



**STRATEGIC THINKING AND COMPETITIVENESS OF SELECTED ONLINE RETAIL STORES IN LAGOS STATE,  
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**ABSTRACT**

*Competition is a universal social activity that exists in all sorts of organisations. Competitiveness is a superiority that offers an organisation an advantage over its competitors and the potential to produce more value for the company and its shareholders. Given the contributions that online retail stores have made in most developing and developed countries around the world by reducing buyer stress, saving shoppers' time, and increasing sales and profits faster compared to traditional stores and the traditional way of shopping, online retail stores face challenges from factors such as product differentiation and cost, political factors, economic, social, technical, and cultural factors, the quality and quantity of natural resources and workforce characteristics, which are probably due to the inadequate application of strategic thinking. Hence this study examined the effect of strategic thinking on competitiveness of selected Online Retail Stores in Lagos State, Nigeria. Survey research design was adopted. The population was 325 management and technical staff of six selected online retail stores in Lagos State, Nigeria. Total remuneration method was adopted and a sample size of 298 was found usable. A multistage sampling technique was adopted. A structured and validated questionnaire was adopted for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.662 to 0.922. The response rate was 91.6%. Data were analysed using descriptive and inferential (multiple and hierarchical regression) statistics. Findings revealed that strategic thinking dimensions had positive and significant effect on the competitiveness of the selected online retail stores in Lagos State, Nigeria ( $Adj. R^2 = 0.815$ ,  $F(3,293) = 426.616$ ,  $p = 0.000$ ). The study concluded that strategic thinking dimensions affect the competitiveness of the selected online retail stores in Lagos State, Nigeria. The study recommended that the online retail stores owners and managers should be strategically thinking so as to be able to anticipate the actions of their competitors and stay ahead to gain more firm competitiveness.*

**Keywords:** Strategic thinking, System thinking, Reflecting thinking, Reframing thinking, Firm competitiveness

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## INTRODUCTION

Organizations, regardless of size, strive to remain competitive on a constant basis in order to stay in business and prosper (Al Saadi, & Al Mahasina, 2021). However, owing to the dynamic and tumultuous business climate, a competitive organization may fall well short of its aims, goals, and objectives. Despite the expanding importance of online shopping, the industry has a high incidence of business failure, resulting in the closure of numerous online retailers (Le & Ikram, 2022). To handle this transformation, it may be necessary to employ strategic thinking in the management of online retail enterprises in order to attain long-term competitiveness (Banyhmadan, Al Muala, Al-Ghalabi, & Abu Adi, 2020).

Global evidence indicated that firm competitiveness grew more than 24% year over year as consumers shifted their spending online during the COVID-19 pandemic lockdown period (Digital Commerce 360, 2021). According to Deloitte report (2021), in America there are about 273,000 e-commerce companies with online revenue less than \$1 million coming from online sales, that is, 83% of the market. Only 12% have more than \$1M in online sales. This explains that more of the online stores in the USA have not started making significant revenue as the online sales revenue high figures still belongs majorly to the big players. The Online Retail market share of total retail sales in the United Arab Emirate (UAE) was the highest among its Middle Eastern neighbors such as Saudi Arabia, Qatar and Oman (Research & Markets, 2020). The Asian continent recorded significant increase in the online retail stores survival and market share as business owners and entrepreneurs use strategic thinking and innovation to push the market penetration. In 2020, the e-commerce market in South-East Asia amounted to approximately 62 billion U.S. Dollars. This was forecasted to increase significantly by 2025, in which the e-commerce market in South-East Asia was expected to be worth 172 billion U.S. Dollars (Statista, 2021). However, the impact of the covid19 pandemic affected online sales which led to

decreased sales from 15.7% in the second quarter of 2020 to 13.8% and 13.6% in the third quarter and fourth quarter respectively, this figure remained same in the first quarter of 2021 as 13.6% (U.S Department of Commerce Report, 2021), this shows a major challenge in competitiveness of online retail stores.

