

E-commerce market entry strategy, adoption and market performance: Basis for e-commerce industry synergy framework

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Abstract

The study aimed to explore the e-commerce market entry strategy, e-commerce adoption and market performance among e-commerce industry in Henan Province, China that was made the basis in developing an e-commerce industry synergy framework. Descriptive design was used at it comprehensively analyzed the existing market entry tactics, adoption rates, and market performance within the industry. It is specifically designed to capture employee perspectives regarding these areas. The survey questionnaire was utilized in conducting this study on e-commerce across industries because of its high level of effectiveness. This approach prioritizes the convenience and confidentiality of employees, thereby promoting candid feedback regarding market entry plans, adoption rates, and employee perspectives on performance in the e-commerce sector. The study employed the employees of five e-commerce enterprises situated in Henan province. The 430 participants were employees selected from the top five e-commerce organizations. Based from the results, the respondents' moderate agreement indicates that the firm culture about e-commerce market entry plan is characterized by a holistic approach that utilizes the advantages of online marketplaces, stand-alone websites, and an omnichannel strategy. The findings indicated that the respondents held a moderate level of agreement regarding the adoption of e-commerce. This study emphasized the obstacles encountered by businesses, the potential benefits to businesses, and the factors that influence the decision to adopt e-commerce. The agreement among the participants offered a distinct viewpoint on the company's market performance in various crucial aspects such as operational effectiveness, market dominance and competitiveness and sustainability and social influence. A statistically significant correlation was seen between the used the e-commerce market entry strategy and the adoption of e-commerce, as well as between the market entry strategy and the performance of the market, and between the adoption of e-commerce and market performance. A framework called the E-Commerce Business Synergy Framework was developed specifically for the e-commerce business.

Keywords: e-commerce market entry strategy, e-commerce adoption, market performance, e-commerce industry synergy framework

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1. Introduction

The e-commerce industry in China is remarkably known for its growth in the past years. It has transformed from operation using traditional ways of shopping into online shopping. As competition increases, most e-commerce companies entering a vast online business necessitates a distinct strategy. Being present in the online platform is not enough. It is extremely important to recognize those factors that influence the adoption of e-commerce and market performance for online success.

It is worth noting that China's e-commerce business demonstrates continuous growth driven by advanced technology, enormous use of internet and an increased number of average income earners with higher disposable income (Chaffey, 2024). The emphasis on shopping using mobiles, shopping using social media and data-drive retail figure the future of the online industry. However, giving emphasis on sustainability concerns and using ethical practices are crucial the online businesses' long-term success. According to Baker et al. (2020), e-commerce market entry strategy is the specific plan develop by businesses in order to compete effectively in the retail online site. The market entry strategy includes the description of the target customers, selection of products and services, choice of platform, marketing strategies and use of logistics. Verhoef et al. (2019) pointed out that selling using reputable online marketplaces like Alibaba, Pinduoduo, Amazon, among others permit speedy access to vast customer groups using technological infrastructure for processing and online orders.

It is important to consider that e-commerce grown rapidly in many markets in China and usually foreign companies experience high costs of transactions due to unaccustomed consumer behavior and other barriers which became more difficult for SMEs to enter the online market. Interestingly, the findings of Qi et al. (2020) suggest that cross-border e-commerce decrease uncertainties and opportunistic behaviors while increasing trust among the online sellers. Foreign companies could lessen their investment on assets like physical stores, manpower requirements and training and warehousing and logistics because these supports are being provided in the marketplace platforms. This entry mode also takes into account the participation and reliance of other intermediaries. In addition to the market knowledge being provided, the technology providers likewise support in building trust and decrease risks and costs of transaction in spite of high business transaction in the frequency of e-commerce.

