AN ANALYSIS OF THE FINANCIAL PERFORMANCE OF SMALL-SCALE ENTERPRISES: A CASE STUDY OF SHANXI TANGJIU CONVENIENCE STORE CHAIN COMPANY

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This Independent Study Has Been Approved as a Partial Fulfillment of the Requirements for the Degree of Master of Business Administration

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Title: AN ANALYSIS OF THE FINANCIAL PERFORMANCE OF SMALL-SCALE ENTERPRISES: A CASE STUDY OF SHANXI TANGJIU CONVENIENCE STORE CHAIN COMPANY

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ABSTRACT

At present, SSEs (Small-Scale Enterprises) in China are in a stage of rapid development and expansion. An increasing number of people choose to join them, and the financial management of these enterprises is crucial for their development. The current situation of SSE financial management is as follows. Firstly, business owners usually have limited awareness of financial management. They cannot conduct in-depth financial statement analysis or formulate long-term capital investment strategies. Secondly, there is a large disparity in the quality of financial personnel. Some SSE financial staff have relatively restricted professional knowledge and are helpless when facing complex financial issues. In terms of financing, the channels are relatively narrow and the costs are high. At the same time, the market environment is changing. Companies invest a lot of resources in cost management and market expansion, which may make financial management a secondary concern. Moreover, a lack of understanding of tax policies and regulations may lead to increased tax risks and an unfair tax burden.
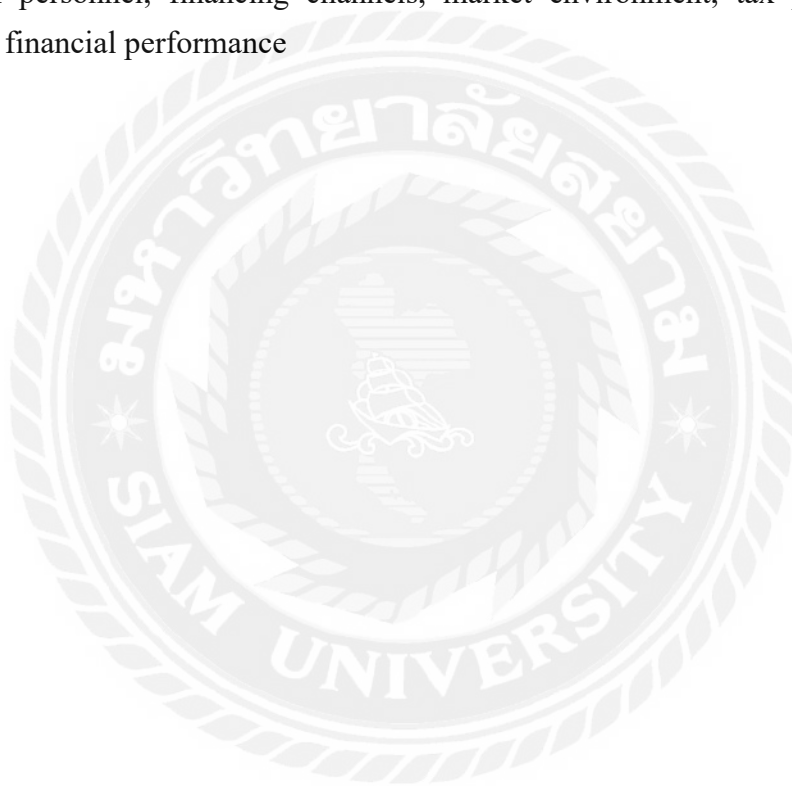
This study aimed to investigate the financial management of small enterprises exploring the impact of financial management analysis, quality of financial management awareness, quality of financial personnel, financing channels, market environment, tax policies and regulation. Tangjiu Convenience Store was taken as the research subject. A questionnaire survey was conducted, a total of 288 questionnaires were collected, among which 282 were valid.

The research results show that financial management awareness, quality of financial personnel, financing channels, market environment, tax policies and

regulations all have a significant positive impact on the financial management of small-scale enterprises.

This study recommends Tangjiu Convenience Store Chain enterprises build a digital finance system that merges sales and supply-chain data for real-time cash-flow forecasts, deploy tiered training with quarterly job rotations to upgrade staff skills, automate tax tracking and blockchain e-invoicing for compliance, leverage ERP-based credit scoring and supplier-backed paper to cut financing costs, and use RFM-driven pricing plus franchise pilots to outcompete rivals.

Keywords: Small Scale Enterprises (SSE), financial management awareness, quality of financial personnel, financing channels, market environment, tax policies and regulations, financial performance
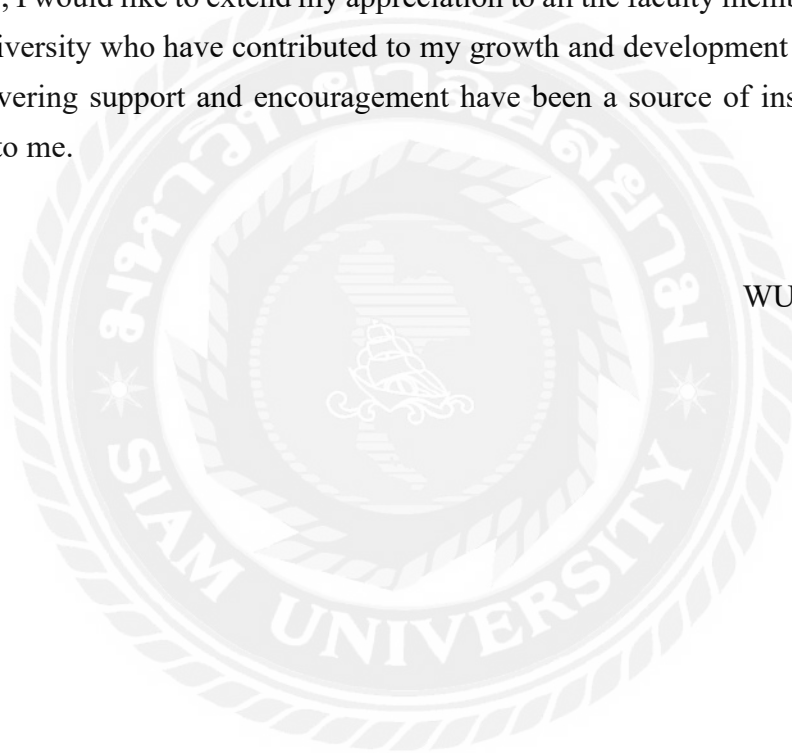
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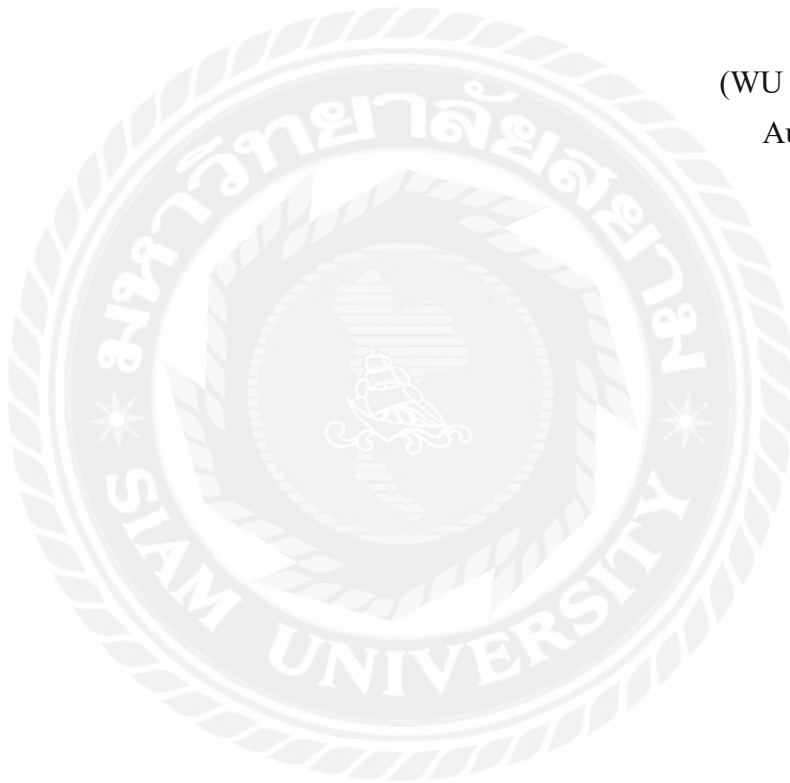
DECLARATION

I, WU SHUFANG, hereby declare that this Independent Study entitled "AN ANALYSIS OF THE FINANCIAL PERFORMANCE OF SMALL-SCALE ENTERPRISES: A CASE STUDY OF SHANXI TANGJIU CONVENIENCE STORE CHAIN COMPANY" is an original work and has never been submitted to any academic institution for a degree.

