International Journal of
Finance and Accounting
(IJFA)

Venture Capital and Financial Performance of E-Commerce-Driven Firms in Kenya

Muinde Victor Mwendwa, Dr. James M. Gatauwa (PhD) and Dr. John N. Mungai, PhD

International Journal of Finance and Accounting
ISSN 2518-4113 (online)
Vol.9 Issue 2, No.4. pp. 42 - 61, 2024

www.iprjb.org

Venture Capital and Financial Performance of E-Commerce-Driven Firms in Kenya

[1*]Muinde Victor Mwendwa
Masters of Science in Finance Candidate, Department of Accounting and Finance, Kenyatta University
[2]Dr. James M. Gatauwa, PhD & [3]Dr. John N. Mungai, PhD
[2,3] Department of Accounting and Finance, Kenyatta University

Article History

Received 18th February 2024

Received in Revised Form 13th March 2024

Accepted 15th April 2024

How to cite in APA format:

Mwendwa, M., Gatauwa, J., & Mungai, J. (2024). Venture Capital and Financial Performance of E-Commerce-Driven Firms in Kenya. *International Journal of Finance and Accounting,* *9*(2), 42–61. https://doi.org/10.47604/ijfa.2495

Abstract

Purpose: Businesses that rely on e-commerce for growth frequently find that their ability to obtain sufficient capital is critical to their success. Funding from venture capital firms is essential in this context. Due to insufficient capital, e-commerce-driven businesses in Kenya have continuously underperformed financially. Numerous of these businesses, such as Rupu, OLX Kenya, and ePay, encountered financial difficulties and eventually lost the ability to continue operating. This study's main objectives were to evaluate the impact of capital management support, financing options, and cost of capital on the financial performance of Kenyan e-commerce businesses. Additionally, the study sought to fully evaluate the moderating impact of regulatory structure on venture capital funding and the financial performance of Kenyan e-commerce-driven firms. The trade-off, stakeholder, financial liberalization, and agency theories all lend credence to this research. The research philosophy of positivism, which emphasizes the use of empirical data to evaluate theories and hypotheses, was applied to perform this study.

Methodology: The study examined a population of 45 e-commerce-driven businesses that obtained venture capital financing between 2017 and 2022 using a descriptive cross-sectional survey research approach. A stratified simple random sampling design technique was employed to choose 45 e-commerce-driven businesses as a sample. Surveys were distributed to collect primary data. Important stakeholders, including investors, executives, and founders, were among the participants in the study. Descriptive statistics were employed to summarize the data, such as measures of central tendency (particularly the mean), variability (expressed by the standard deviation), and frequency distributions. Regression analysis, an inferential statistic, was also employed in the study to investigate the relationship between venture capital funding and financial success. The gathered data were coded before entering into the Statistical Package for Social Science (SPSS) program to make the analysis process easier. The analysis's final results were provided as tables.

Findings: The findings showed that the cost of capital, financing strategies, and capital management support significantly impact Kenyan e-commerce enterprises' financial performance. The aggregate score of 3.73 in cost of capital indicated consensus among participants on the impact of venture capital on e-commerce companies' financial performance. Participants perceived a significant correlation, with a standard deviation of 1.15 reflecting varying opinions. Most agree that lower venture capital costs lead to better financial success, influencing organizations' financial decisions significantly. The study concluded that venture capital funding has a considerable impact on the financial performance of e-commerce-driven enterprises in Kenya. The report advised management to thoroughly understand the total cost of capital related to venture capital funding.

Unique Contribution to Theory, Practice and Policy: The study on venture capital and financial performance of e-commerce-driven firms in Kenya has made significant contributions to theory, practice, and policy. It has enhanced theoretical understanding by examining the relationship between venture capital investments and the financial performance of e-commerce firms, providing insights into the dynamics of these markets. In practice, the study has offered valuable guidance to e-commerce entrepreneurs and investors by identifying factors that influence financial performance and informing strategic decision-making. Additionally, the findings have implications for policy formulation, as they highlight the importance of fostering an enabling environment for venture capital investments in the e-commerce sector to spur economic growth and innovation in Kenya.

Keywords: *Venture Capital, E-commerce, Capital Management Support, Financing Options, Cost of Capital*

INTRODUCTION

The global e-commerce market has witnessed significant expansion, propelled by the increase in VC funding and digital commerce. Zuleta, Casanova, Finchelstein and Duque's (2023) study on digital entrepreneurship in Latin America highlights the region's rising number of innovative new enterprises and entrepreneurs, attributed to increased VC availability and technological advancements. E-commerce companies have notably benefited from substantial VC funding, particularly in the United States (Lerner & Nanda, 2020). The US has witnessed the success of e-commerce businesses like Amazon, Shopify, and Alibaba, which attracted billions in VC funding (Nougarahiya, Shetty & Mandloi, 2021). PitchBook data reveals that US e-commerce firms secured $32.2 billion in VC funding in 2020, up from $24.6 billion in 2019. Amazon, for instance, raised $108 million in VC funding before going public in 1997, now boasting a market capitalization exceeding $1.7 trillion (Ewens, Nanda & Rhodes, 2018). Similarly, Shopify raised $122 million from VCs before going public in 2015 and is currently valued at over $130 billion in the market.

Kenya, a leader in African digital innovation, has cultivated a thriving e-commerce sector, drawing substantial VC investments in recent years. The competitive landscape sees startups and established companies vying for market share (Takkar & Sharma, 2021). Research by Mwasi and Aluoch (2023) reveals that VC financing has improved the financial performance of technology startups in Kenya, including increased revenue, profitability, and asset growth. According to a Jumia report, Kenya's e-commerce market reached $1.6 billion in 2020 and is projected to expand to $3 billion by 2025, driven by a significant influx of VC funding (Nougarahiya, 2021). Jumia, a prominent player across multiple African nations, including Kenya, has achieved remarkable success with $820 million in VC funding and a listing on the New York Stock Exchange since 2019 (Corsi & Prencipe, 2019). Notable e-commerce enterprises in Kenya also include Kilimall, raising $64 million in funding, and Copia Global, securing $28 million in funding. These developments showcase Kenya's position as a digital and e-commerce hub with immense growth potential.

The inadequacy of Kenya's infrastructure, especially in rural areas, hinders internet connectivity and logistical capabilities, which makes it difficult for e-commerce companies to reach a wider customer base and deliver goods effectively. Moreover, the regulatory environment's complexity creates obstacles for e-commerce companies, including taxation, licensing, and compliance with consumer protection laws (Karine, 2021). These burdens not only raise operating costs but also act as barriers to entry for new firms. Finally, the lack of trust and security in online transactions represents a recurring challenge.

