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## ABSTRACT

*Businesses improved such that they can be competitive in the global markets, investing in digital skills training is imperative to optimize digital performance and drive overall business success. Therefore, the main objective of the study was to examine the impact of digital transformation on business performance with particular reference to Coca-cola Nigeria Bottling Company Ilorin, Kwara state. Other specific objectives set for the study were to: i) examine the significant impact of E-commerce integration on business performance, ii) determine the effect of digital performance on overall business performance and; iii) assess the impact of digital channel utilization on customer engagement. To achieve the objectives set for the study, questionnaires were used to elicit the needed information from the target respondents of Coca-cola Nigeria Bottling Company. A study population of 330 with a sample size of 181 staff gotten through Taro Yamani sample size determination formula made up the respondents from the study. Three hypotheses were formulated and tested. The statistical technique used was multiple regression analysis. The results showed that a statistically strong and positive relationship exists between business performance and E-commerce integration ( $R^2 = 0.468$   $p < 0.05$ ), that digital performance have significant influence on overall business performance ( $R^2 = 0.497$   $p < 0.05$ ) and that digital channel utilization have a strong impact on customer engagement ( $R^2 = 0.681$   $p < 0.05$ ). This result is statistically significant as the  $p$ -value of the results (0.000) is less than 0.05 level of significance set for the study. The study concluded that E-commerce integration have a strong and significant effect on clarity and performance, accessibility and usability, customer service and responsiveness and business performance allows companies to improve business performance above their competitors. However, the study recommended that businesses should investing in a robust digital channel strategy to engage customers effectively and gain a competitive edge.*

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

First, a business performance is like the plan a company follows to make money; a business model is like the recipe for a successful business. Digital transformation is like the big changes happening with technology.

As more and more businesses across the world adopt cutting-edge IT systems, the concept of digital transformation has emerged as a hot button issue in the boardroom. In Nigeria, where the oil and gas industry has long dominated the economy, companies are starting to see the benefits of digital transformation. Unfortunately, the full potential of digital transformation to boost corporate expansion in Nigeria is still not well appreciated (Ihenyen, 2023).

The Internet, information technology and digitalization are considered to be a vital factor of business sustainability and efficiency. Even though earlier digitalization in business has been only related to greater efficiency, it is now becoming clear that the effect of the digitalization is much more transformational, since it enables companies to work faster and smarter and to build new business models to drive up multiple benefits (Bala, 2018). Digitalization enables innovation practices, improved designs, and new business models, and shapes how organizations create value on the Internet (Gudergan and Mugge, 2017).

Digitization is ubiquitous and new achievements in information technology can be observed leading to the establishment of plenty new businesses. Furthermore, digitization is the most powerful driver of innovation over the past few years and is acting as the trigger for the wave of innovation making the business model concept highly relevant for research activities. On the one hand, new possibilities evoke, but on the other hand there could be threats for existing companies (Lucas and Goh 2009).

Although, it is commonly accepted that a well maintained and consistent business model is responsible for achieving a maintainable business performance, it is, however, not uncontroversial that this might be insufficient to sustain success over time (Gobble, 2014).

Therefore, business model research has gained interest in recent years. However, its growing importance is hindered by similar ambiguities, which increases its relevance for the further development of the field. Digital transformation is a crucial part of this. It is capable of radically changing the way companies do business through the advent of digital technologies. (Rachinger et al., 2018).

Traditional brick and mortar retail stores have been disrupted by the rise of e-commerce platforms like Amazon, which have transformed the way people shop for goods. Amazon's business model is based on a highly efficient supply chain and a focus on customer experience, which has allowed it to capture a significant share of the retail market. Another example is the transformation of the taxi industry with the rise of ride-sharing companies like Uber and Lyft. These companies have disrupted the traditional taxi business model by leveraging technology to connect drivers and riders, bypassing the need for a central dispatch system and reducing the costs associated with traditional taxi services (smeccloud, 2023).

Traditional business strategies today may become inefficient to deal with these issues that arise with the emergence of a new generation of technological organizations (Schallmo & Williams, 2018, p. 9). This is also because the general behavior and expectations of consumers have changed (Verhoef et al., 2021).

However, the business world is like a big game. In this game, digital transformation is like a superpower. It's changing how businesses work, making them faster and more focused on what customers want. Some businesses are like superheroes; they are using this superpower of digital transformation. Those businesses are doing really well in the game. It's like they have a special advantage because they've learned to change and adapt. But not

all businesses use this superpower. Some are a bit slow to catch on. They might find it a bit tough to keep up with the changes. So, the businesses that embrace the superpower of digital transformation are the ones who are most likely to win in this big game of the digital age. Digital transformation is the inevitable step forward for technology. Just as water and steam power were used to mechanise production, and then electric power led to mass production, digital technology has automated processes that lay the foundation for new technologies to emerge and further transform the world as we know it (Ossi Lehto, 2023).

## **1.2 Statement of the Problem**

The retail industry, traditionally reliant on brick-and-mortar establishments, is undergoing a profound transformation due to the pervasive influence of digital technologies. As businesses embrace digital transformation, the landscape of retail is evolving rapidly, challenging traditional business models. Despite the apparent benefits, there is a lack of comprehensive understanding regarding how digital transformation precisely impacts traditional retail structures.

Even though earlier digitalization in business has been only related to greater efficiency, it is now becoming clear that the effect of the digitalization is much more transformational, since it enables companies to, work faster and smarter and to build new business models to drive up multiple benefits (Bala, 2018). Digitalization enables innovation practices, improved designs, and new business models, and shapes how organizations create value on the Internet (Gudergan and Mugge, 2017).

Digital Transformation describes the paradigm for a company's purposeful managed adaption and integration of digital technologies to ensure a sustainable business model considering the process of digitization (Gimpel and Röglinger 2015).

Despite possessing preliminary knowledge about digital transformation and traditional business models, there remain numerous unanswered questions that require attention to

gain a comprehensive understanding of the topic. Central among these inquiries is the definition and operationalization of a company model. Therefore, this study seeks to address these gaps by investigating the impact of digital transformation on traditional business models within the retail industry. By delving deeper into the significant impact E-commerce integration have on business performance, the significant influence digital channel utilization have on customer engagement, and clearly identifying to what extent does digital performance influence overall business performance, the study aim to provide meaningful insights into this complex interplay.

### **1.3 Research Questions**

Based on the statement of the problem discussed above, the following research questions are asked:

- i. To what extent does digital performance influence overall business performance?
- ii. What significant influence does digital channel utilization have on customer engagement?

### **1.4 Research Objectives**

The main objective of this research was to examine the impact of digital transformation on traditional business models. Other objectives include to:

- i. determine the effect of digital performance on overall business performance.
- ii. assess the impact of digital channel utilization on customer engagement.

### **1.5 Research Hypotheses**

Ho<sub>1</sub>- Digital performance does not have significant effect on overall business performance.

Ho<sub>2</sub>- Digital channel utilization does not have significant influence on customer engagement.

### **1.6 Significance of the Study**

This study aims to investigate the influence of digital transformation on traditional business models. Specifically, it seeks to provide insights for business managers to comprehend the impact of digital transformation on organizational practices. The findings aim to guide the integration of digital elements (such as e-commerce integration, digital performance, and digital channel utilization) into the objectives of traditional businesses. Additionally, this research aims to offer valuable insights for industries, particularly retail industry, on the significance of adopting and managing digital technologies to business performance. Governments can also benefit from this study to effectively navigate differences in the public sector through informed digital strategies. Furthermore, students, researchers, academicians, and the general public will gain knowledge on adapting to digital transformations to impacts traditional business models.

### **1.7 Scope of the Study**

This research is confined to exploring the impact of digital transformation on traditional business models, focusing specifically on retail industry in Nigeria. The selection of this specific industry is based on its engagement in embracing digital transformation within the realm of traditional business models; chosen for its endeavors in navigating the changing landscape of business operations. The research investigates the four-year period from 2019 to 2023, a crucial timeframe during which many organizations grappled with challenges such as economic shifts, leading to transformative adjustments in company culture and practices. This period is particularly insightful for understanding how businesses manage and adapt to the impacts of digital transformation on traditional business models.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Preamble**

This chapter reviews related literatures on digital transformation on business performance and it is subdivided into: conceptual review, theoretical review, empirical review and research gaps.

#### **2.1 Conceptual Clarifications**

##### **2.1.1 Concept of Digital Transformation**

Digital transformation refers to changes arising from digital technologies, whereas digitization refers to the conversion of information from analog to digital form, and the automation of processes through information technologies (Hess et al., 2016). The term “transformation” comprises the understandability to take the required actions when organizations face new technologies; it is not to be confused with simple change (Singh & Hess, 2017).

Digital transformation, a main drive for digital economy is defined as an implementation of breakthrough changes in approach to customers and making business. Such changes rely on digital technologies and result in creation of new, innovative products, services or business models. The fundamental goal of digital transformation, just like in case of every other change of organization’s operating model, is generating income and providing the growth of efficiency in the entire enterprise (Łukasz Szopa & Piotr Cyplik, 2020).

#### **Dimension of Digital Transformation**

It can be understood that Digital transformation and its dimensions have been widely investigated and various approaches have been proposed by many previous authors. In this wide collection of frameworks various dimensions have identified answering the major question in Digital transformation, i.e., what to transform? Nonetheless the main weakness in their studies is that most of the models and frameworks are being focused on key business operations only. Thus, by analyzing and summarizing all the frameworks and literatures and by looking at an organization in a 360-degree view, four key areas can be identified that need to be addressed in a digital transformation process which are the go-to market, engagement, organization and operations which bears a close resemblance to Digital Orchestra by Wade (Viduni Udovita, 2020).

- i. **Go-to market:** It is important to focus on what the company is offering to the customer and how these offerings are being sold and distributed in the market. In go-to market two dimensions are identified as the offering and the channel. Organizations need to transform their physical offerings to digital offerings and drive new business models. In order to attain a successful digital transformation, it is important to understand that the offerings of a business should be able to eradicate the threat of digital vortex and digital disruption.
- ii. **Engagement:** Where a firms need to digitalize the ways of engaging with its key stakeholders. Engagement can be elaborated to three dimensions as customers, partners and workforce. By improving the customer experience a company can reap real benefits. However, in almost in every sector of modern era delivering digitalized services and operations has become a prime factor in reshaping and improving the customer experience (Ehrlich, Fanderl, & Habric, 2017).
- iii. **Operations:** Where the organization needs to consider how to modify the firms' operations in order to align with the target digitalized business model. Under this, two main dimensions can be identified as the business process and IT capability of the firm. Business process digitalization incorporate with development of new capabilities that may facilitate achieving strategic objectives (Barnir, Gallagher,

- & Auger, 2003) and identifying and capitalizing the opportunities available in digital platforms (Feeny, 2001).
- iv. **Organization:** Where the firm has to change and/or modify the organization in terms of its structure, incentives and culture. As the first step under organization aspect, the organizational structure needs to be taken in line with the transformation process. In this case the organization has multiple structural choices in order to support the digital transformation which are creating a separate business unit to develop disruptive business models, creating a separate business unit and integrate it with the existing business model or creating an entire new structure (Hess et al., 2016).

### 2.1.2 Concept of Digital Transformation Management (DTM)

Managing digital transformation necessitates adept orchestration of the complete journey of transformation. It surpasses mere implementation of novel technologies or overseeing projects, products, and alterations. The management of digital transformation entails utilizing technology in an inventive manner to revolutionize the entire business procedure, spanning from strategy to operations, aiming at fostering growth, streamlining efficiency, and enhancing the customer journey.

