Journal of
Value Creating in Business Management
https://www.jvcbm.ir

Volume 6, Issue 2, Summer 2026, Pages 1 to 20

Original Article (Qualitative)

eISSN: 2980-8359

Designing a strategic e-business model based on effectiveness outcomes for value creation

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Receive:
01 February 2025
Revise:
08 April 2025
Accept:
13 May 2025

Abstract

This study aims to design an e-business strategic model based on effectiveness outcomes in line with value creation. This study is fundamental in terms of its objective, descriptive-analytical in terms of nature, and based on a qualitative approach to data-based theorizing in terms of its method. The tools used in this study were interviews and a statistical sample consisting of 15 academic experts and e-business managers. The sampling method in this study was theoretical, which continued from in-depth interviews with experts until theoretical saturation. In the analysis process; open, axial, and selective coding were used, and the content of related reports and interviews was analyzed using MAXQDA software, and 81 open codes (concepts) and 16 subcategories were obtained. The results of data analysis showed that causal conditions consists of 3 subcategories (Planning and evaluation, market needs assessment, and customers' online shopping experience), contextual conditions consists of 3 subcategories (technical requirements, electronic maturity, and e-commerce infrastructures), intervening conditions consists of 3 subcategories (specific characteristics of each business, government policies, and facilitators), pivotal conditions consists of 3 subcategories (characteristics of distribution of goods and services, characteristics of exchange of goods and services, and characteristics of communication between buyer and seller), strategies consists of 2 subcategories (economic strategies of business, and marketing and sales strategy), and the main category of consequences consists of 2 subcategories (effectiveness consequences for business, and effectiveness consequences for customers).

Keywords:
Value creation,
Effectiveness outcomes,
e-business,
Marketing strategies,
Economic strategies

Please cite this article as (APA): Zarbazoo, M, Andervazh, L and tabriziyan, B. (2026). Designing a strategic e-business model based on effectiveness outcomes for value creation. *Journal of value creating in Business Management*, *6*(2), 1-20.

10.22034/jvcbm.2025.503472.1496

Publisher: Research Center of Resource Management Studies and Knowledge-Based Business

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Extended Abstract

Introduction

Rapid developments in information and communication technology have transformed the business environment and provided unprecedented opportunities for the development of electronic businesses. These changes have enhanced value creation for organizations and customers by providing access to broader markets, improving processes, and providing innovative services. E-business goes beyond online buying and selling, and includes process integration, internal and external communications, and effective stakeholder engagement that is value-creating through transparency, efficiency, and strengthening relationships. Success in this area requires adapting to changes and designing strategic models that maximize effectiveness and anticipate customer needs.

Value creation in e-business is achieved by improving customer experience, reducing costs, accessing global markets, and optimizing processes. Data analysis to understand customer behavior and provide personalized services creates competitive advantage. However, there are challenges such as intense competition, market changes, and gaining customer trust. Effectiveness, as a pillar of value creation, creates mutual value for the organization and customers by increasing revenue, reducing costs, and improving efficiency. Technologies such as artificial intelligence enhance this value by responding to needs more quickly.

This research, with a qualitative data-driven approach, presents a strategic model that integrates causal, contextual, intervening conditions, strategies, and outcomes of effectiveness. Unlike previous studies that focused on technical or marketing aspects, this study fills the gap in the comprehensive analysis of value creation and answers the question: How can a strategic model for e-business be designed that ensures value creation for businesses and customers?

