

E-COMMERCE IMPLEMENTATION PROCESS FRAMEWORK FOR
BUSINESS-TO-CUSTOMER MALAYSIAN SMALL AND MEDIUM
ENTERPRISES

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Specially dedicated to my beloved father and mother, sisters and brothers whose affection, love, encouragement and prays of day and night make me able to get such success and honour.

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ABSTRACT

Many small and medium sized enterprises (SMEs) have recently decided to implement electronic commerce (e-Commerce). This requires them to successfully implement e-Commerce systems, since an inefficient implementation may lead to endangerment of the company's survival. However, despite the extensive benefits of e-Commerce, there is still a lack of e-Commerce implementations among SMEs in Malaysia. Therefore, this research aims to develop an e-Commerce Implementation Process Framework for Business-to-Customer (B2C) Malaysian SMEs. A collection of the actual experiences of SME e-Commerce champions who were involved in the implementation of e-Commerce, can facilitate the identification of the activities and the primary determinants for inclusion in the implementation process. This research adopted a positivist qualitative research approach, using case studies of Malaysian SMEs in the fashion and apparel sector, who have implemented B2C e-Commerce. In-depth interviews of e-Commerce champions were conducted over the course of three and six interviews for the pilot and primary case studies, respectively. The analysis of the data collected was divided into four phases. The first phase involved both within and cross-case analysis of the pilot cases. The second and third phases involved within and cross-case analysis of primary cases. The fourth phase involved the verification of the framework with four experts in the related field. Thematic analysis method and NVivo software were employed for data analysis. The findings from this research consist of a set of implementation activities and their main determinants featuring the B2C e-Commerce implementation process based on Kotter's eight-stage framework. Finally, these results provide an appropriate framework for the B2C e-Commerce implementation process for Malaysian SMEs in the fashion and apparel sector. The framework is beneficial for e-Commerce practitioners as well as researchers who have similar interests in this field.

ABSTRAK

Kebanyakan syarikat perusahaan kecil dan sederhana (PKS) memutuskan untuk melaksanakan perdagangan elektronik (e-Dagang) baru-baru ini. Ini memerlukan mereka untuk melaksanakan sistem e-Dagang dengan jayanya kerana pelaksanaan yang tidak cekap boleh membahayakan kelangsungan syarikat. Namun demikian, walaupun manfaat e-Dagang meluas, pelaksanaan e-Dagang oleh PKS di Malaysia masih kurang. Oleh itu, kajian ini bertujuan untuk membangunkan rangka kerja proses pelaksanaan e-Dagang Perniagaan-ke-Pelanggan (B2C) PKS di Malaysia. Koleksi pengalaman sebenar juara e-Dagang PKS yang terlibat dalam pelaksanaan e-Dagang berupaya memudahkan pengenalpastian aktiviti dan penentu utama untuk dimasukkan dalam proses pelaksanaan. Kajian ini menggunakan pendekatan kajian kualitatif positifis melalui kajian kes PKS Malaysia dalam sektor fesyen dan pakaian yang telah melaksanakan e-Dagang B2C. Temubual mendalam dengan juara e-Dagang yang melibatkan tiga dan enam temubual untuk kajian kes perintis dan kes utama, masing-masing. Fasa pertama melibatkan analisis dalam setiap kes dan kes silang bagi kes perintis. Fasa kedua dan ketiga melibatkan analisis setiap kes dan kes silang bagi kes utama. Fasa keempat adalah pengesahan rangka kerja dengan empat pakar dalam bidang yang berkaitan. Kaedah analisis tematik dan perisian NVivo telah digunakan untuk menganalisis data. Hasil dari kajian ini adalah satu set aktiviti pelaksanaan dan penentu utama yang memperlihatkan proses pelaksanaan e-Dagang B2C berdasarkan rangka kerja lapan peringkat perubahan Kotter. Akhirnya, hasil kajian ini menyediakan rangka kerja proses pelaksanaan e-Dagang B2C yang sesuai untuk PKS di Malaysia dalam sektor fesyen dan pakaian. Rangka kerja tersebut bermanfaat kepada pengamal e-Dagang serta penyelidik yang mempunyai kepentingan yang sama.

