inventory. This outcome is supported by Buder (2015) who established that majority of e-commerce platforms offer fast services to their customers, hence promoting service quality, i.e. Peapod.com delivers a wide range of groceries, household products and toiletries directly to customer's address of choice. The study also showed that the stores had not focused on more online advertising channels such as Google ads, YouTube and pop up online ads in order to create brand visibility. This outcome slightly differs with the results of the study conducted by Odongo (2014) which established that many electronics companies used Facebook, Twitter and YouTube to market their products, brands and manage their relationship with their customers.

5.3.2 E-Commerce Platform Business Process Management and Sales Turnover

The study indicated that in order to facilitate operations, it is necessary to incorporate business process managements into online sales and marketing platforms. This study outcome was supported by Suya (2015) who observed that, business process integration also involves the integration of supply chain in e-commerce, and to be effective, retailers have to embrace technology in the inflow and out of products.

The study showed that the stores had to automate inventory management processes to facilitate operations. The result was supported by Trevlopoulou (2018) who established that, the integration of retail operations with e-commerce enables the retailers and customers to co-exist in virtual harmony, moreover, the study indicated that with the integration of e-commerce in retail, customers acquire more valuable information about the products, and the quality of the product.
The study revealed that to track customer needs and preferences, the stores had to create online channels to incorporate online customer feedback. The result was supported by Trevlopoulou (2018) who established that, the reason is that a customer will rely on the information availed through e-commerce platforms to decide on whether or not to purchase the product. As such, all retailers ought to be vigilant with the information shared on e-commerce platforms.

The study revealed that, the stores’ inventory was split between the online retail and physical store inventory. The study outcome slightly differs from Gerhard (2015) who indicated that, firms can be solely engaging in e-commerce and having no physical presence. These firms are termed virtual organizations. A virtual business model is an attractive business model to minimize operational costs while retaining a connection to a global market.

The study displayed that having online process management promotes flexibility in respect to customer preference changes within this retail store. This outcome is supported by Gerhard (2015) who noted that, the use of e-commerce in integrating supply chain is crucial, the reason being that supply chain management ensures that products and services are available to customers at the requested time, and as such, integrating e-commerce on supply chain management of retail shops facilitates convenience for the customers, thus resulting in more sales turnover.

The study showed that, to run online platform, retail stores had to have a dedicated process and team. The outcome is supported by Feinleib (2017) who noted that, the seamless coordination of the service delivery means that the customers are sure of having the best services at their door steps without having to waste time in traffic jams, is that, they can interact one on one via video calls with the customer care team just as the clients who visit the brick and mortar stores.

The study showed that the stores had integrated online processes such as online payment, advertising via online channels, online inventory management, online shopping to facilitates this stores’ products into sales. This study outcome was supported by Malenya (2017) who identified that, consumers favored the use of mobile phones to make orders
and payments due to its convenience, thus in turn resulted in increased sales turnover for the retailers since many young people would rather buy products and services using a click of a button than travel to the onsite retail store.

The study revealed that the stores’ product sales have improved based on the changes implemented due to integration of online sales. This outcome is supported by Gerhard (2015) who noted that, retailers willing to integrate their traditional with e-commerce are in a better position of improving their sales turnover while reducing their operational costs. He also noted that, integrating e-commerce on supply chain management of retail shops facilitates convenience for the customers, thus resulting in more sales turnover.

The study specified that, online sales and online customer feedback are monitored by a dedicated team for social media and e-commerce platforms. The outcome is supported by Feinleib (2017) who noted that, the seamless coordination of the service delivery means that the customers are sure of having the best services at their door steps without having to waste time in traffic jams, is that, they can interact one on one via video calls with the customer care team just as the clients who visit the brick and mortar stores.

The study disclosed that online inventory is separate from instore stock in order to monitor turnover on sales. The outcome of the study is supported by Nyasio (2018) who established that, the integration of traditional and modernized business processes is important in improving performance, and concluded that, the unification of traditional and e-commerce processes improves quality of products. Improved products and services attract more customers, hence increasing sales.

