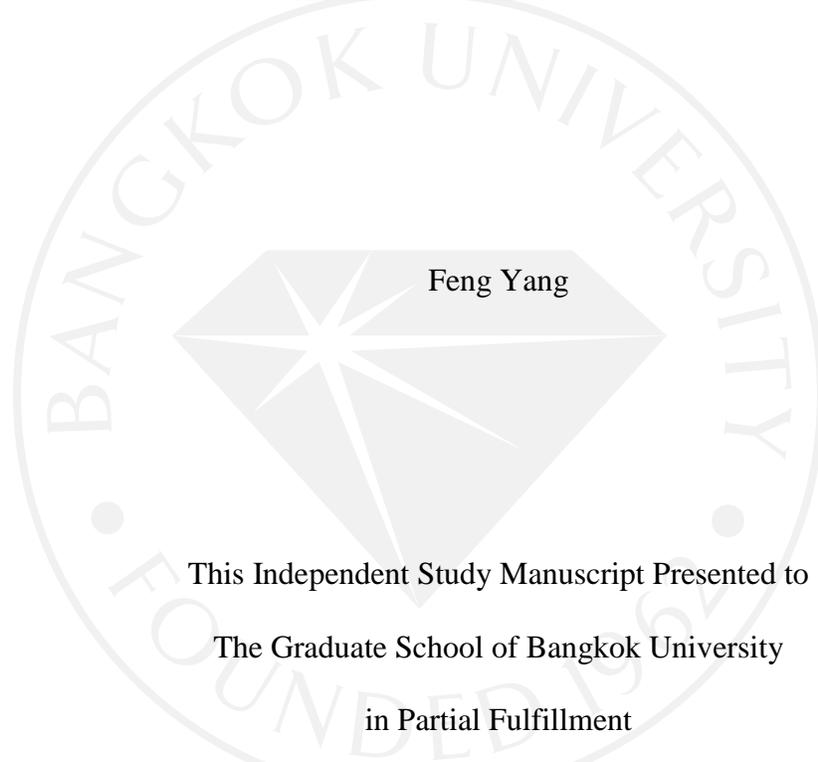


THE FACTORS AFFECTING INTENTION TO ADOPT INNOVATIVE
TECHNOLOGY IN CONVENIENCE STORES INDUSTRY IN CHINA:
A CASE OF ALIBABA DISTRIBUTION PLATFORM (ADP)



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Bangkok University**

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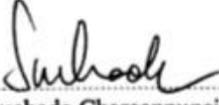
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The Factors Affecting Intention to Adopt Innovative Technology in Convenience Stores Industry in China: A Case of Alibaba Distribution Platform (ADP) (56 pp.)

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ABSTRACT

Convenience store (CVS) industry has always played a significant role in economy. In China, application of innovative technology is happening in every industry, including convenience store industry. The purpose of the study is to examine the factors affecting innovative technology adoption intention in convenience store industry based on a case study of Alibaba Distribution Platform (ADP). The data was collected by questionnaire method using convenience sampling technique from 215 convenience store owners who are using ADP in China. It's is a quantitative research and the findings show that perceived usefulness (PU), perceived ease of use (PEOU) and subjective norm (SN) have significant influence on behavioral intention (BI) to adopt ADP while perceived risk (PR) has not. The result of this study would help convenience industry and convenience store owners to develop appropriate strategies in the changing economic environment.

Keywords: convenience store industry, Alibaba Distribution Platform, perceived usefulness, perceived ease of use, subjective norm, perceived risk, behavioral intention

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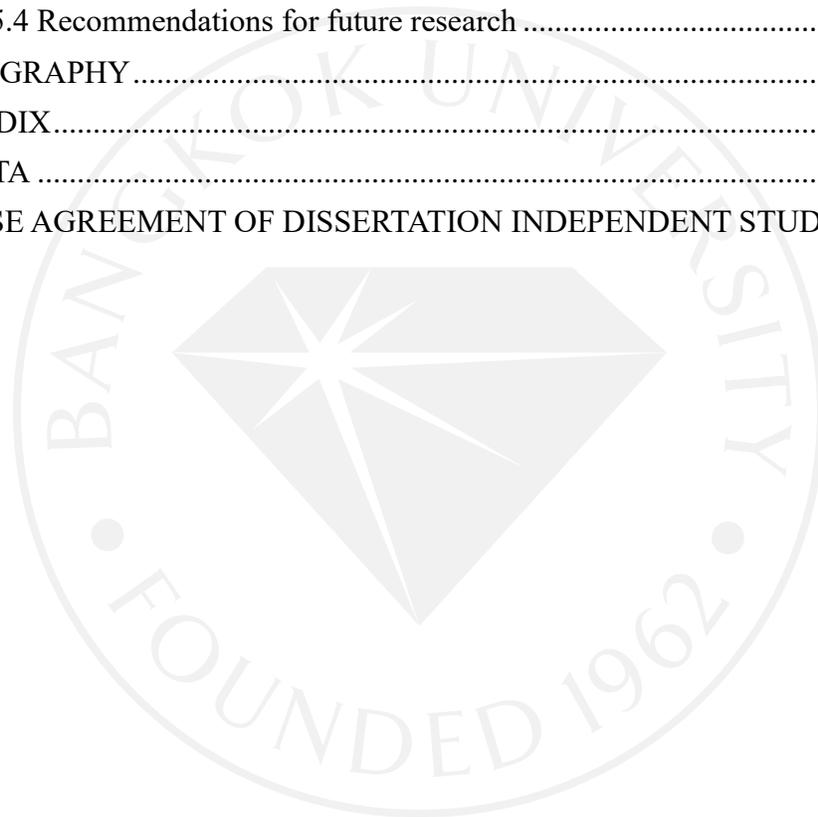
Feng Yang

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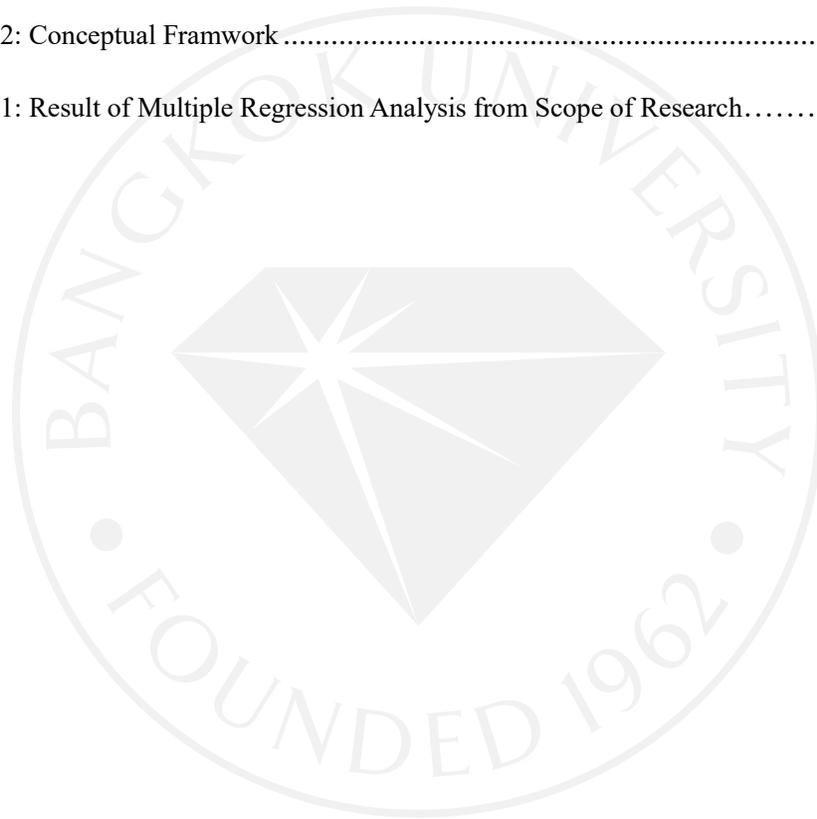


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CHAPTER 1

INTRODUCTION

1.1 Research Background

“Convenience store (CVS) market in China is expanding, while the total sales of CVS 2016 was 130 billion yuan, which increased 13% compared to 2015. Meanwhile the number of CVS grows speedily as well” (PRC Ministry of Commerce, 2016). With both economic growth and personal income growth in China, unlike in the past, most people buy in big stock in supermarkets for cheaper price, while they chase for more convenient living style now. Therefore, CVS industry is a huge and promising market. Endo mentioned in his study in 2013 that among all different types of the new retail formats, convenience stores are one of the most astonishing formats when comes to growth rate (Endo, 2013, p. 68). There are more than 6 million CVS scattering in different areas in China and the number is keep growing (PRC Ministry of Commerce, 2016). However, figure 1.1 shows the number of CVS shops in China that 41.5% of them are traditional family-run stores. As one of the most traditional offline businesses, a wide range of people engaged in this industry, mom and pop shops scattering everywhere, intense competition from abroad giant chain brands, all this lead to the chaos situation of the CVS industry that need to be changed in China. Among over 100 thousand CVS in China, there are no nation-wide chain brands (Zhao, 2017). The major regional chain brands, such as Meiyijia or Hongqi, have failed to develop an advanced and efficient business model to grow to a nation level. High cost, low efficiency, no systems, no standards and lack of resources are the main characters defining the CVS industry in

China at this time. In contrast to the Chinese CVS industry, giants like ‘7-11’ and ‘Familymart’ already have a mature and systematic business model, which CVS owners tried to learn for years but failed to apply in China.

