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# The Impact of Websites on Entrepreneurial Ventures

By

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**ABSTRACT:** The incendiary growth of digital technologies has dramatically changed the sense of entrepreneurial projects in which websites have been defined as a significant source of visibility and customer capture in carrying out business activities, as well as in growth. Nonetheless, many entrepreneurs particularly those in the developing economy such as Nigeria and Africa have an issue of adoption and utilization of the site technologies to enhance their performance and sustainability. This theoretical research paper discusses the impacts of websites on entrepreneurship ventures in the context of how the interaction of websites design with interactivity and the adoption of technology influences the entrepreneurship performance. The conceptual research methodology adopted in conducting the study entails the utilization of secondary data in the form of a systematic review of literature sources such as scholarly journals, books, newspapers, accounts of past events, and other research that have been conducted before. The results of the literature indicate that properly designed user-centric websites, whereby the digitization tools are adopted in a well-planned manner, have an amazing effect on the entrepreneurial performance, e.g., financial performance, market penetration, operational efficiency, and long-term growth. The impediments to adoption, including the unavailability of digital skills, barriers to adoption in resource-constrained settings, and other barriers to adoption, are also stated. As a result of these observations, this paper recommends that business persons concentrate on interactive and practical sites, integrating online marketing and feedback, and policy underpinning to promote sustainable development. We conclude by the findings of the study as follows: Websites constitute strategic resources and enabling technologies that serve two purposes in enhancing performance and competitiveness by entrepreneurial actors.

**KEYWORDS:** Websites, Entrepreneurship, Digital Adoption, Performance, Sustainability

## INTRODUCTION

### 1.1 Background of the Study

Nowadays, the digital technologies, particularly websites, become more significant in the entrepreneurship, as they are the cornerstone of access to the market, and it is also an important platform of efficiency and operational efficiency (Chinthala, 2022; Mohammed, 2023). Internationally, websites have become a requisite to allow businessmen to reach foreign markets and

be able to reach customers and execute new business templates (Pergelova et al., 2019; Van Horne, Dutot, and Zhang, 2016). The new breed of platform entrepreneurs has been driven by the rapid expansion of the e-commerce platform frontiers like Amazon, Shopify, and Etsy, with these websites allowing such entrepreneurs to launch micro-retail businesses without necessarily having to establish physical infrastructure (Garcia-

Dastugue et al, 2024). The digital platforms provide more opportunities to target a global audience, generate an enhanced visibility, and offer entrepreneurs with the prospect of implementing strategic marketing initiatives that could previously be the prerogatives of large companies (Wirtz, Schilke, and Ullrich, 2010; Coaquera et al., 2024). Technology-led entrepreneurship in the African Context has started playing a major role in the economy development and job creation particularly the digital economy. African entrepreneurs are now using websites and digital platforms to get rid of infrastructural and geographical constraints in order to reach larger markets and enhance business sustainability (Aliyu Mohammed, 2023; Mohammed, 2023). In all of West Africa, and particularly in Nigeria, the growth of online harboring and digital activities in some startups and SMEs have created the space for the expansion of entrepreneurial activities even though there is the challenges of infrastructure, digital skills and regulations (Mohammed & Sundararajan, 2023; Mohammed, 2023). Studies have showed that not only do websites make a contribution to market visibility, but they also contribute to performance outcomes through better customer engagement, excellent marketing strategies, and efficiency in operations (Di Domenico, Daniel, & Nunan, 2014; Chinthala, 2022).

Furthermore, Web sites are a critical element when it comes to entrepreneurial innovation as well as sustainability. For instance, interactive features on websites and e-commerce and marketing capabilities can have a huge effect on the growth of the venture, customer retention and competitiveness (Chung, Chao, Chen, & Lou, 2016; Auger, 2005). By using technology strategically, entrepreneurs can acquire a competitive advantage, scale their operations and contribute to economic development in their respective regions (Mohammed, 2023; Goswami, Mitchell, & Bhagavatula, 2018). In the case of Nigeria, this is displayed in this increase in numbers of home-based and small online businesses using websites to access national and international markets, one of the transformative impacts of digital tools on business ecosystems (Sundararajan & Mohammed, 2022; Mohammed, 2023). Globally, websites have become key factors

for the success of any entrepreneur, whether it is access to international markets, efficiency in the process of enterprise, and business models. In Africa and in Nigeria especially, digital platforms and websites are helping to empower entrepreneurs to overcome traditional barriers with some challenges associated with adoption, infrastructure, and sustainability. Understanding the role of websites in entrepreneurial ventures is critical to ensuring growth, competitiveness and more long-term success in digital economies.

## **1.2 Problem Statement**

Despite the current awareness on the role of websites in the growth of entrepreneurial venture, many entrepreneurs especially in developing economies still experience challenges in effectively using these digital tools to improve business performance and continuity. Globally, from research, it is evident that websites play a vital role in marketing, customer participation and efficiency within an organization and this aids directly to the growth of businesses and the competitive advantage (Chinthala, 2022; Wirtz, Schilke, & Ullrich, 2010). However the adoption and optimisation of websites is not a uniform process in terms of various regions and businesses often face barriers in technology skills, digital literacy and the strategic ability to introduce online platforms into the core business process (Mohammed, 2023; Van Horne, Dutot, & Zhang, 2016). In Africa, while digital platforms are increasingly adapted for use by startups and SMEs, many ventures are constrained in using websites to its maximum potential because of the constraints associated with infrastructure and internet connectivity and the lack of access to technical support and training (Aliyu Mohammed, 2023; Goswami, Mitchell, & Bhagavatula, 2018). The disparity between the potential benefits offered by websites and the achieved performance outcomes from entrepreneurial ventures illustrate the need to undertake research that examines the deployment of websites to achieve growth and sustainability at the local level. In West Africa, the situation is made doubly worse by a combination of socio-economic constraints, regulatory issues and a relatively low rate of adoption of advanced digital marketing strategies, inhibiting the capacity of an entrepreneur to grow his/her business to compete in both domestic and international markets

(Mohammed & Sundararajan, 2023; Mohammed, 2023).

