

# A Field Study of RFID Deployment and Return Expectations

Jonathan Whitaker • Sunil Mithas • M. S. Krishnan

Management Department, Robins School of Business, University of Richmond, 1 Gateway Road,  
 Richmond, Virginia 23173, USA

Decision and Information Technologies, R. H. Smith School of Business, 4324 Van Munching Hall,  
 University of Maryland, College Park, Maryland 20742, USA

Business Information Technology, Ross School of Business, University of Michigan, 701 Tappan Street,  
 Ann Arbor, Michigan 48109, USA

jwhitaker@richmond.edu • smithas@umd.edu • mskrish@umich.edu

Radio Frequency Identification (RFID) technology promises to transform supply chain management. Building on previous research in information systems and supply chain management, this paper proposes a theoretical framework for RFID adoption and benefits, and tests the framework using data on U.S. firms. Our analysis suggests that there is a positive association between information technology (IT) application deployment and RFID adoption. We find that RFID implementation spending and partner mandate are associated with an expectation of early return on RFID investment, and a perceived lack of industry-wide standards is associated with an expectation of delayed return on RFID investment. These results suggest that firms with broad IT application deployment and a critical mass of RFID implementation spending are more likely to report early returns from RFID deployments. This paper extends previous research to understand the relationship between organization characteristics and adoption and expected benefits of the emerging RFID technology.

*Key words:* RFID; information technology; adoption; benefits; business value of IT

*Submissions and Acceptance:* Received November 2005; revision received August 2006; accepted October 2006.

## 1. Introduction

Information sharing, coordination, and interorganizational linkages are important elements to achieve integrated, agile, and efficient supply chains. Previous research suggests that information technology platforms and capabilities play a major role in transforming supply chain management and order fulfillment processes (Johnson and Whang 2002; Lee and Whang 2001; Pyke, Johnson, and Desmond 2001; Rai, Patnayakuni, and Seth 2006). Researchers have also shown that information technology improves operational and financial performance by enabling organizational capabilities and coordination with business partners (Bardhan, Mithas, and Lin 2007; Bardhan, Whitaker, and Mithas 2006; Mithas and Jones 2007; Zhu and Kraemer 2002).

Radio Frequency Identification (RFID) promises to transform supply chain management by providing detailed information on the flow of products through

out the value chain. Several large private and public sector organizations have announced their commitment to use RFID in managing their supply chains. Wal-Mart required its top 100 suppliers to place RFID tags at the case- or pallet-level by 2005, and is planning for a total of over 600 suppliers by 2007. The U.S. Department of Defense currently maintains the world's largest RFID cargo tracking system across 2,000 sites and 46 countries. A 2005 *AMR Research-RFID Journal* survey of 500 companies finds that RFID related spending represents 9.1% of IT budgets, with spending projected to increase 16% by 2006, and another 20% by 2007 (Reilly 2005). A. T. Kearney (2003) projects that retailers using RFID will reduce inventory by 5%, save 7.5% of warehouse labor costs, and increase sales by 0.07%.

Despite the potential of RFID to enable supply chain transformation, there is a limited understanding of the antecedents and business value of RFID. Most of the

early RFID research discusses technical issues or descriptive frameworks (Angeles 2005; Asif and Mandviwalla 2005). More recent research considers RFID adoption and benefits using analytical modeling or data analysis based on one focal firm (Delen, Hardgrave, and Sharda 2007; Doerr, Gates, and Mutty 2006; Gaukler, Seifert, and Hausman 2007; Heese 2007; Loebbecke and Palmer 2006). In this paper, we build on previous research in information systems and supply chain management to develop a theoretical model for the antecedents and business value of RFID for a set of firms. We validate this model by conducting an empirical study across a broad cross-section of U.S. firms using archival data.

We extend previous research to understand the relationship between organization characteristics and adoption and expected benefits of the emerging RFID technology. While previous studies have examined the adoption of interorganizational systems, few studies have addressed both adoption and business value in the same study. While most current RFID research is based on one focal firm, this study addresses RFID adoption and business value for a set of firms. We find that firms with broad IT application deployment and a critical mass of RFID implementation spending are more likely to report early returns from RFID investment. We also find that partner mandate is associated with an expectation of early returns from RFID investment, and standards ambiguity is associated with an expectation of delayed returns from RFID investment. While other research notes that industry standards are a key factor in RFID adoption and benefits (Curtin, Kauffman, and Riggins 2007), this paper empirically establishes the connection and shows that the lack of a dominant industry RFID standard has negative implications for RFID benefits.

The rest of the paper is structured as follows. Section 2 reviews the theory and develops hypotheses. Sections 3 and 4 discuss the methodology and present results. Section 5 outlines implications of the study.

## 2. Theory and Research Model

RFID is emerging as a powerful application that promises to transform supply chain management. The RFID technology consists of two primary components—tags and readers. RFID tags carry extensive information on each item, and can be read and tracked instantly. RFID tags have a microchip and antenna. The microchip stores object information (such as a serial number), while the antenna enables the microchip to transmit object information to the reader. The reader creates a magnetic field with the tag antenna, and the tag uses this magnetic field to transmit object information to the reader. This object information can then be integrated into other systems within the buyer and sup-

plier firms, and transferred between firms to improve supply chain effectiveness. Because RFID systems facilitate the integration and sharing of information within and between firms, we focus on the deployment and benefits of RFID in a supply chain context (Kirby 2003).

Two streams of literature appear relevant for studying RFID in the supply chain context. The first stream is the information systems (IS) literature that studies the use and effect of interorganizational systems (IOS). IOS exists between companies and enables the movement of information across organizational boundaries (Applegate and Gogan 1995; Cash and Konsynski 1985). Beginning with early conceptual research exploring the implications of IOS for changes in firm boundaries (Malone, Yates, and Benjamin 1987), the IS literature now draws on both technology adoption (Cooper and Zmud 1990) and business value of IT literature (Barua and Mukhopadhyay 2000; Brynjolfsen and Hitt 1996; Kauffman and Kriebel 1988; Lucas 1993) to study the use and effect of IOS in electronic markets (Choudhury, Hartzel, and Konsynski 1998; Mithas and Jones 2007). For example, researchers have shown that the use of electronic data interchange (EDI), a subset of IOS, simultaneously reduces cost and improves quality of transactions between partner firms (Mukhopadhyay, Kekre, and Kalathur 1995; Srinivasan, Kekre, and Mukhopadhyay 1994).

A second and complementary perspective on RFID comes from the supply chain management (SCM) literature that focuses on the use of IT tools to improve supply chain processes. The SCM literature recognizes the importance of managing supply chain relationships to achieve competitive advantage (Lee and Whang 2003), and of leveraging benefits through information sharing across the supply chain (Kulp, Lee, and Ofek 2004; Swaminathan and Tayur 2003). Information sharing is the willingness to make strategic and tactical information available to supply chain partners, including forecasts, promotions, inventory levels, sales demand, and the movement of goods through the supply chain (Fisher et al. 1994; Johnson 1998; Lee and Whang 2000). Information sharing can align the incentives of supply chain partners and improve margins, inventory control, customer satisfaction, and firm performance (Mithas, Krishnan, and Fornell 2005b; Narayanan and Raman 2004). Information technology advances have greatly reduced the cost of sharing information and fostered real-time information sharing, coordination, and decision making among companies (Johnson and Whang 2002; Kopczak and Johnson 2003). Recent research considers adoption and benefits of information technologies such as enterprise resource planning (ERP) and customer relationship management (CRM) systems (Cot-

teleer 2006; McAfee 2002; Stratman 2007; Tsikriktsis, Lanzolla, and Frohlich 2004).

Although the IS and SCM literatures provide insights regarding the use and effect of IOS applications, much of the research in these areas is conceptual or analytical, and most empirical studies have focused on the established EDI, ERP, and CRM technologies (Aral, Brynjolfsson, and Wu 2006; Hitt, Wu, and Zhou 2002; Mithas, Krishnan, and Fornell 2005b; Ray, Muhanna, and Barney 2005). While conceptual and analytical studies are important for a theoretical understanding, field research and empirical work are necessary to test the validity and relevance of theoretical arguments. Thus, field based empirical research is a useful complement to theoretical and analytical studies to develop a deeper understanding of the research phenomenon. Our work responds to the calls by Agarwal and Lucas (2005) and Lee and Özer (2007) to study the transformational effect of IT in supply chains, focusing particularly on IT systems such as RFID that facilitate information sharing.