Digital transformation management refers to the process of overseeing and guiding the integration of digital technologies into all aspects of a business, with the goal of improving efficiency, productivity, and customer experience. Effective digital transformation management requires a comprehensive understanding of the opportunities and challenges posed by digital technologies, as well as the ability to lead and manage change within the organization (Rob Llewellyn, 2023). To gain a big-picture understanding of digital transformation management, (Rob Llewellyn, 2023) consider the various stages of the digital transformation process:

- i. **Digital Strategy Management:** The first stage of digital transformation management involves developing a clear digital strategy that aligns with the organization's overall goals and objectives. This requires a deep understanding of

- the organization's current strengths and weaknesses, as well as the potential opportunities and threats presented by digital technologies.
- ii. **Digital Culture Management:** Digital transformation requires a culture of innovation and experimentation, where employees are encouraged to try new things and take risks. Leaders must foster this culture by providing the necessary resources, training, and support to enable employees to embrace digital technologies and leverage them effectively. Effective digital transformation management involves knowing how to foster such a culture.
  - iii. **Digital Operations Management:** The next stage of digital transformation management involves redesigning the organization's operations to take full advantage of digital technologies. This may involve streamlining processes, automating tasks, and developing new products and services that leverage digital

### **2.1.3 Reasons for Digital Transformation Failures**

Lack of vision, leadership support, and long-term commitment are just a few of the ways that digital transformation journeys take wrong turns or fizzle out. Here are five reasons digital transformations continue to fail (Esther Shein, 2022).

- i. **Transforming on the fly:** When the pandemic hit in March 2020, "people looked at the challenges and came up with in-the-moment solutions" to address them. This means they were not addressing underlying technology issues or how to get the work done, but instead adopting a "we've got a crisis and we responded" attitude. Hackett's research has found that while IT delivered on the ability to work remotely and CIOs raised their profiles in the organization, it was "at the cost of building on top of suboptimal platforms. This may have been the case if IT used older underlying technologies that were not integrated or because of organizational growth through acquisitions and IT did not migrate the disparate technologies to a common platform. It's one thing to throw resources at a problem to achieve results during a crisis, but that is not sustainable, Spires says. "You can do that for six to 18 months to get to where you have to be to meet market challenges that exist because of COVID, but it doesn't

build a long-term, transformed technology platform and it hasn't necessarily changed the way you meet with stakeholders.” (Michael Spires, 2022).

- ii. **Forgetting to take the customer along on the journey:** A digital transformation may also fail if you haven't figured out how to migrate your customers to your new way of doing business (Stephanie Woerner, 2022). For example, “digital banks are very exciting but if you haven't figured out how to get your customers to use this new bank, you're stuck with two business units doing the same thing,” meaning one still has to conduct transactions in-person while the other has shifted to online banking. The primary purpose of a digital transformation is to serve the customer better, and then the organization and its employees (Ambrozie, 2022).

#### 2.1.4 Concept of E-commerce

Transacting or facilitating business on the Internet is called ecommerce. Ecommerce is short

for "electronic commerce. But the ecommerce universe contains other types of activities as well. Any form of business transaction conducted electronically is ecommerce (Joshi J.M. & G.M. Dumbre, 2017).

##### Examples of Ecommerce

Below are examples of Ecommerce (Joshi J.M. & G.M. Dumbre, 2017).

- i. **Online Shopping:** Buying and selling goods on the Internet is one of the most popular examples of ecommerce. Sellers create storefronts that are the online equivalents of retail outlets. Buyers browse and purchase products with mouse clicks. Though Amazon.com is not the pioneer of online shopping, it is arguably the most famous online shopping destination.
- ii. **Electronic Payments:** When you are buying goods online, there needs to be a mechanism to pay online too. That is where payment processors and payment gateways come into the picture. Electronic payments reduce the inefficiency associated with

writing and mailing checks. It also does away with many of the safety issues that arise due to payment made in currency notes.

- iii. **Online Auctions:** When you think online auction, you think eBay. Physical auctions predate online auctions, but the Internet made auctions accessible to a large number of buyers and sellers. Online auctions are an efficient mechanism for price discovery. Many buyers find the auction shopping mechanism much interesting than regular storefront shopping.

### **2.1.5 Concept of Digital Performance**

We're all aware that a good business strategy includes performance metrics. That's why it's so important to analyze your digital performance when aiming for successful projects. Besides collecting data from channels to evaluate, you need to understand how the results contribute to company goals and business on a larger scale. To help analyze digital performance effectively, here are 5 steps to follow (Marianna Leão, 2021).

#### **Step 1: Establishing goals and performance indicators**

A company's marketing objectives should guide every digital performance analysis. Establishing goals and indicators to help gauge whether on the right track is a must. For example, if the goal is to increase sales, the agency or inbound marketing team might focus on more business opportunities for the sales team. Regularly monitoring that objective would help stay on track. But following one goal may not provide clarity on overall results. By tracking key performance indicators, business could avoid that scenario.

#### **Step 2: Monitor your sales funnel**

When it comes to metrics and tracking performance indicators, follow each stage of the sales funnel and results where business is getting. After all, every step is relevant to reaching the overall objective. Let's imagine a company is going for 50 monthly sales. Based on their conversion rate or business history, the business would establish the number of: Opportunities that the sales team needs to reach that number; Leads to nurture for future

opportunities; Site visits that can convert into leads or opportunities. Tracking these metrics and others that apply to the sales funnel is paramount. It helps business identify any gaps standing in the way of progress and stopping the business from reaching goals.

### **Step 3: Monitor results from your digital channels**

The third step of analysis is to evaluate the channels included in the strategy, checking their overall impact performance. Every channel plays a different role, considering how relevant they are to the sales funnel. Still, each is important for successful results. So, businesses be sure to check site performance through organic searches, paid campaigns, and referral traffic. Analyze return on them for building relationships with the audience. These results provide insight into channels with the potential to help reach goals and find the best opportunities.

### **2.1.6 Relationship Between Traditional and Digital Channels**

Integrating both traditional and digital channels is essential in today's business landscape. By combining the broad reach and tangibility of traditional channels with the targeted reach and interactive nature of digital channels, businesses can create a cohesive and effective marketing campaign. The integration of these channels enables businesses to reach a wider audience, enhance brand consistency, amplify engagement, and gain valuable data-driven insights. Embracing a holistic approach that blends the best of both worlds is key to maximizing marketing effectiveness and staying ahead in a competitive market (Corey Smith, 2023).

- i. **Wider reach and increased visibility:** Integrating traditional and digital channels allows businesses to maximize their reach and visibility. Traditional marketing channels, such as print, TV, and radio, have a broad audience reach, enabling businesses to target a wide range of demographics. On the other hand, digital marketing channels provide the opportunity to precisely target specific audiences based on demographics, interests, and online behavior. By combining these

channels, businesses can cast a wider net while also reaching their ideal target audience.

- ii. **Enhanced brand consistency and customer experience:** Consistency in branding and messaging is crucial for building a strong brand identity. Traditional marketing channels offer the advantage of tangibility and sensory experiences that can leave a lasting impact on consumers. Digital channels, on the other hand, allow for interactive and personalized experiences. By integrating both, businesses can provide a seamless customer journey and reinforce their brand messaging across different touchpoints, enhancing brand consistency and strengthening the overall customer experience.
- iii. **Amplified engagement and response rates:** Integrating traditional and digital channels opens up opportunities for increased engagement and response rates. Traditional marketing channels can create initial brand awareness and capture attention, while digital channels allow for immediate interaction and response. For example, a TV ad can direct viewers to a website or social media platform for further engagement. By leveraging the interactive nature of digital channels, such as email marketing or social media campaigns, businesses can encourage audience participation, foster two-way communication, and drive higher response rates.
- iv. **Improved data-driven insights and measurement:** Digital marketing channels provide valuable data and analytics that can offer deep insights into consumer behavior, campaign performance, and ROI. Integrating traditional and digital channels enables businesses to gather comprehensive data from both sources, providing a holistic view of their marketing efforts. By analyzing data from traditional channels, such as coupon redemptions or phone call tracking, along with digital data like website analytics and email campaign metrics, businesses can make more informed decisions, optimize their marketing strategies, and allocate resources effectively.



### **2.1.7 Dimensions of Traditional Business Models**

#### **Business performance**

Business performance refers to factors that allow a company to produce goods or services better or more cheaply than its rivals. These factors allow the productive entity to generate more sales or superior margins compared to its market rivals. Business performances are attributed to a variety of factors including cost structure, branding, the quality of product offerings, the distribution network, intellectual property, and customer service (Alexandra Twin, 2023). Business performances generate greater value for a firm and its shareholders because of certain strengths or conditions. The more sustainable the business performance, the more difficult it is for competitors to neutralize the advantage. The two main types of business performances are comparative advantage and differential advantage: (i) A comparative advantage is when a firm can produce products more efficiently and at a lower cost than its competitors. (ii) A differential advantage is when a firm's products or services differ from its competitors' offerings and are seen as superior. Advanced technology, patent-protected products or processes, superior personnel, and strong brand identity are all drivers of differential advantage. These factors support wide margins and large market shares (Alexandra Twin, 2023).

#### **Benefits of a Business performance**

When a company creates a durable business performance, it sets itself apart from the competition and provides value to customers as well as stakeholders. By producing a desirable product or service that is better or more cost-effective than its competitors,' the company can make more sales, generate more revenue, and enjoy greater profits.

#### **Strategies to Build a Business performance**

To build a business performance, a company must know what sets it apart from its competitors and then focus its message, service, and products with that difference in mind.

Here are several strategies companies use to build a business performance (Somer Anderson, 2023).

- i. **Research the market:** Market research helps a company identify and define its target market, which can guide it in developing the most effective advantage.
- ii. **Identify strengths:** A company can find its unique strengths, especially relative to competitors, by reviewing products, services, features, positioning, and branding.
- iii. **Evaluate finances:** Companies can take a close look at their financial performance to spot profit centers and areas of stability, using financial statements and ratios.
- iv. **Review operations:** How efficient is a company's operations? Where is it effective, and where is there room for improvement? Consider customer service as well as production and supply chain management.
- v. **Consider human resources:** The talent a company can attract as employees and leadership can make an important difference in the success of the business. Evaluating company culture, hiring, and staffing practices can help.

### **Business Performance**

There are a number of interpretations for the concept of business performance. Most definitions focus around the efficiency and effectiveness. However, other frequent terms used to define the business performance, don't always have the same content: productivity, efficiency, economic efficiency, profitability and effectiveness. According to the Organization for Economic Co-operation and Development (OCED), the productivity term is defined as follows: the productivity is the quotient resulted by the output and the input of a component. But there are discussions about the output and the input definitions too. According to SAMUELSON and NORDHAUS (2005) the productivity is equal to the costs per unit of the output, or otherwise the efficiency of resource used. The effectiveness of the operation means that you can do similar activities better than the competitors. The effectiveness of the operation includes the efficiency, but it is not limited to it. The effectiveness provides a better utilization of the resources (PORTER, 1998).

### **Performance Measurement Processes Models**

Management by Objectives (MBO) was first popularized by DRUCKER (1954) in his book *The practice of management*. The essence of MBO is participative goal setting, choosing course of actions and decision making. An important part of MBO is the measurement and the comparison of the employee's actual performance with the standards set. The purpose is to increase the organization's performance through a set of sub-goals continuous reach them. The late 1950s also popularized the Hoshin management system: it is a Far-Eastern method, the method focuses on systematic review, on cyclicity, which can be symbolized by PDCA (Plan, Do, Check, Act) cycle (SHIBA, et al. 1995, MULLIGAN, et al. 1996, WITCHER – BUTTERWORTH, 1999).