The stand-alone websites of the e-commerce owners set up their own independent online stores in which they have complete control on their brand, flexibility in product offerings and pricing and has the ability to build customer relationships (Park et al., 2018). The stand-alone websites have their own domain identity and web hosting which is separate from other websites which means that if the sites have some issues, it will not affect other websites. Likewise, the design and content of the standalone website are specific to its purpose and it functions independently. Businesses usually use standalone websites to promote a specific product or services which are separate from their main website and it is also created for specific target market with unique message. In essence, Tahir (n.d.) confirmed that information technology like the web-based systems has been implemented widely in small and medium industries to improve its management and effectiveness. However, the system still discovers some issues like having low network quality in the rural areas of SME's. The problems occur due to unstable electricity and during times of disasters like typhoon. The results show that SME's can still improve the web-based performance system for industrial process. Since e-commerce is evolving rapidly, the choice of right market entry strategy is crucial to make the business successful. Significant challenge also is posed on building brand recognition for standalone websites. Likewise, high investment in marketing efforts was also experienced to compete with the existing user base of marketplaces (Luo et al., 2018). According to Verhoef et al. (2019), it is complex to manage an omni-channel strategy since it requires the use of various channels like physical stores,

online stores and social media continuously which are costly.

It is important to note that previous studies have not fully explored the role of technology like live streaming and social commerce on determining the market entry strategies for new e-commerce industry. Also, while regulations are considered an important factor in e-commerce industry, there is a dearth in a deeper study in exploring the specific government policies and support that impact the e-commerce adoption by industries. Few studies also explored on how intense the competition and market saturation in specific e-commerce segments affecting market performance. These research gaps can benefit businesses in determining effective market entry strategies, enhancing e-commerce adoption and attaining good market performance. Due to the huge e-commerce market size and its consistent growth, analyzing the strategies for market entry, e-commerce adoption and market performance drivers become critical for businesses which are aiming for success globally. Areas in this study determine the challenges in entering a competitive area like consumer preferences, and the use of new technology. Through analyzing the different factors across industries and regions, the proponent can develop an e-commerce synergy framework for e-commerce industries. The framework can promote business relationships and develop more resources that will lead to more competitive market for all the companies involved.

Objectives of the Study - The study aimed to explore the e-commerce market entry strategy, e-commerce adoption and market performance among e-commerce industries that was made the basis in developing an e-commerce industry synergy framework. Specifically, it determined the e-commerce market entry strategy as to online market places, stand-alone websites and omnichannel approaches; assessed the e-commerce adoption as to barriers faced by business, opportunities to the business and influencing factors to adopt e-commerce; described the market performance in terms of operational efficiency, market share and competitiveness and sustainability and social impact; tested the significant relationship between e-commerce market entry strategy, e-commerce adoption and market performance and developed an e-commerce industry synergy framework.

2. Methods

Research Design - The descriptive design was used in the study as it described the current status of the variables under study through the use of surveys. Descriptive research aims to describe the present features or phenomena of the study (Creswell, 2020). In this case, the current state of electronic commerce market entry strategies, adoption rates of e-commerce and its influence on market performance were described and analyzed. Descriptive research discovered how market entry strategies relate to electronic commerce adoption and both can influence the company's market performance in the electronic market. All the information assessed are crucial in constructing the electronic commerce industry synergy framework.

Participants of the Study - The study used the employees of five e-commerce companies located in Henan province. The top five e-commerce companies were tapped by the proponent as the research locale of the study. These companies are large and have a wide range of businesses and have a wide range of representativeness. The 430 employees were the participants came from the top five e-commerce companies. The employees were the respondents since they have an actual direct knowledge on the routine operations and challenges in the company. They can provide better assessment on the e-commerce strategies on market entry, the rate of adoption and the market performance. They also provided actual facts on their strategies for market entry and adoption of e-commerce.

Instrument of the Study - The survey questionnaire was the data gathering instrument used in the present study. The proponent constructed all parts of the questionnaire to gather relevant data from e-commerce employees in five companies in Henan province. A self-made questionnaire was constructed by the researcher to allow it to adapt to the existing research locale of the target respondents. This also ensured that it measured the relevant data to address the specific objectives of the study. The indicators for the three variables were based on existing literature and studies from e-books, e-journals and published researches. The first part of the

questionnaire were the indicators which assessed the e-commerce market entry strategy with online marketplaces, stand-alone websites and omnichannel approaches as the dimensions. The second part of the questionnaire analyzed the e-commerce adoption as to barriers faced by business, opportunities to the business and influencing factors to adopt e-commerce. The last part of the questionnaire assessed the market performance as to operational efficiency, market share and competitiveness and sustainability and social impact. To measure the agreement level of the respondents a 4-point Likert scale was used.