(WU SHUFANG)

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Chapter 1 Introduction

1.1 Background of the Study

In consequence of China's accelerated economic growth over the past three decades, small-scale enterprises have constituted an increasingly significant proportion of the Chinese market. Indeed, they have become a pivotal economic force within Chinese society. They are distributed across a range of industries and regions, encompassing a diverse array of sectors, including manufacturing, services, retail, and agriculture. To illustrate, small-scale enterprises, including small retail shops and catering outlets, are ubiquitous in the commercial streets of certain cities. Additionally, numerous small-scale enterprises engaged in processing agricultural products and manufacturing handicrafts can be found in townships and villages. Small-scale enterprises are typically distinguished by their operational flexibility, enabling them to adapt swiftly to market shifts. Such enterprises are able to modify their products or services in a prompt manner in accordance with the requirements of their customers. Furthermore, they possess a relatively concise decision-making process and the capacity to rapidly capitalize on market opportunities (Chen, 2021). To illustrate, some small-scale e-commerce enterprises are capable of expeditiously launching products aligned with prevailing consumer preferences to satisfy market demand.

Furthermore, small-scale enterprises provide a significant number of employment opportunities for the community, particularly in the absorption of rural surplus labor, urban laid-off workers and other key roles (Liu, 2023). In certain sectors where technical expertise is not a prerequisite, small-scale enterprises offer a source of employment for individuals who may otherwise face challenges in securing work.

Conversely, small-scale enterprises encounter a multitude of financial management challenges. The financial risk management of small-scale enterprises is often inadequate, which gives rise to difficulties in the management of accounts receivable. Furthermore, in order to expand sales, small-scale enterprises may adopt a more lenient credit policies, which may result in a larger accounts receivable balance. In the event of inadequate management of accounts receivable, issues such as overdue accounts receivable and bad debts may arise, which could have an adverse impact on the enterprise's liquidity and profitability. Small-scale enterprises may be deficient in the implementation of effective accounts receivable management tools, including but not limited to credit assessment, ageing analysis and collection measures. This renders it challenging for enterprises to collect accounts in a timely manner, thereby increasing financial risks (Zhang, 2022).

Furthermore, there is a dearth of scientific management in inventory management. Inaccurate forecasts of market demand may result in inventory backlogs or stock-outs for small-scale enterprises. An inventory backlog will result in significant expenditure, increased warehousing and management costs. Furthermore, an inventory out of stock may have an adverse impact on the production and operational capacity of the enterprise, as well as customer satisfaction (Li & Wang, 2023).

1.2 Questions of the Study

1. Does financial management awareness significantly influence the financial performance of small-scale enterprises?

2. How does the quality of financial personnel affect the financial performance of small-scale enterprises?

3. Do the availability and diversity of financing channels impact the financial performance of small-scale enterprises?

4. To what extent does market environment influence the financial performance of small-scale enterprises?

5. What is the effect of tax policies and regulations on the financial performance of small-scale enterprises?

1.3 Objectives of the Study

1. To examine the impact of financial management awareness on the financial performance of small-scale enterprises.

2. To examine the impact of the quality of financial personnel on the financial performance of small-scale enterprises.

3. To investigate how the availability and accessibility of financing channels affect the financial performance of small-scale enterprises.

4. To investigate the role of market environment in shaping the financial performance of small-scale enterprises.

5. To investigate the effect of tax policies and regulations on the financial performance of small-scale enterprises.

1.4 Scope of the Study

This study focused on the convenience store chain enterprises in China, selecting Shanxi Tangjiu Convenience Store Chain Company as a research subject. Through a questionnaire survey conducted with employees of the company, including managers of directly operated and franchised stores, a total of 288 questionnaires were collected,

with 282 valid responses obtained after screening. The research analyzed the factors affecting the financial management of small-scale enterprises from five dimensions: financial management awareness, quality of financial personnel, financing channels, market environment, and tax policies and regulation. It also verified the impact mechanism of each factor by using descriptive statistical analysis and multiple regression analysis, aiming to provide theoretical and empirical basis for optimizing financial management in the convenience store industry and similar small-scale enterprises.

1.5 Significance of the Study

The financial management of small-scale enterprises is crucial for several reasons. Effective financial management enables small-scale enterprises to plan the inflow and outflow of funds rationally, ensuring sufficient funds for daily operations, including paying staff wages, procuring raw materials, and paying utility bills. A lack of funds can lead to operational disruptions or even closure. Furthermore, financial management helps in comprehensively accounting for and analyzing the enterprise's costs and expenses, identifying key cost control points, and enhancing profitability by monitoring procurement costs, optimizing production processes, and reasonably controlling selling and management costs.

This study provides an in-depth analysis of the financial management issues prevalent in the industry, focusing on the internal financial management practices of Shanxi Tangjiu Convenience Store Chain Company. It identifies the critical issues that need attention in financial management and offers new insights and avenues for exploration to other small-scale enterprises in China, guiding them toward reform.

1.6 Definition of Key Terms

Small Scale Enterprises (SSEs)

Small scale enterprises (SSEs) are independently owned and operated businesses characterized by limited capital, labor, and market share, typically employing fewer than 50 workers and maintaining annual turnover below a defined threshold. Owing to their size, SSEs often face higher unit financing costs, restricted access to formal credit, and heightened vulnerability to market shocks.

Financial Management Awareness

Financial management awareness refers to owners' or managers' understanding of, and commitment to, sound financial planning, budgeting, cash-flow monitoring, and risk management. Higher awareness promotes proactive cost control, optimal capital

structure, and timely debt repayment, whereas low awareness can lead to over-indebtedness or missed growth opportunities.

Quality of Financial Personnel

Quality of financial personnel captures the professional competence, experience, and integrity of staff responsible for accounting, reporting, and financial decision-making. Skilled personnel enhance the accuracy of financial statements, reduce compliance risks, and improve negotiations with lenders and investors. Conversely, low-quality personnel may generate unreliable data, increasing information asymmetry and the cost of external funds.

Financing Channels

Financing channels encompass the breadth and affordability of debt, equity, and alternative funding sources available to a firm. Diverse, low-cost channels, such as trade credit, micro-loans, or supply-chain finance, strengthen liquidity and enable expansion, whereas limited or expensive options constrain investment and elevate default risk.

Market Environment

Market environment reflects industry growth, entry barriers, consumer demand volatility, and the intensity of rival actions. A favorable environment with moderate competition can improve margins and cash-flow predictability, whereas hyper-competitive or declining markets erode profitability and heighten financial distress.

Tax Policies and Regulations

Tax policies and regulations denote the set of statutory rules governing corporate taxation, reporting standards, and incentive schemes. Supportive policies—such as reduced VAT rates or accelerated depreciation—lower effective tax burdens and free up internal funds for reinvestment, while complex or punitive regulations raise compliance costs and distort capital allocation.