Specifically, in Nigeria, for many entrepreneurs, it is difficult to turn website traffic into sustainable revenue generation, maintain customer engagement and optimize the interactive and functional elements of their websites (Di Domenico, Daniel, & Nunan, 2014; Sundararajan & Mohammed, 2022). Besides, the absence of empirical data on the effect of websites on overall sustainability of enterprise in the Nigerian context also is a huge research gap. This gap in knowledge restricts policy makers, business support organizations and entrepreneurs from crafting targeted approaches that can have a greater impact of digital platforms on entrepreneurial growth and sustainability. The issue is, therefore, twofold in nature: first, the fact that there is limited understanding of the ways websites contribute to the performance and competitiveness of the venture in emerging markets, and second, the fact that the entrepreneurs, often, lack the knowledge and strategic capability to fully exploit these digital tools to achieve a sustainable business outcome (Mohammed, 2023; Goswami, Mitchell, & Bhagavatula, 2018). Addressing this issue is important for bridging the digital divide in entrepreneurship and the economic development and innovation-driven growth of Nigeria and other developing economies.

### **1.3 Significance of the Study**

The importance of such a study is that it may lead to providing a comprehensive understanding of the impact of web sites in the development of entrepreneurial ventures especially the emerging economies such as Nigeria. At the global level, Web sites have become central to global entrepreneurship as venues for marketing, customer participation, business process improvement, and establishment of new sources of revenue (Chinthala, 2022; Wirtz, Schilke, & Ullrich, 2010). Despite this, there is still very little detailed analysis on mechanisms by which websites influence entrepreneurial success, particularly in small and medium sized enterprises (SMEs) and home-based businesses of developing regions (Di Domenico, Daniel, & Nunan, 2014; Mohammed, 2023). By examining this relationship, the study helps to close the gap in knowledge of the theoretical potential of websites

and how they are actually used in entrepreneurial ventures. Regionally, in Africa and West Africa in particular, this study is of significance to the extent that it draws attention to the digital challenges that are being experienced by entrepreneurs like limited internet infrastructure and low digital literacy level coupled with poor access to website development and maintenance resources (Aliyu Mohammed, 2023; Goswami, Mitchell, & Bhagavatula, 2018). The study also provides lessons to the policy makers, business support agencies and training institutions that aim to enhance the digital environment in which the entrepreneurs operate by discussing how websites can be strategically utilised to overcome these barriers. The study may lead to the attempts at enhancing digital skills and the adoption of e-commerce and various uses of interactive features of websites to strengthen the performance of businesses, their relationships with customers, and productivity.

In Nigerian context therefore, the relevance of this study is especially strong. Nigeria is witnessing a boom in the number of online entrepreneurial activities ranging from retail platforms based on e-commerce to small-scale e-commerce enterprises (Mohammed, 2023; Van Horne, Dutot, & Zhang, 2016). Despite this increasing growth, many entrepreneurs have faced challenges optimizing their websites for maximum impact and generate financial benefits, as well as not making full use of interactive features to engage with customers and try to convert web traffic into sustainable revenue streams (Sundararajan & Mohammed, 2022; Di Domenico, Daniel, & Nunan, 2014). This study offers an empirical and conceptual basis for understanding the role in business sustainability and can help entrepreneurs determine best practices in terms of web design, content management and digital marketing strategies. Furthermore, it is academically significant as the study contributes to the extension of the existing literature related to digital entrepreneurship, utilization of websites, and technology adoption with regard to SMEs and emerging economy. The study integrates the knowledge discovered on a global scale (Chinthala, 2022; Wirtz, Schilke, and Ullrich, 2010) with the regional specifics (Aliyu Mohammed, 2023; Mohammed and Sundararajan, 2023) to create and achieve a sophisticated



perspective on the role of websites in business entrepreneurships. This is likely to offer valuable data to do further research on the critical entrepreneurship aspects in digital technology, technology adoption, and business sustainability as well as act as a foundation to do comparative studies in the other regions.

In reality, the findings of this research are likely to be useful in assisting entrepreneurs make prudent decisions on ways of optimizing their websites in order to enhance performance, customer access, as well as the sustainability of their operations. Also, the results may be referred to by the policymakers and support institutions in business to develop interventions that are to enhance the digital landscape, offer specific training, and establish an environment, which would enable online entrepreneurship to flourish. By highlighting the strategic nature of websites in entrepreneurial venture, the study is helping to add to the work of encouraging innovation, competitiveness, and sustainable development of the entrepreneurship industry both in Nigeria and elsewhere (Goswami, Mitchell, and Bhagavatula, 2018; Mohammed, 2023).

#### **1.4 Research Objectives**

The main aim of the study is to explore the role of websites on the business start-ups with keen interest in determining how web design, functionality and strategy behavior in the digital world affect the performance, sustainability and development of the business. The research intends to give feedback on not only the international best practices but also local factors to be considered by the entrepreneurs in the developing economies especially Africa and Nigeria. The targeted aims of the research are:

1. To explore the issue of websites in facilitating business presence, consumer interaction, and market accessibility by entrepreneurial business.
2. To examine the role played by interactive and user-centric web design as far as entrepreneur performance and sustainability is concerned.
3. To examine the problems and obstacles confronting entrepreneurs in embracing websites technologies especially in the developing regions such as West Africa and Nigeria.
4. To understand how customer feedback systems and online commentaries impact the growth and

competitiveness of entrepreneurial projects online through digital marketing strategies.

5. To offer strategic advice to the entrepreneurs, the policymakers and business support institutions on how they can use websites to effectively leverage entrepreneurial outcomes and facilitate sustainable growth.

#### **1.5 Research Questions**

In order to lead this study and make sure that the goals set are achieved, the research questions are as follows:

1. What is the effect of websites on the visibility, reach, and market performance of entrepreneurial ventures on the global level, Africa, West Africa, and Nigeria, in particular?
2. Which web design and interactive tools have the greatest influence on performance and sustainability of entrepreneurial ventures?
3. What are the difficulties that entrepreneurs face when adopting and using the technologies of websites especially in environments characterized by scarcity of resources?
4. What is the importance of digital marketing strategy, internet customer reviews, and interactive contents in growth and customer contact of an entrepreneur?
5. What are some of the strategic steps that entrepreneurs and policymakers need to take to ensure they maximize the use of the websites to enhance business performance and long term growth?

These research questions will help present a systematic study of the role of websites in entrepreneurship in the context of developing economies as well as come up with insights that are theoretically sound and practically relevant.