In Africa, Kenya had an online market share of approximately 85.2%, this was closely followed by Libya at 84.2% then Nigeria at 73% (Statista, 2021). E-Commerce companies in West Africa are now beginning to mark and accelerate their presence in the marketplace (Statista, 2021). According to Kituyi (2020), the growing share of e-commerce involves cross-border sales and therefore contributes to international trade. However, successful e-commerce still face numerous challenges such as improved customer service, increased competition and increased cost of website and content management. While these remain an important strategic thinking challenge, there is also a changing wave of customers' growing expectations for continuously improved products and service offerings (Windham & Orton, 2000). In Nigeria, online retail stores are driven by internet infrastructure, the human capability, technology and organisational resources. In an environment that is as volatile and dynamic as Nigeria, the ability to strategically think are key characteristics of online businesses that want to survive, favorably compete, gain market share, have strong market coverage as well as acceptable management satisfaction (Federal Ministry of Industry, Trade and Investment, 2021). Despite a rapid increase in internet usage and adoption of technology in Nigeria, online retailing is low in some parts of Nigeria (Usman & Kumar, 2020).

Globally and locally, in the new era, policy preparation has been transferred to strategic thinking. The use of strategic thinking is a way to consider opportunities and develop new and useful approaches (Banyhmadan, Al Muala, Al-Ghalabi, & Abu Adi, 2020). This research analyses the importance of applying the strategic thinking

dimensions approach which include; system thinking, reframing thinking and reflecting thinking to enable organisation managers safely maximize opportunities and get ahead of threats. Several empirical studies have been conducted to investigate the impact of strategic thinking on the success of online retailers in many parts of the world, including the United States, Japan, China, Singapore, Malaysia, and New Zealand (Dixit, Singh, Dhir, & Dhir, 2021; Gurr, Longmuir, & Reed, 2020; Kaur, Mishra, Rajnikant & Mallik, 2021; Moghadam, Haddadi, & Kikha, 2018). Despite substantial study in the field of e-commerce and studies on strategic thinking with a focus on emerging nations, research on the competitiveness of online retail outlets is limited. Therefore, this study examined the effect of strategic thinking on competitiveness of selected Online Retail Stores in Lagos State, Nigeria.

## LITERATURE REVIEW

This section focused on concepts of strategic thinking, system thinking, reflecting thinking, reframing thinking and firm competitiveness along theoretical, conceptual and empirical lines.

### Strategic Thinking

According to Dushkov (2018) Strategic thinking is described as a leader's specific way of thinking that gives opportunity to analyse comprehensive processes and use an effective strategy for future development, explaining that the meaning of strategic thinking is for people to become open-minded and to rise human relationships at the better level and create connections between ideas and final results in future. Strategic thinking is significant for organisations to ensure sustainability in the competitive world. The understanding of its elements is still limited (Smriti, Dhir, & Dhir, 2021). According to Hallo and Nguyen (2022) strategic thinking is a synthesizing process that promotes creativity and intuition. Records show that strategic thinking is deeply embedded in human history. Strategic thinking is considered the foundation of civilizations, and the source of economic progress. For the purpose of this article, strategic thinking is defined as intellectuals coming together of

executives for the generation and application of distinctive business ideas and opportunities intended to create competitiveness for a firm or business for the purpose of improving business activities and business outcome. Strategic thinking is measured with proxies of system thinking, reflecting thinking, and reframing thinking for the purpose of this study which are discussed below.

The coining of the term "systems thinking" is widely accredited to Richmond Barry in 1987 (Arnold, & Wade, 2015). Systems thinking, according to Richmond is the art and science of making reliable inferences about behaviour by developing an increasingly deep understanding of underlying structure (Richmond, 1996). According to Dolansky, Moore, Palmieri, and Singh, (2020) systems thinking is the ability to recognize, understand, and synthesize the interactions, and inter-dependencies in a set of components designed for a specific purpose. This includes the ability to recognize patterns and repetitions in the interactions and an understanding of how actions and components can reinforce or counteract each other. Systems thinking refers to the ability of an executive to observe systems comprehensively and interactively by understanding the inner function ability and interrelationships that interact to create patterns of behaviors which help generate sound strategic options (Loncar, 2017).