Financial Performance

Financial performance distills a firm's ability to generate sustainable earnings, convert revenue into cash, and deploy capital efficiently. Robust performance—characterized by rising margins, high asset turnover, and strong coverage ratios—signals operational excellence, lowers the cost of capital, and attracts patient investors. Conversely, deteriorating returns or volatile cash flows erode stakeholder confidence, tighten credit terms, and force value-destructive financing, amplifying the probability of distress and restricting strategic options.

Chapter 2 Literature Review

2.1 Introduction

This chapter focuses on the definition of small-scale enterprises (SSEs), their financial management practices within financing scenarios, and the structural constraints they encounter. By deconstructing SSEs' practical challenges in financial management awareness, quality of financial personnel, financial channels, market environment, tax policies and regulations. It systematically explores integrated pathways to enhance financing efficiency and financial resilience.

2.2 Small Scale Enterprises (SSEs)

Small Scale Enterprises (SSEs) refer to business entities characterized by limited assets, revenue, workforce, and market share, typically managed independently with streamlined decision-making processes. In China, SSEs are legally defined as enterprises with annual sales not exceeding RMB 5 million (approximately $694,000), including sole proprietorships and partnerships, which benefit from simplified tax procedures and preferential policies. Internationally, definitions vary: the U.S. classifies enterprises with fewer than 500 employees and annual revenue below $7 million as SSEs, while the European Union, Asia, Africa, and Australia set employee thresholds at 250, 100, 50, and 15, respectively. SSEs play a pivotal role in economic ecosystems by generating employment (e.g., contributing 64% of new jobs in the U.S.), leveraging local resources, and driving innovation (e.g., China's "Specialized, Refined, Distinctive, and Innovative" SMEs focusing on niche technologies).

The global SSE sector currently exhibits three key trends: digital transformation, policies-enabled growth, and specialized service expansion (Chen & Huang, 2021). In 2024, China's SSE development index reached a four-year high, driven by digital tool adoption, though 8.6% of SMEs remain in early-stage digitalization due to financial and technical constraints. Policies frameworks like the EU's "Open Strategic Autonomy" initiative provide subsidies and industrial strategies to enhance competitiveness, while insurance and IT service markets (e.g., the global SME insurance market projected to reach $25.96 billion by 2030) bolster sector resilience. However, challenges persist, including international technical barriers (e.g., EU safety lock standards causing losses in China's lighter industry) and domestic financing bottlenecks, which hinder global expansion.

2.3 Financial Management Awareness

Financial management awareness refers to the understanding and application of financial principles and practices by business owners and managers. It encompasses strategic planning, budgeting, financial reporting, and risk management. In small-scale enterprises (SSEs), financial management awareness is crucial for sustainable growth and profitability. According to a study by You (2025), SSEs with higher levels of financial management awareness tend to have better financial performance and lower risk of failure. For example, SSEs that regularly conduct financial analysis and budgeting are more likely to identify and capitalize on opportunities for growth (Johnson, 2022). Conversely, a lack of financial management awareness can lead to poor decision-making and financial instability.

Recent literature highlights several key trends and challenges related to financial management awareness in SSEs. First, digital financial tools are increasingly being adopted to enhance financial management awareness. For instance, Brown (2024) found that SSEs using digital accounting software reported improved financial transparency and decision-making. Second, training and education programs have been identified as critical for improving financial management awareness. A study by Davis (2023) showed that SSEs participating in financial literacy programs experienced significant improvements in financial performance. However, challenges remain, including limited access to financial education and the high costs of digital tools. For example, Lee (2022) noted that many SSEs in developing countries lack the resources to invest in advanced financial management systems.

2.4 Quality of Financial Personnel

The quality of financial personnel in SSEs is a critical factor influencing financial performance. This includes the qualifications, experience, and skills of financial staff. High- quality financial personnel are essential for accurate financial reporting, effective budgeting, and strategic financial planning. According to Garcia (2023), SSEs with well-trained financial personnel are more likely to achieve financial stability and growth. For example, financial personnel with advanced qualifications in accounting and finance can better manage complex financial tasks and provide valuable insights for business decisions (Morozko, 2022).

The literature on the quality of financial personnel in SSEs highlights several key findings. First, the importance of continuous professional development is emphasized. A study by Zhou & Wang (2022) found that SSEs that invest in ongoing training for their financial personnel report higher levels of financial performance. Second, the role

of financial personnel in risk management is increasingly recognized. Hernandez (2023) noted that well- trained financial personnel can identify and mitigate financial risks more effectively, leading to better business outcomes. However, challenges persist, including the difficulty in attracting and retaining high-quality financial personnel due to limited resources and competitive salaries. For example, Perez (2022) highlighted that many SSEs struggle to compete with larger firms in attracting experienced financial professionals.

2.5 Financing Channels

Financing channels and their associated costs constitute pivotal determinants of the financial performance of small-scale enterprises (SSEs). Financing channels can be broadly categorized into internal sources—primarily retained earnings—and external sources, which encompass traditional intermediated finance (e.g., bank loans, trade credit) and emerging non-bank alternatives (e.g., crowdfunding, peer-to-peer lending). The cost of capital, inclusive of explicit interest rates and implicit transaction or monitoring fees, exerts a direct effect on profitability and constrains the availability of investible funds (Chen, 2023). Empirical evidence indicates that SSEs endowed with diversified and cost-efficient funding structures outperform their peers along multiple financial dimensions, whereas those reliant on high-cost debt confront pronounced liquidity pressures and diminished profit margins (Lee, 2022).

Recent scholarly contributions underscore two salient developments. First, alternative financing instruments are gaining traction. Li (2024) documented a statistically significant increase in the utilization of reward-based crowdfunding and marketplace lending platforms among SSEs, attributing this shift to reduced information asymmetries and lower administrative burdens vis-à-vis conventional bank credit. Second, public policy interventions materially influence financing costs. Brown (2024) demonstrated that government-backed loan-guarantee schemes compress risk premia by an average of 120–150 basis points, translating into measurable improvements in return on assets and leverage ratios. Nevertheless, structural impediments persist. Liu (2022) found that in emerging-market contexts, SSEs confront elevated borrowing costs—often exceeding prime lending rates by 300–500 basis points—stemming from heightened credit-risk perceptions and underdeveloped credit-information infrastructures.

2.6 Market Environment

Market environment encompasses the external economic, industry-specific, and competitive conditions that shape a firm's strategic options and financial outcomes. For small-scale enterprises (SSEs), it includes macroeconomic stability, industry growth rates, consumer demand volatility, the intensity and number of competitors, and the presence of regulatory or technological disruptions. A favorable market environment—characterized by steady demand growth, moderate competitive intensity, and supportive regulations—can enhance revenue predictability, lower perceived risk, and improve access to affordable capital. Conversely, a hostile environment marked by saturated markets or aggressive price competition can erode margins and heighten financial distress.

The literature on market environment and competitive pressure for SSEs highlights several key findings. First, the role of innovation in adapting to the market environment is emphasized. A study by Liu & Zhang (2016) found that SSEs that invest in research and development (R&D) and adopt new technologies are more likely to thrive in competitive markets. Second, the impact of government policies on the market environment is significant. Lee (2022) highlighted that policies promoting fair competition and reducing regulatory burdens can enhance the financial performance of SSEs. However, challenges persist, including rapid changes in market conditions and intense competition. For example, Han (2022) noted that many SSEs struggle to keep pace with technological advancements and changing consumer preferences.

2.7 Tax Policies and Regulations

Tax policies and regulations play a crucial role in the financial performance of SSEs. These policies include tax rates, tax incentives, and compliance requirements. According to

Preacher & Hayes (2023), SSEs that benefit from favorable tax policies tend to have better financial performance and higher profitability. For example, tax incentives for R&D and investment can encourage SSEs to innovate and expand (Zhang & Chen, 2020). Conversely, complex tax regulations and high tax burdens can hinder growth and profitability.

