FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

# DRIVERS OF STRATEGIC BUSINESS PERFORMANCE:

# A QUANTITATIVE ANALYSIS OF ENTREPRENEURS IN LATIN AMERICA

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by

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# DEDICATION

This dissertation is dedicated to my parents, Esmeralda and Ronald, whose unwavering dedication, resilience, and commitment to lifelong learning have profoundly shaped my personal and professional journey. Their exemplary hard work, constant pursuit of excellence, and steadfast belief in continuous improvement have instilled in me the values of perseverance and intellectual curiosity. Despite the challenges of war and exile, they provided an environment that nurtured my growth, enabling me to explore, study, and ultimately build a life of opportunity. I am forever grateful for their sacrifices and support, which have paved the way for my academic and personal success.

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ABSTRACT OF THE DISSERTATION

DRIVERS OF STRATEGIC BUSINESS PERFORMANCE: A QUANTITATIVE ANALYSIS OF ENTREPRENEURS IN LATIN AMERICA

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This dissertation investigates the determinants of Strategic Business Performance (SBP) among entrepreneurs in Latin America, where small and medium-sized enterprises (SMEs) serve as critical engines of economic development yet operate within environments marked by persistent structural and operational constraints. While the literature on entrepreneurship in emerging markets continues to grow, it often neglects the multifaceted interactions between strategic, technological, and market-based variables that influence long-term business success. To address this gap, the study employs a quantitative research design using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the impact of eight key constructs on SBP.

The empirical findings reveal that five constructs significantly influence SBP, collectively accounting for 80.6% of its variance. Supply Chain Integration emerges as the most influential factor, highlighting its importance in enhancing operational efficiency and responsiveness. Inclusive Business Models also play a major role, linking

profitability with social value creation in underserved markets. Marketing Strategies further strengthen SBP by improving customer targeting, brand positioning, and competitive differentiation. Product Accessibility, including affordability and availability, supports broader market reach, while Information Technology Utilization, though with a smaller effect size, contributes to agility, innovation, and data-informed decision-making. Constructs such as Community Engagement, Channel Selection, and Customer Engagement were not statistically significant in this model, though their theoretical relevance warrants further exploration in future studies.

By bridging academic theory and real-world business challenges, this research offers a validated, data-driven framework for entrepreneurs, policymakers, and investors seeking to improve business resilience, scalability, and inclusive growth across Latin America. The study demonstrates that using intentional and well-integrated strategies tailored to the local context, especially in areas such as operations, marketing, inclusion, and digital adoption, can lead to sustainable business performance even when resources are limited.

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# I. INTRODUCTION

## Problem Statement

Small businesses in Latin American Countries (LAC) are vital engines of economic development, employment, and poverty reduction, employing approximately 65% of the workforce and contributing significantly to national GDP (Eslava, 2023). Despite their economic importance, these enterprises face structural and institutional barriers that hinder their long-term sustainability and growth. Limited access to capital, inefficient supply chains, weak technological infrastructure, and regulatory complexities pose significant challenges for entrepreneurs seeking to enhance Strategic Business Performance (SBP) (Zambrano Farías, 2021).

Latin America's economic landscape is further shaped by systemic socio-economic disparities, with over 665 million people across twenty Spanish and Portuguese-speaking nations facing a poverty rate of 32% and an extreme poverty rate of 12% (Galindo, 2023). In this highly volatile environment, small businesses not only strive for profitability but also play an instrumental role in fostering inclusive growth and social mobility (Dembek K. S., 2020). However, existing academic literature predominantly examines macro-level economic trends or generalized business challenges, failing to account for the micro-level strategic determinants that influence business success in LAC's unique economic context (Meza De Luna, 2019).

## Significance of the Problem

This study seeks to fill this critical research gap by investigating key constructs that shape SBP, namely inclusive business models (IBM), product accessibility (PA),

community engagement (CME), marketing strategies (MS), channel selection (CS), customer engagement (CE), supply chain integration (SCI), and information technology utilization (ITU). These factors are essential in helping firms navigate competitive markets, improve operational efficiency, and enhance resilience in resource-constrained economies (Karnani, 2017). By empirically testing these determinants, this study aims to provide actionable insights for entrepreneurs, policymakers, and business practitioners in Latin America and other emerging markets.

Entrepreneurship is increasingly recognized as a catalyst for economic transformation, particularly in emerging economies where businesses operate in uncertain regulatory, financial, and technological environments (Borchardt, 2021). The strategic interplay between marketing, supply chain management, digital adoption, and customer engagement plays a pivotal role in shaping business performance and competitive advantage (Barrios Tano, 2020).

Despite its significance, empirical research on strategic business performance in Latin America remains fragmented, often neglecting the impact of marketing strategies, consumer engagement, and technological adaptation in improving firm resilience and scalability (Vishnoi, 2022). By exploring how entrepreneurs leverage inclusive business practices, optimize supply chains, and integrate technology, this research contributes to academic literature and practical business applications, offering valuable insights for policymakers, investors, and entrepreneurs (Schoneveld, 2020).

## Research Question

Given the multifaceted nature of economic, social, and technological forces influencing business success in LAC, this study seeks to answer the following research question:

- What is the effect of inclusive business models, product accessibility, community engagement, marketing strategies, channel selection, customer engagement, supply chain integration, and information technology utilization on the strategic business performance of entrepreneurs in Latin America?

This question is grounded in the understanding that traditional business research often overlooks the interdependencies between market dynamics, consumer behavior, and digital transformation in emerging economies (Reficco, 2016). By investigating these determinants, this study aims to uncover actionable strategies that foster competitive resilience, drive sustainable growth, and improve business outcomes for Latin American entrepreneurs.

This research draws on several established theories that provide a comprehensive framework for understanding entrepreneurial performance in emerging markets. The Bottom of the Pyramid (BoP) Theory (Prahalad C. K., 1999) highlights the role of inclusive business models in expanding access to underserved consumers, while Relationship Marketing Theories (Palmatier, 2006) underscore the importance of customer engagement and targeted marketing strategies in enhancing firm performance. Additionally, the Resource-Based View (RBV) (Barney, 2005) and Dynamic Capabilities

(Teece, 2018) emphasize the role of supply chain integration and technology adoption in driving operational efficiency and sustainable competitive advantage. The Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh, 2003) further explains the impact of digital adoption on business agility and innovation in volatile market environments (Neumeyer, 2021).

By synthesizing these theoretical perspectives, this study provides a rigorous, empirically tested model that advances academic inquiry while offering practical insights for entrepreneurs operating in resource-constrained environments.

## II. BACKGROUND LITERATURE REVIEW AND THEORY

This section presents a comprehensive review of the existing literature and theoretical frameworks that underpin the determinants of strategic business performance (SBP) in Latin American entrepreneurial contexts. The literature is systematically organized around the key constructs integral to this study—namely, inclusive business models, product accessibility, supply chain integration, community engagement, marketing strategies, channel selection, customer engagement, and information technology utilization—to highlight critical insights from prior research. Each construct is examined in detail, drawing upon a wide array of scholarly articles and empirical studies that establish the foundations for their respective roles in enhancing SBP.

Additionally, the theoretical section synthesizes seminal theories—including the Base of the Pyramid Theory, Shared Value Theory, Relationship Marketing Theory, and the Unified Theory of Acceptance and Use of Technology—providing a robust conceptual framework that links these constructs to strategic business performance. By critically evaluating and integrating these perspectives, this review not only identifies gaps in current research but also establishes a solid theoretical basis for the development of the study's hypotheses. Ultimately, this section lays the groundwork for an empirical investigation aimed at clarifying how a multidimensional approach can drive sustainable business success in the dynamic and often challenging environment of Latin America.

Inclusive Business Models (IBM) have emerged as a transformative approach for fostering both profitability and social impact in emerging markets, particularly within Latin America. At the core of this paradigm is the foundational work of (Prahalad C. K.,

1999), whose Bottom of the Pyramid (BoP) framework posits that integrating low-income communities into business value chains can unlock untapped market potential while simultaneously addressing social inequities. “Sustainable Business Models for Inclusive Growth: Towards a Conceptual Foundation of Inclusive Business” (Schoneveld, 2020) extends this perspective by arguing that IBMs must embed sustainability at their core to effectively mitigate poverty and drive entrepreneurial success—a notion that resonates with (Pfitzer, 2016) assertion that corporate profitability and societal goals can be mutually reinforcing.

Building on these ideas, (Cotula, 2010) contends that inclusiveness should be measured by the equitable sharing of ownership, voice, risk, and reward among business partners. This perspective reinforces the context-specific nature of IBM, highlighting the challenges of replicability and the need for tailored mechanisms within value networks—a challenge that (Schoneveld, 2020) also emphasizes for Latin American enterprises seeking to scale their inclusive practices using innovative technologies and marketing strategies. (London, 2004) seminal work, “Reinventing Strategies for Emerging Markets: Beyond the Transnational Model,” further validates the importance of inclusive business models by revealing that traditional multinational capabilities often fall short in low-income markets, thereby necessitating new, locally embedded approaches that leverage indigenous strengths and foster social embeddedness.

(Verwaal, 2022) study, “Business Model Involvement, Adaptive Capacity, and the Triple Bottom Line at the Base of the Pyramid,” offers additional empirical support by demonstrating that while adaptive capacity is crucial for scaling IBM initiatives, it

must be complemented by a balanced approach to achieve a sustainable triple bottom line—encompassing social, environmental, and financial performance. This insight is echoed in the work of (Dembek K. S., 2020) and (Hart, 2016), who argue that traditional business competencies are necessary but not sufficient for driving inclusive growth.

Moreover, (Rosca, 2017) explores the implementation of frugal and reverse innovations to address the needs of underserved populations, underscoring that sustainability must be integrated into core business operations to create lasting impact. (Nobre, 2022) further elaborates on the capabilities required for success in BoP markets, emphasizing that overcoming operational constraints through adaptive strategies is essential for the effective deployment of inclusive business models. As the literature on global sustainable development indicates, the pressure on MNCs to create more inclusive capitalism is mounting (Hart, 2016). With only 20% of the world's population consuming 80% of its resources, there is a pressing need for inclusive business models that can address this imbalance and promote equitable growth.

Synthesizing these diverse scholarly contributions reveals a robust theoretical foundation that supports the strategic integration of inclusive business models in emerging markets.

Product Accessibility (PA) has emerged as a critical construct in understanding how businesses can extend market reach and drive inclusive growth, particularly within Base of the Pyramid (BoP) markets. (Rosca, 2017) study, “Business Models for Sustainable Innovation: An Empirical Analysis of Frugal Products and Services,” explores how frugal and reverse innovations can be implemented to address the needs of underserved populations while promoting sustainable development, emphasizing the

intricate linkages between sustainable supply chain management, enhanced product accessibility, and BoP projects. (Zeschky, 2011) further elaborates on the challenges and potential strategies for scaling frugal innovations across diverse markets, arguing that businesses must continuously adapt and innovate to meet the dynamic demands of BoP consumers while maintaining both affordability and accessibility.

(Schoneveld, 2020) highlights that the essence of inclusive growth hinges on the ability to extend market reach and stimulate economic participation among BoP populations through the tailored accessibility of products and services. (Simanis, 2014) argues that realizing product accessibility in BoP markets requires a fundamental reimagining of traditional product creation and delivery paradigms, focusing on aligning offerings with the specific demands and preferences of BoP consumers while balancing affordability with quality and functionality.

Community engagement has been extensively examined as a critical mechanism for fostering economic development and ensuring social integration, particularly within the complex socio-economic landscapes of Latin America. Recent research illustrates that by emphasizing collective benefits and active community involvement, cooperatives can sustain and grow their market presence, leveraging technological advancements to enhance business and marketing strategies, thereby amplifying their reach and operational efficiency (Izquierdo, 2021).

In his work, (Rosca, 2017) highlights the importance of integrating sustainability into core business operations to generate significant social, economic, and environmental value, further underscoring the transformative potential of community engagement.

Additionally, community engagement has been identified as a vital mechanism for strengthening market understanding and fostering innovation, thereby serving as a strategic asset in navigating the region's socio-economic complexities (Tuli, 2024). Research on the evolution of the Bottom of the Pyramid (BoP) concept reveals a significant shift toward more collaborative and integrative approaches, with an increased emphasis on mutual value creation that facilitates deeper connections and more meaningful interactions within BoP communities (Nobre, 2022).

(Prahalad C. K., 2002) is also frequently cited for his pioneering work on targeting BoP markets, which underscores the necessity of understanding the local context and leveraging local capabilities to enhance the success of community-focused business strategies. Moreover, (Perez-Aleman, 2008) emphasizes the critical role of cooperative partnerships between multinational corporations and local organizations in transforming fragmented markets into cohesive, socially responsible economies.