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LIST OF ABBREVIATION

ACCCIM	-	Association Chinese Chamber Corporation In Malaysia
B2B	-	Business-to-Business
B2C	-	Business-to-Customer
C2C	-	Customer-to-Customer
COD	-	Cash On Delivery
CLMV	-	Cambodia, Laos, Myanmar, Vietnam
CRM	-	Customer Relationship Management
CSFs	-	Critical Success Factors
DOI	-	Diffusion of Innovation Theory
e-Commerce	-	Electronic Commerce
GDP	-	Gross Domestic Products
GMBO	-	Get Malaysian Business Online
ICT	-	Information and Communications Technology
IS	-	Information Systems
IT	-	Information Technology
KPIs	-	Key Performance Indicators
MCMC	-	Malaysian Communications and Multimedia Commission
MDeC	-	Malaysian Digital Economy Corporation
MIS	-	Management Information Systems
MITI	-	Ministry of International Trade and Industry Malaysia
MSC	-	Multimedia Super Corridor
NSDC	-	National SME Development Council
SDLC	-	System Developments Life Cycle

SEM	-	Structural Equation Modelling
SMEs	-	Small and Medium Enterprises
SNS	-	Social Networking Site
SSM	-	Companies Commission of Malaysia
TAM	-	Technology Acceptance Model
TOE	-	Technology, Organization and Environment
USP	-	Unique Selling Proposition
UI	-	User Interface
UX	-	User Experience

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CHAPTER 1

INTRODUCTION

1.1 Overview

This research explored the Business-to-Customer (B2C) electronic commerce (e-Commerce) implementation process in Malaysian SME companies from the perspective of e-Commerce champion. B2C e-Commerce can be defined as the use of the global internet by business and consumers for the sale and purchase of goods and services, including business services and after sale support to consumers (Ho, Kauffman and Liang, 2007). The full implementation process here consists of three phases; pre-implementation, during implementation and post implementation (Cohen *et al.*, 2012; Kirk *et al.*, 2016), while implementation is the process where development, installation and maintenance of e-Commerce projects take place (Ashaye, 2014).

This chapter provides an overview of the study and it starts with research background of the study on e-Commerce implementation, followed by problem statement, the research questions and objectives to provide insights about the study focus. The scope of the study and its significant are also discussed. Finally, the organisation of the thesis is briefly explained chapter by chapter.

1.2 Research Background

The Internet makes it practical for consumers to shop without going to a physical store. As shopping online is becoming more pronounced, producers and retailers are making use of the Internet as an alternative to shopping in the store. Many retail stores have implemented the application of e-Commerce transactions to allow the sale of products or services to consumers via the Internet in a very straightforward manner. Through e-Commerce, significant benefits can be earned in business, and it has a significant impact on marketing worldwide. In the United States (US), American consumers are expected to spend about \$637 billion while worldwide consumers would spend \$2 trillion online by the year 2017 (Laudon, 2013).

The online transaction between business and consumer is called Business to Consumer (B2C), and it includes online shops, online banking, travel services and online auctions (El-Sofany *et al.*, 2012). It has numerous benefits such as self-service shopping, which can be accessed 24/7 hours daily, accurate orders and prompt payments. The implementation of B2C e-Commerce has increased the market sale and is beneficial for the long term of company development. In eMarketer's website latest forecasts, worldwide B2C e-Commerce sales will increase by 20.1% from 2014 levels and reach \$1.5 trillion by 2017 (eMarketer, 2014). In 2013, B2C e-Commerce accounted for 0.92 percent of the global gross domestic product (GDP), and this share is projected to reach 1.61 percent in 2018 (Statista, 2014). B2C e-Commerce continues to grow worldwide, with a global growth rate of over 15% and much higher in emerging markets such as China, India and Brazil. Asian competitors such as Rakuten (<http://global.rakuten.com/en/>) or Alibaba (<http://www.alibaba.com/>) are also constantly expanding their share within the B2C e-Commerce market.

In Malaysia, realizing the benefits of e-Commerce, many communication networks continue to improve their network connection to provide high bandwidth to entrepreneurs in terms of providing prominent levels of service to online business. E-Commerce has been recognised as a critical enabler to accelerate revenue growth for the Malaysian economy under the Digital Malaysia initiative (Nee, February 2017).

The Malaysian government has launched Get Malaysian Business Online in January 2013 with a RM50 million grant, and Cloud Computing Adoption Programme was launched by Multimedia Super Corridor (MSC) Malaysia to encourage the Small and Medium Enterprises (SMEs) into e-Commerce business. More and more organisations are now accepting online payment methods. Furthermore, there are more quality e-Commerce websites developing, with enhanced product offerings and delivery. Zalora (<http://www.zalora.com.my>), Lazada (<http://www.lazada.com.my>), Lelong (<http://www.lelong.com.my/>) and Shashinki (<http://shashinki.com/shop/>) are examples of famous Malaysian online shopping and auction sites, offering computers, cameras, mobile phones, fashion accessories and more (ExpatriateGo, 2017). They are allowing consumers to purchase, distribute, communicate, explore, and research from virtually anywhere, anytime where there is Internet access. It is believed that Malaysian users spend 20 hours a week on-line compared to 40 working hours, which is 50% of official working time. Additionally, 83% of internet users have made an online purchase, and 56% have made multiple purchases online (Bernama, 2013).