Beginning with the 1980-1990s, many well proven methods were published and spread. The Skandia Navigator method was developed by Swedish Skandia insurance and financial service company in the first half of the 1990s, first putting focus on the measure of intellectual capital. The model was developed by Leif Edvinsson. The model focuses on the people. The explanation for this is the recognition that behind every change, learning or development is the person. No organization would be able to comply with the outside world, to environment, to customers' changing needs, if the employees were not able or willing to change. The model uses five factors: people, customers, finances, processes, innovation and development. They use different scales for each factor, and the purpose is to monitor the changes. So, they produced 91 intellectual capital indicators and also used 73 traditional indicators (BÍRÓ, 2007).

## **2.2 Theoretical Framework**

A theory is a group of logically organized sentences of a relationship that constitutes a set of observations (Stem, 2007). In research like this, it is important to adopt a theory out of

related theories that will help understand at a broader range the concept of digital transformation model.

### **2.2.1 Disruptive Innovation Theory**

Disruptive innovation has been a buzzword since Clayton Christensen coined it back in the mid-1990s to describe the way in which new entrants in a market can disrupt established businesses. It's gained even more prominence in the past two decades as companies like Uber, Lyft, Etsy, and countless other startups have emerged with a goal of changing their respective industries (Chris Larson, 2016).

For a term thrown around so frequently, it's surprising how often it's misunderstood. What does "disruptive innovation" actually mean, and how can today's businesses—both the disruptors and the disrupted—form an understanding that will allow them to spot potential opportunities and threats?

According to Christensen, disruptive innovation is the process in which a smaller company, usually with fewer resources, is able to challenge an established business (often called an "incumbent") by entering at the bottom of the market and continuing to move up-market. This process usually happens over a number of steps: (i) Incumbent businesses innovate and develop their products or services in order to appeal to their most demanding and/or profitable customers, ignoring the needs of those down market. (ii) Entrants target this ignored market segment and gain traction by meeting their needs at a reduced cost compared to what is offered by the incumbent. (iii) Incumbents don't respond to the new entrant, continuing to focus on their more profitable segments. (iv) Entrants eventually move upmarket by offering solutions that appeal to the incumbent's "mainstream" customers. Once the new entrant has begun to attract the incumbent business's mainstream customers en masse, disruption has occurred.

### **Understanding The Theory of Disruptive Innovation**

- i. **Not All Innovation Is Disruption:** According to Merriam Webster, disruption is "to cause (something) to be unable to continue in the normal way: to interrupt the normal progress or activity of (something)." If this definition is applied to business, then really anything that enters a market and is successful can be seen as "disruptive." At least that's how the term is often used today.
- ii. **Disruption Can Be Low-End or New-Market:** Disruption can come in different varieties: Low-end disruption and new-market disruption. Low-end disruption refers to businesses that come in at the bottom of the market and serve customers in a way that is "good enough." These are generally the lower profit markets for the incumbent and thus, when these new businesses enter, the incumbents move further "upstream." In other words, they put their focus on where the greater profit margins are. New-market disruption refers to businesses that compete against non-consumption in lower margin sectors of an industry. Similar to low-end disruption, the products offered are generally seen as "good enough," and the emerging business is profitable at these lower prices. The main difference between the two types lies in the fact that low-end disruption focuses on overserved customers, and new-market disruption focuses on underserved customers.
- iii. **Disruptive Innovation Is a Process, Rather Than a Product or Service:** When innovative new products or services, such as Apple's iPhone or Tesla's electric car, launch and grab the attention of the press and consumers, do they qualify as disruptors in their industries? Keeping a close eye on the process, and being able to determine whether that product or service is evolving its business model to better serve customers' needs, will help business evaluate the extent of the threat.

### 2.2.2 Resource-Based View (RBV) Theory

Resource-Based Theory (RBT) was first put forward by Penrose (2009), who proposed a model on the effective management of firms' resources, diversification strategy, and

productive opportunities. Penrose's publication was the first to propose conceptualizing a firm as a coordinated bundle of resources to address and tackle how it can achieve its goals and strategic behaviour (Penrose, 2009; Penrose, 2009). RBT began to take shape in the 1980s. The antecedent of RBT was the Theory of the Growth of the Firm. Later, during the 1990s, Jay Barney's work was critical to the emergence of RBT and became the dominant paradigm in strategic management and strategic planning. Some confusion persists concerning the label for the theory, whether to appropriately use the term resource-based theory (RBT) or resource-based view (RBV). Some research papers refer to the theory as RBT based on the evidence that the view has evolved into a theory, but some others refer to RBV. However, reflecting on the research community's perspective, several research assessments support the RBT's credentials (Kozlenkova, Samaha & Palmatier, 2014; Crook et al., 2008).

There are two underlying assumptions of the RBT related to the explanation of how firm-based resources generate sustained business performance and why some organisations may continually outperform others by gaining higher competitiveness (Helfat & Peteraf, 2003). First, the bundles of resources owned by firms are different from each other (Helfat & Peteraf, 2003). One of the cornerstones of RBT is the heterogeneity of resources and capabilities in a population of firms, which differentiate the business performance of each firm.

### **Implications**

RBV suggests that companies should focus on developing and leveraging their internal resources and capabilities to differentiate themselves from competitors. This may involve investing in research and development, acquiring valuable intellectual property, cultivating a skilled workforce, and fostering a culture of innovation. By building a strong resource base, companies can enhance their competitive position and achieve superior performance in the marketplace.

### **2.2.3 Digital Ecosystem Theory**

Digital Ecosystem Theory emphasizes the transformative power of digital transformation in creating interconnected networks of platforms, tools, and applications within businesses. These networks collaborate to deliver enhanced services and value to customers (Bhattacharya et al., 2020). Essentially, the digital ecosystem encompasses the integration of various digital tools and platforms, enabling businesses to optimize operations, enhance products and services, and improve customer experiences through data analytics and emerging technologies.

Partnerships and collaborations play a pivotal role in building robust digital ecosystems. By engaging with other businesses and technology providers, companies can leverage each partner's strengths to create more significant value for customers (Bhattacharya et al., 2020).

### **Implications**

The Digital Ecosystem Theory emphasizes the need for businesses to integrate various digital tools and platforms to create a seamless network that optimizes operations, enhances products and services, and improves customer experiences. Collaboration with other businesses and technology providers is crucial to building a robust digital ecosystem, allowing businesses to leverage each partner's strengths and create more significant value for customers. Leveraging data analytics and emerging technologies within the digital ecosystem is essential for making informed decisions, personalizing customer experiences, and driving growth.

### **2.2.4 Network Effects Theory**

Network Effects Theory underscores the value of a network increasing with its user base. Each new user contributes to the network's overall value, fostering a positive feedback loop that drives further acceptance and expansion (Katz & Shapiro, 1985).

This theory finds application in various digital platforms like social media, e-commerce, and online marketplaces. Platforms such as Facebook, Twitter, and Instagram have experienced rapid growth by leveraging network effects. As more users join these platforms, their value to each user escalates, fueling a cycle of increased adoption and network growth (Hagiu & Wright, 2020).

### **Implications**

Network Effects Theory highlights the ability of businesses to achieve market dominance by leveraging network effects to create barriers to entry for competitors. As their networks grow larger, the value of their platforms increases, making it challenging for new entrants to compete effectively. Network effects also enable businesses to attract and retain customers more effectively, fostering increased adoption of the platform, higher customer engagement, and loyalty. Additionally, as networks grow larger, businesses benefit from economies of scale, allowing them to lower costs, improve efficiencies, and offer competitive pricing. Moreover, network effects can amplify innovation within digital platforms, driving continuous improvement and fostering a culture of innovation to meet evolving customer demands.

In essence, both Digital Ecosystem Theory and Network Effects Theory underscore the significance of interconnectedness and network growth in driving business success in the digital age. Through strategic integration of digital tools and platforms and leveraging network effects, businesses can create value, enhance customer experiences, and achieve sustainable growth in an increasingly interconnected world.

### **Implications:**



Agile methodologies have significant implications for organizational management and business performance. Companies that embrace agile principles can respond more effectively to customer feedback, accelerate product development cycles, and foster a culture of innovation and collaboration. Agile organizations often outperform traditional hierarchical structures by empowering teams to make decisions autonomously and prioritize customer needs. By embracing agility, companies can enhance their business performance and achieve sustainable business performance in dynamic and uncertain environments.

Hence, in examining the impact of digital transformation on traditional business models in the retail industry, the Digital Ecosystem Theory emerges as the most fitting analytical framework. This theory underscores the imperative of integrating diverse digital tools and platforms to form an interconnected network, optimizing operational processes, refining product and service offerings, and elevating the overall customer experience. Within the retail sector, the essence of digital transformation lies in harnessing technologies such as e-commerce platforms, mobile applications, inventory management systems, and customer relationship management (CRM) software to craft a seamless omnichannel shopping journey. By embracing the digital ecosystem approach, retailers can effectively engage customers across various touchpoints, tailor their shopping experiences, and deliver convenience and efficiency. Moreover, fostering collaborations with fellow businesses and technology providers enables retailers to expand their digital ecosystem, leveraging partnerships to enrich their offerings and deliver greater value to their clientele. In essence, the Digital Ecosystem Theory provides a holistic framework for comprehending how digital transformation reshapes traditional retail business models, propelling them toward success in the contemporary digital landscape.

### **2.3 Empirical review**

There are related past studies on the concept of digital transformation management. This section focuses on the reviews and thereby fills the observed gaps in the literature.

Paiola and Prencipe (2020) investigated the effects of digitalization on creativity. The objective of the study was to explore how advancements in communication, storage, and processing technologies have fueled innovation. By examining the role of organizational agility and flexibility in fostering innovation in the digital age, the researchers aimed to highlight the importance of embracing digital transformation as a strategic imperative for businesses to remain competitive and innovative. The study emphasized the need for firms to adapt to the changing digital landscape to foster creativity and innovation.

Farinosi, Ferretti, and Baronchelli (2021) analyzed the relationship between digital transformation and business model innovation. The objective of the study was to understand how digital transformation enables and accelerates business model innovation. By examining the potential opportunities and challenges presented by digital transformation, the researchers aimed to provide insights into the necessity for companies to adopt a more flexible and adaptive approach to innovation. The study highlighted the role of experimentation, data analytics, and collaboration in achieving successful business model innovation in the digital age.

Coelho, Gomes, and Ferreira (2020) studied the impacts of digital transformation on small and medium-sized enterprises (SMEs). The objective of the study was to investigate how SMEs can improve innovation and operational efficiency through digital transformation. By examining the importance of organizational culture, leadership, and digital skills in this context, the researchers aimed to provide insights into the factors contributing to the success of digital transformation initiatives in SMEs. The study underscored the significance of embracing digital transformation to enhance competitiveness and performance in SMEs.

Danjuma and Sani (2020) explored the effects of digital transformation on SMEs' expansion in Nigeria. The objective of the study was to examine how SMEs adopting digital technologies can experience growth in revenue, productivity, and market share. By identifying challenges such as lack of awareness and access to digital infrastructure, the researchers aimed to provide recommendations for SMEs to adapt to the digital landscape and achieve sustainable growth. The study highlighted the importance of embracing digital transformation to remain competitive in today's digital economy.