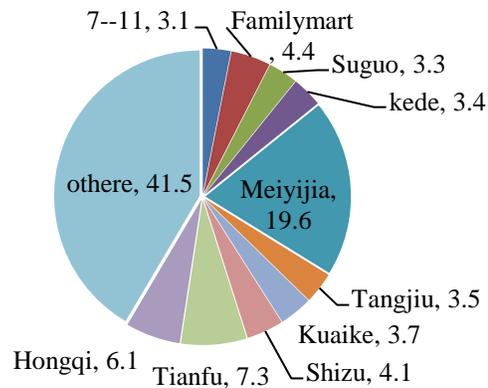


Figure 1. 1 Proportion of Stores Number in 2016, China

Instead of adopting abroad business models to Chinese local businesses, some people start to explore new retail models that fit to the CVS industry in China. Major e-commerce companies are planning to come back to traditional offline retailing business since online retailing has suffered setbacks in recent years. Therefore various new retail models are arising. For example, JD.com, another e-commerce giant in China, is developing an unmanned smart store model, which uses RFID tags and facial recognition to enable cashier-less convenience stores, meanwhile tracking the selects and preference of customers with new technology. But this paper only focuses on one of the new models being the most promising one. Alibaba Distribution Platform (ADP) is a retailer management system established in May 2016, offering marketing, logistics and training services to independent shop owners. The target users of ADP are small mom-and-pop shop owners who are lacking knowledge of management. To solve the problem of poor

management, ADP offers help with online ordering goods where Alibaba corporates with factories and local authorized dealers directly, speedy deliveries, product demand prediction, customer tastes tracking, product recommendation, and even microloan financing. The platform enables every CVS owners to manage their shops by data digitally. They don't need to travel between cities to find certain products and compare the price between different wholesalers anymore. In short, ADP in a way offers an online shopping platform for sellers which can be defined as the organizational consumers (Krishna, 2010) instead of personal buyers and alongside with a nationally unified logistics system and data supports. In sum, the relationship between CVS owners and ADP is B2B level e-commerce while ADP works as an e-marketplace and e-manage platform for CVS industry.

1.2 Statement of the Problems

As one of the main economies in the world, China has a leading and advanced e-commerce economy while the CVS retail industry has been lagging behind. The author conducts this research to solve the problem that figuring out the affecting factors of innovation platform (ADP) adoption intention made by CVS owners in China.

ADP is an e-market platform for CVS shop owners and numbers previous researches have studied the factors affecting consumers adopting decision or buying behavior. Consumers can be individual or organization level, while in this research, the consumers refer to CVS. The factors studied in this research included perceived usefulness (PU) (Davis et al., 1989), perceived ease of use (PEOU) (Davis et al., 1989), subjective norms (SN) (Fishbein & Ajzen, 1975) and perceived risk (PR) (Liebermann & Stashevsky,

2002), and etc. While most of researches focus on studying innovative technology acceptance on individual buyers, this paper try to figure out innovative technology adoption on B2B level, which based on a case study of CVS owners adopting decision toward the new ADP platform in China. Primary data was collected from CVS owners by handing out questionnaires.

1.3 Research Objectives

Based on a study on Alibaba Distribution Platform (ADP), the objective of this study is to figure out the factors that affect intention to adopt innovative technology in convenience store industry. The dependent variable studied in this research is behavioral intention, which is adoption intention of ADP for Chinese CVS owners. And the research tries to study the four selected independent variables including perceive usefulness, perceived ease of use, subjective norm, and perceived risk. How these four factors affect the adoption intention of the innovative ADP.

1.4 Scope of Research

Granting this research has provided referenced opinions to the understanding of behavioral intention of convenience stores owners in China to adopt the new ADP system, there are limitations in this research.

In this thesis, primary data was collected by a questionnaire. However, the size of the data may not be large enough to produce a comprehensive analysis. Furthermore, according to previous studies and literature reviews, four factors were selected to investigate. Other factors might also have an important effect on the dependent variable studied, yet are not considered in this paper. Lastly, the sample for this study was drawn

from few cities in Guangdong provinces, South China. The likelihood of CVS owner's adoption decisions making may vary from different regions in China.

1.5 Benefit of the Research

The benefits of the study about factors affecting intention to adopt innovative technology in convenience store industry are as follows.

Firstly, for academic, this analysis makes a supplement to the previous research on the factors affecting behavioral intention to analyses of various contexts in two ways. For one thing, the study connected convenience store industry with the latest innovative technology which bring in fresh ideas for other researches to be studied in convenience store industry, and for another, it takes retailers as the subjects, which provides a new vision that - instead studying the private person it study a seller's behavior.

Secondly, most of the convenience store owners operate their shop in the most traditional way that existed for hundred years in China. By study Alibaba Distribution Platform (ADP), it will facilitate the inspirations to CVS owners that a new and more efficient management way can be adopted and be beneficial for them in the long run. Additionally, not only other industries in China will be inspired to improve the management by adopting new technology and new concept, but also to all other business in the world who still run their business in an outdated, manually operated and inefficient way that to adopt new models and making improvement with new technology innovation should be the way-out.

CHAPTER 2

LITERATURE REVIEW

In this chapter, a general review of the Technology Acceptance Model (TAM) and three key components, perceived usefulness (PU), perceived ease of use (PEOU) and subjective norm (SN) that affect the behavioral intention (BI) namely adoption decision of innovative technology product will be discussed. Besides, referring to abundant previous studies, perceived risk (PR) was chosen as a tested factor as well. Finally, the hypothesis and conceptual framework will be presented.

2.1 Technology Acceptance Model (TAM)

Theory of reasoned action (TRA) was initially developed by Ajzen and Fishbein in 1975 while Technology acceptance model (TAM) was later proposed by Davis in 1986, which aims to forecast individual innovative technology acceptance behavior. As exhibited in Figure 1, Technology acceptance model two (TAM2) (Venkatesh and Davis 2000) extends the model to deal with causal antecedents of one of its two belief constructs – that of perceived usefulness. TAM is widely applied in explaining information system adoption and usage in which perceived ease of use (PEOU) and perceived usefulness (PU) are taken as one of the main drivers of individuals' decisions on the adoption of technology innovation (Davis et al., 1989). Perceived use (PU) is outlined as “the degree to that an individual trusts that employing a specific system would enhance his or her job performance” (Davis, 1989). Perceived ease of use (PEOU) is outlined as “the degree to that an individual trusts that employing a specific system would be freed from effort” (Davis, 1989). As stated by TAM, both PU and PEOU

identify and measure users' internal perception of adopting a certain behavior, and they influence attitude (AT) together. In addition, subjective norm (SN) is a person's perception toward surrounded people suppose him ought or ought not to perform the behavior". Venkatesh and Davis reconsidered the role of SN in TAM in 2000 while they proved that SN had a significant impact on attitude toward using. There are abundant researches study technology acceptance base on TAM. Researchers try to forecast future trends and to find out the drivers of innovative technologies' adoption intention. Besides, a modified TAM model was studied by Carlsson and Walden (2007) who tried to studied electronic devices adoption by using an explanatory framework. Furthermore, some researchers extended the TAM by combining other factors like social influence and personal traits together with this model to study new technology adoption. (Lu et al, 2005). Other researchers studied the TAM model by analyzing several research studies about various technologies (Lederer et al, 2000). They concluded that PU and PEOU are the major factors influencing. E-commerce has a computer technologies based background therefore O'Cass and Fenench (2003) stated that TAM can also be adopted to study in e-commerce applications fields.