Table 1*Summary of Reliability*

Variables	No. of Items	α value	Interpretation
E-commerce Market Entry Strategy			
Online Market Entry Strategy	5	0.932	Excellent
Stand Alone Website	5	0.926	Excellent
OMNI Channel Approaches	5	0.902	Excellent
Overall	15	0.973	Excellent
E-commerce Adoption			
Barriers faced by business	5	0.913	Excellent
Opportunities to the business	5	0.897	Good
Influencing factors to adopt e-commerce	5	0.913	Excellent
Overall	15	0.968	Excellent
Market Performance			
Operational Efficiency	5	0.923	Excellent
Market Share and Competitiveness	5	0.899	Good
Sustainability and Social Impact	5	0.928	Excellent
Overall	15	0.969	Excellent

Legend > 0.9 =Excellent; >0.8=Good;>0.7=Acceptable;>0.6=Questionable;>0.5=Poor;<0.5=Unacceptable

The survey questionnaire was subjected for content validation by experts in e-commerce to ensure that the indicators are valid and relevant. Pilot testing was done from a small group of e-commerce employees to determine unclear questions and to minimize inconsistencies. The study underwent a reliability and content validation test. The content validation was done by experts in the field in order to improve the validity and accuracy of the indicators in the questionnaire. To confirm that the results were consistent a reliability test was also conducted.

Data Gathering Procedure - The survey questionnaire will be crafted based on literature on e-commerce market entry strategy, e-commerce adoption and market performance. It will be designed using indicators to assess the three variables in the study using closed ended questions with 4-point Likert scale. The researcher will identify the top five e-commerce companies in Henan province to be used as the research locale of the study. A letter of request will be handed to the HR manager to allow the research to administer the survey questionnaire. After approval, the researcher will gather data from the 400 respondents using convenience and purposive sampling. The survey questionnaire will be distributed based on their preferred method using online and offline. After collating the data, the researcher will interpret and analyze the results.

Data Analysis - Weighted mean and rank were used to determine the e-commerce market entry strategy as to online market places, stand-alone websites and omnichannel approaches; to assess the e-commerce adoption as to barriers faced by business, opportunities to the business and influencing factors to adopt e-commerce; and to describe the market performance in terms of operational efficiency, market share and competitiveness and sustainability and social impact. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

Ethical Considerations - The study was conducted with full respect of the welfare and rights of the respondents. The participation of the respondents was on voluntary basis. The proponent provided an informed consent from the participants before data gathering. The contents of the consent form indicate the purpose of the

data, the procedure for data gathering and how confidentiality was maintained. The data to be collected did not contain the names of the participants to maintain anonymity and confidentiality. The participants were assured that all their responses were treated with confidentiality and will be used for research purposes only. The research study and the questionnaire was subjected for ethical review by the Ethical Review Committee of the university. The committee ensured that the study conducted was ethical in accordance with regulations and policies set forth by the university.

3. Results and discussion

Table 2

Summary Table on E-commerce Market Entry Strategy

Key Result Areas	Composite Mean	VI	Rank
Online Market Places	2.68	Agree	2.5
Stand-alone Websites	2.68	Agree	2.5
Omnichannel Approaches	2.73	Agree	1
Grand Composite Mean	2.70	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 summarizes the e-commerce market entry strategy with sub-variables using online marketplaces, stand-alone websites and omnichannel approaches. With a grand composite mean of 2.70, the respondents generally agreed on all the dimensions of e-commerce market entry strategy. Among the dimensions used, the omnichannel approaches got the highest score (2.73). This indicates that from the perspective of employees, there are potential benefits in implementing the use of omnichannel approach. This requires careful planning and investment across the e-commerce companies.