Integrated supply chains play a critical role in enhancing business performance in Base of the Pyramid (BoP) markets by facilitating the efficient and responsive delivery of goods and services. (Ramirez, 2021) underscores the pivotal importance of integrated supply chains in meeting the unique needs of BoP consumers, while (Fawcett, 2015) demonstrates how collaboration and coordination across the value chain can optimize operational processes, minimize costs, and bolster a firm's capacity to serve these markets effectively. The study "Cooperativas" provides an in-depth analysis of cooperative business models in Latin America, with (Izquierdo, 2021) highlighting that cooperatives inherently embody inclusive business principles by prioritizing community

needs and integrating local supply chains to foster economic resilience. Despite facing structural challenges—such as restrictive policies and limited governmental support—cooperatives in Mexico thrive by embedding social and economic benefits that align with community-oriented goals, thereby illustrating the direct link between supply chain integration and enhanced strategic performance in settings marked by socio-economic disparities.

(Fawcett, 2015) article "Designing the Supply Chain for Success at the Bottom of the Pyramid" critically examines how multinational corporations can address the unique challenges of operating in BoP markets through innovative supply chain strategies. The authors emphasize that traditional approaches to product development, production, and logistics must be fine-tuned to cater specifically to BoP markets, which often lack the infrastructure and economic stability seen in more developed regions.

Furthermore, the article “Building Value at the Top and the Bottom of the Global Supply Chain: MNC-NGO Partnerships” by (Perez-Aleman, 2008) explores the complex dynamics and challenges faced by small-scale producers in developing countries as they integrate into global value chains governed by stringent social and environmental standards. Perez-Aleman further illustrates those strategic partnerships—such as the collaboration between Starbucks and Conservation International—can evolve to better support small-scale producers by creating inclusive value chains that account for their economic capabilities and limitations.

Findings from (Murray, 2006) add that Fair Trade and organic certifications offer small farmers access to premium markets and fair compensation, reinforcing the need for

sustainability standards that are both supportive and realistic. Finally, integral to achieving effective supply chain integration is the optimization of operational processes and responsiveness within the value chain. (Simanis, 2014) argues that by fostering collaboration and enhancing information sharing among stakeholders, businesses can streamline production, minimize costs, and increase agility. This, in turn, bolsters their capacity to meet the dynamic demands of BoP markets in a timely and cost-effective manner. These studies provide a comprehensive perspective on supply chain integration, highlighting its essential role in promoting operational efficiency, reducing costs, and supporting sustainable business performance in challenging market environments.

In the literature on marketing strategies and channel selection, a multitude of studies provide rich insights into their application and impact on business performance, particularly in emerging markets. (Meza De Luna, 2019) seminal work, "The Effectiveness of the Marketing Mix in Aguascalientes, Ags, México: Caso Sector Comercio," investigates the practical application of the marketing mix within micro, small, and medium-sized enterprises (MiPyMEs) in the commerce sector of Aguascalientes, Mexico. This study explores the individual components of the marketing mix—product, price, place, and promotion—and demonstrates how each can substantially influence market positioning and operational success. (Meza De Luna, 2019) emphasizes that a well-executed marketing mix, supported by both theoretical and empirical insights, can provide a significant competitive edge.

Complementing this perspective, (Reynolds, 2002) questions traditional marketing paradigms and advocates for innovative approaches that respond to evolving

market demands, particularly within localized settings such as Aguascalientes. This call for adaptability is further echoed in the research by (Franco-Ángel, 2022), who illustrates through an analysis of marketing strategies in small- and medium-sized Colombian enterprises that deep integration within local communities enhances customer engagement and drives sustainable business growth. (Vishnoi, 2022) reinforces these findings by arguing that effective marketing strategies in SMEs are contingent upon leveraging deep market and customer insights to overcome resource constraints. In addition, the importance of channel selection is underscored by (Karnani, 2017), who finds that SMEs often adopt innovative, less formalized channel strategies that capitalize on direct customer interactions to enhance market penetration and foster customer loyalty.

Customer Engagement (CE) has garnered significant scholarly attention as a vital mechanism for understanding and influencing consumer behavior, particularly within the Bottom of the Pyramid (BoP) markets. In his study, (Rahman, 2014) critically evaluates CSR-oriented advertising aimed at BoP consumers in Bangladesh, meticulously examining how CSR messages shape brand perception and influence purchase intentions. His analysis reveals that while BoP consumers are inherently price-sensitive, they are also driven by a strong desire for value, a notion further supported by (Christensen, 2002), who asserts that despite financial constraints, BoP markets are markedly brand conscious and seek products that offer genuine value for money.

Rahman's work extends into the ethical dimensions of marketing, addressing concerns raised by (Karnani, 2017) regarding the romanticization of the poor in

marketing strategies, which may inadvertently divert consumer spending towards non-essential goods. Utilizing a structured questionnaire approach with a representative sample of urban Dhaka residents, the study finds that CSR advertisements, although effective in enhancing brand favorability through their unique and ethically appealing content, do not necessarily lead to immediate changes in buying behavior.

This nuanced understanding is further corroborated by (Lindfelt, 2006), who emphasizes the need for ethical and innovative communication strategies in CSR to truly influence consumer behavior. Additionally, research by (Fawcett, 2015) highlights that by actively involving local consumers in the product development process, businesses can gain invaluable insights into consumer behaviors, preferences, and socio-cultural contexts, thereby laying the groundwork for more informed decision-making and the co-creation of solutions that resonate deeply with BoP populations.

Information Technology Utilization (ITU) has been extensively examined as a pivotal factor in enhancing business practices, optimizing marketing efforts, and improving strategic business performance, particularly in emerging markets. (Arqué-Castells, 2023) and (Aman, 2022) highlight how ITU serves as a critical enabler of efficiency, facilitating seamless operational execution and strengthening market responsiveness. This research aligns with (Prahalad C. K., 2002) foundational work, which underscores the importance of leveraging IT solutions to integrate BoP communities into the broader economic landscape.

(Schilling, 2023) further demonstrates how ITU enables businesses to penetrate deeper into BoP markets by overcoming traditional barriers such as geographical

isolation and infrastructural deficiencies. This aligns with (Kumar, 2022) findings, which establish a strong correlation between ITU, supply chain management practices, and organizational performance in agricultural value chains. The study also provides insights into the differential levels of technological uptake and their varying impacts on business performance. (Nilakantan, 2019) explores the operational and marketing dynamics within micro-finance-backed enterprises, illustrating that businesses with higher levels of IT adoption demonstrate improved resilience and superior business performance. The ability to access critical market information and facilitate communication pathways that would otherwise be unavailable underscores the significant role of ITU in enhancing market reach and customer interaction, particularly in developing economies.

(Reficco, 2016) further examines the role of ITU in enabling organizational ambidexterity, suggesting that higher IT adoption rates improve operational efficiency, foster market responsiveness, and strengthen the scalability of IBM strategies. This is particularly relevant for entrepreneurs in Latin America, where technological gaps often hinder business model success. These studies highlight the integral role of ITU in driving business performance, improving supply chain efficiencies, and enabling firms to navigate market complexities.

The strategic business performance of entrepreneurs in Latin America is shaped by a complex array of factors that interweave inclusive business models, product accessibility, supply chain integration, community engagement, marketing strategies, channel selection, customer engagement, and information technology utilization. (Verwaal, 2022) in “Business Model Involvement, Adaptive Capacity, and the Triple

Bottom Line at the Base of the Pyramid" delves into the complexities of operating at the Base of the Pyramid (BoP), demonstrating that adaptive business models tailored to the unique demands of low-income markets can contribute significantly to economic, social, and environmental outcomes. This notion is reinforced by (Karnani, 2017), who underscores the importance of understanding the specific needs and constraints of poor consumers for designing marketing strategies that are both profitable and socially inclusive.

(Reficco, 2016) examines the role of organizational ambidexterity in successfully implementing BoP ventures, suggesting that technology enhances the adaptability and overall effectiveness of business strategies. Empirical research by (McCarthy, 2010) further illustrates that inclusive marketing strategies, particularly those emphasizing effective channel selection and customer engagement—play a pivotal role in penetrating underdeveloped markets and fostering sustained customer loyalty.

(Schoneveld, 2020), in "Sustainable Business Models for Inclusive Growth: Towards a Conceptual Foundation of Inclusive Business," highlights the critical importance of integrating low-income segments into core business operations, thereby enhancing product accessibility, supply chain integration, and community engagement, and ultimately boosting competitive performance. (London, 2004) emphasizes the need for reinventing strategies in emerging markets by leveraging local strengths and social embeddedness, while (Perez-Aleman, 2008) details how cooperative partnerships between multinational corporations and local organizations can transform fragmented markets into cohesive, socially responsible economies. (Murray, 2006) contributes by

exploring the role of Fair Trade and organic certifications in supporting small farmers, thereby ensuring fair compensation and sustainable practices.

(Prahalad C. K., 1999) is cited for his pioneering work on targeting BoP markets, underscoring the necessity of understanding local contexts and leveraging indigenous capabilities. Complementary to these insights, Fawcett (2015) and Ramirez (2021) highlight the importance of integrated supply chains in optimizing operational processes, reducing costs, and enhancing market penetration. Oura (2016) examines the innovation capacity and export performance of SMEs, reinforcing the critical role of technological advancements in driving business success.

Finally, (Zhu, 2019) explores the strategic implications of BoP orientation and its impact on firm performance, while (Shoham, 2005) emphasizes aligning market strategies with local needs to achieve optimal outcomes. Jointly, these scholarly contributions provide a base that reveals the multifaceted determinants of strategic business performance in emerging markets, particularly within the Latin American context.

**Theory**

Building upon the comprehensive literature review, this section delineates the theoretical foundations underpinning the determinants of Strategic Business Performance (SBP) among entrepreneurs in Latin America. The research model integrates diverse theoretical perspectives to explain the roles of key constructs—Inclusive Business Models (IBM), Product Accessibility (PA), Supply Chain Integration (SCI), Community

Engagement (CME), Marketing Strategies (MS), Channel Selection (CS), Customer Engagement (CE), and Information Technology Utilization (ITU)—in influencing SBP.

Inclusive Business Model Theory provides the foundation for understanding how businesses strategically integrate low-income communities into their value chains, emphasizing that firms embedding these communities in their operations can achieve both profitability and social impact (Prahalad C. K., 2002). This concept is reinforced by Shared Value Theory (Kramer, 2011), and Social Entrepreneurship Theory (Dees, 1998), which argue that creating economic value while addressing societal challenges fosters sustainable business growth. These theories also highlight Product Accessibility (PA) as a crucial mechanism through which businesses design and distribute affordable and inclusive products, ensuring expanded market reach and competitive performance.

Supply Chain Integration (SCI) is explored through the Resource-Based View (RBV) (Barney, 2005), and Dynamic Capabilities Theory (Teece, 2018), which emphasize how firms leverage internal resources and adaptive capabilities to optimize supply chain processes, reduce costs, and improve responsiveness to market dynamics.

Community Engagement (CME) is conceptualized as active participation with local communities to create mutual value and market understanding. This construct aligns with Stakeholder Theory (Freeman, 2010) which highlights the significance of fostering long-term, trust-based relationships with stakeholders. Additionally, the Bottom of the Pyramid (BoP) perspective (London, 2004) reinforces the role of businesses in co-creating solutions with low-income communities, promoting economic inclusion, innovation, and social impact.

Marketing Strategies (MS) are examined through Market Orientation Theory (Narver, 1990) and Relationship Marketing Theory (Kotler., 2017) which stress the importance of customer-centric approaches, long-term relationship building, and tailored marketing strategies to drive business success. Channel Selection (CS), a key marketing decision, ensures effective distribution of products and services. Studies by (Mejía-Trejo, 2021) and (Purohit, 2021) underscore the strategic importance of optimizing market channels for broader reach and customer satisfaction.

Customer Engagement (CE) is central to long-term business sustainability, as interactive and sustained relationships with customers improve loyalty and retention. Relationship Marketing Theory (Brodie, 2011) asserts that personalized engagement fosters stronger brand affiliations and repeat business, ultimately enhancing strategic business performance.

Information Technology Utilization (ITU) is assessed through the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh, 2003) which explains the adoption and usage of technology in business processes. This is complemented by RBV (Barney, 2005) which positions IT as a strategic resource that enhances operational efficiency, decision-making, and competitive advantage. Firms that leverage IT effectively can streamline operations, increase market responsiveness, and drive innovation, reinforcing their strategic position in dynamic markets.

Strategic Business Performance (SBP), the dependent variable encompasses profitability, operational efficiency, market competitiveness, and innovation capacity. The RBV (Barney, 2005) highlights the role of internal firm capabilities in achieving

sustained competitive advantage, while Dynamic Capabilities Theory (Teece, 2018) underscores the importance of organizational adaptability and resource reconfiguration in response to market changes. These perspectives collectively provide a comprehensive framework for understanding how strategic determinants drive business success in emerging economies.

Together, these theories establish a cohesive foundation for investigating the determinants of SBP. By synthesizing perspectives on inclusive business practices, supply chain optimization, marketing effectiveness, customer engagement, and technological adoption, this theoretical framework provides a robust basis for empirical analysis. The subsequent examination of hypothesized relationships will further elucidate how these constructs interact to enhance entrepreneurial performance in Latin America, contributing to both academic discourse and practical business strategy.

