



SEINÄJOEN AMMATTIKORKEAKOULU  
SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

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# **Benefits of Digitalization in Small Retail Business (Finland)**

Thesis  
Autumn 2022  
Bachelor of Business Administration (BBA)



SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

## **Thesis abstract**

Degree Programme: International Business

Specialization: Digitalization

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Title of thesis: Benefits of Digitalization in Retail Small Business (Finland)

Supervisor: Liberona, Dario

Year:2022

Number of pages: 95

Number of appendices:

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Digitalization has proven benefits for businesses in various areas of business. This study aims to explore the impact and benefits of digitalization for small businesses operating in the global context. This study was based on a collection of data from a questionnaire among two types of respondents including customers of the business and owners of the business.

Based on the data collected, it was found that digitalization has been accepted by owners and businesses. This is because businesses are interested in expanding through digitalization and customers are interested in buying products and services from digital platforms. Social media and websites have been emphasized by owners for the digitalization of business whereas customers have expressed willingness to use mobile applications. An e-commerce website was recommended to Mokka Market for the digitalization of its activities.

<sup>1</sup> Keyword: Digitalization, Small Businesses, social media, E-Commerce and Marketing

## Table of Contents

Thesis abstract .....	1
Introduction.....	6
1.1 Introduction .....	6
1.2 Research Background.....	6
1.3 Research Rationale.....	8
1.4 Research Aim.....	8
1.5 Research Objectives .....	9
1.6 Research Question.....	9
1.7 Structure of a thesis .....	9
1.8 Significance of study .....	11
1.9 Summary.....	11
2 Literature review.....	12
2.1 Introduction .....	12
2.2 Digitalization and its benefits.....	12
2.3 Digitalization of operations in retail business.....	14
2.4 Digitalization of sales in retail business.....	15
2.5 Digitalization of marketing in retail business.....	15
2.6 Types of digital marketing .....	18
2.7 Digital marketing in grocery retail .....	19
2.8 Advantages of digital marketing for customers.....	21
2.9 Literature Gap .....	27
2.10 Conceptual Framework .....	28
3 Research Methodology.....	29
3.1 Introduction .....	29
3.2 Research Onion .....	29
3.3 Research Philosophy .....	30
3.4 Research Approach.....	31
3.5 Research Design.....	31
3.6 Research Strategy.....	31
3.7 Time Horizons .....	32

3.8	Sampling .....	32
3.9	Data collection.....	33
3.10	Data Analysis .....	33
3.11	Reliability and validity .....	34
3.12	Ethical Consideration .....	34
3.13	Limitations .....	35
3.14	Summary.....	35
4	Data Interpretation and Analysis.....	37
4.1	Introduction .....	37
4.2	Findings.....	37
4.3	Data Analysis .....	74
4.4	Discussion.....	78
4.5	Summary.....	79
5	Conclusion and recommendation .....	80
5.1	Introduction .....	80
5.2	Conclusion .....	80
5.3	Linking with objectives 1 .....	81
5.4	Linking with objective 2 .....	81
5.5	Linking with objective 3 .....	82
5.6	Linking with objective 4 .....	82
5.7	Recommendation .....	82
5.8	Research Limitation.....	87
5.9	Future Scope.....	87
	Bibliography.....	88

Figure 1. Structure of the thesis.....	10
Figure 2 5S of internet marketing (Chaffey & Ellis-Chadwick 2016, 18).....	17
Figure 3 Types of digital marketing.....	18
Figure 4 Advantages of digital marketing.....	22
Figure 5 Digitalisation of operations of the business.....	24
Figure 6 Resources required for digitalization.....	26
Figure 7 Conceptual Framework.....	28
Figure 8 Research Onion (Melnikovas, 2018).....	30
Figure 9 Current location .....	38
Figure 10 Age.....	40
Figure 11 Family Size.....	41
Figure 12 Knowledge about the Mokka market grocery store in Seinajoki.....	42
Figure 13 Visiting and buying from Mokka Market.....	43
Figure 14 Goods purchased from Mokka Market.....	45
Figure 15 Differences from other grocery stores in Seinajoki.....	46
Figure 16 Items that can be purchased from Mokka Market.....	47
Figure 17 Elements disliked about Mokka Market .....	49
Figure 18 Online Shopping.....	50
Figure 19 Frequency of online shopping.....	51
Figure 20 Online platforms.....	52
Figure 21 Interest in buying online from Mokka Market.....	53

Figure 22 Type of online service for store.....	55
Figure 23 Preferred delivery option.....	56
Figure 24 Paying for online delivery.....	57
Figure 25 Special offers from the store.....	58
Figure 26 Current location of the business.....	60
Figure 27 Type of business.....	61
Figure 28 Using digital platforms.....	62
Figure 29 Digital platforms used by businesses.....	63
Figure 30 Online services to customers.....	64
Figure 31 Online services.....	65
Figure 32 Digital portals by Owner.....	66
Figure 33 Type of problems you are facing to manage your digital portals.....	68
Figure 34 Outsourcing digital portals to a professional service provider.....	69
Figure 35 Type of service to be outsourced.....	70
Figure 36 Preference for online portals.....	72
Figure 37 Difficulties faced in running a business in Finland.....	73
Figure 38 Steps of starting an e-commerce website.....	85

## **Introduction**

### **1.1 Introduction**

This chapter of the study will include the background of the topic, rationale, and aim of the research. The background of the topic will provide a basic understanding of the topic to the readers, and the rationale will provide a reason for carrying out this study. The research aim will enable the researchers to set expectations about what they can expect to achieve at the end of the study. Moreover, this chapter will include questions that the research will answer, along with the significance of research in literature and for industry application.

### **1.2 Research Background**

From operations and administration to marketing and sales of business, digitalization is useful in every business activity. Digitalization can be defined as the use of technologies to change the business model and provide opportunities for increased revenue and value-producing opportunities. In other words, digitalization is also known as the integration of digital technologies into business activities for speed and efficiency among other specific business purposes. Digitalization has now become popular and necessary in sales as a result of the rise of the internet. Digitalization is based on digitization, which involves converting information from a physical format into a digital one. On the other hand, digitalization is concerned with leveraging digitization for improved business practices.

There are different ways in which digitalization work and benefits organization. Digitalization in the organization is required for increasing the efficiency of systems, products, and services. It is also helpful in tracking and streamlining processes, maintaining the flow of data, and managing records digitally. A different software application has helped businesses in different activities like operations, finance, human resource, and other organizational activities. Digitalization is required for opportunities for improvement in efficiencies in aspects of manufacturing or operations. Digitalization is required for sales that

involve applying technological tools for increasing sales and helping in better skilful decisions. Digitalization in finance involves integrating technologies to enable better financial activities and decisions.

Digitalization is being used pervasively in different business activities for several reasons. The benefits of digitalization are increasing revenue growth, allowing businesses to connect with customers and build engagements, and business processes for efficiency and workflows. Benefits of digitalization include improved effectiveness and output, increase agility, better use of resources, increased resilience, and innovation. Hence, digitalization is helpful for small businesses in many ways. Marketing and sales are important ways in which small businesses can benefit from digitalization. Marketing and sales include increasing visibility through digital platforms and social media. Sales involve selling products online and through e-commerce. Online and e-commerce can be helpful for businesses in which businesses can increase sales of products and increase revenue.

Digitalization can be done by converting or integrating business activities with digital platforms. It is done very often by businesses when they use a variety of software for accounting and financial management. At the same time, they are also doing that when they are using digital data, software, and applications for human resource management or administration. These are important for increasing efficiency but digitalization in sales is a way through which business connects with their customers using digital platforms. E-commerce is also the digitalization of sales in which business sell their products and services through digital platforms. At the same time, marketing business through social media is also a way in which businesses digitalize.

There are several reasons why digitalization is beneficial for businesses in globalization. It is because globalization generates several opportunities through open innovation platforms and global collaborative networks. With help of digitalization, businesses can boost their growth in international or foreign markets. These international or foreign markets also include those where businesses sell goods from their home country. For example, selling Asian products in European countries. It is possible by creating marketing and sales through digitalization.



This research is based on retail organizations in Finland. One of the organizations that will be focused on in this research is Mokka Marketplace. Mokka marketplace started in the Seinäjoki in 2020 intending to bring Asian cuisine to local immigrants and Finns. The Asian community in Seinäjoki and Finnish is rapidly growing, and demand for Asian items is expanding. Due to the enormous demand, the founder intends to create an Asian business place with a variety of Asian items. The fundamental purpose of a digital marketing strategy is to increase brand awareness and promote new items to prospective consumers. Mokka Marketplace is one of the important examples of small and retail businesses operating in a global context. In other words, this marketplace sells Asian products in Finland, a European country. Currently, it is operating offline or conventionally, but there is significant scope for the growth of the business through the digitalization of its activities.

### **1.3 Research Rationale**

Digitalization has become a norm for every type of business regardless of industry and scope of operations. Digitalization can be very beneficial for the success and growth of the business by providing efficiency and speed to business along with increased visibility. This research aims to explore the impact and use of digitalization businesses operating in a globalized context. The reason for this research is to explore opportunities for small businesses through digitalization. Many types of small businesses, and every business cannot adapt to large-scale and capital-intensive digitalization through this research, it is intended that low-cost and effective digitalization methods can be explored that are useful for small businesses.

### **1.4 Research Aim**

The aim of the research is “to explore the impact and benefits of digitalization for small retail businesses operating in a globalized context”.

The research aim will be achieved through the following objectives of the study. Objectives focus on exploring the impact and benefits of digitalization. Later, the objective will include ways in which small businesses can use digitalization which involves focusing on

resources and capital limitations. Later, those small businesses operating in a globalized context will be explored to understand how they can benefit from digitalization.

### **1.5 Research Objectives**

- To explore the impact and benefits of digitalization
- To investigate ways in which small businesses can utilize digitalization
- To analyse the how digitalization of business is accepted by customers and businesses
- To suggest ways in which small businesses can take advantage of digitalization

### **1.6 Research Question**

1. How small businesses can utilize digitalization for improving their performance?
2. What is the impact of digitalization on small businesses in a globalized context?

### **1.7 Structure of a thesis**

The following image depicts how this thesis will be structured and the sequence of different chapters that will be included in the thesis.

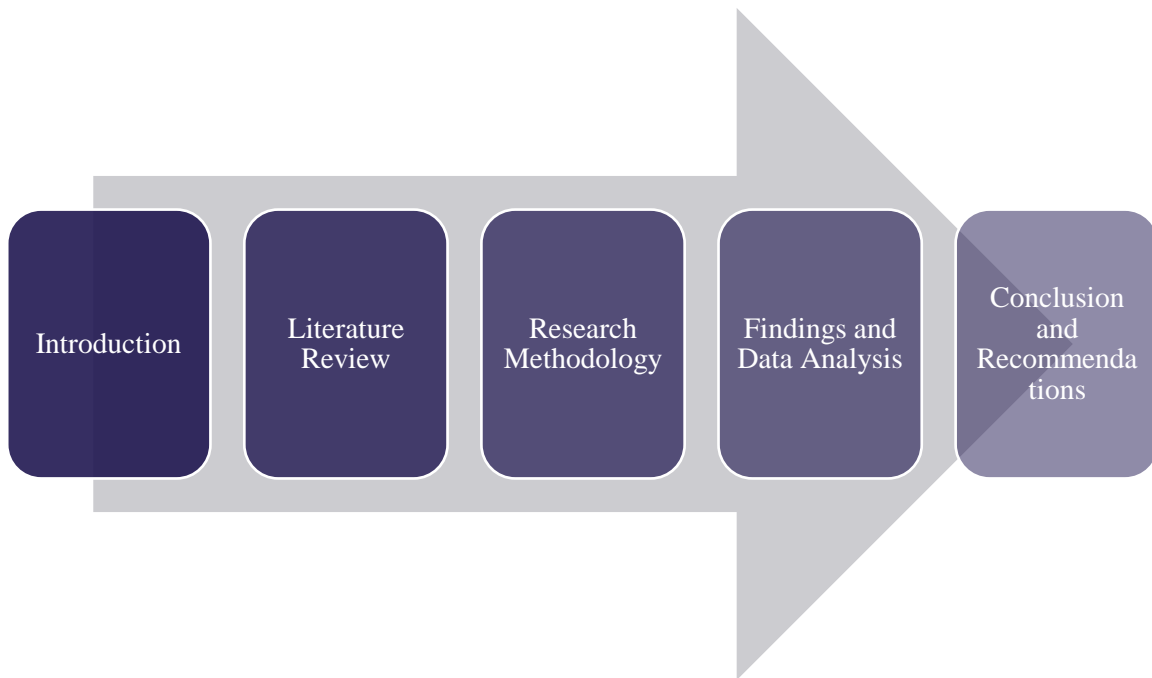


Figure 1. Structure of the thesis.

**Introduction:** This is the first chapter in the thesis that will include the topic background and enable the reader to understand what the aim of this thesis is. This chapter is important in the thesis because it gives direction to the thesis.

**Literature Review:** This chapter of the thesis will include a review of existing literature relevant to the topic or area of the research. It is done to identify a gap in the literature that can be fulfilled through the research.

**Research Methodology:** This chapter of the study will include the methodology of research based on which research is carried out, and activities like data collection and analysis are performed.

**Findings and data analysis:** This will involve data collection and points and knowledge found through data collection. Data analysis includes analyzing data based on the method considered to understand the meaning of the data and link it with the aim and objectives.

**Conclusion and recommendations:** This will include concluding the complete thesis and providing recommendations based on the research findings. It is one of the important chapters that determines whether the aim and objectives of the study have been achieved well or not.

### **1.8 Significance of the study**

The dig of business and business activities is continuously increasing. With ever-developing and advancing technology, the application of digitalization has constantly improved. However, there are several reasons why small businesses find it difficult to adequately digitalize their activities. This study will be useful for small businesses considering digitalization and will enable them to understand its applications and benefits.

### **1.9 Summary**

This chapter included the background of the topic, aim, objectives, and questions that the study will answer. Other than this, the chapter involved the structure of the thesis to explain how different chapters will be structured in the thesis. Along with this, the rationale and significance of the study were also discussed in this chapter. Overall, this chapter provided a brief background for the reader to understand the concept that will be discussed in the report and what they can expect in the further report.

## 2 Literature review

### 2.1 Introduction

This chapter of the study will include a review of existing literature about and relevant to the topic that is being researched here. As part of this, existing literature about digitalization, the use, and benefits of digitalization, and the application of digitalization in small businesses will be reviewed from literature. This is a very important chapter or part of the study where the researcher becomes able to understand the gap in existing research which will be fulfilled through the study.

### 2.2 Digitalization and its benefits

Digitalization is a process of integrating business activities and operations with digital platforms and technology. Digitalization is based on technology and is transformative in nature because it changes how the company operates and interacts with its customers or revenue streams. As part of digitalization, businesses convert their physical data into digital data (Rossato & Castellani, 2020, pp. 617-645). An example of this is maintaining data in software and computer instead of physical registers. The process of converting physical data into digital data is known as digitization. Digitalization is based on digitization which aims at improving processes and activities of business using digital data. Digitalization can be applied in many business activities to upgrade business models.

There are several benefits to the digitalization of business activities including timesaving, increased speed of work, increase document quality, and a fast response time along with simplicity in work (Aghimien et al., 2018, pp. 3-5).

- Time-saving is very important in which with help of digitalization businesses can save time because manual activities take more time compared to digital activities.
- Increased speed is also a benefit of digitalization in which with an increase in the speed of work businesses can complete more work in less time. Digitalization reduces manual processes and automated processes increase speed.

- Document quality can also be improved with help of digitalisation because of reduced error and high accuracy in the documents. Digitalization reduces the possibility of human errors and further, it helps in efficiently editing and updating documents.
- According to Parida et al. (2019, pp. 391), businesses can leverage digitalization for transforming their business model for achieving sustainability in the business. It improves the efficiency of processes, aids in reducing costs, and informed decisions for business which helps in business sustainability.
- Beyond this, benefits of digitalization include automation and optimization of processes, increased profitability by saving cost, and reduction in errors. Profitability can be improved through reduced costs and increased efficiency of business leading to improved productivity.
- Process efficiency and better decision-making are also important benefits of digitalization in retail businesses. The success of a business considerably depends on the quality of decisions and digitalization improves decisions which is a benefit for the business.
- Rosin et al. (2020, pp. 59-71) inform about some of the benefits of digitalization that include resource savings, greater operational efficiency, and increased flexibility. Operational efficiency improves through streamlining processes for products and services.
- Businesses can also generate competitive advantage through the digitalization of processes. Improved insights about competitors and customers help in making decisions that contribute to the growth of the business.
- With help of digitalization information, intensive practices can be carried out in less time and with less effort. Business involves several practices and processes and digitalization improves in easily carrying out these practices and processes.

- Improved communication is also an important benefit of digitalization in which sharing and accessing information becomes easier. Businesses can also improve their communication with outsiders, especially their customers which is a very important benefit.

### **2.3 Digitalization of operations in retail business**

Operations in business are concerned with activities through which businesses manage their day-to-day activities and keep them running to continue to make money or generate revenue. Operations are a key part of the business that enables the business to provide products and services to its customers. Operations in the context of retail businesses supply chain, inventory, stock management, and store layout.

Mukherjee and Wood (2021) carried out a study to explore the impact of digitalization on unorganized retail businesses. Based on this it was found that digitalization enabled unorganized retail businesses to circumvent resource shortages and consolidate procurement and inventory management while diversifying their product and service offerings. It made a significant positive impact on businesses and owners of the business. Here is an example of the digitalization of operations that included the digitalization of resource management, procurement, and inventory management. Procurement and inventory management are important operations of a retail business because they must ensure adequate availability of products and efficiently manage inventory.

The study by Ramazanov et al. (2021, pp. 49) was aimed at identifying retail transformation under influence of digitalization and technology development in the context of globalization. Based on the study it was found that the process of information and social-cultural globalization have a close relationship.

Procurement is one of the very important operations in retail businesses. Propositions that reflect digitalization strategy in procurement are mainly divided into internal and external factors. Internal factors include internal complexity, motivation communication support, process structuring intervention, procurement coordination, and control (Lorentz et al., 2021). External coercive pressure and external dynamics are also important drivers

affecting procurement digitalization. It is very important to consider these factors while developing procurement digitalization.

## **2.4 Digitalization of sales in retail business**

The digitalization of sales is concerned with converting the physical process of sales into the digital one. In other words, carrying out sales activities through digital platforms is known as the digitalization of sales. E-commerce is one of the most appropriate examples of digitalization in the sales of retail businesses.

E-commerce is concerned with the sale and purchase of goods and services through the Internet in exchange for money and data for the completion of the transaction. E-commerce is at forefront of the digitalization of businesses and one of the first steps that have been taken by businesses (Rosário & Raimundo, 2021, pp. 3003-3024). E-commerce is based on the use of data and information to complete transactions. E-commerce facilitates the purchase and sale of goods and services digitally. In this, a website or application of a company is used to explore products and then order through the platform. In this, the company then delivers physical products as orders received from customers.