Reframing thinking refers to the ability of an executive to cover wide range of perspectives, switching flexibly across multiple strategic modes and mental models (Hewett, 2022). Reframing thinking refers to the leader's ability to switch attention across multiple perspectives, frames, mental models, and paradigms to generate new insights and options for actions. Reframing thinking is the technique of looking at things in new ways to find the positive in them, the opportunities in change, the good in other people, and the strengths in oneself (Banyhmadan, et al., 2020). Reframing thinking involves the assumption that, by getting people to use multiple frames or perspectives, their repertoire of interpretations and possible actions

will be expanded in any situation. As such, reframing thinking encourages individuals to look at themselves and situations with fresh eyes and to mobilize and use capacities for imaginative, innovative thought and action (Dolansky, Moore, Palmieri, & Singh, 2020).

Reflecting thinking refers to the ability of a leader to integrate logical and rational thinking processes together using experience, perception and information to make sound judgment about certain state of affair then initiate a concept that guides what would happen at present and help guide the future perspective (Eleyyan, Susilawati, & Hanif, 2021). Reflecting thinking refers to the ability of a leader to integrate logical and rational thinking processes together using experience, perception and information to make sound judgement about certain state of affair then initiate a concept that guides what would happen at present and help guide the future perspective (Fullana, Pallisera, Colomer, Fernández Pena, & Perez-Burriel, 2016). Gordijn, Eernstman, Helder, and Brouwer (2018) defined reflecting thinking as the leader's ability to weave logical and rational thinking, through the use of perceptions, experience and information, to make judgments on what has happened, and creation of intuitive principles that guide future actions. Harms (2015) defined reflecting thinking as an act of assessing an implementation, deriving lessons from experiences, solving problems and making one's professional life meaningful by using the present knowledge and experiences that are collected for the future.

### **Firm Competitiveness**

Firm competitiveness refers to factors that allow a company to produce goods or services better or more cheaply than its rivals. These factors allow the productive entity to generate more sales or superior margins compared to its market rivals (Twin, 2021). Firm competitive is achieved when the company is able to develop new products or provide services superior to those of competitors, or alternatively if they can provide the same products and services at a lower price or higher

quality (Hosseini, Soltani & Mehdizadeh, 2018). Enida, Vasilika, and Amali (2015) defines firm competitiveness as the ability of a given firm to successfully compete in a given business environment and this is dependent on innovation and the ability to change. Nwaeke, Harcourt, Benaiah, and Harcourt (2017) on the other hand defines firm competitiveness as the ability of a firm to do better than others in terms of profitability, sales and market share. Firm competitiveness is a function of several interrelated firm factors that include productivity, market share, profitability, efficiency, product range, value creation and customer satisfaction (Odhiambo, 2015). Sources of firm competitiveness include product differentiation, quality, novelty, process efficiency, cost reduction and adoption of technology (Pedraza, 2014).

### **Empirical Review**

Previous research has shown that strategic thinking is vital to remain competitive and increase the overall firm competitiveness of an organisation (Alomari, 2020; Bouhali, Mekdad, Lebsirc, Ferkhad, 2015; Dixit, Singh, Dhir, & Dhir, 2021) likewise other studies found that increase in competitiveness such as creative human resources, information dissemination, and investment without comprehending the factors impeding or enhancing the process may not yield marketable investments (Obiri, Bjeirmi, & Boateng, 2020)