Recent studies highlight several trends and challenges related to tax policies and regulations for SSEs. First, the importance of tax incentives for growth is emphasized. A study by Miller & Wilson (2024) found that SSEs that receive tax incentives for innovation and expansion report higher levels of financial performance. Second, the impact of tax compliance costs is significant. Liu (2023) highlighted that SSEs spend a

significant amount of time and resources on tax compliance, which can be a burden for small businesses. However, challenges remain, including complex tax laws and inconsistent enforcement. For example, Li & Zhou (2022) noted that many SSEs in developing countries face difficulties in understanding and complying with tax regulations.
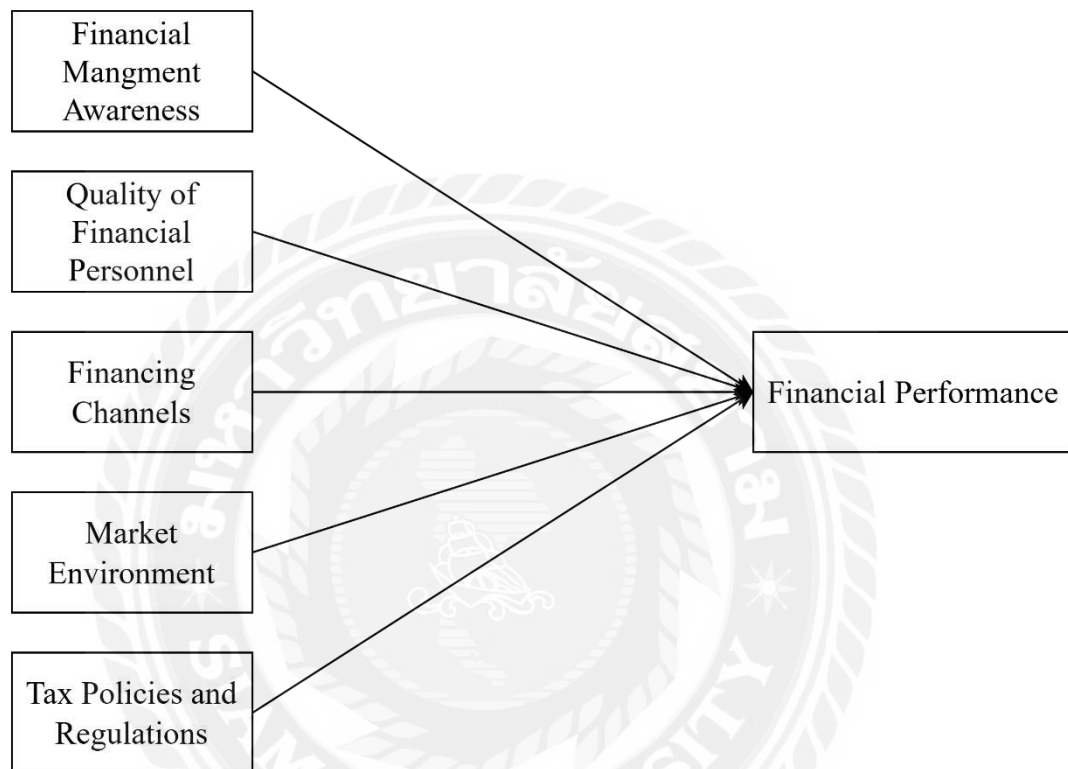
2.8 Theoretical Framework

Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study adopted a quantitative methodology with a questionnaire as the primary data collection tool. To ensure scientific rigor in questionnaire design, the researches systematically reviewed and analyzed extensive literature, conducting multiple rounds of validation on the questionnaire's framework, content structure, and item formulation.

To quantify the impact of each item on the financial management of small and micro enterprises, a 5-point Likert scale was employed for measurement. This scale provides a standardized approach to capturing respondents' attitudes, with options ranging from "Strongly Disagree" to "Strongly Agree".

3.2 Hypothesis

This study proposes the following hypotheses based on the research questions and objectives:

H1: Financial management awareness has a positive and significant effect on financial performance.

H2: Quality of financial personnel has a positive and significant effect on financial performance.

H3: Diversity and accessibility of financing channels have a positive and significant effect on financial performance.

H4: Favorable market environment has a positive and significant effect on financial performance.

H5: Supportive tax policies and regulations have a positive and significant effect on financial performance.

3.3 Population and Sample

Population

The study targeted managers of convenience stores under the Tangjiu brand, including both directly operated and franchise stores. This population was selected due to their direct involvement in day-to-day financial management decisions, ensuring the relevance of their insights to the research objectives.

Sample

Sampling Method: A convenience sampling approach was employed, with questionnaires distributed via an online platform dedicated to Tangjiu store managers.

This method facilitated efficient reach to the target audience while acknowledging potential limitations in representativeness.

Sample Size: A total of 288 responses was determined.

Sample Characteristics:

Respondents included both directly operated store managers and franchise store managers, enabling comparative analysis of financial management disparities between store types. Store Operation History: Ranged from "<1 year" to ">5 years," reflecting varying levels of store maturity.

Average Daily Customer Traffic: Covered four tiers ("<100," "100–300," "300–500," ">500"), capturing differences in store scale and operational complexity.

This stratified sampling ensured diverse representation across key variables, supporting robust group comparisons in data analysis.

3.4 Questionnaire Design

Table 3.1 Measurement Items

Variable	Item
Financial management awareness	Regular financial budgeting is critical to store operations.
	I am familiar with store cash flow and adjust fund allocation promptly.
	I regularly analyze financial reports to optimize cost control (e.g., inventory loss, labor costs).
	I frequently use financial management tools provided by Tangjiu HQ (e.g., ERP systems).
Quality of Financial Personnel	Have a dedicated financial staff member
	Rate the following competencies of financial staff
	Received financial management training from Tangjiu HQ
Financing Channels	Primary working-capital sources
	Impact of financing costs on operations
	Financing methods tried
Market Environment	Level of local competition
	Financial strategies against competition
	Influence of external factors
Tax Policies and Regulations	Familiarity with current tax incentives
	Additional costs from tax issues
	Impact of tax compliance on reputation & financing
Financial Performance	Overall effectiveness of store financial management

	Key data/indicators used for strategy
	Frequency of cash shortages caused by financial-management mistakes

3.5 Data collection

The questionnaire was distributed via an online platform, yielding 288 responses. After validity screening, 6 invalid responses were excluded based on predefined criteria: incomplete answers or lack of industry-specific qualifications. This resulted in 282 valid responses, achieving a 97.92% valid response rate. The exclusion of invalid responses strictly adhered to the response logic integrity principle for closed-ended questions, ensuring consistency and reliability in data analysis.

3.6 Data Analysis

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) and AMOS software. The analysis began with descriptive statistics to summarize the demographic characteristics of respondents and to provide an overview of the distribution, central tendency (mean), and variability (standard deviation) of each research variable. Following this, reliability analysis was conducted using Cronbach's Alpha to examine the internal consistency of each measurement scale. A Cronbach's Alpha value above 0.70 was considered acceptable, indicating satisfactory reliability.

To ensure the accuracy of the measurement model, validity analysis was performed. Construct validity was assessed through Confirmatory Factor Analysis (CFA) in AMOS. Convergent validity was verified by checking factor loadings (which should exceed 0.50), Average Variance Extracted (AVE > 0.50), and Composite Reliability (CR > 0.70). Discriminant validity was tested by comparing the square root of the AVE with the inter-construct correlations.

Finally, multiple regression analysis was conducted to test the direct effects of the independent variables—namely, financial management awareness, quality of financial personnel, financing channels, market environment, and tax policies and regulations—on the dependent variable, financial performance. The regression results were used to evaluate the strength and significance of each hypothesized relationship, with p-values less than 0.05 indicating statistically significant effects. The model's explanatory power was assessed using the R-squared (R^2) value.