## **2.5 Digitalization of marketing in retail business**

To promote "modern marketing" and fulfill marketing goals, digital marketing makes use of the Web, other electronic content, and technology. Computers, smartphones, iPad, and other digital platforms are examples of digital technology. It is to use electronic channels to engage with clients interactively (Gavrila & de Lucas Ancillao, 2021). Social networking, smartphones, analytics, and e-commerce seem to be the most prominent digital advertising platforms. In practice, it entails using online communications tactics to manage various types of online firm presence, such as company internet sites and company descriptions. Search engine optimization, public media marketing, internet ads, electronic-mail marketing, and collaboration with other sites are some of the actions used to magnetize new clients, improve client experience, and build customer connections using E-CRM.



Businesses require an online marketing plan since they utilize it to determine their strategies and future actions in digital marketing that are appropriate for the companies. An online advertising plan is the stated approach in a digital advertising plan that assists firms in focusing and aligning marketing operations with business objectives (Elsayed Fayed, 2021). It also aids in the identification and engagement of suitable potential clients. Depending on the conditions, many firms have varied digital marketing tactics.

A successful digital marketing plan, as per Chaffey and Ellis-Chadwick (2016), should complement the organization, business model, plan, and vision. It has a consistent set of objectives and client kinds. To have a successful interaction with clients, the channel's business model must also be convincing. The company has a defined strategy for attracting clients to its digital media platforms, which includes a combination of offline and online methods of communication. Aside from that, buyers should be assisted in all aspects of the digital purchasing process. During the recruiting and growing phase, an online presence can point out all the online consumer lifetime.

Table 1.2

## The 5Ss of Internet marketing

Benefit of e-marketing	How benefit is delivered	Examples of typical objectives
<b>Sell – Grow sales</b>	Includes direct online sales and sales from offline channels influenced online. Achieved through wider distribution to customers you cannot readily service offline or perhaps through a wider product range than in-store, or lower prices compared to other channels	<ul style="list-style-type: none"> <li>• Achieve 10 per cent of sales online in market</li> <li>• Increase online sales for product by 20 per cent in year</li> </ul>
<b>Serve – Add value</b>	Achieved through giving customers extra benefits online or inform product development through online dialogue and feedback	<ul style="list-style-type: none"> <li>• Increase interaction with different content on site</li> <li>• Increase dwell-time duration on site by 10 per cent (sometimes known as 'stickiness')</li> <li>• Increasing number of customers actively using online services (at least once per month) to 30 per cent</li> </ul>
<b>Speak – Get closer to customers</b>	Creating a two-way dialogue through web interactions like forums and surveys and conducting online market research through formal surveys and informally monitoring conversations to learn about them	<ul style="list-style-type: none"> <li>• Grow email coverage to 50 per cent of current customer database</li> <li>• Survey 1000 customers online each month</li> <li>• Increase visitors to community site section by 5 per cent</li> </ul>
<b>Save – Save costs</b>	Achieved through online email communications, sales and service transactions to reduce staff, print and postage costs. Savings also accrue through 'web self-service' where customers answer queries through online content	<ul style="list-style-type: none"> <li>• Generate 10 per cent more sales for same communications budget</li> <li>• Reduce cost of direct marketing by 15 per cent through email</li> <li>• Increase web self-service to 40 per cent of all service enquiries and reduce overall cost-to-serve by 10 per cent</li> </ul>
<b>Sizzle – Extend the brand online</b>	Achieved through providing new propositions, new offers and new experiences online including building communities	<ul style="list-style-type: none"> <li>• Improve branding metrics such as brand awareness, reach, brand favourability and purchase intent</li> </ul>

Source: Chaffey and Smith (2012)

Figure 2. The 5S of internet marketing (Chaffey & Ellis-Chadwick 2016, 18).

These 5 Ss of digital marketing are five benefits that businesses aim to provide by digital marketing. These benefits of the company include sales, serving, speaking, saving, and sizzle which can be very beneficial for increasing the profitability of the company.

## 2.6 Types of digital marketing

There are several internet messaging tools for interacting with customers and creating a marketing campaign, as per Chaffey and Ellis-Chadwick (2016, pp. 32). The most common forms of digital marketing that organizations utilize in their online marketing strategy are listed below.

### Social Media Marketing

The use of social media platforms for marketing communication and interaction with potential customers of business is known as social media marketing. It has something to do with viral advertising and internet word-of-mouth (Lal et al., 2020, pp. 3-17). Businesses use the material for delivering messages, raising awareness, and even getting people to respond.

It allows companies to stimulate client communication through their platforms. It may be utilized as a conventional put-on-air media to transmit information and messages to consumers or associates because of its capacity to engage with the customer. Customer interactions on social networking sites are also related to products, marketing, and customer service (Mason et al., 2021). By using social media, businesses can learn more about their consumers and provide assistance to improve their brand image.

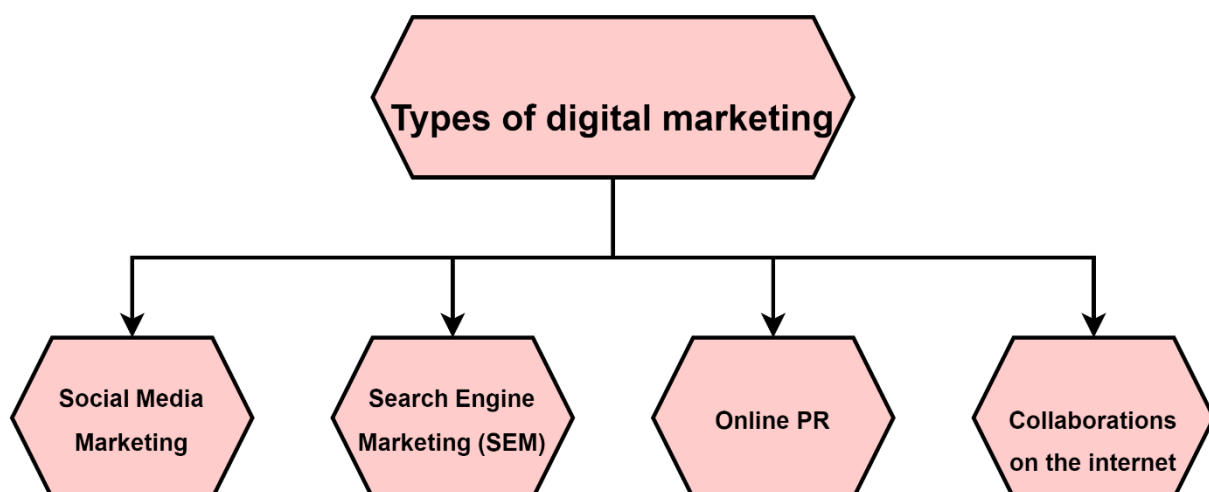


Figure 3. Types of digital marketing.

## **Search Engine Marketing (SEM)**

SEM is a technique for increasing the number of clicks on a given particular keyword when users use a search engine. Pay-per-click and Google ad words optimization are two SEM approaches (SEO) (Vyas, 2019, pp. 64 -70). Pay-per-click is a paid technique that uses paid advertisements or sponsored content. Search engine optimization (SEO) is a free service that allows visitors to automatically or naturally click on a result from a web browser.

## **Online PR**

The presence of corporations, brands, and goods on the third website that might engage the firm's intended listeners is referred to as online PR. They are social media sites, blogs, podcasts, and feeds, to name a few (Farte & Obada, 2018). Responding to negative comments and doing public affairs through third-party websites are also examples of digital PR.

## **Collaborations on the internet**

It promotes internet services through third users' websites or electronic-mail correspondence. This will result in a future partnership with third-party vendors (Ibáñez-Sánchez et al., 2022, pp. 469-486). Backlinks, sponsored links, integrators, online advertising, and co-branding are all techniques that companies use to form partnerships.

## **2.7 Digital marketing in grocery retail**

It is no longer sufficient to market offline using printed material in the digital age. Many clients no longer get or test print media, according to experts. The possibility of losing customers is very high when grocery merchants do not use digital channels and marketing. The use of digital coupons is fast expanding, with a rate of 27 percent compared to 38 percent for paper coupons. According to research, more than a quarter of shoppers utilize the digital circular while in the store (PR Newswire 2019).

"Powerful is the new slim" refers to the fact that individuals are more concerned about being healthy than they do about being slender. The trend has shifted away to fitness from weight

reduction, and it will affect how businesses market their goods and services to customers. People are becoming increasingly interested in physical activities (Li et al., 2020). Exercisers have become conscious of the amount of healthy protein that they consume. It is an opportunity for protein manufacturers to sell their products. Because of the heavy workload, innovation, and modern living, the semi-homemade supper has become fashionable in the digital era. Individuals want to enjoy a delicious lunch with their families, but many are too preoccupied with their everyday lives. It is the reason why semi-homemade meals and boxes have grown in popularity. It may cut down on frying and is simple to use (Cavallo et al., 2020). Consumers have much more time to examine things before they buy in the digital age since product information is available on digital media. People have become concerned as to what they eat and receive product information from internet sites rather than asking at the store.

They are more concerned with the food having health benefits than with its flavor, as they were previously. Because a growing number of customers are inquiring about items, they currently own and the storage stability of those products, stock management has become a trend (Anastasiadou et al., 2020). Businesses must market numerous methods to prepare or consume items to customers who have previously purchased them. Finally, preparation refers to clients who require assistance in preparing meals, which firms might provide over the internet. It is due to the advancement of cell phones. To assist them in preparation, they may boil and understand the directions at a similar time. Consumers are carrying something within their wallets that will educate them about your goods (Snuggs & McGregor, 2021, pp. 104-145). Grocery retailers should be aware of digital developments and use them in their marketing strategies to retain consumers.

New purchasing methods have also emerged as a result of the Web and client requirements. It is e-commerce. It was created because certain public groups have issues with buying groceries and other external factors so that anything might save a moment or attempt would appeal to them. To reap the benefits of both aspects, many merchants are launching online and physical platforms (Laguna et al., 2020). While physical merchants have benefits in terms of delivery speed and non-digital commodities in the desired shape, online stores may save money on storefronts, inventory, and a vast selection. They also save money by sep-

arating transaction service creation and delivery. Retailers may provide a wide range of services by combining the two, making them multidimensional retailers. The combination of the online and physical mediums improves examination worth, lowers the risks, and boosts purchasing intentions.

## **2.8 Advantages of digital marketing for customers**

As a consequence of rapid technological improvements, customers' buying habits have changed. The advantages of digital marketing for customers are one of the reasons for extensive digital marketing by businesses. Some of the advantages explored through the literature review are as follows-

**Stay informed about goods or services-** Consumers may use digital marketing tools to remain up to date on company news. Many customers now have access to the internet at any time and from any location, and companies are continuously updating information about their products and services (Kim et al., 2021, pp. 552-563). With help of digitalization and digital marketing, consumers have become able to explore new products and services very easily. Not only that they can stay informed but they can also buy new products and services as soon as they are introduced which helps make them relevant.

**Improved engagement-** Consumers may engage in the company's various activities via digital marketing. Consumers can visit the firm's site to know more about its products and services, buy products online, and leave feedback (Limerick et al., 2019, pp. 1-7). At the same time, consumers have become able to interact with businesses and access businesses that was not possible before digitalization.

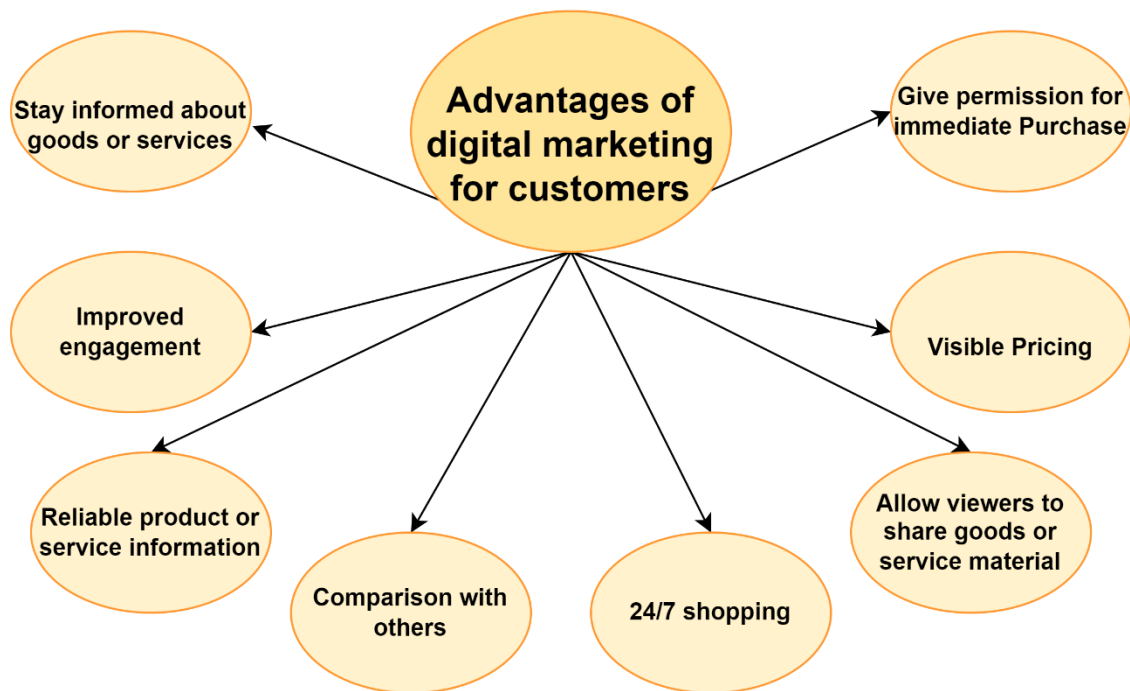


Figure 4. Advantages of digital marketing.

**Genuine product or service information-** Consumers may acquire clear product or service information via digital advertising. Information collected from a commercial salesperson has a tiny chance of being misconstrued (Desai, 2019, pp. 196-200). When making purchasing selections, customers may trust the internet for substantial product details.

**Comparison with others-** Since countless organizations are endeavoring to sell their items or administrations through web advertising, it is currently the savviest and most time-productive way for clients to survey labor and products from various suppliers (Bartosik-Purgat, 2019, pp. 205-220). Clients do not need to go to a lot of various stores to find out about the things or administrations they are keen on.

**24/7 shopping-** Online shopping is accessible 24 hours a day, 07 days a week, and it has no limitation of time on what time a client may purchase anything. This is a very important benefit according to which consumers can make the purchase any time of the day (Puri & Kumari, 2020, pp. 2711-2716). As opposed to digital business, offline or store-based busi-

nesses often close and open at a fixed time other than some exceptions. It is also not convenient to go to stores by consumers at any time of the day, but they order online at any time.

**Allow viewers to share goods or service material-** Viewers may share goods or services material via digital marketing. With digital media, it is simple to communicate and get data on the characteristics of goods or services (Rangaswamy et al., 2020, pp. 72-90). This is a benefit according to which viewers when navigating digital platforms can easily share products with others. This is a benefit when consumers find it difficult to buy products because of a lack of decision-making.

**Visible Pricing-** The association utilizes advanced showcasing stages to feature items or administration valuing, making costs staggeringly understood and straightforward to clients. Consistently, the firm might change the estimate or give offers (Laatikainen & Ojala, 2019). Consumers can see different prices associated with different products along with discounts available and any kind of taxation charged on the products. This means that there is increased transparency in the process.

**Enables immediate purchase-** Buyers view the advertisement first before visiting a local company to acquire the commodities or services in traditional marketing. Consumers may buy products or services right away thanks to online marketing.

### **Digitalization of operations of Retail businesses**

**Digitalized inventory management-** This is one of the operations of inventory that can be done through digitalization. Digitalization of inventory management involves tracking inventory in the store with powerful and simple software. This can be very beneficial in the effective management of the inventory of the store and this will help in tracking how much inventory is there in stock. This helps in planning inventory requirements in the organization (Sun et al., 2020). The benefit of inventory management is that an integrated system of inventory management helps businesses understand when the inventory level reaches the threshold of reordering. At the same time, inventory management is also important for maintaining an adequate level of inventory. For a retail business, inventory management is very important.



Furthermore, businesses can also explore products in demand and products that are sold less, which will benefit businesses in effective planning.

**Digitalized customer service-** This is another important operation of retail stores that can be digitalized for better store operations. Customer service digitalization involves solving the problems and concerns of customers through digital platforms. Digitalized customer service involves listening to the problems of customers through online channels and responding to them through online channels as well (Gupta, 2019, pp. 17-38). There are several ways in which digitalized customer service can be provided including chatbots and operating pages on social media aimed at customer service. Chatbots can be employed on mobile applications and websites of the company with answers to some frequently asked questions. This can be beneficial for a company in which simple problems and queries of customers can be solved through chatbots.

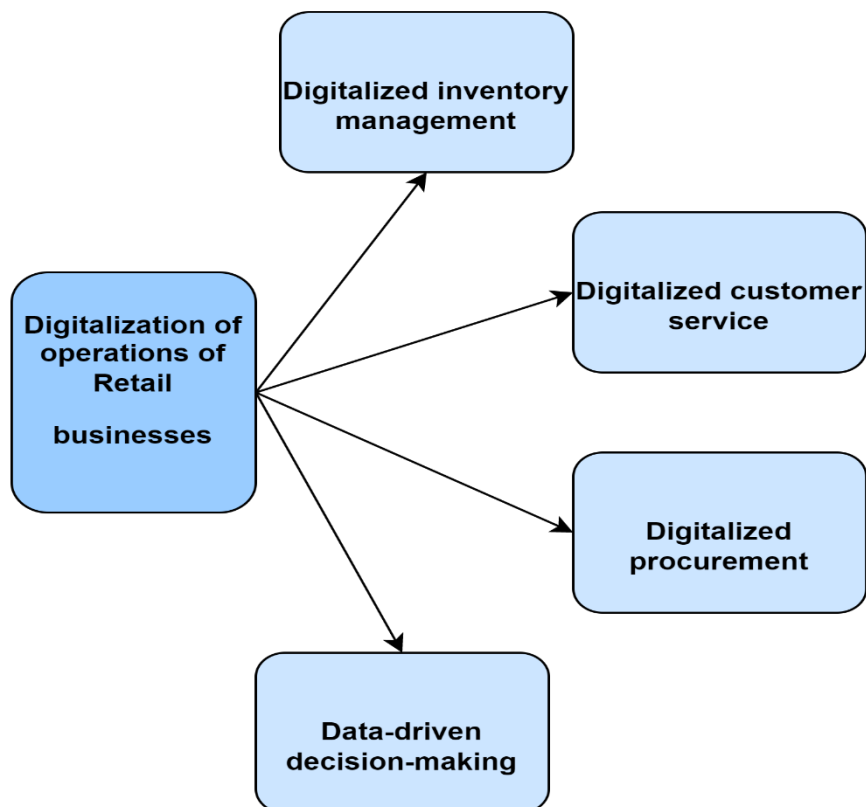


Figure 5. Digitalization of operations of the business.