Akanbi and Abdulraheem (2021) analyzed the impact of digital transformation on the organizational effectiveness of SMEs in Nigeria. The objective of the study was to investigate the correlation between digital transformation and business success in SMEs. By examining the benefits of embracing digital transformation, such as enhanced operational efficiency, customer satisfaction, and business performance, the researchers aimed to provide insights into the factors contributing to the success of digital transformation initiatives in SMEs. The study underscored the importance of developing a culture of innovation and collaboration to achieve organizational effectiveness in the digital age.

## **2.4 Research Gap**

In summary, a plethora of empirical studies have explored the relationship between digital transformation and various aspects of organizational performance. These studies collectively highlight the significant impact of digital transformation on business efficiency, innovation, competitiveness, and organizational effectiveness across different industries and contexts. For instance, Caroli, Colombo, and Rossi-Lamastra (2019) conducted research on the effects of digital transformation on business efficiency using data from Italian manufacturing firms, emphasizing the positive influence of digital transformation on both financial and non-financial performance measures.

Additionally, Coelho, Gomes, and Ferreira (2020) and Danjuma and Sani (2020) examined the impact of digital transformation on the efficiency and expansion of small and medium-sized enterprises (SMEs) in Nigeria, highlighting the positive effects on innovation, operational efficiency, and growth. Furthermore, Akanbi and Abdulraheem (2021) analyzed the effects of digital transformation on SMEs' organizational effectiveness in Nigeria, emphasizing the benefits of embracing digital transformation for enhancing operational efficiency, customer satisfaction, and business performance. Maitama and Ab Rahman (2021) explored the implications of digital transformation on Nigerian businesses' competitiveness, underscoring the importance of embracing digital technologies to stay competitive in the global market.

Overall, these empirical studies collectively contribute to our understanding of the multifaceted implications of digital transformation on organizational performance, highlighting the imperative for businesses to embrace digital technologies to thrive in today's rapidly evolving digital landscape.

In conclusion, while the reviewed empirical studies provide valuable insights into the impact of digital transformation on various aspects of organizational performance, there remains a notable research gap regarding its specific implications for the retail industry. Although the studies examined the effects of digital transformation across different sectors and contexts, none specifically focused on its implications for retail businesses. Therefore, this study aims to address this gap by investigating the impact of digital transformation on business efficiency, innovation, competitiveness, and organizational effectiveness within the retail industry, with a particular focus in Ilorin, Kwara state, Nigeria. By focusing on the retail sector, this study seeks to provide unique insights into how digital transformation strategies can be tailored to meet the specific needs and challenges faced by retailers, thereby contributing to a more comprehensive understanding of the implications of digital transformation for business performance in this industry.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Preamble**

Research methodology is a way to systematically solve the research problem. This chapter entails research design, population of the study, sample size and sampling techniques, sources of data, research instrument, validity and reliability of research instrument, method of data collection, method of data analysis, and model specification. The principal aim of this chapter is to presents structured instruments that will be used in the study and the statistical analysis undertaken in an effort to profound solution to the research problem and answers to the research question through the general objective of this research.

#### **3.1 Research Design**

This study employed survey research design which is a systematic method of data collection that explores relationship between independent and dependent variables. The design was chosen because it takes into account all the steps involved in a survey concerning a phenomenon to be studied. However, this survey design was used to examine the impact of digital transformation on business performance in the Coca-cola Nigeria Bottling Company.

#### **3.2 Population of the Study**

The population of this study is infinite and it focuses on the Coca-cola Nigeria Bottling Company in Ilorin, Kwara State. As reported by the researcher of the study, the estimated ascertained as at February, 2024 is three hundred (300).

#### **3.3 Sample Size and Sampling Techniques**

Sample is a proportion or fragment of a population. Samples are collected and statistics are calculated from the samples, so that one can make inferences or explorations from the sample to the population. On the other hand, Sampling is a process used in statistical analysis in which a predetermined number of observations are taken from a larger population. Stratified sampling techniques will be used to group the local retail businesses into 10 strata which different types of retail business functions. These may include sales, inventory management, customer service, marketing, and other relevant departments and thereby simple random sampling techniques will be used to sample out the respondents from each stratum. However, this was achieved by using the Taro Yamene's formula. The formula is stated as:

$$\begin{aligned}
 n &= \frac{N}{1+N(e)^2} \\
 &= \frac{330}{1 + 330(0.05)^2} \\
 &= \frac{330}{1+0.825} \\
 &= \frac{330}{1.825}
 \end{aligned}$$

$$n = 181.$$

Thus, for the purpose of this study, a sample size of one hundred and seventy-one (181) was chosen from the population of the Coca-cola Nigeria Bottling Company in Ilorin, Kwara State, Nigeria.

### **3.4 Sources of Data**

Primary source of data collection was used for this study, where the researcher administered questionnaires himself in order to have raw information and first-hand evidence.

### **3.5 Research Instruments**

The research instrument employed for this research is questionnaire. The questionnaire provided options where respondent selected their answer in a nature of five Likert scale, where 5= strongly agree, 4= agree, 3= undecided 2= disagree, 1= strongly disagree. Also, the questionnaire was structured into two sections with part one eliciting information about the respondent bio-data like age, gender, qualification and experience. Whereas, part two of the questionnaire reflect the objectives, research questions and hypotheses of this study.

### **3.6 Validity and Reliability of Research Instrument**

The major types of validity are construct validity, content validity and face validity. However, for the purpose of this study, content validity was used because it assesses whether a test is representative of all aspects of the construct.

On the other hand, the reliability test of this research focused on the consistency of the instrument. The study used Cronbach's alpha to check the reliability of the research instrument. Cronbach's alpha is the most common measure of internal consistency (reliability). It is most commonly used when there is multiple Likert in a survey/questionnaire that form a scale to determine it reliability. Reliability test is done by conducting a pivot study to test the level of the respondent's internal consistency. Pivot study is done by administering a small number of sample questionnaires to two different groups and then run Cronbach's alpha test through SPSS on the two results of the pivot study after the data have been inputted on the SPSS. The Cronbach's alpha test result is 0.712.

**Table 4.2.1: Reliability Statistics**

Cronbach's Alpha	No. of Items
.712	24

### 3.7 Method of Data Collection

This research employed sample survey. Primary data was collected using questionnaire, the questionnaires were administered by the researcher to the respondents of the study area and it was collected after completion and checked if it was filled accurately.

### 3.8 Method of Data Analysis

The data collected from the respondents were analysed using descriptive analysis. In this type of analysis, respondents were grouped according to their responses and calculated in percentage, and the questionnaires were analysed based on research objectives. Also, multiple linear regression analysis was adopted to test the formulated hypotheses with a significance level of 0.05. This statistical model is chosen because it is a set of statistical processes for estimating the effect between an independent variable and dependent variable and all the analysis was run using SPSS software package version 25 to arrive at a conclusion.

### 3.9 Model Specification

$H_{01}$ ,  $H_{02}$ ,  $H_{03}$  was analyzed using the model below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$$

$H_{01}$ - there is no significant impact of E-commerce integration on business performance.

$$EWQ = \beta_0 + \beta_1 CP + \beta_2 AP + \beta_3 SR$$

Where:



CA= Business performance (dependent variable)

$B_1 \dots \beta_3$ = coefficient

B0= constant

$X_1$ = Clarity and Performance

$X_2$ = Accessibility and Usability

$X_3$ = Customer Service and Responsiveness

e= error term

Ho<sub>2</sub>- there is no significant effect between digital performance and overall business performance.

$$CS = \beta_0 + \beta_1 SY + \beta_2 LG + \beta_3 VL$$

Where:

OBP = Overall Business Performance (dependent variable)

$B_1 \dots \beta_3$ = coefficient

B0= constant

$X_1$ = System Integration

$X_2$ = Digital Leadership and Governance

$X_3$ = Value Delivery

e= error term

Ho<sub>3</sub>- digital channel utilization does not have significant influence on customer engagement

$$CA = \beta_0 + \beta_1 SY + \beta_2 LG + \beta_3 VL$$

Where:

CE= Customer Engagement (dependent variable)

$B_1 \dots \beta_3$ = coefficient

B0= constant

$X_1$ = Digital Channels Diversity

$X_2$ = Digital Platforms Effectiveness

$X_3$ = Digital Channels Responsiveness

e= error term.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter deals with presentation and analysis of the data obtained from the target respondents through survey questionnaire. The results obtained were presented in form of table, frequency and percentage. Multiple linear regression were used to test the hypotheses.

#### 4.2 Descriptive Analysis of Demographic Data

The questionnaires administered to staff of Coca-cola Nigeria Bottling Company in Ilorin, Kwara state summed up to a total of 181, but only 158 of the questionnaires administered were returned and received.

**Table 4.2.1: Age of the respondents**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
20-34	22	13.9	13.9	13.9
35-44	78	49.4	49.4	63.3
45-54	35	22.2	22.2	85.4
Valid 55 years and above	23	14.6	14.6	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.2.1 shows that (22) respondents representing 13.9% fall within the age of 20-34 years, (78) respondents representing 49.4% fall within the age of 35-44 years, (35) respondents representing 22,2% fall within the age of 45-54 years while (23) respondents representing 14.6% fall within the age of 55years and above.it shows that majority of the

respondents fall within the of 35-44 which implies that the workforce is within the productive age. This encourages effective performance in the company.

**Table 4.2.2: Gender of the respondents**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Valid female	59	37.3	37.3	37.3
Valid male	99	62.7	62.7	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.2.2. shows that (59) respondents representing 37.3% of the respondents are females while (99) respondents representing 62.7% are males, it thus shows that majority of the respondents are males and the implications of this is that The implication of this is that the natures of activities going on in the Coca-cola Nigeria Bottling Company in Ilorin were mostly for male, especially in the area of ongoing learning and development for a long period of time.

**Table 4.2.3: Educational qualification of the respondents**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SSCE	34	21.5	21.5	21.5
Valid NCE	57	36.1	36.1	57.6
Valid HND	32	20.3	20.3	77.8
Valid B.SC	15	9.5	9.5	87.3
Valid M.S.c	20	12.7	12.7	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.2.3 shows that 21.5% of the respondents had certificate in SSCE, 36.1% of the respondents had certificate in NCE, 20.3% of the respondents had certificate in HND, 9.5% of the respondents had certificate in B.SC, 12.7% of the respondents had certificate in

MSC. It show that majority of the respondents had certificate in NCE. it thus implies that This implies that the sampled firm (Coca-cola Nigeria Bottling Company in Ilorin Kwara State) has a critical mass of highly skilled labours that have the requisite knowledge that is needed for competition and to excel in the manufacturing sector.

**Table 4.2.4: Marital Status**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
married	125	79.1	79.1	79.1
Valid single	33	20.9	20.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.2.4 shows that (125) of the respondents representing 79.1% are married while (33) respondents representing 20.9% are single. It thus shows that majority of the respondents are married which implies that Coca-cola Nigeria Bottling Company in Ilorin has a high degree of employees who are matured enough and can work successfully in a team and at the same time can subscribe to the will of others in a dialogue and as a result helping their firms to reach its goal and objectives.

### 4.3 Descriptive Analysis of Operational Data

**Table 4.3.1: E-commerce integration enhances clarity regarding products and services, contributing to business performance.**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	3	1.9	1.9	4.4
Valid Undecided	17	10.8	10.8	15.2
Agree	63	39.9	39.9	55.1
strongly agree	71	44.9	44.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.1 shows the distribution of respondents by their responses to the statement revolving around “E-commerce integration enhances clarity regarding products and services, contributing to business performance”. In relation to this statement, as shown in Table 4.3.1, 2.5% of the respondent strongly disagrees, 1.9% of the respondent disagrees, 10.8% of the respondents marked undecided, 39.9% marked Agree, while 44.9% marked Strongly Agree. It implies that majority of the respondents are of the opinion that E-commerce integration enhances clarity regarding products and services, contributing to business performance because it creates a single source of truth for product information, boosting customer confidence and streamlining operations.