However, although there are 700,000 registered SMEs in the country, only 10 percent had their own website and less than 10% involve one-way communication (Report of ACCCIM 2012; Bernama, 2013; Rahman *et al.*, 2013). Furthermore, several issues that have arisen in e-Commerce of SMEs are highlighted in various newspaper articles as illustrated in Table 1.1. These articles urge SMEs to be more open to innovative and disruptive technology and to utilise the support given by the government.

Table 1.1: Related newspaper articles on e-commerce of SMEs in Malaysia

Date	Highlighted Issues	Quote from	Newspaper
May 09, 2013,	“It is a call to action for more businesses in Malaysia to recognise the benefits of e-Commerce and get online. It is also critical for SMEs to identify the right e-Commerce partner who can help them overcome the challenges of operating a successful e-Commerce business”	Audrey Ottevanger, country Manager for Malaysia and Philippines at PayPal	Digital News Asia (DNA)
July, 21 2014	“While many other Asian countries already have significant number of their local e-Commerce based	Chan Keek Siak, Easy.my CEO and founder	MalaysiaInternet

Date	Highlighted Issues	Quote from	Newspaper
	organisations successfully listed on stock boards, Malaysia only has a sad handful”		
November 17, 2014	SMEs should strengthen their management skills, financial and learning capacities, and fully utilise the support given by the government	The Ministry of International Trade and Industry (MITI)	Bernama
December 28, 2015	“While 2015 has been fruitful year for all online businesses and e-Commerce, Malaysia’s share of the total retail e-Commerce market is still very low at 2%”	Hoseok Kim, online marketplace 11street chief executive officer	The Star Online
January, 19, 2016	“What we want to do is to come up with a more aggressive campaign to ensure SMEs sector continues to grow at an impressive rate. Our focus is to make e-Commerce even more popular in Malaysia”	Datuk Seri Mustapa Mohamed, The Ministry of International Trade and Industry (MITI)	The Star Online
January 16, 2017	“We need a mind-changing capability among SMEs as well as other local companies. Only those who adopt technology will be able to sustain their capabilities and market share,” “I would like to urge SMEs to constantly innovate and adopt technology so that they will not be left behind. Otherwise they might have to close shop”	Malaysian International Chamber of Commerce and Industry (MICCI) president, Datuk Wira Jalilah Baba	The SUNDAILY
March 3, 2017	“We want to enhance the e-Commerce adoption. Our focus is getting SMEs to be on the e-Commerce platform as it is almost compulsory for every business to be part of it”	International Trade and Industry Minister, Datuk Seri Mustapha Mohamed	MalayMail

Despite a continuous urge and support from government to SMEs to implement e-Commerce through the years (see Table 1.1), the e-Commerce penetration in Malaysia as 2017 is estimate at 5% (Wong, 2017). This low penetration may be because not many companies are aware of the significant benefits of B2C e-Commerce to their company’s long-term growth (Ismail, 2008; Hashim and Abdullah, 2014; Kurnia *et al.*, 2015). The failure of immature B2C e-Commerce managers to understand the potential benefit led to failure to support and maintain their e-Commerce system (Khatibi, 2003; Hashim and Abdullah, 2014; Kurnia *et al.*, 2015). In addition, lack of expertise within an organisation will create some other barriers as reported in The Associated Chinese Chamber of Commerce and Industry of Malaysia (ACCCIM) survey of SMEs in 2012 (see Figure 1.1). Other than that, finance difficulties, grasp of technologies and uncertainty of market direction are

among the highest barriers. These barriers make e-Commerce is too difficult to implement within SMEs.

