

Digital disruption and value creation in virtual stores in the city of Guayaquil

Disrupción digital y creación de valor en tiendas virtuales de la ciudad de Guayaquil

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Abstract

The impact that the digital era has had in recent years has driven significant progress in organizations, enabling them to overcome obstacles and achieve success. The purpose of this study was to analyze how digital disruption impacts the generation of value in virtual stores in the city of Guayaquil- Ecuador. This research adopts a correlational approach and uses quantitative methods. The results reveal a Pearson correlation coefficient of 0.979, with a p-value of 0.001, which is less than the significance level of 0.05. This indicates that digital disruption impacts the creation of value in virtual stores. In this sense, addressing the challenges associated with digital disruption, even those that already exist, will deliver superior performance that takes full advantage of new technologies.

Keywords: Value creation, digital culture, digital disruption, digital revolution, online stores.

Resumen

El impacto que la era digital ha tenido en los últimos años ha impulsado un progreso significativo en las organizaciones, permitiéndoles superar obstáculos y alcanzar el éxito. El propósito de este estudio fue analizar cómo la disrupción digital impacta la generación de valor en las tiendas virtuales de la ciudad de Guayaquil-Ecuador. Esta investigación adopta un enfoque correlacional y utiliza métodos cuantitativos. Los resultados revelan un coeficiente de correlación de Pearson de 0.979, con un valor p de 0.001, que es menor que el nivel de significancia de 0.05. Esto indica que la disrupción digital impacta la creación de valor en las tiendas virtuales. En este sentido, abordar los desafíos asociados con la disrupción digital, incluso aquellos que ya existen, brindará un rendimiento superior que aproveche al máximo las nuevas tecnologías.

Palabras clave: Creación de valor, cultura digital, disrupción digital, revolución digital, tiendas en línea.

1. Introduction

The word “disruption” is a powerful idea that encompasses the innovation of a product, service or business model that seeks to improve market share. Since traditional methods of doing things and carrying out activities in the same way do not always represent the best way of doing business, given that preserving old ideas limits the vision of competitiveness, neutralizing the innovative capacity of entrepreneurs in the present and future generations.

Therefore, to obtain the desired digital results, it is necessary for disruptive companies to make changes from the internal structure, that is, to identify and implement the appropriate platforms to carry out digital disruption work throughout the organization, since these platforms are essential for the virtual experience to be optimal (McQuivey, 2013).

Currently, the global economy is experiencing an accelerated metamorphosis, driven by the adoption of disruptive digital technologies (Nyagadza, 2022). In consequence, organizations are committed to establishing strategies and rethinking their operations to achieve their survival in the market.

The creation of value in fluctuating markets requires a constant commitment to innovation, driven by research and development of new digital technologies (Kotler et al., 2019).

It is to be highlighted the fact that by offering unique and personalized user experiences, small businesses and entrepreneurs are redefining customer satisfaction standards in the digital market (Christensen, 1997).

With technology, the use of transportation to physical stores is considerably reduced, a decrease in infrastructure that results in visual pollution, less electricity consumption, in turn the increase in digital content such as books, music or movies helps reduce production costs. This situation shows that the progress of virtual stores is essential for the development of greater competitiveness (OECD, 2019).

Specifically, about the Ecuadorian case, Zambrano et al. (2021), mentions that Ecuadorians still have the habit of making their purchases in a traditional way, that is, directly in commercial stores; however, the increasing presence of virtual stores has motivated online purchases to have greater acceptance. For example, in the city of

Guayaquil there are many businesses that have physical stores, however, most of them are moving to the virtual world, that is, they have chosen to transfer their sales to virtual stores, which is helping them reduce their costs, without leaving aside the classic sales establishments.

There are several reasons why Guayaquil residents make their purchases in virtual stores, including the low or free home delivery rates of the product, the prevailing insecurity in the streets, the possibilities of returning or replacing the product, the security of purchases with credit cards, debit cards or bank transfers, which generate confidence in this type of purchase. According to the Ecuadorian Chamber of Electronic Commerce, purchases on digital channels have increased significantly, encouraging those people who previously did not use virtual platforms to now adopt their use constantly (PriceWaterhouseCoopers, 2020).