Despite the challenges, several opportunities exist for e-commerce firms in Kenya to thrive and expand their market presence. One such opportunity lies in the country's growing internet penetration, especially through mobile devices (Chebichiy, & Odhiambo, 2020). With a significant portion of the population accessing the internet via smartphones, e-commerce firms can capitalize on this trend to reach a larger audience. Moreover, Kenya's leading role in mobile money adoption, exemplified by services like M-Pesa, provides a conducive environment for online transactions. E-commerce firms can leverage mobile money platforms to offer convenient payment options and enhance the overall customer experience (Mthembu, Kunene, & Mbhele, 2018). Additionally, the urbanization and expanding middle class in Kenya present a growing consumer base with increasing purchasing power, driving demand for online shopping. By tapping into this demographic shift, e-commerce firms can seize opportunities for growth and market expansion.

According to the Kenya National Bureau of Statistics, the e-commerce market in Kenya experienced a growth rate of 25% in 2023, with total sales surpassing $2.5 billion USD (Makini, Mose, Kamau, Mulinge, Salasya, Akuku, & Makelo, 2020). The Communications Authority of Kenya reports that 45% of Kenyan internet users made online purchases in the past year (2023), indicating a 10% increase from the previous year (Mutheu, & Mwasiaji, 2023). According to data from the Central Bank of Kenya, mobile money transactions accounted for 60% of total e-commerce transactions in Kenya in 2023, highlighting the significant role of mobile payments in driving e-commerce growth (Uwamariya, & Loebbecke, 2020). The Kenya Venture Capital & Private Equity Association reports that venture capital investment in Kenya's e-commerce sector reached $150 million USD in 2023, signaling investor confidence and interest in the market's potential for expansion (Jaoui, Amoussou, & Kemeze, 2022).

Early-stage businesses depend heavily on venture capital funding for expansion and success (Tolliyevna, Xurziyoxon & Murtazo, 2023). In multiple significant ways, venture capital investment is distinct from conventional financing methods, like bank loans or initial public offerings. First, money from venture capitalists is usually given in return for ownership or equity in the business. As a result, they take on stakes in the business and are exposed to its risks and benefits. Furthermore, VC companies are more likely to finance high-risk projects with considerable growth potential but need more track record (Abdul, Mohd & Salmat, 2020). The primary goals of venture capital (VC) investing are to foster innovation and assist early-stage companies in expanding.

Up and coming businesses need help looking for traditional funding sources because of their unproven business plans or inadequate collateral (Kukk, 2022) Startups and high-growth companies depend heavily on venture capital funding for their expansion and success (Tolliyevna, Xurziyoxon & Murtazo, 2023). In multiple significant ways, venture capital investment is distinct from conventional financing methods, like bank loans or initial public offerings. First, money from venture capitalists is usually given in return for ownership or equity in the business. As a result, they take on stakes in the business and are exposed to its risks and benefits. Furthermore, VC companies are more likely to finance high-risk projects with considerable growth potential but need more track record (Abdul, Mohd & Salmat, 2020). The primary goals of venture capital (VC) investing are to foster innovation and assist early-stage companies in expanding (Gatauwa, 2014). Incubating businesses need help looking for traditional funding sources because of their unproven business plans or inadequate collateral (Kukk, 2022). VC firms address this funding gap by supplying the required capital and offering their expertise to stimulate growth and advancement. By doing so, they enable emerging firms to transform their ideas into viable businesses. There are several VC firms that support a vibrant startup ecosystem. An example is Novastar Ventures, which focuses on investing in high-growth businesses in East Africa. Another prominent firm is Chandaria Capital, which provides funding and mentorship to various seed-stage firms. Other notable VC firms in Kenya include TLcom Capital, Acumen Fund, and Fanisi Capital. These firms play a crucial role in fueling innovation, providing capital, and supporting the growth of nascent businesses (Croce & Bianchini, 2022).

Furthermore, online retailers in Kenya have seen a decline in financial performance due to difficulties securing capital. Inadequate funding has prevented investments in vital areas, including marketing, talent acquisition, and technological infrastructure (Mukul & Saini, 2021). Only 15% of digital enterprises in Kenya had obtained outside funding, according to a 2018 World Bank report. Generally, while specific examples in numbers may vary, the poor financial performance of e-commerce-driven firms in Kenya is evident through low profitability, slower return on investment than expected, and funding challenges. These factors highlight the need for strategic interventions and support to bolster the financial viability and sustainability of e-commerce in the country (Achiando, 2019).

Table 1: Financial Performance of E-Commerce Firms in Kenya

	2016	2017	2018	2019	2020	2021	2022
Return on Investment (%)	4	3.2	3.6	3.3	2	1.7	1.3
Profit before tax (Billions Kes)	28.47	26.32	27.9	27.01	23.6	22	20.1

Source: Statista (2022)

Table 1 presents the financial performance of e-commerce firms in Kenya over a seven-year period, from 2016 to 2022, as measured by ROI percentages. In 2016, the ROI was 4%, indicating that for every unit of investment, the firms generated a 4% return. However, by 2022, the ROI had declined to 1.3%, reflecting a decrease in profitability and efficiency of investments.

The figures show a downward trend in ROI over the years, suggesting that the e-commerce firms' investments have become less profitable and efficient. This trend may indicate challenges or obstacles faced by the firms, such as inadequate funding and poor financing methods, high cost of capital, lack of capital management support, and changes in consumer behavior. The declining ROI highlights the need for firms to evaluate their funding strategies, investment strategies, operational efficiency, and profitability to improve their financial performance and ensure sustainable growth in the future.

The decline in Return on Investment (ROI) for Kenya's e-commerce firms over seven years, as shown in Table 1 also stems from various factors. Market saturation intensified competition as more players entered, leading to price wars and increased marketing costs (Aman, 2022). Regulatory challenges, including taxation and compliance, added to operational expenses, while shifting consumer preferences impacted revenue streams. These dynamics underscore the evolving nature of Kenya's e-commerce sector, emphasizing the need for strategic adaptation and innovation to sustain profitability amid a competitive landscape (Yenipazarli, 2019).

Statement of the Problem

According to research by Mutuku, Muathe, and James (2019), e-commerce-driven businesses in Kenya have historically had dismal financial results. Lack of proper finance is one of several issues that contribute to this disappointing outcome. The success and longevity of every firm, including online stores, depends on funding availability. However, many Kenyan e-commerce businesses have difficulty raising enough capital to invest in things like technology, infrastructure, marketing, and talent acquisition—all of which reduce their chances of success and return on investment. Statista analysis of Kenyan e-commerce companies' financial performance in 2022 reveals a tendency for ups and downs. From 2016 to 2022, the return on investment (ROI) for Kenyan e-commerce companies fell from 4% to 1.3%, showing a decrease in profitability. According to the data, the financial performance of Kenyan e-commerce companies has been all over the place, with profits going up and down throughout the years. Several enterprises in Kenya's e-commerce sector have gone bankrupt, and the financial performance of firms driven by e-commerce has been falling. Certain online retailers have had severe money problems (Cao, 2022). Many Kenyan e-commerce startups have gone bankrupt due to financial difficulties; these include OLX Kenya, ePay, and Rupu. According to Qian (2023), these startups had difficulty competing with established online retailers and could not get enough investment to fuel their expansion.