The study indicated that the stores adjust their stock to cater for online customer feedback and preferences. The outcome was supported by Wisdom (2015) who states that, by improving their marketing strategies, more people are able to know about the products and services offered by the company, and hence more customers are attracted to buy the products and services affecting the sales turnover.

The study showed that the stores did not outsource their e-commerce functions and operations to be managed by a service provider like Jumia, Uber Eats, and Msoko. The
study outcome is supported by Ho (2014) who states that, through E-commerce the business process management aspect of marketing within organizations change. E-commerce facilitates a positive change that allows the marketing strategies to attract more customers at a cheaper price.

5.3.3 E-Commerce Platform Customer Experience and Sales Turnover
The study revealed that the e-commerce platform is preferred by customers than in store shopping. This study outcome was supported by a study by Mohammud et al. (2018) which concluded that, the convenience derived from the use of e-commerce attracted more customers to purchase a product or service, thus affecting the sales turnover.

The study indicated that e-commerce platform requires a dedicated customer experience team. The outcome is supported by Feinleib (2017) who noted that, the seamless coordination of the service delivery means that the customers are sure of having the best services at their door steps without having to waste time in traffic jams, is that, they can interact one on one via video calls with the customer care team just as the clients who visit the brick and mortar stores.

The study showed that it is easy to facilitate online payments on E-commerce platforms than in-store retail. This study outcome slightly differs with Cheok (2015) who stressed that, two challenges were faced by the Chinese e-commerce market, one was branding and recognition which affected trust from consumers, and the second was customer support and payment.

The study disclosed that, through online platforms, the stores were able to track and fulfil customer needs. The outcome is supported by Buder (2015) who note that, the retail stores keep track of their customers through online logins and loyalty cards, and by keeping track of customers’ purchases and details e-commerce platforms are able to facilitate fast delivery of products and services.

The study revealed that all customer online shopping and check-out items are always fulfilled and delivered within 24 hours, 7 days a week. The study outcome was supported by Owomoyela and Oyebamiji (2014) who indicated that, e-commerce has changed the
way of delivering the product; consumers can have more choices than they could easily locate otherwise and transaction can be made 24 hours a day, from almost any location.

The study showed that the customer turnover was not higher in online platforms verses physical in store walk-in conversions. The study slightly differs from Trevlopoulou (2018) study that established that the integration of retail operations with e-commerce enables customers to acquire more valuable information about the products, and the quality of the product and this information helps the customer to decide easier whether to buy a product, and this affects the sales turnover of the retailers.

The study showed that the stores had dedicated customer experience teams for the e-commerce customers and did not outsource the service from service providers such as Uber, Jumia, and Call Centers. The outcome is supported by Feinleib (2017) who noted that, the seamless coordination of the service delivery means that the customers are sure of having the best services at their door steps without having to waste time in traffic jams, is that, they can interact one on one via video calls with the customer care team just as the clients who visit the brick and mortar stores.

The study disclosed that the stores had integrated various online payments channels for their customers such as Mpesa, Visa, and Paypal. The study outcome was supported by Malenya (2017) who noted that, consumers favored the use of mobile phones to make orders and payments due to its convenience, thus in turn resulted in increased sales turnover for the retailers since many young people would rather buy products and services using a click of a button than travel to the onsite retail store.

The study revealed that the stores always convert tracks online customer shopping habits and creates preferences and alerts targeting loyal customers. The outcome is supported by Buderi (2015) who note that, the retail stores keep track of their customers through online logins and loyalty cards, and by keeping track of customers’ purchases and details e-commerce platforms are able to facilitate fast delivery of products and services.
The study revealed that the stores had sufficient online inventory to fulfil and deliver customer demands within 24hrs without contacting other store branches or warehouse inventory. The study outcome was supported by Kabuba (2014) who highlighted some of the benefits of e-commerce to include access to global markets at low costs, operational efficiency, cost reduction, mass customization, inventories reduction, business efficiency, 24 hours accessibility, lower communication costs, increases sales and profitability.