RFID shares some similarities with previous IOS technologies and enterprise systems such as EDI, ERP, CRM, and SCM. Similar to these systems, RFID introduces new dependencies, processes, and decision rights within and across organizations (McAfee 2006). While these similarities suggest that one may be able to generalize from previous IOS and EDI research to RFID (Angeles 2005), there are also at least two differences that suggest the need to test adoption and business value specifically in the RFID context. First, with the nature of RFID tags and readers, RFID faces unique hardware technical challenges (such as low read rates) compared with the challenges faced by EDI (Ferguson, Hill, and Hansen 1990; Ngai et al. 2007; Sullivan 2005). A second difference is that unlike other IOS where variable costs are almost negligible, RFID incurs substantial variable costs due to the use of RFID tags. Together, the unique technical challenges and cost structure associated with RFID make it necessary to test the extent to which the predictions based on IOS research models also apply to RFID.

We next draw on the IOS and SCM literatures to develop the theory underlying our research model, and to identify relevant firm characteristics that explain the antecedents and business value of RFID.

### 2.1. Organization Resources and RFID Adoption

Organization characteristics have a significant effect on the adoption of technical innovations (Kimberly and Evanisko 1981). Two key organization characteristics that influence the adoption of interorganizational systems are technological resources and financial resources (Iacovou, Benbasat, and Dexter 1995). Technological resources include the level of technical sophistication and level of management support for

using IT, and financial resources are the capital available for IT investments (Chwelos, Benbasat, and Dexter 2001). Technological resources increase the information processing capabilities between partner firms, enabling greater cooperation and collaboration (Bensaou 1997). Information systems and communication networks have reduced the time and cost required for supply chain partners to share, collect, and analyze information. A strong IT infrastructure is critical for IOS, because the scope in terms of IT applications and partner firms can grow rapidly (Premkumar 2000). A strong IT infrastructure is required to adopt IOS, integrate with internal IS applications, and establish links with trading partners (Premkumar and Ramamurthy 1995). Prior research shows that sophisticated IT infrastructure is a strong predictor of IOS adoption (Grover 1993). Recent research reinforces that IT assets and infrastructure are a platform that enables firms to pursue important initiatives such as the electronic integration of supply chains and outsourcing to strategic partners (Bardhan, Mithas, and Lin 2007; Bardhan, Whitaker, and Mithas 2006; Zhu and Kraemer 2002).

Significant financial resources are required to pay for implementation and ongoing expenses of IOS (Iacovou, Benbasat, and Dexter 1995) and RFID. A. T. Kearney (2003) estimates the cost for a large retailer to adopt RFID as \$400,000 per distribution center and \$100,000 per store, plus \$35 to \$40 million to integrate systems across the entire organization. Industry analysts predict that a large consumer goods manufacturer would spend \$9 to \$25 million to implement RFID (Shutzberg 2004). Based on the above discussion, we hypothesize that firms with broader IT application deployment and larger IT budgets are more likely to adopt RFID.

H1a: *Firms with broader IT application deployment are more likely to adopt RFID.*

H1b: *Firms with larger IT budgets are more likely to adopt RFID.*

### 2.2. Organization Resources and RFID Benefits

Technological and financial resources are also important to achieve business value from IOS implementation. We extend previous research on the role of technological and financial resources in IOS adoption to investigate their role in IOS implementation and benefits. We posit that greater investments of technological and financial resources in RFID implementation will be associated with early benefits from RFID. IOS implementation frequently involves a need to change and upgrade internal systems (Saunders and Clark 1992). Firms with highly integrated and digitized processes are better prepared to integrate their IOS systems and achieve greater benefits (Iacovou, Benbasat,

and Dexter 1995). For example, researchers have suggested that while implementing EDI in purchase order processing may provide some benefits, integrating EDI information into requirements planning and production is likely to provide greater benefits (Riggins, Kriebel, and Mukhopadhyay 1994). The compatibility of IOS with internal IT systems leads to greater integration internally and with supply chain partners, and greater implementation success (Premkumar, Ramamurthy, and Nilkanta 1994). Similarly, a strong IT platform is required to achieve greater benefits from RFID implementation. Firms may need to upgrade existing applications and invest in new hardware and software, to aggregate and filter data generated by RFID, and to integrate this data with enterprise systems (Dutta, Lee, and Whang 2007).

Financial resources are important for successful IOS investments, as the cost of integrating IOS to achieve greater benefits can be substantial (Iacovou, Benbasat, and Dexter 1995). The costs can include investment in hardware and software, ongoing support and maintenance, and modifications to current IT systems (O'Callaghan, Kauffmann, and Konsynski 1992). IOS investment by a firm has a significant positive effect on the extent to which IOS is used to process data and link to trading partners, leading to greater benefits (Williams, Magee, and Suzuki 1998). Based on the similarities between RFID and IOS, we posit that firms with extensive IT integration and higher RFID implementation spending are more likely to expect an early return on RFID investment.

*H2a: Firms that engage in more extensive IT integration in connection with RFID implementation will expect an early return on RFID investment.*

*H2b: Firms that spend more on RFID implementation will expect an early return on RFID investment.*

### 2.3. Partner Mandates and RFID Benefits

The relationship between partner firms is also a key factor in the adoption of interorganizational systems. Dependency (or power) is an important aspect of a dyadic relationship (Hart and Saunders 1998; Pfeffer and Leong 1977), and arises when one firm depends on another firm for a large portion of its sales revenue or incoming materials (Hart and Saunders 1997). Coercive pressures surface when a dominant firm exerts formal or informal pressures on dependent partner firms (DiMaggio and Powell 1983). A dominant firm that controls scarce and important resources may demand that dependent partner firms adopt programs that serve the dominant firm's interests. When dependency is high, dependent firms may have to comply to secure their survival. In previous IOS research, dependency relates to the potential of the dominant firm to encourage IOS adoption, and enacted power measures

the strength of rewards and threats used to exercise power (Chwelos, Benbasat, and Dexter 2001; Hart and Saunders 1997).

Researchers have studied the implications of power in IOS adoption using analytical models. When a manufacturer (buyer) initiates an IOS network, the buyer can reward or penalize suppliers to influence adoption patterns, and adoption by a supplier can generate positive externalities for the buyer and negative externalities for other suppliers (Barua and Lee 1997; Riggins, Kriebel, and Mukhopadhyay 1994; Wang and Seidmann 1995).

Previous research has also shown empirically that dominant firms exercise their power to influence their dependent partner firms to adopt IOS. From the dependent firm perspective, there is a strong relationship between dependency and IOS adoption (Iacovou, Benbasat, and Dexter 1995), and requirements by dominant firms are key drivers of the adoption decision (Bouchard 1993). Enacted trading partner power and greater coercive pressures are a significant predictor of IOS adoption (Chwelos, Benbasat, and Dexter 2001; Teo, Wei, and Benbasat 2003). These findings are relevant in the RFID context because dominant entities such as Wal-Mart and the Department of Defense are mandating use of RFID by their top suppliers (Barratt and Choi 2007; Curtin, Kauffman, and Riggins 2007).

Despite the negative connotations of terms such as "power" and "mandate," partner mandate can also be viewed in a positive way. Previous research suggests that while the dominant firm registers early gains (Mukhopadhyay, Kekre, and Kalathur 1995), ultimately all firms benefit from IOS (Premkumar 2000). Dependent agents who adopt IOS gain in the amount and share of business from dominant firms (O'Callaghan, Kauffmann, and Konsynski 1992). Further, dependent firms can strategically combine supply chain management systems with their relationship-specific and noncontractible investments to improve their relative advantage, enhance their benefits, and create negative externalities for their competitors (Bakos and Brynjolfsson 1993; Subramani 2004). Based on the above discussion, we hypothesize that firms deploying RFID because of a partner mandate will expect an early return on RFID investment.

*H3: Firms that deploy RFID because of a partner mandate will expect an early return on RFID investment.*

### 2.4. Data Standards and RFID Benefits

A common language for communicating about business is a prerequisite for coordinating diverse organizations. Information systems facilitate use of a common language by standardizing data elements and document structures (Goodhue, Wybo, and Kirsch 1992). Data standards make it easy for firms to com-

municate, interpret, and manipulate information, and are an essential feature of interorganizational systems (Markus et al. 2006; Zhu et al. 2006). Lack of document standards is considered a barrier to IOS adoption (Williams, Magee, and Suzuki 1998). Common standards enable firms to share information with their supply chain partners through the Internet, which then enables the partners to coordinate and collaborate (Rai, Patnayakuni, and Seth 2006; Swaminathan and Tayur 2003). The benefits of standards increase as the interdependence between partners increases (Goodhue, Wybo, and Kirsch 1992).

RFID enables supply chain partners to communicate product information down to the individual item level, which makes standards among supply chain partners critical (Shutzberg 2004). Standards are an important element of managing data quality, which is important as firms increasingly rely on data-driven technologies (Parssian, Sarkar, and Jacob 2004). Supply chains in which a dominant firm imposes standards for information sharing experience better business performance relative to competitors, including measures such as stock availability and cycle time (Min and Mentzer 2004). Despite the fact that standards are a critical success factor and potential barrier for IOS (Allen et al. 2000; Curtin, Kauffman, and Riggins 2007; Ferguson, Hill, and Hansen 1990; Murphy, Daley, and Hall 1998), few research papers have empirically examined the effect of standards on business value in an electronic commerce context (Kauffman and Walden 2001). Based on the above discussion, we hypothesize that the lack of RFID standards will be associated with an expectation of delayed return on RFID investment.