# III. RESEARCH DESIGN

## Conceptual Framework

This study investigates the determinants of strategic business performance (SBP) for entrepreneurs in Latin America through the evaluation of eight constructs: Inclusive Business Models (IBM), Product Accessibility (PA), Supply Chain Integration (SCI), Community Engagement (CME), Marketing Strategies (MS), Channel Selection (CS), Customer Engagement (CE), and Information Technology Utilization (ITU). This section presents the theoretical foundations supporting each construct, their hypothesized relationships with SBP, and the integration of the theories that form the research model.

**Figure 1 Conceptual research model**

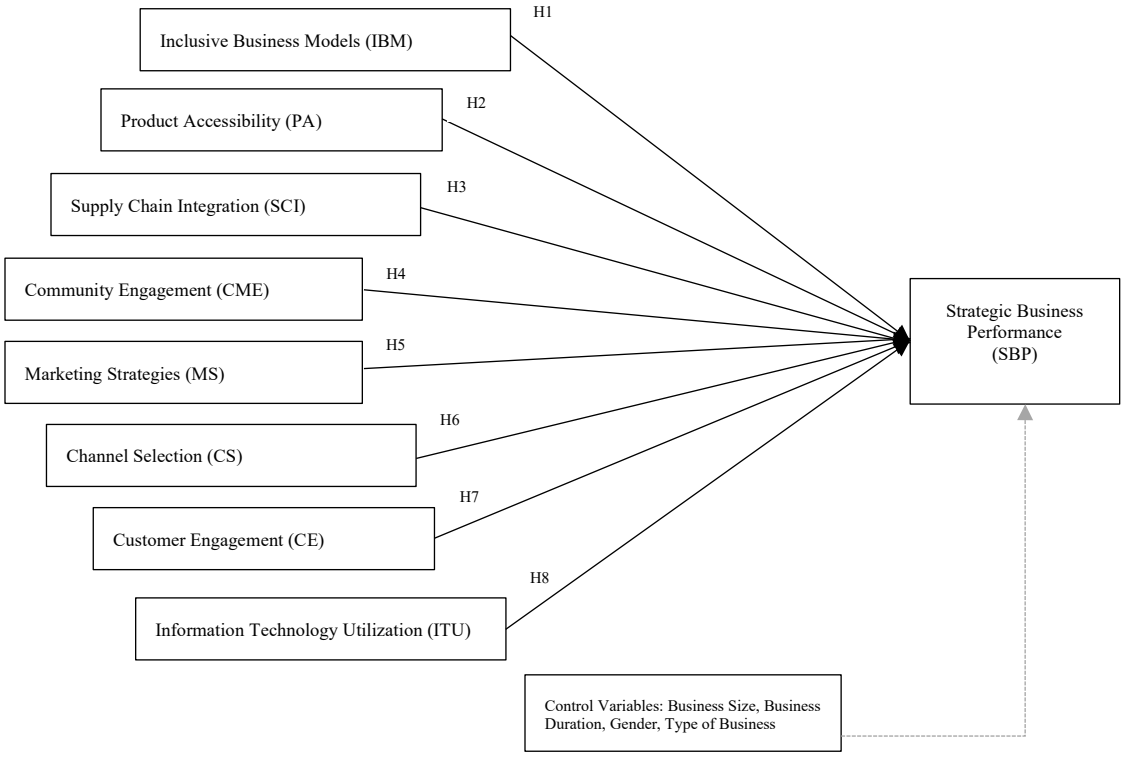


**Figure 2 Latent Construction Definition**

| Latent Construct | Variable Type | Definition | Reference |
|---|---|---|---|
| Strategic Business Performance (SBP) | Dependent | Strategic Business Performance for Entrepreneurs in Latin America denotes the effectiveness and efficiency with which entrepreneurs in the Latin American region accomplish their strategic objectives and goals. It encompasses various aspects such as financial profitability, operational efficiency, market competitiveness, innovation capability, and social and environmental responsibility, reflecting the overall success and sustainability of ventures in Latin America. | (Verwaal & La Falce, 2022)<br><br>(Kannampuzha & Hockerts, 2019) |
| Inclusive Business Models (IBM) | Independent | IBM are strategies designed by firms to contribute to poverty alleviation by including the low-income population in their value chain while maintaining profitability. These models focus on creating sustainable economic opportunities and benefits for all stakeholders involved, particularly those at the base of the economic pyramid. | (Schuster & Holtbrügge, 2014)<br><br>(Kannampuzha & Hockerts, 2019) |
| Product Accessibility (PA) | Independent | Product accessibility refers to the extent to which products and services are designed and distributed to be usable by people across a wide range of abilities and socioeconomic backgrounds, ensuring that even marginalized or low-income groups can afford and access them. | (Meza De Luna & Aguilar, 2019)<br><br>(Schaefers & Narayanamurthy, 2018) |
| Supply Chain Integration (SCI) | Independent | Supply chain integration involves the coordination and collaboration of all entities involved in the production and distribution process, from suppliers to manufacturers to retailers, to improve efficiency and responsiveness to market needs. | (Zhao & Selen, 2011) |

| | | | |
|---|---|---|---|
| Community Engagement (CME) | Independent | Community engagement refers to the active involvement of local communities in the business process, including decision-making, production, and benefit-sharing, to ensure mutual value creation and address social and environmental concerns. | (Chatterjee & Nguyen, 2021)<br><br>(Porter & Hawkins, 2012) |
| Marketing Strategies (MS) | Independent | Marketing strategies encompass the tactics and methods a business uses to identify, engage, and satisfy customer needs profitably, leveraging market research, product development, promotion, distribution, and pricing. | (Hooley & Fahy, 2005)<br><br>(Mejía-Trejo & Aguilar-Navarro, 2021) |
| Channel Selection (CS) | Independent | Channel selection involves choosing the most effective and efficient means of distributing products and services to customers, considering factors like reach, cost, and customer preferences to optimize market penetration and customer satisfaction. | (Purohit & Mishra, 2021)<br><br>(Meza De Luna & Aguilar, 2019) |
| Customer Engagement (CE) | Independent | Customer engagement refers to the ongoing interactions between a company and its customers, beyond transactions, aimed at fostering brand loyalty, satisfaction, and advocacy through personalized communication and value-added experiences. | (Brodie & Ilić, 2011)<br>(Dessart & Morgan-Thomas, 2016) |
| Information Technology Utilization (ITU) | Independent | Information Technology Utilization (ITU) refers to the degree to which individuals and organizations effectively employ information technology tools and systems to enhance operational efficiency, decision-making processes, and overall performance. | (Venkatesh & Davis, 2003) |

## Theoretical Development and Hypotheses

Given the complex interplay of economic, social, and technological factors that shape entrepreneurial success in Latin America, this study investigates the determinants of Strategic Business Performance (SBP) by examining eight key constructs: Inclusive Business Models (IBM), Product Accessibility (PA), Supply Chain Integration (SCI), Community Engagement (CME), Marketing Strategies (MS), Channel Selection (CS), Customer Engagement (CE), and Information Technology Utilization (ITU). The key research question guiding this inquiry is: What is the effect of these determinants on the strategic business performance of entrepreneurs in Latin America?

In addressing this question, the study integrates seminal theoretical perspectives that provide a robust foundation for understanding the causal mechanisms linking these constructs to SBP. This question is also grounded in the recognition that traditional analyses of business performance often fail to capture the holistic and multifaceted nature of entrepreneurship in emerging markets. By examining these determinants, the study aims to reveal how integrated business practices can create competitive advantages and drive sustainable growth in an environment marked by both significant challenges and substantial untapped potential.

Strategic Business Performance (SBP), the dependent variable in this study, is conceptualized as the overall effectiveness with which entrepreneurs achieve their strategic objectives, including profitability, operational efficiency, market competitiveness, and innovation. Resource-Based View (RBV) (Barney, 2005) and Dynamic Capabilities Theory (Teece, 2018) underpin this construct by positing that firms

that effectively leverage their internal resources and adapt to dynamic market conditions are more likely to attain sustained competitive advantage and superior performance. In the context of Latin American entrepreneurship, SBP reflects the culmination of integrating diverse strategic elements—spanning inclusive practices, market responsiveness, operational efficiency, and technological innovation—into a cohesive performance framework.

**Hypothesis 1 (H1):** The adoption of inclusive business models positively influences strategic business performance.

Inclusive Business Models (IBM) are anchored in the Base of the Pyramid (BoP) framework, as articulated by (Prahalad C. K., 2002). This theory posits that businesses that integrate low-income communities into their value chains—leveraging these communities as consumers, producers, employees, or partners—can achieve a dual impact of profitability and social empowerment. IBM thereby creates mutual value, unlocking new markets and enhancing competitive performance in environments where poverty and inequality remain pervasive (Prahalad C. K., 1999). Through this lens, the adoption of inclusive business models is theorized to directly influence SBP by expanding market opportunities and fostering innovation.

**Hypothesis 2 (H2):** Increased levels of product accessibility positively impact strategic business performance.

Product Accessibility (PA) is conceptualized as the ability of firms to design and distribute products that are both affordable and usable by diverse socioeconomic groups. Drawing on insights from Inclusive Business Model Theory (Prahalad C. K., 2002) and supported by empirical findings in the literature (Schaefers, 2018), PA is seen as a critical

determinant of market inclusion. By enhancing the accessibility of products to underserved populations, firms can broaden their customer base, increase sales, and ultimately drive improvements in strategic business performance.

**Hypothesis 3 (H3):** Higher levels of supply chain integration lead to improvements in strategic business performance.

Supply Chain Integration (SCI) involves the coordination and collaboration of activities across suppliers, manufacturers, and distributors to optimize operational efficiency and responsiveness. This construct is supported by the Resource-Based View (RBV) (Barney, 2005) and Dynamic Capabilities Theory (Teece, 2018), which together emphasize that a highly integrated supply chain is a valuable resource that can enhance a firm's flexibility, cost efficiency, and ability to swiftly adapt to market changes. SCI is therefore posited to have a direct and positive causal impact on SBP by streamlining operations and reducing costs.

**Hypothesis 4 (H4):** Increased engagement with local communities enhances strategic business performance.

Community Engagement (CME) is defined as the proactive involvement of businesses with local communities to foster trust, collaboration, and mutual value creation. Grounded in Stakeholder Theory (Freeman, 2010), CME is essential for ensuring that business strategies are contextually relevant and responsive to local socio-cultural dynamics. By engaging directly with communities, firms can harness local knowledge, improve market understanding, and stimulate innovation, thereby contributing to enhanced strategic business performance.

**Hypothesis 5 (H5):** The implementation of effective marketing strategies positively impacts strategic business performance.

Marketing Strategies (MS) encompass the set of activities aimed at understanding customer needs, segmenting markets, and delivering tailored communication and value propositions. This construct is underpinned by Market Orientation Theory (Narver, 1990) and Marketing Theory (Kotler., 2017), which assert that a customer-centric approach leads to improved customer satisfaction, loyalty, and ultimately, enhanced business performance. Effective marketing strategies are thus considered a critical driver of SBP, as they enable firms to differentiate themselves and capture competitive advantage in dynamic markets.

**Hypothesis 6 (H6):** Effective channel selection positively influences strategic business performance.

Channel Selection (CS) refers to the strategic process of choosing the most effective distribution networks to ensure that products reach target customers efficiently. Empirical research by (Mejía-Trejo, 2021) and (Purohit, 2021) highlights that selecting appropriate channels not only maximizes market penetration but also aligns with customer preferences and enhances overall satisfaction. By optimizing distribution, CS is expected to positively influence SBP by facilitating greater market reach and operational efficiency.

**Hypothesis 7 (H7):** Higher levels of customer engagement lead to significant improvements in strategic business performance.

Customer Engagement (CE) is characterized by ongoing, interactive communication between businesses and their customers, fostering long-term relationships that drive loyalty and repeat business. Drawing on Relationship Marketing Theory (Brodie, 2011), CE emphasizes the importance of personalized, value-added interactions that extend beyond transactional exchanges. This construct is postulated to directly affect SBP by promoting customer retention and elevating brand equity, thereby contributing to improved strategic outcomes.

**Hypothesis 8 (H8):** Increased information technology utilization positively influences strategic business performance.

Information Technology Utilization (ITU) is conceptualized as the effective adoption and use of information technology tools and systems to enhance operational processes, decision-making, and innovation. The Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh, 2003) provides a comprehensive framework for understanding the determinants of technology adoption, while the Resource-Based View (RBV) (Barney, 2005) emphasizes IT as a strategic resource that can confer competitive advantage. ITU is thus considered an enabler directly influences SBP by improving efficiency and facilitating innovation.

**Control Variables**

To account for potential confounding factors, control variables such as business size, business duration, gender, and type of industry were incorporated into the analysis (Berneth, 2016). These control variables ensure that the observed relationships among the

key constructs are not unduly influenced by extraneous organizational or demographic characteristics.