5.4 Conclusions

5.4.1 E-Commerce Platform Efficiency and Sales Turnover
The study concludes that the stores always used third party integrated online platforms such as Jumia to sell their services, even though they had not reviewed their product mix nor introduce alternative products to cater for online clientele. The stores had increased their database of inventory and operations to accommodate their online customers, and all the stores’ inventory was accommodatable on the online platforms irrespective of product type and without distinction from in store inventory. The study concludes that the stores had not focused on more online advertising channels such as Google ads, Youtube and pop up online ads to increase and create their brand visibility.

5.4.2 E-Commerce Platform Business Process Management and Sales Turnover
The study concludes that the stores had integrated online processes such as online payment, advertising via online channels, online inventory management, online shopping to facilitated the stores’ products into sales, and their product sales had improved based on the changes implemented due to integration of online sales. Online sales and online customer feedback were monitored by a dedicated team of social media e-commerce platforms, and their online inventory was separate from instore stock in order to monitor turnover on sales. The study concludes that the stores had adjusted their stock to cater for online customer feedback and preferences, and they had not outsourced their e-commerce function and operations to be managed by service providers like Jumia, Uber Eats, or Msoko.

5.4.3 E-Commerce Platform Customer Experience and Sales Turnover
The study concluded that the stores’ customer turnover was not high on the online platform as compared to the stores’ physical in store walk-in conversions. The stores had
dedicated customer experience teams for the e-commerce customers and they did not outsource their services from service providers.

The study concludes that the stores had integrated various online payments channels for their customers such as Mpesa, Visa, and Paypal, where they always converted and tracked online customer shopping habits in order to create preferences and alerts that targeted their loyal customers. The stores had sufficient online inventory to fulfil and deliver customer demands within 24hrs without contacting other stores, branches or warehouse inventories.

5.5 Recommendations
5.5.1 Recommendations for Improvement
5.3.1 E-Commerce Platform Efficiency and Sales Turnover
The study recommends the retail store owners and managers to take advantage of other online platforms like Google ads, YouTube and pop up online ads in order to drive their business/brand visibility as well as create their brand visibility.

5.3.2 E-Commerce Platform Business Process Management and Sales Turnover
The study recommends the retail store owners and managers to outsource some of their online and e-commerce functions to professionals like Jumia, Uber Eats, and Msoko. This will enable the retail stores to take full advantage of the experience of these professionals which will guarantee their increase in sales turnover.

5.3.3 E-Commerce Platform Customer Experience and Sales Turnover
The study recommends the retail store owners and managers to focus their strategies on e-commerce platforms to drive-up sales turnover. The firms need to employ all strategies that can influence online purchase as well as determine whether some of their customers Walk-in customers have been influenced by their online platforms.

5.5.2 Recommendations for Further Research
The study focused on the effect of e-commerce platforms on sales turnover in the retail stores. The key focus was on the effect of e-commerce platform efficiency, e-commerce platform business, and e-commerce platform customer experience on sales turnover.
Furthermore, the study was carried out in 114 retail stores in the Two Rivers Mall. Thus, there is a need for a similar study to be conducted on other retail stores across the various malls within Nairobi as well as those that operate within the town and estates. This would provide a better and comprehensive focus on how e-commerce platforms are affecting the sales turnover of retail stores in Nairobi County.
REFERENCES


29th March 2019
Rosemary M Mutava
P.O Box 17383-00100, Nairobi
Tel: +254 720 485558
Email: rmutava@usiu.ac.ke

Dear Respondent,

RE: RESEARCH ON THE IMPACT OF E-COMMERCE PLATFORMS IN RETAIL CENTERS.
My name is Rosemary Mutava, a student at USIU Africa undertaking a masters in Management and Organizational Development. As a requirement to complete my study, I am currently carrying out a research on The Effect of E-commerce Platforms on Sales Turnover in Retail Stores to be carried out at Two Rivers Mall.