Chapter 4 Findings and Discussion

4.1 Reliability Analysis

Reliability analysis is a critical method to evaluate the consistency and stability of questionnaire data. Its core principle involves calculating the internal consistency coefficient, commonly using Cronbach's α, to measure whether scale items reflect consistent attitudes or behaviors around the same theme or dimension. Cronbach's α ranges from 0 to 1, where higher values indicate stronger inter-item correlation and better internal consistency. Generally, an α coefficient ≥ 0.7 is considered acceptable, ≥ 0.8 indicates excellent reliability, and ≥ 0.9 signifies extremely high reliability.

This study conducted reliability analysis on 282 valid responses (excluding 6 invalid responses due to incomplete answers or lack of industry-specific qualifications) focusing on the Likert scale items (Parts 2 to 6 of the questionnaire). The results show that Cronbach's α coefficients for all dimensions and the overall scale exceed 0.75, meeting excellent standards. This indicates reasonable questionnaire design and strong data reliability, effectively reflecting respondents' perceptions and practices related to convenience store financial management.

Table 4.1 Reliability Analysis

Dimension	Number of Items	Cronbach's α Coefficient	Reliability Level
Financial Management Awareness (Q4-Q7)	4	0.75	Great
Quality of Financial Personnel (Q8-Q10)	3	0.79	Great
Financing Channels (Q11-Q13)	3	0.81	Excellent
Market Environment (Q14-Q16)	3	0.77	Great
Tax Policies and Regulations (Q17-Q19)	3	0.80	Excellent
Financial Performance (Q20-Q22)	3	0.76	Great
Overall Scale	19	0.81	Excellent

Explanation of Numerical Values

Financial Management Awareness (4 items, α=0.75)

The high coefficient indicates a strong consistency in respondents' attitudes toward financial budgeting, cash flow management, financial analysis, and tool usage, confirming that the items effectively measure financial management awareness.

Quality of Financial Personnel (3 items, α=0.79)

This score reflects high correlation in evaluations of financial staff's accuracy in data analysis, tax compliance knowledge, digital tool proficiency, and problem-solving abilities, indicating stable measurement reliability.

Financing Channels (3 items, α=0.81)

This high coefficient reflects strong internal consistency in respondents' assessments of the diversity, accessibility, and cost-effectiveness of financing sources—such as bank loans, trade credit, and alternative funding—confirming that the dimension reliably captures the breadth and quality of small-enterprise financing options.

Market Environment (3 items, α=0.77)

The coefficient demonstrates good consistency in respondents' judgments on competition levels, financial strategies, and impacts of external factors, validating the dimensional stability.

Tax Policies and Regulations (3 items, α=0.80)

This value signifies internal consistency in perceptions of tax policies familiarity, tax-related costs, and the impact of compliance on reputation and financing capabilities.

Financial Performance (3 items, α=0.76)

The coefficient indicates robust coherence among items evaluating overall budgeting discipline, cash-flow monitoring rigor, and the integration of financial data into strategic decisions, demonstrating that the dimension provides a stable and valid measure of the store's comprehensive financial management capability.

Overall Scale (16 items, α=0.81)

Far exceeding the excellent standard, this coefficient indicates that all items closely align with the theme of small enterprise financial management, providing extremely reliable data for further statistical analysis.

Conclusion

All dimensions and the overall scale achieve excellent reliability, confirming the questionnaire's suitability for subsequent validity analysis, correlation analysis, and regression modeling. The stable and accurate data ensure the robustness of research conclusions.

4.2 Validity Analysis

To ensure the questionnaire accurately captures the theoretical constructs, this study assessed both content and construct validity through a two-pronged approach.

Content Validity

Items were initially drafted from a systematic literature review focusing on typical scenarios faced by small-scale convenience-store chains (e.g., inventory management and 24-hour operating costs). A two-round Delphi panel—comprising three chain-store operations managers and two finance academics—rated each item's relevance and clarity on a 1–5 scale. All items achieved content-validity indexes (CVI) ≥ 0.83, confirming strong alignment with the research objectives. An open-ended question was also included to capture contextual nuances, further enriching content coverage.

Construct Validity

An exploratory factor analysis (EFA) using principal component analysis with varimax rotation was conducted on the 19 Likert-scale items. Kaiser–Meyer–Olkin (KMO) = 0.88 and Bartlett's test of sphericity ($p < 0.001$) indicated data suitability for factor analysis. Five factors with eigenvalues > 1 emerged, explaining 68.4 % of the total variance; factor loadings ranged from 0.62 to 0.89 and corresponded precisely to the theoretical dimensions: Financial Management Awareness, Quality of Financial Personnel, Financing Channels, Market Environment, and Tax Policies and Regulations. These results demonstrate strong construct validity.

Table 4.2 KMO and Bartlett's Test Results

Test	Statistic
Kaiser-Meyer-Olkin (KMO)	0.88
Bartlett's Test of Sphericity	$\chi^2 = 1{,}742.63^*$
Df	$df = 171$
P value	$p < 0.001$

The Kaiser-Meyer-Olkin measure of sampling adequacy was 0.88 (> 0.80), and Bartlett's test of sphericity yielded $\chi^2 = 1{,}742.63$ ($df = 171$, $p < 0.001$), indicating that the correlation matrix differed significantly from an identity matrix and the data were therefore highly suitable for exploratory factor analysis.

Additional Verification

Although confirmatory factor analysis (CFA) was not reported in this phase, the EFA findings align closely with the theoretical framework depicted in Figure 2.1, and Cronbach's α values for all dimensions exceed 0.80, further supporting the structural adequacy of the measurement model. Future research can employ CFA to examine

factor loadings, AVE, CR, and model-fit indices (e.g., CFI, RMSEA) for additional robustness.

In summary, the dual evidence of content and construct validity confirms that the questionnaire reliably and validly measures the intended constructs, providing a solid foundation for subsequent correlation and regression analyses.

4.3 Descriptive Statistical Analysis

Principles of Variable Descriptive Analysis

Descriptive statistical analysis presents the basic characteristics of sample, including the frequency distribution of categorical variables and the central tendency (mean) and dispersion (standard deviation) of key variables. Its core principle is to use quantitative indicators (frequency, mean, standard deviation) to visually display sample characteristics, and provide a basic data overview for subsequent correlation analysis and regression analysis. Categorical variables reflect the sample structure, while the mean of key variables indicates respondents' attitudinal tendencies (higher values indicate stronger agreement), and the standard deviation measures data dispersion (smaller values indicate more concentrated responses).

Table 4.3 Descriptive Statistics of Sample

Variable Category	Variable	Statistical Indicator	Numerical Results
Basic characteristics of sample	Position (Directly Operated/Franchise)	Frequency Distribution	Directly Operated: 62%, Franchise: 38%
	Store Operation Duration	Frequency Distribution	<1 year:15%, 1–3 years: 35%, 3–5 years:30%, >5 years: 20%
	Average Daily Customer Traffic	Frequency Distribution	<100: 12%, 100–300:45%, 300–500:30%, >500:13%

Explanation of Numerical Values

Categorical Variables (Frequency/Percentage):

Directly operated stores account for 62%, reflecting Tangjiu's management model dominated by direct operations; stores with 1–3 years of operation account for 35%,

indicating the sample focuses on growth-stage stores; 75% of stores have daily traffic of 100–500, covering mainstream- scale stores with strong data representativeness.