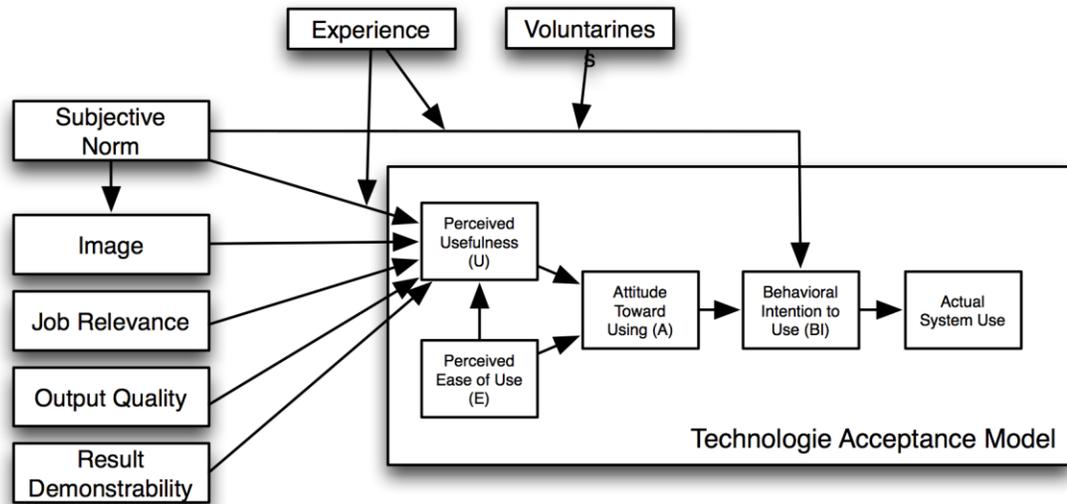


Figure 2. 1: TAM2 Model.

2.2 Perceived Usefulness

Perceived usefulness is defined as “the potential consumer’s subjective belief that using a particular system would enhance his or her job performance in an organizational context” (Davis et al., 1989). On quite a few cases, perceived usefulness has been likewise to be seen as a perceived relative advantage. As a result of this, Rogers (1983) considers it as “the extent to which an innovation is perceived to be better than its predecessor”. In the online environment, perceived usefulness will indicate that the employment of a given technology could be helpful for some people to complete a certain result. In e-booking business, PU is viewed as one of the key elements in the adoption process of e-booking business (Morosan, 2012) while at the same time Rezaei and Amin mentioned in their studies that for online shopping behavioral intention, PU is an essential element as well (2013). PU is one of the basic and essential qualifications of innovative technology, which means creating practical value for customer is significant

for technology based companies (Revels et al., 2010). Under business to business context, when comes to characteristics of e-trade, factors like competitive advantage, cost control, revenue rise, efficiency improvement in trading processes would affect the intention of innovations adoption and these relative factors can be grouped into PU. (Yu, 2006).

Holzmuller and Schluchter (2002) conducted a study within 94 companies in Germany and found out that their adoption of B2B e-marketplaces mainly determined by improving their competitiveness and effectiveness which proved that PU significantly impact on adoption decision making.

2.3 Perceived Ease of Use

Perceived ease of use is the degree to which one trusts that by adopting the technology it can be free of effort (Davis et al., 1989), and the higher the effort, the easier users end up to abandon the system (Venkatesh, 2000). An important motivational factor for consumers' technology usage intention is PEOU (Revels et al., 2010). PEOU usually refers to users perception of whether performing a particular technical task would require a mental effort on his or her part (Ajzen and Fishbein, 1980; Rouibah et al., 2011).

Lederer et al. (2000) identified three types of ease of use; ease of understanding, ease of finding and information focus. Some researchers have studied convenience in e-commerce environment, which all reflect to the defined three types of PEOU. The truth that people are chasing more efficient and convenient life style and at the same time innovative technology's adoption in every industry is getting inevitable has set a new challenge for service providers: how to develop innovative and up-to-date services for users. So researchers had studied PEOU in regrading to customer satisfaction and overall

loyalty. (Alahuhta et al., 2005). In 2009, Ka-Young stated that the adoption of e-trade innovations is significantly affected by PEOU where the innovation items help in simplifying transaction process including placing an order, making payment and usefulness of search information.

2.4 Subjective Norm

Subjective norm (SN) is outlined as “a person’s perception toward surrounded people suppose him ought or ought not to perform the behavior”. (Fishbein & Ajzen, 1975). A person's spouse, relatives, close friends, social media, and etc. can be considered as surrounded people. It’s believed that during early stages of innovation adoption that subjective norms have a tendency to be more influential since users are lack of direct and clear experience to progress their own attitudes (Taylor and Todd, 1995). Subjective norm is an essential factor to form the intentions to implement mandatory usage contexts during early stage (Venkatesh and Davis, 2000). Yu and Wu stated in a study that the early stage of attitudinal development help online retailers lead their customers to a certain inclination for purchasing behaviors (2007).

2.5 Perceived Risk

Bauer proposed that the definition of perceived risk (PR) is “combination of uncertainty plus seriousness of outcome involved” (1967). In other word, perceived risk is the thought of an uncertainty feeling regarding probable negative or unsatisfying consequences of consuming a product or service. Cunningham (1967) demonstrated perceived risk as having six dimensions—(1) performance, (2) financial, (3) opportunity/time, (4) safety, (5) social and (6) psychological loss. Previous research

suggests that perceived risk can be a key element within the consumers' innovations adoption process (Liebermann and Stashevsky, 2002). Thinking from the customers' side, the perceived risk to perform their business in virtual environment is bigger than the business deal at real offline stores (Suki, 2007). A lot of researches (e.g., Liu & Chen, 2009; Mallat & Rossi, 2009; Wu & Wang, 2005) emphasized the negative role of perceived risk on innovations adoption in business. Wu and Wang (2005) listed several potential risks that users may be concerned of, some illegal activities like fraud, product quality, unjustifiable delay in product delivery, and etc.

2.6 Conceptual Framework and Hypothesis

TAM model widely applied in explaining information system adoption. Based on the previous research about innovative technology adoption in B2B level e-commerce among retailing and other industry, this research aims to focus on innovative technology adoption in B2B level e-commerce within CVS industry. As in the case study, the innovative technology in this study refers to the new online platform ADP. Thus 4 hypotheses are shown following:

H1. Perceived usefulness has a significant impact on intention to adopt innovative technology of ADP for Chinese retailers

H2. Perceived ease of use has a significant impact on intention to adopt innovative technology of ADP for Chinese retailers.

H3. Subjective norm has a significant impact on intention to adopt innovative technology of ADP for Chinese retailers. H4. Perceived risk has a significant impact on intention to adopt innovative technology of ADP for Chinese retailers.

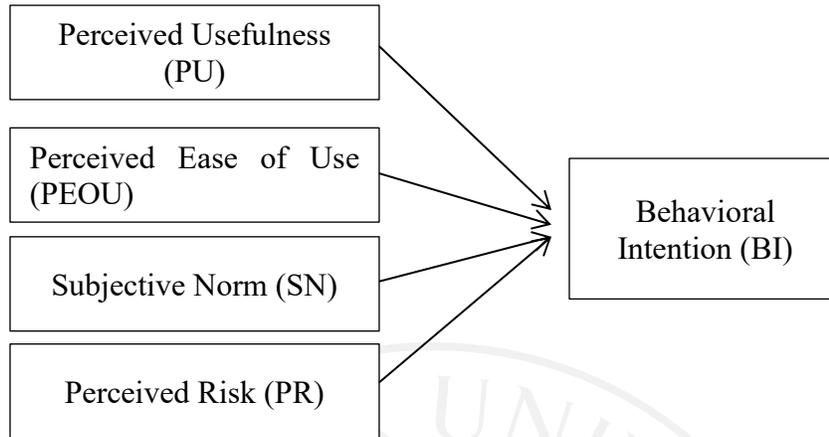


Figure 2. 2: Conceptual Framework

CHAPTER 3

METHODOLOGY

3.1 Population and Sample Selection

To test the hypothesis, data in this research was collected by a questionnaire. The target population is defined as the owners of convenience stores (CVS) in China who has been using ADP. The sample was collected by non-probability sampling method as convenience sampling. Samples ranging in size from 10 to 40 per group are evaluated for their adequacy in providing estimates precise enough to meet a variety of possible aims (Melody, 2008). Based on a Cohen (1977) formula, 40 pilot questionnaires were collected to determine the sample size, of which completed by CVS owners in various cities in China.. With the 40 completed pilot questionnaires (Melody, 2008), the sample size was calculated using G*power version 3.1.9.2 which has been approved by several researchers (Faul, Erdfelder, Buchner & Lang, 2009). With the Power ($1 - \beta$) of 0.95, Alpha (α) of 0.05, Number of Test Predictor of 4, Effect Size of 0.0887316 (Calculated by Partial R² of 0.0815). The result presented afterwards as the minimum number of the total sample size was 215. Therefore, the target sample size for this research is 215 respondents.

3.2 Research Instrument

3.2.1 Searching for factors that are related to the study and reading and studying published documents to prepare the references of the topic, including articles and journals about convenience store industry, new technology, adoption decision, and China.

3.2.2 Completing the questionnaire based on the five variables, which are perceived

usefulness, perceived ease of use, subjective norm and perceived risk. Alongside the process of questionnaire construction, advisor's guidance was given until the first approval from the advisor.

3.2.3 Finalizing questionnaire followed the advisor's guidance and conducted a reliability analyzing test of all variables discussed from 40 pilot questionnaires afterwards.

