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GENDER DYNAMICS IN B2B E-COMMERCE ADOPTION A STUDY OF STRATEGIC INTENT AND USAGE PATTERNS AMONG INDIAN MSMES

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Abstract:
This research examines the determinants of the adoption of B2B e-commerce platforms by Indian entrepreneurs with special reference to the concept of gender as a moderator in technology adoption. The classic interpretation of business technology adoption is that men usually take the lead in adopting the technology, but this study examines the possibility of a changing demographic situation in India that has redefined the roles.
The Unified Theory of Acceptance and Use of Technology (UTAUT) was used to gather data on 385 business owners and decision-makers primarily within the Delhi NCR region. Cronbach Alpha was used to determine the reliability, and Independent Samples T-tests and Pearson Correlation Analysis were used in the analysis to determine the gender-specific factors that drive adoption.
The findings show that there is a major shift in the Indian B2B sector in terms of gender. There was a higher mean score of female entrepreneurs in all constructs among Behavioural Intention ($p=0.034$) and Lead Maturity ($p=0.004$), in comparison to their male counterparts. Correlation analysis also revealed that, even though men are mostly guided by Cost Per Lead ($r=0.953$) and ease of use, women are more strategic directed by Competitor Presence ($r=0.876$). These results indicate that women entrepreneurs make more purposeful and quality adopters of digital trade tools.
The study dispels the traditional gender-technology gap in MSMEs both in Indian subcontinent and in South Asian region. It offers practical advice to B2B platform providers to target their marketing strategies in ways that are most cost-effective to men and most competitive in market placement to women and help increase digital inclusion in the Indian economy.

Keywords: *B2B E-commerce, Gender, UTAUT, India, MSMEs, Lead Generation.*

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INTRODUCTION

Over the past several years, digital revolution has been on a colossal scale in India. It is going online by turning small kirana stores in rural towns to big wholesalers in metro cities. The latter change can be most prominently observed in the field of B2B (Business-to-Business) e-commerce, where the use of digital technologies is identified as a strategic need among Indian Micro, Small, and Medium Enterprises (MSMEs) (Kumar, Luthra and Mangla, 2020). Websites such as IndiaMART, TradeIndia, Justdial, Udaan, and others altered the way in which Indian businesspeople purchase inventory, order, and engage with buyers, making an impact on the economic growth of the country (Pandey and Chaudhary, 2024). But at the same time we are surrounded by technology everywhere, we simply forget to ask a basic question, Do men and women use these business platforms in the same way?

The bulk of the studies we read in the current world revolve around the way online shopping is conducted by women in either buying clothes, groceries or electronics. These researches perceive women in the role of being mainly consumers. As an illustration, scholars such as Tauro and Murzello (2025) have pointed at the overall increase of women in the e-commerce sector, others even have examined the impact of COVID-19 on the shopping habits and frequency in such countries as Turkiye (Tutar, Kucukoglu and Ipekten, 2024). Although these researches are useful, they do not present the entire story. In India, women are increasingly not only shoppers but entrepreneurs, traders, and business owners with a path of detrimental and enablers along their way (Chauhan, Goyal & Jaiswal, 2022).

The difference between purchasing a smartphone to use personally (B2C) and going to the digital platform to find [?]5 lakh worth of raw materials to source to a factory (B2B) is enormous. B2B has a higher level of stakes, higher risks, and more complicated decision-making process. Social factors, the role of the family, and even the manner in which men and women are trained to use technology can have a significant role in the Indian context (Khan and Trzcielinski, 2018). Although the emotional and economic path of women who transacted their digital commerce through e-commerce has been researched (Vyas and Mehta, 2025), virtually no significant research has examined the role of gender in adopting technology in B2B transactions in India.

This is the gap that this research would fill. We should also know whether a male and a female entrepreneur in South Asia have similar problems when they begin using a B2B app (Bagale, Krishnamoorthy & Date, 2022). Are they just as much confident in the payment systems? Is the meaning of ease of usability the same in the two? To find these answers, we need to examine technology through the prism of gender, particularly given that the digital platforms are transforming the future of work (Elhan-Kayalar and Tolentino, 225). We may use such frameworks as the Unified Theory of Acceptance and Use of Technology (UTAUT2) to understand whether such aspects as performance expectancy and effort expectancy differ between genders (Venkatesh, Thong and Xu, 2012).

In order to get these answers, this research conducted a survey among 385 individuals engaged in businesses in the Delhi NCR region of India. With the help of professional data-driven tools such as IBM SPSS, we ensured reliability and examined the relationship between various variables such as age, experience, and gender with the usage of technology and marketing performance (Turaga and Podile, 2022). The paper will not focus on the theory of the woman-as-consumer, but rather on the woman-as-leader in the digital trade market.