In the rapidly evolving landscape of Kenya's e-commerce sector, VC funding plays a pivotal role in driving growth and innovation (Gatauwa, 2022). As digital technologies gain traction and consumer preferences shift, e-commerce-driven firms seek capital infusion for expansion and competitiveness (Cumming, Johan & Reardon, 2023). Understanding how VC funding impacts the financial performance of these Kenyan firms is essential for informed decision-making (Mbuthia & Gatauwa, 2022). Empirical evidence, comprising financial data, investment records, and interviews with local entrepreneurs and VCs, served as the foundation of this study. Knowledge gaps include the absence of context-specific research, unexplored regulatory intricacies, varying impacts across developmental stages of firms, and the distinct perspective of local investors. The conceptual framework of this research scrutinized cost of capital, financing methods and capital management support alongside evaluating ROI as a financial performance metric. Through a mixed-methods approach, this study aimed to bridge these knowledge gaps and offer actionable insights, catering to stakeholders deeply invested in Kenya's dynamic e-commerce sector.

Numerous stakeholders had voiced their dissatisfaction with the existing research gaps pertaining to the study of VC funding and financial performance of e-commerce-driven companies (Morande, Del Vacchio & Ranieri, 2020). Primarily, entrepreneurs and founders of startups had expressed their concerns, as their growth heavily relies on VC funding. Additionally, investors, including VCs and angel investors, were also registering their complaints regarding these knowledge gaps. Academics and researchers were as well expressing frustration at the gaps in the literature. The study strived to build comprehensive knowledge and provide practical guidance to industry practitioners, policymakers, and aspiring entrepreneurs. The absence of complete information on the study tried to hinder the development of robust theories and effective strategies in the e-commerce and VC domains (Al-mani, 2020).

Mwanzia (2022) conducted a study in Kenya examining how small and medium-sized businesses (SMEs), including e-commerce companies, fared financially after receiving equity funding. The study needed to focus more on these companies' funding requirements and the obstacles they confront in the national economy. Contrarily, a study by Muchira, Jagongo & Simiyu (2019) examined the impact of innovativeness on small and medium enterprises' access to venture capital in Nairobi City County, Kenya. However, the study should have delved into the possible long-term consequences of this funding on the sustainability of these businesses. Also, it did not look at how macroeconomic conditions impact Kenyan e-commerce companies' access to venture capital.

In order to address this, the current study aimed to fill these gaps by focusing on the need for a deeper understanding as well as assistance for e-commerce businesses seeking VC funding in Kenya, and also for strategies as well as techniques that allow these businesses to achieve sustainable financial performance over the long term (Achiando, 2019). In addition, discussions with legislators pertaining to how government policy could support VC funding for e-commerce businesses in Kenya. The process required examining current policies and pinpointing possible strategies that could be employed to establish regulatory frameworks that are more favorable for e-commerce-driven entrepreneurship within the nation (Chen, 2021). The study also focused on the unique financing needs and challenges faced by e-commerce firms in Kenya. This entailed engaging with industry players and experts to gain insights into the specific challenges faced by these firms, and exploring potential solutions that could be tailored to meet their needs (Linde, Sjödin, Parida & Gebauer, 2020).

The study sought to achieve several objectives. Firstly, it aimed to understand the relationship between VC funding and the financial performance of e-commerce ventures. It explored how VC funding affects ROI. Additionally, the study aimed to identify key factors that influence successful fundraising in the e-commerce sector and provide insights for entrepreneurs, investors, and policymakers to make informed decisions regarding VC funding in this domain (Chen, 2021).

Objectives of the Study

i. To determine the effect of cost of capital on the financial performance of E-commerce driven firms in Kenya.
ii. To examine the effect of financing methods on the financial performance of E-commerce driven firms in Kenya.
iii. To establish the effect of capital management support on the financial performance of E-commerce driven firms in Kenya.

Research Hypotheses

The study was guided by the following null hypotheses:

H_{01}: Cost of capital does not have a significant effect on the financial performance of E-commerce driven firms in Kenya.

H_{02}: Financing methods do not have significant effect on the financial performance of E-commerce driven firms in Kenya.

H_{03}: Capital management support does not have a significant effect on financial performance of E-commerce driven firms in Kenya.

Significance of the Study

Numerous interested parties stand to gain significantly from the study's findings. In response to the significant influence of e-commerce on Kenya's economic development, the government has instituted the National E-commerce Strategy (ECS) to support the growth and prosperity of e-commerce-driven businesses. Businesses that rely heavily on online sales can undergo a structural transformation, according to the suggestions made by this study. Policymakers in Kenya and other countries interested in the growth of their e-commerce sector would find this study's conclusions quite illuminating. The study's findings will inform policy decisions that boost the overall financial efficacy of e-commerce businesses by encouraging venture capital funding.

The present research intends to fill gaps in our knowledge by examining how venture capital investments affect the bottom lines of Kenyan e-commerce businesses. This research aims to shed new light on the elements that affect the association between venture capital funding and a company's financial performance. The purpose of this study was to determine what factors impact the success or failure of e-commerce businesses in Kenya that have applied for and received venture capital investments. Entrepreneurs, investors, and legislators in Kenya working to grow the country's e-commerce sector would find the provided figures helpful.

Theoretical Review

Trade-Off Theory

Franco Modigliani and Merton Miller spent the '50s and '60s building what is now known as trade-off theory. This groundbreaking study laid the groundwork for future research into how businesses choose the optimal capital structure for their needs. According to the Trade-Off Theory, organizations determine their optimal capital structure by weighing the pros and cons of debt against equity funding. According to the proposal, a company's overall value and cost of capital can be optimized by striking an optimal balance between debt and equity. Debt can have advantages, according to this notion, such as lower financing costs and tax breaks for interest payments.

Decisions regarding capital structure, financing alternatives, risk management, tax planning, and strategic expansion initiatives are frequently aided by the Trade-Off Theory. The fundamental goal of making these choices is to reduce the cost of capital and enhance the return to shareholders (Bajaj *et al*., 2021). The relationship between venture capital financing and the success of e-commerce firms is examined using the Trade-Off Theory. When weighing the pros and cons of debt financing, this approach helps assess how companies handle the distribution of stock raised through venture capital. Academics can look into how this balance affects the capital structure decisions made by e-commerce businesses and how it affects their financial success. When looking at venture capital funding and financial performance analysis of e-commerce enterprises, the Trade-Off Theory provides a theoretical foundation for analyzing the cost of capital. It provides a basic framework for understanding how companies choose the best capital structure by balancing equity (via venture capital) and debt financing. The financial performance outcomes and cost of capital are affected by this decision-making process. The research also uses the Trade-Off Theory to examine how businesses weigh the benefits and drawbacks of equity (venture capital) and debt funding. If we want to know how this trade-off affects e-commerce enterprises' capital structure decisions, cost of capital, and financial performance, we must look at it (Jarallah *et al*., 2019).