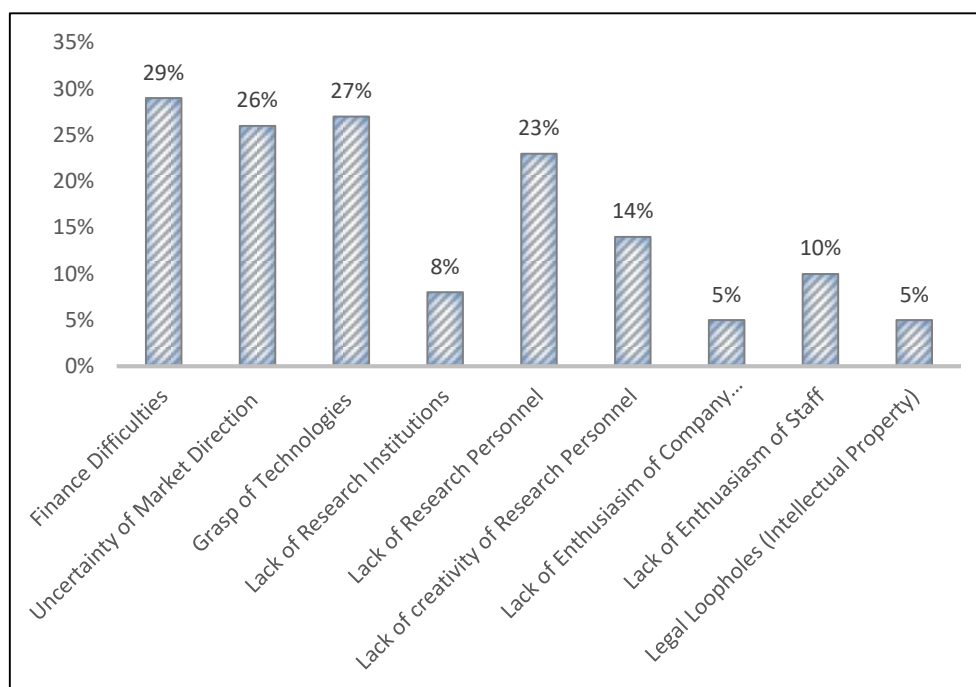


Figure 1.1: Report of ACCCIM 2012 SMES survey (2012)

Consequently, Malaysia SMEs are still far from achieving the satisfactory e-commerce level, which is worrisome as the nation plans to be a developed country by the year 2020 (Rahman *et al.* 2013; Bernama, 2013). In regard to the use of the e-Commerce, Malaysian SMEs are still fond of using conventional methods of doing business. For example, only 28% out of the 965 respondents stated that they are involved in e-Commerce, 24% of them are "in planning", and the remaining 48% are not involved in e-Commerce yet (ACCCIM, 2012). According to Malaysia Digital Economy Corporation (MDEC), only about 10 percent of SMEs in Malaysia were involved in e-Commerce in year 2015. The small number of SMEs implements e-Commerce leads a research questions of what happened during the implementation of B2C e-Commerce in Malaysia.

While implementing e-Commerce system, the e-Commerce champions involved in the implementation were highlighted in prior study. E-Commerce champions such as managers, senior manager and top manager as the main

respondent in prior studies (Ahmad *et al.*, 2011; Alam *et al.*, 2013; Afshar Jahanshahi *et al.*, 2013). E-Commerce champion as individuals in organisation who make decisive contributions to the innovation by actively and enthusiastically promoting it progress through the critical stages of its development and adoption. This indicate that e-Commerce champion is a key contributor to implementation success (Curley and Gremillion, 1983). E-Commerce champion role are so critical in e-Commerce implementation that without a champion, the e-Commerce system might be abandoned because it does not stand much chance to be successful (Agwu and Murray, 2014; Zhang *et al.*, 2016). However, one of the most overlooked areas, where previous study focused on end-user characteristics, developing model for SMEs rather than analysing of what has happened during implementation of e-Commerce (Ahmad and Agrawal, 2012). For instance, prior study explores barriers (Alam *et al.*, 2011; Afshar Jahanshahi *et al.*, 2013) or recognizing determinants (Ahmad *et al.*, 2015; Kurnia *et al.*, 2015; Sin *et al.*, 2016) that are important to implement e-Commerce from e-Commerce champion perspective. Identify the barriers and determinants may be beneficial to obtain in-depth understanding of the achievement of e-Commerce implementation but it is inadequate to be used to describe the constant change of e-Commerce implementation process. Thus, the determinants or barriers alone are not sufficient to give clarification on how the transition from imperviousness to success has occurred. The need to understand what has happened during implementation process is rather useful as it creates a moving image on how e-Commerce is implemented from a stage to another stage (Yasin *et al.*, 2014). Aforesaid, e-Commerce champion perspective is needed to determine the activities and determinants that emerged during the implementation process. Once the understanding is achieved, it will help the e-Commerce champion in companies to lead implementation more effectively.