**Table 4.3.2: The adoption of e-commerce platforms improves the efficiency and effectiveness of organizational processes, thereby enhancing business performance.**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
disagree	4	2.5	2.5	5.1
undecided	7	4.4	4.4	9.5
Agree	98	62.0	62.0	71.5
strongly agree	45	28.5	28.5	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.2 shows the distribution of respondents by their responses to the statement revolving around “The adoption of e-commerce platforms improves the efficiency and effectiveness of organizational processes, thereby enhancing business performance.”. In relation to this statement, as shown in Table 4.3.2, 2.5% of the respondent strongly disagrees, 2.5% of the respondent disagrees, 4.4% of the respondents marked undecided,

62.0% marked Agree, while 28.5% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion the adoption of e-commerce platforms improves the efficiency and effectiveness of organizational processes, thereby enhancing business performance and it implies that e-commerce platforms automate tasks, centralize data, and streamline workflows, they improve efficiency and effectiveness, giving businesses a competitive edge.

**Table 4.3.3: E-commerce platforms facilitate the collection of customer data, enabling businesses to personalize product recommendations and marketing campaigns.**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	5	3.2	3.2	3.2
Disagree	6	3.8	3.8	7.0
Undecided	9	5.7	5.7	12.7
Agree	85	53.8	53.8	66.5
Strongly agree	53	33.5	33.5	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.3 shows the distribution of respondents by their responses to the statement revolving around “E-commerce platforms facilitate the collection of customer data, enabling businesses to personalize product recommendations and marketing campaigns.”. In relation to this statement, as shown in Table 4.3.3, 3.2% of the respondent strongly disagrees, 3.8% of the respondent disagrees, and 5.7% of the respondents marked undecided, 53.8% marked Agree, while 33.5% marked Strongly Agree. It thus implies that e-commerce platforms capture customer behavior and purchase history, businesses can personalize product recommendations and marketing campaigns, leading to increased customer engagement and sales.

**Table 4.3.4: E-commerce platforms increase accessibility to products and services, fostering business performance.**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	9	5.7	5.7	5.7
Disagree	9	5.7	5.7	11.4
Undecided	6	3.8	3.8	15.2
Agree	78	49.4	49.4	64.6
strongly agree	56	35.4	35.4	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.4 shows the distribution of respondents by their responses to the statement revolving around “E-commerce platforms increase accessibility to products and services, fostering business performance.”. In relation to this statement, as shown in Table 4.3.6, 5.7% of the respondent strongly disagrees, 5.7% of the respondent disagrees, 3.8% of the respondents marked undecided, 49.4% marked Agree, while 35.4% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that E-commerce platforms increase accessibility to products and services, fostering business performance.

**Table 4.3.5: Improved usability of e-commerce interfaces enhances customer experience, thereby boosting business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	6	3.8	3.8	6.3
Undecided	8	5.1	5.1	11.4
Agree	70	44.3	44.3	55.7
strongly agree	70	44.3	44.3	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.5 shows the distribution of respondents by their responses to the statement revolving around “Improved usability of e-commerce interfaces enhances customer experience, thereby boosting business performance.”. In relation to this statement, as shown in Table 4.3.7, 2.5% of the respondents strongly disagree, 3.8% of the respondent disagrees, 5.1% of the respondents marked undecided, 44.3% marked Agree, while 44.3% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that improved usability of e-commerce interfaces enhances customer experience, thereby boosting business performance.



**Table 4.3.6: Incorporating features like screen reader compatibility and alt text for images on e-commerce platforms improves brand reputation and customer loyalty**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	11	7.0	7.0	9.5
Undecided	3	1.9	1.9	11.4
Agree	77	48.7	48.7	60.1
strongly agree	63	39.9	39.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.6 shows the distribution of respondents by their responses to the statement revolving around “Incorporating features like screen reader compatibility and alt text for images on e-commerce platforms improves brand reputation and customer loyalty”. In relation to this statement, as shown in Table 4.3.8, 2.5% of the respondent strongly disagrees, 7.0% of the respondent disagrees, and 1.9% of the respondents marked undecided, 48.7% marked Agree, while 39.9% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that incorporating features like screen reader compatibility and alt text for images on e-commerce platforms improves brand reputation and customer loyalty.

**Table 4.3.7: Improved responsiveness to customer queries and feedback through e-commerce channels enhances business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	8	5.1	5.1	5.1
Disagree	11	7.0	7.0	12.0
undecided	14	8.9	8.9	20.9
Agree	38	24.1	24.1	44.9
strongly agree	87	55.1	55.1	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.7 shows the distribution of respondents by their responses to the statement revolving around “Improved responsiveness to customer queries and feedback through e-commerce channels enhances business performance”. In relation to this statement, as shown in Table 4.3.11, 5.1% of the respondents strongly disagree, 7.0% of the respondent disagrees, 8.9% of the respondents marked undecided, 24.1% marked Agree, while 55.1% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that improved responsiveness to customer queries and feedback through e-commerce channels enhances business performance.

**Table 4.3.8: The use of e-commerce platforms allows for personalized customer interactions, resulting in business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	3	1.9	1.9	1.9
Disagree	10	6.3	6.3	8.2
undecided	8	5.1	5.1	13.3
Agree	60	38.0	38.0	51.3
strongly agree	77	48.7	48.7	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.8 shows the distribution of respondents by their responses to the statement revolving around “The use of e-commerce platforms allows for personalized customer interactions, resulting in business performance”. In relation to this statement, as shown in Table 4.3.8, 1.9% of the respondents strongly disagree, 6.3% of the respondents disagree, and 5.1% of the respondents marked undecided, 38.0% marked Agree, while 48.7% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that use of e-commerce platforms allows for personalized customer interactions, resulting in business performance

**Table 4.3.9: Integrating live chat functionalities on digital channel platforms improves customer satisfaction and loyalty**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	.6	.6	.6
Disagree	8	5.1	5.1	5.7
Undecided	1	.6	.6	6.3
Agree	68	43.0	43.0	49.4
strongly agree	80	50.6	50.6	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.9 shows the distribution of respondents by their responses to the statement revolving around “Integrating live chat functionalities on digital channel platforms improves customer satisfaction and loyalty”. In relation to this statement, as shown in Table 4.3.9, 0.6% of the respondent strongly disagrees, 5.1% of the respondent disagree, 0.6% of the respondents marked undecided, 43.0% marked Agree, while 50.6% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that integrating live chat functionalities on digital channel platforms improves customer satisfaction and loyalty.

**Table 4.3.10: System integration enhances data flow and information sharing within the organization, leading to improved overall business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	.6	.6	.6
Disagree	6	3.8	3.8	4.4
Undecided	5	3.2	3.2	7.6
Agree	54	34.2	34.2	41.8
strongly agree	92	58.2	58.2	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.10 shows the distribution of respondents by their responses to the statement revolving around “System integration enhances data flow and information sharing within the organization, leading to improved overall business performance”. In relation to this statement, as shown in Table 4.3.10, 0.6% of the respondent strongly disagrees, 3.8% of the respondent disagrees, and 3.2% of the respondents marked undecided, 34.2% marked Agree, while 58.2% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that system integration enhances data flow and information sharing within the organization, leading to improved overall business performance.

**Table 4.3.11: Integration of digital systems streamlines processes and reduces operational costs, thereby positively influencing overall business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	3	1.9	1.9	1.9
Disagree	8	5.1	5.1	7.0
Undecided	3	1.9	1.9	8.9
Agree	74	46.8	46.8	55.7
strongly agree	70	44.3	44.3	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.11 shows the distribution of respondents by their responses to the statement revolving around “Integration of digital systems streamlines processes and reduces operational costs, thereby positively influencing overall business performance”. In relation to this statement, as shown in Table 4.3.11, 1.9% of the respondents strongly disagree, 5.1% of the respondent disagrees, and 1.9% of the respondents marked undecided, 46.8% marked Agree, while 44.3% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that integration of digital systems streamlines processes and reduces operational costs, thereby positively influencing overall business performance.

**Table 4.3.12: System integration improved collaboration and communication within the organization**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	.6	.6	.6
Disagree	6	3.8	3.8	4.4
Undecided	3	1.9	1.9	6.3
Agree	40	25.3	25.3	31.6
strongly agree	108	68.4	68.4	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.12 shows the distribution of respondents by their responses to the statement revolving around “System integration improved collaboration and communication within the organization”. In relation to this statement, as shown in Table 4.3.12, 0.6% of the respondent strongly disagrees, 3.8% of the respondent disagrees, and 1.9% of the respondents marked undecided, 25.3% marked Agree, while 68.4% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion system integration improved collaboration and communication within the organization.

**Table 4.3.13: Effective digital leadership fosters innovation and agility within the organization, leading to improved overall business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	8	5.1	5.1	5.1
Disagree	11	7.0	7.0	12.0
undecided	14	8.9	8.9	20.9
Agree	38	24.1	24.1	44.9
strongly agree	87	55.1	55.1	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.13 shows the distribution of respondents by their responses to the statement revolving around “Effective digital leadership fosters innovation and agility within the organization, leading to improved overall business performance”. In relation to this statement, as shown in Table 4.3.13, 5.1% of the respondents strongly disagree, 7.0% of the respondent disagrees, 8.9% of the respondents marked undecided, 24.1% marked Agree, while 55.1% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that effective digital leadership fosters innovation and agility within the organization, leading to improved overall business performance.

**Table 4.3.14: Strong digital governance frameworks ensure compliance and risk management, positively impacting overall business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	3	1.9	1.9	1.9
Disagree	10	6.3	6.3	8.2
Undecided	8	5.1	5.1	13.3
Agree	60	38.0	38.0	51.3
strongly agree	77	48.7	48.7	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.14 shows the distribution of respondents by their responses to the statement revolving around “Strong digital governance frameworks ensure compliance and risk management, positively impacting overall business performance”. In relation to this statement, as shown in Table 4.3.14, 1.9% of the respondents strongly disagree, 6.3% of the respondents disagree, and 5.1% of the respondents marked undecided, 38.0% marked Agree, while 48.7% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that strong digital governance frameworks ensure compliance and risk management, positively impacting overall business performance.



**Table 4.3.15: Cultivating a culture of digital experimentation within the organization fosters innovation and drives continuous improvement, ultimately enhancing business performance**

Options		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	3.2	3.2	3.2
	Disagree	17	10.8	10.8	13.9
	Undecided	5	3.2	3.2	17.1
	Agree	81	51.3	51.3	68.4
	Strongly agree	50	31.6	31.6	100.0
	Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.15 shows the distribution of respondents by their responses to the statement revolving around “cultivating a culture of digital experimentation within the organization fosters innovation and drives continuous improvement, ultimately enhancing business performance”. In relation to this statement, as shown in Table 4.3.15, 3.2% of the respondent strongly disagrees, 10.8% of the respondent disagrees, 3.2% of the respondents marked undecided, 51.3% marked Agree, while 31.6% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that cultivating a culture of digital experimentation within the organization fosters innovation and drives continuous improvement, ultimately enhancing business performance.