The questionnaire consisted of 27 questions and was divided into two parts.

Part one is conducted to collect demographic information about the respondents and consumption behavior questions. There are 6 closed-ended questions about demographic information, including ages, gender, education, monthly incomes, time since getting online and time since operating business. Besides, 3 questions designed to identify the consumption behavior of CVS owners, including frequency and channel of placing orders as well as purchasing motives. In total there are 9 close-ended questions in part one.

Part two is about discussed factors that affect respondent's adoption decision toward ADP platform, including perceived usefulness (PU), perceived ease of use (PEOU), subjective norms (SN), perceived risk (PR) and behavioral intention (BI). In total there are 18 scale-rated questions. The measurement evaluated from interval scale of the usage a five-level Likert Scale (Likert, 1932) to measure the level of agreement from the highest points 5 to lowest points 1.

3.3 Sampling Procedure

As for the sampling technique, convenience sampling is adopted in the study. Convenience sampling is a non-probability sampling technique that relies on data

collection from population members who are conveniently available to participate in study. (Saunders et al., 2012). Considered that probability sampling is not practical to do for this study, the author used non-probability sampling method accordingly. The questionnaires were distributed in 9 various cities in Pearl River Delta Region which are relatively convenient and easy to reach, including Shenzhen, Guangzhou, Zhuhai, Dongguan, Zhaoqing, Foshan, Zhongshan, Huizhou, and Jiangmen. These selected cities cover various development status cities in China, from first-tier city like Guangzhou to fifth-tier city like Zhaoqing, which can ensure higher accuracy. All questionnaires were in electronic form with 27 questions in total but approached on face to face basis, and were distributed averagely in the 9 cities to the CVS owners randomly visited. Under the premise that respondents are ADP users and willing to cooperate, 215 questionnaires were successfully completed. Besides, the study adopted online questionnaire website (www.wjx.cn) to perform, which simplify the data collecting and analyzing steps afterward.

3.4 Reliability Analysis

The reliability of questions in this research study was tested by Cronbach's Alpha. To estimate the target sample population precisely, 10 to 40 tested sample can be evaluated for adequacy to meet a variety of possible aims for the research (Melody, 2008) . By testing the first 40 pilot respondents, the results are shown in Table 3.1. According to Sekaran and Bougie (2009), when Cronbach's Alpha is equal or more than 0.6 can be viewed as reliable. Therefore, this research is a reliable study with all alpha coefficients passed 0.6.

Table 3.1: Cronbach's Alpha Coefficient of 40 Pilots Testing of Questionnaires.

Questionnaire		n=40	n=215
Variable Factor	No. of items	Cronbach's Alpha	
Perceived Usefulness (PU)	4	0.760	0.718
Perceived Ease of Use (PEOU)	4	0.861	0.821
Subjective Norm (SN)	3	0.714	0.723
Perceived Risk (PR)	3	0.669	0.681
Independent Factor			
Behavioral Intention	4	0.768	0.761

3.5 Statistics Methods

To answer the questions and test the discussed hypotheses, the research applied appropriate statistical methods by using SPSS, and as follow:

3.5.1 The Reliability of the Test applied Cronbach's Alpha Coefficient to evaluate the stability of the internal consistency of the instrument.

3.5.2 Descriptive Statistics Analysis, including percentage, means, and standard deviation, to describe the characteristics of the study sample, and answer its questions.

3.5.3 Inferential Statistics, both Pearson Correlation coefficient and Multiple Regression Analysis are adopted to analyze the relationship between dependent and independent variables. While Pearson correlation is used to measure the relationship or association of variables, multiple regression analysis is used to describe how an independent variable is numerically related to the dependent variables.

CHAPTER 4

DATA PRESENTATION

In this chapter, the data result will be presented of which aim to explore the factors affecting adoption intention of innovative technology ADP in CVS industry in China. It's a quantitative research. Using questionnaire method, the data was collected from 215 retailers in various cities who owned a convenience store in China. In total 27 closed – end questions will be conducted which contained of a multiple questions section as part one and a Likert scale questions section as part two.

Both descriptive statistics and inferential statistics will be presented in the study. As for descriptive statistics, frequency, percentage, mean and standard deviation are included, while for inferential statistics, Pearson Product-Moment Correlation Coefficient and Multiple Regression were presented. The result of data analysis is shown as below.

4.1 Demographic Data

Table 4.1: Analysis of Frequency and Percentage in Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	134	62.3	62.3	62.3
Valid female	81	37.7	37.7	100.0
Total	215	100.0	100.0	

From Table 4.1, among 215 respondents, 134 respondents or 62.3% of population sample are male, and females as 81 respondents or 37.7% of population sample. The results showed that male is more likely to adopt innovative technology like ADP.

Table 4.2: Analysis of Frequency and Percentage in Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 24	29	13.5	13.5
	24-30	76	35.3	48.8
	31-40	56	26.0	74.9
	41-50	32	14.9	89.8
	above 50	22	10.2	100.0
	Total	215	100.0	

From Table 4.2, Among 215 respondents, those whose age between 24-30 year-old which accounted as 35.3% of population sample was the major group to adopt new technology in their shops . The second largest group was between 31-40 years old, which accounted as 26% of population sample. Next, the respondents who are 41-50 years old, above 50 years old and under 24 years old had very close percentage result which is 14.9%, 13.5% and 10.2% of population sample. These results suggest that young and middle-age whoes age between 24-40 years old is the majority involving in convenience store industry business and willing to apply innovative technology ADP.

Table 4.3: Analysis of Frequency and Percentage in Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Middle school levels or below	76	35.3	35.3
	High school levels	93	43.3	78.6
	College or university levels.	46	21.4	100.0
	Total	215	100.0	

From Table 4.3, among 215 respondents, there was 93 respondents' education level are high school level, which accounted as 43.3% of sample population. The second major group are below middle school level which accounted as 35.5% as with 76 respondents. Follow by the college or university degree group which formed by 46 respondents accounted as 21.4% of population sample. No graduate or above degree convenience store owners occurs in the survey.

Table 4.4: Analysis of Frequency and Percentage in Monthly Income of the Shop

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20,000 Baht (4000RMB)	17	7.9	7.9	7.9
20,005-35,000 Baht (4001-7000RMB)	53	24.7	24.7	32.6
Valid 35,005-55,000 Baht (7001-11000RMB)	87	40.5	40.5	73.0
Above 55,005 Baht (Above 11001RMB)	58	27.0	27.0	100.0
Total	215	100.0	100.0	

From Table 4.4, among 215 respondents, the largest group was the group of income range between 35,005-55,000 Baht (7001-11000RMB), which accounted as 40.5% of population sample, as with 87 respondents. The respondents belong to the income range between 20,005-35,000 Baht (3001-4500RMB) are almost as much as above 55,005 Baht, which is 24.7% and 27%. The smallest group was the group of income range below 20,000 Baht (4000RMB) which composed only 17 respondents or 7.9% of population

sample.

Table 4.5: Analysis of Frequency and Percentage in Time since Getting Online

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 3 year	4	1.9	1.9	1.9
3-5 years	28	13.0	13.0	14.9
Valid 5-7 years	102	47.4	47.4	62.3
Above 7 years	81	37.7	37.7	100.0
Total	215	100.0	100.0	

From Table 4.5, among 215 respondents, there was 102 respondents belong to the time since getting online range between 5-7 years, which accounted as 47.4% of sample population. The second major group are above 7 years which accounted as 37.7% as with 81 respondents. Follow by the time since getting online range between 3 to 5 years group which formed by 28 respondents accounted as 13.0% of population sample. Only 4 respondents in the survey had the time since getting online range below 3 years which accounted as 1.9%.

Table 4.6: Analysis of Frequency and Percentage in Time since Operating CVS Business

	Frequency	Percent	Valid Percent	Cumulative Percent
Below one year	21	9.8	9.8	9.8
1-3 years	70	32.6	32.6	42.3
Valid 3-5 years	66	30.7	30.7	73.0
Above 5 years	58	27.0	27.0	100.0
Total	215	100.0	100.0	

From Table 4.6, among 215 respondents, there was 70 respondents belong to the time since operating CVS business range between 1-3 years, which accounted as 32.6% of

sample population, while the other group almost as much as it which is range of 3-5 years accounted as 66%. The next group are above 5 years which accounted as 27% as with 58 respondents. Follow by the time since operating CVS business range below one year which accounted as 9.8% with 21 respondents.