Accordingly, a better awareness about e-Commerce that will allow SMEs to better understand the e-Commerce potential is needed (Alam *et al.*, 2011; Kurnia *et al.*, 2015). Rahman *et al.* (2013) suggest that the SMEs should propose some guidelines in promoting e-Commerce to enhance the success of implementation of B2C e-Commerce in Malaysia. This guideline referring to the change process which include step-by-step plan of SMEs companies went through while implementing e-

Commerce applications. Failure to do so will result the Malaysian SME continues to struggle with e-Commerce implementation.

1.3 Problem Statement

Although Malaysian SMEs demonstrate the profound and pervasive struggles involved in e-Commerce implementation, many developed countries have successfully implemented the e-Commerce to optimize the benefits. It has brought economic success to the organisation including business efficiency, information quality and communication efficiency in USA and European Union countries (Mora-Monge *et al.*, 2010; Lucia-Palacios *et al.*, 2014). The understanding of the process of e-Commerce implementation will increase flexibility in communicating with business partners and providing managers better access to information, improve the customer services and minimal cost of customization of e-Commerce (Hallikainen and Chen, 2005; Noyes and MacInnes, 2006; Seyal *et al.*, 2013). In view of this, B2C e-Commerce systems are believed to have the potential to radically change SMEs and tender some benefits that were previously not foreseen in developing countries, particularly in Malaysia. Despite the interest shown by many governments of SMEs in implementing the B2C e-Commerce system, there are several fundamental issues that require a stronger research focus.

First issue, there are limitations of understanding for implementation from three different views which are technology aspects (Salleh *et al.*, 2010; Hung *et al.*, 2011), organisational aspects (Tarafdar and Vaidya, 2006; Wang and Ahmed, 2009; Hung *et al.*, 2011; Ramanathan *et al.*, 2012; Tibbs *et al.*, 2015) and phases of implementation (Thatcher *et al.*, 2006; Scupola, 2009; Chan *et al.*, 2012). The first view, technology aspect, Salleh *et al.*, (2010) define implementation as one phase in system life cycle which is the coding phase or system development solutions. The system is written, tested, documented and installed, at the end of this phase the system is ready to use. The second view, organisational aspect, Tarafdar and Vaidya (2006) study highlight the role of top management, characteristics of information

systems professional and organisational structure determine the enterprise inclination to deploy e-Commerce system. Additionally, operations and marketing of e-Commerce have strong impacts on performance of SMEs (Ramanathan *et al.*, 2012). The third view, the implementation phases consists three phases which are divided into pre-implementation, during implementation and post implementation. Most study in e-Commerce implementation focus on single phase. For instance prior study on pre-implementation focused on adoption topic (Hong and Zhu, 2006; Thatcher *et al.*, 2006; Scupola, 2009; Chan *et al.*, 2012; Tibbs *et al.*, 2015) while prior study on during implementation focused on system design and application (Kang, 2009; Hwang, 2009). Finally, prior study on post implementation focused on performance and business impact (Jehangir 2011; Ahmad 2012). In implementing a successful implementation requires a careful launch strategy and mutual adaptation among the organisation, the technology and the business process (Bozarth, 2006; Salim 2013). This suggests that significant innovative technologies require adjustment within the organisational structure and day-to-day business process (De-Vries and Boonstra, 2012). The implementation of e-Commerce system therefore is not just a technological aimed at adoption of information systems but also encompasses an organisational aspect (Boonstra and Govers, 2009). Furthermore, better understanding of the companies change process, its characteristics during change could bring many positive outcomes, including more effective implementation (Whelan-Berry and Sommerville, 2010). Current implementation studies concern either technology or organisation aspect without combining the two aspects together or neglecting the whole three phases of implementation. To make it as a proper implementation process, this study will combine three aspects together that include three phases (i.e., pre-implementation, during-implementation and post-implementation), the technology and organisation aspects (Salim, 2013).

Second issue, most research in the B2C area highlighted various determinants influencing the B2C e-Commerce implementation (e.g., Sarkar, 2009; Yasin *et al.*, 2010; Makki and Chang, 2015; Altameem and Almakki, 2017) yet without clearly stated activities or which stage it is being influence (Sarkar, 2009; Aljowaidi, 2015). For instance, determinants such as top management support, government regulations, IT infrastructures, and compatibility among determinants that motivate for e-