**Table 4.3.16: Digital channels facilitate value delivery by providing personalized and tailored experiences to customers, contributing to overall business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	6	3.8	3.8	6.3
Undecided	8	5.1	5.1	11.4
Agree	70	44.3	44.3	55.7
strongly agree	70	44.3	44.3	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.16 shows the distribution of respondents by their responses to the statement revolving around “Digital channels facilitate value delivery by providing personalized and tailored experiences to customers, contributing to overall business performance.”. In relation to this statement, as shown in Table 4.3.16, 2.5% of the respondents strongly disagree, 3.8% of the respondent disagrees, 5.1% of the respondents marked undecided, 44.3% marked Agree, while 44.3% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that digital channels facilitate value delivery by providing personalized and tailored experiences to customers, contributing to overall business performance.

**Table 4.3.17: Value delivery through digital platforms enables the organization to differentiate itself from competitors, leading to improved overall business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	11	7.0	7.0	9.5
Undecided	3	1.9	1.9	11.4
Agree	77	48.7	48.7	60.1
strongly agree	63	39.9	39.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.17 shows the distribution of respondents by their responses to the statement revolving around “Value delivery through digital platforms enables the organization to differentiate itself from competitors, leading to improved overall business performance”. In relation to this statement, as shown in Table 4.3.17, 2.5% of the respondent strongly disagrees, 7.0% of the respondent disagrees, and 1.9% of the respondents marked undecided, 48.7% marked Agree, while 39.9% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that value delivery through digital platforms enables the organization to differentiate itself from competitors, leading to improved overall business performance.

**Table 4.3.18: Integrating customer feedback received through digital channels into product/service development processes improves value delivery and customer satisfaction**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	9	5.7	5.7	5.7
disagree	9	5.7	5.7	11.4
undecided	5	3.2	3.2	14.6
agree	83	52.5	52.5	67.1
strongly agree	52	32.9	32.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.18 shows the distribution of respondents by their responses to the statement revolving around “Integrating customer feedback received through digital channels into product/service development processes improves value delivery and customer satisfaction”. In relation to this statement, as shown in Table 4.3.18, 5.7% of the respondents strongly disagree, 5.7% of the respondent disagrees, 3.2% of the respondents marked undecided, 52.5% marked Agree, while 32.9% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that integrating customer feedback received through digital channels into product/service development processes improves value delivery and customer satisfaction.

**Table 4.3.19: Flexibility and adaptability afforded by digital transformation impact business performance in responding to market changes**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	1	.6	.6	.6
Disagree	6	3.8	3.8	4.4
Undecided	3	1.9	1.9	6.3
Agree	40	25.3	25.3	31.6
strongly agree	108	68.4	68.4	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.19 shows the distribution of respondents by their responses to the statement revolving around “Flexibility and adaptability afforded by digital transformation impact business performance in responding to market changes”. In relation to this statement, as shown in Table 4.3.19, 0.6% of the respondent strongly disagrees, 3.8% of the respondent disagrees, and 1.9% of the respondents marked undecided, 25.3% marked Agree, while 68.4% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion flexibility and adaptability afforded by digital transformation impact business performance in responding to market changes.

**Table 4.3.20: Being agile and adaptable through digital transformation enhances competitiveness compared to rigid traditional business models**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	11	7.0	7.0	9.5
Undecided	3	1.9	1.9	11.4
Agree	77	48.7	48.7	60.1
strongly agree	63	39.9	39.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.20 shows the distribution of respondents by their responses to the statement revolving around “Being agile and adaptable through digital transformation enhances competitiveness compared to rigid traditional business models”. In relation to this statement, as shown in Table 4.3.20, 2.5% of the respondent strongly disagrees, 7.0% of the respondent disagrees, and 1.9% of the respondents marked undecided, 48.7% marked Agree, while 39.9% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that being agile and adaptable through digital transformation enhances competitiveness compared to rigid traditional business models.

**Table 4.3.21: Digital transformation empowers businesses to experiment and iterate quickly, allowing them to stay ahead of the competition in a dynamic marketplace**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	9	5.7	5.7	5.7
disagree	9	5.7	5.7	11.4
undecided	5	3.2	3.2	14.6
Agree	83	52.5	52.5	67.1
strongly agree	52	32.9	32.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.21 shows the distribution of respondents by their responses to the statement revolving around “Digital transformation empowers businesses to experiment and iterate quickly, allowing them to stay ahead of the competition in a dynamic marketplace”. In relation to this statement, as shown in Table 4.3.21, 5.7% of the respondents strongly disagree, 5.7% of the respondent disagrees, 3.2% of the respondents marked undecided, 52.5% marked Agree, while 32.9% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that digital transformation empowers businesses to experiment and iterate quickly, allowing them to stay ahead of the competition in a dynamic marketplace.

**Table 4.3.22: Streamlining operations through digital performance contribute to enhancing overall business productivity and effectiveness**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	4	2.5	2.5	5.1
Undecided	7	4.4	4.4	9.5
Agree	98	62.0	62.0	71.5
strongly agree	45	28.5	28.5	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.22 shows the distribution of respondents by their responses to the statement revolving around “Streamlining operations through digital performance contribute to enhancing overall business productivity and effectiveness”. In relation to this statement, as shown in Table 4.3.22, 2.5% of the respondent strongly disagrees, 2.5% of the respondent disagrees, 4.4% of the respondents marked undecided, 62.0% marked Agree, while 28.5% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion streamlining operations through digital performance contribute to enhancing overall business productivity and effectiveness.



**Table 4.3.23: Achieving operational efficiency through digital performance positively impacts overall business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	5	3.2	3.2	3.2
Disagree	6	3.8	3.8	7.0
Undecided	9	5.7	5.7	12.7
Agree	85	53.8	53.8	66.5
Strongly agree	53	33.5	33.5	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.23 shows the distribution of respondents by their responses to the statement revolving around “Achieving operational efficiency through digital performance positively impacts overall business performance”. In relation to this statement, as shown in Table 4.3.23, 3.2% of the respondent strongly disagrees, 3.8% of the respondent disagrees, and 5.7% of the respondents marked undecided, 53.8% marked Agree, while 33.5% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that achieving operational efficiency through digital performance positively impacts overall business performance..

**Table 4.3.24: Automating routine tasks with digital tools improves overall operational efficiency**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	5	3.2	3.2	3.2
Disagree	17	10.8	10.8	13.9
Undecided	5	3.2	3.2	17.1
Agree	81	51.3	51.3	68.4
Strongly agree	50	31.6	31.6	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.24 shows the distribution of respondents by their responses to the statement revolving around “Automating routine tasks with digital tools improves overall operational efficiency”. In relation to this statement, as shown in Table 4.3.24, 3.2% of the respondent strongly disagrees, 10.8% of the respondent disagrees, 3.2% of the respondents marked undecided, 51.3% marked Agree, while 31.6% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that Automating routine tasks with digital tools improves overall operational efficiency.

**Table 4.3.25: Diverse digital channels provide customers with multiple touchpoints, increasing engagement opportunities**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	6	3.8	3.8	6.3
Undecided	8	5.1	5.1	11.4
Agree	70	44.3	44.3	55.7
strongly agree	70	44.3	44.3	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.25 shows the distribution of respondents by their responses to the statement revolving around “Diverse digital channels provide customers with multiple touchpoints, increasing engagement opportunities.”. In relation to this statement, as shown in Table 4.3.41, 2.5% of the respondents strongly disagree, 3.8% of the respondent disagrees, 5.1% of the respondents marked undecided, 44.3% marked Agree, while 44.3% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that diverse digital channels provide customers with multiple touchpoints, increasing engagement opportunities.

**Table 4.3.26: A wide range of digital channels allows the organization to reach a diverse customer base, enhancing customer engagement**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	11	7.0	7.0	9.5
Undecided	3	1.9	1.9	11.4
Agree	77	48.7	48.7	60.1
strongly agree	63	39.9	39.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.26 shows the distribution of respondents by their responses to the statement revolving around “A wide range of digital channels allows the organization to reach a diverse customer base, enhancing customer engagement.. In relation to this statement, as shown in Table 4.3.42, 2.5% of the respondent strongly disagrees, 7.0% of the respondent disagrees, and 1.9% of the respondents marked undecided, 48.7% marked Agree, while 39.9% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that A wide range of digital channels allows the organization to reach a diverse customer base, enhancing customer engagement.

**Table 4.3.27: Offering a variety of digital channels empowers customers to interact with the company on their preferred platforms**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	11	7.0	7.0	9.5
Undecided	3	1.9	1.9	11.4
Agree	77	48.7	48.7	60.1
strongly agree	63	39.9	39.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.27 shows the distribution of respondents by their responses to the statement revolving around “Offering a variety of digital channels empowers customers to interact with the company on their preferred platforms”. In relation to this statement, as shown in Table 4.3.43, 2.5% of the respondent strongly disagrees, 7.0% of the respondent disagrees, and 1.9% of the respondents marked undecided, 48.7% marked Agree, while 39.9% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that offering a variety of digital channels empowers customers to interact with the company on their preferred platforms.

**Table 4.3.28: Effective utilization of digital platforms enhances the customer experience, resulting in higher levels of engagement**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	9	5.7	5.7	5.7
Disagree	9	5.7	5.7	11.4
Undecided	6	3.8	3.8	15.2
Agree	78	49.4	49.4	64.6
strongly agree	56	35.4	35.4	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.28 shows the distribution of respondents by their responses to the statement revolving around “Effective utilization of digital platforms enhances the customer experience, resulting in higher levels of engagement”. In relation to this statement, as shown in Table 4.3.28, 5.7% of the respondent strongly disagrees, 5.7% of the respondent disagrees, 3.8% of the respondents marked undecided, 49.4% marked Agree, while 35.4% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that effective utilization of digital platforms enhances the customer experience, resulting in higher levels of engagement.

**Table 4.3.29: Well-designed digital platforms provide seamless interactions for customers, fostering increased engagement**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	6	3.8	3.8	6.3
Undecided	8	5.1	5.1	11.4
Agree	70	44.3	44.3	55.7
strongly agree	70	44.3	44.3	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.29 shows the distribution of respondents by their responses to the statement revolving around “Well-designed digital platforms provide seamless interactions for customers, fostering increased engagement.”. In relation to this statement, as shown in Table 4.3.29, 2.5% of the respondents strongly disagree, 3.8% of the respondent disagrees, 5.1% of the respondents marked undecided, 44.3% marked Agree, while 44.3% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that well-designed digital platforms provide seamless interactions for customers, fostering increased engagement.

**Table 4.3.30: Digital platforms that prioritize user-friendliness and intuitive design contribute to increased customer satisfaction**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	4	2.5	2.5	2.5
Disagree	11	7.0	7.0	9.5
Undecided	3	1.9	1.9	11.4
Agree	77	48.7	48.7	60.1
strongly agree	63	39.9	39.9	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.30 shows the distribution of respondents by their responses to the statement revolving around “Value delivery through digital platforms enables the organization to differentiate itself from competitors, leading to improved overall business performance”. In relation to this statement, as shown in Table 4.3.48, 2.5% of the respondent strongly disagrees, 7.0% of the respondent disagrees, and 1.9% of the respondents marked undecided, 48.7% marked Agree, while 39.9% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that digital platforms that prioritize user-friendliness and intuitive design contribute to increased customer satisfaction.