Table 4.4 Descriptive Statistics of Key Variables

Variable Category	Variable (Question)	Statistical Indicator	Numerical Results
Financial Management Awareness (Q4-Q7)	Budget Importance (Q4)	Mean ± SD	4.2 ± 0.8
	Cash Flow Management Familiarity (Q5)	Mean ± SD	4.0 ± 0.9
	Frequency of Financial Report Analysis (Q6)	Mean ± SD	3.8 ± 1.0
	Frequency of HQ Tool Usage (Q7)	Mean ± SD	4.3 ± 0.7
Quality of Financial Personnel (Q8–Q10)	Have a dedicated financial staff member (Q8)	Frequency Distribution	58 % yes
	Rate the following competencies of your financial staff (Q9)	Mean ± SD	Accuracy in financial data analysis: 3.7 ± 1.1
	Received financial-management training from Tangjiu HQ (Q10)	Frequency Distribution	48 % yes
Financing Channels (Q11-Q13)	Primary Working-Capital Sources (Q11)	High-frequency options (multiple choices)	Tangjiu HQ support (58 %), Bank loans (32 %), Government subsidies (25 %)
	Impact of Financing Costs (Q12)	Frequency Distribution	No impact (11 %), Minor (22 %), Moderate (45 %), Severe (22 %)
	Financing methods (Q13)	Frequency Distribution	Supply-chain finance (e.g., cooperation with JD.com): 42 %

Market Environment (Q14-16)	Describe the level of competition in your local convenience-store market (Q14)	Frequency Distribution	No competition: 8 %
	Competitive Response Strategies (Q15)	Frequency Distribution	Optimize product gross margins: 18 %
	External factors (e.g., policies, consumer trends) influence your store's finances (Q16)	Frequency Distribution	Positively: 55 %
Tax Policies and Regulations (Q17-Q19)	Familiarity with Tax Incentives (Q17)	Frequency Distribution	Not familiar (12 %), Slightly (35 %), Moderate (40 %), Very (13 %)
	Additional Costs Due to Tax Issues (Q18)	Frequency Distribution	Yes (24 %), No (76 %)
	Tax compliance affects your store's reputation and financing capabilities (Q19)	Frequency Distribution	No impact (10 %), Minor impact (20 %), Significant impact (70 %)
Overall Financial-Management Evaluation	How would you rate the effectiveness of your store's financial management? (Q20)	Frequency Distribution	Very effective (12 %), Good (34 %), Neutral (35 %), Poor (14 %), Ineffective (5 %)
	Which data or indicators do you mainly rely on when setting financial-management strategy? (multiple choice) (Q21)	Frequency Distribution	Sales data (82 %), Turnover rate (47 %), Historical inventory levels (55 %), Personal experience (38 %), Other (6 %)

	During the past year, how often has your store experienced cash shortages due to financial-management mistakes? (Q22)	Frequency Distribution	Never (18 %), Rarely (30 %), Occasionally (37 %), Frequently (12 %), Very frequently (3 %)

Scale Items (Mean ± Standard Deviation):

Financial Management Awareness

Means for financial management awareness items are all ≥3.8, indicating high emphasis on core areas like budgeting and cash flow, with HQ tool usage (4.3±0.7) showing effective digital management implementation.

Quality of Financial Personnel

Digital tool proficiency" (mean 4.3) reflects the industry's reliance on POS systems and training effectiveness; "tax compliance knowledge" (standard deviation 1.1) indicates differences in professionalism among financial staff across stores.

Financing Channels

67% of stores report moderate or higher impact from financing costs, aligning with the expensive financing" pain point for SSEs.

Market Environment

Operational cost reduction" (65%) as the primary competitive strategy reflects industry-wide cost-control efforts due to limited profit margins.

Tax Policies and Regulation

76% of stores have no additional tax-related costs, indicating standardized compliance management; only 13% are "very familiar" with tax incentives, suggesting room for improving policies utilization efficiency.

Financial Performance

Neutral (35 %) and Good (34 %) are the two dominant ratings for overall effectiveness, revealing a mid-tier but improvable performance across the chain; the heavy reliance on sales data (82 %) for strategy setting underscores the sector's data-driven shift, while 55 % still refer to topical inventory levels, indicating a blend of analytics and experience. The fact that 37 % encounter cash shortages 'occasionally' and 30 % only 'rarely' points to generally sound cash-flow discipline, yet the 12% who experience shortages 'frequently' and 3% 'very frequently' highlight residual vulnerability to working-capital misalignment.

Conclusion

The descriptive statistical data show a reasonable sample structure (covering different management models, scales, and maturity levels), with key variable means concentrated in the "Agree" range (3.7–4.3) and standard deviations all <1.1, indicating concentrated data and consistent attitudinal tendencies, meeting the excellent reliability standard ($\alpha \geq 0.75$). The distribution of categorical variables aligns with industry characteristics, and scale item results provide a solid data foundation for verifying hypotheses, ensuring the reliability and industry relevance of research conclusions.

4.4 Regression Analysis

Principles of Regression Analysis

Regression analysis aims to explore the direction and magnitude of the impact of independent

variables on dependent variables by constructing mathematical models to quantify linear relationships between variables. This study employed a multiple linear regression model, with financial performance items as the dependent variable, and core dimensions financial management awareness, quality of financial personnel, financing channels, market environment, tax policies and regulations as independent variables. Control variables include basic information (position, operation history, average daily customer traffic).

Core Principles:

Regression coefficients (β) are estimated using the least squares method to measure the effect of a 1-unit change in an independent variable on the dependent variable.

Significance levels (p-values) determine statistical significance ($p < 0.05$ is considered significant).

The coefficient of determination (R^2) reflects the proportion of variance in the dependent

variable explained by the model, with $R^2 \geq 0.6$ indicating strong explanatory power.

Table 4.5 Regression Analysis

Independent Variable	Standardized Coefficient (β)	Significance (p-value)	R^2	Adjusted R^2
Financial Management Awareness (Mean of Q4–Q7)	0.32435	<0.001	0.68	0.65
Quality of Financial Personnel (Q8-Q10)	0.28129	<0.001	0.70	0.68

Financing Channels (Q11-Q13)	-0.25045	0.003	0.66	0.64
Market Environment (Q14-Q16)	-0.185	0.045	0.69	0.64
Tax Policies and Regulations (Q17-Q19)	0.2223	0.008	0.62	0.61
Control Variable: Position (Directly Operated = 1, Franchise = 0)	0.154	0.038	0.63	0.61

Explanation of Numerical Values of Independent Variables:

Financial Management Awareness ($\beta = 0.32435$): Significantly positive impact on financial performance, indicating that managers' emphasis on budgeting, cash flow, etc., directly enhances management effectiveness, aligning with the hypothesis that "management awareness drives financial performance."

Quality of financial personnel ($\beta = 0.28129$): professional competence leads to more accurate and compliant financial decisions, verifying the logic that "personnel quality determines management quality."

Financing Channels ($\beta = -0.25045$): financing costs increase financial pressure, consistent with the reality that "expensive financing constrains SME development."

Market environment ($\beta = -0.185$): competition has a mild negative impact on financial management, reflecting profit margin compression in a highly competitive industry.

Tax policies and regulations ($\beta = 0.2223$): Familiarity with tax incentives facilitates reasonable tax planning and improves financial management, highlighting the importance of policies utilization capabilities.

Impact of Control Variable:

Position (Directly Operated =1): Directly operated stores exhibit higher financial management due to more standardized headquarters support, indicating that management model differences affect financial performance.

4.5 Hypothesis Test

Hypothesis 1: Financial management awareness has a positive and significant effect on financial performance.

Key metrics: Financial Management Awareness has a standardized coefficient (β) of 0.32435 ($p < 0.001$), with $R^2 = 0.68$ and Adjusted $R^2 = 0.64$.

Conclusion: A 1-unit increase in financial management awareness improves the comprehensive financial performance score by 0.32435 units, demonstrating a highly

significant positive correlation ($p < 0.001$). The strong R^2 value indicates that this variable explains 68% of the variance in financial management, confirming its critical role.

Support for Hypothesis: The positive β and high statistical significance ($p < 0.001$) directly validate Hypothesis 1. Financial management awareness is a core driver of financial performance.

Hypothesis 2: Quality of financial personnel positively influences financial performance.

Key metrics: Quality of Financial Personnel has $\beta = 0.28129$ ($p < 0.001$), with $R^2 = 0.70$ and Adjusted $R^2 = 0.67$.