#### **2.0 Literature Review**

##### **2.1 Conceptual Review**

###### **2.1.1 Websites and Online Presence**

Internet business websites have emerged as an important asset in entrepreneurial activity as a virtual point of sale and as a marketing tool of interaction with clients, shareholders, and collaborators. The modern entrepreneurial ecosystem allows the role of a site to go further than the dissemination of information, to play an active role in determining the business performance, competition, and market penetration (Chinthala, 2022; Mohammed, 2023).

### **Website Interactivity, Usability, and User-Centered Design**

A Web site may be described as a group of interrelated web pages on the Internet which offer information, services, or products to viewers. The development of websites has been reflecting the wider trends of digital trends in the last 20 years. The websites which were developed at the beginning were more of a one-way information sites with low interactivity. Nonetheless, the development of Web 2.0 technologies made sites dynamic and interactive so that entrepreneurs could communicate with their audiences via blogs, video, and features of social media and e-commerce (Wirtz, Schilke, and Ullrich, 2010; Van Horne, Dutot, and Zhang, 2016). In the case of entrepreneurial ventures, especially the small- and medium-sized enterprises (SMEs), websites have been used as strategic resources which enable the entrepreneurs to build the brand, manage customer relationships and potentially scale operations.

### **E-commerce Integration and Online Sales Functionality**

Interactivity of a site is the extent to which the user can engage in real-time content or experience modification of the site. Chatbots, online forms, forums, and personalized dashboard feature are among the features that improve engagement and add value to the interaction between the entrepreneur and his or her stakeholders (Chung, Chao, Chen, and Lou, 2016; Auger, 2005). The usability is concerned with how easily visitors can move around the site, obtain information as well as performing tasks like purchasing or making an inquiry. Ease of use leads to better customer satisfaction, as well as, leads to increased conversion rates and repetition (Shoham, Baruchson-Arbib, and Gouri-Oren, 2006). User-centered design focuses on the needs, preferences and behavior of targeted users as the major concern when designing the websites. The studies have shown that websites with user-centered practices are more likely to enjoy customer loyalty, a positive online rating, and reach more markets (Abedniya & Mahmoudi, 2010; Garcia-Dastugue, Nilakantan, Wallenburg, and Rao, 2024). Knowing user journeys, an entrepreneur is able to design the site navigation, content, and other interactive features in a way that allows

engaging the consumer as much as possible, fostering trust, and encouraging re-interactions.

### **Content Management, Digital Branding, and Search Engine Optimization (SEO)**

The ability of websites to conduct direct sales via integration of e-commerce is one of the most radical features of such websites in entrepreneurial ventures. Micro-entrepreneurs have been able to create online shops on platforms like Shopify, Wix, Amazon, and Etsy with low capital requirements so they can access local and international markets (Garcia-Dastugue, Nilakantan, Wallenburg, and Rao, 2024; Chinthala, 2022). E-commerce capability is online catalogs, shopping carts, secure payment gateway, inventory control and tracking orders, which can streamline the organizational performance of entrepreneurial activities and enable them to have competitiveness with larger and more established organizations. In addition, the integration of online sales can give entrepreneurs useful information about customer preferences, purchasing behaviors and tastes, which can be used in marketing to make decisions, product development and decision-making (Di Domenico, Daniel, and Nunan, 2014). Using these evidence-based insights, entrepreneurs would be able to optimize the business model, customize products and services to reach specific segments, as well as enhance the sustainability and growth opportunities of their business.

### **Digital Branding, Search Engine Optimization (SEO) and Content Management.**

Entrepreneur ventures need effective content management to ensure that relevant, current and appealing information is available on their web sites. A powerful content management system (CMS) can provide an entrepreneur with the ability to change product descriptions, blog posts, multimedia content, promotion resources, and promote effective communication with stakeholders, as well as improve operational efficiency (Chinthala, 2022; Mohammed, 2023). Web-based digital branding is also a vital factor, and it will influence the perception of the venture, convey the value proposition, and strengthen brand identity in digital platforms (Coaquera, Romero, & Ordonez, 2024). The SEO strategies make sure that the site can be found on search engines and organic traffic can be generated to

make the site more visible to the prospective customers. Using keywords, meta tags, backlinks and quality content, entrepreneurs will be able to increase their presence online, reach target audiences, and this will directly affect sales and the development of the venture (Garcia-Dastugue, Nilakantan, Wallenburg, and Rao, 2024).

### **Security, Data Privacy, and Customer Trust in Websites**

Safety and information security is no longer a bargaining point of the websites, especially because business enterprises are increasingly depending on e-commerce and online transactions. The sensitive customer data is safeguarded by such cybersecurity measures like the use of SSL encryption, the use of secure payment gateways, and periodic updates in the system, and adherence to the laws of data protection increases credibility and legal compliance (Mohammed, 2023; Aliyu Mohammed, 2024). The level of customer trust is one of the crucial determinants of online interaction and online purchase; customers more often tend to engage and transact business with websites that show transparency, secure personal data, and explicitly state their privacy policies (Di Domenico, Daniel, and Nunan, 2014). Secure site helps to avoid financial and reputational risks, as well as to build the long-term relationships with customers, resulting in their loyalty and re-use of business.

### **Social Media Integration and Viral Marketing Potential**

The combination of social media sites and entrepreneur sites is an effective channel of marketing and customer interaction. Social media functionality, buttons, and cross-platform connectivity allow entrepreneurs to share information, sell their products and get in touch with their audiences in real-time (Abedniya and Mahmoudi, 2010; Van Horne, Dutot and Zhang, 2016). Viral marketing has a possibility when the target customers actively share the contents that creates an organic coverage and brand awareness that can have a tremendous influence even beyond the intended market (Shoham, Baruchson-Arbib, and Gouri-Oren, 2006). It was revealed through research that users with immense influence on the social networks significantly amplify sharing of online marketing campaigns leading to higher brand awareness and one attracting customers at

relatively low price (Abedniya and Mahmoudi, 2010). With proper social media integration, the entrepreneurial business will be able to increase its online presence, generate interests and provide an impetus to business development both locally and internationally.