Le and Ikram (2021) in their study using the quantitative method, findings reveal that there is a significant and positive relationship among sustainability innovation and firm competitiveness. Firm competitiveness has a positive and significant relationship with financial, environmental, and operational performance. Adim, Mezeh and Unaam (2021) examined the relationship between strategic thinking and flexibility of Deposit Money Banks in South-South, Nigeria and found that there is a significant relationship between strategic thinking and flexibility of Deposit Money Banks in South-South, Nigeria. Ranjith (2016) conducted a study on the relationship between business models and



competitive advantage. Findings of the study revealed that dimensions of strategic thinking which are reflective thinking, reframing thinking, and systems thinking had positive and significant effect on competitive advantage of firms. Similarly, in an important multi-cultural study conducted by Pisapia, Pang, Hee, Lin and Morris (2009) which investigated the effect of strategic thinking at four universities in the United States, Malaysia, Hong Kong, and Shanghai in China. The findings revealed that systems thinking, reflecting thinking and reframing thinking have significant effect on competitiveness. The researchers found that the use of strategic thinking skills (systems thinking, reframing thinking and reflecting thinking) were observed in all locations but the variance in their use is more of a function of age of respondents, and gender rather than location.

Likewise, the study of Al-Qatamin and Esam (2018) in their study on the effect of strategic thinking skills on dimensions of competitive advantage reported that reflecting as a strategic thinking skill has a significant effect on all dimensions of competitive advantage while systems thinking and reframing thinking dimensions of strategic thinking failed to show any significant effect on competitive advantage. Further, Lawson, Larrick, and Soll (2020) adopted slow and fast thinking prompts (without

time-limits) and find that slow thinking has limited positive effect on cognitive performance compared to a control condition which is valuable for competitiveness.

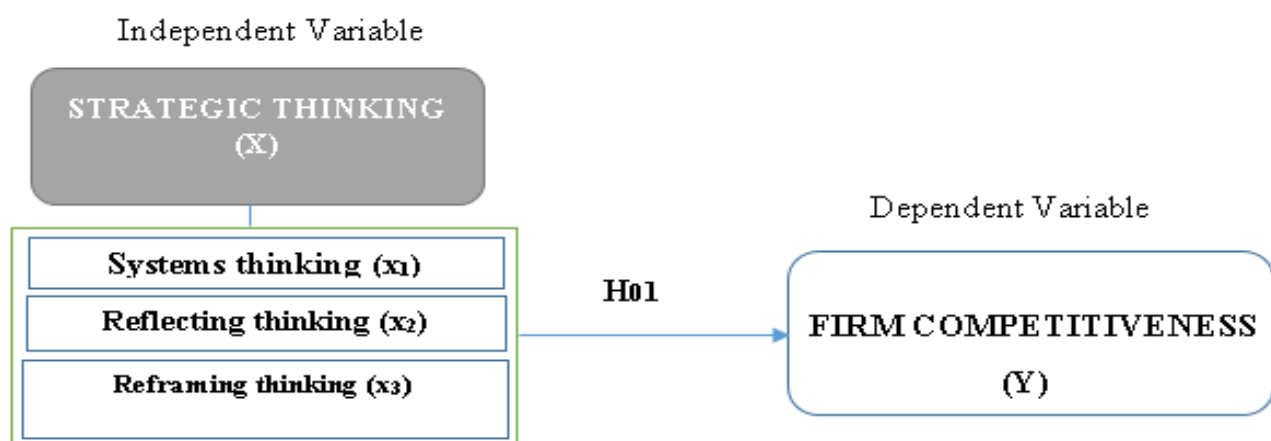
Banyhmadan, Muala, Al-Ghalabi, and Abu Adi (2020) while revealing the impact of strategic thinking on human resources development strategy found that the development of human resource strategies depends on strategic thinking. That is, through vision-oriented, systematic, and innovate thinking. Alomari (2019) corroborated there finding in his study on weather human capital moderates the relationship between strategic thinking and strategic human resource management. As findings revealed that strategic thinking has a positive and significant effect on strategic HRM. Moreover, human capital has a positive and significant effect on strategic HRM. There is also a relationship between strategic thinking and competition (Bouhali, Mekdad, Lebsir, & Ferkha, 2015).

Based on this premise, this study hypothesized that:

**H<sub>0</sub>:** Strategic thinking dimensions have no significant effect on firm competitiveness of selected Online Retail Stores in Lagos State, Nigeria.