**Digitalized procurement-** Procurement is a very important operation or activity of the business. Effective procurement involves avoiding a situation in which stores have a surplus or shortage of inventory in the store. The reason is either of the condition is not suitable or favorable for the business. Digitalized procurement is very beneficial in which based on data and available information, the software can help determine which supplier would be able to supply the required products (Bousdekis et al., 2021, pp. 828). At the same time, the process can be made more efficient and simpler through digitalized procurement. Digitalized procurement involves the automatic repetition of orders based on the level of inventory. It helps in optimizing place and reduces the cost of inventory storage.

**Data-driven decision-making-** Successful decision-making is very important for the success of organizations and businesses (Khanya & Dikotla, 2021, pp. 1-14). Data-driven decision-making involves making decisions based on data and information. Decisions based on data and information can be very helpful for making decisions. Big data and artificial intelligence are some of how organizations can make appropriate and more efficient decisions for optimizing their resources and capabilities. Decisions can be made about customers like their tastes and preference, and decisions about the use of resources and materials in the business.

### **Resources required for retail businesses' digitalization**

**Skilled staff-** Skilled staff is a very important resource for the digitalization of retail business. The staff of the business needs to be well-trained and skilled for the operation of digital technology in the business (Sehlin et al., 2019). Businesses considering digitalization must recruit employees and staff that are capable to operate the business on digital platforms. Skills required for staff include technological skills, data science, and expertise in artificial intelligence and machine learning.

**Hardware-** Hardware is another resource required for retail business digitalization. Hardware is concerned with tools and tangible components like computers and IoT devices (Anthony Jnr & Abbas Petersen, 2021, pp. 617-650). This is a very important requirement in which software work or operates. Businesses need to invest in hardware as well when

they are interested in digitalizing their business. Hardware also involves developing organizations' infrastructure which makes the organizations capable to adopt digitalization.

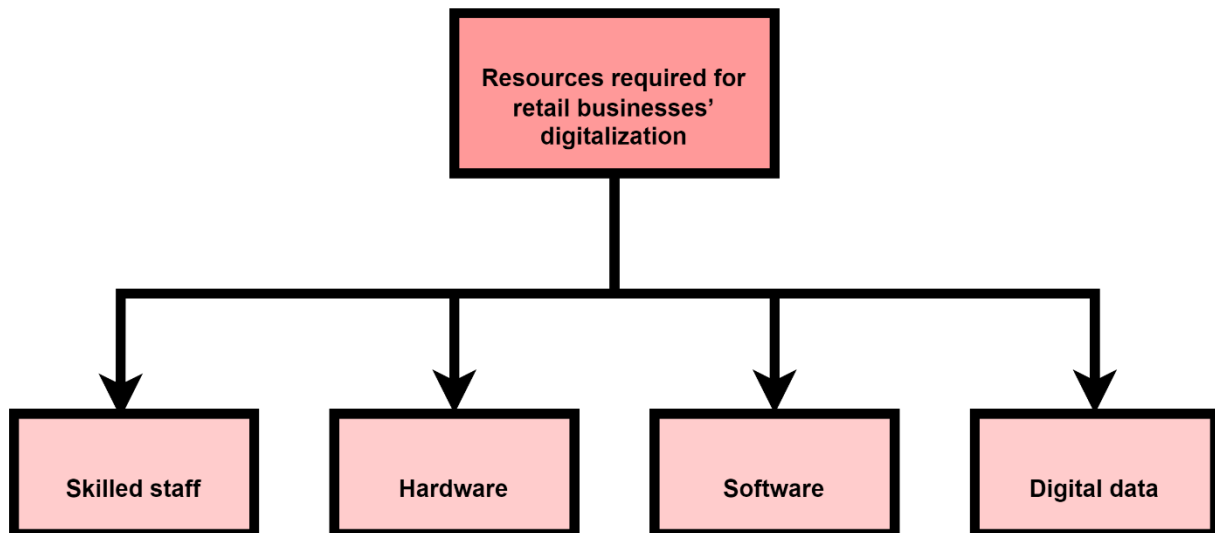


Figure 6, Resources required for digitalization.

**Software-** Software is concerned with the set of instructions, data, and programs that are used for operating and executing specific tasks. Software is very important for executing different tasks that are part of digitalization like inventory management or decision-making (Bai et al., 2021, pp. 241-248). Different activities or tasks of business-like inventory management, procurement, and other functions can be carried out through software. At the same time, marketing of business on social media is also based on the software of the business.

**Digital data-** Digitalization is based on data that has been digitized. Digitalized data is very important because software or programs in hardware are run based on digitized data (van Oorschot, 2021, pp. 241-248). This data is important for running different software that executes a variety of tasks and functions.

### **Barriers to digitalization for small businesses**

**Lack of business capability-** This is one of the important barriers creating difficulty for small businesses in their digitalization. Lack of capability includes there being no proper

system in a business which can be a very big challenge for business (Ullah et al., 2021). Business needs to have the capability like investing in hardware and software and hire employees in the organization who can perform different tasks of business.

**Lack of right talent or skills-** Lack of the right talent or skills is also an important barrier for small businesses when they are willing to digitalize their activities. Due to the lack of capability of providing high salaries and benefits, businesses find it difficult to attract the right talent for digitalization (Reynolds et al., 2021, pp. 451-467). Anyone who is looking forward digitalizing business needs to have the knowledge and skills required for digitalization including software management.

**Inadequate leadership-** Leadership is also a very important element affecting the success or barriers of the initiative taken by a business (Gromova et al., 2020, pp. 461-467). In case of business lack good leadership, it becomes a barrier to successful digitalization. It is required that leaders of the business are supportive of the initiatives of digitalization.

**ability to experiment-** This is a very important barrier because small businesses lack the resources and the capability to experiment with their initiatives. Hence, they might find it difficult to accept a digitalization in business (Veugelers et al., 2019). Experimenting with different initiatives requires that businesses explore whether their initiatives will be successful or not. This also is important for making any changes in the planning so that the ultimate aim of the business can be successfully realized.

## 2.9 Literature Gap

Based on the literature review it can be said that information was gathered from a review of several kinds of literature. However, there is no paper or study conducted that is based on small businesses operating in globalized business and its digitalization. This study will work on gaining information for such businesses.

## 2.10 Conceptual Framework

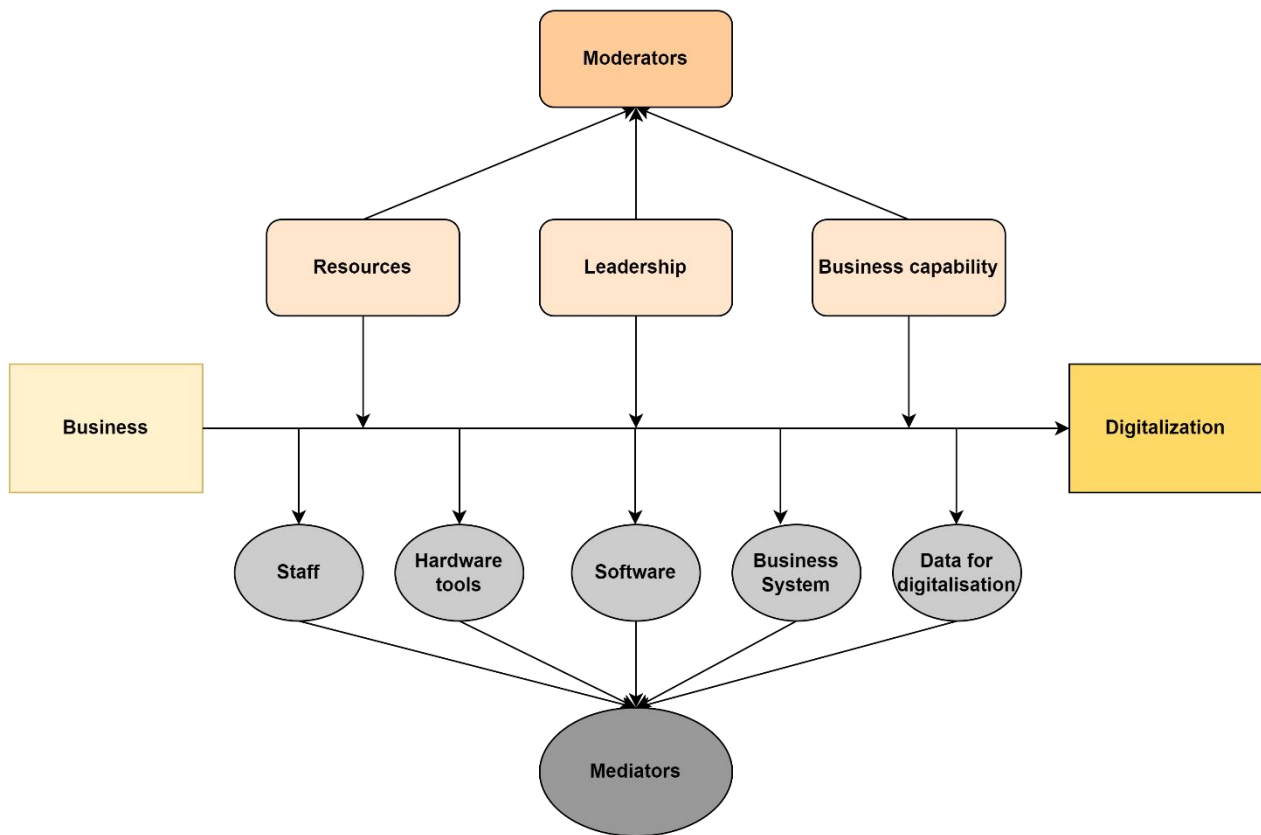


Figure 7. Conceptual Framework.

The above conceptual framework is based on the digitalization of business. In this conceptual framework, business is an independent factor and digitalization is an independent factor. There are two different types of factors that are moderators and mediators. Mediators are those factors that create the relationship between dependent and independent factors. At the same time, moderators are those factors that affect the relationship between independent and dependent factors. Moderators are factors that include resources, leadership, and business capacity. This means that having and not having these factors can affect the success and failure of digitalization.

## **3 Research Methodology**

### **3.1 Introduction**

This chapter of the study will involve research methodology. The research methodology includes the methodology that is considered for performing research. Research methodology guides the actions and decisions of the researcher while conducting the research. This involves considerations while performing data collection and data analysis in the research. The research methodology will guide philosophy, approach, design and sampling, data collection, and data analysis.

### **3.2 Research Onion**

Research onion describes the different decisions researchers need to make when developing a research methodology whether that's for the thesis or any other formal research project. Research onion is an important model in research methodology which guide researcher about the methodology of research. Research onion involves some key elements of research methodology like philosophy, approach, strategy, choice, time horizons and techniques and data analysis (Melnikovas, 2018, pp. 29-44). The following figure of research onion depicts different philosophies, approaches, strategies, choices, and techniques of research.

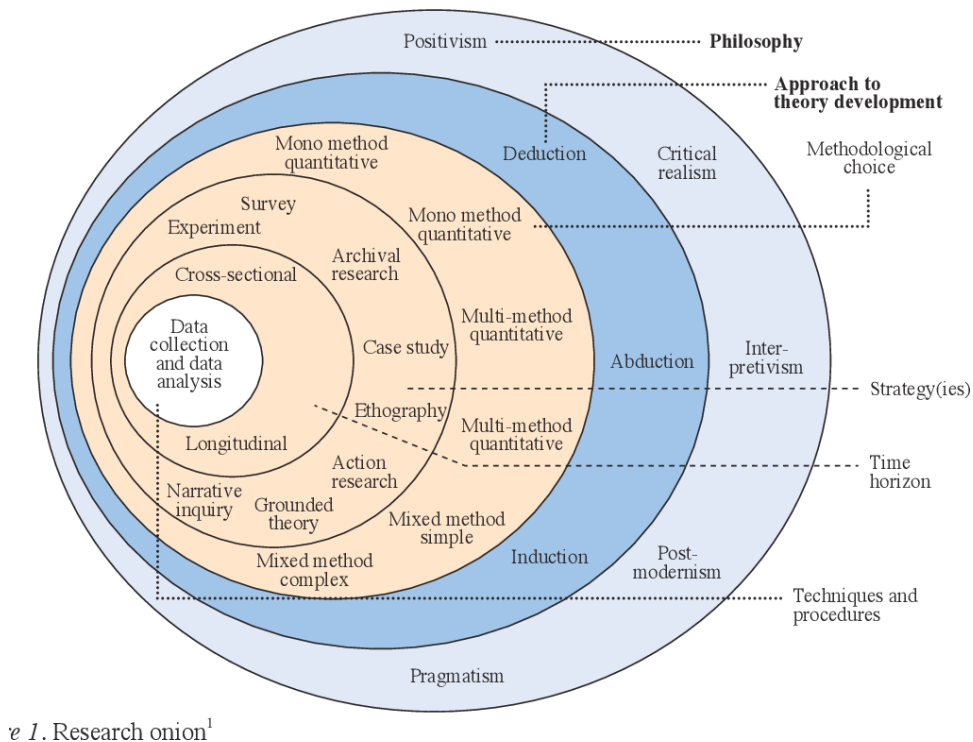


Figure 8. Research Onion (Melnikovas, 2018, pp. 29-44).

### 3.3 Research Philosophy

Research philosophy is concerned with the source, nature, and development of knowledge. There are four different types of research positivism, realism, interpretivism, and pragmatism. Positivism philosophy involves mixed or multiple methods in which data is qualitative and quantitative (Alharahsheh & Pius, 2020, pp. 39-43). Positivism philosophy involves highly structured research based on large samples in which quantitative measurements can be qualitative as well. Realism philosophy involves that methods must fit the subject matter, qualitative or quantitative data. Interpretivism philosophy involves the development of knowledge in different ways by focusing on subjective and descriptive methods for research (Al-Ababneh, 2020, pp. 75-91). These philosophies, their use and their application have been examined for this study to determine one philosophy that can be applied to this research and its best results. In this philosophy, small samples are investigated in detail to explore different aspects of the research subject and research

topic. The reason for this research philosophy is that interpretivism philosophy is appropriate for qualitative research. This philosophy is appropriate for exploring the research topic in detail and depth.

### **3.4 Research Approach**

The research approach is concerned with the procedure for data collection, analysis, and interpretation. There are mainly three approaches to research; inductive, deductive, and abductive. The inductive approach is about collecting data and analysing data through the identification of themes and patterns from data. Moreover, the inductive research approach also involves developing an untestable conclusion (Walter & Ophir, 2019, pp. 248-266). Hence, there is nothing to prove in the inductive approach and the researcher develops or generates theories. The inductive approach is useful for this research because this enables exploring the phenomenon and identifying themes and creating the conceptual framework and building theory. This is very important for analyzing and exploring research topics so that different aspects can be explored in different.

### **3.5 Research Design**

Research design is the framework of research techniques that the researcher selects for conducting the study. This involves a strategy to integrate different components of the research. This research is based on a descriptive research design in which the researcher emphasizes describing the situation or case for the research study (Doyle et al., 2020, pp. 443-455). Research design is a theory-based design that involves the collection, analysis, and presentation of data. With help of data, in this research, the researcher intends at exploring the why and how of the research. The reason behind this design is to explore different aspects of the research topic so that everything can be explained in detail.

### **3.6 Research Strategy**

Research strategy is concerned with the plan of action through which research is carried out. Strategies for research include experiments, case studies, surveys, action research, grounded theory, ethnography, and archival research (Soderberg et al., 2020). Different



types of research strategies are suitable for research with different natures science-based research can be performed through experiments and history-based research can be performed through archival research. This research is based on the survey strategy of research in which a survey is conducted for the research. The reason behind considering a survey for data collection strategy is that it is convenient to collect data through a survey (Roh et al., 2019, pp. 1328-1347). At the same time, it becomes easier for participants to answer questions and respond to what they have been asked. The reason is that there is no concern about being judged by the other person.

### **3.7 Time Horizons**

The time horizon is concerned with the time when data is collected by the researcher. There are two different time horizons in the research; cross-sectional and longitudinal time horizons. In a cross-sectional study, data is collected by a researcher at a specific point in time (Zaid et al., 2020, pp. 135-142). Longitudinal time horizon data is collected over a period from samples over an extended period. This research is based on a cross-sectional time horizon in which data for the research will be collected at a specific point in time (Chen et al., 2020, pp. 36). This time horizon is considered because it is easier to conduct research through a cross-sectional study. At the same time, the cross-sectional study is also selected because it can provide satisfactory results and data for this research.

### **3.8 Sampling**

Sampling is an important aspect of the research that involves selecting samples for the study. There are mainly two ways of sampling; probability and non-probability sampling. Probability sampling is a way to sample a research population based on the equal possibility of each member of the population being selected as a member or sample for research. On the other hand, non-probability sampling involves selecting samples without the equal possibility of being selected as a research sample (Tutz, 2022). These two are further divided into different types for sampling the population for the study. This research is based on non-probability in which the selection of participants will be done using purposive sampling. In this method of probability, the researcher selects participants based

on their judgment and uses participants who are most suitable for data collection. The reason for selecting this method of research is that it is suitable for collecting data for this study (Ding et al., 2020, pp. 80-99). Further, this study is also based on case organization and the participants will also be selected based on the judgment of their ability to provide the required information for this research.

### **3.9 Data collection**

Data collection is concerned with collecting information for research. There are two main types of data collection; primary and secondary data collection. Primary data collection involves collecting data from the sources where data emerges and secondary data involves collecting data from existing literature (Velentgas, 2021, pp. 192-202). Secondary data collection involves collecting data from existing books, journals, and published and unpublished papers. Each method of data collection has different benefits and drawbacks. This research is based on primary data collection. Primary data for this research will be collected from the case study organization and other participants including retail businesses and their customers. The reason behind primary data collection is that it enables the collection of data that is specific to the research being conducted (Franzitta et al., 2020, pp. 2045). At the same time, primary data is also beneficial because it enables collecting new and latest data from sources. Primary data collection is also helpful in that the researcher becomes able to collect accurate and reliable results. This research intends at creating a digital marketing strategy for retail organizations Hence, collecting data from those retailers can be very beneficial for the efficiency of the strategy.

### **3.10 Data Analysis**

Data analysis is a process of inspecting, transforming, and modelling data for exploring and discovering important information and informing conclusions of the study and data collection. There are different ways in which data can be analyzed (Kiger & Varpio, 2020, pp. 846-854). Data analysis for this research will be based on thematic data analysis. Thematic data analysis involves analyzing data based on identified themes and patterns. The reason behind considering this method of analysis is that it is an appropriate and widely used method of analyzing qualitative data. This research is based on descriptive

design and involves exploring the why and how aspects of the research that can be done through thematic analysis (Belotto, 2018, pp. 2622-2633). At the same time, thematic data analysis is also beneficial because with help of this key features of large data sets can be summarised. Large data sets can be effectively analyzed through the thematic data analysis method so that important features and elements can be explored, and research can be concluded based on that.

### **3.11 Reliability and validity**

Reliability and validity are very important for effectiveness in the research. High reliability and validity ensure the high quality of the research. Reliability of the research is concerned with the consistency of the results and measures of the research (Rose & Johnson, 2020, pp. 432-451). Validity is concerned with the accuracy of measures. This research will generate reliability because in the survey similarity of answers become the basis for the reliability of answers. However, the determination of validity is difficult because this is qualitative research and there is no statistical tool to determine accuracy.