**Table 4.3.31: Fast and responsive digital channels facilitate real-time interactions with customers, enhancing engagement levels**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	5	3.2	3.2	3.2
Disagree	6	3.8	3.8	7.0
Undecided	9	5.7	5.7	12.7
Agree	85	53.8	53.8	66.5
Strongly agree	53	33.5	33.5	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.31 shows the distribution of respondents by their responses to the statement revolving around “Fast and responsive digital channels facilitate real-time interactions with customers, enhancing engagement levels”. In relation to this statement, as shown in Table 4.3.31, 3.2% of the respondent strongly disagrees, 3.8% of the respondent disagrees, and 5.7% of the respondents marked undecided, 53.8% marked Agree, while 33.5% marked Strongly Agree. It thus implies that Fast and responsive digital channels facilitate real-time interactions with customers, enhancing engagement levels.

**Table 4.3.32: Quick response times to customer inquiries and feedback through digital channels contribute to improved customer engagement**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	5	3.2	3.2	3.2
Disagree	17	10.8	10.8	13.9
Valid Undecided	5	3.2	3.2	17.1
Agree	81	51.3	51.3	68.4
Strongly agree	50	31.6	31.6	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.32 shows the distribution of respondents by their responses to the statement revolving around “Quick response times to customer inquiries and feedback through digital channels contribute to improved customer engagement.”. In relation to this statement, as shown in Table 4.3.32, 3.2% of the respondent strongly disagrees, 10.8% of the respondent disagrees, 3.2% of the respondents marked undecided, 51.3% marked Agree, while 31.6% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that quick response times to customer inquiries and feedback through digital channels contribute to improved customer engagement.

**Table 4.3.33: Investing in training staff to effectively manage customer interactions across digital channels enhances brand image and customer satisfaction**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	9	5.7	5.7	5.7
Disagree	10	6.3	6.3	12.0
Valid Undecided	7	4.4	4.4	16.5
Agree	81	51.3	51.3	67.7
strongly agree	51	32.3	32.3	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024



Table 4.3.33 shows the distribution of respondents by their responses to the statement revolving around “Investing in training staff to effectively manage customer interactions across digital channels enhances brand image and customer satisfaction.”. In relation to this statement, as shown in Table 4.3.33, 5.7% of the respondent strongly disagrees, 6.3% of the respondent disagrees, 4.4% of the respondents marked undecided, 51.3% marked Agree, while 32.3% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that investing in training staff to effectively manage customer interactions across digital channels enhances brand image and customer satisfaction.

**Table 4.3.34: Leveraging digital performance initiatives to expand into new markets contribute to overall business performance**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	8	5.1	5.1	5.1
Disagree	11	7.0	7.0	12.0
undecided	14	8.9	8.9	20.9
Agree	38	24.1	24.1	44.9
strongly agree	87	55.1	55.1	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.34 shows the distribution of respondents by their responses to the statement revolving around “Leveraging digital performance initiatives to expand into new markets contribute to overall business performance.”. In relation to this statement, as shown in Table 4.3.34, 5.1% of the respondents strongly disagree, 7.0% of the respondent disagrees, 8.9% of the respondents marked undecided, 24.1% marked Agree, while 55.1% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that leveraging digital performance initiatives to expand into new markets contribute to overall business performance.

**Table 4.3.35: Utilizing digital channels for market expansion efforts lead to increased revenue and growth opportunities**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	3	1.9	1.9	1.9
Disagree	10	6.3	6.3	8.2
Undecided	8	5.1	5.1	13.3
Agree	60	38.0	38.0	51.3
strongly agree	77	48.7	48.7	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.35 shows the distribution of respondents by their responses to the statement revolving around “Utilizing digital channels for market expansion efforts lead to increased revenue and growth opportunities”. In relation to this statement, as shown in Table 4.3.35, 1.9% of the respondents strongly disagree, 6.3% of the respondents disagree, and 5.1% of the respondents marked undecided, 38.0% marked Agree, while 48.7% marked Strongly Agree. It thus implies that majority of the respondents are of the opinion that utilizing digital channels for market expansion efforts lead to increased revenue and growth opportunities.

**Table 4.3.36: Effectively integrating customer insights from digital channels contribute to market expansion strategies**

Options	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	5	3.2	3.2	3.2
Disagree	17	10.8	10.8	13.9
Undecided	5	3.2	3.2	17.1
Agree	81	51.3	51.3	68.4
Strongly agree	50	31.6	31.6	100.0
Total	158	100.0	100.0	

Source: Researches computations, 2024

Table 4.3.36 shows the distribution of respondents by their responses to the statement revolving around “Effectively integrating customer insights from digital channels contribute to market expansion strategies”. In relation to this statement, as shown in Table 4.3.58, 3.2% of the respondent strongly disagrees, 10.8% of the respondent disagrees, 3.2% of the respondents marked undecided, 51.3% marked Agree, while 31.6% marked Strongly Agree. It thus shows that majority of the respondents are of the opinion that effectively integrating customer insights from digital channels contribute to market expansion strategies.

#### 4.4 Test of Hypotheses

**H<sub>01</sub>: E-commerce integration does not have significant impact on business performance**  
**Objective 1: i. examine the significant impact of E-commerce integration on business performance**

**Table 4.4.1.1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684	.468	.457	.810

Source: researcher’s computations, 2024

a. Predictors: (Constant), Clarity and Performance, Accessibility and Usability, Customer Service and Responsiveness

Table 4.4.1.1 presents the model summary. It shows that the correlation coefficient  $r$  is .684 (i.e.  $r = 0.684$ ) which indicates that there exists a very strong positive linear relationship between business performance (dependent variable) and E-commerce integration (independent variable). It is also clear from the table 4.4.1.1 above that the  $r^2$  which is the coefficient of determination is 0.468 approximately 47%. This implies that 47% of business performance can be explained by E-commerce integration while the remaining 53% are variables that are not captured in the model.

**Table 4.4.1.2: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	88.705	3	29.568	45.109	.000
Residual	100.946	154	.655		
Total	189.652	157			

Source: researcher's computations, 2024

Table 4.4.1.2 shows that the analysis of variance of the fitted regression equation is significant with F value of 45.109 this is an indication that the model is fit. Since the p-value is less than 0.05, it shows a statistically significant relationship exists between the variables at 95 percent confidence level.

**Table 4.4.1.3: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Clarity and Performance	.846	.321		2.636	.009
Accessibility and Usability	.169	.133	.139	1.270	.012
Customer Service and Responsiveness	.496	.095	.454	5.199	.000
Clarity and Performance	.467	.123	.408	3.795	.000

Source: researcher's computations, 2024

a. Dependent Variable: business performance

The table 4.4.1.3 above shows the estimated coefficient of the variables included in the regression model, standard error, calculated t-value and p-value. The coefficients of the individual independent variable indicated that Clarity and Performance (0.012), for Accessibility and Usability (0.000) and Customer Service and Responsiveness (0.000) have a significant influence on business performance. The t-statistics value of (1.270) for Clarity and Performance, (5.199) for Accessibility and Usability and (3.795) for Customer Service and Responsiveness and Beta standard coefficients (0.139) for Clarity and Performance, (0.454) for Accessibility and Usability and (0.408) for Customer Service and Responsiveness further suggest that there is a significant relationship between E-commerce integration and business performance. Since alpha level of 0.05 is greater than the p-value of the variables. The conclusion therefore is that the null hypothesis is rejected while the alternative hypothesis is accepted, which state that E-commerce integration has a significant effect on business performance.

**H<sub>02</sub>: there is no significant effect between digital performance and overall business performance**

**Objective 2: ii. determine the effect of digital performance on overall business performance.**

**Table 4.4.2.1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705	.497	.487	.585

Source: researcher's computations, 2024

a. Predictors: (Constant), System Integration, Digital Leadership and Governance, Value Delivery

Table 4.4.1.1 presents the model summary. It shows that the correlation coefficient  $r$  is .705 (i.e.  $r = 0.705$ ) which indicates that there exists a very strong positive linear relationship between overall business performance (dependent variable) and digital performance (independent variable). It is also clear from the table 4.4.2.1 above that the  $r^2$  which is the

coefficient of determination is 0.497 approximately 50%. This implies that 50% of overall business performance can be explained by digital performance while the remaining 53% are variables that are not captured in the model.

**Table 4.4.2.2: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	52.076	3	17.359	50.644	.000
Residual	52.785	154	.343		
Total	104.861	157			

Source: researcher's computations, 2024

Table 4.4.1.2 shows that the analysis of variance of the fitted regression equation is significant with F value of 50.644 this is an indication that the model is fit. Since the p-value is less than 0.05, it shows a statistically significant relationship exists between the variables at 95 percent confidence level.

**Table 4.4.2.3: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.563	.232		6.729	.000
System Integration	.363	.052	.459	7.033	.000
1 Digital Leadership and Governance	-.139	.067	-.172	-2.070	.040
Value Delivery	.439	.069	.511	6.348	.000

Source: researcher's computations, 2024

a. Dependent Variable: overall business performance

The table 4.4.1.3 above shows the estimated coefficient of the variables included in the regression model, standard error, calculated t-value and p-value. The coefficients of the

individual independent variable indicated that System Integration (0.000), for Digital Leadership and Governance (0.040) and Value Delivery (0.000) have a significant influence on overall business performance. The t-statistics value of (7.033) for System Integration, (-2.070) for Digital Leadership and Governance and (6.348) for Value Delivery and Beta standard coefficients (0.459) for System Integration and (0.511) for Value Delivery suggest that there is a significant relationship between digital performance and overall business performance, while (-0.172) for Digital Leadership and Governance shows that there is a negative and weak relationship between digital performance and overall business performance. Since alpha level of 0.05 is greater than the p-value of the variables. The conclusion therefore is that the null hypothesis is rejected while the alternative hypothesis is accepted, which state that digital performance has a significant effect on overall business performance.

**H<sub>03</sub>: digital channel utilization does not have significant influence on customer engagement**

**Objective 3: iii. assess the impact of digital channel utilization on customer engagement**

**Table 4.4.3.1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 <sup>a</sup>	.681	.675	1.030

Source: researcher's computations, 2024

a. Predictors: (Constant), Digital Channels Diversity, Digital Platforms Effectiveness, Digital Channels Responsiveness

Table 4.4.1.1 presents the model summary. It shows that the correlation coefficient  $r$  is .825 (i.e.  $r = 0.825$ ) which indicates that there exists a very strong positive linear relationship between Customer Engagement (dependent variable) and digital channel utilization

(independent variable). It is also clear from the table 4.4.2.1 above that the  $r^2$  which is the coefficient of determination is 0.681 approximately 68%. This implies that 68% of Customer Engagement can be explained by digital channel utilization while the remaining 32% are variables that are not captured in the model.

**Table 4.4.3.2: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	107.291	3	35.764	33.734	.000 <sup>b</sup>
	Residual	273.522	258	1.060		
	Total	380.813	261			

Source: researcher's computations, 2024

Table 4.4.3.2 shows that the analysis of variance of the fitted regression equation is significant with F value of 33.734 this is an indication that the model is fit. Since the p-value is less than 0.05, it shows a statistically significant relationship exists between the variables at 95 percent confidence level.



**Table 4.4.3.3: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.270	.408		.663	.000
Digital Channels Diversity	1.063	.649	.875	1.637	.000
Digital Platforms Effectiveness	.294	.423	.244	.694	.001
Digital Channels Responsiveness	1.643	.773	1.353	2.126	.030

Source: researcher's computations, 2024

a. Dependent Variable: customer engagement

The table 4.4.1.3 above shows the estimated coefficient of the variables included in the regression model, standard error, calculated t-value and p-value. The coefficients of the individual independent variable indicated that Digital Channels Diversity (0.000), for Digital Platforms Effectiveness (0.001) and Digital Channels Responsiveness (0.030) have a significant influence on customer engagement. The t-statistics value of (1.367) for Digital Channels Diversity, (0.694) for Digital Platforms Effectiveness and (2.126) for Digital Channels Responsiveness and Beta standard coefficients (0.875) for Digital Channels Diversity, (0.244) for Digital Platforms Effectiveness and (1.353) for Digital Channels Responsiveness further suggest that there is a significant relationship between digital channel utilization and customer engagement. Since alpha level of 0.05 is greater than the p-value of the variables. The conclusion therefore is that the null hypothesis is rejected

while the alternative hypothesis is accepted, which state that digital channel utilization has a significant effect on customer engagement.