Naomi (2023) supports the Trade-Off Theory, highlighting its merits, including the potential for lower total financing expenses through debt and the flexibility to tailor the capital structure to a company's specific financial situation and risk preferences. This flexibility allows organizations to adapt to changing market conditions and evolving business objectives.

Stakeholder Theory

In 1984, R. Edward Freeman put out what is now known as the Stakeholder Theory. This theory argues that rather than concentrating solely on shareholders, organizations should consider the worries and interests of all stakeholders. According to stakeholder theory, businesses have many different types of stakeholders, such as owners, employees, customers, and the community, all of whom have different perspectives and needs. Since the organization's decisions might affect these stakeholders and vice versa, they are interdependent. This theory recognizes that stakeholder input can significantly impact an organization's performance,

International Journal of Finance and Accounting
ISSN 2518-4113 (online)
Vol.9 Issue 2, No.4. pp. 42 - 61, 2024
www.iprjb.org

reputation, and long-term viability. It emphasizes companies' ethical responsibility to consider these varied interests and strike a balance between them.

Stakeholder theory is applied in various ways, such as shaping corporate governance, sustainability reporting, and ethical decision-making. It guides businesses in considering the interests of all stakeholders, ensuring accountability, fostering responsible practices, and ultimately contributing to long-term success and societal well-being (Torelli, Balluchi & Furlotti, 2020). In the context of VC funding and e-commerce firms, Stakeholder theory can guide research by encouraging the examination of how various stakeholders, including investors, founders, employees, customers, and communities, impact financial performance. It helps assess how ethical practices and stakeholder engagement influence funding decisions, operational strategies, and overall business success. Stakeholder theory underpins capital management support in the study of VC funding and financial performance of e-commerce firms by emphasizing the importance of considering diverse stakeholder interests, which can influence funding decisions, operational strategies, and the long-term financial success of these companies, ultimately informing effective capital management approaches (Barney & Harrison, (2020)

In Kenya, e-commerce firms must navigate a diverse range of stakeholders, including customers, suppliers, employees, government regulators, local communities, and investors. Each stakeholder group brings its own set of expectations, concerns, and influences to the table, presenting both challenges and opportunities for e-commerce businesses (Varadarajan, Welden, Arunachalam, Haenlein, & Gupta, 2022). For instance, ensuring customer satisfaction and trust is crucial for maintaining a loyal customer base, while building strong relationships with suppliers and employees can contribute to operational efficiency and sustainability. Moreover, engaging with government regulators effectively and contributing positively to local communities can help e-commerce firms navigate regulatory challenges and enhance their reputation (Ding, 2023). By adopting a stakeholder-centric approach tailored to the unique dynamics of the Kenyan business environment, e-commerce firms can foster long-term relationships, mitigate risks, and capitalize on opportunities for sustainable growth.

Empirical Review

One study that looked into this was "Cost of Capital and Firm Value: Evidence from Indonesia" by Kurniasih and Rustam (2022). Based on data collected from the Indonesia Stock Exchange (IDX) for the years 2013–2020, this study set out to determine how much of an effect the cost of capital (COC) factor has on the market value of pulp and paper companies. Methods such as moderation regression analysis were employed in the study. The research's empirical findings lend credence to the claim that the cost of capital positively affects the company's worth. Stock prices have been trending upward due to the encouraging message sent to the market by the significant increase in debt usage as a financing method. A rise in the cost of capital, including the weighted average of debt and equity charges, could increase a company's overall worth. As a result, investors considering purchasing shares in pulp and paper industry companies should keep the cost of capital in mind, according to the study's findings. These traits are important because they may affect how much a firm is worth. As their primary research question, Kurniasih and Rustam examined the link between capital costs and firm valuation in the Indonesian setting. Still, the study lacked a comprehensive analysis of how changes in capital costs impacted Indonesia's e-commerce industry. This research aims to fill that knowledge gap by investigating how financing costs affect Kenyan e-commerce companies in their particular industry.

In their study, Pradhan, Arvin, Nair, Bennett, and Bahmani (2019) looked at how venture capital and GDP growth have changed over time in Europe, specifically in the context of the digital economy. Using vector error-correction modeling, this study investigates the connections between private equity investment, information and communication technology infrastructure, and GDP growth. The data was examined from twenty-five different European nations. The variables were determined to be cointegrated, suggesting the existence of long-term relationships. Economic growth and ICT infrastructure development have long-term consequences that have affected early-stage, late-stage, and total venture capital investments. Internet use was also affected by late-stage venture capital investment and economic growth. Furthermore, the far-reaching effects of late-stage venture funding on GDP growth should be noticed. Relatively stable short-term correlations have been observed between these variables. The study results highlight the importance of a comprehensive policy strategy to simultaneously increase venture capital, economic growth, and Europe's information and communication technology (ICT) infrastructure. This approach can produce valuable results and advance these vital areas. In light of the rapid evolution of the internet sector, this research aims to understand better the opportunities and threats that online retailers confront from a financial perspective. In today's fast-paced, highly competitive e-commerce market, the ability to access capital and make strategic investments may determine a company's success or failure.

According to the existing literature on venture capital funding, regulatory landscape, and financial performance, the two have a favorable correlation. Venture capital funding is positively associated with growth, profitability, and market value. More venture capital money goes to companies in jurisdictions with investor-friendly legislation, so regulatory frameworks also affect the VC industry (Dong & Zheng, 2022). Policymakers, entrepreneurs, and investors can use the study's findings to understand better the dynamics and effects of venture capital investment and regulatory frameworks on business development.