Commerce implementation (Permwanichagun *et al.*, 2014; Makki and Chang, 2015; Çela, 2016). These determinants, however only show their importance individually without explaining in detail what activities are involved. In addition, other studies such as Yasin *et al.* (2010), stated several activities (e.g., our organisation had well-defined overall organisational strategic plan; our organisation had well-defined departmental or functional plans; benchmarking) involved in the implementation, yet ignoring what corresponding determinants is important associated with their implementation stages. In another study, Aljowaidi (2015) highlights determinants (e.g., compatibility, internal IT infrastructure, e-Commerce strategy, organisation structure) and activities (e.g., skills & attitude, staff training; vision & goals, adequate support), however the study only covers at pre-implementation phase (i.e., adoption) only. To make process change happen, any study should combine activities and determinants and how it evolved (Salim, 2013) within the whole implementation process (i.e., pre-implementation, during implementation and post implementation). The need to have a standardized and systematic B2C e-Commerce implementation framework that include activities and determinants in corresponding implementation phases lead to effective operational and strategic outcomes (Yasin *et al.*, 2010; Broome, 2016). In this regard, exploring and representing the relevant activities and its determinants within B2C e-Commerce implementation process framework in Malaysia SMEs is significant.

This study overcomes these issues by providing an understanding on B2C e-Commerce implementation process in SMEs. The whole implementation phase (i.e., pre-implementation, during-implementation and post-implementation) is included to have the overall picture of B2C e-Commerce implementation process framework. To do this, the study will combine both main determinants and their relevant activities according to specific stages in e-Commerce implementation process. As a case, several Malaysian SMEs e-Commerce companies will be used. SME companies in Malaysia are chosen as they are on track to contribute 41% to the country's gross domestic product by 2020 compared to 32% in 2012, (Minister of International Trade and Industry (MITI) Datuk Seri Mustapa Mohamed). In line with this, the government encourages them to merge to become stronger entities, thus enhancing SMEs competitiveness through e-Commerce (The Star, 2015). Therefore, the

Malaysian SMEs will be the case studies for this research. The framework from this study will provide more-thorough understanding of the underlying characteristics that determine the way e-Commerce system are implemented in Malaysia.

1.4 Research Questions

The main research question in this study is:

“How could the process of B2C e-Commerce implementation in Malaysian SMEs be developed?”

The main question concerns the understanding of the SMEs experience in implementing the B2C e-Commerce system. The question is needed to increase our understanding of what must be included in B2C e-Commerce implementation framework. To further strengthen this study, three sub-research questions are developed. They are:

i) Sub-Research question 1:

“What are the main activities and determinants that involved in B2C e-Commerce implementation process?”

This first sub-question seeks to identify the activities and its determinants in the B2C e-Commerce implementation. Any activities and its determinants that emerged from the study are related to the actual B2C e-Commerce implementation process (i.e., as they will derive from the data).

ii) Sub-Research question 2:

“What framework can be used for B2C e-Commerce implementation process?”

The second sub-question intends to develop a framework that is unique to the B2C e-Commerce implementation process in Malaysian SMEs. All identified activities and its determinants will be merged tightly to form a complete framework for the B2C e-Commerce implementation process. The developed

framework hopefully will provide a better understanding of the process of B2C e-Commerce implementation project.

iii) Sub-Research question 3:

“How to verify the B2C e-Commerce implementation process framework?”

The third sub-question is to verify the B2C e-Commerce implementation process framework to increase the trustworthiness and accuracy of final framework.

1.5 Research Objectives

The main objective of this study is to develop a framework that can be used for implementation of B2C e-Commerce system based on Malaysian SMEs experience. Exploring what must be included in B2C e-Commerce implementation through the actual experiences of SMEs e-Commerce champions involved in the implementation of e-Commerce within an organisation can identify all the core requirements (i.e., activities and determinants will emerge from the interview data from e-Commerce champions) in the implementation process. In this sense, the study will evaluate the e-Commerce champions' experience with regard to B2C implementation. This understanding can be achieved through the following sub objectives:

i) To analyse the main implementation activities and its determinants associated with the B2C e-Commerce implementation process

In understanding B2C e-Commerce implementation, there are some activities and its determinants that influence the process of implementation. The exploration into activities and its determinants will be accumulated from the interviews with e-Commerce champions. The identified determinants with its activities that represent relevant B2C e-Commerce implementation stages are presented in chronological order.

- ii) To develop a framework that can be used for B2C e-Commerce implementation process.

Here, framework will provide the characteristics (i.e., activities) of the implementation determinants that are found among the various case studies (i.e., by comparing one case study to another). The narration between the activities and determinants then will form a framework that actually is a holistic view of B2C implementation process.

- iii) To verify the B2C e-Commerce implementation process framework.

The develop framework is verified here to increase the trustworthiness and accuracy of the research findings. Finally, a final framework for B2C e-Commerce implementation process as outcome of this research.