**Table 1 Hypotheses**

| | Hypothesis |
|---|---|
| **HI** | The adoption of inclusive business models by entrepreneurs positively influences their strategic business performance. |
| **H2** | As levels of product accessibility increase, the positive impact on strategic business performance for entrepreneurs will also increase. |
| **H3** | Higher levels of supply chain integration will lead to greater improvements in strategic business performance for entrepreneurs. |
| **H4** | Increased engagement with local communities will result in enhanced strategic business performance for entrepreneurs. |
| **H5** | Implementing effective marketing strategies by entrepreneurs significantly contributes to their strategic business performance. |
| **H6** | Effective channel selection will have a stronger positive effect on strategic business performance for entrepreneurs as the levels increase. |
| **H7** | Higher levels of customer engagement will lead to more significant improvements in strategic business performance for entrepreneurs. |
| **H8** | Increasing levels of information technology utilization positively influence the strategic business performance of entrepreneurs. |

# IV RESEARCH METHODOLOGY

## Introduction

This study employed a comprehensive, multi-phase methodology designed to evaluate the proposed model and test the research hypotheses. The process consisted of three sequential phases: an informed pilot study, a primary pilot study, and a main study. The informed pilot aimed to validate critical aspects of the research design, including construct reliability, data collection procedures, and the clarity of the survey instrument. Insights gained from this phase informed refinements to the survey instrument and data collection strategy.

The second phase, the primary pilot study, provided further validation by conducting exploratory factor analysis and reliability testing on the survey instrument, using data from a broader sample of companies in Bogotá, Colombia. This ensured the robustness of the constructs and the survey's capacity to capture relevant information from entrepreneurs. The final phase, the main study, collected data to empirically test the hypothesized relationships among the variables in the proposed model.

Together, these phases provided a rigorous framework for assessing the strategic business performance of entrepreneurs in Latin America, contributing both theoretical insights and practical implications for the factors impacting profitability for entrepreneurs in Latin America. The findings of the main study are reported extensively in Section V.

## Population of Interest

The population of interest for this study consisted of business owners operating in Bogotá, Colombia. These businesses were selected from the Superintendence of Companies (Supersociedades) database, a government entity responsible for the inspection, surveillance, and control of commercial entities within the country. This database was chosen for its comprehensiveness and reliability in classifying companies by economic sector and business size, based on criteria established by Decree 957 of 2019 from the Colombian Government, which categorizes micro, small, and medium-sized enterprises (MSMEs) according to their annual revenue.

The database also includes financial data for 2023, ensuring accurate and relevant sample selection. Bogotá is home to 9,439 registered companies across various sectors, classified under the International Standard Industrial Classification (ISIC). For this study, the survey was administered to a random sample of these businesses, with participants comprising business owners and business managers responsible for strategic decision-making.

## Units of Analysis

The unit of analysis for this study is the individual entrepreneur or business entity operating in Bogotá, Colombia. Each participant represents a decision-maker or key stakeholder responsible for strategic business operations within their company. By focusing on entrepreneurs and their business practices, this research seeks to establish causal linkages between critical constructs—such as inclusive business models, marketing strategies, community engagement, and information technology utilization—

and their contribution to strategic business performance (SBP). The survey instrument was designed to capture the experiences and strategies employed by these entrepreneurs, providing data on how various business practices influence performance outcomes. This focus on entrepreneurs and business entities as the unit of analysis aligns with the study's objective to provide actionable insights for both academic and practical advancements in business strategy within the Latin American context.

**Sample Population**

The sample population for this study comprises 174 entrepreneurs based in Bogotá, Colombia. These participants were selected to represent a broad spectrum of industries and business sizes, ensuring diversity and relevance to the study's objectives. The sample size was deemed sufficient to support statistical analysis and detect the effect of independent variables on strategic business performance.

The selection process relied on a comprehensive and authoritative database provided by the Colombian Superintendence of Companies (Supersociedades), which categorizes businesses by economic sector and size. This approach enhances the reliability of the findings by incorporating data from a well-defined and representative entrepreneurial population.

**Data Collection**

Data collection for this study involved administering a survey through the Qualtrics platform to entrepreneurs from Bogotá, Colombia ensuring accessibility, confidentiality, and convenience. The data collected was systematically recorded and prepared within the platform for further analysis. This process ensured the accurate

measurement of latent variables, supporting the validation of the proposed model and the testing of hypotheses related to the determinants of strategic business performance among entrepreneurs in the region.

## Research Instrument

The primary research instrument for this study was a quantitative, internet-based survey developed and administered through the Qualtrics platform. The survey was designed to measure latent variables by incorporating previously validated scales from established literature, tailored to the context of strategic business performance among entrepreneurs.

## Latent Variable Measurement Scales

The measurement scales for each construct in this study were carefully selected from validated scholarly sources to ensure reliability and accuracy in assessing the relationships within the research model. A seven-point Likert scale, ranging from 1 ("Strongly Disagree") to 7 ("Strongly Agree"), was employed to capture the participants' perceptions across all constructs.

### Inclusive Business Models (IBM)

The measurement scales for inclusive business models were derived from prominent works by (Schuster, 2014), and (Kannampuzha, 2019). These studies emphasize the integration of low-income communities into business operations, highlighting the dual goals of achieving profitability and fostering sustainable economic

opportunities. The scales reflect dimensions such as mutual value creation, the inclusion of underserved populations, and the pursuit of both social and economic objectives.

### Product Accessibility (PA)

The product accessibility construct was measured using scales informed by (Schaefers, 2018), and (Meza De Luna, 2019). These studies emphasize the need for businesses to design and distribute products that are accessible and affordable to consumers from diverse socioeconomic backgrounds. The scales assess factors such as affordability, ease of access, and the extent to which businesses tailor products to meet the needs of marginalized communities.

### Supply Chain Integration (SCI)

The scales for supply chain integration were drawn from seminal works by (Zhao, 2011), which explore the role of supply chain coordination and collaboration in enhancing organizational performance. The construct examines the level of integration across various supply chain functions, including inventory management, supplier relationships, and communication, aiming to improve operational efficiency and market responsiveness.

### Community Engagement (CME)

Community engagement was measured using scales based on the work of (Chatterjee, 2021). This study emphasizes the importance of involving local communities in business operations through decision-making processes and collaborative projects. The

scales capture the degree to which businesses foster partnerships with community stakeholders, address social concerns, and promote economic empowerment.

### Marketing Strategies (MS)

The measurement scales for marketing strategies were adapted from (Hooley, 2005), and (Mejía-Trejo, 2021). These sources outline essential dimensions of marketing strategy, including brand consistency, customization, and market differentiation. The scales assess how effectively businesses target specific market segments, promote their products, and evaluate the impact of their marketing campaigns.

### Channel Selection (CS)

Channel selection was measured using scales informed by (Purohit, 2021), and (Meza De Luna, 2019). These studies highlight the role of strategic channel management in optimizing market penetration and customer satisfaction. The scales assess factors such as channel alignment with customer preferences, product availability, and the effectiveness of relationships with distribution partners.

### Customer Engagement (CE)

Customer engagement scales were sourced from (Brodie, 2011), and (Dessart, 2016), who conceptualized engagement as a multi-dimensional construct. These scales assess the extent of ongoing interactions between businesses and customers, emphasizing the importance of personalized communication, value-added experiences, and long-term relationship building.

### Information Technology Utilization (ITU)

The scales for information technology utilization were adapted from (Venkatesh, 2003). Their work explains the impact of technology acceptance on business performance, focusing on the perceived usefulness and ease of use of IT tools. The scales measure how technology enhances operational efficiency, decision-making, and innovation.

### Strategic Business Performance (SBP)

Strategic business performance was evaluated using subjective measures based on (Verwaal, 2022), and (Kannampuzha, 2019). Subjective measures were employed due to the potential unavailability of objective financial data or entrepreneurs' reluctance to disclose financial details. The scales assess performance indicators such as sales growth, profitability, and market share, allowing respondents to express their satisfaction with business outcomes.

## Pilot Studies

### Informed Pilot

To ensure the validity and reliability of the research design, an informed pilot study was conducted as the initial phase of the investigation. The purpose of the pilot study was to assess the technical reliability of the survey instrument, test the data collection process, and ensure face, content, and construct validity. This phase also aimed to identify and resolve any potential issues related to question clarity, survey structure, and data collection procedures before proceeding to the main study.

The informed pilot ran between August 12, 2024, and August 15, 2024. Participants in the pilot study consisted of a subset of 10 business owners from Bogotá, Colombia. These participants received the survey, and asked to offer feedback on its clarity, comprehensibility, and relevance to their experiences as entrepreneurs. Their feedback highlighted specific cultural nuances, particularly in terminology, which necessitated minor modifications to adapt the instrument to local business practices and context without altering the core meaning of the questions.

Based on the insights gained, several adjustments were made to improve the survey's design and ensure that it accurately captured the latent variables of interest. These refinements helped enhance the overall effectiveness and reliability of the survey instrument, laying a solid foundation for the subsequent phases of the study.

### Primary Pilot

Following adjustments to the survey instrument based on feedback from the informed pilot, a primary pilot study was conducted from September 16, 2024, to October 11, 2024, to further validate the research design and test the constructs under investigation. The survey was distributed to entrepreneurs in Bogotá, Colombia, which was developed and hosted on the Qualtrics platform and distributed through CloudResearch. The primary objective of this phase was to evaluate the reliability and factor structure of the measurement scales, ensuring that the instrument was both accurate and robust for the main study.

A total of 71 participants responded to the survey, with 50 completing at least 85% of the instrument, resulting in a dataset suitable for analysis. The collected data was

processed and analyzed using IBM SPSS Statistics Version 29.0.2.0 (20). A principal axis factor analysis with Direct Oblimin rotation confirmed the suitability of the data, as indicated by a Kaiser-Meyer-Olkin (KMO) value of 0.718 and significant Bartlett's test results ($p < 0.001$). These findings demonstrate that the constructs effectively capture meaningful variance, supporting the validity of the factor structure.

Reliability analysis showed high internal consistency, with Cronbach's alpha values ranging from 0.803 (Strategic Business Performance) to 0.923 (Marketing Strategies). This indicates that the constructs are well-aligned with their items and are stable for inclusion in further analysis. The Cronbach's Alpha if Item Deleted values ranged from 0.746 to 0.909 across constructs, confirming that removing any item would reduce reliability and that each item contributes positively to its construct.

Additional diagnostic tests verified the model's quality. Multicollinearity was not a concern, as evidenced by acceptable Variance Inflation Factor (VIF) values below 1.2 across all constructs. Residuals and standardized predicted values were centered around zero, indicating no systematic bias in the model's predictions. The model demonstrated moderate spread, with standard deviations suggesting consistency in prediction accuracy. Furthermore, no significant outliers were detected, supporting the model's reasonable fit to the data.

The pilot results revealed limited statistical significance for some hypotheses due to the sample size of 50 responses. However, promising trends were identified, indicating that a larger sample may enhance statistical power and yield more robust estimates.

Table 2 provides descriptive statistics for pilot data, including item codes, means, standard deviations, and Cronbach's alpha values for each construct.

**Table 2 Pilot Data Descriptive Statistics (N=50)**

| Construct Name and Reference | Item Code | Mean | Std. Deviation | Alpha |
|---|---|---|---|---|
| **Strategic Business Performance** (Verwaal & La Falce, 2022) | SBP_1 | 5.470 | 1.445 | 0.803 |
| | SBP_2 | 5.110 | 1.644 | |
| | SBP_3 | 5.050 | 1.320 | |
| | SBP_4 | 5.150 | 1.286 | |
| | SBP_5 | 5.230 | 1.484 | |
| | SBP_6 | 5.370 | 1.391 | |
| **Inclusive Business Models** (Schuster & Holtbrügge, 2014) | IBM_1 | 5.080 | 1.482 | 0.899 |
| | IBM_2 | 5.360 | 1.191 | |
| | IBM_3 | 5.280 | 1.863 | |
| | IBM_4 | 5.520 | 1.502 | |
| | IBM_5 | 5.040 | 1.616 | |
| | IBM_6 | 5.340 | 1.465 | |
| **Product Accessibility** (Meza De Luna & Aguilar, 2019) | PA_1 | 4.960 | 1.829 | 0.895 |
| | PA_2 | 4.920 | 1.967 | |
| | PA_3 | 5.300 | 1.799 | |
| | PA_4 | 5.200 | 1.796 | |
| | PA_5 | 5.480 | 1.328 | |
| | PA_6 | 5.340 | 1.586 | |
| **Supply Chain Integration** (Zhao & Selen, 2011) | SCI_1 | 5.780 | 0.954 | 0.863 |
| | SCI_2 | 5.840 | 0.976 | |
| | SCI_3 | 5.380 | 1.260 | |
| | SCI_4 | 5.740 | 1.259 | |
| | SCI_5 | 5.640 | 1.290 | |
| | SCI_6 | 5.780 | 1.075 | |

| | | | | |
|---|---|---|---|---|
| **Community Engagement** (Chatterjee & Nguyen, 2021) | CME_1 | 4.160 | 1.462 | 0.869 |
| | CME_2 | 3.640 | 1.601 | |
| | CME_3 | 4.200 | 1.578 | |
| | CME_4 | 4.200 | 1.578 | |
| | CME_5 | 4.720 | 1.294 | |
| | CME_6 | 4.720 | 1.485 | |
| **Marketing Strategies** (Hooley & Fahy, 2005) | MS_1 | 5.380 | 1.227 | 0.923 |
| | MS_2 | 4.980 | 1.286 | |
| | MS_3 | 5.100 | 1.344 | |
| | MS_4 | 5.020 | 1.199 | |
| | MS_5 | 4.800 | 1.262 | |
| | MS_6 | 5.240 | 1.117 | |
| **Channel Selection** (Purohit & Mishra, 2021) | CS_1 | 5.600 | 0.948 | 0.901 |
| | CS_2 | 5.480 | 1.054 | |
| | CS_3 | 5.360 | 1.258 | |
| | CS_4 | 5.160 | 1.235 | |
| | CS_5 | 5.320 | 1.039 | |
| | CS_6 | 5.540 | 1.110 | |
| **Customer Engagement** (Brodie & Ilić, 2011) | CE_1 | 5.840 | 1.201 | 0.900 |
| | CE_2 | 6.120 | 0.982 | |
| | CE_3 | 5.900 | 1.074 | |
| | CE_4 | 5.820 | 1.063 | |
| | CE_5 | 5.440 | 1.431 | |
| | CE_6 | 6.100 | 0.814 | |
| **Information Technology Utilization** (Venkatesh & Davis, 2003) | ITU_1 | 5.180 | 1.438 | 0.910 |
| | ITU_2 | 5.060 | 1.476 | |
| | ITU_3 | 5.000 | 1.212 | |
| | ITU_4 | 4.840 | 1.315 | |
| | ITU_5 | 5.180 | 1.320 | |
| | ITU_6 | 5.380 | 1.398 | |