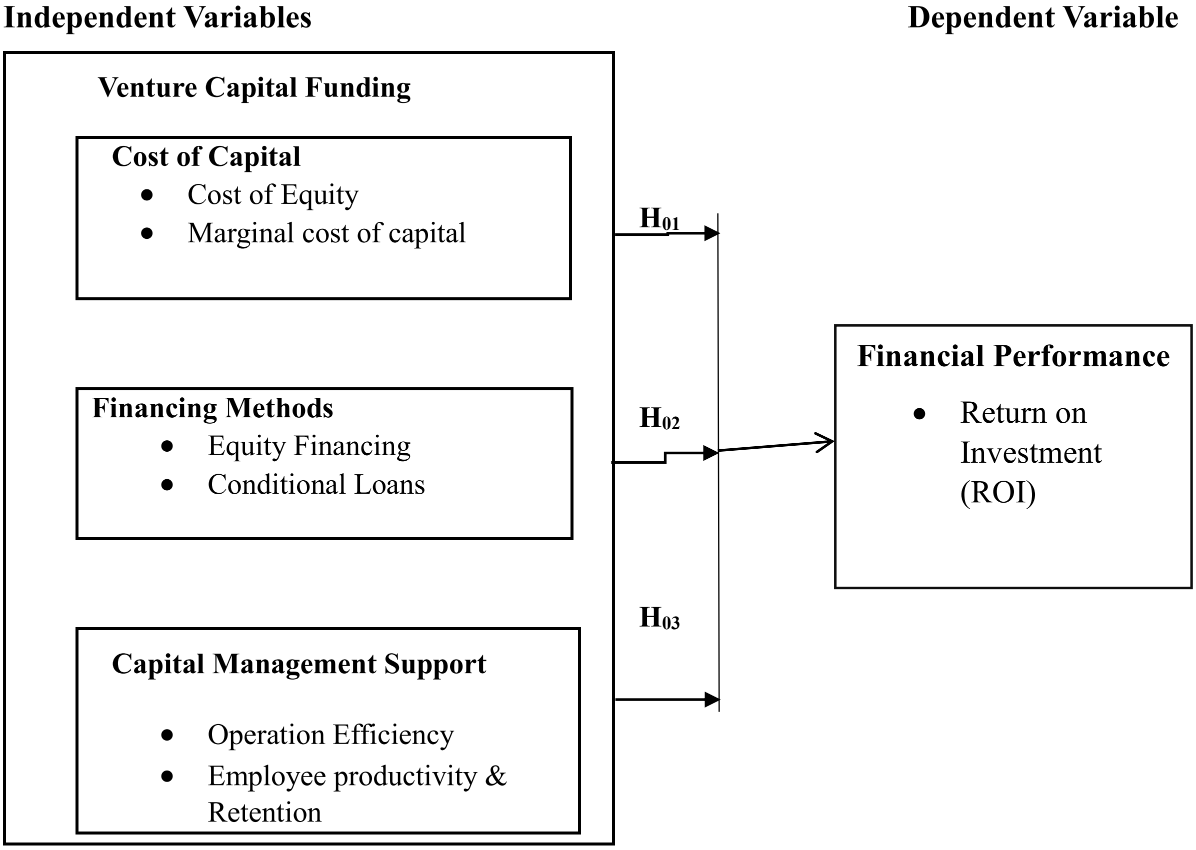
Researchers Cheong, Lee, and Weissmann (2020) looked at the relationship between the availability of loans, tax policies, and the performance of small and medium-sized manufacturing enterprises (SMEs) in Malaysia. The GMM technique, which integrated firm-specific and macroeconomic parameters as control variables, was used in this research. The dynamic panel system was used for this purpose. The results of this study show that small and medium-sized enterprises (SMEs) do not perform better when they use debt funding. When small and medium-sized firms (SMEs) are granted tax incentives and access to funding from non-banking sources, they outperform conventional banks. These laws effectively reduce the potential costs of engaging in riskier undertakings. However, Malaysia's small and medium-sized enterprises (SMEs) have obstacles to expansion due to the country's tax policies, which could lead to financial record fraud. In Malaysia, investors prefer small and medium-sized businesses (SMEs) that are fiscally prudent. Businesses' bottom lines are directly affected by the fact that regulatory frameworks are constantly changing, a point that has been disregarded in previous studies. The research highlights the performance of SMEs in Malaysia concerning loans, tax policies, and funding sources. A research gap lies in assessing the impact of evolving regulatory frameworks on startup financial success and adaptation strategies. This study examines the effects of new rules on startup financial success and how these companies adjust to these changes.

The impact of Intrinsic Corporate Governance on the financial performance of small and medium-sized enterprises (SMEs) in Indonesia was studied by Hakimah, Pratama, Fitri, Ganatri, and Sulbahrie (2019). The impact of corporate governance practices on Indonesia's booming SME sector is the focus of this study. Because panel data analysis is so good at recording both time-series and cross-sectional characteristics and dealing with massive datasets, the researchers decided to employ it. Looking at data collected from 50 SMEs between 2013 and 2017, this study investigates how intrinsic corporate governance affects the profitability of SMEs. We used models with both fixed and random effects. According to the study's findings, family firms are less profitable, indicating obstacles within these types of companies. Research has demonstrated that boards with more women and larger board sizes improve financial performance. This exemplifies the potential gains from incorporating diversity into corporate decision-making. Small and medium-sized enterprises (SMEs) saw an uptick in profits once controlling variables like sales growth and leverage were included. The study's results led to examining the effects of corporate governance over the long run through a longitudinal study. This research finds that corporate governance dynamics are a significant factor in deciding the financial success of Indonesia's small and medium-sized enterprises (SMEs). Profits may be increased by diversification.

Studies have addressed the influence of regulatory frameworks on venture capital investment and firm performance; however, there is a need for more in-depth analysis, particularly within the context of Kenya's e-commerce sector. Future research could explore how regulatory changes or uncertainties impact the financial strategies and performance of e-commerce firms, considering the evolving regulatory landscape in Kenya and its implications for business development. Existing studies primarily focusing on specific timeframes or cross-sectional data overlook the potential insights that longitudinal studies could offer in understanding the dynamics and trends within the e-commerce sector over time. Future research could conduct longitudinal studies to track the financial performance, investment trends, and regulatory changes in Kenya's e-commerce sector, providing valuable insights for stakeholders and policymakers.

Conceptual Framework

A conceptual framework is a graphical representation of the interconnections between the many research concepts, variables, and points of emphasis. Below is an image that shows how venture capital funding is related to the financial performance of e-commerce-driven firms in Kenya. The return on investment (ROI) measures financial performance, whereas the cost of capital, financing approaches, and capital management support make up venture capital funding. We will use the Regulatory Compliance Level as a moderating variable to assess the regulatory system.



Source: Researcher (2024)

METHODOLOGY

This research utilized positivism to present a full knowledge of the link between VC funding and financial success of e-commerce-driven firms (Momanyi, Ndemo, Maalu & Owino, 2023). A research design refers to a meticulously crafted plan or strategy that serves as a template for conducting research. The rationale for employing a descriptive cross-sectional survey research methodology in this study is justified due to its ability to efficiently gather data from a substantial sample size, hence providing an accurate representation of the current conditions within the business (Gatauwa, 2020).

Using a multivariate regression analysis model, the study sought to predict the financial viability of Kenyan firms driven by e-commerce. Venture capital funding served as the model's independent variable, with financial performance as the dependent variable. The findings of Chandavarkar and Nethravathi (2023) formed the basis of this investigation.

$$\mathbf{ROI} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \quad \text{(3.1)}$$

Where variables for models are:

ROI -Return on Investment of e commerce firms.

β_0 -Constant

β_1 – Regression Coefficient of cost of capital

β_2 - Regression Coefficient of Financing methods

β_3 - Regression Coefficient of Capital management support

X_1 - Cost of Capital

X_2 - Financing methods

X_3 - Capital management support

Elia, Giuffrida, Mariani, and Bresciani (2021) developed a model to examine the relationship between venture capital funding and the financial success of e-commerce-driven enterprises. The model accounts for factors such as cost of capital, financing strategies, and capital management support. Even after controlling for other variables affecting financial performance, the model still presumes that venture capital gives businesses the tools they need to grow and thrive (Alzahrani 2019).

