



Disruptive Factors Affecting the E-commerce Industry in China by 2030: A Consumer Delphi Study

Yuan Qi & Petri Tapio

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Business challenges in the digital age

- ✦ Increasing number of high-tech innovations and smart technologies
 - ✦ New pressures on price and margin (near-perfect transparency)
 - ✦ Customer-led marketing
 - ✦ Competitors emerging from unexpected places
 - ✦ Experience-based consumption
- > VUCA Environment
- > relentless evolving business models (high velocity)



Wild cards and weak signals

❖ Wild cards

"A future development of an event with a relatively **low probability** in occurrence, but a likely **high impact** on the conduct of business" (BIPE Conseil et al. 1992)

❖ Weak signals

Features:

Random, fragmented pieces of information, background noises, representing first indication of paradigm change, future trends, discontinuities, and turn of events

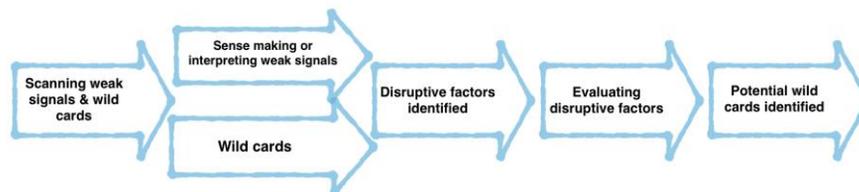
weak signals -> rising trends and mega trends, but also WILD CARDS (Heinonen 2014)



Risk management



- ❖ Risk management model -> scanning weak signals and wild cards leading up to the identification of potential wild cards



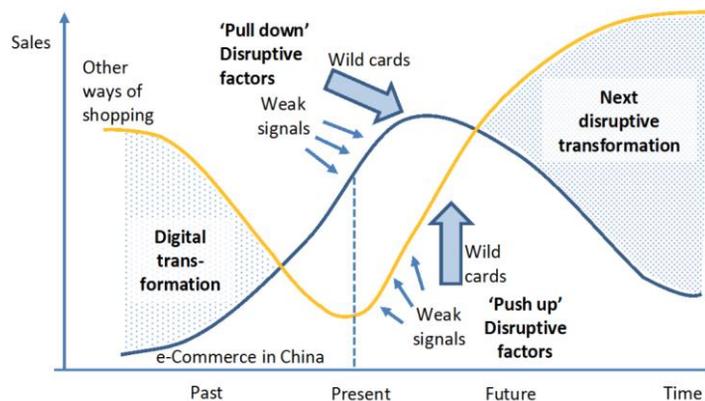
China's e-commerce industry

- ❖ China's contribution to global e-retail market -> 35% in 2015
- ❖ Major driving forces: 1) increase of upper middle class disposal income; 2) increased internet penetration rate; 3) growing number of smart phone users 4) supportive atmosphere for online transactions



Source: eMarketer, Deloitte research

Key concepts of our study

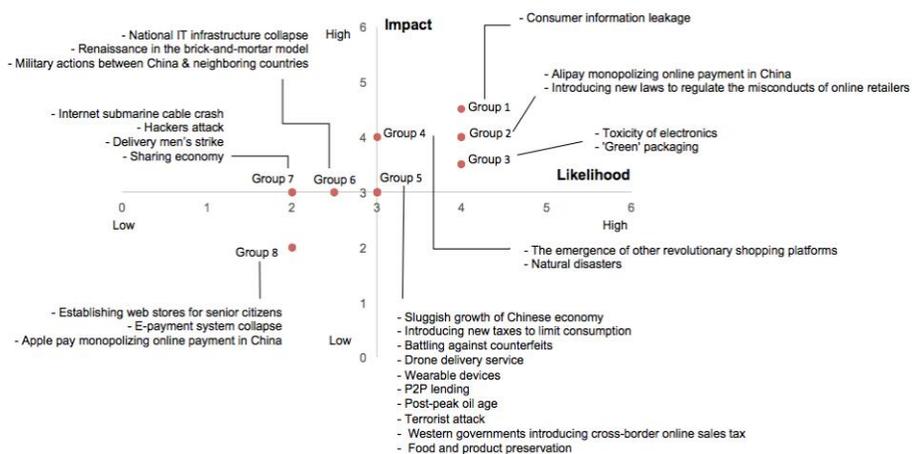


Consumer's Delphi

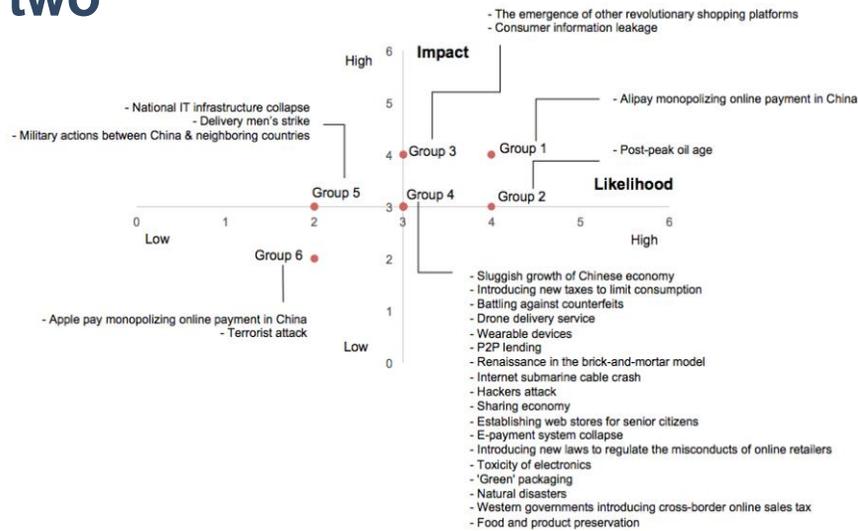
- ❖ Literature review and media content analysis
- ❖ Snowball sampling -> expert panel
- ❖ Two-round Delphi study
- ❖ Evaluate the probability and impact of the disruptive factors on a scale of 1 - 5
- ❖ Calculate the means of quantitative data. Qualitative content analysis for qualitative data

Disruptive factors in the STEEPV framework	
Society	Establishing web stores for senior citizens Introducing new laws to regulate the misconducts of online retailers
Technology	Internet submarine cable crash Consumer information leakage The emergence of other revolutionary shopping platforms National IT infrastructure collapse Hackers attack Drone delivery service Wearable devices Apple pay monopolizing online payment in China Alipay monopolizing online payment in China Toxicity of electronics
Economics	Sluggish growth of Chinese economy Delivery men's strike E-payment system collapse Renaissance in the brick-and-mortar model Western governments introducing cross-border online sales tax P2P lending
Ecology	Natural disasters Food and product preservation 'Green' packaging
Politics	Introducing new taxes to limit consumption Military actions between China & neighboring countries Terrorist attack Post-peak oil age
Values	Battling against counterfeits Sharing economy

Research results: Delphi round one



Research results: Delphi round two



Research findings

❖ Low probability in occurrence and high in impact

1. 'Internet submarine cable crash'
2. 'Hackers attack'
3. 'Delivery men's strike'
4. 'Sharing economy'
5. 'National IT infrastructure collapse'
6. 'Military actions between China and neighboring countries'

❖ Low likelihood and low impact

7. 'Establishing web stores for senior citizens'
8. 'E-payment system collapse'
9. 'Apple pay monopolizing online payment in China'
10. 'Terrorist attack'



Thank you!