Table 4.7: Analysis of Frequency and Percentage in Most Frequent Used Channels of Ordering Goods

	Frequency	Percent	Valid Percent	Cumulative Percent
ADP	27	12.6	12.6	12.6
Through Internet. (like Wechat, Taobao, Tmall and etc)	22	10.2	10.2	22.8
Valid Through Telephone	95	44.2	44.2	67.0
Go to wholesalers in person	71	33.0	33.0	100.0
Total	215	100.0	100.0	

From Table 4.7, among 215 respondents, there was 95 respondents' most frequent used channels of ordering good is through telephone. The second major most frequent used channels are go to wholesalers in person which accounted as 35.5% as with 71 respondents. ADP and through internet channel are almost same amount which is 27 and 22 respondents. The result shows that almost all the CVS owners would like to apply more than one channel for ordering goods for the shop, and the traditional channels are still the main way while ADP and internet channel are rising these years

Table 4.8: Analysis of Frequency and Percentage in Frequency of Ordering Goods

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Once a week	17	7.9	7.9	7.9

(Continued)

Table 4.8 (Continued) : Analysis of Frequency and Percentage in Frequency of

Ordering Goods

Two to three times a week	89	41.4	41.4	49.3
Four to five times a week	48	22.3	22.3	71.6
Almost every day	61	28.4	28.4	100.0
Total	215	100.0	100.0	

From Table 4.8, the largest group was a group of respondents who ordering good two to three times a week at 89 respondents or 41.4%. The second group was a group of respondents who ordering goods almost every day at 61 respondents or 22.3%. The third group was the groups of respondents ordering good four to five times a week at 48 respondents or 22.3%. The smallest group was who ordering goods once a week at 17 respondents or 7.9%.

Table 4.9: Analysis of Frequency and Percentage in Main Reason of Applying ADP.

	Frequency	Percent	Valid Percent	Cumulative Percent
Price	86	40.0	40.0	40.0
Convenience	61	28.4	28.4	68.4
Valid Helpful and practical	64	29.8	29.8	98.1
Easy to apply	4	1.9	1.9	100.0
Total	215	100.0	100.0	

From Table 4.9, the largest group was a group of respondents who applying ADP for price at 86 respondents or 40.0%. For convenience and practical reason are almost same amount which is 27 and 22 respondents accounted as 28.4% and 29.8%. The smallest

group was who applying applying ADP for easy to apply at 4 respondents or 1.9%.

4.2 Results of Research Variables

As for Interval Scale that use in the questionnaire part two, mean score justification level of agreeable perception are adopted according to following ranges:

Average mean score at 4.21-5.00 means respondents agree at the highest level.

Average mean score at 3.41-4.20 means respondents agree at the high level.

Average mean score at 2.61-3.40 means respondents agree at the normal level.

Average mean score at 1.81-2.60 means respondents agree at the low level.

Average mean score at 1.00-1.80 means respondents agree at the lowest level.

Table 4.10: Mean, Standard Deviation of Perceived Usefulness

Perceived Usefulness	Mean	S.D.
Placing order in ADP platform improves my ability to make good purchase decisions.	3.9070	.74927
Placing order in ADP platform allows me to get purchasing goods done more quickly.	3.7395	.91051
Placing order in ADP platform allows me to enhance my purchasing effectiveness.	3.7674	.88173
When I place order in ADP platform, my performance in purchasing improved.	4.1674	.71686

From Table 4.10, the research found that “When I place order in ADP platform, my performance in purchasing improved.” has a highest mean value of 4.1674 suggesting that it was highly agreed by most respondents. “Placing order in ADP platform allows me

to get purchasing goods done more quickly” was ranked the highly disagree with a mean of 3.7395.

Table 4.11: Mean, Standard Deviation of Perceived Ease of Use

Perceived Ease of Use	Mean	S.D.
It is easy to become skillful using ADP platform	3.0698	1.03209
Learning to order online in ADP platform is easy	3.3674	1.16806
ADP platform is clear and understandable	3.3349	.85349
When I order online in ADP platform, it is easy to do what I want to do	3.1907	1.22890

From Table 4.11, “Learning to order online in ADP platform is easy” has found to have the highest mean with 3.3674 while “ADP platform is clear and understandable” has second highest mean and the lowest SD as 0.8539 compared to the former one with 1.16806. Therefore, “ADP platform is clear and understandable” was the highest agree one in general.

Table 4.12: Mean, Standard Deviation of Subjective Norm

Subjective Norm	Mean	S.D.
The media influenced my decision to make purchases through the ADP platform.	3.3628	.89051
Marketing communication influenced my decision to make purchases through the the ADP platform.	3.8791	.83960

(Continued)

Table 4.12 (Continued): Mean, Standard Deviation of Subjective Norm

Family/friends encourage me to make purchases through the the ADP platform.	3.8651	.85677
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From Table 4.12, “Marketing communication influenced my decision to make purchases through the the ADP platform” is the highest agree one with highest mean value 3.8791 and least deviation of information 0.83960.

Table 4.13: Mean, Standard Deviation of Perceived Risk

Perceived Risk	Mean	S.D.
Ordering goods on the ADP platform is risky.	3.1442	.83311
There is too much uncertainty associated with ordering goods on the ADP platform.	3.2372	.81717
Compared with other methods of purchasing, online ordering from ADP platform is riskier.	2.9070	.93763

From Table 4.13, “There is too much uncertainty associated with ordering goods on the ADP platform.” is the highest agree one with highest mean value 3.2372 and least deviation of information 0.81717.

Table 4.14: Mean, Standard Deviation of Behavioral Intention

Behavioral Intention	Mean	S.D.
I intend to use (or continue to use) ADP in my work	4.2512	.71184

(Continued)

Table 4.15 (Continued): Mean, Standard Deviation of Behavioral Intention

I intend to apply (or continue to apply) ADP to improve my work		4.1442	.89268
I will strongly recommend ADP platform to others		3.9814	.79109
If I have access to ADP shopping, I want to use it as much as possible		4.2140	.92766

From Table 4.14, “I intend to use (or continue to use) ADP in my work” is the highest agree one with highest mean value 4.2512 and least deviation of information 0.71184.

4.3 Analysis of the data based on assumptions

The assumption comprised perceived usefulness, perceived ease of use, subjective norm, perceived risk, and behavioral intention.

Table 4.16: Pearson's Correlation Coefficient Result

Variable	PU	PEOU	SN	PR	BI
Perceived Usefulness(PU)	1				
Perceived Ease of Use (PEOU)	.486**	1			
Subjective Norm(SN)	.546**	.707**	1		
Perceived Risk (PR)	-.317**	-.227**	-.238**	1	
Behavioral Intention (BI)	.519**	.650**	.723**	-.211**	1

Correlation is an effect size and the closer the r value is to 1 or -1 , the stronger the linear correlation. Therefore the strength of the correlation can be described using the guide that Evans (1996) suggests for the absolute correlation value of r :

- 0 .00-0.19 “very weak”
- 0 .20-0.39 “weak”
- 0 .40-0.59 “moderate”
- 0 .60-0.79 “strong”
- 0 .80-1.0 “very strong”

From table 4.15, the explanation was expressed as below

The analysis showed that perceived usefulness had a moderate positive relationship with adoption intention of ADP as referred to Pearson's Correlation Coefficient, 0.519 at 0 .01 statistical significant level.

The analysis showed that perceived ease of use had a strong positive relationship with adoption intention of ADP as referred to Pearson's Correlation Coefficient, 0.650 at 0 .01 statistical significant level.

The analysis showed that subjective norm had a strong positive relationship with adoption decision of ADP as referred to Pearson's Correlation Coefficient, 0.723 at 0 .01 statistical significant level.

The analysis showed that perceived risk had a weak negative relationship with adoption decision of ADP as referred to Pearson's Correlation Coefficient, -0.211 at 0 .01 statistical significant level.

Table 4.17: Analysis of variance (ANOVA) Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.958	4	12.490	71.048	.000 ^b
	Residual	36.916	210	.176		
	Total	86.874	214			

From table 4.16, ANOVA analysis confirmed that independent variables, perceived usefulness, perceived ease of use, subjective norm, perceived risk had influence on dependent variable, which was behavioral intention due to Sig. of the equation equaled 0.000 at 0.05 significant level.

Table 4.18: Multiple Regression Analysis Result

Dependent Variable: Behavioral Intention, R=0.758, R ² =0.575, Constant=1.454						
Independent Variables	B	Std. Error	t	sig	Tolerance	VIF
(Constant)		.283	5.134	.000		
Perceived Usefulness (PU)	.151	.059	2.549	.012	.649	1.541
Perceived Ease of Use (PEOU)	.183	.047	3.866	.000	.485	2.062
Subjective Norm(SN)	.409	.059	6.970	.000	.446	2.243
Perceived Risk (PR)	.003	.046	.071	.944	.891	1.122

From table 4.17, Multiple Regression Analysis could be determined the proper model aimed for the prediction of behavioral intention of CVS owners. The analysis showed that three independent variables had significant effect toward behavioral intention at the 0.05 level and could be as the predictors for behavioral intention. The

predictors for behavioral intention were perceived usefulness (Sig. = 0.012), perceived ease of use (Sig. = 0.000), and subjective norm (Sig. = 0.000). In contrast, the independent variables perceived risk (Sig. = 0.944) was disabled to be as predictors for behavioral intention.