### **3.12 Ethical Consideration**

**Voluntary participation-** This is the first important ethical consideration for this research in which participation of research participants will be voluntary. No participant will be provided with any financial or non-financial benefit in exchange for participating in the study (Salamon et al., 2021, pp. 459-481). At the same time, participants will be allowed that they can decide to withdraw their participation from the study at any time. The voluntary participation of participants is important to ensure that their information is unbiased and unaffected.

**Informed consent-** Informed consent is another important ethical consideration in which participants will be required to provide their consent before participating in the study (Dankar et al., 2019, pp. 463-474). Informed consent involves providing adequate information to participants about the study being conducted and how the participation or information will be used. The impact of participation by participants in research will also be communicated to participants before taking their consent.

**Confidentiality-** Confidentiality is another important ethical consideration according to which information about participants will be kept confidential (Surmiak, 2018, pp. 393-418). This involves that research will not involve mention of information of participants which makes them identifiable.

**Potential for harm-** This is another important ethical consideration according to which it will be insured that during the research know participant is harmed (Pisinger et al., 2019, pp. 124-131). There are different types of harm social, physical, emotional, and mental. Participants will not experience any kind of harm as part of this study or due to participation in this study.

**Result communication-** This is an ethical consideration according to which research results will be communicated accurately and adequately. This is important to do because of the validity and reliability of information from the research (Naidu & Prose, 2018, pp. 783-797). Accurate information sharing all the facts and information in its true form without manipulating information or changing its form to create different meanings. Adequate information involves all that all pieces of information are shared, and no piece of information is kept hidden which affects the meaning of the information.

### 3.13 Limitations

This chapter involves a discussion of the research methodology. This research method has been developed as per the aim, and objectives of this research to ensure that they can be realized in the best possible way. However, there are certain limitations associated with this research methodology. Limitations of this methodology involve that it is based on a survey method and when using the survey method, there is a possibility that participants may avoid responding. At the same time, responses may also get influenced by a lack of knowledge of participants.

### 3.14 Summary

This chapter involved developing the methodology of the research. In this chapter philosophy, approach, design, and other aspects of the research methodology were decided

and reasons were provided for the selection of the method. The research philosophy for this research is interpretivism philosophy, inductive approach, descriptive research design, survey strategy, and time horizons for this study is cross-sectional. The sampling strategy for this research will be non-probability sampling and primary data will be collected for this research. Collected data will be analyzed through thematic analysis and reliability will determine based on the majority of responses to the survey. Ethical considerations for the study will be voluntary participation, informed consent, confidentiality, the potential for harm, and result communication.

## 4 Data Interpretation and Analysis

### 4.1 Introduction

This chapter of the study will involve the interpretation of findings and data that have been collected from participants of the study. Followed by interpretation, this chapter will also include an analysis of data based on thematic analysis. The data interpretation is divided into two different parts based on the data of respondents. There are two different groups of respondents from whom data have been collected for the study. These two groups of people have also been asked different sets of questions.

### 4.2 Findings

This chapter of the study will include findings and data collected from a survey performed for customers and owners of businesses. both surveys were performed using a closed-ended questionnaire.

#### Current location

Table 1. Current Location.

Where are you living / current location?	Responses
Seinäjoki	42
Niemistö	1
Tornavä	2
Impivaara	0
Katila	0

Koskelankyla	0
Pojanluoma	0
Huhamäki	0
Karhunmäki	0
Malkamäki	0
Others	11
<b>Total</b>	<b>56</b>

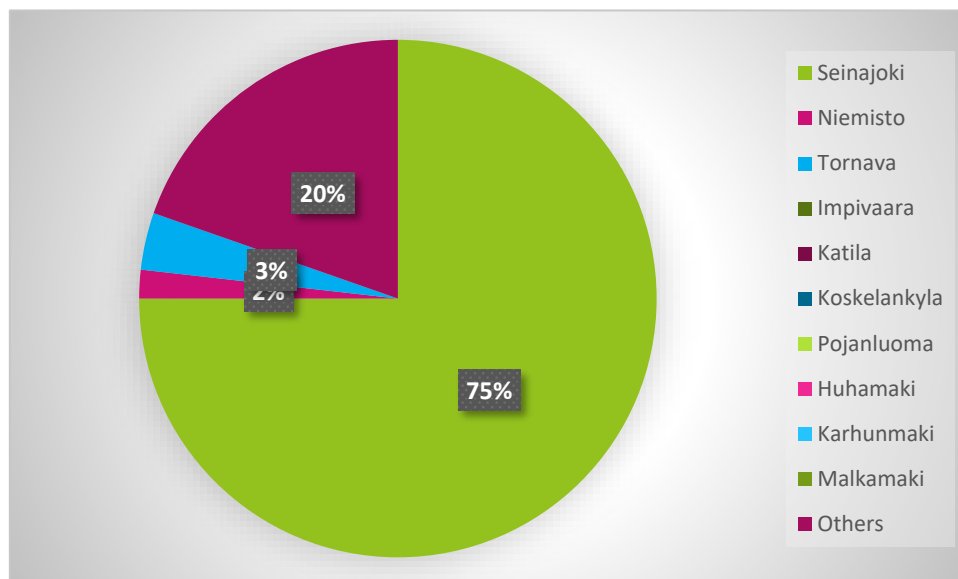


Figure 9. Current location.

**Interpretation:** This is the first question, and this was the basic question to understand the participants of the study. This means that based on this question, the researcher can understand where the participant is from. This is important because instead of generalized questions, this study is based on an organization. Knowing the place from where participants

belong will be helpful determine the popularity or knowledge of Mokka Market in different cities and areas. Based on the responses of participants, it can be said that the majority of participants are from Seinäjoki and other than this, the majority of respondents are from other places not mentioned in the choices.

## Age

Table 2. Respondents by age.

<b>Age?</b>	<b>Responses</b>
<b>&gt;18</b>	6
<b>&lt;18 to &gt;30</b>	38
<b>&lt;30 to 55&gt;</b>	13
<b>&lt;55</b>	
<b>Total</b>	<b>57</b>



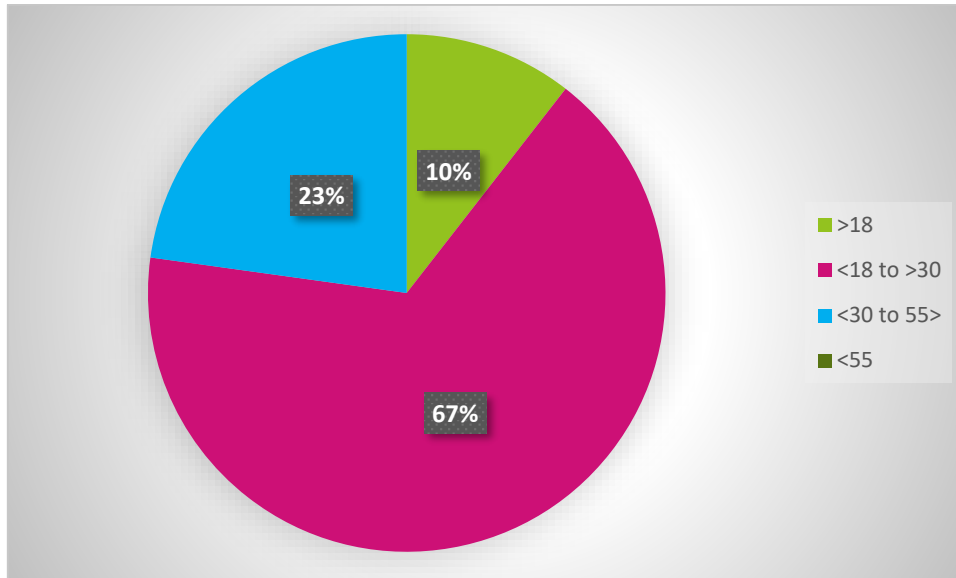


Figure 10. Respondents by age.

**Interpretation:** Consumer behavior and decision making of consumers gets affected by many factors including their age. Knowing about age will help determine what is overall outlook of consumers of a certain age. Based on the participants' responses, it can be said that most participants are from the age group of 18 to 30. Other than this, the majority of participants in from the age group of 30 to 55. Least are from the age of less than 18 and no participant is above the age of 55.

### Family Size

Table 3. Family Size.

What is your family size?	Responses
2	16
3	5
4	14

5	11
More than 5	11
<b>Total</b>	<b>57</b>

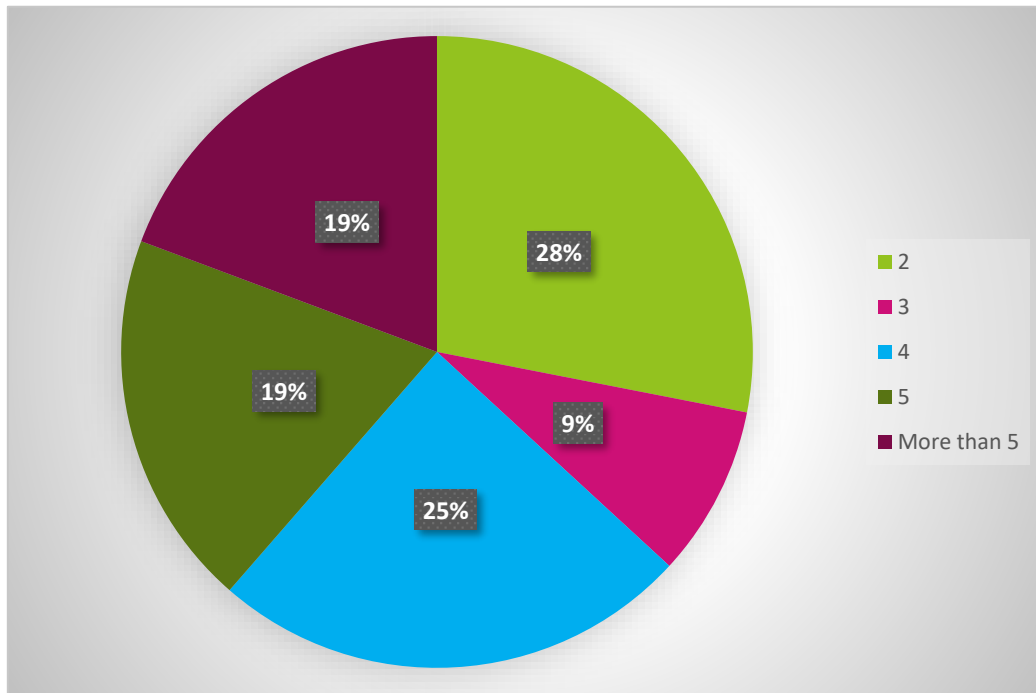


Figure 11. Family Size.

**Interpretation:** Shopping for groceries and household products gets significantly affected by several of members the family. Hence, it is important to understand the family size of respondents which affects their answers to questions. Responses of participants indicate that majority of participants have a family of 2 people. However, participants have different sizes of families and there is no clear majority in any group but the number of participants with a family size of 3 is the least. Other than this, participants from different family sizes are there including those who have 2 members in the family to those who have more than 5 members in the family.

#### **Knowledge about the Mokka market grocery store in Seinajoki**

Table 4. Knowledge about the Mokka market grocery store in Seinäjoki.

Do you know about the Mokka market grocery store in Seinajoki?	Responses
Yes	51
No	6
<b>Total</b>	<b>57</b>

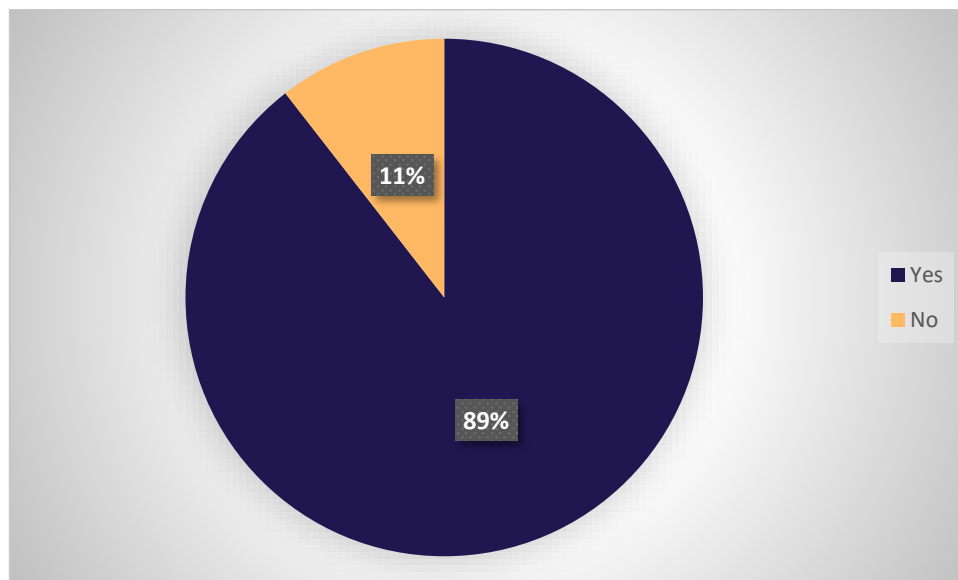


Figure 12. Knowledge about the Mokka market grocery store in Seinäjoki.

**Interpretation:** This study is about Mokka Market, which is why participants must have Mokka Market. Based on the participants' responses, it can be said that most participants know Mokka Market. This also affects the reliability of responses provided by the participants in for further questions. Linking back to the responses of the participants, it can be said that participants who are not from Seinäjoki, where Mokka Market is located, may be unaware of this. This is because knowledge of marketplaces operating offline is mainly limited to their locality and city, except for some specific elements associated with it. This means that those

who themselves or their known people who have gone to or known about Mokka Market might know about this even when they are not from Seinäjoki.

### Visiting and buying from Mokka Market

Table 5. Visiting and buying from Mokka Market.

How many times do you visit & buy from Mokka?	Responses
Once a week	19
Once a month	5
Occasionally	15
Never	18
<b>Total</b>	<b>57</b>

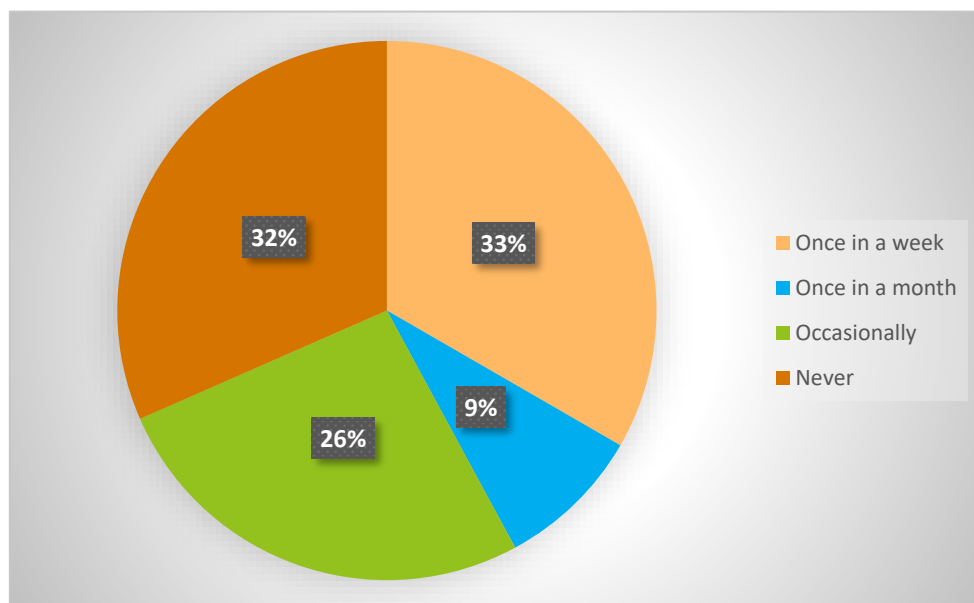


Figure 13. Visiting and buying from Mokka Market.

**Interpretation:** To determine the value, importance, and demand of the Mokka Market, responses to this question are very crucial. Responses indicate that majority of people go to Mokka Market once a week. Some participants go to the market once a month and the third majority of participants go on an occasional basis. Here, the second majority of participants never go to or have never gone to Mokka Market. The second majority of participants who have never gone to Mokka Market also include those who do not know about this. However, the number of participants who have never gone to the place is very high than those people who do not know about the market. Hence, around 21% of people who know about the market have never gone to the market.

### Goods purchased from Mokka Market

Table 6. Goods purchased from Mokka Market.

<b>What do you like to buy from the Mokka store?</b>	<b>Responses</b>
<b>Vegetables</b>	3
<b>Flour</b>	2
<b>Spices</b>	6
<b>All types of Grocery</b>	21
<b>others</b>	21
<b>Total</b>	<b>57</b>

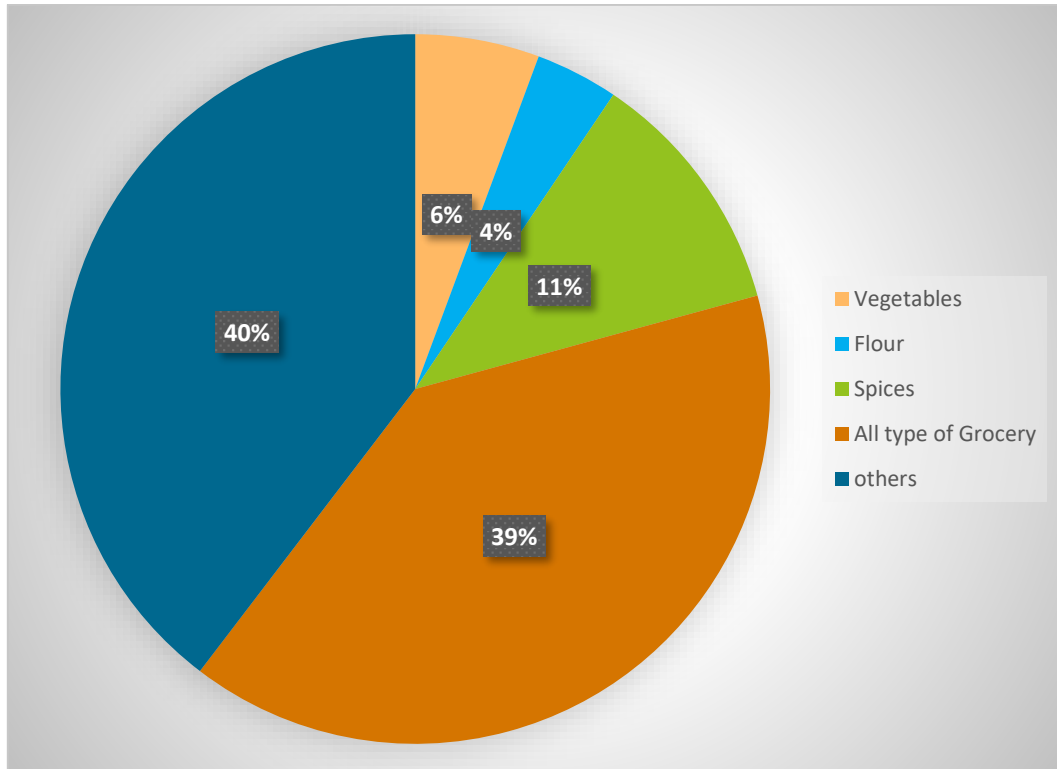


Figure 14. Goods purchased from Mokka Market.