### Research Conceptual Model

The study was conceptualized as shown in the model below:



**Figure 1:** Research Model (2022)

The figure above presents the conceptual model based upon the review of literature and it shows the effect of strategic thinking dimensions (system

thinking, reflecting thinking and reframing thinking) on firm competitiveness.

## Theoretical Review

### Systems Theory

This study is anchored on Systems theory as baseline theory for this study. Systems theory was originally proposed by Hungarian biologist Von Bertalanffy Ludwig in 1928 (Kast & Rosenzweig, 1972; Scott, 1981; Olum, 2004). The systems theory was later advanced by Dunlop in 1958. The foundation of systems theory is that all the components of an organisation are interrelated, and that changing one variable might affect many others, or if one sub-system fails, the whole system is put in jeopardy. Organisations are viewed as open systems, continually interacting with their environment (Agarwal, Grace, & O'Regan, 2013). The systems theory also gives great significance to external or environmental forces such as the market or the organisation's customers. In other words, management, customers, labor, and the government possess a shared ideology that defines their roles within the relationship and provides stability to the system (Filatotchev, Ireland, & Stahl, 2021).

Despite the popularity and use of systems theory to produce a world view and mode of explanation, the theory still has significant limitations. According to Fajana (2000) System theory is difficult to use successfully in a large organisation. For a small start-up, it may be easy to apply the systems theory and get a systems overview of the problem because everyone is on one small team. As the company grows, things become much more complex, making it hard to apply systems theory to get a systems overview that takes in everything. Departments, branches and projects which makes gathering all the information difficult (Duarte Ortigueira, & Tenreiro Machado, 2019; Jayeoba, Ayantunji & Sholesi, 2013; Ogunbameru, 2004). Another weakness is that systems thinking is not a good tool for tackling crisis and it is not the best tool when a business is in emergency mode (Margherita & Heikkila, 2021).

Providing support for the system theory, (Ruben, 2018), related that the concept of the organisation

as a system that is related to a larger system, introduces the importance of feedback. Organisations depend on the environment not only for its inputs, but for the acceptance of outputs. Consequently, they must develop means for adjusting to environmental demands. Pesurnay (2018) argued that systems theory consists of three agents, which are management organisations, workers, formal/informal ways they are organised and government agencies. Dunlop (1958) also argued that departments in an organisation cannot act in an autonomous or independent fashion. Instead, they are shaped, at least to some extent, by their market, technology, and political contexts. As a result, the Systems theory was judged appropriate for investigating the effect of strategic thinking on competitiveness of selected Online Retail Stores in Lagos State, Nigeria.

### METHODOLOGY

Survey research design was adopted. The population was 325 management and technical staff of six selected online retail stores in Lagos State, Nigeria. Total remuneration method was adopted and a sample size of 298 was found usable. A multistage sampling technique was adopted. A structured and validated questionnaire was adopted for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.662 to 0.922. The response rate was 91.6%. Data were analysed using descriptive and inferential (multiple and hierarchical regression) statistics. The hypothesis were tested using multiple regression approaches. The principal factors investigated were measured on a six-point scale with anchors ranging from Very High (VH) to Very Low (VL), for the independent variables and dependent variable respectively. Multiple regression equation developed along the dependent and independent variables. Thus, the models can be represented as follows:

### Functional Model

In this study, there are two constructs; dependent and independent variables. The independent variable is strategic thinking measured by sub-

variables of system thinking, reflecting thinking and reframing thinking, while the dependent variable is firm competitiveness.

The model for the variables is denoted in the equations below:

$$Y = f(X)$$

Y = Dependent Variable (Firm Competitiveness)

X = Independent Variable (Strategic Thinking)

Where:

$$X = (x_1, x_2, x_3)$$

$x_1$  = Systems thinking

$x_2$  = Reflecting thinking

$x_3$  = Reframing thinking

### Hypothesis One

$$Y = f(x_1, x_2, x_3)$$

$$FC = \beta_0 + \beta_1ST_1 + \beta_2RT_2 + \beta_3RG_3 + e_i \dots\dots\dots$$

Regression equation 1

Where:

Beta ( $\beta$ ) = the degree of change in the outcome variable for every 1-unit of change in the predictor variable.