### **2.1.2 Technology Adoption in Entrepreneurship**

#### **Adoption of Digital Tools and Platforms by Entrepreneurs**

The introduction of digital tools and platforms has become a foundation of the contemporary entrepreneurship. Businesspeople are turning more to websites, mobile apps, e-business platforms, and electronic communication tools to contact the customers, simplify business operations, and improve performance (Chinthala, 2022; Mohammed, 2023). These tools allow the small and medium-sized enterprises (SMEs) to transcend geographical borders, expand into international markets and compete with bigger corporations. Research shows that when entrepreneurs properly incorporate digital tools into their operations, they will gain efficiency in their operations, be able to engage more closely with customers and have increased revenue potential (Coaquera, Romero, & Ordonez, 2024). In addition, online tools facilitate collaborative processes, create possibilities of managing business remotely and marketing, selling, and supporting customers, which provides a more robust and scalable business model (Di Domenico, Daniel, and Nunan, 2014).

#### **Determinants of Website and E-Commerce Adoption (TAM, UTAUT Perspectives)**

Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT) give us a clue on the reason behind the adoption of websites and e-commerce solutions by the entrepreneur. The determinants in the TAM are perception of usefulness and ease of use that dictate the uptake of digital platforms by entrepreneurs in their operations (Wirtz, Schilke, and Ullrich, 2010). UTAUT model is an extension of this line of thinking, adding the performance expectancy, effort expectancy, social influence, and facilitating conditions as the major drivers of adoption. As an example, entrepreneurs would be better inclined towards the adoption of websites and e-commerce solutions when they think that the

latter enhance the efficiency of the business, are user-friendly, and supported by a robust technological infrastructure (Shoham, Baruchson-Arbib, and Gouri-Oren, 2006; Li, Chen, Kotha, and Fisher, 2017). Also, peer, mentor, and ecosystem stakeholder social pressure induces adoption, especially in new markets where digital entrepreneurship is in early development (Pergelova, Manolova, Simeonova-Ganeva, and Yordanova, 2019).

### **Cloud-Based Tools, AI, and Analytics for Entrepreneurial Ventures**

The capabilities of entrepreneurial ventures are greatly promoted by the use of cloud computing, artificial intelligence (AI), and data analytics. The availability of scalable resources and the ability to access business operations virtually anywhere are the attributes of cloud-based platforms that enable an entrepreneur to manage business processes in dynamic markets, despite reducing the initial spending on IT (Mohammed, 2023; Aliyu Mohammed, 2024). AI tools can be used to enable data-driven decision-making by entrepreneurs, predictive analytics, and customer insights and optimize marketing approaches and personalize customer experiences (Goswami, Mitchell, and Bhagavatula, 2018). Analytics-based products enable entrepreneurs to measure the performance of the site, consumer behavior, and optimize operation plans in real-time, enhancing responsiveness to the market changes (Garcia-Dastugue, Nilakantan, Wallenburg, and Rao, 2024). All these innovative digital technologies together enhance not only competitiveness but also promote innovation and long-term development of entrepreneurial activities in the global and African settings.

### **Barriers to Digital Adoption in Startups and SMEs**

Although the advantages of digital tools and websites usage are quite obvious, startups and SMEs are frequently challenged by substantial challenges in adopting this type of technologies. The disadvantages may include limited financial sources, the shortage of technical capabilities, and unawareness of the possibilities of digital adoption (Mohammed, 2023; Aliyu Mohammed, 2024). In this case, infrastructural issues, such as a poor internet connection, expensive data plan, and no access to cloud-based services, limit digital

integration in developing regions (West Africa and Nigeria, in particular) (Coaquera, Romero, and Ordonez, 2024). Also, cultural resistance to change, doubts about a payback period, and uncertainties about cybersecurity and data privacy can make entrepreneurs unable to maximize the use of digital platforms (Garcia-Dastugue, Nilakantan, Wallenburg, and Rao, 2024). To address these obstacles, specific training, favorable policy frameworks, and availability of affordable technologies that will allow SMEs to comfortably engage in online markets would be required (Shanmugam Sundararajan, Rajkumar, Senthilkumar, and Mohammed, 2024).

### **Competitive Advantages Gained Through Effective Digital Presence**

A good online presence, especially in professionally crafted websites and integrated e-commerce systems gives startups and SMEs significant competitive benefits. Companies are able to access a wider market, communicate with clients all over the world, and provide 24/7 access, thereby increasing the customer convenience and loyalty (Chinthala, 2022; Mohammed, 2023). Ample online presence also allows businesspeople to use online marketing techniques, such as a social media campaign, search engine optimization, and sharing of viral content, to promote brand visibility and awareness (Abedniya and Mahmoudi, 2010; Li, Chen, Kotha, and Fisher, 2017). In addition, online channels offer data analytics solutions that enable companies to track consumer preferences, predict market trends, and make decisions, generating operational efficiencies and revenue increase (Di Domenico, Daniel, and Nunan, 2014; Goswami, Mitchell, and Bhagavatula, 2018). These benefits can distinguish SMEs in the competitive environments against other competitors, position better in the market and enable sustainable development through innovation and adaptability in business operations.

### **2.1.3 Entrepreneurial Performance and Sustainability (DV)**

#### **Concept and Dimensions of Entrepreneurial Success**

Entrepreneurial performance is multi-dimensional in nature and is used to represent the success and viability of ventures. The financial performance is calculated in terms of revenue expansion,



profitability, and return on investment, which gives a quantifiable measure of the health of the business (Kgoroeadira, 2014; Mohammed, 2023). Market performance gives an idea of the capacity of the venture to stimulate, grow, and sustain its client base and the efficiency of promoting and communicating with customers (Yang and Gabriellsson, 2017; Chinthala, 2022). The operational performance is dedicated to efficiency of operation, supply chain management, and service delivery to ensure that the venture is able to fulfill its demand and maintain quality at the same time (Garcia-Dastugue, Nilakantan, Wallenburg, and Rao, 2024). Collectively, these dimensions provide a comprehensive perspective of the entrepreneurial success and an outline of measurement to identify the impact of digital strategies on performance.

### **Role of Digital Presence in Achieving Economic, Social, and Environmental Sustainability**

An effective online presence is an important factor of sustainable operation of business enterprises. Websites and e-commerce applications make ventures reach a greater and global market, lower transaction expenses, and enhance sales conversion rates economically (Mohammed, 2023; Coaquera, Romero, and Ordonez, 2024). Digital platforms enable direct interaction and responsiveness to consumer needs, which is what leads to social sustainability by enabling the company to improve its customer engagement, build trust in its brand, and achieve a high level of transparency (Abedniya and Mahmoudi, 2010; Li, Chen, Kotha, and Fisher, 2017). On environmental grounds, online solutions are capable of reducing reliance on physical infrastructure, reducing use of paper and simplifying logistics through online shopping and computerization of supply chains, which will result in the saving of resources (Lawal, Abdulsalam, Mohammed, and Sundararajan, 2023). An integration of the aforementioned three aspects will ensure that the business persons in question are not only making enough profit, but are also acting responsibly and safely in a long-term view.