One of the works identified as background to the research is from Andrés & Domenech (2020), “The era of digital disruption: employment, inequality and social wellbeing facing new global technologies”, which explains the changes that humanity is experiencing today, in this sense, the digital revolution intensifies and facilitates globalization in the same way as international trade. Another investigation is from Kraus et al., (2019), “*Digital entrepreneurship: a research agenda on new business models for the twenty-first century*”, highlights that the phenomenon of digitalization has diverse implications through rapid changes and transformers.

This study is justified firstly, by the absence of works related to digital disruption in the creation of value in virtual stores in the city of Guayaquil- Ecuador. Likewise, due to the contribution that the authors consider is made to the understanding of this important topic within the field of Administration Sciences. Finally, it is justified due to the novel and innovative contribution that this research will provide for decision-making by agents involved in this matter.

Below are the problems and objectives proposed:

General problem: How does digital disruption impact the creation of value in virtual stores in the city of Guayaquil?

Specific problem 1: How does the digital revolution impact the creation of value in virtual stores in the city of Guayaquil?

Specific problem 2: How does the consumer's digital culture impact the creation of value in virtual stores in the city of Guayaquil?

General objective: Determine how digital disruption impacts the creation of value in virtual stores in the city of Guayaquil.

Specific objective 1: Determine how the digital revolution impacts the creation of value in virtual stores in the city of Guayaquil.

Specific objective 2: Determine how the consumer's digital culture impacts the creation of value in virtual stores in the city of Guayaquil.

In this research, the introduction is presented, in which the execution of this study is justified, the problem is reflected on, and the objectives to be achieved are formulated. The theoretical framework is also presented, where the review of the literature is presented, followed by research hypotheses. Then follow the methodology used, the results obtained and the discussion that compares the findings of this study with previous research. Finally, the document includes a conclusion section, highlighting the key points of the article, while offering suggestions for future research.

2. Theoretical framework

The evolution of the digital era is a daily challenge that requires all companies to see the imperative need to build medium and long-term strategies to adopt and adapt to emerging technologies. In this regard, McQuivey (2013) explains that what traditional companies fear most is that markets have been invaded by new digital technologies. In that sense, the great technological advances of recent decades have been fundamental for the transformation of different economic, social, educational and even cultural systems (Montalvo- Coronel, 2020).

For its part, the emergence of digital technologies has driven a profound renewal in traditional sectors such as commerce, education, transportation, medicine and interpersonal relations (Kotler et al., (2019). Without a doubt, digitalization is promoting the automation and optimization of tasks, improving efficiency (Nyagadza, 2022).

Consequently, organizations are committed to establishing strategies, rethinking their operations to survive by adapting to the dynamic needs and demands of the markets.

The internet and the automation of learning offer both opportunities and threats for all companies that wish to apply new business models in their organizations (Ehret & Wirtz, 2017). In this regard, the greatest threats and opportunities focus on the growing digital culture of customers, greater competitiveness in the industry and even the reduction of entry barriers to markets (Venkatesh et.al., 2019). In Ecuador, the opportunities of the virtual market are quite broad, since there are not yet many companies that have decided to expand into the digital industry or have managed to form strategic alliances between them to find greater possibilities of offering and selling their products online.

Thus, disruption allows the value proposition to be managed upwards in favor of companies (Pagani & Pardo, 2017). Skog et al. (2018) consider that digital disruption is generally perceived from the perspective of those companies that make significant investments in large amounts of money in old models and whose typical planning is interrupted. As a consequence of the proliferation of digital processes and innovation, the structures that were established are subject to a necessary and strong change, so companies are forced to respond to pressure by digitizing their processes, in this case the development of virtual stores.

Schwab (2017) establishes that the digital revolution is managed in three directions: digital (connection of technology with different platforms), physical (automation), biological (synthetic biology).

Porter (2017), in order to have a greater understanding of value creation, defines it as: “operational policies and practices that allow the increase of competitiveness in companies, on par with all the social, environmental and economic scenarios of the societies in which it intervenes.” The creation of value is pointed out as practices that increase business competitiveness by generating quality conditions in society, that is, a specification that indicates in detail the existence of an economically healthy society that allows the free life of highly successful companies (Porter & Kramer, 2011).