Target Population

In this study, the population of interest was the 115 registered e-commerce firms in Kenya that have received VC funding as provided by VC directories. These are the firms that have formally registered their business with the Communications Authority of Kenya and conduct their e-commerce activities in compliance with the relevant laws and regulations. The target population was segmented based on the sectors in which the e-commerce firms operate, such as retail, travel, hospitality, healthcare, and education (Ikumoro & Jawad, 2019).

Sampling Design

A stratified simple random sample design approach was employed in the research of VC funding and financial performance of e-commerce enterprises. Justification for using stratified simple random sampling lies in the fact that it provided accurate data on the correlation between VC funding and financial success while yet adequately representing the many different types of Kenyan e-commerce companies.

The researcher reached out to the e-commerce-driven businesses that secured VC funding to ensure adequate representation of the target population. According to directories maintained by venture capital firms, 115 e-commerce businesses were active in the nation. The researcher chose 45 businesses using a stratified simple random sampling approach. This 45-company sample was representative of Kenya's e-commerce ecosystem since it spans a wide range of sizes, industries, and financing levels.

RESULTS AND DISCUSSIONS

Hypothesis Testing

A combination of the Beta coefficient, t-statistics, and P values were used to formulate the null hypotheses. If the B coefficient is not equal to zero ($B\neq0$), t is greater than 1.96, and P is less than 0.05, then the hypothesis is rejected, as demonstrated in the following illustration (Winship & Zhuo, 2020).

Table 2: Hypothesis Testing

Hypothesis	B≠0	t>1.96	P<0.05	Verdict
H01: Cost of capital does not have a significant effect on the financial performance of E-commerce driven firms in Kenya.	0.345	4.110	0.000	Rejected
H02: Financing methods do not have significant effect on the financial performance of E-commerce driven firms in Kenya	0.281	2.809	0.008	Rejected
H03: Capital management support does not have a significant effect on financial performance of E-commerce driven firms in Kenya	0.216	2.901	0.006	Rejected

Source: Researcher (2023)

This study aimed to explore the impact of venture capital funding on the financial performance of businesses in Kenya that are driven by e-commerce. The execution of standard multiple regressions was how this was accomplished. When all of these constructs (Cost of capital, Financing techniques, and capital management assistance) were included in the model, the study was interested in learning the influence that each venture capital funding construct had on the company's financial performance. Consequently, this helped in determining the coefficients of the study model and the R^2 of the study. As a result, the null research hypotheses were more thoroughly tested by utilizing beta coefficients and t-statistics. The findings are presented in Table 3.

Table 3: Model Summary of Multiple Linear Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779[a]	.606	.577	.507

a. Predictors: (Constant), Capital management support, cost of capital and financing methods
b. Dependent Variable: Financial Performance

Source: Researcher (2023)

During the investigation, it was discovered that the correlation coefficient was 0.779, denoted by the letter R. This information was found in Table 3 above. Consequently, the result of 0.779 can be interpreted as an indication of a high degree of prediction on financial performance, which was the dependent variable in the research. It was found that the coefficient of determination, also commonly referred to as R square, was 0.606, which showed that venture capital investment could be responsible for 60.6% of the reported financial performance. On the other hand, the value of the modified R square, which was 0.577, provided the most accurate and precise representation of the variances. When this was considered, the support for capital management, the cost of capital, and the ways of financing likely explained 57.7% of the variations in financial performance. When predicting the relationship between venture capital and financial success, the findings also revealed a slight disparity between the R and adjusted R square. This disparity indicates how well the model fits the data concerning the correlation prediction between the two (Herren, & McMahon, (2018). The remaining 39.4% of changes in financial performance were produced by other variables that were not included in the scope of the research. This is even though both of these factors were taken into consideration.

Table 4: ANOVA Results for Multiple Linear Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.250	3	5.417	21.040	.000[b]
	Residual	10.555	41	.257		
	Total	**26.805**	**44**			

a. Dependent Variable: Financial Performance

b. Predictors: (Constant), Capital management support, Cost of capital, Capital management support

Source: Researcher (2023)

Sawyer, Thoroughgood, Stillwell, Duffy, Scott, and Adair (2022) state that analysis of variance is utilized in the field of research for the purpose of determining the significance of the findings and providing insight into the degree of variability that is present in the regression model. In addition to this, it provides the researcher with the opportunity to select a model that provides pertinent insights based on responses that have meaningful outcomes. When the F-statistic is substantial, it shows that the regression model is statistically more significant than other models. This indicates that the model is able to explain a sizeable percentage of the variance in the dependent variable, which is in excess of what would be anticipated by chance alone. Based on the analysis of variance (ANOVA) table, the significance of the model was determined to be 21.040, with a p-value of less than 0.05. This indicates that the model was significant at a confidence level of 95%, indicating that it is feasible and therefore a good fit for this study.

Table 5: Regression Coefficients Results for Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.718	0.425		1.689	0.099
	Cost of capital	0.345	0.084	0.415	4.110	0.000
	Financing methods	0.281	0.100	0.322	2.809	0.008
	Capital management support	0.216	0.074	0.340	2.901	0.006

a. Dependent Variable: Financial Performance

Source: Researcher (2023)

Keeping all venture capital funding under the study constant, the results of the multiple linear regression analysis presented in Table 5 which indicate that factors such as the cost of capital ($\beta = 0.415$, $p < 0.001$), financing methods ($\beta = 0.322$, $p = 0.008$), and capital management support ($\beta = 0.340$, $p = 0.006$) would have a considerable impact on the financial performance of the financial institution. By introducing the cost of capital, there would be an increase in the financial performance of (β=0.345, p-value=0.000). Additionally, the implementation of financing methods would result in an improvement of (β=0.281, p-value=0.008) in economic performance. In the same way, providing support for capital management would result in an increase in financial performance by (β=0.216, p-value=0.006). Consequently, the multiple regression model is expressed as $Y = 0.718 + 0.345\ C1 + 0.281\ FM + 0.216\ CMS$.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study came to the conclusion that cost of capital significantly affects the financial performance of Kenyan e-commerce enterprises. Since the study found that venture capital expenses primarily affect financial performance, venture capital costs should be taken into account by businesses when making financial decisions. Consequently, the initial null hypothesis was disproved.

According to the study's findings, financing strategies have a big impact on Kenyan e-commerce companies' financial performance. This implies that using a variety of funding strategies would improve financial performance. Before making a final decision, the companies assessed the possible impact of different venture capital funding tactics on their financial performance. The second null hypothesis was thus disproved.

The study came to the conclusion that Kenyan e-commerce companies' financial success is significantly impacted by capital management support. Practically speaking, this suggests that staff productivity, retention, and operational effectiveness all impact financial performance. The financial performance of businesses is also influenced by venture capital managers' experience and advice, as well as the assistance of venture capital investors in financial planning and management. The third null hypothesis was thus disproved.

The study's final finding was that regulatory framework significantly moderates the association between venture capital funding and the financial success of Kenyan e-commerce enterprises. The coefficient of determination dramatically increased from 60.6% to 74.8%, demonstrating this. Since an increase in regulatory framework would significantly reduce the influence of cost of capital on the financial performance of e-commerce driven enterprises in Kenya, the moderating effect was classified as partial moderation. Thus, it was decided to reject the fourth null hypothesis.