This research aimed to study for factors affecting adoption decision of innovative technology ADP in CVS industry in China. From table 4.17, Multiple Regression Analysis showed that three independent variables which were perceived usefulness ($\beta = 0.151$), perceived ease of use ($\beta = 0.183$), and subjective norm ($\beta = 0.409$) could be the most predictive predictors toward adoption decision in a positive way. In summary, perceived usefulness, perceived ease of use and subjective norm explained the positive influence on adoption decision on innovative technology in CVS industry at 57.5%. The other 42.5% were affected by the other possible variables that were not discussed in this research. The standard error was ± 0.283 then the result was as the following equation.

$$Y (\text{Behavioral intention}) = 1.454 + 0.151 (\text{Perceived Usefulness}) + 0.183 (\text{Perceived Ease of Use}) + 0.409 (\text{Subjective Norm})$$

The implications from the above equation were as below

If, PU was increased by 1 point and other factors remained the same then resulted in BI would be increased by 0.151 point.

If, PEOU was increased by 1 point and other factors remained the same then resulted in BI would be increased by 0.183 point.

If, SN was increased by 1 point and other factors remained the same then resulted in BI would be increased by 0.409 point.

Furthermore, no relationship should occur among independent variables in Multiple Linear Regression analysis, which means no multicollinearity should occur to lead to a deviation to true research result. Multicollinearity was tested by Variance Inflation Factor (VIF) value or Tolerance value. The appropriately value of Variance Inflation Factor (VIF) should not exceeded 4 and Tolerance value should exceeded 0.2 (Miles & Shevlin, 2001). From Table 4.17, Tolerance value of each independent variable in the study exceeded 0.2 while none VIF value exceeded 4, which can drive a conclusion that had no Multicollinearity among independent variables in this research then was able to apply Multiple Regression Analysis.

4.4 Summary of Hypothesis Testing

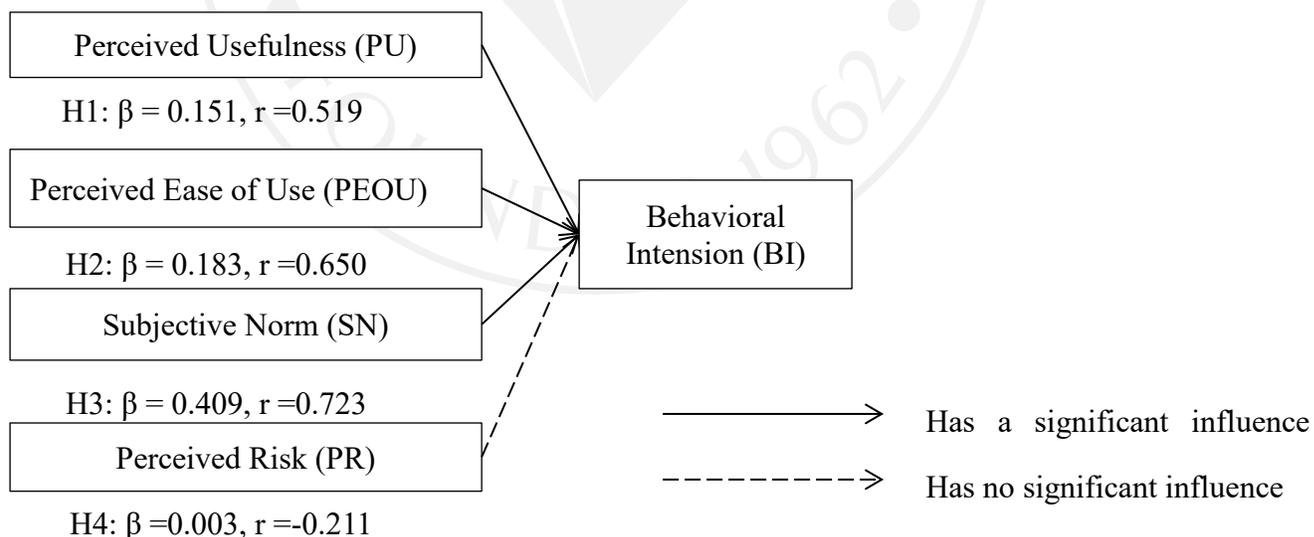


Figure 4.1: Result of Multiple Regression Analysis from Scope of Research

Shown in Figure 4.4 below, the study presented that perceived usefulness, perceived

ease of use and subjective norm had an impact on adoption intention on innovative technology in CVS industry in China, whereas perceived risk had no influence on adoption intention on ADP.



CHAPTER 5

CONCLUSION

This research has studied the factors affecting innovative technology adoption intention in convenience store industry in China by carrying out a case study on Alibaba Distribution Platform (ADP). In this chapter, a summary of the major findings which provide answers to the research questions will be presented, and the limitations as well as some suggestions for further studies will be given.

5.1 Summary of Study

This paper is aim to study the positive influent factors affecting adoption intention of innovative technology, perceived usefulness (PU), perceived ease of use (PEOU), subjective norm (SN) and perceived risk on behavioral intention to adopt ADP in convenience store industry. Questionnaire method was conducted to collect the data and the target population is defined as the owners of convenient shops in China and 215 samples were collected. The sample size was gathered by the non-probability sampling. Then, data was analyzed in quantitative approach by SPSS program.

5.2 Discussion

From the result, the study presented that collected data had more male respondents involved, aged between 24-40 years old, middle to high school degree. The monthly income for their convenience shops are ranged from 35,005-55,000 Baht. Most of the CVS owners had 5-7 year experience since getting online while operating CVS business around 3 years. The most frequently use way to order goods was through telephone and

the frequency to order goods for the shop is 2-3 times per week. The main reason for them to apply ADP is cheaper price. Research results based on hypothesis concluded that.

Hypothesis 1, perceived usefulness has a significant impact on intention to adopt innovative technology of ADP for Chinese retailers. The result from the analysis showed that perceived usefulness (PU) had a significant impact on adoption intention of innovative technology ADP referred from Multiple Regression Analysis that significant value $p=0.012$. Therefore, the hypothesis was accepted. Kim et al. (2003) argued that online shopping sites which provide functions which aid consumers in making better shopping decisions will be perceived as useful. In the study, the most significant point of usefulness of ADP for CVS is that their purchasing performance has been improved by ADP. Compared with the traditional way where they operated as checking every shelves to make sure the inventory and place orders accordingly, being uncertain about what is the appropriate new products to order, ADP help CVS owner to know what to order, the amount to make as well as new product recommendation of new product referring to big data.

Hypothesis 2, perceived ease of use has a significant impact on intention to adopt innovative technology of ADP for Chinese retailers. The result from the analysis showed that perceived ease of use had a significant impact on adoption decision of innovative technology ADP referred from Multiple Regression Analysis that significant value $p=0.000$. Therefore, the hypothesis was accepted. Teo concluded in his study that an innovative technology that consume less effort and trouble from the users are more likely to gain a better adoption response in general. (2001). For ADP, the majority agreed that

the system design of ADP is clear and simple. Therefore even it's not super easy for them to master the app quickly, they were still willing to continue to learn it since the system is clear. Several researchers did further analysis on innovative technology adoption and come up that a complex technology will only slower the rate of adoption and the more complex it is, the slower it will be adopted by a larger users scale. (Selamat et al, 2009). The rate of adopting ADP compared to other innovation technologies, can viewed as fast developed.

Hypothesis 3, subjective norm has a significant impact on intention to adopt innovative technology of ADP for Chinese retailers. The result from the analysis showed that subjective norm had a significant impact on adoption decision of innovative technology ADP referred from Multiple Regression Analysis that significant value $p=0.000$. Therefore, the hypothesis was accepted. In this research, the result showed that marketing communication under subjective norm has a major impact on adoption intention of ADP Since convenience industry always had been viewed as a low profit margin business, hence once ADP promote itself as cheaper price suppliers, CVS owners will show their interest to it. In the context of online shopping, many consumers will decide not to shop online if their friends or family don't encourage them to make purchases through the Internet (Foucault and Scheufele, 2002). In this research, the result showed that family and friends' encouragement is one of the main reasons for CVS owners to adopt ADP giving the situation that most of the convenience store is still family-run business.

Hypothesis 4, perceived risk (PR) has a significant impact on intension to adopt

innovative technology of ADP for Chinese retailers. The result from the analysis showed that perceived risk does not have a significant impact on adoption decision of innovative technology ADP referred from Multiple Regression Analysis that significant value $p=0.944$. Therefore, the hypothesis was not accepted. Furthermore, the result showed a negative relationship between PR and BI. The considered perceived risk of adopting a relatively new technology products depend on previous adoption or the adoption by relevant products (Conner, 1995; Katz and Shapiro, 1985; Shapiro and Varian, 1999). ADP is new for convenience store owners, but still they hold a moderate attitude toward the risk of adopting it. Since online shopping Taobao or Alibaba is familiar to most of the Chinese and they proved to be convenient and not risky which create a promising situation for CVS owners to accept ADP. The majority of the CVS owners did not influence by perceived risk exists with applying ADP in their shops.