1.6 Scope of the Research

It is difficult to take account of every aspect of e-Commerce research for business application within the scope of single research study. Consequently, it is necessary to limit the area of focus of this study. Identifying the scope of the research provides a guideline in developing aims if the research. The scope of this study is limited to the following situation:

- i) Business-to-Customer (B2C) e-Commerce type

Business-to-Customer or B2C e-Commerce is defined as activities of businesses selling products and/or services to consumers, usually in the form of online shops. In Malaysian context, the CEO of Multimedia Development Corp (MDeC), Datuk Yasmin Mahmood has urged the e-Commerce industry to boost the domestic e-Commerce revenue in line with the global B2C revenue which is expected to reach RM4.78 trillion by the end of this year (The Malaysian Reserve, 2014). Therefore, the B2C e-Commerce type is selected for this study.

ii) E-Commerce champion

The B2C e-Commerce implementation process study is obtained from the perspective of e-Commerce champion such as owner of firms, manager, managing director, CEOs, Heads of IT, IT experts (Oliveira and Martins, 2010; Sultana *et al.*, 2011; Ahmad and Agrawal, 2012). The role of e-Commerce champion as a key player in implementation process is vital and significant for the success of B2C e-Commerce implementation process because of their skills and expertise in bringing. They are chosen as they have knowledge and experience for implementing e-Commerce in organisation, to give an understanding of the phenomena (Agwu and Murray, 2014; Zhang *et al.*, 2016). Therefore, the e-Commerce implementation in this study acknowledges e-Commerce implementation as holistic approach from the individual experiences of the e-Commerce champion.

iii) Malaysian SMEs in Fashion and Apparel

Malaysian SMEs in fashion and apparel export market has become increasingly attractive for new international entrants as result of the increase demand for the Muslim hijab and headgear for ladies (Malaysian Knitting Manufacturers Association, 2013). Therefore, the Malaysian SMEs in fashion and apparel will be the case studies for this research.

1.7 Significance of the Research

The significance of this research can be categorized into three various aspects including theoretical, methodological and practical. In terms of theoretical contribution, most previous research used adoption theories such as Technology Acceptance Model (TAM) and Diffusion of Innovation Theory (DOI) for e-Commerce implementation research. However, this research contributes to Change Management Theory in IS research context, e-Commerce implementation process research studies. Furthermore, the selection of Kotter's model (from change management theory) in the study contributes to Kotter's eight stages of change model with the real context of case study in e-Commerce implementation process

field. Moreover, the definition of implementation process in this study considered as essential contribution that can be used by future researchers regarding implementation process in e-Commerce or other domains.

The methodological contribution involves using interpretive case study for the e-Commerce implementation process that specifically focused in Malaysian fashion and apparel SMEs can be replicated to similar contexts. This could be achieved by using the applied methodology to understand the B2C e-Commerce implementation process in similar industry.

In terms of practical contribution, this research offers a B2C e-Commerce implementation process framework to e-Commerce champion. For e-Commerce champion, understanding the B2C e-Commerce implementation process will help businesses identify the most strategic activities and determinants in specific stages to gain expected benefits from e-Commerce. It also gives a holistic view of B2C e-Commerce implementation process that includes the implementation activities, determinants and stages, which might lead to a higher awareness of how to implement B2C e-Commerce. It therefore can help to increase the participation of Malaysian SMEs in global competition in near future.

1.8 Organisation of the Thesis

This section provides an overview of the overall thesis structure. This thesis is organized in seven chapters as depicted in Figure 1.2. The figure summarizes each chapter in thesis in terms of the main objectives of the chapter, the outcomes of each chapter and related phase in research design.