Table 3

Summary Table on Market Performance

Key Result Areas	Composite Mean	VI	Rank
Operational Efficiency	2.69	Agree	1
Market Share and Competitiveness	2.63	Agree	3
Sustainability and Social Impact	2.66	Agree	2
Grand Composite Mean	2.66	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 presents the summary of market performance. The grand composite mean of 2.66 indicates that the respondents generally agreed on the sub-indicators of market performance as to operational efficiency, market share and competitiveness and sustainability and social impact. Market performance is multifaceted, and these three areas encompass a range of sub-indicators. Employees might have general perspectives based on their roles and information access. It is worth to note that a powerful corporate culture that prioritizes specific values, such as corporate social responsibility, has the potential to foster greater agreement on other sub-indicators. Further, open and honest communication from management regarding performance indicators has the potential to promote understanding and agreement among staff members (Boselie, et al., 2020).

Among the dimensions cited, operational efficiency got the highest score (2.69). This implies that employees valued and assessed operational efficiency the highest because optimizing operations results in increased profitability in the e-commerce industry. Enhanced efficiency can result in reduced costs, expedited order processing, and perhaps higher sales, all of which can positively impact profitability. Ahearne et al. (2018) confirmed that the efficiency of operations has a direct impact on the daily job of an employee. Enhanced order processing, streamlined inventory control, and effective customer support can enhance employees' employment experience by simplifying tasks and increasing job satisfaction. Moreover, operational efficiency measurements are typically evident and measurable, such as order processing time and fulfillment accuracy. Such clarity can

facilitate employees' understanding and potential appreciation of efficiency.

Table 4 presents the relationship between e-commerce market entry strategy and e-commerce adoption. As seen in the table, the computed rho-values ranging from 0.615 to 0.675 indicate a strong direct relationship among the sub variables of e-commerce market entry strategy and e-commerce adoption. There was a statistically significant relationship between e-commerce market entry strategy and e-commerce adoption because the obtained p-values were less than 0.05.

Table 4

Relationship Between E-commerce Market Entry Strategy and E-commerce Adoption

Variables	rho	p-value	Interpretation
Online Market Places			
Barriers Faced by Business	0.615**	< .001	Highly Significant
Opportunities to the Business	0.665**	< .001	Highly Significant
Influencing Factors to Adopt E-commerce	0.661**	< .001	Highly Significant
Stand-alone Websites			
Barriers Faced by Business	0.653**	< .001	Highly Significant
Opportunities to the Business	0.630**	< .001	Highly Significant
Influencing Factors to Adopt E-commerce	0.637**	< .001	Highly Significant
Omnichannel Approaches			
Barriers Faced by Business	0.664**	< .001	Highly Significant
Opportunities to the Business	0.668**	< .001	Highly Significant
Influencing Factors to Adopt E-commerce	0.675**	< .001	Highly Significant

** Correlation is significant at the 0.01 level

Companies frequently allocate resources towards developing a user-friendly e-commerce platform when entering a new market. The employees may perceive this method as helpful due to its potential to increase adoption rates, as employees find the platform user-friendly and efficient for completing transactions. Employees responsible for executing the market entry strategy, such as those in marketing and customer service, may witness the correlation between successful strategies and the growth in consumer traffic and adoption. An effectively communicated market entry strategy can provide employees with information regarding the target audience, value offer, and marketing endeavors. This level of transparency enables employees to understand the extent to which their job influences customer adoption. An effective market-entry strategy involves identifying the specific target audience and customizing the platform to cater to their specific requirements. Additionally, it takes into account the competition and formulates tactics to differentiate itself, thereby enhancing its appeal to prospective users. The strategy also describes effective marketing and promotion channels to successfully reach the target audience and generate awareness for the platform. Furthermore, it emphasizes the creation of a persuasive value proposition that emphasizes the advantages of utilizing the platform and fosters a favorable user experience, hence promoting user retention. Enhancing confidence by ensuring secure transactions and providing exceptional customer service contributes to a faster adoption rate.