# V DATA ANALYSIS AND RESULTS

## Demographic Statistics

The main study was conducted between November 11, 2024, and December 27, 2024, using a quantitative internet-based survey hosted on the Qualtrics platform and distributed through CloudResearch. Like the primary pilot, no compensation was offered for participation. The survey was distributed to entrepreneurs from Bogotá, Colombia. A total of 211 respondents accessed the survey. Of these, 37 participants failed to complete at least 85% of the survey and were excluded from further analysis. This left 174 valid responses for final analysis. None of the completed surveys exhibited more than 5% missing values, thus negating the need for data imputation or modification, as recommended by (Schafer J. L., 2002).

The sample characteristics reflect a diverse representation of entrepreneurs. Regarding years in business, eighty-six respondents (49.4%) reported being in operation for 0–5 years, while thirty-seven respondents (21.3%) had been in business for 5–10 years. An additional thirty-nine respondents (22.4%) reported operating for 10–25 years, and twelve respondents (6.9%) indicated they had been in business for over 25 years. In terms of company size, measured by the number of employees, forty-seven businesses (27.0%) had fewer than 5 employees, while forty-eight businesses (27.6%) reported having between 5 and 10 employees. Thirty-two businesses (18.4%) had between 11 and 25 employees, followed by twenty-six businesses (14.9%) with 25–50 employees, and twenty-one businesses (12.1%) with over 50 employees.

Concerning gender distribution, one hundred twenty-three respondents (70.7%) identified as male, and forty-nine respondents (28.2%) identified as female. The

breakdown by industry revealed that fifty-nine respondents (33.9%) operated in the commerce sector, sixty-eight respondents (39.1%) were in manufacturing, and forty-seven respondents (27.0%) were engaged in service-based industries.

These demographic statistics provide critical context for understanding the sample population, ensuring that the findings are both relevant and representative of the entrepreneurial landscape in Latin America. Table 3 provides a detailed summary of the demographic characteristics collected in the study.

**Table 3 Main Study Sample Characteristics (Business size, Business Duration, Gender, Business type)**

| | | Count | Column N % |
|---|---|---|---|
| Business Duration | | | |
| | 0 - 5 | 86 | 49.4% |
| | 5 - 10 | 37 | 21.3% |
| | 10 - 25 | 39 | 22.4% |
| | 25+ | 12 | 6.9% |
| Business Size | | | |
| | Less than 5 | 47 | 27.0% |
| | 5 - 10 | 48 | 27.6% |
| | 11 - 25 | 32 | 18.4% |
| | 25 - 50 | 26 | 14.9% |
| | 50+ | 21 | 12.1% |
| Gender | | | |
| | Male | 123 | 70.7% |
| | Female | 49 | 28.2% |
| Type of Industry | | | |
| | Commerce | 59 | 33.9% |
| | Manufacturing | 68 | 39.1% |
| | Service | 47 | 27.0% |

Partial least squares structural equation modeling (PLS-SEM) was employed to analyze the main study model. This method was selected due to its suitability for confirmatory factor analysis, as well as its ability to handle both direct and moderating effects while maintaining robust predictive capabilities in the context of limited sample sizes (Martens, 2006), PLS-SEM is particularly advantageous in studies with restricted sample populations, as it reduces the likelihood of a type II error by increasing the probability of detecting significant relationships (Hair, 2022).

The study data were analyzed using a reflective measurement model constructed in SmartPLS v4.0.8.3, consistent with the conceptual framework. Confirmatory factor analysis was carried out by examining both indicator loadings and cross-loadings. The indicator loadings were evaluated to confirm that they met or exceeded the threshold value of 0.708, indicating that the construct accounted for more than 50% of the variance in each indicator (Hair, 2022). Any items with loadings below this threshold were excluded from further analysis to maintain measurement reliability.

As a result, the final model retained two items for customer engagement (CE), three items for community engagement (CME), three items for channel selection (CS), three items for inclusive business models (IBM), four items for information technology utilization (ITU), three items for marketing strategies (MS), three items for product accessibility (PA), three items for supply chain integration (SCI), and three items for strategic business performance (SBP). These refined constructs, with their validated measurement items, are presented in Table 4.

## Table 4 Discriminant Validity Cross Loadings

| | Customer Engagement | Community Engagement | Channel Selection | Inclusive Business Models | Information Technology Utilization | Marketing Strategies | Product Accessibility | Strategic Business Performance | Supply Chain Integration |
|---|---|---|---|---|---|---|---|---|---|
| CE_3 | **0.901** | 0.438 | 0.536 | 0.545 | 0.547 | 0.564 | 0.446 | 0.615 | 0.583 |
| CE_6 | **0.858** | 0.372 | 0.433 | 0.490 | 0.501 | 0.536 | 0.391 | 0.519 | 0.580 |
| CME_4 | 0.345 | **0.790** | 0.564 | 0.561 | 0.510 | 0.417 | 0.612 | 0.567 | 0.496 |
| CME_5 | 0.361 | **0.789** | 0.488 | 0.511 | 0.512 | 0.405 | 0.550 | 0.526 | 0.549 |
| CME_6 | 0.418 | **0.859** | 0.562 | 0.615 | 0.584 | 0.561 | 0.669 | 0.661 | 0.677 |
| CS_3 | 0.521 | 0.610 | **0.863** | 0.662 | 0.648 | 0.547 | 0.647 | 0.633 | 0.656 |
| CS_4 | 0.465 | 0.544 | **0.826** | 0.611 | 0.540 | 0.583 | 0.569 | 0.604 | 0.580 |
| CS_5 | 0.411 | 0.515 | **0.829** | 0.589 | 0.574 | 0.575 | 0.514 | 0.655 | 0.549 |
| IBM_1 | 0.472 | 0.557 | 0.622 | **0.835** | 0.546 | 0.501 | 0.633 | 0.623 | 0.527 |
| IBM_2 | 0.562 | 0.607 | 0.630 | **0.920** | 0.682 | 0.602 | 0.650 | 0.668 | 0.678 |
| IBM_6 | 0.486 | 0.516 | 0.551 | **0.828** | 0.506 | 0.446 | 0.634 | 0.648 | 0.535 |
| ITU_1 | 0.522 | 0.608 | 0.570 | 0.588 | **0.853** | 0.489 | 0.581 | 0.617 | 0.606 |
| ITU_2 | 0.488 | 0.530 | 0.638 | 0.593 | **0.840** | 0.460 | 0.579 | 0.615 | 0.592 |
| ITU_3 | 0.481 | 0.571 | 0.600 | 0.569 | **0.840** | 0.501 | 0.550 | 0.627 | 0.512 |
| ITU_6 | 0.456 | 0.427 | 0.464 | 0.439 | **0.719** | 0.420 | 0.481 | 0.499 | 0.479 |
| MS_3 | 0.515 | 0.500 | 0.575 | 0.495 | 0.485 | **0.848** | 0.445 | 0.623 | 0.568 |
| MS_5 | 0.492 | 0.426 | 0.509 | 0.453 | 0.420 | **0.782** | 0.325 | 0.473 | 0.484 |
| MS_6 | 0.487 | 0.437 | 0.529 | 0.486 | 0.462 | **0.759** | 0.395 | 0.615 | 0.572 |
| PA_1 | 0.499 | 0.658 | 0.594 | 0.654 | 0.631 | 0.444 | **0.880** | 0.613 | 0.612 |
| PA_2 | 0.279 | 0.623 | 0.584 | 0.656 | 0.572 | 0.332 | **0.856** | 0.592 | 0.502 |
| PA_6 | 0.411 | 0.621 | 0.555 | 0.550 | 0.488 | 0.469 | **0.786** | 0.577 | 0.585 |
| SBP_1 | 0.586 | 0.675 | 0.642 | 0.670 | 0.667 | 0.612 | 0.697 | **0.909** | 0.683 |
| SBP_2 | 0.606 | 0.516 | 0.564 | 0.608 | 0.562 | 0.610 | 0.591 | **0.834** | 0.624 |
| SBP_6 | 0.487 | 0.674 | 0.630 | 0.663 | 0.648 | 0.549 | 0.652 | **0.845** | 0.653 |
| SCI_1 | 0.627 | 0.583 | 0.617 | 0.595 | 0.581 | 0.631 | 0.578 | 0.653 | **0.909** |
| SCI_2 | 0.600 | 0.672 | 0.652 | 0.655 | 0.628 | 0.593 | 0.582 | 0.606 | **0.890** |
| SCI_5 | 0.519 | 0.638 | 0.613 | 0.548 | 0.580 | 0.595 | 0.636 | 0.659 | **0.854** |

The outer model's psychometric properties were assessed for internal consistency reliability using rho_a, rho_c, and Chronbach's α (Jöreskog, 1971). For Customer Engagement (CE), although Cronbach's alpha was 0.710—slightly below the ideal threshold of 0.80 - the composite reliability (ρ_c = 0.873) and the average variance extracted (AVE = 0.774) indicate that the construct is measured with sufficient precision and explains a substantial proportion of variance in its indicators (Fornell, 1981). Information Technology Utilization (ITU) exhibited good reliability with Cronbach's alpha of 0.830, and ρ_c of 0.887, alongside an AVE of 0.664, demonstrating robust convergent validity. Marketing Strategies (MS) attained a Cronbach's alpha of 0.714, ρ_c of 0.839, and an AVE of 0.635, confirming the stability and consistency of its measurement. Product Accessibility (PA) showed acceptable internal consistency with a Cronbach's alpha of 0.794, ρ_c of 0.879, and a good AVE of 0.708, indicating that the construct captures its intended domain effectively. Finally, the dependent variable, Strategic Business Performance (SBP), demonstrated solid reliability with a Cronbach's alpha of 0.829, ρ_c of 0.898, and an AVE of 0.746. These metrics collectively confirm that the constructs possess satisfactory psychometric properties, providing a robust foundation for the structural model and supporting the theoretical framework underlying this study. The composite and convergent validity values are highlighted in Table 5.

**Table 5 Construct Reliability and Validity**

| | Cronbach's α | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| Channel Selection | 0.790 | 0.791 | 0.877 | 0.704 |
| Community Engagement | 0.745 | 0.757 | 0.854 | 0.662 |
| Customer Engagement | 0.710 | 0.724 | 0.873 | 0.774 |
| Inclusive Business Models | 0.827 | 0.841 | 0.897 | 0.744 |
| Information Technology Utilization | 0.830 | 0.839 | 0.887 | 0.664 |
| Marketing Strategies | 0.714 | 0.721 | 0.839 | 0.635 |
| Product Accessibility | 0.794 | 0.807 | 0.879 | 0.708 |
| Strategic Business Performance | 0.829 | 0.840 | 0.898 | 0.746 |
| Supply Chain Integration | 0.861 | 0.866 | 0.915 | 0.783 |

To ensure the empirical distinctiveness of the latent constructs in this study, discriminant validity was assessed using both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio, following the recommendations of (Fornell, 1981), and (Henseler, 2015).These methods validate whether each construct is adequately distinct from the others, ensuring the robustness of the measurement model.

The Fornell-Larcker matrix values confirm that each construct exhibits stronger correlations with its own indicators than with any other latent variable in the model, satisfying the necessary conditions for discriminant validity.

In the present model, the diagonal values represent the square root of AVE for each construct, which consistently exceeds the off-diagonal correlations. The values for key constructs include Customer Engagement (CE) = 0.880, Information Technology

Utilization (ITU) = 0.815, Marketing Strategies (MS) = 0.797, Product Accessibility (PA) = 0.842, and Strategic Business Performance (SBP) = 0.863. Similarly, Inclusive Business Models (IBM) = 0.862, Supply Chain Integration (SCI) = 0.885, Channel Selection (CS) = 0.839, and Community Engagement (CME) = 0.814 demonstrate that each construct explains more variance in its own indicators than in its relationships with other variables. These results confirm that all constructs maintain discriminant validity, indicating their conceptual distinctiveness in the measurement model.