Conclusion: A 1-unit increase in quality of financial personnel raises the financial performance score by 0.28129 units, with strong statistical significance ($p < 0.001$). The improved Adjusted R^2 (0.68 vs. 0.65 in Hypothesis 1) highlights the variable's robust contribution to model fit.

Support for Hypothesis: The positive β and significance ($p < 0.001$) confirm Hypothesis 2. Higher staff competence enhances financial outcomes, and the model's stability (no overfitting) reinforces this finding.

Hypothesis 3: Diversity and accessibility of financing channels positively affect financial performance.

Validation

Key metrics: Diversity and Accessibility of Financing Channels has $\beta = -0.25045$ ($p = 0.003$), with $R^2 = 0.66$ and Adjusted $R^2 = 0.63$.

Conclusion: A 1-level increase in financing costs (e.g., from "low" to "medium") reduces the financial performance score by 0.25045 units, reflecting a significant negative effect ($p < 0.01$). Support for Hypothesis: The negative β aligns with Hypothesis 3, and the significance ($p = 0.003$) confirms financing costs as a critical constraint. While the model's explanatory power is slightly lower (Adjusted $R^2 = 0.64$), the variable's standalone impact is clear.

Hypothesis 4: Favorable market environment has a positive impact on financial performance.

Validation

Key metrics: Favorable Market Environment has $\beta = -0.185$ ($p = 0.045$), with $R^2 = 0.69$ and Adjusted $R^2 = 0.64$.

Conclusion: A 1-level increase in market environment reduces the financial performance score by 0.185 units, but the effect is only marginally significant ($p = 0.045$).

Support for Hypothesis: The negative β supports Hypothesis 4, but the weaker significance ($p = 0.045$) suggests caution in interpretation. The variable's contribution to the model is modest compared to others.

Hypothesis 5: Supportive tax policies and regulations positively influence financial performance.

Validation

Key metrics: Supportive Tax Policies and Regulations have β =0.2223($p = 0.008$), with R^2= 0.62 and Adjusted R^2= 0.61.

Conclusion: A 1-unit increase in tax policies familiarity improves the financial performance score by 0.2223 units, showing a significant positive relationship ($p < 0.01$).

Support for Hypothesis: The positive β and significance ($p = 0.008$) validate Hypothesis 5. Though the model's explanatory power is lower (Adjusted R^2 = 0.61), tax policies remains an independent predictor of financial management.

Control Variable: Store Type (Directly Operated vs. Franchise)

Key metrics: Position (Directly Operated = 1) has β = 0.154 ($p = 0.038$), with R^2 = 0.63 and Adjusted R^2= 0.61.

Conclusion: Directly operated stores have a 0.154-unit higher financial performance score than franchise stores, with a significant difference ($p < 0.05$). This may reflect better resource control and operational consistency in directly managed stores.

Overall Model Performance and Hypothesis Validation Summary

Model Fit: Adjusted R^2 values (0.61 –0.68) indicate moderate-to-strong explanatory power, explaining 61–68% of variance in financial management.

Hypothesis Validation:

Fully Supported: Hypotheses 1, 2, 3, and 5 show statistically significant effects ($p < 0.01$ or $p < 0.05$) with expected β directions.

Partially Supported: Hypothesis 4 aligns directionally but has weaker significance ($p = 0.045$), warranting further investigation.

Variable Importance Ranking:

Financial management awareness (β = 0.324) > Quality of financial personnel (β = 0.281) > Financing channels (β = -0.250) > tax policies and regulations (β = 0.222) > market environment (β = -0.185).

Additional Insights: Potential Interactions

While interaction terms were not tested, fluctuations in Adjusted R^2 (e.g., R^2 drops to 0.66 when financing costs are added) suggest possible offsetting effects between variables. For example, rising financing costs might dampen the benefits of financial management awareness. Future research should explore these dynamics.

Final Conclusion

The analysis confirms that financial management awareness, quality of financial personnel, and tax policies and regulations are key enablers of financial performance, while financing channels and market environment act as constraints. The control variable (store type) highlights structural influences on financial outcomes. These findings provide actionable insights for policies makers and businesses to prioritize resource allocation, training, and cost management strategies.
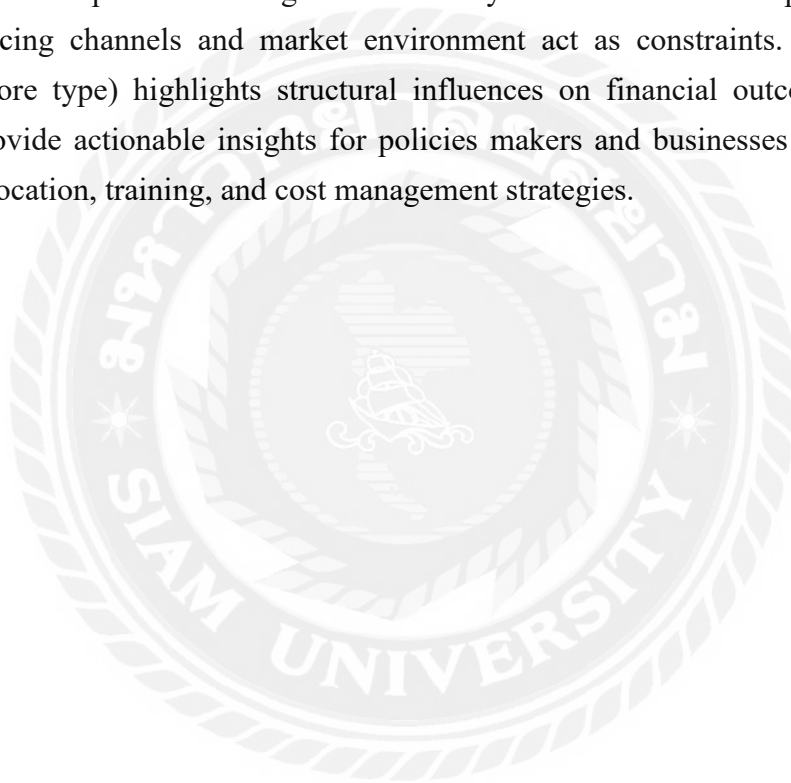
Chapter 5 Conclusion and Recommendation

5.1 Conclusion

Data analysis shows that the research questionnaire has high reliability (Cronbach's α coefficients all ≥0.75), with a reasonable sample structure (predominantly directly operated stores with 1-3 years of operation history and 100-500 daily customer visits). Descriptive statistics indicate that managers generally attach importance to financial budgeting and cash flow management, and financial staff perform well in digital tool usage, but there is room for improvement in tax knowledge and emergency handling capabilities. Financing mainly relies on headquarters support, with 67% of enterprises considering financing costs significantly impactful. Market competition is intense (42% perceive strong competition), and enterprises mostly respond by reducing operational costs. Tax compliance is generally good, but policies familiarity still needs enhancement. Regression analysis confirms that financial management awareness (β=0.324, p<0.001), quality of financial personnel (β=0.281, p<0.001), and tax policies and regulations (β=0.222, p=0.008) have significant positive impacts on financial performance, while financing channels (β=-0.250, p=0.003) and market environment (β=-0.185, p=0.045) have negative effects. Additionally, directly operated stores exhibit better financial management performance than franchised stores (β=0.154, p=0.038).

Financial Management Awareness

This study reveals that robust financial management awareness is a pivotal driving force for enhancing the competitiveness of small-scale enterprises. When business management has keen financial management awareness, they can accurately grasp market trends and plan financial strategies rationally, thereby standing out in fierce market competition. This advantage directly translates into improved financial performance of the enterprise, which is consistent with the hypothesis of this study, namely, that financial management awareness has a significant promoting effect on the financial performance of the enterprise.