**Interpretation:** Mokka market sells a variety of groceries and other products. This question was important for gaining knowledge about products preferred by customers of the market. Based on the responses of participants, most participants buy all types of groceries and other products from Mokka. However, certain participants specifically buy vegetables, flour, and spices from the Mokka market. Overall assumption can be made that all the products of the market are important from the customers' point of view.

#### Differences from other grocery stores in Seinäjoki

Table 7. Differences from other grocery stores in Seinäjoki.

Why do you think why it is different from other grocery stores in Seinäjoki?	Responses
It has different grocery options.	23

<b>It has unique products</b>	26
<b>It is situated in the best location</b>	27
<b>Other</b>	6
<b>Total</b>	<b>57</b>

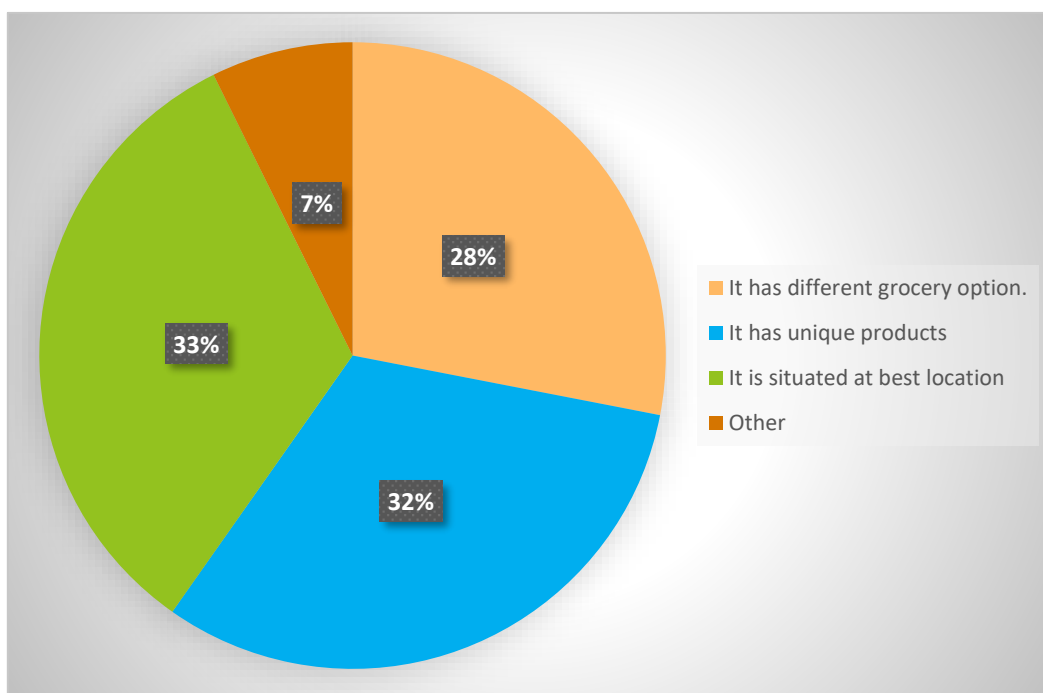


Figure 15. Differences from other grocery stores in Seinäjoki.

**Interpretation:** Regarding what makes Mokka Market different from other grocery stores in Seinäjoki respondents have provided a variety of reasons. There is no specific majority in responses to this question because 33% of participants have considered the best location, 32% have considered unique products, and 28% have considered different grocery options. While some participants have different reasons why they consider Mokka Market different from other grocery stores. Location plays a very important role in the success of the offline business because attractive and convenient locations attract customers towards a business only operating online. At the same time, different options and a variety of products is also

an important reason for attracting customers and most customers consider that Mokka Market has different options in grocery.

### Items that can be purchased from Mokka Market

Table 8. Items that can be purchased from Mokka Market.

Which grocery Items do you like most to purchase from Mokka Market?	Responses
Asian Items	14
India Items	21
Mix Items	11
Other	9
<b>Total</b>	<b>56</b>

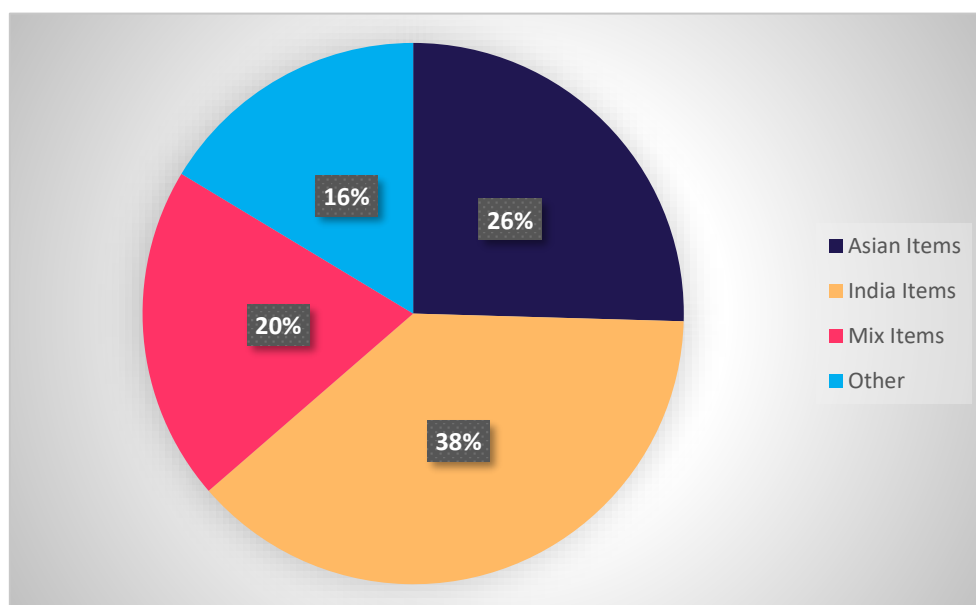


Figure 16. Items that can be purchased from Mokka Market.



**Interpretation:** This is a type of question that help in understanding what products of Mokka Market are most preferred by customers. Based on the responses of participants it can be said that the majority of customers prefer Indian items from Mokka Market. Besides Indian, customers prefer Asian Items from Mokka Market. Overall, it can be said that Mokka Market is known for Indian and Asian items so the possibility of customers preferring Asian and Indian is very high. However, many respondents also considered preferring other products, which means that all products of customers of Mokka Market are valuable to customers. This knowledge is very important for the strategy of the business to attract customers.

### Elements disliked about Mokka Market

Table 9. Elements disliked about Mokka Market.

<b>What do you dislike about that store, do you think the owner needs to change/upgrade?</b>	<b>Responses</b>
<b>Showcasing / Display inside the store</b>	13
<b>Management</b>	4
<b>Owner behavior</b>	
<b>Product guidance &amp; detail information</b>	8
<b>Others</b>	26
<b>Total</b>	<b>51</b>

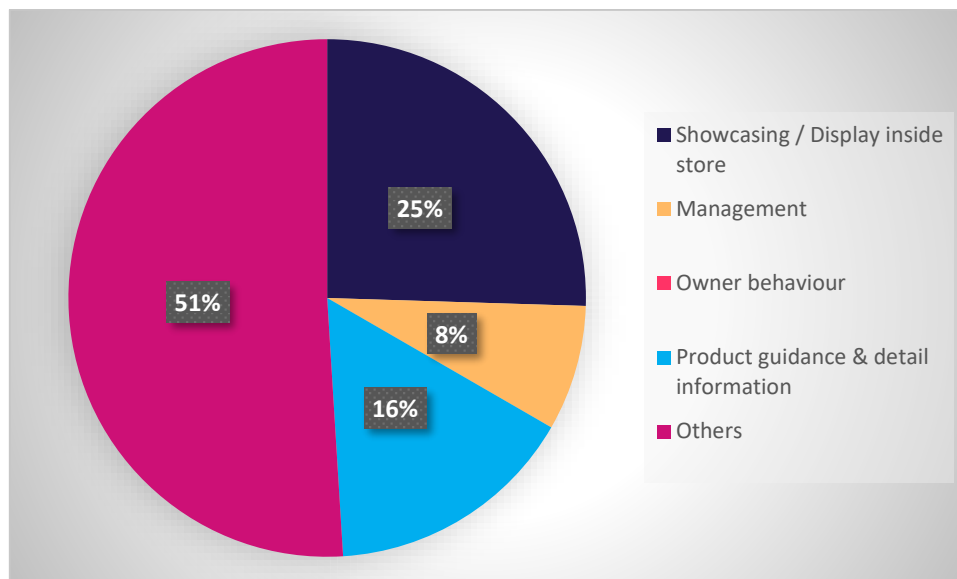


Figure 17. Elements disliked about Mokka Market.

**Interpretation:** Customers when like something, and the possibility of not liking or disliking something is also there. It is important to understand what customers do not like so that it can be included in the strategy of the business. Based on the responses of participants, it can be said that showcasing or store displays is something that customers do not like. Product guidance and detailed information is something that is also not liked by some customers of Mokka Market. Along with this, management is also not liked by some people, overall, some other elements are not liked by most people. Mokka Market must identify reasons and elements that are not liked by people for developing appropriate strategies for marketing.

### Online Shopping

Table 10. Online Shopping.

Are you like to shop online?	Responses
Yes	44
No	13

<b>Total</b>	<b>57</b>
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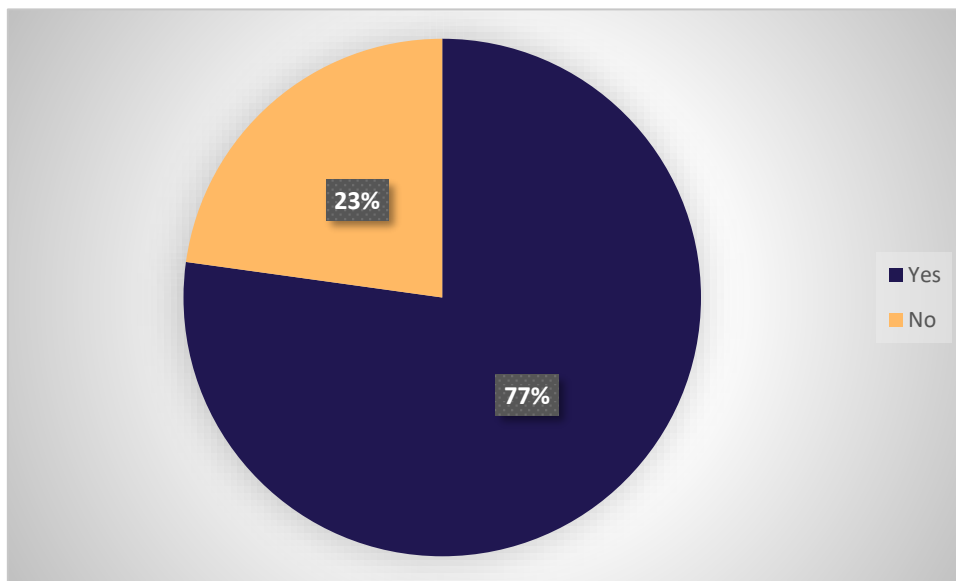


Figure 18. Online Shopping.

**Interpretation:** These are very important questions for this study in which the researcher intends to explore the benefits of digitalization for small businesses. Responses indicate that most of the participants like to shop online. This means that small businesses have a strong possibility and potential for growth when they are using online marketplaces. With changing technological environment and increasing use of technology online shopping is continuously increasing. Hence, Mokka Market must develop a digital or online presence for increasing its customers.

### Frequency of online shopping

Table 11. Frequency of online shopping.

<b>How frequently do you do online shopping?</b>	<b>Responses</b>
Once a week	9

Once a month	18
Occasionally	23
Never	5
<b>Total</b>	<b>57</b>

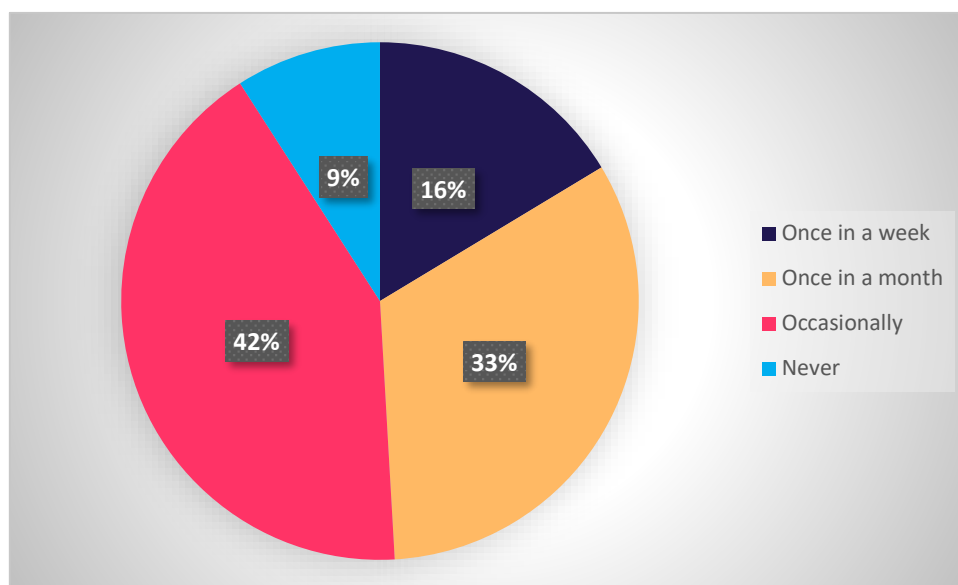


Figure 19. Frequency of online shopping.

**Interpretation:** This is a very important element that affects the success of a business when they are going online and presenting themselves through digital channels. Based on the responses of participants, it can be said that most customers shop occasionally and once a month. Some participants never shop online once a week. Overall, it can be said that online shopping frequency also depends on other factors like the type of products and the circumstances of people buying online. Perception of participants while responding to this question is also important. This is because if participants have considered buying groceries from online platforms, possibility of different frequencies. Along with this, the frequency of buying also depends on the number of products purchased by customers. Hence, regarding this, many unexplored factors affect the frequency of buying online.

## Online platforms

Table 12. Online platforms.

What online platform you are currently using most?	Responses
Through application	11
Through E-commerce platform	8
On Call services	5
Mobile Application	32
<b>Total</b>	<b>56</b>

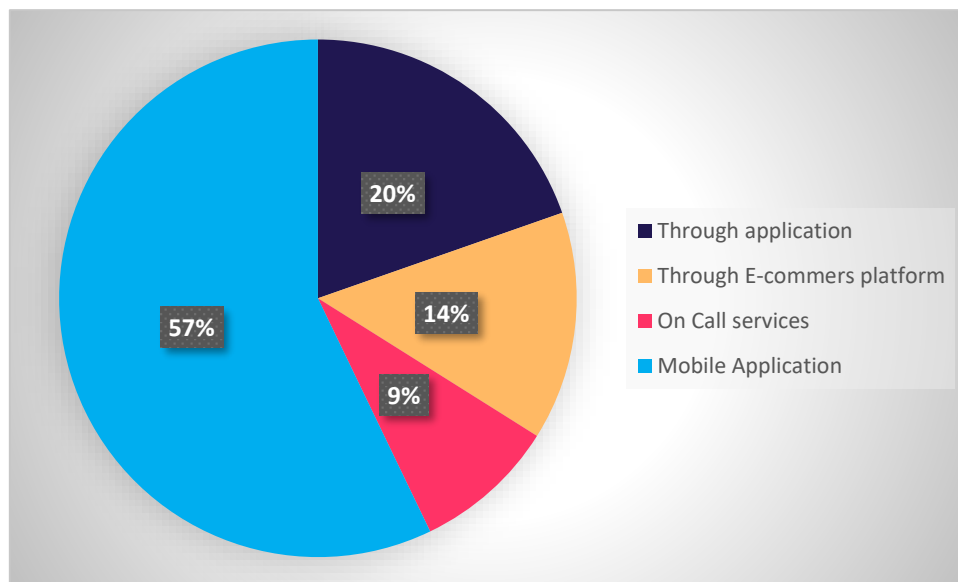


Figure 20. Online platforms.

**Interpretation:** Responses to the above question indicate that mobile application is the most convenient way through which people like to shop. Most people currently use applications for online shopping.

## Interest in buying online from Mokka Market

Table 13. Interest in buying online from Mokka Market.

Would you be interested to buy online if Mokka market offers you services like that?	Responses
Yes	40
No	16
<b>Total</b>	<b>56</b>

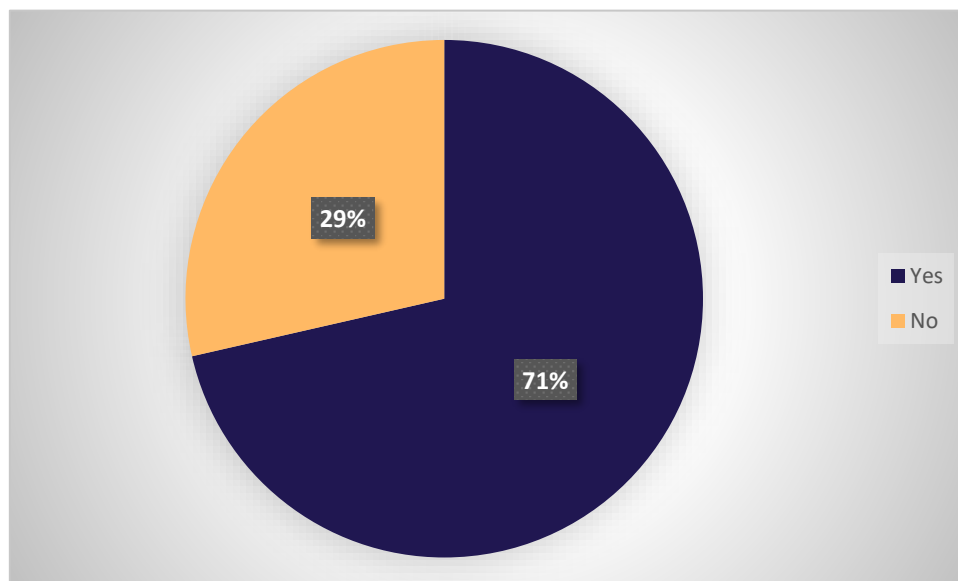


Figure 21. Interest in buying online from Mokka Market.

**Interpretation:** This is a question that is very important and helpful from the perspective of Mokka Market when they consider developing a digital marketing strategy and developing an online marketplace. Responses indicate that majority of customers have expressed willingness to buy online from Mokka Market. Those customers who have expressed that they will not buy online can be a variety of people. The participant who does not know about

Mokka Market, participants who like buying offline from Mokka Market and those who generally like buying offline and not online. Hence, considering this, businesses should consider going online because the potential is very strong based on the responses of people.

### Type of online service for store

Table 14. Type of online service for store.