### **Indicators of Venture Performance Influenced by Website Adoption**

The implementation of websites and associated digital tools has direct effects on a number of

indicators of venture performance. These would be more web traffic, higher conversion rates, higher customer retention, and higher user satisfaction (Chinthala, 2022; Mohammed, 2023). The number of online transactions and customer rating, social media channel activity are also measurable items of entrepreneurial success (Li, Chen, Kotha, and Fisher, 2017; Li, J. J., Chen, X. P., Kotha, S., and Fisher, G., 2017). Moreover, with the adoption of digital it becomes possible to do more consumer behavior analytics and make decisions based on this data to improve the efficiency of operations and to inform future strategic decisions (Di Domenico, Daniel, and Nunan, 2014; Goswami, Mitchell, and Bhagavatula, 2018).

### **Long-Term Benefits of Digital Transformation for Entrepreneurial Growth**

Digital transformation enables transformation growth for the ventures they support by making them agile, scalable and market intelligent. Businesses can easily adapt to the changing market, experiment with new business models, and use technology to increase competitiveness (Chinthala, 2022; Mohammed, 2023). Increased visibility online and digital branding also encourage potential investors, partners, and customers, which promotes sustained revenue generation and venture expansion (Goswami, Mitchell, & Bhagavatula, 2018; Coaquera, Romero, & Ordonez, 2024). Over the long-term, constant digital activities make a venture resilient, stimulate innovative practices, and guarantee that entrepreneurial performance stays within the parameters of the market and sustainability.

## **2.2 Theoretical Framework**

### **Technology Acceptance Model (TAM)**

Technology Acceptance Model (TAM) Davis (1989) developed this model to form a basis for understanding the acceptance of digital tools and websites by entrepreneurs. TAM assumes that perceived usefulness (PU) and perceived ease of use (PEOU) are key factors that determine a person's intention to use a technology. Within the framework of entrepreneurial endeavors, PU represents how capabilities of web sites feature (for example, e-commerce integration, analytics and customer engagement tools) enhances the performance of business as well as decision-making capability (Chinthala, 2022; Mohammed, 2023). PEOU measures the entrepreneur's feelings



towards how easy and simple to use and manage the website is for a user (especially, with minimal technical knowledge) (Di Domenico, Daniel, & Nunan, 2014). By using TAM, this study explores the relationship between these perceptions and website adoption, and hence will further illustrate how this relates to entrepreneurial performance and sustainability outcomes.

### **Resource-Based View (RBV)**

The Resource Based View (RBV), expressed by Wernerfelt (1984), and elaborated on by Barney (1991), is a set of websites and digital platforms as powerful resources for organizations that can provide strategic sweetspot competitive advantage. According to RBV, resources have to be valuable, rare, inimitable and non-substitutable (VRIN) to give long term benefits. Entrepreneurial websites that are successfully designed with functionality such as interactive website interface, secure online payment, digital branding, and linking with social media, fulfill the criteria of being able to facilitate unique customer experience, operational efficiency and market differentiation (Garcia-Dastugue, Nilakantan, Wallenburg, & Rao, 2024; Mohammed, 2023). This is a theoretical perspective that stresses that in addition to adopting, the strategic deployment and management of websites can have a source of innovation and business resilience.

### **Rationale for Theory Selection**

Combining the TAM and RBV gives a comprehensive theoretical lens that links between technology adoption and entrepreneurial performance. TAM is a digital resource explaining the behavior intention of entrepreneurs to adopt websites and digital tools, while RBV implies the use of digital resources that can be utilized to gain competitive advantage and sustainability in the long-term (Li, Chen, Kotha, & Fisher, 2017; Coaquera, Romero, & Ordonez, 2024). The use of bringing together these theories would ensure that this research is useful not only to explore factors that affect the adoption of websites, but also to look at how the adoption leads to quantitative business outcomes in terms of financial performance, market penetration, operational efficiency and sustainability measures. Such bifurcational approach opens up the scoring

probability of the dual consideration of the behavioural and strategic issues of the adoption of websites in entrepreneurial ventures.

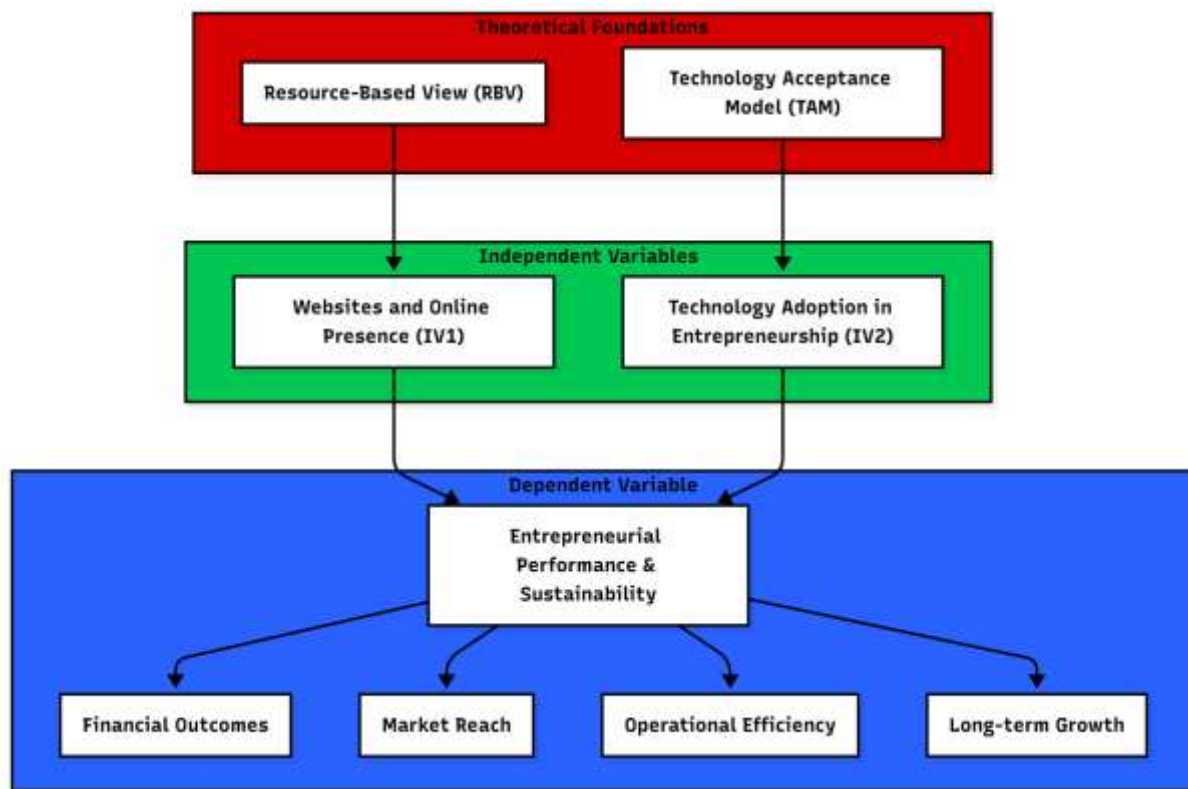
### **2.3 Linkages Between Theories, IV, and DV**