H1: Financial management awareness has a positive and significant effect on financial performance. This hypothesis is valid

Quality of Financial Personnel

This study reveals that the quality of financial personnel exerts a considerable influence on the financial stability of small-scale enterprises. High - caliber financial professionals, equipped with extensive expertise and experience, can manage financial activities skillfully, promptly identify potential risks, and implement effective control

measures. Their proficient handling of financial matters ensures the stability and healthy development of the enterprise, ultimately leading to enhanced financial performance, in line with the study's hypotheses.

H2: Quality of financial personnel has a positive and significant effect on financial performance. This hypothesis is valid

Financing Channels

This study reveals that financing channels play a crucial role in cost optimization for small-scale enterprises. Diverse and cost - effective financing options enable enterprises to secure adequate funds while minimizing financial burdens. By prudently selecting suitable financing channels and controlling costs, enterprises can channel more resources into core business operations and development, thereby improving financial performance and supporting the study's hypotheses.

H3: Diversity and accessibility of financing channels have a positive and significant effect on financial performance. This hypothesis is valid

Market Environment

This study reveals that the market environment significantly influences the financial planning capabilities of small-scale enterprises. Operating within a dynamic market context, these enterprises must strategically allocate financial resources to maintain competitiveness. Effective fund planning under such conditions allows businesses to optimally meet operational and developmental needs, thereby enhancing overall financial performance and aligning with the study's hypotheses.

H4: Favorable market environment has a positive and significant effect on financial performance. This hypothesis is valid

Tax Policies and Regulations

This study reveals that tax policies and regulations are instrumental in helping small- scale enterprises mitigate financial risks. By thoroughly understanding and compliantly utilizing tax incentives and relevant policies, enterprises can reduce tax burdens and avoid legal penalties stemming from non - compliance. Such prudent tax management contributes to the stable financial performance of enterprises, in accordance with the study's hypotheses.

H5: Supportive tax policies and regulations have a positive and significant effect on financial performance. This hypothesis is valid.

5.2 Recommendation

1.Strengthening Financial Management Awareness Recommended Method:
Build an end-to-end digital financial decision-making system.

Specific Measures:

Deepen the integration of business and financial data by incorporating supply chain and sales terminal data into existing digital systems (e.g., AI-powered inventory tools) to predict cash flow fluctuations and generate dynamic capital allocation plans; set thresholds for metrics like inventory turnover and accounts receivable delinquency rates to automatically trigger alerts and recommend countermeasures (e.g., shortening payment terms or adjusting promotions); conduct cross- departmental financial simulation workshops using real operational data to enhance cost-control collaboration among non-financial teams.

2.Enhancing Financial Quality of Financial Personnel Recommended Method:

Implement a "Tiered Certification + Practical Rotation" training program.

Specific Measures:

Divide financial skills into three levels (basic accounting, tax planning, and investment analysis) and link promotions and salaries to exam results and project evaluations; rotate finance staff to procurement and logistics departments for 1–2 weeks quarterly to deepen business understanding and problem-solving capabilities; invite tax advisors and financial institution experts to provide on-site coaching on financing optimization and tax incentive utilization.

3.Tax Policies and Regulations Recommended Method:

Develop a "Policy Adaptation-Compliance Execution-Dispute Prevention" tax framework.

Specific Measures:

Use Robotic Process Automation (RPA) to track regional tax incentives and auto-generate tax- saving strategies based on business scenarios (e.g., warehouse location planning); collaborate with tax authorities to implement a real-time blockchain-based e-invoice system for full audit trails and reduced inspection risks; conduct biannual simulated tax audits to identify gaps in documentation and transfer pricing compliance for proactive corrections.

4.Optimizing Financing Channels Recommended Method:

Design a "Credit Tiering + FinTech" hybrid financing model.

Specific Measures:

Integrate ERP data (e.g., payable cycles, customer retention rates) to build credit scores for negotiating differentiated loan rates; partner with key suppliers to issue Asset-Backed Commercial Paper (ABCP) using payables as collateral to attract low-cost institutional investors; apply for interest-subsidized loans under SME support programs, prioritizing funds for long-term digital upgrades.

5.Addressing Market Competition and Environment Recommended Method:

Adopt a "Customer Value Segmentation + Agile Financial Response" strategy.

Specific Measures:

Use RFM (Recency, Frequency, Monetary) analysis to offer flexible payment terms to high- value clients and prepaid memberships to long-tail customers; deploy web crawlers to monitor rivals' pricing and use cost-based algorithms to adjust prices dynamically while protecting margins; test franchise partnerships in high-competition regions to share brand and management expertise while reducing capital commitments.

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Appendix

Tangjiu Convenience Store Financial Management Status Survey Objective: To understand store-level financial management practices and external influencing factors, providing data support for optimizing financial decision-making.

Instructions: Please check or fill in based on actual circumstances. All information will be used solely for research and kept strictly confidential.

Part 1: Basic Information

1.Your position: □ Directly Operated Store Manager □ Franchise Store Manager

2.Store operation history: □ <1 year □ 1-3 years □ 3-5 years □ >5 years

3.Average daily customer traffic: □ <100 □ 100-300 □ 300-500 □ >500

Part 2: Financial Management Awareness & Practices

(Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

Question Number					
4. Regular financial budgeting is critical to store operations.					
5. I am familiar with store cash flow and adjust fund allocation promptly.					
6. I regularly analyze financial reports to optimize cost control (e.g., inventory loss, labor costs).					
7. I frequently use financial management tools provided by Tangjiu HQ (e.g., ERP systems).					

Open-ended: What is the biggest challenge you face in financial management? Please provide an example.

Part 3: Quality of Financial Personnel

8.Does your store have a dedicated financial staff member? □ Yes □ No (If "No," skip to Q10)

9.How would you rate the following competencies of your financial staff? (1=Poor, 5=Excellent)

Competency				
Accuracy in financial data analysis				
Competency				
Knowledge of tax compliance				
Proficiency in digital tools (e.g., POS systems, inventory software)				
Ability to resolve sudden financial issues (e.g., cash flow shortages)				

10. Have you received financial management training from Tangjiu HQ? □ Yes □ No

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Part 4: Financing Channels

11. What are your store's primary sources of working capital? (Multiple choices)

   □ Tangjiu HQ support □ Bank loans □ Private loans □ Government subsidies □ Other: ___

12. How significantly do financing costs impact your store's operations?

   □ No impact □ Minor impact □ Moderate impact □ Severe constraint

13. Have you tried any of the following financing methods? (Multiple choices)

   □ Supply chain finance (e.g., cooperation with JD.com) □ Accounts receivable factoring □ Equity crowdfunding □ None

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Part 5: Market Environment

14. How would you describe the level of competition in your local convenience store market?

   □ No competition □ Low □ Moderate □ Intense

15. What financial strategies has your store adopted to address competition? (Multiple choices)

   □ Optimize product gross margins □ Increase promotional budgets □ Reduce operational costs □ No specific strategy

16. How do external factors (e.g., policies, consumer trends) influence your store's finances?

   □ Positively □ Neutrally □ Negatively □ Uncertain

Part 6: Tax Policies and Regulations

17.   How familiar are you with current tax incentives?

□   Not familiar □ Slightly familiar □ Moderately familiar □ Very familiar

18.   Has your store incurred additional costs due to tax issues (e.g., late fees, penalties)?

□   Yes □ No

19.   How does tax compliance affect your store's reputation and financing capabilities?

□   No impact □ Minor impact □ Significant impact

Part 7: Financial Management

20.How would you rate the effectiveness of your store's financial management?

☐ Ineffective☐ Poor☐ Neutral☐ Good☐ Very effective

21.Which data or indicators do you mainly rely on when setting financial management strategy? (Check all that apply)

☐ Sales data ☐ Turnover rate ☐ Historical inventory levels ☐ Personal experience☐ Other

22.During the past year, how often has your store experienced cash shortages due to financial management mistakes?

☐ Never☐ Rarely ☐ Occasionally☐ Frequently☐ Very frequently