On the other hand, it is indicated that the digital revolution represents great and extraordinary advances that lead to people having to learn and to live with these changes. That is, a new reality that resembles a new planet, where it is needed to know from scratch to adapt and evolve (Pérez, 2015).

Around digital culture, changes are generated in the sense of ownership and authorship (Lugo et al., 2012). That is, it is evolving towards a more open culture, with more collaborative work, which advances from traditional consumption to the practice of digitizing all the daily activities of consumers, which will favor the development of the value and supply chain of companies. In this regard, the digital aspect is considered to create opportunities by eliminating intermediation between suppliers and manufacturers, thus creating a more transparent market with more information about products, services, prices and location, which boosts efficiency in companies (Curley & Salmelin, 2018).

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Traditional methods of doing things and carrying out activities are not always the best way to proceed, because persevering with old ideas and processes limits the vision of growth and neutralizes the innovative capacity of entrepreneurs of present and future generations. Thus, great minds, such as Steve Jobs, Jeff Bezos and Jack Ma, paved the way for the practice of digital disruption, impacting the markets for the evolution of a different and constantly changing world. These entrepreneurs have shown everyone and their different generations that success is achieved thanks to the opportunities that become visible in obstacles and in the discovery of other models and ways of doing business (Borghino, 2018).

For its part, “the Law of Electronic Commerce, Signatures and Data Messages of Ecuador” (2002), indicates in article 9 the following: “the obtaining, transfer or use of databases, derived directly or indirectly from messages of data, will need the explicit authorization of the data owner, who will be able to choose the information to disclose to

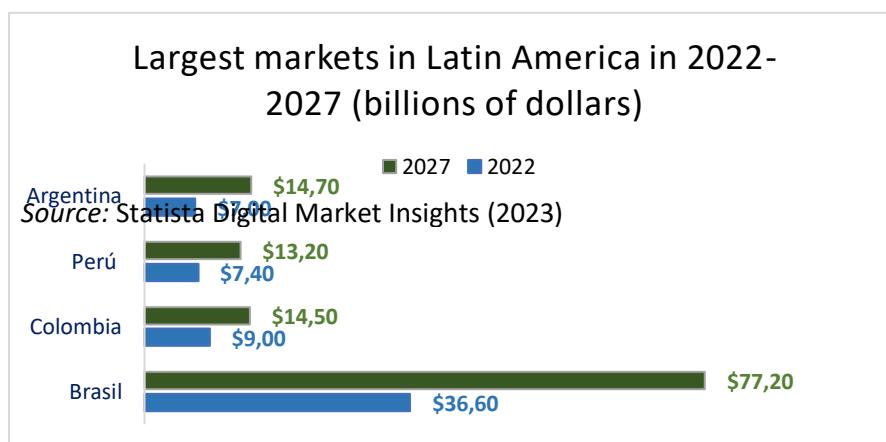
third parties" (p.2). That is, the personal data collected throughout the process must have authorization from the owners to share said information with third parties, since the protection of the users' identity must be ensured.

In this regard, customer satisfaction is an individual emotional response that results from comparing perceptions about the performance of a product or service with previous expectations (Kotler, 2013). As a complement, a customer satisfied with the product, service and even with the attention received is a customer loyal to the brand, who will buy more frequently and make recommendations to their friends and family. In this sense, digital culture shows an important relationship with customer satisfaction, since the main strategy of carrying out a digital disruption is to personalize and build a better relationship with consumers.

Virtual sales have shown good impact in recent years, causing countries such as Colombia, Argentina and Peru to show an economic boom thanks to their rapid growth through virtuality. Virtualization has been improving the sales of companies in these countries, including Ecuador, since online consumers appreciate the convenience and unique experience that this type of shopping offers them. With a trusted payment platform, attraction strategies such as shipping discounts and improvements in logistics processes help improve the level of sales (Statista Research Department, 2023).

The rise of e-commerce is seen in Latin America's online retail sales markets, as shown in figure_1:

Figure_1: Latin America e-commerce boom



Regarding the city of Guayaquil, companies dedicated to online commerce are registered in activities such as banking, appliances, construction materials, textiles, furniture, plane tickets, cell phone sales, pharmacies, household items, supermarkets, equipment computing, delivery of merchandise, etc (CECE, 2024).