The market entry strategy guides the creation and improvement of the platform. The features and functionalities are specifically created to meet the specified needs and expectations, resulting in a user-centered and convenient platform that encourages higher rates of adoption. In addition, the strategy frequently incorporates tools for monitoring user behavior and performance data, enabling ongoing enhancement and maintaining the platform's continued relevance and attractiveness to users. This is consistent with the findings of Akter et al. (2018) that a successful strategy should result into clear duties and responsibilities for employees. When employees observe the correlation between their daily tasks and the process of attracting and engaging clients, they may perceive a connection to adoption. Employees engaged with customer service and sales, may notice an increase in customer queries or orders following the successful implementation of a market entry strategy. This may result in them seeing a greater level of adoption. A well-designed e-commerce platform with focused marketing efforts (as part of the market entry strategy) might result in enhanced consumer satisfaction. Employees who engage with satisfied customers may interpret this as an indication of effective adoption.

Table 5 describes the relationship between e-commerce market entry strategy and market performance. As seen in the table, the computed rho-values ranging from 0.625 to 0.681 indicate a strong direct relationship among the sub variables of e-commerce market entry strategy and market performance. There was a statistically significant relationship between e-commerce market entry strategy and market performance because the obtained p-values were less than 0.05.

Table 5

Relationship Between E-commerce Market Entry Strategy and Market Performance

Variables	rho	p-value	Interpretation
Online Market Places			
Operational Efficiency	0.648**	< .001	Highly Significant
Market Share and Competitiveness	0.660**	< .001	Highly Significant
Sustainability and Social Impact	0.628**	< .001	Highly Significant
Stand-alone Websites			
Operational Efficiency	0.663**	< .001	Highly Significant
Market Share and Competitiveness	0.681**	< .001	Highly Significant
Sustainability and Social Impact	0.650**	< .001	Highly Significant
Omnichannel Approaches			
Operational Efficiency	0.625**	< .001	Highly Significant
Market Share and Competitiveness	0.637**	< .001	Highly Significant
Sustainability and Social Impact	0.625**	< .001	Highly Significant

***. Correlation is significant at the 0.01 level*

Companies may monitor key performance indicators (KPIs) pertaining to their market entry strategy, such as website traffic and sales numbers. Employees who are knowledgeable about these measures and their current direction may see a correlation with the overall performance of the market. An effectively communicated market entry strategy can provide employees with information regarding target markets, sales objectives, and marketing initiatives. This level of transparency enables employees to understand the extent to which their job influences the overall market performance indicators. The market-entry strategy identifies the appropriate market with promising development prospects and positions the platform for success by distinguishing it from competition. This guarantees that the platform meets the needs of a profitable customer segment and establishes a strong competitive edge. The strategy also focuses on allocating resources to activities that directly contribute to achieving success in the specific market sector being targeted. This minimizes unnecessary expenditures and maximizes the efficient use of resources to enhance market performance. Gaining insight into the requirements of customers enables the creation of a platform that specifically addresses those requirements, hence promoting increased levels of customer satisfaction and loyalty. The plan additionally describes efficient marketing and user acquisition methods to effectively reach the intended audience and stimulate customer acquisition, hence extending the client base and bolstering market performance. The strategy which includes systems for monitoring market developments and competitor action enables the platform to adjust to evolving market circumstances, guaranteeing its continued relevance and competitiveness. In addition, by incorporating strategies to monitor key performance metrics and consistently improving the platform, the strategy guarantees long-term market success.

As Li et al. (2019) pointed out employees engaged in consumer-facing roles, such as customer service and sales, may notice an increase in customer queries or orders following the successful implementation of a market entry plan. This could result in them seeing a favorable influence on performance. A well crafted e-commerce platform, along with precisely focused marketing endeavors (as part of the market entry strategy), might result in elevated levels of customer satisfaction. Employees who engage with content customers may interpret this as an indication of strong market performance. These viewpoints can expound why employees, even without clearly evaluating the strategy itself, may perceive a correlation to market performance based on their work experiences and observations.