5.3 Research Implications

The result of the research on the influence on perceived usefulness, perceived ease of use, perceived risk and subjective norm on adopting ADP intention of CVS owners in China showed that perceived usefulness, perceived ease of use and subjective norm had a significant impact on adopting ADP intention. Therefore, ADP platform managers need to consider and make marketing plans referring to these factors.

ADP developers should focus more on functions of the platform, because perceived usefulness has more influence on adoption intention according to the equation result. For convenience store, inventory management always a challenging. ADP help to improve CVS to achieve better inventory management while gain a better purchasing performance as well. However, according to the questionnaires in the research, ADP is not the only

and also not the most frequently use channel for most of the CVS owners. The problem from the respondents reported including slow delivery, lack of products variety, and or after-sales service. ADP should improve logistic system and explore more source products from factories and manufacturers as soon as possible. Only when the platform can perform full functioning can attract more users to use ADP in their shops.

As for perceived ease of use, ADP developers should focus on simplifying the operating of using the platform. It's essential for an internet or website base product to design and employ a clear and simple user interface. Since most of the CVS owners are middle age and low educated, it's necessary to offer some real-time teaching from ADP.

For subjective norm, ADP as a product that need a lot of knowledge and self-confidence for users to adopt, should focus more on their users attitude measurement. By adding subjective norm in their marketing research, ADP developers can be more accurately predict and examine the adoption intentions of CVS owners. In addition, ADP should focus more on marketing communication since subjective norm has more influence on adoption intention according to the equation result. Strategies like personal selling and sales promotion can be preceded. The former helps to communicate with customer to know how CVS owners feel and perceive of this innovative online platform, while the later one help to attract more users since convenience store business is price sensitive.

5.4 Recommendations for future research

Researchers should consider the following issues in the future research

Respondents of this research were respondents who owned a convenience store in

few cities in Guangdong provinces, South China. The likelihood of CVS owner's adoption decisions making may vary from different regions in China. Therefore for future research can cover more various area and larger sample population.

In this research, perceived usefulness and perceived ease of use and subjective norm could predict ADP adoption intention. Other factors such as price, convenience mentioned by respondents in the questionnaire can be discussed in future research. Some CVS owners in the research emphasized that the most essential thing for the CVS business is the price of the product. If possible, they would compare the price on all the ordering channel first then make a final decision on ordering from the cheapest one. However, on the contrast, other CVS owners mentioned that they would rather pick the easiest and most convenient way to order goods if the price and other factors are relatively acceptable. Various factors impact various retailers differently, the price and convenience factors can be studied in the future research since they are considering important for convenience store business.

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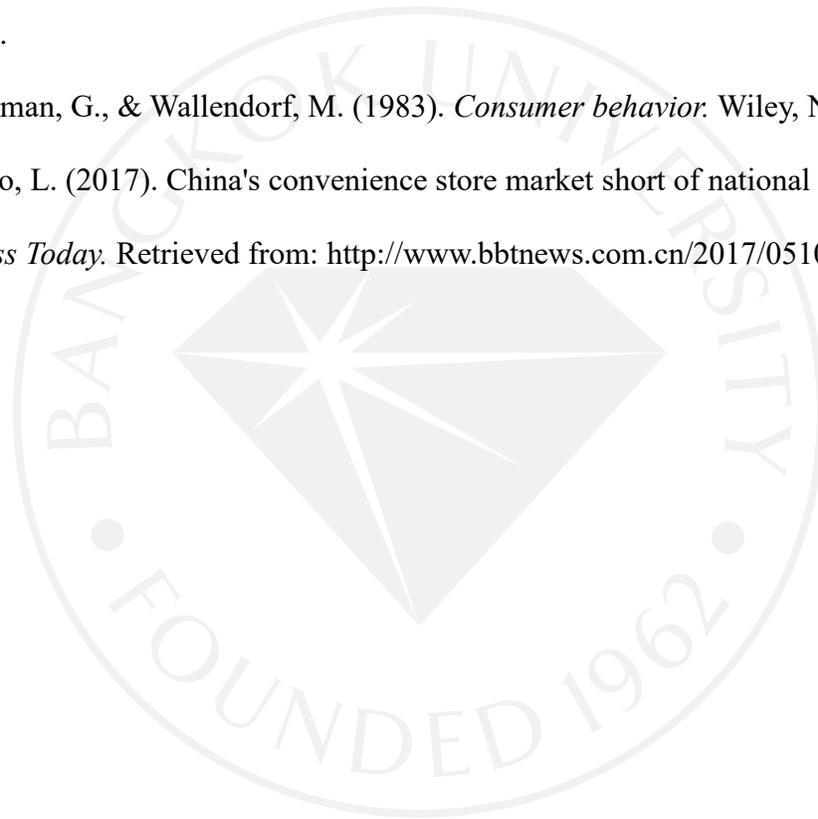
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APPENDIX

Survey Questions (English)



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BANGKOK UNIVERSITY

Factors affecting innovative technology adoption intention in convenience stores industry in China---base on a study on Alibaba Distribution Platform (ADP)

INTRODUCTION:

Objective of this survey is to collected data for use in Master of Business Administration (M.B.A) research, Bangkok University. Based on a study on ADP of Alibaba, the paper tries to figure out the factors affecting CVS owners in China to adopt this innovation technology ADP. The result of this research will be benefit to CVS industry in China. I am gratefully for your kind assistance and cooperation.

Instruction:

Please fulfill the questions below and give rating or checkmark on the answer(s) that mostly match your circumstance.

Part 1, Please put a check (√) in • that matches your conditions the most.

1. Gender.

- 1) Male
- 2) Female

2. Age.

- 1) Under 24
- 2) 24-30
- 3) 31-40
- 4) 41-50
- 5) Above 50

3. Education.

- 1) Middle school levels or below.
- 2) High school levels
- 3) College or university levels.
- 4) Graduate school levels or above.

4. Monthly Income of the shop. (Assume exchange rate: 1 RMB = 5.00 Baht)

- 1) Below 20,000 Baht (4000RMB).
- 2) 20,005-35,000 Baht (4001-7000RMB).
- 3) 35,005-55,000Baht (7001-11000RMB).
- 4) Above55,005Baht(Above 11001RMB).

5. Time since getting online.

- 1) Below 3 year.
- 2) 3-5 years.
- 3) 5-7 years.
- 4) Above 7 years.

6. Time since operating CVS business.

- 1) Below one year.
- 2) 1-3 years.
- 3) 3-5 years.
- 4) Above 5 years.

7. What's your most frequent used channels of ordering goods.

- 1) ADP
- 2) Through Internet. (like Wechat, Taobao, Tmall and etc)
- 3) Through Telephone.
- 4). Go to wholesalers in person.

8. How often do you order goods for your shop?

- 1) Once a week.
- 2) Two to three times a week.
- 3) Four to five times a week.

- 4) Almost every day.

9. Alibaba Distribution Platform (ADP) is a retailer management system, offering marketing, logistics and training services to independent shop owners. What's the main reason to apply ADP in your shop?

- 1) Price
- 2) Convenience.
- 3) Helpful and practical.
- 4) Easy to apply.
- 5)others_____.

Part 2. If you are using ADP currently, please mark every statement with only one \surd in the box that you have the strongest feeling with.