<b>What type of online service did you suggest/prefer for that store?</b>	<b>Responses</b>
<b>Through application</b>	13
<b>Through E-commerce platform</b>	9
<b>On Call services</b>	2
<b>Mobile application</b>	30
<b>Total</b>	<b>54</b>

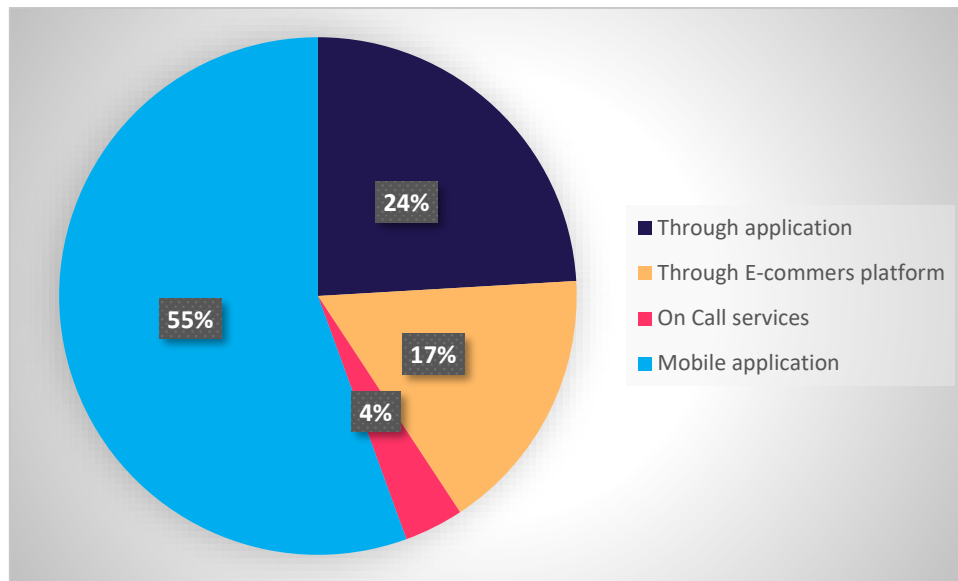


Figure 22. Type of online service for store.

**Interpretation:** It is important to understand what customers prefer when they are buying products online. The reason is that there are many ways in which online orders can be made and based on the responses, most participants have suggested mobile applications. Many participants have also suggested e-commerce platforms for Mokka Market. By e-commerce platforms, the meaning is selling products through third-party websites or online market-places instead of starting a new platform. Overall, using mobile applications is very convenient for customers so developing mobile applications will enable Mokka Market to attract customers on online platforms. At the same time, the e-commerce platform will enable the business to increase its visibility and exposure.

### Preferred delivery option

Table 15. Preferred delivery option.

What type of delivery option do you prefer most?	Responses
Home delivery	40
Pickup only	11



<b>Other</b>	5
<b>Total</b>	<b>56</b>

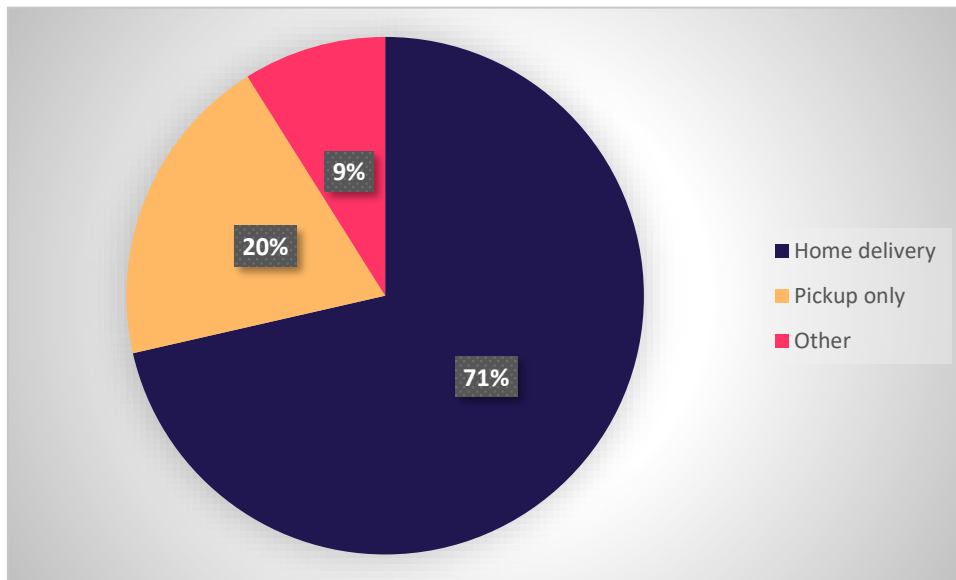


Figure 23. Preferred delivery option.

**Interpretation:** Customers when buy online, there are some elements associated with it that affect their decision to buy online. Most participants have considered home delivery of products. Here, it can be linked to the previous question about the number of people who will buy online from Mokka Market. The number of people who are willing to buy online from Mokka Market is also 71% which is the percentage of people looking for home delivery. At the same time, those who prefer to pick up only are not willing to buy online. The third option 'Other' is like an option for those who are willing to buy from Mokka Market in any manner. This is because those who prefer pick-up only are most likely to buy offline from the market.

### Paying for online delivery

Table 16. Paying for online delivery.

<b>How much do you pay for delivery if they provide home delivery?</b>	<b>Responses</b>
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>4	25
4 to 6	20
8 to 10	5
< 10	5
Other	6
<b>Total</b>	<b>56</b>

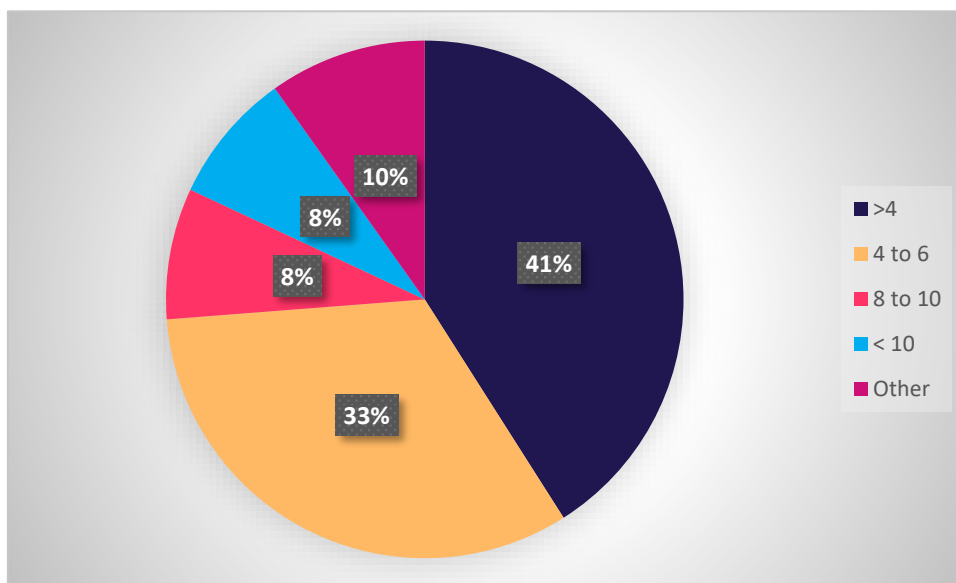


Figure 24. Paying for online delivery.

**Interpretation:** Based on the responses of participants, it can be said that the majority of participants are willing to less than 4 which means that participants are willing to pay the least amount. The cost has a very important impact on the overall purchase decision of customers.

### Special offers from the store

Table 17. Special offers from the store.

Would you like to receive special offers from the store?	Responses
Membership discount	11
Student Discount	32
Special days discount	8
Others	3
<b>Total</b>	

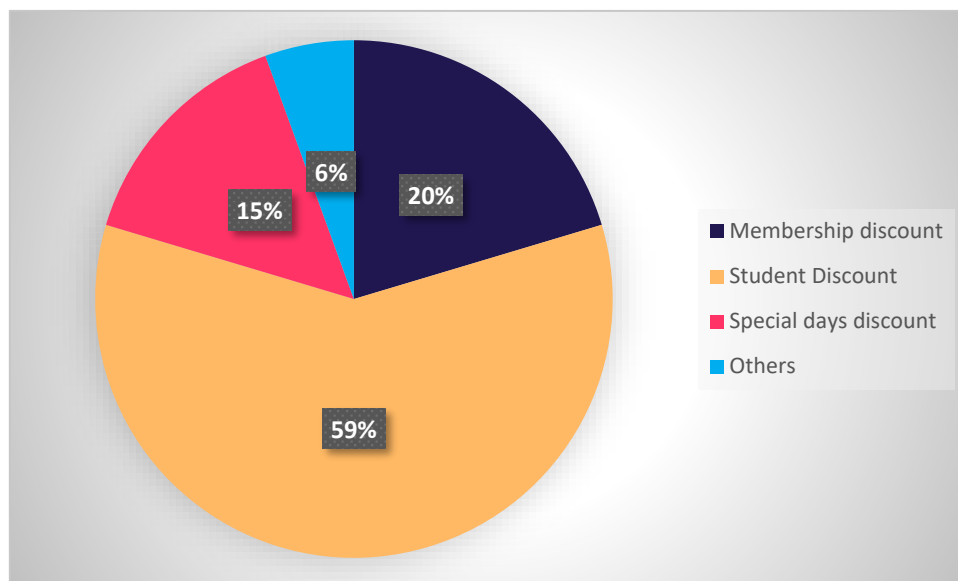


Figure 25. Special offers from the store.

**Interpretation:** Based on the participants' responses, it can be said that most participants seem to be students. This is because participants are considering getting student discounts and other than students, participants are considering membership discounts in which when customers become members of a business, they are offered discounts.

**Owner side****Current location of the business**

Table 18. Current location of the business.

<b>Your business's current location?</b>	<b>Responses</b>
<b>Helsinki</b>	1
<b>Turku</b>	1
<b>Tampere</b>	
<b>Seinäjoki</b>	3
<b>Vasa</b>	
<b>Oulu</b>	
<b>Kuopio</b>	
<b>Other</b>	
<b>Total</b>	<b>5</b>

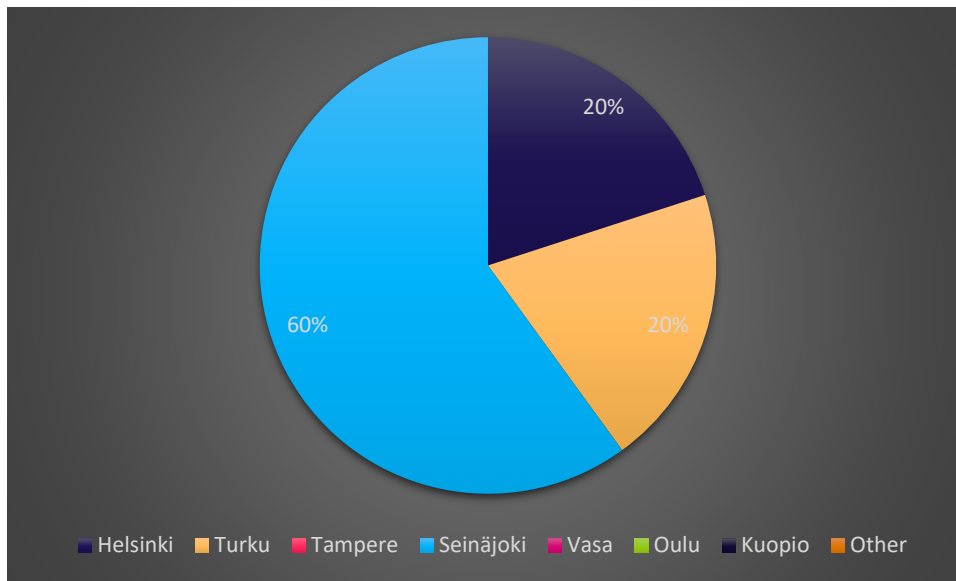


Figure 26. Current location of the business.

**Interpretation:** Owners surveyed for this research are from three different locations including Seinäjoki, Helsinki, and Turku. The majority of participants are from Seinäjoki.

### Type of business

Table 19. Type of business.

What type of business do you have?	Responses
Service-related	
Store	5
Restaurant	
Cleaning	
Other	

<b>Total</b>	<b>5</b>
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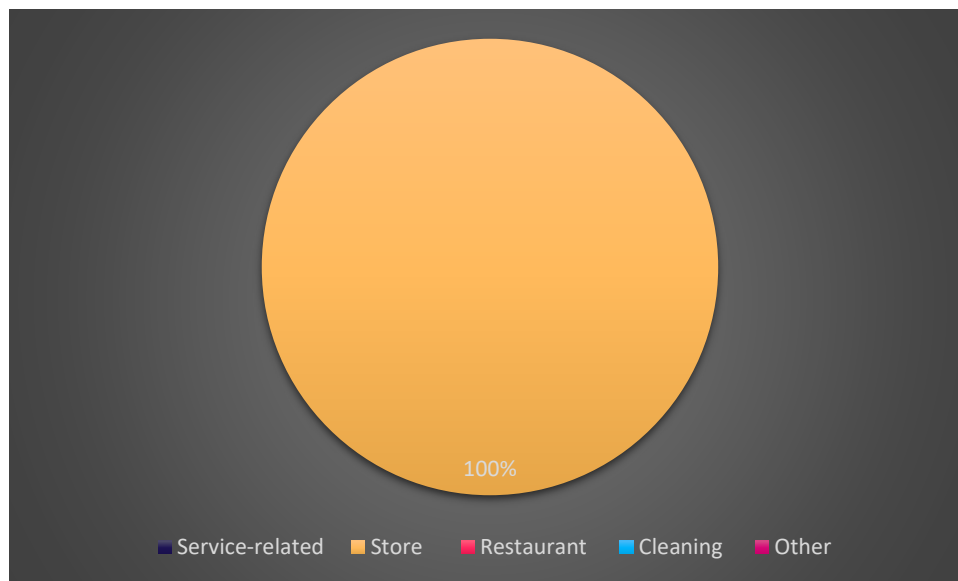


Figure 27. Type of business.

**Interpretation:** This involves that all participants of this survey are operating stores. This means that all responses of participants are from the perspective of an owner running stores.

### Using digital platforms

Table 20. Using digital platforms.

<b>Do you use digital platforms for your business?</b>	<b>Responses</b>
<b>Yes</b>	<b>5</b>
<b>NO</b>	
<b>Total</b>	<b>5</b>

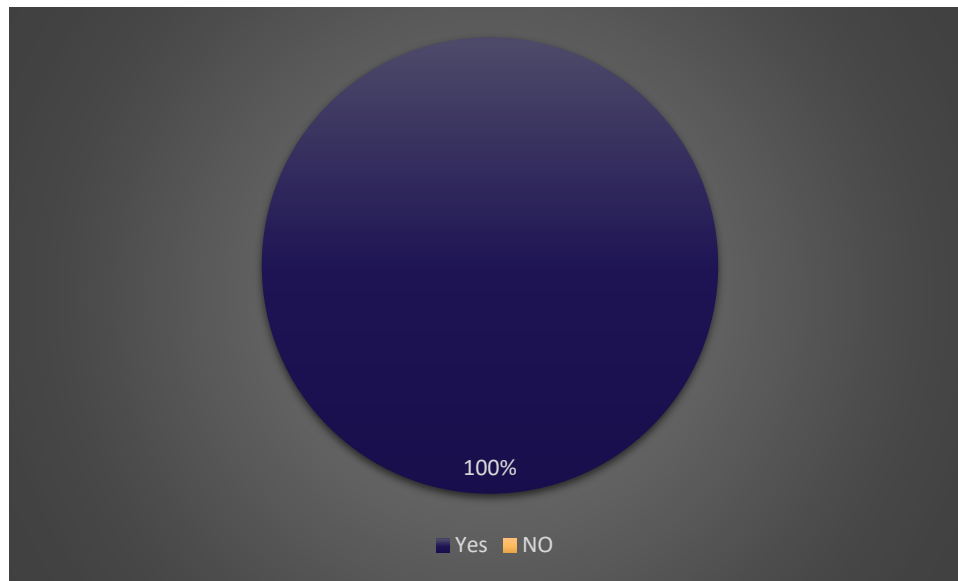


Figure 28. Using digital platforms.

**Interpretation:** This is concerned with whether owners use digital platforms for their business and responses indicate that all businesses use digital platforms. However, responses to this do not indicate the type and nature of digital platforms used by businesses. At the same time, it is also not clear why businesses are using digital platforms but it clarifies that all owners are aware of the use and application of digital platforms in the business.

### Digital platforms used by businesses

Table 21. Digital platforms used by businesses.

What digital platform do you use for your business?	Responses
Social media & website	2
Social media	3
Web site	

<b>Digital marketing platform</b>	1
<b>E-commerce platform</b>	2
<b>Mobile application</b>	
<b>All the above</b>	

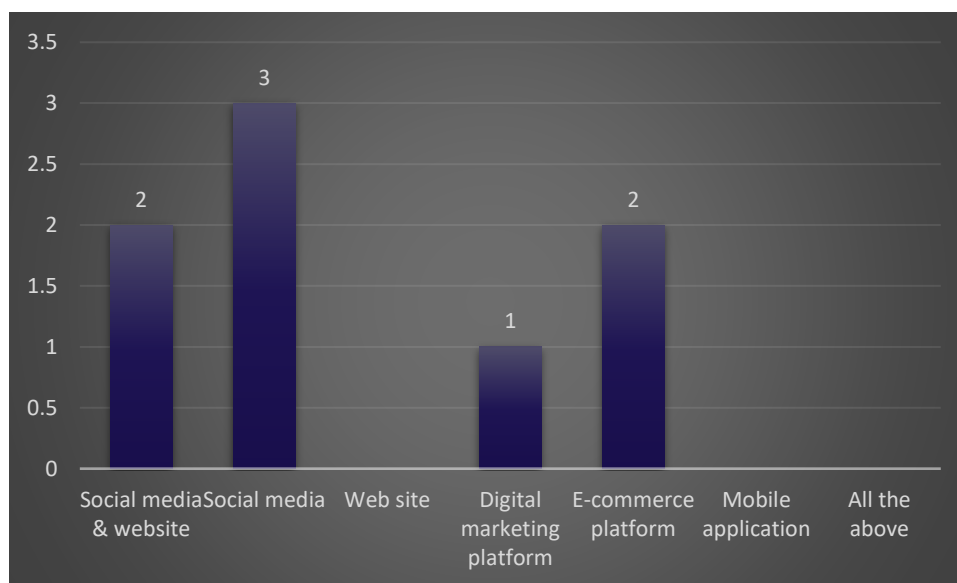


Figure 29. Digital platforms used by businesses.

**Interpretation:** Unlike all questions asked to customers or clients, participants can select multiple options suitable for their business. Participants were asked about digital platforms they use in their business and responses indicate that they use social media in their business. The use of social media is for marketing and promotion of the business through social media platforms. Besides social media, websites, digital marketing platforms, and e-commerce platforms are also being used by participants for their businesses. The social media platform is being used by participants because it is simplest to be used and most cost-friendly if businesses are not paying for marketing and advertising. E-commerce platforms are used by participants which means that they have listed products on the e-commerce websites.



## Online services to customers

Table 22. Online services to customers.