H4: *Firms experiencing a lack of RFID standards as a challenge in RFID implementation will expect a delayed return on RFID investment.*

We control for other relevant variables to account for alternative and complementary explanations in our models for RFID adoption and business value. We control for firm size, because large organizations have greater resources to implement RFID and acquire the latest technology. Prior studies found a relationship between firm size and the adoption of technical innovations (Damanpour 1992; DeLone 1981; Grover 1993; Lehman 1985; Moch and Morse 1977), and subsequent studies confirm empirically that firm size is significant in predicting IOS adoption (Mithas et al. 2005a; Premkumar, Ramamurthy, and Crum 1997). We also control for the two industry sectors that are widely known to be the primary initial adopters of RFID, the manufacturing industry and trade and logistics industry (Angeles 2005). These two industries account for almost 80% of the RFID market (Perez 2003).

### 3. Research Design and Methodology

This study is based on data from two separate surveys conducted by *InformationWeek*, a leading and widely circulated IT publication. *InformationWeek* is considered to be a reliable source of information, and previous academic studies have also used data from *InformationWeek* surveys (Bharadwaj, Bharadwaj, and Konsynski 1999; Mithas, Krishnan, and Fornell 2005b; Rai, Patnayakuni, and Patnayakuni 1997; Whitaker, Mithas, and Krishnan 2005).

The first of the two surveys for this study, the *InformationWeek* 500 survey (IW 500), was conducted during mid 2004 (Cuneo 2004). This annual benchmarking survey targets top IT managers in large firms, and collects data on the IT department and operations, along with an overview of major IT initiatives. Three hundred and fifty-four firms responded to this survey with complete responses for the variables of interest. RFID-related data from this survey is used for the model on RFID adoption. For this survey, we complemented the *InformationWeek* data with revenue and industry data from Compustat for publicly traded firms, and from Dun & Bradstreet for privately held firms.

The second survey for this study, the *InformationWeek* RFID survey (IW RFID survey), was conducted during early 2005 (Bacheldor 2005). This one-time survey targeted IT managers in large firms, and collected more detailed data on the RFID deployment and expectations regarding benefits. Forty-four firms that are currently using or pilot testing RFID responded to this survey with complete responses for the variables of interest. Data from this survey is used for the model on RFID benefits.

#### 3.1. Variable Definition

Table 1 describes the variables used in this study. Tables 2 and 3 provide descriptive statistics and correlation for our model variables. The relevant questionnaire items from the IW 500 and IW RFID surveys are available from the authors on request.

Of the 354 firms from the IW 500 survey, 103 firms indicated that RFID is in testing or development, 35 firms have a limited deployment of RFID, and 10 firms have a wide deployment of RFID. On average, firms in the IW 500 have a relatively broad deployment of IT applications (average 5.62, scale of 0 to 8). There is a positive correlation between IT application deployment and RFID deployment (0.21). Of the 44 firms from the IW RFID survey, on average firms reported that they expect to receive benefits from RFID in two to three years. RFID benefits have a positive correlation with partner mandate (0.25), RFID spending (0.22), and IT application upgrade (0.21), and a negative correlation with standards ambiguity (−0.18).

**Table 1** Description of Variables

Variable	Description	Source
RFID adoption	Four point scale indicating the extent to which a firm has deployed RFID (0 = not deployed, 1 = development or testing, 2 = limited deployment, 3 = wide deployment)	IW 500 survey
IT application deployment	Eight item formative index indicating the deployment of IT systems in a firm. IT systems covered by this scale are enterprise resource planning, supply chain management, customer relationship management, data warehouse, business intelligence, web services, content management, and product lifecycle management	IW 500 survey
IT budget	IT budget as a percentage of firm revenue	IW 500 survey
RFID benefits	Six point scale indicating time horizon when the firm expects to see a return on its RFID investment (1 = not sure, 2 = three years or more, 3 = two to three years, 4 = one to two years, 5 = less than a year, 6 = already seeing a return). Note that this variable represents the respondent's expectation, not actual benefits	IW RFID survey
IT integration	Six item formative index indicating the number of systems the firm had to upgrade before it could begin its RFID implementation. IT systems covered by this scale are enterprise resource planning, warehouse management system, database management system, product lifecycle management, data warehouse, and storage	IW RFID survey
RFID spending	Bracketed variable indicating the amount the firm plans to spend on RFID implementation, integration, and consulting fees in 2005 (amounts in millions) (1 = less than \$0.5, 2 = \$0.5–\$0.9, 3 = \$1–\$4.9, 4 = \$5–\$49)	IW RFID survey
Partner mandate	Indicates that mandate from a retail or supplier partner is a factor driving the firm to adopt RFID (1 = yes, 0 = no)	IW RFID survey
Standards ambiguity	Indicates that lack of universal standards has posed a challenge for firm in RFID adoption (1 = yes, 0 = no)	IW RFID survey
Firm size	Natural log of annual firm revenue in the RFID adoption model, and seven point bracketed variable indicating annual firm revenue in the RFID benefits model (amounts in millions) (1 = less than \$6, 2 = \$6–\$49, 3 = \$50–\$99, 4 = \$100–\$499, 5 = \$500–\$999, 6 = \$1,000–\$4,999, 7 = \$5,000 or more)	Compustat, Dun & Bradstreet, IW RFID survey
Industry	Control for two industry sectors considered as early adopters of RFID—manufacturing (two-digit NAICS codes 31, 32, 33), and trade and logistics (two-digit NAICS codes 42, 44, 45, 48, 49). Base category is firms in other sectors	Compustat, Dun & Bradstreet, IW RFID survey

### 3.2. Estimation Models and Econometric Issues

Because of the differences in the nature of the dependent variables RFID adoption and RFID benefits, we use ordered probit and OLS respectively to estimate these models, as we describe below.

**3.2.1. RFID Adoption.** The scale for the RFID adoption variable (0 = not deployed, 1 = development or testing, 2 = limited deployment, 3 = wide deployment) is not an interval level scale, and this variable appears as an ordered choice in our dataset. Therefore, we conducted analysis for RFID adoption using the ordered probit approach that does not assume equal intervals between deployment levels in the dependent variable.

Let the RFID deployment propensities be expressed by:

$Y_i^* = \beta'X_i + e_i$ , where  $X_i$  is a set of explanatory variables,  $\beta$  is a vector of parameters, and  $e_i$  are disturbances.

We do not observe  $Y_i^*$ , instead we observe the ordinal dependent variable  $Y_j$ ,  $j = 1, 2, \dots, m$ , depending on the values of thresholds or cutoff points  $\alpha_{j-1}$  and  $\alpha_j$  as follows:

$Y_i = j$  if  $\alpha_{j-1} < Y_i^* < \alpha_j$  where  $\alpha_j$  are constants with  $\alpha_0 = -\infty$ ,  $\alpha_m = +\infty$ , and  $\alpha_0 < \alpha_1 < \dots < \alpha_m$ .

The probability distribution of  $Y_i$  is given by:

$$\text{Probability}(Y_i = j | X_i) = \Phi[\alpha_j - \beta'X_i] - \Phi[\alpha_{j-1} - \beta'X_i] \quad (1)$$

where  $\Phi$  denotes the cumulative normal distribution function.

**Table 2** Descriptive Statistics and Correlations for Variables in RFID Adoption Model (N = 354)

	Mean	Std. Dev.	Min	Max	1	2	3	4	5	6
1 RFID adoption	0.57	0.78	0.00	3.00	1.00					
2 IT application deployment	5.62	1.68	0.00	8.00	0.21*	1.00				
3 IT budget	0.04	0.06	0.00	0.82	-0.01	-0.01	1.00			
4 Firm size	8.23	1.20	4.71	12.13	0.20*	0.20*	-0.07	1.00		
5 Manufacturing	0.33	0.47	0.00	1.00	0.24*	0.22*	-0.14*	0.07	1.00	
6 Trade and logistics	0.17	0.38	0.00	1.00	0.12*	0.03	-0.13*	0.04	-0.32*	1.00

\* Correlation significant at  $p < 0.05$ .