	Agree level				
	Lowest	Low	Moderate	High	Highest
	(1)	(2)	(3)	(4)	(5)
Perceived Usefulness(PU)					

PU1: Placing order in ADP platform improves my ability to make good purchase decisions.					
PU2: Placing order in ADP platform allows me to get purchasing goods done more quickly.					
PU3: Placing order in ADP platform allows me to enhance my purchasing effectiveness.					
PU4: When I place order in ADP platform, my performance in purchasing improved.					
Perceived Ease of Use (PEOU)					
PEOU1: It is easy to become skillful using ADP platform.					
PEOU2: Learning to order online in ADP platform is easy.					
PEOU3: ADP platform is clear and understandable.					
PEOU4: When I order online in ADP platform, it is easy to do what I want to do					
Subjective Norms(SN)					

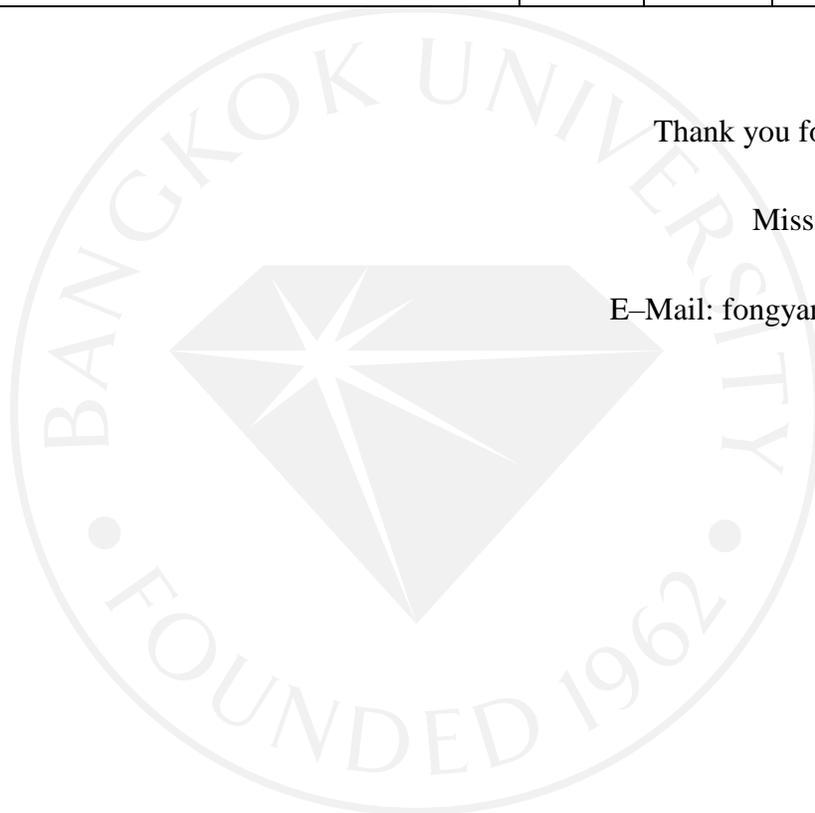
SN1: The media influenced my decision to make purchases through the ADP platform.					
SN2: Marketing communication influenced my decision to make purchases through the the ADP platform.					
SN3: Family/friends encourage me to make purchases through the the ADP platform.					
Perceived Risk(PR)					
PR1: Ordering goods on the ADP platform is risky.					
PR2: There is too much uncertainty associated with ordering goods on the ADP platform.					
PR3: Compared with other methods of purchasing, online ordering from ADP platform is riskier.					
Behavioral intention(BI)					
BI 1: I intend to use (or continue to use) ADP in my work.					
BI 2: I intend to apply (or continue to apply) ADP to improve my work.					

BI 3: I will strongly recommend ADP platform to others.					
BI 4: If I have access to ADP shopping, I want to use it as much as possible.					

Thank you for your assistance

Miss. Feng Yang

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APPENDIX

Survey Questions (Chinses)



มหาวิทยาลัยกรุงเทพ
BANGKOK UNIVERSITY

问卷调查

影响便利店行业接纳采用创新技术的因素——以阿里巴巴零售通为研究案例

简介

本人杨枫，曼谷大学工商管理专业研究生，为了了解影响便利店行业接纳采用创新技术的因素，也作为毕业论文的一部分展开此次市场调查收集相关数据。此问卷调查的研究结果将会对中国便利店行业的发展提供一定程度的帮助和指导。希望能占用各位的一些时间填写问卷，感谢各位的支持和帮助。

第一部分：

请您在最符合您个人情况的选项前打勾（√）或任何您喜爱的标记。

1. 性别。

- 1) 男 2) 女

2. 年龄段。

- 1) 24-30

- 2) 31-40
- 3) 41-50
- 4) 50 以上

3. 受教育水平。

- 1) 小学及或下水平
- 2) 中学水平
- 3) 大专或大学水平
- 4) 研究生或之上水平

4. 店铺月收入。

- 1) 2000 人民币之下
- 2) 2001-4500 人民币
- 3) 4501-7000 人民币
- 4) 7001 人民币之上

5. 网龄。

- 1) 不到 1 年。
- 2) 1 到 3 年。
- 3) 3 到 5 年。
- 4) 5 年以上。

6. 便利店营业多长时间了。

- 1) 不到 1 年。

2) 1 到 3 年。

3) 3 到 5 年。

4) 5 年以上。

7. 您一般通过什么方式订货呢?(您可以选择多个选项)

1) 打电话

2) 线上下单 (比如微信下单, 淘宝天猫等线上商城)

3) 上门订货

4) 零售通

5) 其他 _____。

8. 您的店铺订货频率是?

1) 一周一次

2) 平均每周 2 到 3 次。

3) 平均每周 4 到 5 次。

4) 几乎每天一次。

5) 其他 _____。

9. 零售通是阿里巴巴推出的供便利店商户使用的, 集线上订货, 数据管理, 物流与营销服务为一体的平台。请问您使用零售通的主要原因是?

1) 价格划算。

2) 方便省事。

3) 实用性, 对店铺管理有帮助。

4) 很容易操作。

5) 其他 _____。

第二部分，正在使用零售通的朋友，在以下陈述中，请您在最符合您个人感受程度的框里打勾（√）或者任意您喜爱的标记（5和1分别代表认可度最高和最低）。

	认可（感受）程度				
	最低	低	一般	高	很高
	(1)	(2)	(3)	(4)	(5)
感知有用性					
PU1: 零售通帮助我做出更好的购买决策。					
PU2: 零售通帮助我更快的完成订货。					
PU3: 零售通帮助我提高订货效率。					
PU4: 零售通让我更清楚地知道店铺需要补什么货物了。					

PEOU1:我很快就可以熟练地使用零售通订货了。					
PEOU2: 学习使用零售通平台订货很简单。					
PEOU3:零售通平台操作起来很清晰, 很好理解掌握。					
PEOU4: 在零售通上订货, 不管我想进行什么操作, 都能轻松达成。					
主观规范					
SN1: 媒体影响了我决定使用零售通订货的决策。					
SN2: 市场营销的推广影响了我决定使用零售通的决策。					
SN3: 家人朋友鼓动我使用零售通。					
感知风险					
PR1: 在零售通平台上订货有风险。					
PR2: 在零售通平台上订货有太多的不确定性了。					

PR3: 相比起其他的订货方式, 零售通这种现实订货方式有更多的风险性。					
行为意向					
BI1: 我会使用 (或继续使用) 零售通。					
BI1: 我会利用 (或继续利用) 零售通平台订货来提高工作效率。					
BI1: 我会强烈推荐零售通平台给其他人。					
BI1: 一旦我接触使用了零售通平台, 我会尽量多地使用。					

感谢您的支持与帮助

杨枫

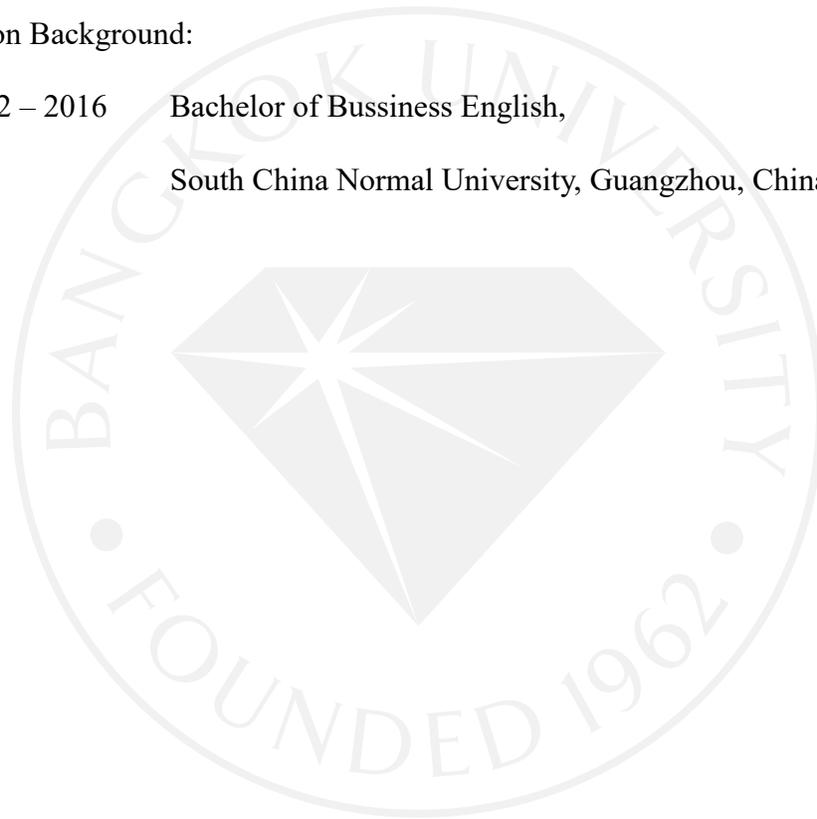
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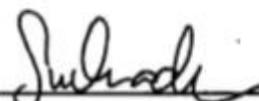
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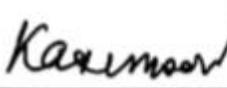
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