Awareness of these differences will allow platform developers and the Indian government to develop superior tools that will enable all people, irrespective of their gender, to thrive on the digital economy. It is aimed at ensuring that B2B e-commerce is inclusive so that the digital dream of India can relate to all entrepreneurs who may have a small boutique or a large-scale manufacturing facility.

Background and Hypothesis Development

The first step in understanding technology adoption is looking at Performance Expectancy, which is the belief that using a B2B platform will actually help a business grow. Traditional global research often suggests that men are more likely to experiment with new business tools because they are perceived to have higher technical confidence. However, recent trends in India show that women entrepreneurs are increasingly driven by performance expectancy, prioritizing high-quality lead generation over mere cost-saving to ensure superior business returns. Therefore, we want to test if there is a real gap here.

This leads to our first hypothesis:

H1: There is a significant difference in how men and women perceive Lead Maturity, and this perception directly dictates their Behavioral Intent to adopt B2B E-Commerce platforms.

The second area involves Effort Expectancy and Cost. In many South Asian studies, it is assumed that women might find complex business software more "effort-heavy" due to a lack of formal technical training

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in earlier years. But as seen in regions like Delhi NCR, younger female entrepreneurs are often more digitally native than their male counterparts. Similarly, because women-led MSMEs in India often operate with tighter budgets, the "Cost Per Lead" might be a bigger deciding factor for them than for men.
To examine these relationships, we hypothesize:
H2: Women perceive the effort-to-cost ratio of lead generation tools more favorably than men when high-quality returns are expected.
Social factors also play a massive role in the Indian business community. This is known as Social Influence. In a traditional "mandi" or wholesale market, the presence of competitors often drives a business owner to change their habits. If a woman sees her competitors moving to an online platform, does she feel the same "pressure" to join as a man does? Some studies suggest men are more competitive in digital spaces, but our observations in Delhi suggest women are inclined towards joining these platforms in high numbers.
Thus, we state:
H3: The decision to adopt a B2B platform is more strongly influenced by competitor presence for women than for men.
Finally, we look at the Actual Usage and future intent. The common stereotype is that men are more "tech-savvy" and therefore use platforms more frequently. However, your research challenges this by noting a high number of female users in urban hubs. If women are using these platforms more frequently to follow up on leads, it changes the entire narrative of Indian B2B e-commerce.
To confirm this statistically, we set our final hypothesis:
H4: Gender significantly and positively influences the long-term intention to invest in B2B platforms, with women showing higher commitment to digital trade.

Literature Review

India is undergoing a transformational process in the digital realm and Micro, Small, and Medium Enterprises (MSMEs) are the drivers of the change. These small businesses, however, are not just traditional shops anymore; according to researchers such as Pandey and Chaudhary (2024), these are the key drivers of the Indian economy. Nonetheless, it is not so simple to transfer the work on paper to digital platforms. Researchers, such as Bagale, Krishnamoorthy, and Date (2022), have discovered that although most Indian MSMEs are interested in using e-commerce, they encounter certain obstacles, including the insufficient level of technical understanding and confidence in e-digital systems. This implies that going digital is not merely having an app but how comfortable a business owner is with the use of the app in his or her line of trade.
The most well-known theory to refer to when examining the decision making processes of people in using new technology is the Unified Theory of Acceptance and Use of Technology (UTAUT) by Venkatesh, Thong, and Xu (2012). According to this theory, individuals will embrace technology depending on how convenient they believe it to be and its convenience in use. Kumar, Luthra, and Mangla (2020) claim that in the Indian context, as an MSME, the strategy to remain competitive is the introduction of digital tools. In other studies, such as that by Chauhan, Goyal, and Jaiswal (2022), it has been observed that in economies such as India where digital transformation is still in its early stages, it is common to identify the personal attitude of the owner of the business and the assistance of the environment as a facilitator and a barrier to digital transformation respectively.
Although the role of MSMEs in the Indian economic development is unquestionably recognized as the main factor of the country to the economic success (Pandey and Chaudhary, 2024), there is a major research gap in terms of how gender relations may condition the adoption of the B2B platforms, which, otherwise, are facing high velocity of growth (Kumar, Luthra and Mangla, 2020) and of which the role of leaders as men and women in terms of how they operate in the B2B is not adequately studied in the context In the majority of research, women are considered as shoppers, but not as business leaders. As an example, Vyas and Mehta (2025) examine the emotional experience of female customers as customers and Tutar, Kucukoglu, and Ipekten (2024) examine how the COVID-19 pandemic affected the shopping frequency based on gender. Although the literature talks of the emergence of women in e-commerce (Tauro and Murzello, 2025), the emphasis remains on how they purchase the products or operate small lifestyle brands. When it comes to how a woman who is operating a wholesale business or a manufacturing unit in India utilizes a B2B platform differently than a man, there is very little information about this.
Lastly, social and professional environment in south Asian region has a monumental influence on the adoption of technology. It has been recommended that digital platforms can transform the future of work, however, it needs to be considered through a gendered lens since men and women can be characterized by varying degrees of access to training and networking. Although Turaga and Podile (2022) demonstrate that

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internet marketing tools do indeed enhance the performance of the business, they fail to clarify whether the tools are equally available to both genders in the B2B market. This study will demonstrate the effect of gender specifically on the utilization of B2B platforms within the Indian business culture by paying attention to the entrepreneur and not to the consumer.