**Table 3** Descriptive Statistics and Correlations for Variables in RFID Benefits Model ( $N = 44$ )

	Mean	Std. Dev.	Min	Max	1	2	3	4	5	6	7	8
1 RFID benefits	2.95	1.51	1.00	6.00	1.00							
2 IT integration	2.00	1.52	0.00	6.00	0.21	1.00						
3 RFID spending	1.70	1.02	1.00	4.00	0.22	0.45*	1.00					
4 Partner mandate	0.34	0.48	0.00	1.00	0.25	0.22	-0.07	1.00				
5 Standards ambiguity	0.57	0.50	0.00	1.00	-0.18	0.12	0.02	0.34*	1.00			
6 Firm size	5.02	1.97	2.00	7.00	-0.05	-0.02	0.01	-0.16	-0.15	1.00		
7 Manufacturing	0.57	0.50	0.00	1.00	-0.03	0.18	0.11	0.34*	-0.11	-0.04	1.00	
8 Trade and logistics	0.11	0.32	0.00	1.00	-0.13	0.10	-0.11	-0.26	-0.12	0.07	-0.41*	1.00

\* Correlation significant at  $p < 0.05$ .

We conducted additional analysis using ordered logit, by specifying  $\Phi$  as a logistic cumulative distribution function, and found similar results to those using ordered probit. We also tested the “parallel regression” or proportional odds assumption implicit in ordered probit and ordered logit. Because the coefficients of the explanatory variables were similar when we ran a series of binary probit models, we did not find evidence for violation of the parallel regression assumption, providing confidence for the use of ordered probit.

**3.2.2. RFID Benefits.** Our estimation model for RFID benefits is as follows:

$$\begin{aligned}
 \text{RFID Return} = & \text{Constant} + \beta_{21} \text{Mandate} + \beta_{22} \text{Standards} \\
 & + \beta_{23} \text{IT Integration} + \beta_{24} \text{RFID Spending} \\
 & + \beta_{25} \text{Firm Size} + \beta_{26} \text{Manufacturing} \\
 & + \beta_{27} \text{Trade and Logistics} + \varepsilon \quad (2)
 \end{aligned}$$

We use ordinary least squares (OLS) to estimate Equation (2). We tested for multicollinearity by computing condition indices. The highest variance inflation factor (VIF) was 1.51, indicating that multicollinearity is not a serious concern in our analysis. We accounted for heteroskedastic error distribution and calculated heteroskedasticity consistent errors for this model. We also conducted a sensitivity analysis using

**Table 4** Parameter Estimates for RFID Adoption

		RFID adoption ordered probit coefficient	$p$ value
IT application deployment	$\beta_{11}$	0.101***	(0.007)
IT budget	$\beta_{12}$	1.217	(0.131)
Firm size	$\beta_{13}$	0.142***	(0.004)
Manufacturing	$\beta_{14}$	0.804***	(0.000)
Trade and logistics	$\beta_{15}$	0.769***	(0.000)
Observations		354	
Chi-square		59.86	
Prob > chi-square		0.000	
Pseudo $R^2$		0.084	

\* significant at 10%; \*\* significant at 5%; \*\*\* significant at 1% (all one tailed).

ordered probit and found results qualitatively similar to the OLS results. We interpret and discuss the OLS results in this paper, because OLS is more robust and estimates fewer parameters compared to the ordered probit approach that requires a larger sample size to reliably estimate cut-off points between intervals. We checked the normality of residuals in the OLS model using a residual plot and the Shapiro-Wilk and Shapiro-Francia tests. The residual plot and formal tests provided support for the normality of residuals.

Because both the dependent and independent variables came from the same survey instrument, we conducted Harman’s one-factor test to assess the sensitivity of our results to common method bias. For both survey instruments, the principal component analysis of all measurement items yielded multiple factors with eigen values exceeding one. Because no single factor emerged as a dominant factor accounting for most of the variance in either survey, common method variance is unlikely to be a serious problem in the data.

## 4. Results

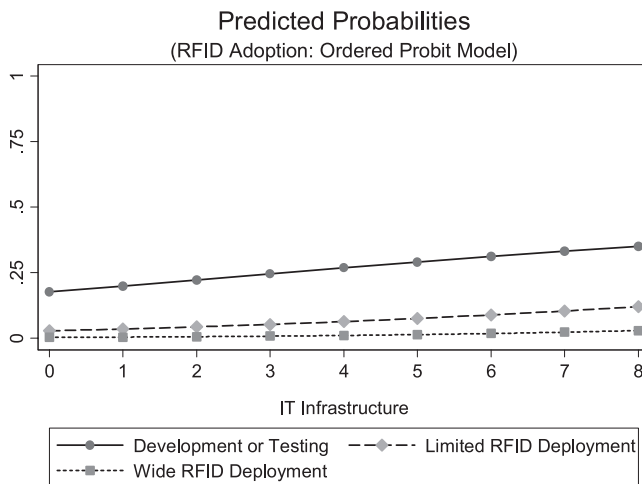
We provide results of the ordered probit estimation for Equation (1) in Table 4, and results of the OLS estimation for Equation (2) in Table 5.

**Table 5** Parameter Estimates for RFID Benefits

		RFID benefits OLS <sup>a</sup> coefficient	Robust $p$ value
Partner mandate	$\beta_{21}$	1.333***	(0.007)
Standards ambiguity	$\beta_{22}$	-1.265***	(0.003)
IT integration	$\beta_{23}$	0.163	(0.180)
RFID spending	$\beta_{24}$	0.292**	(0.049)
Firm size	$\beta_{25}$	-0.040	(0.379)
Manufacturing	$\beta_{26}$	-1.074**	(0.037)
Trade and logistics	$\beta_{27}$	-0.998*	(0.097)
Constant	$\beta_{20}$	3.319***	(0.001)
Observations		44	
$F$		4.65	
Prob > $F$		0.001	
$R^2$		0.299	

\* significant at 10%; \*\* significant at 5%; \*\*\* significant at 1% (all one tailed).

<sup>a</sup> Ordered probit yields qualitatively similar results.

**Figure 1** Effect of IT Application Deployment on RFID Adoption

Note. This figure shows that firms with broader IT application deployment (scale from 0 = narrow IT deployment to 8 = broad IT deployment) are more likely to deploy RFID.

#### 4.1. Results: RFID Adoption

Consistent with Hypothesis 1a, our results show that firms with broader IT application deployment are more likely to adopt RFID ( $\beta_{11} = 0.101$ ,  $p < 0.007$ ). Because the effect of IT application deployment on RFID deployment depends on the value of other explanatory variables, we hold other variables at their mean values in computing the predicted probabilities of RFID deployment at different levels of IT application deployment. As shown in Figure 1, firms report an increase in RFID deployment as the level of IT application deployment increases. Figure 1 also shows that most firms that have adopted RFID are in early stages of deployment (i.e., testing or limited deployment).

Hypothesis 1b, positing that firms with larger IT budgets as a percentage of revenue are more likely to adopt RFID, is not supported ( $\beta_{12} = 1.217$ ,  $p < 0.131$ ). This result suggests that financial resources alone may not predict RFID adoption by firms. This may be because firms are less likely to implement RFID unless they have adequate IT infrastructure in place to process the data generated by RFID.

The results showing the effect of control variables on RFID adoption provide useful insights. Firm revenue has a positive and statistically significant association with RFID adoption ( $\beta_{13} = 0.142$ ,  $p < 0.004$ ), suggesting that larger firms are more likely to adopt RFID, perhaps because of greater availability of slack resources or greater expectations of RFID benefits. We also find that firms in the manufacturing ( $\beta_{14} = 0.804$ ,  $p < 0.000$ ) and trade and logistics industries ( $\beta_{15} = 0.769$ ,  $p < 0.000$ ) are more likely to adopt RFID than firms in other industries. This finding is consistent

with the practitioner literature that indicates greater use of RFID in these industries.

#### 4.2. Results: RFID Benefits

Hypothesis 2a, suggesting that firms engaging in more extensive IT integration in connection with an RFID implementation expect an early return on RFID investment, is not supported ( $\beta_{23} = 0.163$ ,  $p < 0.180$ ). One explanation may be that firms are still in a learning phase, and it may take some time to realize benefits. For example, bar codes were initially implemented with automation benefits in mind, and it was not until much later that firms realized benefits through better information sharing and continuous review of inventories.

Consistent with Hypothesis 2b, our results show that firms that spend more on RFID implementation expect an early return on RFID investment ( $\beta_{24} = 0.292$ ,  $p < 0.049$ ). Because of the 0.45 correlation between the RFID spending and IT integration variables, we conducted a test to assess the joint significance of IT integration and RFID spending on RFID return ( $\beta_{23}$  and  $\beta_{24} = 0$ ), and find moderate support for this conjecture ( $p < 0.10$ ). This suggests that technical and financial resources together are a good predictor of early return on RFID investment, even though we do not find support for the individual significance of IT integration in our data.

Our results support Hypothesis 3 ( $\beta_{21} = 1.333$ ,  $p < 0.007$ ), and indicate that firms that deploy RFID because of a partner mandate expect an early return on RFID investment. Consistent with Hypothesis 4, our results show that firms that are concerned with the lack of RFID standards expect a delayed return on RFID investment ( $\beta_{22} = -1.265$ ,  $p < 0.003$ ).