#### **Websites as Strategic Resources for Competitive Advantage (RBV)**

According to the Resource Based View, websites are some of the precious digital resources that could be utilized by entrepreneurs to achieve sustained competitive advantage. Well-designed websites of high quality, usability, interactivity and user-focused design may help ventures to stand out in competitive markets, increase brand recognition, and make people loyal (Chung, Chao, Chen, and Lou, 2016; Mohammed, 2023). Such features, as content management, digital branding, search engine optimization, and systems of secure transaction, enhance the ability of the firm to create a steady value, and are resources that are hard to copy by competitors (Garcia-Dastugue, Nilakantan, Wallenburg, and Rao, 2024). Through re-aligning web-site functionality with entrepreneurial strategic business goals, entrepreneurial business can achieve operational efficiencies and sustainable growth in a positive way hence the real correlation of web-site digital assets and competition viability in the long term.

#### **Website Adoption and Entrepreneurial Performance (TAM)**

The Technology Acceptance Model offers an insight into the mechanisms of behaviour that lead to entrepreneurs use of digital tools. Perceived usefulness and ease of use of websites directly affects adoption intentions, and this has an indirect effect on the business, such as sales growth, market penetration, and operational or performance (Chinthala, 2022; Di Domenico, Daniel, & Nunan, 2014). For instance, the user-friendliness and interactivity of an e-commerce website can boost engagement levels, enhance the online sales conversion process, and make it easier for customers to reach global markets, all of which can benefit the venture's financial performance and market access (Coaquera, Romero, & Ordonez, 2024). TAM is therefore helpful in explaining why some ventures succeed in incorporating websites into their business models while others do not fulfil their potential.



### Integrated Theoretical Linkage Model

**Figure 2.1: Integrated Theoretical Linkage Model of Websites on Entrepreneurial Ventures**

**Source:** Developed by the author based on Li, Chen, Kotha, & Fisher (2017); Mohammed (2023); Wirtz, Schilke, & Ullrich (2010).

Through that diagram the integrated theoretical framework to explain the relationship between website characteristics and technology adoption in relation to entrepreneurial performance and sustainability is provided. By drawing on the Resource-Based View (RBV), websites and online presence (IV1) is conceptualized as strategic resources that contribute to competitive advantage with regards to usability, interactivity and content quality. Simultaneously, Technology Acceptance Model (TAM) is at the core of the acceptance and use of digital tools and platforms (IV2), which places the importance on perceived usefulness and ease of use for efficient use. Both independent variables converge on the dependent variable Entrepreneurial Performance & Sustainability for everybody (DV1), which is further broken down into measurable outcomes which include financial outcomes, market reach, efficiency of operations as well as long term growth. There is also a feedback loop in the model, with the impact of

improved performance to subsequent investment in digital presence and technology adoption indicating the cyclical nature and dynamics of the relationship between digital strategies and venture success (Li, Chen, Kotha, and Fisher, 2017; Mohammed, 2023; Wirtz, Schilke, and Ullrich, 2010).

### 2.4 Empirical Review

Empirical studies have also provided evidence of the immense significance of site design and online presence to enhance the performance of startups. Good customer engagement, confidence and customer satisfaction have been linked with high-quality, user-friendly and interactive web sites, which resulted in sales and market expansion (Chung, Chao, Chen, and Lou, 2016; Mohammed, 2023). The first impression of many consumers and other stakeholders is through the websites and the sophistication in web navigation, inter-action and appearance was shown to directly influence the perception of the entrepreneurial business venture and its overall efficiency (Auger, 2005; Wirtz, Schilke, and Ullrich, 2010). This literature restates the point that management of websites is not only a technological requirement but a strategic tool that has the power to develop a sustainable competitive advantage amongst the global business people. The adoption of e-

commerce also received special attention with respect to the impact of e-commerce on the growth of the entrepreneurship, particularly as compared to the small and medium-sized enterprises (SMEs). Research has also shown that the combination of e-commerce platforms and digital resources with business processes would enable entrepreneurs to expand their market beyond their local borders, simplify business processes, reduce transaction costs (Garcia-Dastugue, Nilakantan, Wallenburg, and Rao, 2024; Chinthala, 2022). In emerging economies, the use of digital tools is frequently shaped by how easy of use, accessibility and affordability the tools are, in line with the Technology Acceptance Model (TAM), which describes the extent to which the willingness of entrepreneurs to adopt new technologies can shape enterprise performance (Shoham, Baruchson-Arbib, & Gouri-Oren, 2006; Mohammed, 2023).

E-commerce adoption has also been demonstrated to amplify feedback loops between customers, allowing startups to continuously adjust products and services according to what people want. There are evidences from developing economies like Nigeria, other sections of the African continent and selected Asian countries portraying the transformative potential that websites have for entrepreneurial businesses. In such cases, the digital adoption is then useful in overcoming traditional obstacles, such as the weak infrastructures (physical infrastructure are quite limited), geographical isolation, and restricted access to finance (Kgoroadira, 2014; Mohammed, 2023; Coaquera, Romero, & Ordonez, 2024). SMEs taking advantage of websites and digital platforms have indicated that they have improved visibility, better contact with the international market and greater operational resilience in times of crisis, such as the Covid-19 pandemic (Pergelova, Manolova, Simeonova-Ganeva, & Yordanova, 2019; Mohammed, 2023). These findings collectively suggest that the strategic development of websites and technology adoption is an important enabler of entrepreneurial performance, particularly in resource-constrained contexts where digital tools are not available and become indispensable to business growth that is sustainable.