To further substantiate discriminant validity, the HTMT ratio was examined. The HTMT approach assesses construct distinction by analyzing the ratio of between-construct correlations to within-construct correlations (Henseler, 2015). A widely accepted threshold for HTMT is 0.85 (for more conceptually distinct constructs) or 0.90 (for related constructs) (Hair, 2022).

In this model, most HTMT values fall below 0.85, supporting the constructs' empirical distinctiveness. Notably, key construct pairs include CE–ITU = 0.777, CE–PA = 0.624, and CE–SBP = 0.840, demonstrating acceptable discriminant validity. Similarly, ITU–MS = 0.742, ITU–PA = 0.825, and MS–PA = 0.646 reinforce the measurement quality. While some values, such as IBM–PA (0.897) and SCI–MS (0.866), approach the 0.90 threshold, these remain within the acceptable range given their theoretical interdependencies.

Overall, the combined results from the Fornell-Larcker criterion and the HTMT ratio confirm that the latent variables exhibit robust discriminant validity, ensuring that each construct is both theoretically and empirically distinct from the others in the model.

These findings enhance the credibility of the measurement approach and reinforce the reliability of the structural model used in this study.

## Table 6 Fornell-Larker Criterion

| | Channel Selection | Community Engagement | Customer Engagement | Inclusive Business Models | Information Technology Utilization | Marketing Strategies | Product Accessibility | Strategic Business Performance | Supply Chain Integration |
|---|---|---|---|---|---|---|---|---|---|
| Channel Selection | 0.839 | | | | | | | | |
| Community Engagement | 0.662 | 0.814 | | | | | | | |
| Customer Engagement | 0.554 | 0.462 | 0.880 | | | | | | |
| Inclusive Business Models | 0.640 | 0.694 | 0.590 | 0.862 | | | | | |
| Information Technology Utilization | 0.601 | 0.660 | 0.597 | 0.676 | 0.815 | | | | |
| Marketing Strategies | 0.677 | 0.573 | 0.625 | 0.603 | 0.575 | 0.797 | | | |
| Product Accessibility | 0.686 | 0.653 | 0.478 | 0.683 | 0.674 | 0.494 | 0.842 | | |
| Strategic Business Performance | 0.653 | 0.623 | 0.648 | 0.693 | 0.626 | 0.626 | 0.651 | 0.863 | |
| Supply Chain Integration | 0.608 | 0.611 | 0.660 | 0.678 | 0.673 | 0.685 | 0.675 | 0.699 | 0.885 |

## Table 7 Heterotrait-Monotrait Ratio (HTMT)

| | Channel Selection | Community Engagement | Customer Engagement | Inclusive Business Models | Information Technology Utilization | Marketing Strategies | Product Accessibility | Strategic Business Performance | Supply Chain Integration |
|---|---|---|---|---|---|---|---|---|---|
| Channel Selection | | | | | | | | | |
| Community Engagement | 0.862 | | | | | | | | |
| Customer Engagement | 0.735 | 0.629 | | | | | | | |
| Inclusive Business Models | 0.826 | 0.873 | 0.764 | | | | | | |
| Information Technology Utilization | 0.861 | 0.832 | 0.777 | 0.805 | | | | | |
| Marketing Strategies | 0.898 | 0.773 | 0.877 | 0.776 | 0.742 | | | | |
| Product Accessibility | 0.868 | 0.889 | 0.624 | 0.897 | 0.825 | 0.646 | | | |
| Strategic Business Performance | 0.867 | 0.824 | 0.840 | 0.877 | 0.872 | 0.867 | 0.849 | | |
| Supply Chain Integration | 0.860 | 0.884 | 0.842 | 0.798 | 0.797 | 0.866 | 0.817 | 0.872 | |

**Structural Model and Hypothesis Testing**

To evaluate the hypothesized relationships, the structural model was assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with nonparametric bootstrapping (10,000 samples), following the recommendations of (Efron, 1994), and (Hair, 2022). Prior to examining structural relationships, collinearity diagnostics were conducted using the Variance Inflation Factor (VIF), with all values remaining well below the critical threshold of 5, indicating minimal multicollinearity among predictors.

The model demonstrates strong predictive power for Strategic Business Performance (SBP), with an $R^2$ of 0.806, signifying that approximately 80.6% of the variance in SBP is explained by the exogenous constructs. The robustness and reliability of the model were further confirmed through bootstrapping, which yielded a highly significant overall model fit.

In determining statistical significance, a p-value of .05 was used as the threshold for rejecting the null hypothesis (Hair, 2022). The results reveal that Supply Chain Integration (SCI), Inclusive Business Models (IBM), and Marketing Strategies (MS) exert the most substantial influences on SBP. Supply Chain Integration (SCI) demonstrated the strongest effect ($\beta = 0.237$, $t = 3.529$, $p < 0.001$), highlighting its critical role in optimizing operational efficiency and business performance. Inclusive Business Models (IBM) also exhibited a statistically significant impact ($\beta = 0.222$, $t = 3.862$, $p < 0.001$), supporting the notion that integrating low-income communities into business operations fosters both economic and social value creation. Similarly, Marketing

Strategies (MS) emerged also as a key driver of SBP ($\beta = 0.208$, $t = 3.473$, $p < 0.001$), reinforcing the importance of targeted customer outreach and strategic positioning in enhancing firm performance.

Product Accessibility (PA) was also found to significantly impact SBP ($\beta = 0.162$, $t = 2.751$, $p = 0.003$), indicating that making products more available and affordable plays a crucial role in improving market reach and business success. Information Technology Utilization (ITU), while exhibiting a positive effect, demonstrated a more modest influence ($\beta = 0.101$, $t = 1.960$, $p = 0.025$), suggesting that while IT adoption contributes to business performance, its effect is relatively weaker compared to other strategic determinants.

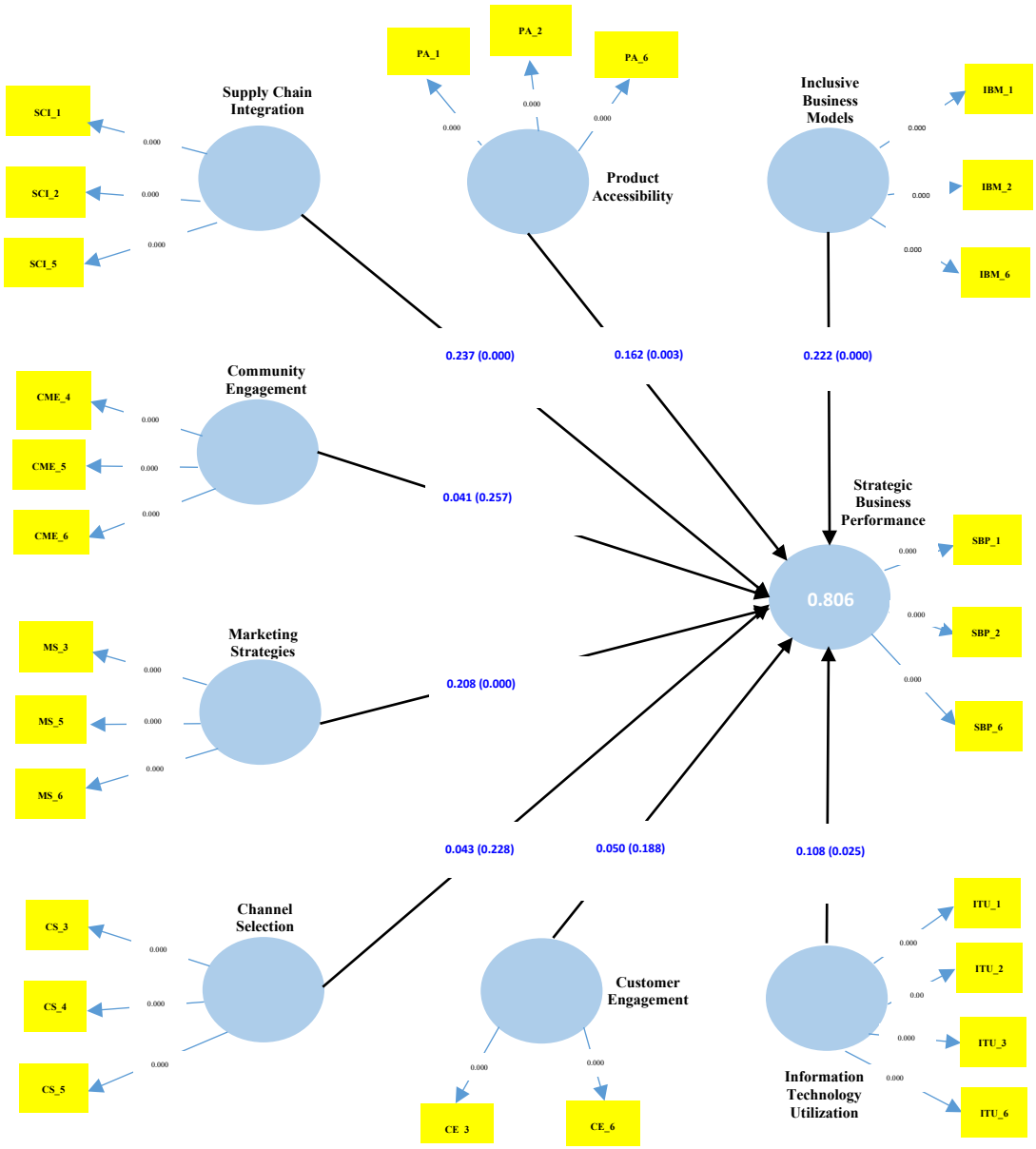
Conversely, Customer Engagement (CE) ($\beta = 0.050$, $t = 0.885$, $p = 0.188$), Community Engagement (CME) ($\beta = 0.041$, $t = 0.651$, $p = 0.257$), and Channel Selection (CS) ($\beta = 0.043$, $t = 0.745$, $p = 0.228$) did not exhibit statistically significant effects on SBP, implying that while these factors may contribute to business operations, their direct influence on strategic business performance may be limited in the context of this study.

These findings provide empirical support for the study's theoretical framework, demonstrating that Supply Chain Integration, Inclusive Business Models, Marketing Strategies, and Product Accessibility are key drivers of Strategic Business Performance among entrepreneurs in Latin America. While Information Technology Utilization also plays a role, its influence is comparatively moderate. The results suggest that businesses should prioritize supply chain efficiencies, inclusive business practices, and well-

executed marketing strategies to enhance their performance in competitive and resource-constrained environments.

Figure 3 presents the structural model with β coefficients, $R^2$ values, and p-values, offering a visual representation of the relationships among the constructs.

**Figure 3 Main Study Model with Results**



## Hypotheses

Grounded in established theoretical frameworks, this study posits those key strategic dimensions — Inclusive Business Models (IBM), Supply Chain Integration (SCI), Marketing Strategies (MS), Product Accessibility (PA), and Information Technology Utilization (ITU) — positively influence Strategic Business Performance (SBP) among entrepreneurs in Latin America. These constructs are theoretically anchored in Inclusive Business Model Theory (Prahalad C. K., 2002) the Resource-Based View (Barney, 2005), Dynamic Capabilities Theory (Teece, 2018), and Relationship Marketing Theory (Palmatier, 2006), offering a robust foundation for understanding how firms navigate competitive and resource-constrained environments.

Drawing on Inclusive Business Model Theory, Hypothesis 1 asserts that entrepreneurs who integrate inclusive business models into their operations experience enhanced SBP. Inclusive business models create mutual value between firms and low-income communities by expanding market access, fostering innovation, and increasing operational sustainability (Prahalad C. K., 2002). The empirical findings confirm this relationship, demonstrating a significant positive effect ($\beta = 0.222$, $t = 3.862$, $p < 0.001$), reinforcing the premise that businesses engaging in inclusive practices achieve superior performance.

Hypothesis 3 contends that supply chain integration (SCI) positively influences SBP. The Resource-Based View (RBV) (Barney, 2005) posits that firms achieving higher levels of supply chain integration can optimize logistics, reduce inefficiencies, and enhance responsiveness to market demands, ultimately leading to competitive advantage

(Fawcett, 2015). The study's results provide strong empirical support for this assertion ($\beta = 0.237$, $t = 3.529$, $p < 0.001$), indicating that supply chain efficiency is a crucial determinant of SBP in Latin American entrepreneurship.

From the perspective of Market Orientation Theory, Hypothesis 5 proposes that marketing strategies (MS) positively affect SBP. Effective marketing strategies enhance customer retention, market positioning, and brand equity, contributing to long-term competitive advantage (Narver, 1990), and (Kotler., 2017). The findings confirm this assertion ($\beta = 0.208$, $t = 3.473$, $p < 0.001$), suggesting that Latin American entrepreneurs who deploy targeted, data-driven marketing approaches achieve significantly better business outcomes.