Recommendations for Practice

Although venture capital can offer startups and high-growth enterprises critical investment and support, there are costs and considerations associated with it that could impact financial results. As a result, the study suggested that management thoroughly understands the total cost of capital related to venture funding. This covers all associated fees, warrants, and other financial instruments in addition to the stated interest rates and equity percentages. Furthermore, the study suggested that to reduce the cost of capital and optimize the company's control and flexibility, the management of Kenyan e-commerce-driven businesses should bargain over the conditions of the venture capital agreement.

The study suggested that as every financing strategy has pros and downsides of its own, management should weigh the trade-offs between various financing strategies. Therefore, before making a final decision, they should carefully consider the potential impact of different venture capital funding models on their financial performance.

Succeeding in managing venture capitalists' money well can help a business remain viable and thriving in the long run. As a result, the study suggested that management create a strategic strategy for allocating cash obtained via venture capital funding. They should also effectively distribute funds to projects that complement the company's financial success plan. Finally, e-commerce companies must thoroughly examine Kenya's current regulatory framework to traverse the regulatory environment successfully. This entails being aware of the laws that control data privacy, consumer protection, e-commerce activities, and any upcoming changes. A thorough understanding of the regulatory landscape provides the groundwork for making well-informed decisions.

Recommendations for Policy

The study suggested that a framework for monitoring and evaluation should be established to gauge the effectiveness of the policies put into place. Review the state of VC financing, the performance of e-commerce-driven businesses, and the ecosystem's general health regularly. Policies should be adjusted as necessary to take advantage of new opportunities and solve developing issues.

The report also suggested that cooperation between the public and private sectors be encouraged to establish a more reliable support system. This can entail forming public-private partnerships, in which the private sector's experience improves the viability and profitability of e-commerce businesses while the government offers financing or guarantees. E-commerce companies should actively support legislative frameworks that encourage innovation and growth in conjunction with industry groups. Firms can help shape policies supporting the distinct dynamics of the e-commerce sector by participating in lobbying initiatives. A regulatory framework conducive to e-commerce businesses makes them more appealing to venture capitalists.

Suggestion for Further Research

Even with its contributions, this study brings to light a few points that should be taken into account by other studies. First, the study's conclusions highlight how crucial it is for E-commerce-driven businesses to have efficient and successful venture capital financing. The three independent variables of venture capital financing explained up to 60.6% of the variance; however, the addition of regulatory framework increased the explanation to 74.8%, suggesting that there may be other factors influencing financial performance in addition to venture capital investment that needs to be taken into account in future research.

REFERENCES

Abdul Rahman, A., Mohd Nor, S., & Salmat, M. F. (2020). The application of venture capital strategies to musharakah financing. *Journal of Islamic Accounting and Business Research*, 11(4), 827-844.

Achiando, H. A. (2019). E-commerce strategy adoption and performance of micro and small enterprises: A case of private security firms in Nairobi County, Kenya. *IOSR Journal of Business and Management*, 21(7), 35-64.

Al-mani, K. (2020). The impact of E-commerce on the development of entrepreneurship in Saudi Arabia. *Journal of International Technology and Information Management*, 28(4), 28-62.

Alzahrani, J. (2019). The impact of e-commerce adoption on business strategy in Saudi Arabian small and medium enterprises (SMEs). *Review of Economics and Political Science*, 4(1), 73-88.

Aman, A. H. (2022). Systematic literatures review on marketing pricing strategies. *International Journal of Social Science Research and Review*, *5*(1), 79-105

Bajaj, Y., Kashiramka, S., & Singh, S. (2021). Application of capital structure theories: a systematic review. *Journal of Advances in Management Research*, *18*(2), 173-199.

Barney, J. B., & Harrison, J. S. (2020). Stakeholder theory at the crossroads. *Business & Society*, *59*(2), 203-212.

Cao, Q., Hou, A., Li, X., & Jiang, C. (2022). Spatial impact of government venture capital on urbanization and its path—Evidence from the Yangtze River Delta urban agglomeration in China. *Land*, *12*(1), 53.

Chandavarkar, N. D., & Nethravathi, P. S. (2023). Analysis of challenges faced during adoption of ICT by Small and Medium Enterprises in India. *International Journal of Management, Technology and Social Sciences (IJMTS)*, *8*(2), 1-21.

Chebichiy, R., & Odhiambo, E. (2020). Challenges and opportunities of E-commerce in Kenya: A case study of Jumia Kenya. *Rethinking Sustainable Development Goals in Africa: Emerging Trends and Issues*, *1*(1), 188.

Chen, C. H. (2021). Leveraging the power of online referral for E-business: The moderated mediation model. *Journal of Theoretical and Applied Electronic Commerce Research*, *16*(7), 2594-2607.

Cheong, C. W., Lee, M. H., & Weissmann, M. A. (2020). Credit access, tax structure and the performance of Malaysian manufacturing SMEs. *International Journal of Managerial Finance*, *16*(4), 433-454.

Corsi, C., & Prencipe, A. (2019). High-tech entrepreneurial firms' innovation in different institutional settings. Do venture capital and private equity have complementary or substitute effects?. *Industry and Innovation*, *26*(9), 1023-1074.

Croce, A., & Bianchini, R. (2022). The role of environmental policies in promoting venture capital investments in cleantech companies. *Review of Corporate Finance*, *2*(3), 587-616.

Cumming, D., Kumar, S., Lim, W. M., & Pandey, N. (2023). Mapping the venture capital and private equity research: a bibliometric review and future research agenda. *Small Business Economics*, *61*(1), 173-221.

Ding, Y. (2023). Psychological Insights into The Path to Global Expansion: A Study on The Internationalization Strategies of E-Commerce Enterprises with A Focus on Alibaba. *Kurdish Studies*, *11*(2), 2300-2317.

Dong, F., & Zheng, L. (2022). The impact of market-incentive environmental regulation on the development of the new energy vehicle industry: a quasi-natural experiment based on China's dual-credit policy. *Environmental Science and Pollution Research*, *29*(4), 5863-5880.

Elia, S., Giuffrida, M., Mariani, M. M., & Bresciani, S. (2021). Resources and digital export: An RBV perspective on the role of digital technologies and capabilities in cross-border e-commerce. *Journal of Business Research*, *132*, 158-169.

Ewens, M., Nanda, R., & Rhodes-Kropf, M. (2018). Cost of experimentation and the evolution of venture capital. *Journal of Financial Economics*, *128*(3), 422-442.

Gatauwa, J. (2020). Does fiscal stance affect public expenditure: Evidence from Kenya. *International Journal of Public Finance*, *5*(2), 295-310.

Gatauwa, J. M. (2014). A survey of private equity investments in Kenya. *European Journal of Business and Management*, 6(3), 15-20.

Gatauwa, J. M. (2022). Private equity financing and financial performance: A critical review of the literature. *African Development Finance Journal*, 1(2), 95 – 103.