Turning our gaze to the value chain, this is a strategic instrument that allows analyzing and optimizing the processes of an organization, this tool allows optimizing internal processes and increasing efficiency (Porter, 2017). Having a more productive and innovative value chain leads to improving the company's competitiveness, expanding markets and generating social benefits that have an impact on society. Since the new products created are the result of innovations or modifications of these, all of which helps the growth of sales and the creation of value for a company. Therefore, value creation is related to digital disruption, to the point that to achieve a productive value chain, it is important to develop the ability to adjust to continuous changes in the business environment.

A company's value is made up of a set of resources, both material and immaterial (Muñoz & Geldes, 2021). These seek a present and future expectation about the benefits they can generate. It is known that a business company creates value when profits are maximized, and all these reasons are linked to increasing shareholders' profits. Therefore, the creation of value is the main goal of companies that want to obtain profits, as a result of commercial and business activities. "Management capacity and its indicators are a fundamental point to determine the value creation of business societies" (Sarrami et al., 2020).

Finally, it is important to highlight that virtual stores are not new ideas. An online store is a type of business that provides attractive, realistic and inclusive experience to buyers. Another important benefit of virtual stores, apart from those it brings to consumers, is to improve the company's participation in the community, which allows the brand to be empowered in the market. A clear example of this is Amazon.com, which began as a physical store selling books in a garage. Its founder, Bezos, decided to evolve, thus becoming the largest virtual store in the world.

The following research hypotheses are presented below:

General hypothesis: Digital disruption impacts the creation of value in virtual stores in the city of Guayaquil.

Specific hypothesis 1: The digital revolution impacts the creation of value in virtual stores in the city of Guayaquil.

Specific hypothesis 1: Digital culture impacts the creation of value in virtual stores in the city of Guayaquil.

3. Methodology

This research project has employed both quantitative and qualitative methodologies, because “quantitative research reflects the need to measure and estimate the magnitude of phenomena or research problems (...) and qualitative research is based on an inductive logic and process of exploring, describing, and then generating theoretical perspectives” (Hernández et al., 2014). This study also adopts an explanatory and applied research approach, given that “explanatory research seeks to analyze the causes and effects of the relationship between variables, and it is applied because it is grounded in established theoretical literature and then puts previously studied knowledge into practice” (Bernal, 2016). Finally, this research follows a non-experimental design, as the results are not obtained through laboratory tests or trials, but rather through an intensive exploration of secondary information sources followed by fieldwork to gather real and reliable data.

In data collection, a questionnaire was used as a research instrument, consisting of twenty-four questions. It was carried out based on a previous review of the literature, divided as follows, twelve questions for variable X: digital disruption and, twelve questions for variable Y: value creation in virtual stores. The theoretical references considered for the development of the questionnaire are Clayton Christensen and Michael Porter. The Likert scale was used, with a range of 1, for the lowest and 5, for the highest. The questionnaire was reviewed and approved by two experts from Universidad Politécnica Salesiana with Phd degrees.

To obtain the population for the study, information was taken from the Database of the Guayaquil Chamber of Commerce (2023), on companies dedicated to online activity. Likewise, information was obtained from the website of the Superintendence of Companies of Ecuador (2023). From this information, twenty online stores in the city of Guayaquil were chosen. Regarding the determination of the sample size of the population under analysis, the specific formula for a finite population was used:

Table_1. Information for finite population

Information	Data
N= Population size	20

Z ² = Confidence level (95%)	1,96
p= Estimated real proportion of success	50%
q= Estimated real proportion of failure	50%
e= Error	5%

Formula

$$n = (Z)^2 * p * q * N / (e)^2 * (N-1) + (Z)^2 * p * q$$

$$n = (1,96)^2 * 0,5 * 0,5 * 20 / (0,05)^2 * (20-1) + (1,96)^2 * 0,5 * 0,5$$

$$n = 19$$

The survey was sent via email, WhatsApp and the LinkedIn network. It was directed towards managers and chiefs of departments of the companies that are part of the sample, it was carried out between the months of February and March 2023. The information was processed in the SPSS statistical program V. 29.