Do you provide online services to your customers?	Responses
Yes	4
No	1
<b>Total</b>	<b>5</b>

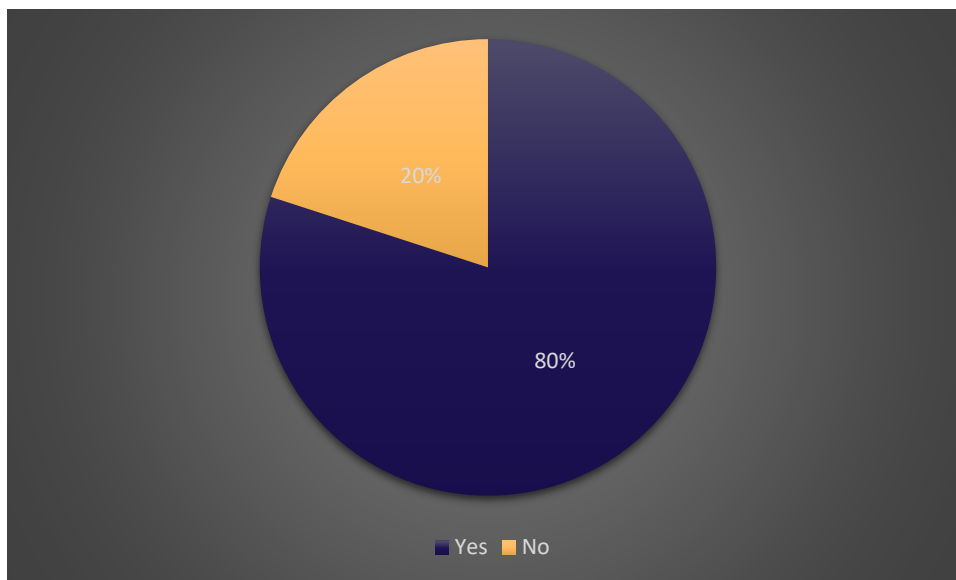


Figure 30. Online services to customers.

**Interpretation:** Based on the responses of participants, it can be said that 4 out of 5 participants provide online services to customers. Overall, this is a good number or ratio of people in retail businesses providing online services. One notable element here is that Mokka Market was also involved in the research and that does not provide online services. Hence, except for Mokka Market, other participants are providing online services to their customers.

## Online services

Table 23. Online services.

What type of online services do you provide to your customers?	Responses
Order	4
Order & delivery	4
On call services	5
Pick up services	5
Inquiry	5
Book an appointment	
Others	1

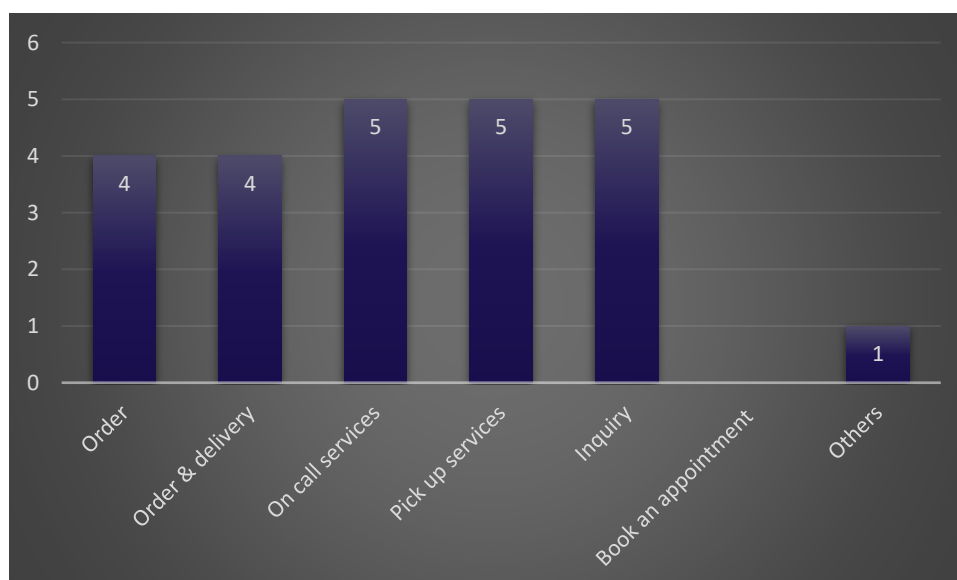


Figure 31. Online services.

**Interpretation:** Because businesses might provide multiple online services, this question in the questionnaire allows participants to select multiple suitable answers for them. Based on the responses of participants it can be said that all participants including Mokka Market provide on-call, pick-up, and inquiry services. At the same time, other participants are providing services or orders and order and delivery. This means that the services of Mokka Market are limited as they are not taking online orders or making deliveries. One participant is also providing other online services.

### Digital portals by Owner

Table 24. Digital portals by Owner.

Would you manage your digital portals by Owner?	Responses
Yes	4
No	1
<b>Total</b>	<b>5</b>

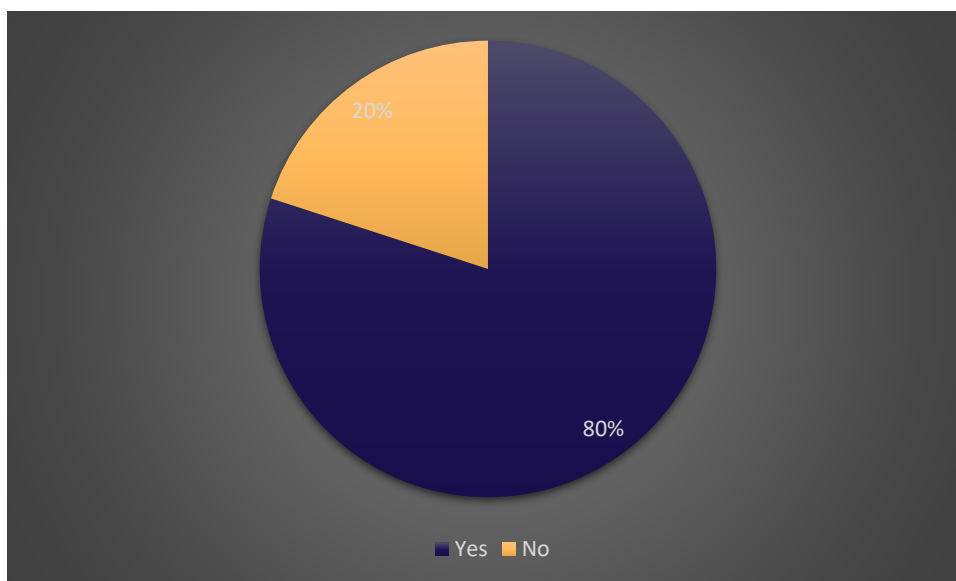


Figure 32. Digital portals by Owner.

**Interpretation:** This is mainly concerned with intention of owners of the business for managing digital portals by owners. Based on this, it can be said that the majority of participants are willing to operate online portals. By operating online portals, where participants express their willingness to have their websites and operate their businesses through these websites and manage their activities.

### **Type of problems you are facing to manage your digital portals**

Table 25. Type of problems you are facing to manage your digital portals.

<b>What type of problems you are facing to manage your digital portals for your business?</b>	<b>Responses</b>
<b>Customer requests &amp; response</b>	4
<b>Social media handling</b>	3
<b>Web site management</b>	2
<b>E-Commerce management</b>	1
<b>Other difficulties</b>	

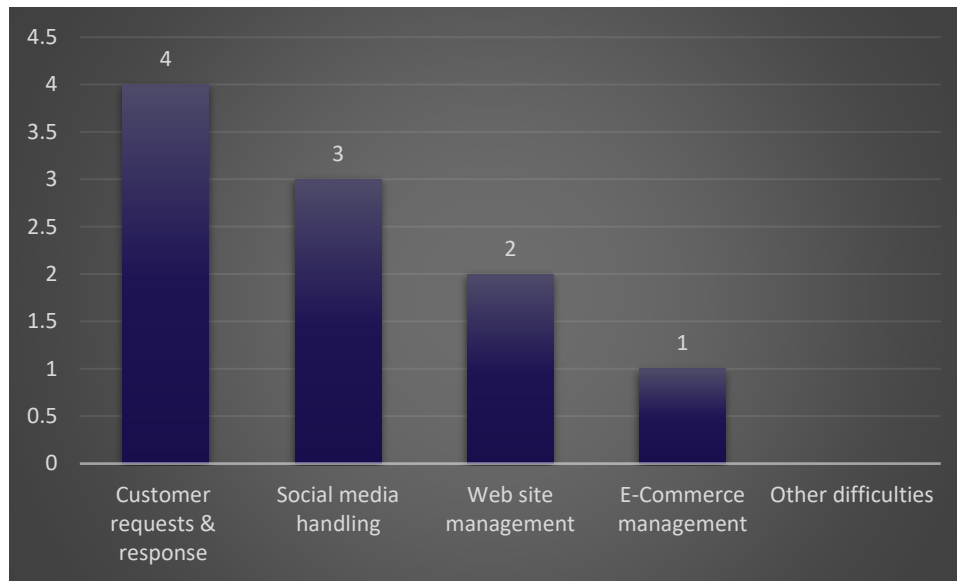


Figure 33. Type of problems you are facing to manage your digital portals.

**Interpretation:** Responses of participants involve customer requests and response is customer requests and responses. Social media handling is also another important problem being experienced by people which participants believe can be a problem when they manage their digital portals. Along with this, participants have also expressed difficulty associated with website management and e-commerce management. Based on the responses of participants, it can be said that while operating online portals, customer requests and responses can be challenging for businesses.

### Outsourcing digital portals to a professional service provider

Table 26. Outsourcing digital portals to a professional service provider.

Would you like to outsource your digital portals to a professional service provider?	Responses
Yes	3
No	2

<b>Total</b>	<b>5</b>
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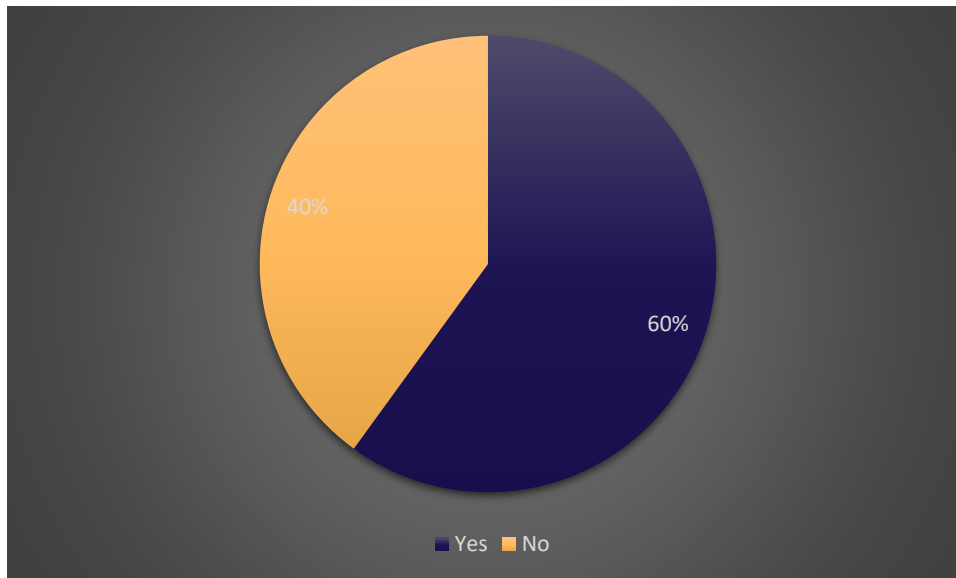


Figure 34. Outsourcing digital portals to a professional service provider.

**Interpretation:** This was related to whether owners would like to outsource their digital portals to those who are providing professional services for portal management. Responses of participants indicate that three participants are willing to outsource their portals whereas two participants are not willing to do the same. A possible reason for those who are not willing to outsource digital portals may be the willingness to take control of their activities.

#### Type of service to be outsourced

Table 27. Type of service to be outsourced.

<b>What type of services you would like to outsource for your business?</b>	<b>Responses</b>
<b>Social media &amp; website</b>	4
<b>Social media</b>	4

<b>Web site</b>	3
<b>Digital marketing platform</b>	2
<b>E-commerce platform</b>	
<b>Mobile application</b>	3
<b>Accounting Software</b>	
<b>All the above</b>	1

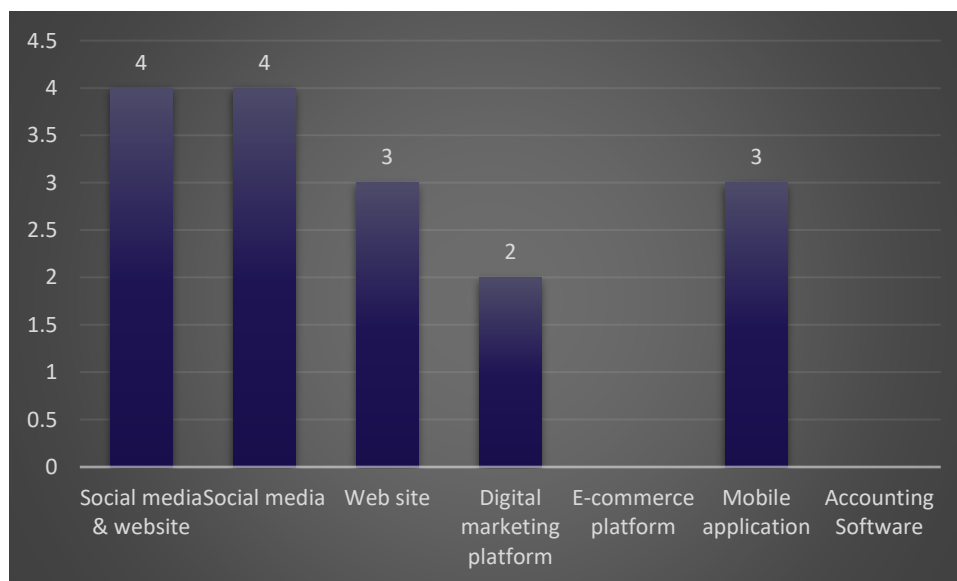


Figure 35. Type of service to be outsourced.

**Interpretation:** Different services can be outsourced by owners to professional service providers for better management. Participants were required to choose all the appropriate options from the options provided. Most participants have agreed on two important services or activities that they will outsource. These two activities include social media and website management and social media management. Besides this, participants have expressed their willingness to outsource website and mobile application management. Social media

and website outsourcing may be due to the reason that they are very important from the perspective of the business. At the same time, the difficulty associated with the management of digital activities and platform also requires owners to outsource these activities.

### Preference for online portals

Table 28. Preference for online portals.

<b>Would you like to start your online portal for your business?</b>	<b>Responses</b>
<b>Website</b>	3
<b>E-Commerce platform</b>	4
<b>Mobile application</b>	2
<b>Social Media management</b>	5
<b>Other</b>	



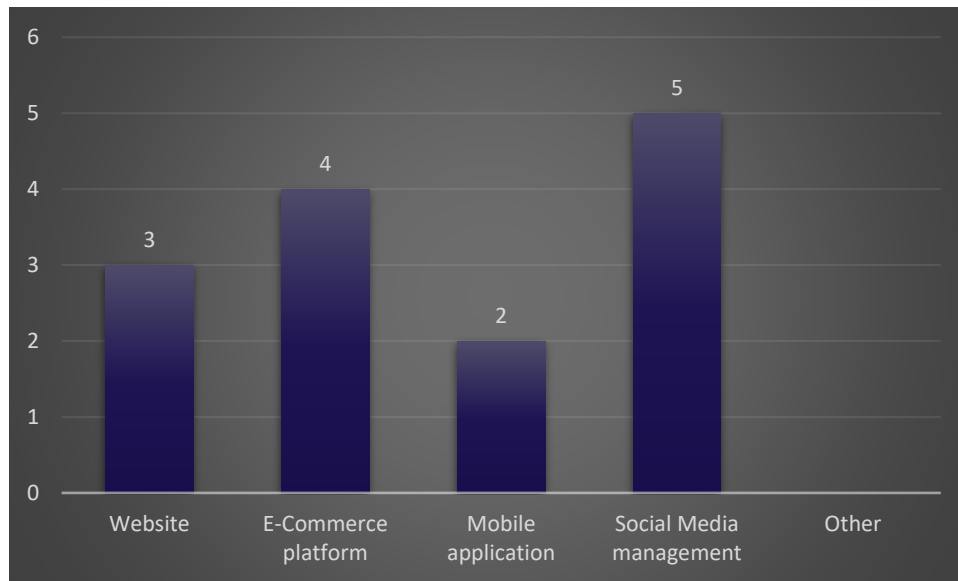


Figure 36. Preference for online portals.

**Interpretation:** This was regarding the preferred portal by owners and owners could choose multiple choices. Based on the responses, it can be said that the majority of participants have taken interest in social media management, here it can be said that some participants already have a presence on social media. Besides this, e-commerce platforms and websites are the preferred choices of participants. This means that participants are willing to list their products on e-commerce platforms and start their websites where they can sell online products.

### Difficulties faced in running a business in Finland

Table 29. Difficulties faced in running a business in Finland.

What other difficulties you are facing to run your business in Finland?	Responses
Local city challenges	
Customer finding	2

<b>Retail business issues</b>	3
<b>Financing issues</b>	4
<b>Software</b>	3
<b>Others</b>	2

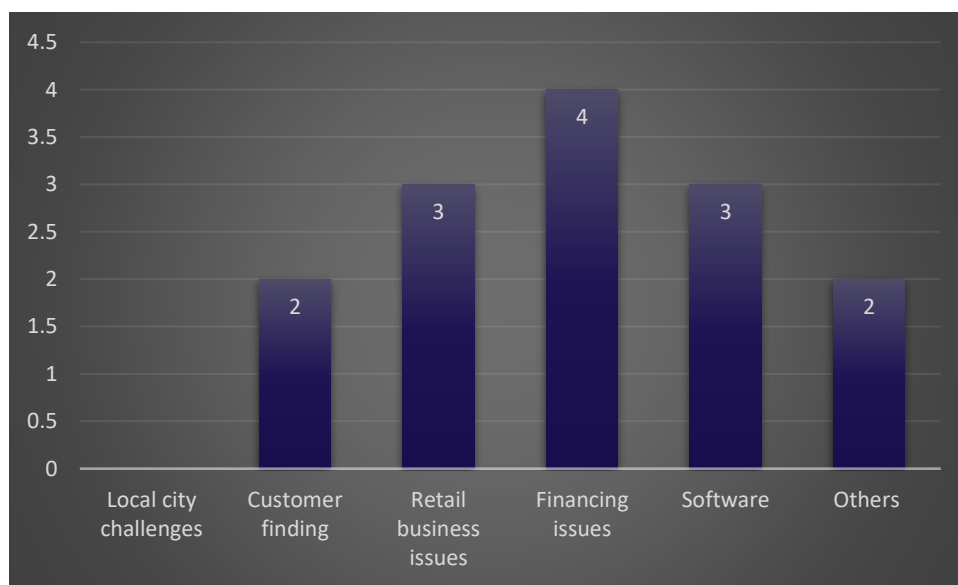


Figure 37. Difficulties faced in running a business in Finland.

