

CITY UNIVERSITY OF HONGKONG
香港城市大學

**The Road to Omnichannel Success: The
Effect of Technological, Organizational and
Environmental Factors on the Intention to
Adopt Omnichannel Retailing Strategy**
通往全渠道零售成功之路：企業全渠道轉
型過程中基於技術組織和環境理論因
素的考量

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by

Xu Fei
徐沸

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Abstract. Over the last decade, technology and constant digitalization has drastically changed consumer behavior, market development, and business-consumer interaction. One of the key developments is the offering of multiple channels to satisfy consumer preferences. As consumer expectations increase, especially for user experience, businesses are pressured to provide a seamless, interchangeable experience of the channels they offer. However, while there are many theoretical benefits to omnichannel adoption, businesses are still slow to adopt. This paper studies the factors of adoption of omnichannel in the Chinese hypermarket industry.

This qualitative study aims to understand the difficulties and the contextual influences on the adoption of omnichannel via the technology, organization, and environment (TOE) framework. The resultant understandings from this study provides insights into Chinese companies embarking on omnichannel adoption, concluding that the following key factors affect the adoption of omnichannel in China: four significant factors: (1) perceived benefits, (2) organizational readiness, (3) consumer habits and expectations, and (4) financial resources.

Keywords: omnichannel, multichannel, cross-channel, qualitative study, perceived benefits, organizational readiness, external pressures, IT adoption, hypermarket, retail, China, Technology-Organization-Environment framework