In the analysis and verification of the reliability of the research instrument, Cronbach's Alpha was used, which resulted in 0.898 and indicates that the research instrument is reliable, as seen below in table 2:

Table 2. Reliability statistics. Cronbach's Alpha

Cronbach's Alpha	N. of items
0,898	15

FINDINGS

Table 3: normality test

	Normality test		
	Shapiro-Wilk		
	Stadistical	gl	Sig.
Digital disruption	0,981	20	0,866

Value creation	0,961	20	0,56
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Source: study data

The Shapiro-Wilk normality test was performed, it resulted in the significance level being $0.866 > 0.05$ as shown in table 3, which indicates that the data are normal and acceptable. Therefore, it is considered to apply the Pearson correlation coefficient to carry out hypothesis tests.

HYPOTHESIS TESTING

CORRELATIONS

Table_4. Pearson correlation coefficient. Digital disruption and value creation

Source: study data

		Correlations	
		Digital disruption	Value creation
Digital disruption	Pearson correlation		
	N	15	
Value creation	Pearson correlation	,979**	
	Sig.	<,001	
	N	15	15

General hypothesis

H0: Digital disruption does not impact the creation of value in virtual stores in the city of Guayaquil.

GH: Digital disruption impacts the creation of value in virtual stores in the city of Guayaquil.

Regarding the general hypothesis test, table 4 shows a positive correlation of 0.979, with a significance level of $0.01 < 0.05$, so the null hypothesis is rejected, and the alternative hypothesis is accepted. This result indicates that the transformations occurring in information and communication technologies (ICT) are beneficial for improving business profitability and workers' wages—in other words, for enhancing the value creation within companies. This, in turn, contributes to the capitalization of stores involved in such

commercial activities, thereby favorably impacting the growth of the economic and commercial dynamics of both the city and the country.

Table_5. Pearson correlation coefficient. Digital revolution and value creation

		Correlations	
		Digital revolution	Value creation
Digital revolution	Pearson correlation		
	N	15	
Value creation	Pearson correlation	,556*	
	Sig.	0,031	
	N	15	15

Source: study data

Specific hypothesis #1

H0: The digital revolution does not impact the creation of value in the virtual stores of the city of Guayaquil.

SH1: The digital revolution impacts the creation of value in virtual stores in the city of Guayaquil.

Regarding the specific hypothesis 1, table 5 shows a moderate positive correlation of 0.556, with a significance level of $0.031 < 0.05$, so the null hypothesis is rejected and, the alternative hypothesis is accepted. Thus, demonstrating that the digital revolution impacts positively the value creation of virtual stores in the city of Guayaquil. This behavior reveals that the development of new digital and virtual technologies enhances the productivity and competitiveness of online stores or businesses. Firstly, it promotes the reduction of production costs, while simultaneously driving an increase in sales in favor of this type of business.

Table_6. Pearson correlation coefficient. Digital culture and value creation

		Correlations	
		Digital culture	Value creation
Digital culture	Pearson correlation		
	N	15	

Value creation	Pearson correlation	0,555	
	Sig.	0,032	
	N	15	15

Source: study data

Specific hypothesis #2

H0: Digital culture does not impact the creation of value in virtual stores in the city of Guayaquil.

SH2: Digital culture impacts the creation of value in virtual stores in the city of Guayaquil.

Reporting data from the test carried out on specific hypothesis #2, table 6 shows a moderate positive correlation of 0.555, with a significance level of $0.032 < 0.05$, so the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, digital culture impacts favorably the value creation of virtual stores in the city of Guayaquil. This result means that society is increasingly adopting behaviors oriented towards the use of the internet, social media, artificial intelligence, and mobile devices, driving household consumption. Consequently, this favors the generation of returns that exceed the cost of invested capital for the owners of virtual stores.

4. Discussion

The results of this study confirm that disruption, revolution and digital culture are key factors for the success of virtual stores. Companies that adopt these trends and integrate them in their business strategies experience a positive impact on value creation, which turns into greater growth, profitability and market positioning. It is highlighted that this study is based on a specific sample of virtual stores in the city of Guayaquil and the results may not be generalizable to other regions or economic sectors.