**Interpretation:** Based on the responses of participants regarding difficulties they face while operating or running a business in Finland, finances are an important issue. Responses of participants indicate that financing is an issue while running the business in Finland. Besides financing, retail business issues and software are also important problems. Participants have also agreed on the difficulty of finding customers which shows that they experience difficulty in attracting customers to their business.

### 4.3 Data Analysis

**Frequency of visiting the store-** The frequency of visiting the store is concerned with how often customers or consumer visit to go store for shopping. This is dependent on several factors like options of stores from where consumers can buy required products. In addition to this, different types of products required by consumers also make an impact on how often consumers can buy products and services. At the same time, one very important factor affecting this frequency includes the number of products purchased by consumers. In other words, if consumers buy large quantities of products at one time, it will reduce the frequency of shopping. On the other hand, when consumers buy small quantities of products, it increases the possibility of frequent visitors to the store. This is the reason that people have different frequencies of going to a store.

**Factors affecting buying from a store-** Several factors affect the choice of individuals to buy from a store instead of others. Question and included one such question in which participants for required to respond to what they found differences in the Mokka market compared to other stores. In response to this, participants expressed that it has different grocery options it has unique products and the majority of participants expressed that it is situated at the best location. This means that the location of the store please a key role in consumer behaviour or buying Behaviour of people when they are buying from offline stores. Besides this availability of products is also an important element affecting buying behaviour of consumers.

**Factors affecting satisfaction while buying from a store-** Several factors affect the satisfaction of consumers when they purchase at a store. At the same time, not having these elements can also affect the satisfaction of consumers. Elements that can affect consumer satisfaction negatively include showcasing products or display of the products inside the store, guidance, and details about the product, and Management of the store is well.

**Online shopping-** In response to the question about whether consumers make online shopping majority of participants expressed that they like online shopping. Reference and interest of people in shopping online suggest that there is a strong potential for businesses to grow and succeed with an online presence.

**Frequency of online shopping-** The frequency of online shopping is also a very important element in which participants have expressed that they occasionally shop online. Some participants also expressed that they shop online once a week and once a month. However, the frequency of buying from online channels is also best on several factors including quantity purchased at one time and the nature of products.

**Digital platforms for shopping-** Online shopping can be done through several channels or platforms. This platform for online shopping includes applications, E-Commerce platforms, on-call services, and mobile applications. Responses of participants indicate that mobile application is one of the most preferred options for online shopping by consumers. There are several reasons for considering mobile applications including that it is easier for consumers to access mobile applications anytime.

**Interest in buying from Mokka Market-** The study is about the Mokka market and participants were asked about their interest in buying online from the market. The majority of participants expressed that they are interested in buying online from the Mokka market. Convenience, ease of shopping, and time factor is some of the factors that encourage and attract consumers towards online shopping. Other than this, many participants have also expressed that they would not be interested in buying online from the Mokka market. The reason behind this can be the interest of customers in buying offline by going to the store. This will also include consumers who do not like shopping online and prefer offline shopping.

**Mobile application-** Mobile application is one of the important things that has been identified in the data collected from participants. This is software that is installed on the mobile of people which enables them to perform certain types of tasks. In this context mobile applications enable people to shop online where they can explore thousands of products and make purchases at their convenience. People have considered that they often purchase online products from mobile applications. Moreover, participants have also suggested the use of the mobile application by the Mokka market when they start their online operations.

**The cost associated with online delivery-** Cost becomes a very important consideration for every business organization and also for consumers when they are buying something. Online services and online delivery of products at home require consumers to pay an additional cost. Based on the responses of consumers it can be said that the majority of consumers are willing to pay the minimum possible for online Orders and home delivery. However, many participants or respondents are willing to pay within a higher range of payment. Possible reasons can be the charges by other businesses on online delivery which make different products suitable and reasonable to consumers.

**Discounts and offers-** Discounts in offers are very important ways through which businesses become able to attract consumers. Responses of participants indicate that most of the participants are interested in getting student discounts. This is an offer according to which consumers are interested in getting a discount as they are students. The majority of participants have expressed willingness to get a student discount which means that majority of participants are students. Along with a student, discount participants have expressed that they wish to get a member discount. This is a benefit that is allowed to members of the business mainly based on the loyalty of consumers towards the business. Participants have also expressed special day discounts in which they are given discounts on special occasions and special days.

**Use of digital platforms by retail stores-** Data collected from Owners of the business indicate that all the businesses are using online Digital platforms for their business. Regarding this, it is important to consider that all businesses are not operating online or do not sell online products. Having digital platforms also means that businesses have their pages on social media or use other platforms but are selling platforms for their businesses. This indicates that all businesses are aware of the use of the digital platform in their business and how it can be helpful for them.

**Social media-** Businesses are using social media for marketing as well as sell of products. Data collected from Owners of the business indicate that majority of all businesses are considering the use of social media. Not only that they considered but many businesses are also using social media for creating awareness and introduction with their customers and potential customers. Regarding this, participants have expressed their

willingness to outsource social media. There are two important reasons for this including difficulty in managing social media and the importance of social media in the digitization of business.

**Websites-** Responses of participants indicate that they are also interested in starting or operating their websites. Having a website indicates that participants will be able to get orders from customers from their website and increase their business operations. Website heaven is considered important and participants make it a preferred option for them while considering the digitalization of business. Website is important because not only it serves as a platform for selling products but also a way through which businesses can communicate with their audience.

**Problems in managing digital portals-** Management of digital portals for businesses brings several challenges and difficulties for them. Based on the information of participants it can be said that managing customer requests in responses is very difficult or challenging while managing online portals. Along with this, social media and website management are also important challenges associated with managing online portals. Some reasons add to the difficulties of businesses and managing online portals including limited employees. Small business does not have many employees specialized in different categories which make it difficult for them to manage online activities. Customer request handling and managing can also be difficult because it requires time different from regular business operations when a business operates through online platforms.

**Outsourcing-** Small businesses have problems associated with skills and also investment in digital technology. These problems of small businesses can be addressed by Outsourcing this activity. Outsourcing activities include someone else will be performing activities of the business. The third-party performing activities of a business are specialized and highly skilled in that particular area of work. Based on the specialization and skills that they have they can provide high-quality services to businesses and help them realize their objectives more efficiently. Outsourcing requires small businesses to pay third-party organizations providing services in certain areas of operations. Participants expressed that services that they would like to be outsourced include managing social media and websites and digital marketing platforms along with mobile applications.

**Problems of running a business in Finland-** Based on this, it can be said that every country has certain problems. Based on the responses of participants, findings of customers, financial issues, and software problems are involved in the challenges of running a business in Finland. Besides this, retail business issues are also there but they are more business-specific instead of country-specific. Based on this, it can be said that data about Finland also gives similar information. It is difficult to find customers because of the small size of the overall market. Along with this, the expectations of consumers are also very high and the cost of running a business is also high which creates financial issues for the businesses.

#### 4.4 Discussion

Data collected from participants have provided crucial information and insights about the digitalization of small businesses. The study was conducted considering the Mokka market and included customers and owners of businesses as participants for the study. This category of participants was asked different types of questions from different perspectives. Overall data indicates that online businesses or operating businesses through online channels have a strong potential for the growth and success of the business. Overall, it can be said that most customers are interested in buying from online channels which are highly expected because of several advantages provided by the online platform for shopping. Customers have the convenience of buying products whenever and wherever they want and they can get them that home. However, there are still many consumers or participants who considered that they are not willing to make online purchases.

Among all the digital platforms that are available for participants to make purchases from most participants have considered mobile application use. This indicates that participants are interested in using a mobile application and prefer using a mobile application for completing their online purchases. This is because the mobile application is easy to operate and has several features simply accessible by customers. Opposed to the interest of consumers and buying from mobile applications business owners have considered operating a website for online operations of the business. This is because participants considered and prioritize their convenience while businesses considered there caused Operational difficulties in developing and managing mobile applications.

Overall different participants have different views about the use of digital platforms. Participants also considered the use and assistance of outsourcing for managing their digital activities which can help them in creating a strong presence on digital channels. An important finding of the data indicates that many of the owners have emphasized the use of social media. The use of social media has been emphasized by business owners because it is easy and can help them increase visibility and attract people to their business.

#### **4.5 Summary**

This chapter included the interpretation, analysis, and discussion of the data collected from the survey. Data were interpreted using tables and graphs and analysis was done based on themes and patterns identified from the data. The discussion was done based on a different set of data collected from consumers as participants and owners of the business as participants in the study.



## **5 Conclusion and recommendation**

### **5.1 Introduction**

This is the final chapter of this study includes a summary of the study and enables readers to understand the study from key points of the study. This chapter will include a conclusion, shows the relationship with the objectives of the study, and ways in which the study has achieved its objectives. Followed by this, future scores and limitations of the study will be discussed. Besides these, a very important part of this chapter is recommendations. This study is based on Mokka Market; hence recommendations will be provided considering Mokka Market.

### **5.2 Conclusion**

Aimed at exploring the impact and benefits of digitalization for small businesses operating in globalized contact the research was conducted using a survey method. This research involved the review of the literature to explore existing literature about the subject of research and understand how the research can be carried out of. A literature review was a very important element of the study that help in designing and collecting data for the research. The literature review also provided insights into different aspects of the research topic. At the end of the research, a conceptual Framework was developed considering different aspects of the topic and the digitalization of business. Followed by literature research methodology was developed that was applied during the research. This research methodology was based on the research onion framework and which philosophy of the research was interpretation research philosophy. Along with this, the research approach for this study was inductive and it was based on a descriptive Research Design. The strategy for the research was a survey in which question you was used for collecting data from participants. Non-probability and judgmental sampling methods were considered for sampling participants for the study. Primary data was collected in this research that was analyzed through the thematic analysis method. Some of the ethical considerations that were applied in the research include voluntary participation informed consent, confidentiality, and potential for harm. Around 4000 businesses start in Finland every year, and the main needs of these companies

are information or data, innovation, and technology. These are very important for the success of the business and enable them to attract customers towards the business. Challenges of the business include finding customers, retail business issues, financing issues, software, and other issues. Digitalization is affected by several challenges, including limited capabilities of the business and limited availability of relevant data along with skill shortage for digitalization.

### **5.3 Linking with objectives 1**

The first objective of the study was to explore the impact and benefits of digitalization. This was an objective that was explored related to review and it provided crucial information about the different benefits of digitalization and its impact. The impact of digitalization is in form of speed and ability to reach out to a large population which is not possible through traditional methods. The benefits of digitalization are for businesses as well as consumers. Businesses can get a competitive advantage through the use of digitalization and also become able to perform marketing and selling activities of their business through digital platforms. The use of digital platforms increases their visibility and attracts more customers towards the business which is the goal of the business. The use of digital platforms by small businesses can also be cost-effective for marketing. Benefits of digitalization of business for consumers include simplicity in purchasing products and less time consuming with increased convenience.

### **5.4 Linking with objective 2**

The second objective of the study was to investigate ways in which small businesses can utilize digitalization. Study reveals that there are several ways in which small businesses can utilize digitalization. These ways include introducing digitalization in the operations of the business. Operations of the business include inventory management procurement and other operations carried out and retail businesses. Besides these use of distillation in small businesses is included the use of sales and marketing of the business. Digitalization can help in the effective marketing of business through social and digital media platforms. Website and mobile applications also form of digitalization that enable businesses to sell their products through online platforms.

### **5.5 Linking with objective 3**

The third objective of the study is to analyze how the digitalization of business is accepted by customers and businesses. Research outlines that consumers and businesses both considered the benefits of digitalization and expressed their intentions to digitalize. Consumers have expressed that they are willing to make online purchases whereas a business also expresses their intentions to expand their businesses to digital platforms. However, the difference in the acceptance of digitalization by businesses and consumers is that businesses are willing to start websites whereas consumers are willing to buy from mobile applications. However, digitalization has been accepted by consumers and businesses identifying its benefit for both of them.

### **5.6 Linking with objective 4**

The fourth objective of the study was to suggest ways in which small businesses can take advantage of digitalization. There are several ways with small businesses can take advantage of digitalization including introducing or expanding businesses on digital platforms like websites and third-party e-commerce websites. There are many digital platforms and Marketplace is where businesses can expand their operations to get the benefit of increased customer visibility. At the same time, this is can take advantage of digitalization by reducing the overall time involved in their activities in an organization such as inventory management and procurement while making it more efficient. Moreover, recommendations will include waste through which businesses can take advantage of digitalization.

### **5.7 Recommendation**

The findings of the study have provided important information about the different benefits and use of digitalization in small businesses. Considering the information, it is recommended that Mokka Market should develop its e-commerce platform. For this company needs to start its website where it can list its products and customers can buy products from the website the company (Beckers et al., 2021). This is the first and most important step for the company that is starting its new journey in digitalization. Mokka Market has been recommended to expand through e-commerce because responses of customers have indicated that they will

buy from Mokka Market when it starts an online business. At the same time, Mokka Market will be able to give competition to those who are operating online and give competition to Mokka Market (Tolstoy et al., 2021, 101-165). Besides this, the company can continue its existing operations through the stores which will ensure that it does not lose its existing customers. The following action plan outlines how Mokka Market can implement this recommendation.

## **Objectives**

### *Short term*

- Creating and launching the website of the business using the service providers' website
- Running a campaign on social media

### *Medium-term*

- Running a paid marketing campaign on social media
- Generating traffic and SEO for the website

### *Long term*

- Focusing on generating traffic and increasing conversion on the website
- Increasing revenue associated with the business

## **Strategies for digitalization**

**Product-** Businesses do not need to change their products and they can continue with their existing products which are grocery and other merchandise. However, on the digital platform or e-commerce website of the company, it will have to appropriately distinguish its products into different categories for easy selection by customers (HR & Aithal, 2020, pp. 191-218).

A business must be capable of providing adequate options or choices of products to its customers.

**Price-** Businesses can continue with their existing price strategy. However, adding certain discounts to its product on the online platform will help in attracting customers (Altay et al., 2022, pp. 129-140). Business is recommended to use discounted price approach for attracting customers towards their business and encourage them to buy its products.

**Place-** Place is another important strategy and the most important change is being introduced in this strategy. The earlier company used to operate through its store which was its place now as the company digitalizes its business its website will also serve as a place for the business (Wichmann et al., 2022, pp. 502-521). The place is concerned with the point where the buyer and seller meet each other.

**Promotion-** As the form of operating business has changed it is recommended to use the latest marketing methods. Mokka market can utilize social media for marketing business and products (Ho et al., 2020). Along with this, a business can also consider marketing through SEO and content marketing strategy which are very effective ways of marketing the business.

### **Steps of creating an e-commerce website**

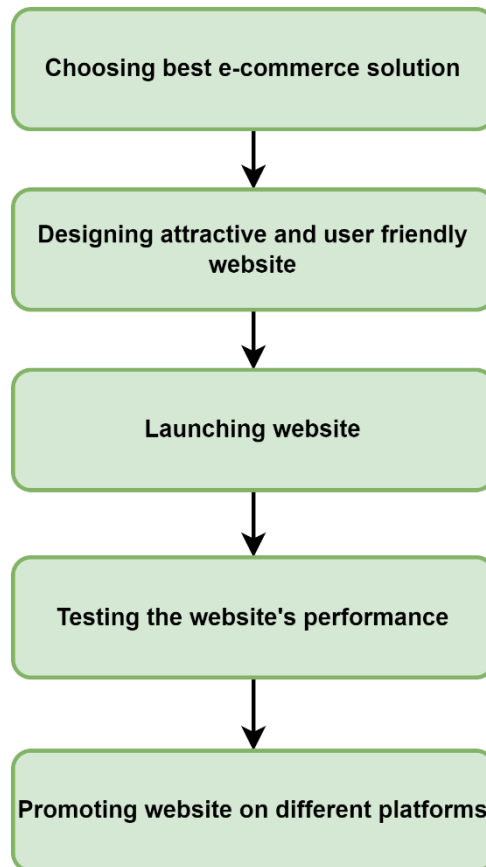


Figure 38. Steps of starting an e-commerce website.

**Selecting the best e-commerce solution-** small businesses cannot invest significant financial resources in creating websites. For then there are many solutions available in form of an open-source content management system that can provide a platform where businesses can develop websites (Rodas-Silva et al., 2019, pp. 69226-69245). Mokka market can utilize one such E-Commerce solution for creating its website. An example of such a website that can be used by the Mokka market is WordPress which can develop its e-commerce website.

**Designing an attractive and user-friendly website-** Once the business has selected the best e-commerce solution that is appropriate for them the next step is to design an attractive and user-friendly website. Attractive is concerned with content graphics and colours of the website that attract and engage viewers (Ranasinghe, 2021). Along with being attractive website also needs to be user-friendly which is easy for users to navigate

and find what they need. A high-quality e-commerce website provides several solutions to customers regarding their purchases.

**Launching website-** Once the E-commerce website has been designed and developed the next phase is to launch the website. By launching the website company will enable viewers to see the website and navigate it to find what they need and make purchases and execute different tasks.

**Testing performance of the website-** After lunch on the E-commerce website the next step is to test the website's performance e. This involves identifying any kind of difficulties that viewers or consumers might experience while navigating through the website and making purchases. Testing helps in identifying Areas where improvement is needed by the company so that it does not negatively affect the experience of consumers while navigating and using the website.

**Promoting the website on different platforms-** After the website has been tested and improved if needed next phase is to promote the website on different platforms (Wiranata & Hananto, 2020, pp. 74-74). Key platforms can be social media like Instagram, Facebook, and Twitter among others. Many other factors can be used for promoting the website. Promotion of the website also involves identifying target market customers and targeting customers. Mokka Market is advised to target Asian and Indian consumers because the products of the business are most suitable for these segments of customers. Besides this, Mokka Market should generate curiosity about Asian and Indian products so that it can attract more customers from different segments.

### **Resources required for e-commerce website**

Mokka Market when considering launching an e-commerce website will have to consider the requirement of certain resources. Resources required for the company would include skilled staff, hardware, software, and digital data along with financial investment in the website (Wang et al., 2018, pp. 43-62). Creating and operating a website requires someone who is an expert in or possesses knowledge of technology. Hardware and software are the most

important requirements for creating and launching websites. Financial investment is required to purchase services of any CMS (content management system), and businesses will have to pay for them.

### **Monitoring and control**

As Mokka Market launches its website for e-commerce, it will have to regularly monitor the performance of the websites. The performance of the websites can be monitored using SEO, traffic, and conversion. These are some of the indicators that help determine the performance of initiatives taken by the company. Along with this, an increase in the number of total buyers is also an important indicator of the performance of the website developed and launched by Mokka Market.

### **5.8 Research Limitation**

Limitations of this research include that it is limited to small retail businesses operating in stores. Many other businesses fall in the category of small businesses but the findings of this research may not be relevant to them if they are operating under different formats. This research emphasized the digitalization of sales and marketing which is also one of the limitations of the study. There are many other parts of digital businesses that can get benefit from digitalization which have been excluded from this study.

### **5.9 Future Scope**

This research was mainly based on the digitalization of sales and marketing activities. The future scope of digitalization includes exploring the impact of digitalization on different aspects and operations of the business. This will help in providing a holistic understanding of the impact digitalization have on small businesses operating in the global context.



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