Considering the control variables, firm size does not have a statistically significant association with RFID benefits. The manufacturing industry ( $\beta_{26} = -1.074$ ,  $p < 0.037$ ) and trade and logistics industry ( $\beta_{27} = -0.998$ ,  $p < 0.097$ ) are both associated with expectation of a delayed RFID return, although the relationship for trade and logistics industry is only moderately statistically significant. Because these two industries currently account for most of the RFID market, this may suggest that return expectations change as firms and industries get further into the implementation cycle.

## 5. Discussion

Our goal in this paper is to study the antecedents and business value of RFID. We next discuss our main findings, research and managerial implications, and limitations and suggestions for future research.

### 5.1. Findings

Consistent with our expectations, we find that firms with a broad IT application deployment are more



likely to adopt RFID. This finding is consistent with prior research that sophisticated IT infrastructure is a strong predictor of IOS adoption (Grover 1993; Mithas et al. 2005a). As a firm strengthens its IT infrastructure by implementing systems such as enterprise resource planning and supply chain management, the firm is better able to process, integrate, and store the additional data generated by RFID as goods move through the supply chain. The broader IT application deployment also enables the firm to better monitor its business operations and leverage RFID capabilities to improve those operations. We do not find a statistically significant relationship between IT budget and RFID adoption. This suggests that RFID adoption may not strictly be determined by the sheer amount of financial resources a firm possesses, but instead by how the firm prioritizes and allocates those resources to new technology projects such as RFID.

Turning to the business value of RFID, we find that RFID implementation spending is positively associated with expectation of an early return on RFID investment. Higher RFID spending implies that the firm is allocating greater resources to secure the necessary technology and expertise, enabling the RFID implementation to be completed properly and on time to begin generating benefits for the firm.

We also find that implementing RFID because of a partner mandate is positively associated with expectation of an early return on RFID investment. This empirical result is consistent with the theoretical and analytical work indicating that dominant firms gain benefits from IOS implementations, and are in position to use some of these benefits to reward dependent firms (Barua and Lee 1997; Riggins, Kriebel, and Mukhopadhyay 1994; Wang and Seidmann 1995). Dependent firms may use the potential of benefits from the dominant firm to justify their business case for adoption.

Firms concerned with the lack of industry-wide RFID standards expect a delayed return on RFID investment. This finding extends prior systems adoption research in which standards, interoperability, and interconnectivity impact the likelihood of adoption (Chau and Tam 1997). Our results suggest that industry-wide RFID standards would impact the ability of a firm to execute RFID broadly with all of its supply chain partners. As RFID standards are developed and agreed, this would change the expectation of firms to receive an earlier return on RFID investment, and should spur further RFID adoption. Recent RFID developments suggest that this process may be underway, as the Generation 2 standard (which incorporates and expands four previous standards) has been approved and published by the International Organization for Standardization (ISO) as an international standard (ISO Update 2006; York 2005).

## 5.2. Research Implications

This paper extends the literature on interorganizational systems and supply chain management. While most previous IOS literature focuses on the impact of technological and financial resources on IOS adoption and use (Chwelos, Benbasat, and Dexter 2001; Iacovou, Benbasat, and Dexter 1995), this paper extends that work to investigate the impact of technological and financial resources on RFID benefits. Our finding that RFID implementation spending is positively associated with expectation of early RFID benefits suggests that firms should invest appropriately in RFID implementation to receive benefits. Similarly, this paper builds on prior theoretical work on the role of partner mandates in IOS benefits (Barua and Lee 1997; Wang and Seidmann 1995), by empirically addressing the role of partner mandates in RFID benefits. Our results show that a dependent firm who implements RFID at the mandate of a dominant firm expects early benefits from the RFID implementation (O'Callaghan, Kauffmann, and Konsynski 1992), adding empirical evidence to the theoretical work. Finally, our paper includes the role of standards in RFID benefits (Williams, Magee, and Suzuki 1998), which is absent from most prior IOS literature.

We also contribute to the supply chain management literature by extending previous research in the context of ERP and CRM technologies (Cotteleer 2006; McAfee 2002; Stratman 2007; Tsiriktsis, Lanzolla, and Frohlich 2004) to the RFID context. While previous SCM research recognizes that information technologies foster information sharing and reduce costs (Johnson and Whang 2002; Kopczak and Johnson 2003), this paper helps to explain how other factors within the firm (e.g., RFID implementation spending) and external to the firm (e.g., partner mandate) facilitate business value through RFID technology. Finally, complementing the SCM literature that notes the importance of industry standards (Swaminathan and Tayur 2003), this paper empirically shows that ambiguous standards may negatively impact returns from RFID investment.

RFID offers three implications for subsequent theory building. First, the current early stage of RFID deployment is being driven largely by the coercive pressures of dominant partners. However, as RFID deployment progresses, it will be important to study when mimetic and normative forces (DiMaggio and Powell 1983) become more significant factors in RFID adoption, and whether RFID benefits differ across firms depending on the type of force that shaped RFID adoption for each firm. For example, it is possible that firms that adopt RFID due to mimetic influences may expect and experience lower benefits than firms that adopt RFID due to coercive influences, because firms that adopt RFID due

to coercive influences presumably have the active support of a major business partner.

Second, firms with global operations that adopted RFID in the earliest stages did so before RFID had an approved international standard. As discussed above, an international standard for RFID has only recently been approved, which should encourage the next round of adopters. These early adopters may have evaluated the standards uncertainty in a different manner than firms that chose to wait until an international standard was approved. It would also be important to study how early adopters resolved the uncertainty on RFID standards and the drivers that factored into their approach, and to understand how RFID costs and benefits compare for early adopters (pre-international standard) and later adopters (post-international standard). For example, there may be the need for a model to analyze the tradeoff between the benefits from proceeding down a learning curve for RFID implementation, and the costs of needing to re-implement RFID technology and related processes due to any changes in standards.

Third, RFID provides opportunities for theory building in the area of services science (Horn 2005). Most prior IOS research focuses primarily on benefits from supply chain processes that relate to the tracking of physical objects, and directs less attention to potential benefits of efficiency and effectiveness for customer service processes associated with production, delivery, and consumption of the physical objects. Unlike other IOS that are primarily business-to-business oriented (e.g., EDI, ERP), RFID also has a significant business-to-consumer component. Therefore, RFID has the potential to facilitate a much better understanding of consumer behavior and customer service processes, if firms can alleviate privacy concerns related to the collection and analysis of RFID data gathered from customer transactions. An interesting area for research will be to explore whether RFID can enable firms to generate benefits in terms of productivity and service effectiveness at the same time.

### 5.3. Managerial Implications

This study has three managerial implications. First, a firm considering RFID must ensure that it has the appropriate IT infrastructure in place. A strong IT infrastructure can give the firm the ability to process, store, and integrate the additional data produced by RFID, and to leverage RFID to improve the firm's business operations. A weak IT infrastructure may indicate that the firm needs to make some internal investments prior to pursuing RFID. Similarly, a firm must consider the required investment to properly implement RFID. Insufficient RFID spending may lead to not having the necessary technical or human re-

sources to complete the implementation in a timely and proper manner, and could delay RFID benefits.

Second, as firms begin to evaluate and implement RFID, vendors will be competing for the firms that would establish successful RFID implementations. Particularly in the early stages of an advanced technology, vendors want to have "success stories" that they can market to prospective clients. Vendors will want to identify firms that are prepared to field successful RFID implementations, and will need to know the characteristics of these firms. Our study suggests that vendors should focus their marketing efforts on firms with broad IT application deployment and a sufficient budget for RFID implementation, and that these firms are more likely to report early returns from RFID implementations.

Third, in contrast with trade press stories about the "unfortunate" lot of suppliers who are "forced" to implement and bear the costs of RFID because of a partner mandate, our study shows that these firms expect an early return from their RFID investments. Firms that are considering compliance to an RFID mandate from a dominant business partner can take this into consideration as they make their decision. Although our results indicate that firms implementing RFID under mandate from a dominant partner expect early returns, dominant firms may nevertheless want to consider subsidizing their suppliers to implement RFID, particularly in the early stages of the technology. This may benefit the overall supply chain, and early success stories may motivate other suppliers to adopt RFID. GE's move to subsidize its suppliers by absorbing the cost of RFID tags appears to be consistent with this concept (Lucas 2005).