Hakimah, Y., Pratama, I., Fitri, H., Ganatri, M., & Sulbahrie, R. A. (2019). Impact of Intrinsic Corporate Governance on Financial Performance of Indonesian SMEs. *International Journal of Innovation, Creativity and Change*, *7*(1), 32-51.

Herren, C. M., & McMahon, K. D. (2018). Keystone taxa predict compositional change in microbial communities. *Environmental Microbiology*, *20*(6), 2207-2217.

Ikumoro, A. O., & Jawad, M. S. (2019). Intention to use intelligent conversational agents in e-commerce among Malaysian SMEs: an integrated conceptual framework based on tri-theories including unified theory of acceptance, use of technology (UTAUT), and TOE. *International Journal of Academic Research in Business and Social Sciences*, *9*(11), 205-235.

Jaoui, F., Amoussou, O., & Kemeze, F. H. (2022). "Catch me if you can" on drivers of venture capital investment in Africa. *African Development Review*, *34*, S117-S140.

Jarallah, S., Saleh, A. S., & Salim, R. (2019). Examining pecking order versus trade-off theories of capital structure: N ew evidence from J apanese firms. *International Journal of Finance & Economics*, *24*(1), 204-211.

Karine, H. A. J. I. (2021). E-commerce development in rural and remote areas of BRICS countries. *Journal of Integrative Agriculture*, *20*(4), 979-997.

Kukk, M. L. (2022). The debt-equity choice in crowdfunding: a two-method approach. *Venture Capital*, *24*(3-4), 287-308.

Kurniasih, A., & Rustam, M. (2022). Cost of capital and firm value: Evidence from Indonesia. *Investment Management & Financial Innovations*, *19*(4), 14-16.

Lerner, J., & Nanda, R. (2020). Venture capital's role in financing innovation: What we know and how much we still need to learn. *Journal of Economic Perspectives*, *34*(3), 237-261.

Linde, L., Sjödin, D., Parida, V., & Gebauer, H. (2020). Evaluation of digital business model opportunities: a framework for avoiding digitalization traps. *Research-Technology Management*, *64*(1), 43-53.

Makini, F. M., Mose, L. O., Kamau, G., Mulinge, W., Salasya, B., Akuku, B., & Makelo, M. (2020). The status of ICT infrastructure, innovative environment and ICT4AG services in agriculture. *Food and Nutrition in Kenya*, *5*(11), 75.

Mbuthia, J. N., & Gatauwa, J. M. (2022). Corporate sustainability practices and financial performance of firms listed in the Nairobi Securities Exchange, Kenya. *International Academic Journal of Economics and Finance*, 3(8), 89–112.

Momanyi, J. S., Ndemo, B., Maalu, J. K., & Owino, J. (2023). The Effect of Business Incubation on Performance of Start-Ups in Nairobi City County. *European Journal of Business and Management Research*, *8*(2), 244-249.

Morande, S., Del Vacchio, E., & Ranieri, A. (2020). Digital innovations in healthcare startups: transforming service ecosystem. *Journal of Business and Management Studies*, *2*(1), 26-39.

Mthembu, P. S., Kunene, L. N., & Mbhele, T. P. (2018). Barriers to e-commerce adoption in African countries. A qualitative insight from company Z. *Journal of Contemporary Management*, *15*(Special Edition1), 265-304.

Muchira, B. W., Jagongo, A., & Simiyu, E. (2019). Entrepreneur's Innovativeness on Access to venture capital by small and medium enterprises in Nairobi City County, Kenya. *Journal of Finance and Accounting*, *3*(4), 20-1.

Mukul, K., & Saini, G. K. (2021). Talent acquisition in startups in India: the role of social capital. *Journal of Entrepreneurship in Emerging Economies*, *13*(5), 1235-1261.

Mutheu, M. N., & Mwasiaji, E. (2023). Strategic innovations and telecommunication mobile network operators in Machakos County, Kenya. *International Academic Journal of Information Systems and Technology*, *2*(1), 321-341.

Mutuku, M. K., Muathe, S., & James, R. (2019). Mediating effect of competitive advantage on the relationship between e-commerce capability and performance: Empirical evidence from commercial banks in Kenya. *European Journal of Business and Management*, *11*(17), 48-57.

Naomi, I. W. (2023). Debt financing and financial performance of manufacturing firms in Kenya. *African Journal of Commercial Studies*, *3*(2), 86-95.

Nougarahiya, S., Shetty, G., & Mandloi, D. (2021). A review of e–commerce in india: The past, present, and the future. *Research Review International Journal of Multidisciplinary*, *6*(03), 12-22.

Pradhan, R. P., Arvin, M. B., Nair, M., Bennett, S. E., & Bahmani, S. (2019). Short-term and long-term dynamics of venture capital and economic growth in a digital economy: A study of European countries. *Technology in Society*, *57*, 125-134.

Qian, L. (2023). The 'Good'Neoliberalism: E-Commerce entrepreneurship and the search for a good life in China. *The Asia Pacific Journal of Anthropology*, *24*(3), 216-233.

Sawyer, K. B., Thoroughgood, C. N., Stillwell, E. E., Duffy, M. K., Scott, K. L., & Adair, E. A. (2022). Being present and thankful: A multi-study investigation of mindfulness, gratitude, and employee helping behavior. *Journal of Applied Psychology*, *107*(2), 240.

Takkar, I., & Sharma, S. (2021). Impact of e-commerce on India's exports and investment. *International Journal of Economics and Business Research*, *21*(2), 206-222.

Tolliyevna, q. G., xurziyoxon, k., & murtazo, s. (2023). The role of venture capital in emerging industries. *Ijtimoiy fanlarda innovasiya onlayn ilmiy jurnali*, *3*(3), 201-207.

Torelli, R., Balluchi, F., & Furlotti, K. (2020). The materiality assessment and stakeholder engagement: A content analysis of sustainability reports. *Corporate Social Responsibility and Environmental Management*, *27*(2), 470-484.

Uwamariya, M., & Loebbecke, C. (2020). Learning from the mobile payment role model: lessons from Kenya for neighboring Rwanda. *Information Technology for Development*, *26*(1), 108-127.

Varadarajan, R., Welden, R. B., Arunachalam, S., Haenlein, M., & Gupta, S. (2022). Digital product innovations for the greater good and digital marketing innovations in communications and channels: Evolution, emerging issues, and future research directions. *International Journal of Research in Marketing*, *39*(2), 482-501

Winship, C., & Zhuo, X. (2020). Interpreting t-statistics under publication bias: rough rules of thumb. *Journal of Quantitative Criminology*, *36*, 329-346.

Yenipazarli, A. (2019). Incentives for environmental research and development: Consumer preferences, competitive pressure and emissions taxation. *European Journal of Operational Research*, *276*(2), 757-769.

Zuleta, V. A., Casanova, L., Finchelstein, D., & Duque, J. G. (2023). The rise of digital entrepreneurship in Latin America, *18*(1), 104-110.