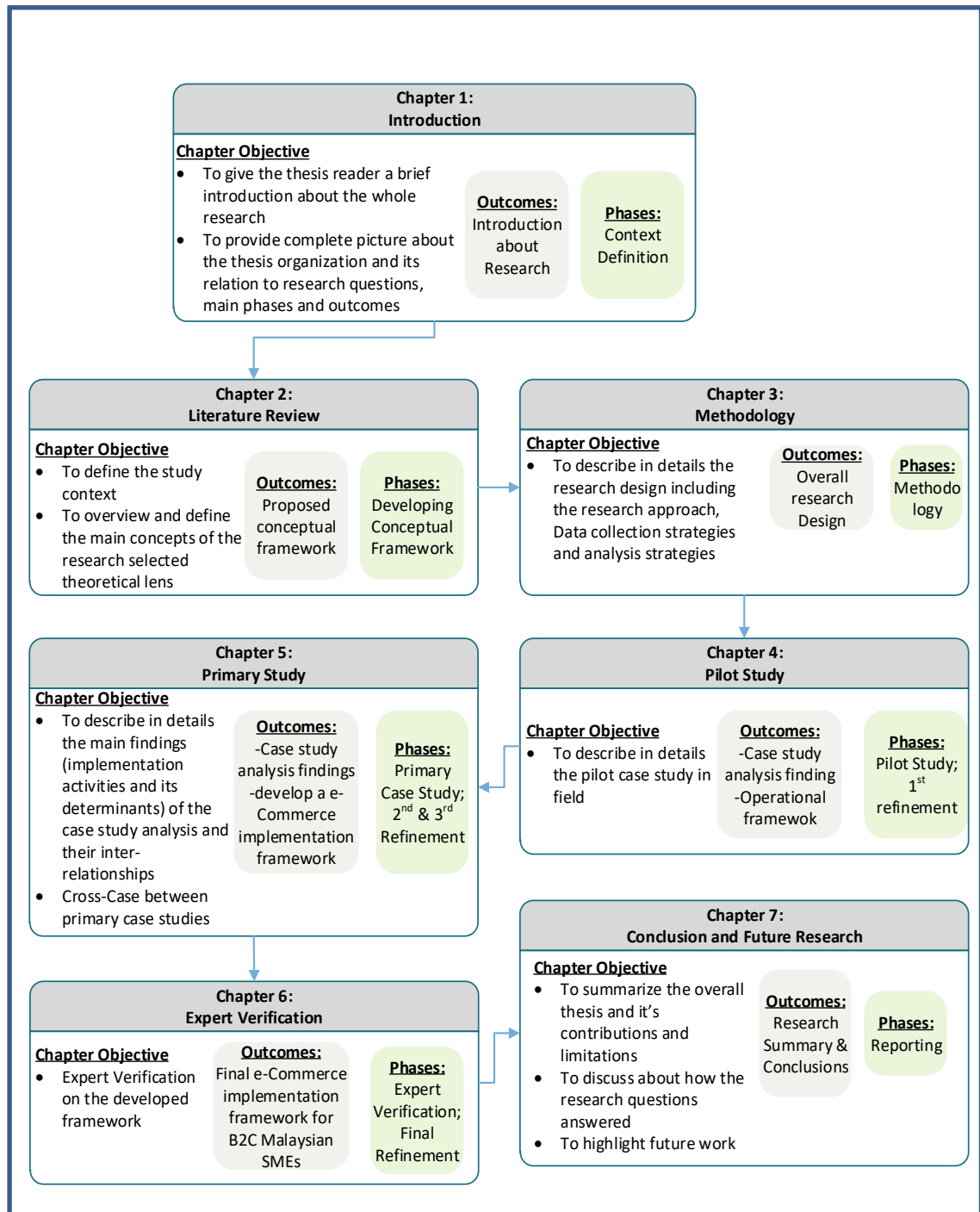


Figure 1.2: Organisation of the thesis

Chapter 1 provides the background of the current research and highlights the objectives of this study. It then establishes the scope of this research and the research significance. This chapter also presented the overall organisation of the current thesis.

Chapter 2 reviewed the relevant literature in respective research topic. This chapter presented the preliminary review where several gaps were identified in an effort to justify the significance of the study. Chapter 2 also provided a review of related studies such as the B2C e-Commerce implementation in developed and developing countries, B2C e-Commerce implementation study in Malaysia context, previous B2C e-Commerce implementation framework, the benefits and implementation determinant of B2C e-Commerce, and the relevant IS theories. Finally, a conceptual framework for B2C e-Commerce implementation process for Malaysia is proposed. The chapter concludes with a discussion of the main outcomes from the review of the literature and its implications on this research.

Chapter 3 provides an overall description of the research design and methodology used in this study. The chapter provides details about the interpretative paradigm as the selected paradigm for this study. The qualitative case study is discussed as the selected research strategy. This was followed by a detailed description of the procedures followed in data collection and the methods used to analyse the data. The research validity and trustworthiness are discussed in this research design.

Chapter 4 described in detail the pilot case study process and findings. The qualitative case study is conducted through open-ended interview questions with three Malaysian SMEs across fashion and apparel sector. Data were analysed using thematic coding approach and cross-case analysis with help of NVivo software used to generate the findings of the study. As outcome in this chapter, the findings are presented, as well as a set of implementation activities and determinants. The first refinement of conceptual framework to operational framework is then developed.

Chapter 5 discussed in detail the main findings of analysis of six case studies and their inter-relationships. The case study analysis findings were discussed such as implementation activities and determinants were mapped to its relevant B2C e-Commerce implementation stages in sequences. This followed by the cross-case study analysis between the six case studies, from which emerged a detailed set of

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