### 5.4. Limitations and Suggestions for Future Research

The primary limitation of this paper involves operationalization of the RFID benefits variable. This study uses the respondent's expectation of when the firm would see a return on RFID investment and did not capture the actual return. Our approach is consistent with previous research showing that these perceptions are a reasonable approximation of actual results (Dess and Robinson 1984; Venkatraman and Ramanujam 1987) and follows previous research that uses the perceptions of a senior informant in place of actual results (Ramamurthy, Premkumar, and Crum 1999; Tallon, Kraemer, and Gurbaxani 2000). The use of expected benefits is particularly relevant early in the adoption cycle for an emerging technology, when firms have not yet achieved or not documented actual results (Emmelhainz 1988; Murphy-Hoye, Lee, and Rice 2005; Ramamurthy and Premkumar 1995; Saunders and Clark 1992). However, as RFID deployments mature and firms are able to quantify and document actual

benefits, future studies should examine and document actual benefits attributable to RFID similar to business value of IT research on other technologies.

A second limitation of this study is that our findings are associational in nature. Because of the cross-sectional nature of our data, our findings do not imply causality. As Curtin, Kauffman, and Riggins (2007) note, future research should use more advanced techniques such as the quasi-experimental propensity score approach (Dehejia and Wahba 2002; Heckman 2005; Mithas, Almirall, and Krishnan 2006; Rosenbaum and Rubin 1983) to assess the extent to which the use of RFID causes improvements in firm performance. These techniques require larger sample sizes, something we did not have in our RFID benefits dataset due to the early stage of RFID deployment. However, as more firms deploy RFID, the greater availability of data will allow for exploration of causal effects.

We suggest three opportunities to extend this work. First, most firms are currently at an early stage of RFID deployment. For example, as of early 2007, Wal-Mart has installed RFID at five of its 120 distribution centers and 1,000 of its 6,000 stores (McWilliams 2007). Accordingly, follow-up surveys or case studies should be conducted at a later point once firms are further into the RFID deployment cycle. Similar to previous studies (Fearon and Philip 1999; Mukhopadhyay, Kekre, and Kalathur 1995), these follow-up surveys or case studies should capture actual operational and financial benefits. Detailed data will enable an assessment of the extent to which RFID provides benefits through revenue growth and/or cost reduction (Rust, Moorman, and Dickson 2002). Although recent research suggests that aggregate IT investments have greater impact on profitability through revenue growth than through cost reduction (Mithas, Bardhan, and Goh 2006), there is need for future studies to assess whether this impact holds at the level of individual technologies. Even if RFID has higher variable costs than other technologies such as bar codes, if RFID facilitates greater product availability and customer satisfaction then firms are likely to be better off in terms of financial results and shareholder value (Anderson, Fornell, and Mazvancheryl 2004; Fornell et al. 2006).

Second, the benefits from RFID will not come strictly from the technology itself. The benefits will come from the changes in business processes to take advantage of the information provided by RFID (Dutta, Lee, and Whang 2007), which will result in reduced inventory levels and shorter replenishment lead times (Kirby 2003). This is similar to the IOS context, where business processes are reengineered and collaborative practices are implemented to take advantage of IOS (Cash and Konsynski 1985; Kulp, Lee, and Ofek 2004; Mithas et al. 2005a), and this

reengineering and collaboration provides the opportunity for companies to gain competitive advantage (Galliers, Swatman, and Swatman 1995). This may be particularly important in fast clockspeed industries or business areas that can benefit from real-time information (Blackburn et al. 2004; Hagel 2003). Future research should consider the business process implications of RFID implementation, and how changes to business process will directly tie to business benefits. Dutta and Roy (2004) provide a useful framework to link IT projects to business benefits via the physical and information flows in underlying business processes.

To conclude, this paper empirically tests the effect of IT application deployment and IT budget on RFID adoption, and the effect of IT integration, RFID spending, partner mandate, and standards ambiguity on expectation of RFID benefits. We find a positive association between IT application deployment and RFID adoption. We also find a positive association of RFID spending and partner mandate with expectation of early RFID benefits. These results suggest that firms with strong IT infrastructure and sufficient implementation spending are more likely to field successful and beneficial RFID implementations. These findings are important as firms more broadly deploy RFID in their supply chain networks.

### Acknowledgments

We thank the associate editor and two anonymous referees for their insightful and constructive feedback. We thank Gilvan Souza for helpful comments on a previous version of this paper, and acknowledge helpful discussions with Fred Riggins and Abraham Seidmann regarding the applicability of insights from EDI research to the RFID domain. We thank *InformationWeek* for providing the data for this research. An earlier version of this paper was presented at the 2006 Academy of Management Annual Meeting. Financial support was provided in part by National Science Foundation IGERT grant 0114368, the Stephen M. Ross School of Business at the University of Michigan, the R. H. Smith School of Business at the University of Maryland, and the Michael R. and Mary Kay Hallman fellowship at the University of Michigan Ross School of Business.

### References

- Kearney, A. T. 2003. Meeting the retail RFID mandate: A discussion of the issues facing CPG companies (November 2003).
- Agarwal, R., H. C. Lucas. 2005. The information systems identity crisis: Focusing on high-visibility and high-impact research. *MIS Quarterly* 29(3) 381–398.
- Allen, D. K., D. Colligan, A. Finnie, T. Kern. 2000. Trust, power and interorganizational information systems: The case of the electronic trading community translease. *Information Systems Journal* 10(1) 21–40.
- Anderson, E. W., C. Fornell, S. K. Mazvancheryl. 2004. Customer satisfaction and shareholder value. *Journal of Marketing* 68(4) 172–185.
- Angeles, R. 2005. RFID technologies: Supply-chain applications and