As an employee/store owner of a retail store within the retail stores; I kindly request your participation in this research by completing the attached questionnaire. The questionnaire shall take approximately 15 minutes to complete and I request that you do not include your name or store name in your response.

A copy of the report shall be presented to the Dean, Chandaria Business School at USIU-Africa. If you require further information or wish to receive a copy of the final report, please do not hesitate to contact me on the contact details provided.

Your time and consideration in this process is highly appreciated.

Yours Sincerely

Rosemary Mutava.
APPENDIX II: QUESTIONNAIRE

This questionnaire is divided into the following two sections: Section I will be used to obtain general information about the store; Section II will be used to obtain information on e-commerce efficiency, business processes and customer service and its impact on sales turnover. NB: The information obtained will be strictly treated in confidence. Please do not indicate your name or store names. Your assistance in completing this questionnaire will be highly appreciated.

SECTION ONE: General Information

This section focuses on general information regarding your store. Please fill out the responses by checking [ √ ] the appropriate option provided.

1. Please indicate how long your store has being in operation within Two Rivers Mall?
   - [ ] Less than 1 year
   - [ ] 1-2 years
   - [ ] 3-4 years
   - [ ] More than 5 years

2. Please indicate how long you have working in this store
   - [ ] Less than 1 year
   - [ ] 1-2 years
   - [ ] 3-4 years
   - [ ] More than 5 years

3. What is the category of this retail store?
   - [ ] Fashion stores
   - [ ] Anchor tenants
   - [ ] Electronic, Home and furniture
   - [ ] Health, beauty & sports
   - [ ] Food and Beverage
   - [ ] Others; Please specify: ..........................
4. Please indicate the nature of your e-commerce platforms
   [ ] Outsourced service
   [ ] Social media and online platform
   [ ] App and website
   [ ] Others (specify)…………………………

SECTION TWO:
This section focuses on the effect of E-commerce platforms on sales turnover. It is divided into four parts: Part one focuses on the effect of E-Commerce platforms efficiency and the effect on sales turn over; part two focuses on the effect of E-Commerce business process management and the effect on sales turn over and part three focuses on E-commerce customer service and its impact on sales turn over.

Part One: E-Commerce Platforms Efficiency
5. Please indicate the extent to which you agree with each of the following statements relating the effect of e-commerce platforms efficiency on sales turnover in retail stores by ticking where appropriate. The scale to use is: 1=Strongly disagree; 2=Disagree; 3=Neutral; 4=Agree; and 5=Strongly Agree.

<table>
<thead>
<tr>
<th>5.1 E-Commerce Platforms Efficiency</th>
<th>Level of Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.1 The reliability of the internet connection shall determine the retention rate of online audience</td>
<td></td>
</tr>
<tr>
<td>5.1.2 Retail stores can integrate online selling in their operations irrespective of the category of business e.g. food, sports, fashion etc.</td>
<td></td>
</tr>
<tr>
<td>5.1.3 Online platforms have the capability to cater for all customer preferences and needs.</td>
<td></td>
</tr>
<tr>
<td>5.1.4 Store inventory can be effectively managed and monitored via internet platforms point of sales.</td>
<td></td>
</tr>
<tr>
<td>5.1.5 Digital/online channels are a highly productive platforms in brand advertising compared to print media.</td>
<td></td>
</tr>
<tr>
<td>5.2 Effect of e-commerce platforms efficiency on sales turnover</td>
<td>Level of Agreement</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>5.2.1 This store always uses third party integrated online platforms such as Jumia to sell its services.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5.2.2 This store has had to review its product mix and introduce alternative products to cater for online clientele.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5.2.3 We have increased our database of inventory and operations to accommodate our online customers</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5.2.4 All the store inventory is accommodatable on the online platforms irrespective of product type and without distinction from in store inventory.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5.2.5 In order to create brand visibility, this store has focused more online advertising channels such as Google ads, Youtube and pop up online ads.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