Hypothesis 2 builds on Inclusive Business Model Theory and Market Orientation Theory, positing that product accessibility (PA) is a key driver of SBP. Expanding product availability enhances market penetration, allowing firms to engage underserved customer segments and maximize sales growth (Prahalad C. K., 2002). The empirical evidence supports this hypothesis ($\beta = 0.162$, $t = 2.751$, $p = 0.003$), demonstrating that increased accessibility fosters competitive differentiation and business growth.

The role of Information Technology Utilization (ITU) in driving SBP is examined through the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh, 2003). Hypothesis 8 suggests that higher IT adoption leads to improved SBP by enhancing operational efficiency, streamlining communication, and fostering innovation (Barney, 1991). The findings indicate a statistically significant yet modest effect ($\beta = 0.101$, $t = 1.960$, $p = 0.025$), suggesting that while IT utilization contributes to

performance improvements, its impact may be contingent upon broader strategic alignment and infrastructure readiness.

Conversely, the study found no statistically significant effects for Customer Engagement (CE) (β = 0.050, t = 0.885, p = 0.188), Community Engagement (CME) (β = 0.041, t = 0.651, p = 0.257), and Channel Selection (CS) (β = 0.043, t = 0.745, p = 0.228) on SBP. While these variables are traditionally associated with business success, their lack of significance in this study suggests that their impact may be moderated by other contextual or industry-specific factors.

These findings highlight the multifaceted and interdependent nature of strategic business performance in emerging markets.

**Table 8 Hypotheses Significance**

| | Hypothesis | Results | *β* and *p-value* |
|---|---|---|---|
| **HI** | The adoption of inclusive business models by entrepreneurs positively influences their strategic business performance. | **Supported** | *β* 0.222, *p* 0.000 |
| **H2** | As levels of product accessibility increase, the positive impact on strategic business performance for entrepreneurs will also increase. | **Supported** | *β* 0.162, *p* 0.003 |
| **H3** | Higher levels of supply chain integration will lead to greater improvements in strategic business performance for entrepreneurs. | **Supported** | *β* 0.237, *p* 0.000 |
| **H4** | Increased engagement with local communities will result in enhanced strategic business performance for entrepreneurs. | Not Supported | *β* 0.041, *p* 0.257 |
| **H5** | Implementing effective marketing strategies by entrepreneurs significantly contributes to their strategic business performance. | **Supported** | *β* 0.208, *p* 0.000 |
| **H6** | Effective channel selection will have a stronger positive effect on strategic business performance for entrepreneurs as the levels increase. | Not Supported | *β* 0.043, *p* 0.228 |

| | | | |
|---|---|---|---|
| **H7** | Higher levels of customer engagement will lead to more significant improvements in strategic business performance for entrepreneurs. | Not Supported | $\beta$ 0.050, $p$ 0.188 |
| **H8** | Increasing levels of information technology utilization positively influence the strategic business performance of entrepreneurs. | **Supported** | $\beta$ 0.101, $p$ 0.025 |

**Table 9 Main Study Total Effects**

| | **β** | **ST DEV** | ***t* values** | ***p*-values** |
|---|---|---|---|---|
| Channel_Selection -> Strategic_Business_Performance | 0.043 | 0.058 | 0.745 | ns |
| Community_Engagement -> Strategic_Business_Performance | 0.041 | 0.063 | 0.651 | ns |
| Customer_Engagement -> Strategic_Business_Performance | 0.050 | 0.056 | 0.885 | ns |
| Inclusive _Business Models -> Strategic_Business_Performance | 0.222 | 0.057 | 3.862 | 0.000 |
| Information_Technology _Utilization -> Strategic_Business_Performance | 0.101 | 0.052 | 1.960 | 0.025 |
| Marketing _Strategies -> Strategic_Business_Performance | 0.208 | 0.060 | 3.473 | 0.000 |
| Product_Accesibility -> Strategic_Business_Performance | 0.162 | 0.059 | 2.751 | 0.003 |
| Supply Chain _Integration -> Strategic_Business_Performance | 0.237 | 0.067 | 3.529 | 0.000 |

Note: ns=not significant

# VI IMPLICATIONS

## Theoretical Implications

This study makes a substantial contribution to the theoretical understanding of Strategic Business Performance (SBP) among entrepreneurs in Latin America, integrating an empirically tested framework that builds on well-established theoretical constructs. Drawing on Inclusive Business Model Theory (Prahalad C. K., 2002), the Resource-Based View (Barney, 2005), and Dynamic Capabilities Theory (Teece, 2018), this research highlights the critical role of Inclusive Business Models (IBM) and Supply Chain Integration (SCI) in fostering sustainable competitive advantage. The findings reinforce the argument that businesses leveraging inclusive practices, efficient supply chains, and strategic partnerships can enhance market accessibility and performance outcomes.

Additionally, Market Orientation Theory (Narver, 1990), and Relationship Marketing Theory (Palmatier, 2006) underscore the impact of Marketing Strategies (MS) and Product Accessibility (PA) on SBP, demonstrating that firms focused on market-driven approaches, customer needs, and localized product distribution gain a significant competitive edge. These theories provide a robust foundation for understanding the interconnection between customer-centric marketing strategies and business performance, reinforcing the notion that businesses that tailor their strategies to consumer behavior in Base of the Pyramid (BoP) markets experience superior financial and operational success.

Furthermore, the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh, 2003) provides a compelling rationale for the role of Information

Technology Utilization (ITU) in optimizing business performance. This study empirically validates that entrepreneurs who effectively integrate IT into their operations achieve enhanced efficiency, innovation, and decision-making capacity, aligning with previous research highlighting technology as a key enabler of business sustainability and growth.

While this study empirically supports IBM, SCI, MS, PA, and ITU, it also acknowledges that Community Engagement (CME), Channel Selection (CS), and Customer Engagement (CE) did not yield significant results within the structural model. The lack of empirical significance does not necessarily undermine their theoretical validity but rather suggests that contextual factors, measurement complexities, or industry-specific dynamics may influence their practical impact. Future research should further refine these constructs, explore alternative operationalization methods, and investigate potential moderating effects that may better capture their role in entrepreneurial performance.

This integrative framework advances the academic discourse on SBP by providing a comprehensive and contextually relevant model for emerging markets. It expands theoretical perspectives by bridging inclusive business models, supply chain optimization, marketing strategies, and technological innovation, offering scholars a deeper understanding of how interconnected strategic elements influence entrepreneurial success in Latin America.

**Practical Implications**

The findings of this study provide significant insights for entrepreneurs, business leaders, policymakers, and multinational corporations operating in Latin America. The

research highlights the importance of adopting data-driven, market-oriented, and technology-enhanced approaches to improve Strategic Business Performance (SBP) in a region where small and medium enterprises (SMEs) play a critical role in economic development. Rather than relying on traditional or intuition-based business strategies, the study underscores the necessity of integrating inclusive business models, optimizing supply chain processes, implementing strategic marketing initiatives, leveraging information technology, and ensuring product accessibility as fundamental drivers of sustainable business success.

For entrepreneurs, these findings emphasize the importance of inclusive business models (IBMs) as a mechanism for expanding economic opportunities while simultaneously creating social impact. By integrating low-income populations into value chains—as consumers, suppliers, or employees—entrepreneurs can generate new market opportunities and drive inclusive growth. The study also demonstrates that supply chain integration (SCI) plays a pivotal role in ensuring business efficiency, allowing SMEs to streamline operations, minimize costs, and enhance responsiveness to fluctuating market demands. Entrepreneurs who adopt robust supply chain strategies are better equipped to overcome logistical challenges that often characterize the region.

Additionally, marketing strategies (MS) were identified as a crucial determinant of business success, reinforcing the need for targeted and adaptive market approaches that cater to the specific behaviors and preferences of consumers in Latin America. Businesses that embrace localized and culturally relevant marketing strategies can enhance brand positioning, increase customer loyalty, and drive sustained revenue

growth. Product accessibility (PA) was also found to be a significant driver of SBP, underscoring the necessity for businesses to ensure that their offerings are affordable, available, and adapted to local needs. This means rethinking pricing models, improving distribution channels, and designing products that align with consumer purchasing power, particularly in Base of the Pyramid (BoP) markets.

Moreover, information technology utilization (ITU) was confirmed as a key enabler of business success, highlighting the transformative role of digital tools and technologies in enhancing operational efficiency, facilitating market expansion, and improving decision-making processes. Entrepreneurs who integrate IT solutions into their business models—such as digital payment systems, data analytics, and online marketing—can gain a competitive edge by optimizing processes and reaching previously underserved markets.

For policymakers, the study underscores the urgent need for targeted interventions that support SME development in Latin America. Governments and development agencies should focus on supply chain efficiencies, foster fair competition, and remove bureaucratic barriers that hinder business scalability. Policies aimed at improving market accessibility, reducing logistical bottlenecks, and incentivizing inclusive business models can significantly enhance the overall business environment. Also, strengthening digital infrastructure, increasing financial incentives, and promoting digital literacy programs to enable small businesses to harness technology for growth.

For multinational corporations (MNCs) seeking to expand their footprint in Latin America, the findings provide actionable insights into effective market entry and

expansion strategies. Companies that adopt localized marketing approaches, optimize supply chain networks, and integrate IT solutions are more likely to experience sustained success. Furthermore, MNCs can leverage partnerships with local entrepreneurs to co-create innovative business models that align with regional market dynamics while fostering economic inclusion. Collaborative efforts between large corporations and SMEs can accelerate economic development, knowledge transfer, and capacity-building initiatives, ensuring that growth benefits a broader segment of society.

This study provides an empirically validated roadmap for improving entrepreneurial performance and economic resilience in Latin America. By adopting a multidimensional approach that integrates inclusive business models, supply chain efficiencies, strategic marketing, IT utilization, and enhanced product accessibility, businesses can achieve sustainable growth, strengthen their competitive advantage, and contribute to broader socio-economic development. These insights not only equip entrepreneurs with practical strategies for business success but also inform policymakers and global stakeholders on how to foster a more inclusive and dynamic business ecosystem across the region.

# VII STUDY LIMITATIONS AND FUTURE RESEARCH

This study provides valuable insights into the determinants of Strategic Business Performance (SBP) among entrepreneurs in Latin America. However, several limitations must be acknowledged, which offer opportunities for further research.

First, the research employs a cross-sectional design, capturing data at a single point in time. While this methodology effectively identifies relationships between key constructs—including Inclusive Business Models (IBM), Product Accessibility (PA), Supply Chain Integration (SCI), Marketing Strategies (MS), and Information Technology Utilization (ITU)—it does not account for changes over time. A longitudinal study would allow future research to track the evolution of these constructs, examining how external factors such as market fluctuations, economic cycles, and policy interventions influence SBP over time (Hair, 2022). Such an approach could provide greater causal clarity regarding the impact of strategic business decisions on firm performance in Latin America.

Second, the study's geographic focus on urban-based entrepreneurs in Latin America may limit the generalizability of its findings to other regional contexts. While urban centers offer valuable insights into competitive business environments, rural and small-scale enterprises face distinct challenges such as limited infrastructure, restricted digital access, and different consumer behavior patterns (Berneth, 2016). Future research should expand the geographical scope to include rural entrepreneurs and cross-national comparisons across multiple Latin American countries, ensuring that findings reflect the broader business ecosystem of the region. Such studies would help determine whether the

relationships identified in this research hold across diverse economic and cultural landscapes.

Additionally, while the final structural model demonstrates strong predictive power ($R^2 = 0.806$), certain constructs—such as Community Engagement (CME) and Channel Selection (CS)—did not exhibit statistically significant effects on SBP. While this does not negate their theoretical importance, it suggests that their impact may be contingent on contextual factors such as industry type, firm size, or government support mechanisms (Teece, 2018). Future research should explore moderating and mediating effects, assessing how institutional frameworks, access to financial resources, and cultural variations influence the relationships among SBP determinants. This could provide a more nuanced understanding of how different strategic factors interact to shape business outcomes in emerging markets.

Another limitation pertains to the reliance on self-reported survey data, which, despite rigorous validation techniques, may be subject to common method bias. Although measures such as Harman's single-factor test were applied to mitigate bias risks, future studies could integrate objective performance indicators, such as financial statements, customer retention rates, and digital engagement analytics, to enhance the reliability and external validity of the findings (Podsakoff, 2003). Combining survey-based insights with secondary data sources would allow for a more comprehensive evaluation of SBP determinants.

Lastly, while this study focuses on entrepreneurs and small businesses, corporate enterprises, multinational firms, and non-profit organizations may experience distinct

business performance dynamics. Future research could extend the model to assess sectoral variations, evaluating how inclusive business models, supply chain strategies, and IT adoption interact across industries such as manufacturing, agribusiness, fintech, and service-based enterprises (Venkatesh, 2003). Understanding these sector-specific dynamics could offer tailored strategic recommendations for businesses operating in different economic environments.

Based on these limitations, several key areas for future research emerge:

Longitudinal Studies – Future research should employ longitudinal methodologies to track changes in SBP determinants over time, capturing how businesses adjust their marketing strategies, technology utilization, and engagement practices in response to external pressures.