- implementation issues. *Information Systems Management* 22(1) 51–65.
- Applegate, L. M., J. L. Gogan. 1995. Electronic commerce: Trends and opportunities (HBS 196006). *Harvard Business School Case*.
- Aral, S., E. Brynjolfsson, D. J. Wu. 2006. Which came first, IT or productivity? The virtuous cycle of investment & use in enterprise systems in *Proceedings of the 27th International Conference on Information Systems*, AIS, Milwaukee, Wisconsin.
- Asif, Z., M. Mandviwalla. 2005. Integrating the supply chain with RFID: A technical and business analysis. *Communications of the Association for Information Systems* 15 393–427.
- Bacheldor, B. 2005. RFID pain now. *Rewards to Come. Information Week* (Issue 1032), March 28, 51–52.
- Bakos, J. Y., E. Brynjolfsson. 1993. From vendors to partners: Information technology and incomplete contracts in buyer-supplier relationships. *Journal of Organizational Computing & Electronic Commerce* 3(3) 301–328.
- Bardhan, I. R., S. Mithas, S. Lin. 2007. Performance Impacts of Strategy, Information Technology Applications, and Business Process Outsourcing in U.S. Manufacturing Plants. *Production and Operations Management* forthcoming.
- Bardhan, I. R., J. Whitaker, S. Mithas. 2006. Information technology, production process outsourcing and manufacturing plant performance. *Journal of Management Information Systems* 23(2) 13–40.
- Barratt, M., T. Choi. 2007. Mandated RFID and institutional responses: Cases of decentralized business units. *Production and Operations Management* 16(5) 565–589.
- Barua, A., B. Lee. 1997. An Economic Analysis of the Introduction of an Electronic Data Interchange System. *Information Systems Research* 8(4) 398–422.
- Barua, A., T. Mukhopadhyay. 2000. Information technology and business performance: Past, present, and future in *Framing the Domains of Information Technology Management: Projecting the Future through the Past*, R. W. Zmud (ed.), Pinnaflex Press, Cincinnati, Ohio, 65–84.
- Bensaou, M. 1997. Interorganizational cooperation: The role of information technology: An empirical comparison of U.S. and Japanese supplier relations. *Information Systems Research* 8(2) 107–124.
- Bharadwaj, A. S., S. G. Bharadwaj, B. R. Konsynski. 1999. Information technology effects on firm performance as measured by Tobin's *q*. *Management Science* 45(7) 1008–1024.
- Blackburn, J. D., V. D. R. Guide, G. C. Souza, L. N. V. Wassenhove. 2004. Reverse supply chains for commercial returns. *California Management Review* 46(2) 6–22.
- Bouchard, L. 1993. *Decision criteria in the adoption of EDI*. Proceedings of the Fourteenth International Conference on Information Systems, Association for Information Systems, Orlando, FL, 365–376.
- Brynjolfsson, E., L. Hitt. 1996. Paradox Lost? Firm-level evidence on the returns to information systems spending. *Management Science* 42(4) 541–558.
- Cash, I. J., B. Konsynski. 1985. IS redraws competitive boundaries. *Harvard Business Review* 63(2) 134–142.
- Chau, P. Y. K., K. Y. Tam. 1997. Factors affecting the adoption of open systems: An exploratory study. *MIS Quarterly* 21(1) 1–24.
- Choudhury, V., K. S. Hartzel, B. R. Konsynski. 1998. Uses and consequences of electronic markets: An empirical investigation in the aircraft parts industry. *MIS Quarterly* 22(4) 471–507.
- Chwelos, P., I. Benbasat, A. S. Dexter. 2001. Empirical test of an EDI adoption model. *Information Systems Research* 12(3) 304–321.
- Cooper, R. B., R. W. Zmud. 1990. Information technology implementation research: A technology diffusion approach. *Management Science* 36(2) 123–139.
- Cotteleer, M. J. 2006. An empirical study of operational performance parity following enterprise system deployment. *Production and Operations Management* 15(1) 74–87.
- Cuneo, E. C. 2004. Measure up or move out. *InformationWeek* (Issue 1006) September 20, 22–28.
- Curtin, J., R. J. Kauffman, F. Riggins. 2007. Making the 'most' out of RFID technology: A research agenda for the study of the adoption, usage and impact of RFID. *Information Technology and Management* 8(2) (in press).
- Damanpour, F. 1992. Organizational size and innovation. *Organization Studies* 13(3) 375–402.
- Dehejia, R. H., S. Wahba. 2002. Propensity score-matching methods for nonexperimental causal studies. *Review of Economics and Statistics* 84(1) 151–161.
- Delen, D., B. C. Hardgrave, R. Sharda. 2007. RFID for better supply chain management through enhanced information visibility. *Production and Operations Management* 16(5) 613–624.
- DeLone, W. H. 1981. Firm size and the characteristics of computer use. *MIS Quarterly* 12(1) 65–77.
- Dess, G. G., R. B. Robinson. 1984. Measuring organizational performance in the absence of objective measures: The case of privately-held firm and conglomerate business unit. *Strategic Management Journal* 5(3) 265–273.
- DiMaggio, P. J., W. W. Powell. 1983. The Iron Cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review* 48(2) 147–160.
- Doerr, K. H., W. R. Gates, J. E. Muttly. 2006. A hybrid approach to the valuation of RFID/MEMS technology applied to ordinance inventory. *International Journal of Production Economics* 103(2) 726–741.
- Dutta, A., H. L. Lee, S. Whang. 2007. RFID and operations management: Technology, value and incentives. *Production and Operations Management* 16(5).
- Dutta, A., R. Roy. 2004. A process-oriented framework for justifying information technology projects in e-business environments. *International Journal of Electronic Commerce* 9(1) 49–68.
- Emmelhainz, M. A. 1988. Strategic issues of EDI implementation. *Journal of Business Logistics* 9(2) 55–70.
- Fearon, C., G. Philip. 1999. An empirical study of the use of EDI in supermarket chains using a new conceptual framework. *Journal of Information Technology* 14 3–21.
- Ferguson, D. M., N. C. Hill, J. V. Hansen. 1990. Electronic data interchange: Foundations and survey evidence on current use. *Journal of Information Systems* 4(2) 81–91.
- Fisher, M. L., J. H. Hammond, W. R. Obermeyer, A. Raman. 1994. Making supply meet demand in an uncertain world. *Harvard Business Review* 72(3) 83–93.
- Fornell, C., S. Mithas, F. Morgeson, M. S. Krishnan. 2006. Customer satisfaction and stock prices: High returns, low risk. *Journal of Marketing* 70(1) 3–14.
- Galliers, R. D., P. M. C. Swatman, P. A. Swatman. 1995. Strategic information systems planning: Deriving comparative advantage from EDI. *Journal of Information Technology* 10(3) 149–157.
- Gaukler, G. M., R. W. Seifert, W. H. Hausman. 2007. Item-level RFID in the retail supply chain. *Production and Operations Management* 16(1) 65–76.
- Goodhue, D. L., M. D. Wybo, L. J. Kirsch. 1992. The impact of data integration on the costs and benefits of information systems. *MIS Quarterly* 16(3) 293–311.
- Grover, V. 1993. An empirically derived model for the adoption of customer based interorganizational systems. *Decision Sciences* 24(3) 603–640.
- Hagel, J. 2003. Step Into Action: CIO's need to consider the challenges, as well as the benefits, of adopting real-time systems. *Optimize* 3(3) 26–34.
- Hart, P. J., C. S. Saunders. 1997. Power and Trust: Critical factors in

- the adoption and use of electronic data interchange. *Organization Science* 8(1) 23–42.
- Hart, P. J., C. S. Saunders. 1998. Emerging electronic partnerships: Antecedents and dimensions of EDI use from the supplier's perspective. *Journal of Management Information Systems* 14(4) 87–111.
- Heckman, J. J. 2005. The scientific model of causality (with Discussion). *Sociological Methodology* 35(1) 1–150.
- Heese, H. S. 2007. Inventory record accuracy, double marginalization and RFID adoption. *Production and Operations Management* 16(5) 542–553.
- Hitt, L. M., D. J. Wu, X. Zhou. 2002. Investments in enterprise resource planning: Business impact and productivity measures. *Journal of Management Information Systems* 19(1) 71–98.
- Horn, P. 2005. The new discipline of services science. *BusinessWeek* (January 21, 2005). Available at [http://www.businessweek.com/technology/content/jan2005/tc20050121\\_8020.htm?chan=search](http://www.businessweek.com/technology/content/jan2005/tc20050121_8020.htm?chan=search).
- Iacovou, C. L., I. Benbasat, A. S. Dexter. 1995. Electronic data interchange and small organizations: Adoption and impact of technology. *MIS Quarterly* 19(4) 465–485.
- ISO Update. 2006. *Supplement to ISO focus*. Available at <http://www.iso.org/iso/en/commcentre/isofocus/isoupdate/pdf/july06.pdf>. July–August.
- Johnson, M. E. 1998. Giving 'em what they want. *Management Review* 87(10) 62–67.
- Johnson, M. E., S. Whang. 2002. E-Business and supply chain management: An overview and framework. *Production and Operations Management* 11(4) 413–423.
- Kauffman, R. J., C. H. Kriebel (eds.). 1988. *Modeling and measuring the business value of information technologies*. ICIT Press, Washington D.C.
- Kauffman, R. J., E. A. Walden. 2001. Economics and electronic commerce: Survey and directions for research. *International Journal of Electronic Commerce* 5(4) 5–116.
- Kimberly, J. R., M. J. Evanisko. 1981. Organizational innovation: The influence of individual, organizational, and contextual factors on hospital adoption of technological and administrative innovations. *Academy of Management Journal* 24(4) 689–713.
- Kirby, J. 2003. Supply chain challenges: Building relationships. *Harvard Business Review* 81(7) 65–73.
- Kopczak, L. R., M. E. Johnson. 2003. The supply-chain management effect. *MIT Sloan Management Review* 44(3) 27–34.
- Kulp, S. C., H. L. Lee, E. Ofek. 2004. Manufacturer benefits from information integration with retail customers. *Management Science* 50(4) 431–444.
- Lee, H. L., Ö. Özer. 2007. Unlocking the value of RFID. *Production and Operations Management* 16(1).
- Lee, H. L., S. Whang. 2000. Information sharing in a supply chain. *International Journal of Manufacturing Technology and Management* 1(1) 79–93.
- Lee, H. L., S. Whang. 2001. Winning the last mile of e-commerce. *Sloan Management Review* 42(4) 54–62.
- Lee, H. L., S. Whang. 2003. e-Business and supply chain integration. *The Practice of Supply Chain Management: Where Theory and Application Converge*, T. P. Harrison, H. L. Lee, J. J. Neale (eds.), Kluwer Academic Publishing, Boston, Massachusetts 123–138.
- Lehman, J. A. 1985. Organizational size and information system sophistication. *Journal of Management Information Systems* 2(3) 78–86.
- Loebbecke, C., J. W. Palmer. 2006. RFID in the fashion industry: Kaufhof department stores. AG and Gerry Weber International AG, Fashion Manufacturer. *MIS Quarterly Executive* 5(2) 69–79.
- Lucas, H. C. 1993. The business value of information technology: A historical perspective and thoughts for future research in *Strategic Information Technology Management: Perspectives on organizational growth and competitive advantage*, R. D. Banker, R. J. Kauffman, M. A. Mahmood (eds.), Idea Group Publishing, Harrisburg, Pennsylvania, 359–374.
- Lucas, H. C. 2005. *Information technology: Strategic decision making for managers*. Wiley (ISBN: 0471652938), Hoboken, New Jersey.
- Malone, T. W., J. Yates, R. I. Benjamin. 1987. Electronic markets and electronic hierarchies. *Communications of the ACM* 30(6) 484–497.
- Markus, M. L., C. W. Steinfield, R. T. Wigand, G. Minton. 2006. Industry-wide system standardization as collective action: The case of the U.S. residential mortgage industry. *MIS Quarterly* 30(August) 439–465.
- McAfee, A. 2002. The impact of enterprise information technology adoption on operational performance: An empirical investigation. *Production and Operations Management* 11(1) 33–53.
- McAfee, A. 2006. Mastering the three worlds of information technology. *Harvard Business Review* 84(11) 141–149.
- McWilliams, G. 2007. Wal-Mart's radio-tracked inventory hits static. *Wall Street Journal* (February 15, 2007), B1, B6.
- Min, S., J. T. Mentzer. 2004. Developing and measuring supply chain management concepts. *Journal of Business Logistics* 25(1) 63–99.
- Mithas, S., D. Almirall, M. S. Krishnan. 2006. Do CRM systems cause one-to-one marketing effectiveness? *Statistical Science* 21(2) 223–233.
- Mithas, S., I. R. Bardhan, J. M. Goh. 2006. *Achieving revenue growth and cost reduction ambidexterity through information technology: Theory and evidence*. Working Paper, R. H. Smith School of Business, University of Maryland, College Park, Maryland.
- Mithas, S., J. L. Jones. 2007. Do auction parameters affect buyer surplus in e-auctions for procurement? *Production and Operations Management* 16(4) 455–470.
- Mithas, S., J. L. Jones, M. S. Krishnan, C. Fornell. 2005a. *A Theoretical Integration of Technology Adoption and Business Value Literature: The Case of CRM Systems*. Working Paper, University of Michigan Business School.
- Mithas, S., M. S. Krishnan, C. Fornell. 2005b. Why do customer relationship management applications affect customer satisfaction? *Journal of Marketing* 69(4):201–209.
- Moch, M. K., E. V. Morse. 1977. Size, centralization and organizational adoption of innovations. *American Sociological Review* 42 716–725.
- Mukhopadhyay, T., S. Kekre, S. Kalathur. 1995. Business value of information technology—A study of electronic data interchange. *MIS Quarterly* 19(2) 137–156.
- Murphy-Hoye, M., H. L. Lee, J. B. Rice. 2005. A real-world look at RFID. *Supply Chain Management Review* 9(5) 18–26.
- Murphy, P. R., J. M. Daley, P. K. Hall. 1998. EDI issues and logistics: A user and carrier perspective. *Journal of Business Logistics* 19(2) 89–102.
- Narayanan, V. G., A. Raman. 2004. Aligning incentives in supply chain. *Harvard Business Review* 82(11) 94–102.
- Ngai, E. W. T., T. C. E. Cheng, K.-H. Lai, P. Y. F. Chai, Y. S. Choi, R. K. Y. Sin. 2007. Development of an RFID-based traceability system: Experiences and lessons learned from an aircraft engineering company. *Production and Operations Management* 16(5) 554–568.
- O'Callaghan, R., P. J. Kauffmann, B. R. Konsynski. 1992. Adoption correlates and share effects of electronic data interchange systems in marketing channels. *Journal of Marketing* 56 45–56.
- Parssian, A., S. Sarkar, V. S. Jacob. 2004. Assessing data quality for information products: Impact of selection, projection, and Cartesian product. *Management Science* 50(7) 967–982.
- Perez, B. 2003. RFID's keep tags on clothes all the way to wardrobe—Radio-linked consumer goods improve supply-chain tracking to purchase point. *South China Morning Post* (March 18, 2003).