Table 6 illustrates the relationship between e-commerce adoption and market performance. As seen in the table, the computed rho-values ranging from 0.633 to 0.686 indicate a strong direct relationship among the sub

variables of e-commerce adoption and market performance. There was a statistically significant relationship between e-commerce adoption and market performance because the obtained p-values were less than 0.05.

Table 6*Relationship Between E-commerce Adoption and Market Performance*

Variables	rho	p-value	Interpretation
Barriers Faced by Business			
Operational Efficiency	0.633**	< .001	Highly Significant
Market Share and Competitiveness	0.635**	< .001	Highly Significant
Sustainability and Social Impact	0.637**	< .001	Highly Significant
Opportunities to the Business			
Operational Efficiency	0.652**	< .001	Highly Significant
Market Share and Competitiveness	0.686**	< .001	Highly Significant
Sustainability and Social Impact	0.652**	< .001	Highly Significant
Influencing Factors to Adopt E-commerce			
Operational Efficiency	0.655**	< .001	Highly Significant
Market Share and Competitiveness	0.684**	< .001	Highly Significant
Sustainability and Social Impact	0.661**	< .001	Highly Significant

** . Correlation is significant at the 0.01 level

Adoption of e-commerce indicates that users are utilizing the platform, which increases website traffic, sales volume, and maybe customer interactions. E-commerce employees may notice this increased activity and interpret it as evidence of good performance. Higher levels of client satisfaction can result from an effective e-commerce platform. When employees witness satisfied customers—such as fewer complaints or positive reviews—they may view this as a sign of good performance. Adoption of e-commerce successfully can increase productivity by automating processes (like order processing). Employees may be able to use that time for other duties, which could boost output and give the impression that they are performing better. E-commerce platforms breaks down geographical limitations, enabling access to a broader audience and enlarging the possible customer base. Furthermore, the constant availability and convenience of being open 24/7 appeal to clients who prioritize shopping on their own schedule, resulting in higher sales and a larger portion of the market. E-commerce enables precise marketing and customization, resulting in higher conversion rates and customer acquisition, hence enhancing customer retention. Loyalty programs and recommendations incentivize customers to make repeat purchases, so enhancing customer retention and ultimately improving market performance. In addition, the implementation of competitive pricing strategies and the optimization of operations resulting from reduced overhead expenses contribute to increased profitability. E-commerce platforms provide an expanded range of products and convenient functionalities such as efficient search, secure payment methods, and flexible delivery options. The expanded assortment and enhanced convenience resulted in elevated client satisfaction and greater instances of repeat purchases.

Rafiq et al. (2020) confirmed that the use of e-commerce might bring new platforms or technologies that let departments (including marketing, sales, and customer support) collaborate and communicate with one another. This might promote a feeling of cooperation and contribute to improvement in employee performance. When e-commerce is successfully used, employees may notice an improvement in customer's review of feedback. This may have a perceived beneficial effect on performance by boosting employee morale and fostering a sense of accomplishment. Adoption of e-commerce can result in higher market share and sales, which could lead to business expansion and stability. Employees who are aware of these encouraging trends may think their company is operating more effectively.

E-Commerce Industry Synergy Framework

The concept of an E-Commerce Industry Synergy Framework highlights how three important factors are interconnected, which are the e-commerce market entry strategy, e-commerce adoption and market performance. Electronic commerce market entry strategy refers to the approach that a corporation adopts while entering the

online marketplace. The process encompasses elements such as platform selection, identification of the target audience, and implementation of marketing tactics. Market performance refers to a range of measures that indicate a company's achievements in the e-commerce industry, including sales volume, brand recognition, and market share.