Theoretical Framework

Effectiveness and Value Creation of E-Business

Effectiveness of e-business is multifaceted and affects different aspects of business operations. This effectiveness is achieved by reducing communication costs, improving operational efficiency, and strengthening relationships with customers and suppliers (Pustovit, 2023). E-commerce platforms create economic advantage and contribute to sustainable consumption by providing user-friendly and reliable services (Jalali, 2021). Optimal inventory and supply chain management reduces costs and increases the agility of the organization in the competition (Sharma, 2024). E-commerce facilitates information exchange and improves collaboration between buyers and suppliers (Moharana et al., 2017). In a dynamic business environment, continuous value creation for customers and companies is essential (Zhong & Chen, 2023). Digital marketing strategies, such as eye-tracking technology-based advertising, increase value at the market, company, and customer levels by enhancing brand awareness (Mirmotahari et al., 2025). Company value is measured through metrics such as customer lifetime value, customer referrals, and customer feedback (Singh et al., 2023). E-businesses, by accessing global markets, smooth competition for small and large companies and help business sustainability and growth by improving supply chains (Pustovit, 2023). Ethical marketing and strengthening brand identity on digital platforms increase customer loyalty and repurchase intention and create sustainable value (Rezaeian & Asgari, 2021) .Effective e-business models lead to value creation by identifying customer needs and emphasizing innovation. These models improve customer experience and market share by strengthening brand equity (Rezaeian & Asgari, 2021). Optimizing processes and reducing costs through these models creates more value for customers and businesses (Sugiharo, 2024). Information technology enhances value creation by improving decision-making and process efficiency

(Hosseini et al., 2020). Value co-creation between businesses and customers through digital platforms creates added value and contributes to business sustainability (Molaei et al., 2023).

Research Method

This fundamental research with a qualitative approach based on grounded theory is classified as a non-experimental study and examines e-business. The target population consisted of two groups of theoretical experts (university professors with relevant articles in the field of e-business) and industry experts (managers with at least 10 years of experience in this field). Theoretical sampling continued by conducting in-depth semi-structured interviews until theoretical saturation achieved with 15 interviews. The grounded method was used to collect and analyze data. The data were analyzed with open, axial, and selective coding; and concepts were extracted, integrated, and categorized into larger categories to form a paradigmatic research model.

Research Findings

In this research, the coding of interview data was carried out with the grounded method in three stages: open, axial, and selective coding. In open coding, interviews with 15 experts were analyzed, and 81 open codes and 16 subcategories were identified. In axial coding, the categories were linked with Strauss and Corbin's tool: causal conditions including planning, market needs assessment and shopping experience; contextual conditions including technical requirements, e-maturity and e-commerce infrastructure; intervening conditions including business characteristics, government policies and facilitators; focal category including distribution, exchange and buyer-seller relationship characteristics; strategies including economic and marketing strategies; and outcomes including effectiveness for business and customers. In selective coding, the categories were integrated and e-business indicators were presented based on effectiveness outcomes.

Conclusion

The present study, using a data-based approach and its analysis with MAXQDA software, presents a strategic model for the success of e-businesses based on the interaction of the following factors:

Causal conditions; including planning, market needs assessment and online shopping experience, ensure success by optimizing resources, aligning with demand and strengthening loyalty (in line with Norouzi et al., 2023; Malihi & Hassanbeygi, 2024; Hosseini et al., 2020). Contextual conditions; such as technical requirements, electronic maturity and infrastructure, provide a platform for sustainable operations (in line with Norouzi et al., 2023; Kanishchenko & Kuznetsova, 2020; Hosseini et al., 2020). Intervening conditions including government policy, business characteristics and facilitators (trust building) drive development (consistent with Kanishchenko & Kuznetsova, 2020; Almasi et al., 2024; Molaei et al., 2023). The central category focuses on optimal distribution and effective buyer-seller communication, which reduces costs and strengthens trust (consistent with Nourbakhsh, 2021; Malihi & Hassanbeygi, 2024; Molaei et al., 2023). Strategies including economic and marketing strategies promote growth and sales (consistent with Sanayeie & Sobhani, 2018; Sugiharto, 2024; Nourbakhsh, 2021). The outcomes include business effectiveness (revenue, efficiency) and customer satisfaction (consistent with Nourbakhsh, 2021; Almasi et al., 2024; Malihi & Hassanbeygi, 2024).

According to the research results, the following suggestions are made:

Digital user experience with smart tools, strengthening technological infrastructure and e-maturity with artificial intelligence, synergy with government policies, development of data-driven digital marketing, innovation in smart distribution and logistics, strengthening customer communication channels and establishing performance monitoring systems. Integrated implementation of these solutions ensures value creation and efficiency (consistent with Norouzi et al., 2023; Malihi & Hassanbeygi, 2024).