## 2.5 Research Gap

Despite the fact that there are a number of documented studies conducted on websites and entrepreneurial ventures, there is a conceptual gap in the development of integrated models in terms of linking website characteristics, technology adoption, and entrepreneurial performance. While there has been a number of studies looking at individual aspects, such as website design and/or adoption of e-commerce, there is little research focusing on a combination within a theoretical framework, such as the integration of the Technology Acceptance Model TAM and Resource Based View RBV, of digital tools in relation to short-term performance and long-term sustainability (Li, Chen, Kotha, & Fisher, 2017; Mohammed, 2023). This lack of comprehensive models restricts the understanding of duality of website as both strategic resources and study technological tools that impact business outcomes. Contextually, the study of the effects of websites on the performance of entrepreneurs is skewed towards the developed economies, leaving a huge gap in knowledge in the developing countries, especially Africa, Asia, and home-based ventures in Nigeria. Studies in these regions are scarce and few empirical evidence are available regarding the use of websites and digital platforms among small and medium-sized enterprises (SMEs) as a means to increase market reach, operational efficiency, and/or competitive advantage (Coaquera, Romero, & Ordonez, 2024; Van Horne, Dutot, & Zhang, 2016; Mohammed, 2023).

In addition, home-based entrepreneurship, being an emerging group of entrepreneurial activities in developing economies, is under-researched in terms of their online presence, digital adoption and resulting impact on business performance and sustainability (Di Domenico, Daniel, & Nunan, 2014). Methodologically speaking, current research tends to be based on cross-sectional approaches, single dimensional measures of performance or local case studies, which have limitations in the robustness and generalizability. Fewer studies use longitudinal study designs that reflect the dynamic nature of the digital adoption and its persistence over time on entrepreneur outcome (Garcia-Dastugue, Nilakantan, Wallenburg, & Rao, 2024; Pergelova, Manolova, Simeonova-Ganeva, & Yordanova, 2019). Moreover, several multi-dimensional assessments

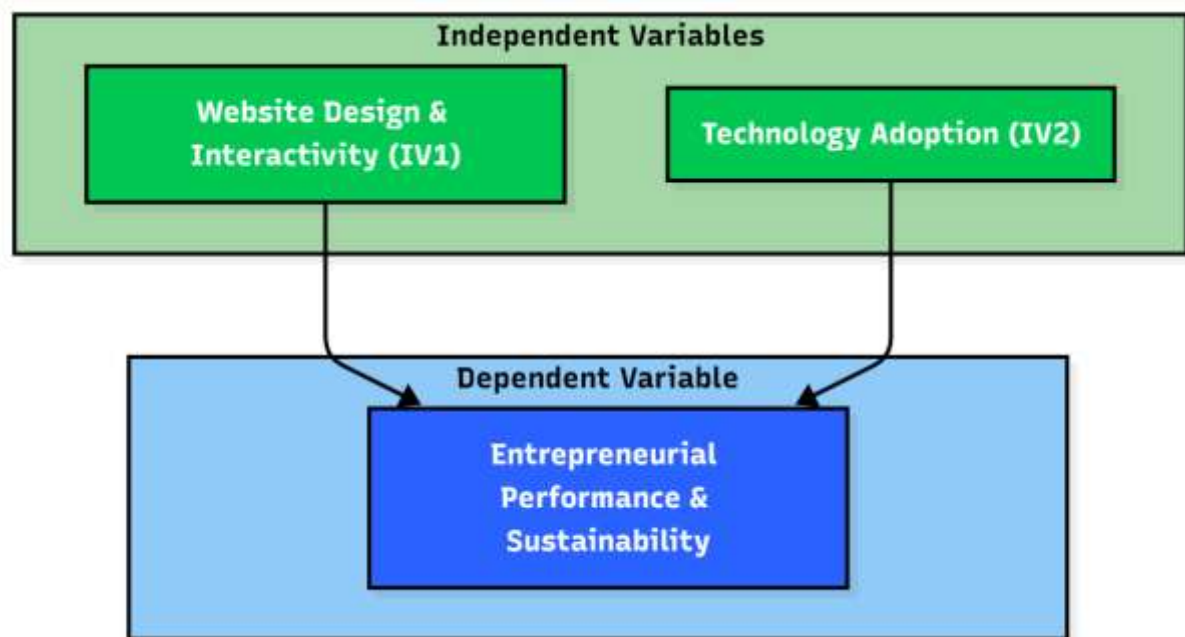


on financial performance, market reach, operational efficiency, and long-term growth, among others, are lacking, especially in emerging economies like Nigeria as well as other parts of Africa. These gaps will also provide a more comprehensive picture of the strategic role of the web site in entrepreneurial business, as well as contribute to the recommendations of effective interventions in the SMEs and home-based firms.

## 2.6 Conceptual Framework of the Study

The proposed study has the Conceptual Framework Structure, which illustrates that there is a hypothesis of a relationship between two independent variables of Website Design and Interactivity, (IV1) and Technology Adoption (IV2) and the dependent variable of Entrepreneurial Performance and Sustainability (DV). The ideas that are reflected in IV1 will include usability of the site, interactivity and content management, digital branding as well as integration of social media, which are expected to

enhance customer access and market penetration. IV2 is the adoption of digital tools which includes greater adoption of e-commerce platforms, adoption of cloud-based solutions, artificial intelligence, and analytics, which have enabled operational efficiency, decision-making, and strategic growth. The framework hypothesizes that high-quality websites and effective technology adoption contribute directly to the improvement in entrepreneurial performance, which can be measured in terms of financial results, efficiency of operation, market expansion, and long-term sustainability. By relating these variables the model gives the theoretical and empirical foundation for exploring the role of digital strategies in venture success especially in developing economies, especially in Nigeria, Africa, and Asia (Li, Chen, Kotha, & Fisher, 2017; Mohammed, 2023; Wirtz, Schilke, & Ullrich, 2010).