Part Two: E-commerce Platforms Business Process Management

6. Please indicate the extent to which you agree with each of the following statements relating the effect of e-commerce platforms business process management in retail stores by ticking where appropriate. The scale to use is:

<table>
<thead>
<tr>
<th>6.1 E-Commerce Platform Business Process Management (BPM)</th>
<th>Level of Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1.1 To facilitate operations, it is necessary to incorporate business process managements into our online sales and marketing platforms</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6.1.2 This store has had to automate inventory management processes to facilitate operations</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6.1.3 To track customer needs and preferences, this store has had to create online channels to incorporate online customer feedback</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6.1.4 Our store inventory is split between the online retail and physical store inventory</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
6.1.5 Having online process management promotes flexibility in respect to customer preference changes within this retail store

6.1.6 To run online platform a retail store has to have a dedicated process and team

6.2 Effect of e-commerce platforms business process management on sales turnover

<table>
<thead>
<tr>
<th>Level of Agreement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

6.2.1 This store has integrated online processes such as online payment, advertising via online channels, online inventory management, online shopping to facilitates this stores’ products into sales

6.2.2 Our product sales have improved based on the changes implemented due to integration of online sales

6.2.3 Online sales and online customer feedback are monitored by a dedicated team for social media, e-commerce platforms.

6.2.4 Our online inventory is separate from instore stock in order to monitor turnover on sales

6.2.5 This store adjusts its stock to cater for online customer feedback and preferences.

6.2.6 This store outsources its e-commerce function and operations are managed by a service provider e.g. Jumia, Uber Eats, Msoko etc.

Part Three: E-commerce Platforms Customer Experience

7. Please indicate the extent to which you agree with each of the following statements relating the effect of e-commerce platforms customer experience in retail stores by ticking where appropriate. The scale to use is: 1=Strongly disagree; 2=Disagree; 3=Neither disagree nor agree; 4=Agree; and 5; Strongly Agree.
<table>
<thead>
<tr>
<th>7.1 E-Commerce Platforms Customer Experience</th>
<th>Level of Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1.1 E-Commerce platform is preferred by customers than in store shopping</td>
<td></td>
</tr>
<tr>
<td>7.1.2 E-commerce platform requires a dedicated customer experience team</td>
<td></td>
</tr>
<tr>
<td>7.1.3 It is easy to facilitate online payments on E-commerce platforms than in-store retail</td>
<td></td>
</tr>
<tr>
<td>7.1.4 Through online platforms, this store is able to track and fulfil customer needs</td>
<td></td>
</tr>
<tr>
<td>7.1.5 All customer online shopping and check-out items are always fulfilled and delivered within 24 hours, 7 days a week.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7.2 Effect of Customer Experience on sales turnover</th>
<th>Level of Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2.1 Our customer turnover is higher online verses physical in store walk-in conversions.</td>
<td></td>
</tr>
<tr>
<td>7.2.2 This store has a dedicated customer experience team for the e-commerce customers and does not outsource the service from service providers such as Uber, Jumia, Call Centers etc.</td>
<td></td>
</tr>
<tr>
<td>7.2.3 This store has integrated various online payments channels for our customers such as Mpesa, Visa, Paypal etc.</td>
<td></td>
</tr>
<tr>
<td>7.2.4 This store always converts tracks online customer shopping habits and creates preferences and alerts targeting loyal customers.</td>
<td></td>
</tr>
<tr>
<td>7.2.5 This store has sufficient online inventory to fulfil and deliver customer demands within 24hrs without contacting other store branches or warehouse inventory</td>
<td></td>
</tr>
</tbody>
</table>

Thank you for your time and feedback
APPENDIX III: NACOSTI RESEARCH PERMIT

This is to certify that Miss. Rosemary Mutua of United States International University Africa, has been licensed to conduct research in Nairobi on the topic: Effect of E-commerce on sales turnover in retail stores for the period ending: 21/August/2020.

License No: NACOSTI/P/19/528

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