Broader Regional and Industry-Specific Applications – Expanding the study to include rural businesses, multiple Latin American countries, and different industries would enhance the external validity and applicability of the model.

Refinement of Constructs and Alternative Measurement Approaches – Further investigation is needed to improve the measurement of Community Engagement (CME) and Channel Selection (CS), integrating qualitative research or industry-specific metrics to capture their impact more effectively.

Exploration of Moderating and Mediating Effects – Future studies should analyze the role of economic policies, financial inclusion, institutional support, and cultural factors as potential moderators or mediators of SBP relationships.

Objective Performance Metrics – Incorporating secondary data sources, financial reports, or digital analytics alongside survey data could enhance empirical robustness and provide a more multi-dimensional perspective on business performance.

By addressing these research avenues, scholars and practitioners can further refine the understanding of SBP determinants, enhance strategic frameworks for emerging markets, and contribute to sustainable economic development in Latin America.

# VIII CONCLUSION

This study examined the determinants of Strategic Business Performance (SBP) among entrepreneurs in Latin America, identifying five significant constructs: marketing strategies, product accessibility, information technology utilization, inclusive business models, and supply chain integration. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the findings confirm that these factors collectively explain 80.6% of the variance in SBP, underscoring their critical role in fostering competitive advantage, business resilience, and sustainable growth in the region's dynamic and resource-constrained environment.

The results align with established theoretical frameworks, demonstrating that market-oriented strategies, customer-driven approaches, and strategic resource management are fundamental drivers of business success in emerging markets. The Base of the Pyramid (BoP) Theory highlights the role of inclusive business models in creating mutual economic and social value, allowing businesses to integrate underserved populations into their value chains. Relationship Marketing Theory and Market Orientation Theory reinforce the impact of marketing strategies in enhancing brand loyalty, market penetration, and sustained performance. Additionally, the Resource-Based View (RBV) and the Unified Theory of Acceptance and Use of Technology (UTAUT) validate the significance of information technology utilization in streamlining operations, increasing efficiency, and improving business agility. The role of supply chain integration further highlights the necessity of operational coordination, digital

transformation, and adaptive logistics in securing long-term sustainability and market competitiveness.

While channel selection and community engagement did not achieve statistical significance, their conceptual importance in entrepreneurial ecosystems remains relevant. Their lack of empirical support may reflect measurement limitations, industry-specific variations, or regional economic conditions that influence their impact on SBP. Future research should explore alternative methodological approaches, longitudinal studies, and industry-specific applications to better assess their role in business success. Expanding the scope to different industries, rural enterprises, and cross-country comparisons would offer deeper insights into the determinants of SBP across diverse economic and cultural contexts.

Beyond its academic contributions, this study provides valuable, data-driven insights for entrepreneurs, business leaders, and policymakers in Latin America. Entrepreneurs can leverage the findings to adopt market-responsive strategies, digital innovation, and supply chain efficiencies, ensuring long-term business sustainability in volatile and high-opportunity markets. Policymakers can use these insights to develop inclusive economic policies, enhance digital infrastructure, and promote financial accessibility for small and medium-sized enterprises (SMEs). Moreover, the study's emphasis on supply chain integration, technology adoption and integrated business strategies serves as a framework for multinational firms and investors seeking to expand their footprint in Latin America, ensuring that economic development aligns with local market realities and inclusive growth principles.

Ultimately, this research bridges theory and practice, providing an empirically validated framework for understanding strategic business performance in Latin America. By emphasizing the transformative potential of integrated business strategies, the study serves as a foundation for future academic inquiry and a practical roadmap for entrepreneurs seeking to navigate the complexities of an evolving global economy.

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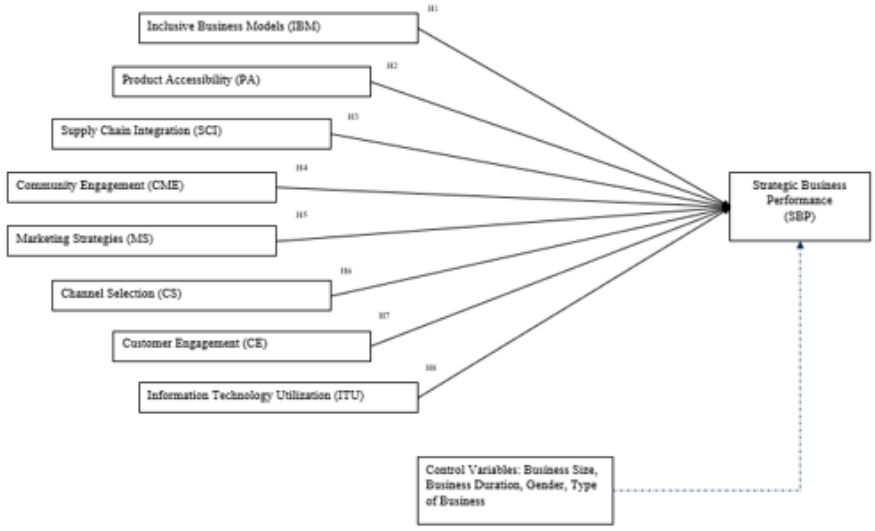
APPENDICES

## Appendix I Primary Pilot Information Letter

FIU | FLORIDA INTERNATIONAL UNIVERSITY

Dear Informed Pilot Participant,

Thank you for taking the time to participate in this informed pilot for my dissertation research looking at the "Drivers of Strategic Business Performance: A Quantitative Analysis of Entrepreneurs in Latin America." This research aims to investigate the impact of inclusive business models, supply chain integration, product accessibility, comminute engagement, marketing strategies, channel selection, customer engagement and information technology utilization on the strategic business performance of entrepreneurs in Latin America. It seeks to understand how these variables interact with the goal of providing insights into effective business practices for sustainable development and poverty alleviation in the region. Ultimately, the research aims to inform policy makers, businesses, NGOs, and academic researchers on strategies to enhance economic growth and social impact in Latin America.




In this study, you are asked to join other expert panel members to criticize a draft of the survey instrument intended to be used for data collection in this study. We greatly appreciate your interest in sharing your expertise in survey design by assisting in the development of the survey instrument. To direct you in this task, please find below an overview of key elements of this study and specific directions for your tasks.

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**Review of the survey**

The respondents to this survey will be owners / senior managers of companies in Bogota, Colombia with at least one year in business. They will answer questions intended to measure their managerial performance: inclusive business models, product accessibility, supply chain integration, community engagement, market strategies, channel selection, customer engagement, information technology utilization and strategic business performance.

As a reviewer, you are requested to review and evaluate the survey questionnaire. Specifically, we are asking you to evaluate each question as well as the overall flow of the survey and provide feedback on your evaluation.

When you open the reviewer version of the survey, you will find each question and an input box where you may provide feedback related to the question. Please consider the following **potential issues** in evaluating each question:

- Is the question *clear and understandable*?
- Is the question targeted to contributors on Kubernetes?
- Does the question rightly measure the variable of interest (variable will be grayed out at the end of each question in the survey)
- Is the question *double barreled*? Double Barreled Questions cover more than one topic. And" or "or" within a question usually makes it double-barreled
- Is the question *leading?* A leading question suggests to the respondent that the researcher expects or desires a certain answer.
- Is the question *loaded?* A loaded question asks the respondent to rely on their emotions more than the facts. Loaded questions contain "emotive" words with a positive or negative connotation.
- Is the question *confusing?* A confusing question lacks clarity making it difficult for the respondent to comprehend the question in the desired/required manner
- Is the question *ambiguous?* An ambiguous question is open to more than one interpretation and has a double meaning.
- Is the question *easy to understand and answer*? If the respondent can easily understand and answer the question using the provided response choices

If you have any questions or want to talk about any of your observations, please do not hesitate to reach out to me at (786) 286-0587 or amora049@fiu.edu. Thank you in advance for your help with my dissertation research.

## Appendix II Study Survey Instrument

**DRIVERS OF STRATEGIC BUSINESS PERFORMANCE:**

**A QUANTITATIVE ANALYSIS OF ENTREPRENEURS IN LATIN AMERICA**


**INFORMATIONAL LETTER**

Drivers of Strategic Business Performance:
A Quantitative Analysis of Entrepreneurs in Latin America

Hello, my name is Alfredo Moran Hassan. You have been chosen at random to be in a research study Entrepreneurs in Latin America. The purpose of this study is to explore the factors influencing the strategic business performance of entrepreneurs in Latin America. If you decide to be in this study, you will be one of 300 people in this research study. Participation in this study will take 35 minutes of your time. If you agree to be in the study, I will ask you to answer a series of questions by completing an online survey.

There are no foreseeable risks or benefits to you for participating in this study. This study is expected to benefit entrepreneurs in Latin America by identifying the determinants of Strategic Business Performance (SBP).

There is no cost or payment to you. If you have any questions while taking part, please stop and ask.

There is no cost or payment to you.

You *will* remain anonymous, and your answer is confidential.

If you have questions for one of the researchers conducting this study, you may contact Alfredo Moran Hassan at (786) 286-0587 or amora049@fiu.edu

If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494 or by email at ori@fiu.edu.

Your participation in this research is voluntary, and you will not be penalized or lose benefits if you refuse to participate or decide to stop. You may keep a copy of this form for your records.

## Measures

| Questionnaire Items | Strongly Disagree | | | | | | Strongly Agree | Latent Variable |
|---|---|---|---|---|---|---|---|---|
| Our business effectively integrates low-income communities into its operations to create value. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | IBM |
| We see gaps in local infrastructure or missing services as potential opportunities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | IBM |
| Our business activities positively impact local entrepreneurship. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | IBM |
| Our strategies are driven by the goal of increasing value for customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | IBM |
| Our business prioritizes both profits and social mission equally. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | IBM |
| Inclusive business models significantly contribute to our business's success and sustainability. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | IBM |
| Our company optimizes the price, cost, and quality of our products/services to meet or exceed customer expectations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | PA |
| Our product prices vary depending on the quantity of products purchased. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | PA |
| Our company invests necessary resources in developing new products or services. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | PA |
| Our company is very sensitive to customer evaluations of our products | 1 | 2 | 3 | 4 | 5 | 6 | 7 | PA |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| and services and makes modifications immediately if required. | | | | | | | | |
| It is easy for our customers to afford buying our products. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | PA |
| Rate the ease with which low-income consumers can access and purchase your products. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | PA |
| Our company uses software to control orders and deliveries. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SCI |
| Our company adequately manages the supply chain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SCI |
| Our company has real-time integration and connection among all internal functions, from raw material management through production, shipping, and sales. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SCI |
| Our company uses cross-functional teams to reduce costs and improve productivity | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SCI |
| Our company has a high level of information exchange with our major supplier through an information network. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SCI |
| Our major supplier actively participates in our procurement and production processes. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SCI |
| Our organization includes affected stakeholders in its decision-making process. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CME |
| Our management involves all internal and external stakeholders in a democratic decision-making process. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CME |
| Stakeholders are represented in the | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CME |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| committees and work groups of our organization. | | | | | | | | |
| Before developing new ideas, activities, and services, we interact with many stakeholders in our social sector. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CME |
| We develop projects in collaboration with our beneficiaries. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CME |
| Our company proactively establishes relationships with non-profit and other non-traditional partner organizations. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CME |
| Our company constantly develops new products. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | MS |
| Our company conducts market studies for the development of new products or services. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | MS |
| Our advertising is targeted to the specific market segments we aim to reach. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | MS |
| Our competitive strategies are based on understanding customer needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | MS |
| Our company has the ability to launch successful new products and services. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | MS |
| Our company has effective processes for developing new products and services. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | MS |
| Our company uses highly qualified and efficient sales agents. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CS |
| Our company frequently subcontracts distribution and logistics activities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CS |
| Our business expands its reach through informal channels. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CS |
| Our business ensures its channels match customer | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CS |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| preferences and accessibility. | | | | | | | | |
| Our products are convenient and available through the chosen channels. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CS |
| Our business effectively plans its distribution channels to reach and engage customers | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CS |
| Our company provides superior levels of customer service and support. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CE |
| Our company maintains strong relationships with key target customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CE |
| Our company is good at understanding customer needs and requirements. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CE |
| Our company is good at creating relationships with customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CE |
| Our company is good at maintaining and enhancing relationships with customers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CE |
| Our company permanently stays in contact with its distributors. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | CE |
| Using IT tools helps me accomplish more tasks more quickly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | ITU |
| Using IT tools improves my job performance. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | ITU |
| Using IT tools enhances my effectiveness at work. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | ITU |
| Using IT tools significantly increases the quality of my work output. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | ITU |
| Using IT tools increases the effectiveness of performing my job tasks. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | ITU |
| Using IT tools improves the overall quality of the work I do. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | ITU |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Our company's sales volume is higher compared to our competitors. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SBP |
| Our company's market share is larger compared to our competitors. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SBP |
| Our company achieves higher overall profit levels compared to our competitors. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SBP |
| Our company's profit margins are better compared to our competitors. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SBP |
| Our company's return on investment is higher compared to our competitors. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SBP |
| Our company's sales have increased due to the advertising we conduct. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | SBP |

# VITA

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