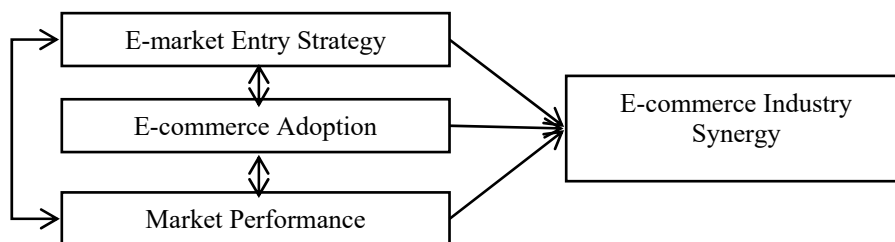


Figure 1: E-Commerce Industry Synergy Framework

The E-Commerce Industry Synergy Framework emphasizes the significance of understanding these components not individually, but as an interconnected system where each constituent impacts the others. An effective market entry strategy takes into account the aspects that influence customer's acceptance, such as a user-friendly platform design and focused marketing efforts. The greater acceptance of e-commerce results in an increased number of customers utilizing the platform, which in turn leads to elevated sales and a larger market share. Market performance data can be used to make adjustments to the e-commerce market entry plan in order to promote customer's acceptance and improve results.

A clear defined market-entry strategy serves as the foundation for all succeeding actions and decisions. The process include defining the target demographic and customizing the e-commerce platform to cater to their distinct requirements and preferences. This focused strategy appeals to users who are more inclined to embrace the platform, establishing the foundation for increased adoption rates. The strategy additionally prioritizes the cultivation of trust and the establishment of a distinct value offer. As more people embrace the e-commerce platform, the customer base expands. This results in a substantial increase in sales volume, market share, and overall market performance.

Moreover, the higher rate of acceptance leads to the accumulation of valuable customer data regarding their behavior and preferences. Businesses can utilize this data to improve their platform, customize marketing methods, and carefully select product offerings that strongly connect with their target demographic. This adjustment, which is based on data analysis, enhances market performance even further. The e-commerce platform's favorable reputation and brand awareness are enhanced by its strong market performance. This appeals to prospective users who have a natural inclination to embrace a platform that has already achieved success, hence speeding up the rate at which the platform is adopted. Furthermore, achieving success in the market enables firms to spend resources towards enhancing their platforms, implementing focused marketing efforts, and developing ways to acquire more users. This investment promotes increased adoption and market performance. An effectively designed market-entry strategy results in increased adoption, which in turn drives market performance. The platform's strong market performance encourages more users and facilitates additional investment, hence driving increased acceptance and market success.

By emphasizing the interaction between these elements, organizations can establish a feedback loop in which successful strategies stimulate acceptance, leading to improved performance, and enabling additional investment in strategy and innovation. The e-commerce industry is in a state of continuous evolution. This framework promotes the continuous monitoring and adjustment of strategies by organizations, taking into account employee acceptance and market performance, to ensure they maintain competitiveness.

Understanding the concept of synergy has the potential to inspire and drive employees. They are able to

observe how their efforts in executing the strategy and engaging with customers impact the overall market performance. By emphasizing the harmonious interaction between these components, businesses can cultivate a stronger and sustainable e-commerce presence in the ever-changing digital market.

4. Conclusions and recommendations

The respondents moderately agreed that e-commerce companies are using online market places, stand-alone websites and omnichannel approaches as their e-commerce market entry strategies. The respondents moderately agreed on the e-commerce adoption, highlighting the barriers faced by business, opportunities to business and influencing factors to adopt e-commerce. There is moderate agreement on the company's market performance across operational efficiency, market share and competitiveness and sustainability, and social impact. There is highly, significant relationship between e-commerce market entry strategy, e-commerce adoption, and market performance. An E-Commerce Industry Synergy Framework was developed for e-commerce industry

The e-commerce marketing manager may conduct skills and knowledge gap analysis among employees to improve the adoption of e-commerce and achieve a strong market performance. The marketing department may consistently analyze market trends and competitor's actions in the e-commerce industry to identify emerging technology, marketing tactics, and customer preferences. The proponent may suggest that e-commerce enterprises may utilize the e-commerce synergy framework to examine and enhance the customer journey across various touch-points, such as the website, online marketplace, and social media to guarantee a smooth and favorable experience and optimized consumer acquisition and retention. Future researchers may conduct similar study using diverse e-commerce enterprises and make comparative analysis to validate the results.

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