**Figure 2.2:** Conceptual Framework of the Study

**Source:** Li, Chen, Kotha, & Fisher (2017); Mohammed (2023); Wirtz, Schilke, & Ullrich (2010)

The conceptual framework proves a direct and positive relationship between the independent variables and entrepreneurial performance. High-quality website design and interactivity (IV1) are anticipated to increase the engagement of the customer, visibility of brand, and market penetration, as strategic resources to gain

competitive advantage (RBV). At the same time, the use of digital tools and platforms (IV2) based on perceived usefulness and ease of use (TAM) is expected to lead to a greater operational efficiency, decision-making and technology-based innovation. Collectively, these factors are conjecture to drive financial outcome, market reach, operational performance, and long-term sustainability to entrepreneurial ventures. This framework highlights the dual nature of a role of digital strategies as both a technological enabler

and a strategic resource while providing an empirical testing and practical application of digital strategies in digital entrepreneurship, particularly in developing regions.

### **3.0 Research Methodology**

This research study is conducted in conceptual research approach, which focuses on development of theoretical insights rather than on collection of primary empirical data. The conceptual approach makes it feasible to examine systematically the existing literature, theories and frameworks related to websites, technology adoption, and entrepreneurial performance. By synthesising the previous researches and combining theoretical models, such as Technology Acceptance Model (TAM) and Resource-based view (RBV), the study aims to create a coherent framework explaining digital strategies to sustainable entrepreneurial outcomes (Mohammed, 2023; Wirtz, Schilke, & Ullrich, 2010). The conceptual methodology is especially suited for new topics in digital entrepreneurship where empirical information may be in bits or more suited to local contexts especially in developing economies such as Nigeria, Africa and Asia. The literature selection approach that was used for this study consisted of a thorough investigative study on peer-reviewed journals, conference proceedings, and authoritative publications in the disciplines of digital entrepreneurship, website adoption, e-commerce, and performance of SMEs. Inclusion criteria gave priority to those studies that focused on the functional aspects of websites, the interactivity of the digital tool, the adoption of the digital tool, and the entrepreneurial outcome, and excluded papers that were in themselves purely technical without generating business performance or sustainable.

Databases such as Scopus and Web of Science, Google Scholar, and institutional repositories were employed in order to ensure the breadth and the relevance of sources. Through this organized process, it is certain to ensure that the conceptual synthesis is informed and based on the available and good scholarship. Conceptual analysis and synthesis were achieved through critical examination, comparison and integration of key findings, theoretical frameworks and models from the selected literature. The process involved identifying patterns, relationships, and gaps in

existing research to propose an integrated framework connecting web site design, technology adoption and performance as an entrepreneur. The research shows links between strategic resource theory (RBV) and technology adoption behavior (TAM) to explain the use of digital initiatives for business sustainability. This technique enables the establishment of a theoretically robust and exhaustive and contextually applicable structure, insights for research and real-life entrepreneurial venturing (Li, Chen, Kotha, & Fisher, 2017; Mohammed, 2023).

### **4.0 Findings of the Study**

**1. Stronger Business Visibility and Market Reach:** The study is projected to demonstrate that websites play a major role in boosting the visibility of entrepreneurs' business ventures, attracting customers, and extending market reach both internationally and within other developing economies such as Africa and Nigeria (Mohammed, 2023; Chinthala, 2022).

**2. Impact of Interactive and User-Centric Design:** Findings are expected to demonstrate that interactive, user-friendly and well-structured website designs have a positive impact on entrepreneurial performance, operational efficiency and long term sustainability (Garcia-Dastugue et al., 2024; Wirtz, Schilke, & Ullrich, 2010).

**3. Challenges and Barriers in Technology Adoption:** In the study, it is likely that key challenges entrepreneurs face to adopt and incorporate website technologies could generally be associated with limited available resources for their small-scale businesses, low level of digital literacy amongst entrepreneurs, and infrastructural challenges in developing countries such as West Africa, Nigeria, etc. (Aliyu 2024; Di Domenico, Daniel, & Nunan, 2014).

**4. Effectiveness of Digital Marketing and Customer Feedback Mechanisms:** It is anticipated that the research will show the effectiveness of digital marketing strategies, integration of social media, and mechanisms for customer reviews through the internet on entrepreneurship growth and performance and customer engagement and competitive advantages (Li, Chen, Kotha, & Fisher, 2017; Mohammed, 2023).

**5. Strategic Insights for Sustainable Growth:**

The study is integrated to provide evidence on how the strategic adoption and management of websites can improve the overall performance and sustainability of the entrepreneurial ventures, and provide insights for entrepreneurs, policymakers and the business support organizations (Goswami, Mitchell, & Bhagavatula, 2018; Mohammed & Sundararajan, 2023).

**5.0 Recommendations of the Study**

**1. The optimization of website utilization for visibility and reach:** Entrepreneurs should prioritize creating websites that enhance their business visibility and reach using various tools such as SEO, integration with e-commerce, and interactive content to attract and retain customers (Mohammed, 2023; Wirtz, Schilke, & Ullrich, 2010).

**2. Creating User-Friendly and Interactive Web sites:** It is recommended that businesses adhere to best practices during web designing including suggestions on how to achieve a good intuitive navigation system, design responsiveness, and features that will stimulate the best user experience as well as lead them towards achieving Sustainable growth (Garcia-Dastugue et al., 2024; Li, Chen, Kotha, and Fisher, 2017).

**3. Overcoming Adoption barriers:** The mitigation of technology adoption challenges in startups and SMEs needs to be enhanced by investing in digital literacy training, using cloud-based technology tools and access to low-cost web-based solutions that can be applicable to resource-constrained environments (Aliyu, 2024; Di Domenico, Daniel, and Nunan, 2014).

**4. The use of Digital Marketing and Customer Feedback:** In order to promote the business growth, customer satisfaction, and competitiveness in the market, the use of effective digital marketing strategies and processes and the establishment of online review and feedback systems and the establishment of social media interaction is encouraged (Li, Chen, Kotha, and Fisher, 2017; Mohammed, 2023).

**5. Policy and Strategic Recommendations of Sustainable Growth:** To facilitate sustainable entrepreneurial ecosystems in developing economies, policy makers and business support organization should develop frameworks and incentives to adopt websites, digital infrastructure

and technology-led entrepreneurship (Goswami, Mitchell, and Bhagavatula, 2018; Mohammed and Sundararajan, 2023).

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