As an emphasis, digital disruption radically transforms virtual commerce by redefining how value is created to the customers, optimizing processes, personalizing experiences, and generating sustainable competitive advantages. It empowers businesses by increasing their dynamic into different markets.

Respecting the general hypothesis test in this work, in which digital disruption impacts the creation of value in virtual stores in the city of Guayaquil, the results of this work

show a strong correlation of 0.979, with a significance level of $0.01 < 0.05$. Which means that digital disruption has a positive impact on the creation of value in virtual stores in the city of Guayaquil. According to the various market scenarios, digital technologies present an opportunity to reach consumers by creating experience and jobs, as well as enhancing the value proposition of the services and economic dynamism. (Agudelo, 2021). Since this last work shows a Spearman Rho coefficient of 0.156, rejecting the null hypothesis (HO), given that the statistical decision is $2.07 > 1.9739$.

Morales et al (2023), on the other hand, identify existing barriers that prevent digital transformation and disruption from being inclusive and effective. Key issues include a lack of digital awareness, insufficient technological training, and resistance to changes, which contradicts the results of this study and what was obtained by Agudelo in the previous paragraph.

Considering the results of this research related to the digital revolution and its impact on the creation of value in virtual stores in the city of Guayaquil, these reveal that there is also a moderate positive correlation of 0.556, with a significance level of $0.031 < 0.05$, which demonstrates a favorable impact of the digital revolution on value creation. According to Monjarás (2021), these results are similar, due to the accelerated growth of e-commerce. It is mostly attributable to the strategies of companies that have developed virtual stores to offer their products and services. As complement, this changes reflect the organizational adaptation to customers' behavior and digital innovation. It is shown as a key driver of transformation in business.

In Valarezo (2020), the “influence of social networks on the profitability of companies, case: Ecuadorian Retail companies”, the results of this research are contradicted, in the sense that “A low percentage of companies demonstrate presence in networks social networks, with Facebook being the most successful, followed by YouTube and lastly Twitter and Instagram” (p.230).

Regarding specific hypothesis # 2, as for the impact of digital culture on the generation of value of virtual stores in the city of Guayaquil. The results reveal a moderate positive correlation of 0.555, with a significance level of $0.032 < 0.05$, therefore the null hypothesis is rejected, and the alternative hypothesis is accepted. The results align with Deep (2023), “Digital transformation's impact on organizational culture”, in which the author states that the digital transformation process significantly influences

organizational culture and business culture in general, specifically highlighting its impact on digital communication technology.

Ehret & Wirtz (2017), in their work “Unlocking Value from Machines: Business Models and the Industrial Internet of Things”, for their part, argue in the same direction, that is, that digital culture shows a positive effect, since it impacts positively in the creation of value, for example, a workforce with a digital culture will be able to easily adapt to the new organizational and administrative changes that arise. Finally, Portocarrero- Sierra, et., al. (2025), digital transformation play an important role in the competitiveness of Colombian MSMEs. Confirms the findings of this study, explaining that these technological advances allow MSMEs to respond faster to market demands, reduce costs, and create added value through innovation and strategies. This implies that digital transformation processes have a positive impact on the competitiveness and productivity of companies, generating value using digital tools and technological innovations.

5. Conclusions

General conclusion

Digital disruption favorably impacts the creation of value in virtual stores in the city of Guayaquil- Ecuador.

Specific conclusions

The digital revolution favorably impacts the creation of value in virtual stores in the city of Guayaquil- Ecuador.

The digital culture of the consumer favorably impacts the creation of value in virtual stores in the city of Guayaquil- Ecuador.

In this way, the established objectives were achieved and the questions formulated in the introductory section of this work were answered.

Finally, it is suggested that future research delve into the analysis of the impact of the digital revolution and its link with business production processes, emphasizing the use of variables such as efficiency and effectiveness, which are fundamental to increasing productivity and quality of production especially in the manufacturing sector. Likewise, it is crucial for digital disruption to be investigated in terms of its impact on companies' digital marketing. It is suggested to evaluate the development of virtual stores through the

use and implementation of mobile device applications to expedite processes, prioritize consumption and analyze the evolution of local, national and international markets.

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