#### **4.5. Discussion of findings**

Based on the analysis of operational data gathered via the field survey and the test of hypotheses, the following findings were revealed:

In examining the effects of E-commerce integration on business performance, the study's result revealed that clarity and performance, accessibility and usability, customer Service and responsiveness all have significant effect on business performance. It is also clear from table 4.4.1 that the  $r^2$  which is the coefficient of determination is 0.468 approximately 47%. This implies that clarity and performance, accessibility and usability, customer Service and responsiveness, will account for 47% of business performance. It was however concluded in the table 4.4.1 that, since the significant values is less than 0.05 level of significance ( $p < 0.05$ ), then the null hypothesis was rejected and the alternate hypothesis was accepted which state that there is significant impact of E-commerce integration on business performance.

The result of hypothesis two ( $H_{02}$ ) indicated that there is a strong positive relationship between system integration, digital leadership and governance, value delivery and overall business performance. It is also obvious from table 4.4.2 that the  $r^2$  which is the coefficient of determination is 0.497 approximately 50%. This implies that system integration, digital leadership and governance, and value delivery, will account for 50% of overall business performance. It was however concluded in the table 4.4.2 that, since the significant values is less than 0.05 level of significance ( $p < 0.05$ ), then the null hypothesis was rejected and the alternate hypothesis was accepted which state that digital performance have significant effect on overall business performance.

It was equally discovered from the hypothesis three ( $H_{03}$ ), the null hypothesis is rejected and the alternate which stated that digital channels diversity, digital platforms effectiveness, digital channels responsiveness have significant effect on customer engagement was accepted. It is also obvious from table 4.4.3 that the  $r^2$  which is the coefficient of determination is 0.681

approximately 68%. This implies that digital channels diversity, digital platforms effectiveness, digital channels responsiveness, will account for 68% of customer engagement. It was however concluded in the table 4.4.3 that, since the significant values is less than 0.05 level of significance ( $p < 0.05$ ), then the null hypothesis was rejected and the alternate hypothesis was accepted which state that digital channel utilization have significant effect on customer engagement.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Preamble**

This chapter entails the summary of the findings. It gives a precise and concise framework into the impact of digital transformation on business performance. In particular, it makes conclusion from the analysis of statistical results, recommendation, suggestions and contribution to knowledge was made thereafter.

#### **5.1 Summary of Findings**

This study was carried out to examine the impact of digital transformation on business performance with particular reference to Coca-cola Nigeria Bottling Company in Ilorin, Kwara State. In the study, it was demonstrated that organizations tend to grow better in a diversified environment characterized by collaboration and innovation. Findings indicate a strong, positive correlation between e-commerce integration and business performance, demonstrating how it fosters collaboration and enhances productivity. In order to have in-depth knowledge of this research topic, the study employed a survey research design which allows questionnaires to be distributed to the staff of Coca-cola Nigeria Bottling Company in Ilorin, Kwara State..

The data collected was analysed using multiple regression analysis and the results of the findings for hypothesis one showed that E-commerce integration have a strong and significant effect on business performance. By increasing awareness of biases and fostering inclusivity, digital tools contribute to a positive work culture, ultimately driving business success.

For the second hypothesis, the findings show that digital performance influences overall business performance. Digital performance is an important step in achieving an organisational goal. Digital transformation empowers organizations to achieve strategic goals by fostering a more inclusive and aware workforce. By cultivating positive behaviors and attitudes, digital performance contributes significantly to the creation and maintenance of a respectful workplace culture. Ultimately, this leads to improved business outcomes. Lastly, it can be deduced from the findings of hypothesis three that digital channel utilization has a strong impact on customer engagement. While a positive corporate culture undoubtedly fosters employee well-being and collaboration, it was the direct impact of digital channels on customer interaction that emerged as a key driver of this hypothesis.

## **5.2 Conclusion**

While E-commerce integration offer a business performance by better understanding diverse customer segments, this study focuses on the impact of digital transformation on business performance. The ability to adapt to a globalized market is undoubtedly enhanced by diversity, but the core focus of this research lies in the digital evolution of businesses. However, based on the findings of the study, the study concluded that E-commerce integration have a strong and significant effect on business performance, digital performance influences overall business performance and digital channel utilization allows companies to gain edge above their competitors through customer engagement and therefore digital transformation has positive and significant influence on business performance.

## **5.3 Recommendations**

Given the conclusions, drawn from the study, several recommendations are made in order to ensure that the performance of business is improved such that they can be competitive in the global markets. The following are recommended for increased business performance:

- i. Businesses should effectively introduce E-commerce integration for clarity and performance, accessibility and usability, customer service and responsiveness in order to increase business performance.
- ii. They should also train their workers on how to manage digital performance by notifying them of issues related to system integration, digital leadership and governance, and value delivery among them in order to improve overall business performance
- iii. And lastly, they should have good digital channel utilization that will help the business to gain competitive edge above its rivals in the industry through customer engagement.

Moreover, based on the research findings, several strategic recommendations emerge to enhance business performance through digital transformation. To capitalize on the growing e-commerce landscape, organizations should prioritize seamless integration, accessibility, and exceptional customer service. Additionally, investing in digital skills training is imperative to optimize digital performance and drive overall business success. Lastly, a robust digital channel strategy is essential to engage customers effectively and gain a competitive edge.

#### **5.4 Suggestions for Further Findings**

This study suggests that digital transformation management could be studied in the Nigerian Brewing Industry. Similar studies could also be undertaken in countries with a vast array of digital transformation. Digital transformation management could be embarked upon with other sub-dimensions and also it could be correlated with other criterion variables.

#### **5.5 Contributions to Knowledge**

This study makes a strong business case for the management of digital transformation as a means of achieving optimum business performance. This study contributes to the knowledge of the nature of the relationship between digital transformation management and business performance. By effectively integrating e-commerce, developing digital competencies, and optimizing digital channels, businesses can gain a competitive edge. This Study contributes to critical role of digital transformation in driving business performance. This study is perhaps a novel platform on which to harness Nigeria's much desired "role of digital transformation" to achieve high performing firms for the economic wellbeing of the Nation.

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## APPENDIX

### QUESTIONNAIRE

The HOD of Department of Business  
Administration and Entrepreneurship,  
Faculty of Management and Social Sciences,  
Kwara State University, Ilorin,  
Kwara state, Nigeria.

Dear respondents,

#### LETTER OF INTRODUCTION

OWOLABI Fridaos Olaitan 400 level student of the above named institution; is presently carrying out a research project titled: **impact of digital transformation on business performance in Coca-cola Nigeria Bottling Company, Ilorin Kwara State**. A questionnaire has been developed essentially for the purpose of this research. Hence, your participation and invaluable contribution to the success of this study through the filling of the questionnaire given to you will be greatly appreciated. Since it is purely for academic purpose, your responses will be treated with strict confidentiality.

Thank you in anticipation of your kind cooperation and response.

Yours faithfully,

Prof. Aminu Brimah

**Section A: Respondent Bio Data****INSTRUCTION: Please tick (✓) the following information as appropriate****Gender:** Male ( ) Female ( )**Age:** 20-34 ( ) 35-44 years ( ) 45-54 years ( )  
55 years and above ( )**Marital status:** Single ( ) married ( ) Widowed ( ) divorced ( )**Educational qualifications:** SSCE ( ) NCE ( ) HND ( ) BSC ( )  
Master ( )**Level of management:** Lower level ( ) Middle level ( ) Upper level ( )**Section B**

Scale responses to each item are measures on five-point scale with the anchors label (1) strongly disagree, (2) disagree (3) undecided (4) agree (5) strongly agree.

<b>Business performance</b>						
Clarity and Performance						
S/N		SA	A	UD	D	SD
1	E-commerce integration enhances clarity regarding products and services, contributing to business performance.					
2	The adoption of e-commerce platforms improves the efficiency and effectiveness of organizational processes, thereby enhancing business performance.					
3	E-commerce platforms facilitate the collection of customer data, enabling businesses to personalize product recommendations and marketing campaigns.					
Accessibility and Usability						
4	E-commerce platforms increase accessibility to products and services, fostering business performance.					



Overall Business Performance						
Digital Leadership and Governance						
S/N		SD	D	UD	A	SA
14	Effective digital leadership fosters innovation and agility within the organization, leading to improved overall business performance.					
15	Strong digital governance frameworks ensure compliance and risk management, positively impacting overall business performance.					
16	Cultivating a culture of digital experimentation within the organization fosters innovation and drives continuous improvement, ultimately enhancing business performance.					
Value Delivery						
S/N		SD	D	UD	A	SA
17	Digital channels facilitate value delivery by providing personalized and tailored experiences to customers, contributing to overall business performance.					
18	Value delivery through digital platforms enables the organization to differentiate itself from competitors, leading to improved overall business performance.					
19	Integrating customer feedback received through digital channels into product/service development processes improves value delivery and customer satisfaction.					
Flexibility and Adaptability						
S/N		SD	D	UD	A	SA

20	Flexibility and adaptability afforded by digital transformation impact business performance in responding to market changes.					
21	Being agile and adaptable through digital transformation enhances competitiveness compared to rigid traditional business models.					
22	Digital transformation empowers businesses to experiment and iterate quickly, allowing them to stay ahead of the competition in a dynamic marketplace.					
<b>Operational Efficiency</b>						
S/N		SD	D	UD	A	SA
23	Streamlining operations through digital performance contribute to enhancing overall business productivity and effectiveness.					
24	Achieving operational efficiency through digital performance positively impacts overall business performance.					
25	Automating routine tasks with digital tools improves overall operational efficiency.					
<b>Customer Engagement</b>						
Digital Channels Diversity						
S/N		SD	D	UD	A	SA
26	Diverse digital channels provide customers with multiple touchpoints, increasing engagement opportunities.					
27	A wide range of digital channels allows the organization to reach a diverse customer base, enhancing customer engagement.					

28	Offering a variety of digital channels empowers customers to interact with the company on their preferred platforms.					
<b>Digital Platforms Effectiveness</b>						
S/N		SD	D	UD	A	SA
29	Effective utilization of digital platforms enhances the customer experience, resulting in higher levels of engagement.					
30	Well-designed digital platforms provide seamless interactions for customers, fostering increased engagement.					
31	Digital platforms that prioritize user-friendliness and intuitive design contribute to increased customer satisfaction.					
<b>Digital Channels Responsiveness</b>						
S/N		SD	D	UD	A	SA
32	Fast and responsive digital channels facilitate real-time interactions with customers, enhancing engagement levels.					
33	Quick response times to customer inquiries and feedback through digital channels contribute to improved customer engagement.					
34	Investing in training staff to effectively manage customer interactions across digital channels enhances brand image and customer satisfaction.					
<b>Market Expansion and Growth</b>						
S/N	Items	SD	D	UD	A	SA



35	Leveraging digital performance initiatives to expand into new markets contribute to overall business performance.					
36	Utilizing digital channels for market expansion efforts lead to increased revenue and growth opportunities.					
37	Effectively integrating customer insights from digital channels contribute to market expansion strategies.					