$e_i$  = error term

### DATA ANALYSIS AND RESULTS

The researcher administered 325 copies of questionnaire to management employees (manager and technical staff) of the selected online retail stores in Lagos State, Nigeria out of which 298 were

returned dully filled translating to a response rate of 91.69%. The remaining 27 copies of the questionnaire did not meet the criterion for data analysis due to incomplete and mixed responses and accounted for just 8.31% response. Babbie (2010) considers a response of rate of 50% to be adequate for analysis and reporting, whereas 60% is considered good and 70% and above is deemed very good. For this study, a response rate of 91.69% was considered very good, hence the researcher proceeded for data analysis.

### Restatement of Research Objective, Research Question and Research Hypothesis One

**Objective One:** Examined the effect of strategic thinking dimensions on firm competitiveness of selected Online Retail Stores in Lagos State, Nigeria.

**Research Question One:** What is the effect of strategic thinking dimension on firm competitiveness of selected Online Retail Stores in Lagos State, Nigeria?

**H0<sub>1</sub>:** Strategic thinking dimensions have no significant effect on firm competitiveness of selected Online Retail Stores in Lagos State, Nigeria.

To test this hypothesis, multivariate regression analysis was adopted where strategic thinking dimensions were independent variables and firm competitiveness was dependent variable. Table 1 presents the results.

**Table 1: Summary of Multiple Regression Results of the effect of Strategic thinking dimensions on firm competitiveness of selected Online Retail Stores in Lags State, Nigeria**

N	Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R <sup>2</sup>	F (3,293)
298	(Constant)	4.118	4.832	.000	0.000 <sup>b</sup>	0.904 <sup>a</sup>	0.815	426.616
	Systems Thinking	.353	5.214	.000				
	Reframing Thinking	.494	6.840	.000				
	Reflecting Thinking	.414	4.949	.000				
	Predictors: (Constant), Reflecting Thinking, Reframing Thinking, System Thinking							
Dependent Variable: Firm Competitiveness								

Source: Researcher's Field Survey, 2022



Table 1 presents multiple regression analysis results for the strategic thinking dimensions on firm competitiveness using selected online retail stores in Lagos, Nigeria as a case study. The results showed that systems thinking ( $\beta = 0.353$ ,  $t = 5.214$ ,  $p < 0.05$ ), reframing thinking ( $\beta = 0.494$ ,  $t = 6.840$ ,  $p < 0.05$ ) and reflecting thinking ( $\beta = 0.414$ ,  $t = 4.949$ ,  $p < 0.05$ ) all have positive and significant effect on firm competitiveness of selected online retail stores in Lagos State, Nigeria. The results of the analysis revealed that all three of the strategic thinking dimensions (systems thinking, reframing thinking and reflecting thinking) have significant effect on firm competitiveness of selected online retail stores in Lagos State, Nigeria. This implies that systems thinking, reframing thinking and reflecting thinking are important factors in the workplace which in turn yields an increase in firm competitiveness.

The value of R of 0.904 supports this result and it indicates that strategic thinking dimensions has a strong and positive relationship with firm competitiveness of selected online retail stores in Lagos State. The coefficient of multiple determination  $Adj. R^2 = 0.815$  which means that strategic thinking dimensions explain 81.5% of variation in firm competitiveness in the selected online retail stores in Lagos, Nigeria while the remaining 18.5% variation is accounted for by other variables not captured in the model. The multiple regression model is thus expressed as:

$$FC = 4.118 + 0.353ST + 0.494RT + 0.414REFT + U_i$$

-----Eqn ii (Predictive Model)

$$FC = 4.118 + 0.353ST + 0.494RT + 0.414REFT + U_i$$

-----Eqn ii (Prescriptive Model)

Where:

FC = Firm Competitiveness

ST = Systems Thinking

RT = Reframing Thinking

REFT = Reflecting Thinking

The regression model shows that when strategic thinking dimensions is zero; firm competitiveness of

selected online retail stores would have a default value of 4.118 which is positive. In the predictive model it is established that of all the variables are positive and significant, therefore they retained in the prescriptive model. The results of the multiple regression analysis as seen in the prescriptive model indicates that when all other variables of strategic thinking (system thinking, reframing thinking and reflective thinking) are improved by one-unit, firm competitiveness would also increase by 0.353, 0.494 and 0.414 respectively. This implies that an increase in system thinking, reframing thinking and reflective thinking would lead to an increase in the rate of firm competitiveness of online retail stores in Lagos State, Nigeria. Also, the F-statistics ( $df = 3,293$ ) = 426.616 at  $p = 0.000$  ( $p < 0.05$ ) indicates that the overall model is significant in predicting the effect of strategic thinking dimensions on firm competitiveness which implies that all strategic thinking dimensions are important determinants in the firm competitiveness rate of selected online retail stores in Lagos, Nigeria. The result suggests that such online retail stores should pay more attention towards developing the component of the strategic thinking especially systems thinking, reframing thinking and reflective thinking to increase firm competitiveness. Therefore, the null hypothesis ( $H_{01}$ ) which states that strategic thinking dimensions have no significant effect on firm competitiveness of selected online retail stores in Lagos State, Nigeria was rejected.

## DISCUSSION OF FINDINGS

The test of hypothesis above revealed that strategic thinking dimensions have a significant and positive effect on competitiveness of selected Online Retail Stores in Lagos State, Nigeria. This finding has conceptual, empirical, and theoretical ramifications. From a conceptual standpoint, the definitions and clarifications of the study's ideas provide a useful conceptual perspective on the investigation. Conceptually, strategic thinking is an extremely effective and valuable tool which aids decisions that can be related to work or personal life. This concept

is also seen as the ability to come up with an effective plan in line with organisational objectives within a particular economic situation (Nurul & Sarminah, 2016).

Empirically, the findings from this study is in agreement with Le, and Ikram, (2022) affirmed that there is a significant and positive relationship among sustainability innovation and firm competitiveness. Firm competitiveness has a positive and significant relationship with financial, environmental, and operational performance. Ranjith (2016) study revealed that dimensions of strategic thinking which reflective thinking, reframing thinking, are and systems thinking had positive and significant effect on competitive advantage of firms. Similarly, Al-Qatamin and Esam (2018) in their study reported that reflecting as a strategic thinking skill has a significant effect on all dimensions of competitive advantage. Al Saadi, & Al Mahasina (2021) collaborated that there is a relationship between strategic thinking and firm competitiveness using human capital as a competitive strength.

Theoretically, this research findings fell in line with the systems theory in that it supports the variables of strategic thinking (systems thinking, reflecting thinking and reframing thinking) and competitiveness. The systems theory gave great significance to external forces such as the market or the organisation's customers. In other words, management, customers, labor, and the government possess a shared ideology that defines

their roles within the relationship and provides stability to the system (Filatotchev, Ireland, & Stahl, 2021). The systems theory, also focus on formal and informal rules and regulations, which cover everything from strategic thinking, planning, people, innovation, performance, and a myriad of other details of organisational activities that are interdependent. Considering the support of the systems theory to the effect of strategic thinking dimensions on competitiveness, this study therefore rejected the null hypothesis one ( $H_{01}$ ) that Strategic thinking dimensions have no significant effect on firm competitiveness of selected Online Retail Stores in Lagos State, Nigeria.

## CONCLUSION AND RECOMMENDATION

The study focused on the effect strategic thinking dimensions on competitiveness of selected online retail stores in Lagos State, Nigeria. The study indicated that strategic thinking dimensions of system thinking, reframing thinking and reflective thinking had positive and significant effect on firm competitiveness.

The study recommends that management of online retail stores should be strategically thinking so as to be able to anticipate the actions of their competitors and stay ahead to gain more firm competitiveness. Future studies should also look at other sub-variables of strategic thinking like visionary thinking, system thinking, creativity, synthesis, and hypothesis-driven as it affects firm innovativeness.

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