- Pfeffer, J., A. Leong. 1977. Resource allocation in united funds: Examination of power and dependence. *Social Forces* 55(3) 775–790.
- Premkumar, G., K. Ramamurthy. 1995. The role of interorganizational and organizational factors on the decision mode for adoption of interorganizational systems. *Decision Sciences* 26(3) 303–336.
- Premkumar, G., K. Ramamurthy, M. Crum. 1997. Determinants of EDI adoption in the transportation industry. *European Journal of Information Systems* 6(2) 107–121.
- Premkumar, G., K. Ramamurthy, S. Nilkanta. 1994. Implementation of electronic data interchange: An innovation diffusion perspective. *Journal of Management Information Systems* 11(2) 157–186.
- Premkumar, G. P. 2000. Interorganization systems and supply chain management: An information processing perspective. *Information Systems Management* 17(3) 56–68.
- Pyke, D., M. E. Johnson, P. Desmond. 2001. E-fulfillment: It's harder than it looks. *Supply Chain Management Review* 5(1) 26–32.
- Rai, A., R. Patnayakuni, N. Patnayakuni. 1997. Technology investment and business performance. *Communications of the ACM* 40(7) 89–97.
- Rai, A., R. Patnayakuni, N. Seth. 2006. Firm performance impacts of digitally enabled supply chain integration capabilities. *MIS Quarterly* 30(2) 225–246.
- Ramamurthy, K., G. Premkumar. 1995. Determinants and outcomes of electronic data interchange diffusion. *IEEE Transactions on Engineering Management* 42(4) 332–351.
- Ramamurthy, K., G. Premkumar, M. R. Crum. 1999. Organizational and interorganizational determinants of EDI diffusion and organizational performance: A causal model. *Journal of Organizational Computing and Electronic Commerce* 9(4) 253–285.
- Ray, G., W. A. Muhanna, J. B. Barney. 2005. Information technology and the performance of the customer service process: A resource-based analysis. *MIS Quarterly* 29(4) 625–652.
- Reilly, K. 2005. AMR research survey finds 69% of respondents plan to evaluate, pilot or implement RFID in 2005. *AMR Research*, July 20, 2005.
- Riggins, F. J., C. H. Kriebel, T. Mukhopadhyay. 1994. The growth of interorganizational systems in the presence of network externalities. *Management Science* 40(8) 984–998.
- Rosenbaum, P. R., D. B. Rubin. 1983. The central role of the propensity score in observational studies for causal effects. *Biometrika* 70(1) 41–55.
- Rust, R. T., C. Moorman, P. R. Dickson. 2002. Getting return on quality: Revenue expansion, cost reduction, or both? *Journal of Marketing* 66(4) 7–24.
- Saunders, C. S., S. Clark. 1992. EDI Adoption and implementation: A focus on interorganizational linkages. *Information Resources Management Journal* 5(1) 9–19.
- Shutzberg, L. 2004. Early adopters should be wary of RFID costs. *InformationWeek* (Issue 1012), (Nov. 1, 2004), 98.
- Srinivasan, K., S. Kekre, T. Mukhopadhyay. 1994. Impact of electronic data interchange technology on JIT shipments. *Management Science* 40(10) 1291–1304.
- Stratman, J. K. 2007. Realizing benefits from enterprise resource planning: Does strategic focus matter? *Production and Operations Management* 16(2) 203–214.
- Subramani, M. R. 2004. How do suppliers benefit from information technology use in supply chain relationships? *MIS Quarterly* 28(1) 45–73.
- Sullivan, L. 2005. The little chip that couldn't (yet). *InformationWeek* (Issue 1059), (October 10, 2005), 34–40.
- Swaminathan, J. M., S. R. Tayur. 2003. Models for supply chains in e-business. *Management Science* 49(10) 1387–1406.
- Tallon, P. P., K. L. Kraemer, V. Gurbaxani. 2000. Executives' perceptions of the business value of information technology: A process-oriented approach. *Journal of Management Information Systems* 16(4) 145–173.
- Teo, H. H., K. K. Wei, I. Benbasat. 2003. Predicting intention to adopt interorganizational linkages: An institutional perspective. *MIS Quarterly* 27(1) 19–49.
- Tsikriktsis, N., G. Lanzolla, M. Frohlich. 2004. Adoption of e-processes by service firms: An empirical study of antecedents. *Production and Operations Management* 13(3) 216–229.
- Venkatraman, N., V. Ramanujam. 1987. Measurement of business economic performance: An examination of method convergence. *Journal of Management* 13(1) 109–122.
- Wang, E. T. G., A. Seidmann. 1995. Electronic data interchange: Competitive externalities and strategic implementation policies. *Management Science* 41(3) 401–418.
- Whitaker, J., S. Mithas, M. S. Krishnan. 2005. Antecedents of onshore and offshore business process outsourcing in *Proceedings of the 26th International Conference on Information Systems*, D. Avison, D. Galletta (eds.), Association for Information Systems, Las Vegas, Nevada, December 12–14, 85–96.
- Williams, L. R., G. D. Magee, Y. Suzuki. 1998. A multidimensional view of EDI: Testing the value of EDI participation to firms. *Journal of Business Logistics* 19(2) 73–87.
- York, C. 2005. RFID Strategy—What does the Gen2 RFID standard mean to you? *IndustryWeek* (January 18, 2005). Available at <http://www.industryweek.com/ReadArticle.aspx?ArticleID=9622>.
- Zhu, K., K. L. Kraemer. 2002. e-Commerce metrics for net-enhanced organizations: Assessing the value of e-commerce to firm performance in the manufacturing sector. *Information Systems Research* 13(3) 275–295.
- Zhu, K., K. L. Kraemer, V. Gurbaxani, S. X. Xu. 2006. Migration to open-standard interorganizational systems: Network effects, switching costs and path dependency. *MIS Quarterly* 30(August) 515–539.

Reproduced with permission of the copyright owner. Further reproduction prohibited without permission.