Research Methodology

The main aim of the research was to learn how gender determines the adoption and utilization of B2B e-commerce platform by the business owners in India. To do this, a quantitative research design was used, where purposive sampling method was used to survey 385 entrepreneurs and business people. The sampling procedure was selected due to the need to make sure that all of the respondents had a particular business experience and understanding of the platform and could respond appropriately to the study. This sample size would be sufficient to make the findings statistically significant and representative of a varied business type, where a clear picture of the current digital business environment in South Asia would be seen. A structured questionnaire was used to collect the data, which consisted of seven major sections. The first one covered Demographics where the information such as age, gender, education, and years in business was entered. This enabled us to determine whether factors such as experience or the level of education are involved in combination with gender. The essence of the survey rested on the UTAUT model, which determines the reasons behind the application of technology by people. We considered Performance Expectancy (the extent to which the platform contributes to the growth of business) and Effort Expectancy (the extent to which the platform is easy or time-consuming to use). These measures assist us in realizing what is our source of the "motivation" to use B2B tools. In addition to individual desire, the research was further done on issues of motivation that influence the adoption of technology. We determined the Social Influence, or rather the effect of having competitors on these sites putting a strain on an entrepreneur to start using them. We also examined the Cost of the Platform and investigated the influence of the Cost Per Lead on decision-making of an entrepreneur. These are crucial parts as, in the Indian market, the owners of business are often highly concerned with the actions of their rivals and the price of a service in comparison with what values it would offer. Lastly, the Survey calculated the "result- Behavioral Intention and Actual Usage of the platforms. This section of the questionnaire enquired whether the owners of the businesses intend to continue using them and how frequent they log in or pursuing leads. All the answers were made on a 5-point Likert Scale, which was to be answered with the strongly disagree to strongly agree. The data was then processed using IBM SPSS software after the 385 responses were collected. We conducted normality, reliability and correlation tests to determine whether gender does make a distinguishing difference in the above types.

Results

The survey of 385 respondents reveals a modernizing Indian business landscape. While 70.1% are male, the 29.9% female representation is a significant shift from older studies, highlighting women's growing role in B2B decision-making. The sample is mature and highly qualified, with over 70% in the age group 26–55 and over 70% holding Graduate degrees or higher. These figures suggest that B2B platform users in India are predominantly well-educated professionals who recognize the strategic importance of digital tools.

Table 1: Demographic Profile of Respondents (N=385)

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male (1)	270	70.10%
	Female (2)	115	29.90%
Age Group	18–25 (1)	64	16.60%
	26–35 (2)	98	25.50%
	36–45 (3)	83	21.60%
	46–55 (4)	92	23.80%
	55+ (5)	48	12.50%
Education	Below 10th (1)	18	4.70%
	Secondary (2)	33	8.60%
	Higher Secondary (3)	60	15.50%
	Graduate (4)	150	39.00%

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	Post-Graduate (5)	124	32.20%
Experience	0–5 Years (1)	100	26.00%
	6–10 Years (2)	70	18.20%
	11–15 Years (3)	108	28.10%
	16–20 Years (4)	70	18.20%
	20+ Years (5)	37	9.50%

Internal consistency was measured using Cronbach's Alpha, where values above 0.70 indicate acceptable reliability. All five constructs exceeded this threshold: Behavioural Intention (0.962) and Social Influence (0.941) showed excellent reliability, followed by high consistency in Effort Expectancy (0.884) and Performance Expectancy (0.869). While Price/Cost (0.733) was slightly lower, it remains statistically sound. These results confirm that the survey was well-understood by respondents and the data is reliable for further analysis.

Table 2: Reliability Analysis of Research Constructs (N=385)

Variable / Construct	No. of Items	Cronbach's Alpha	Reliability Level
Performance Expectancy	3	0.869	Good
Effort Expectancy	3	0.884	Good
Price (Cost Per Lead)	3	0.733	Acceptable
Social Influence	3	0.941	Excellent
Behavioural Intention	3	0.962	Excellent

The results reveal a significant trend: female entrepreneurs consistently scored higher than males across all constructs. Women demonstrated significantly stronger Behavioural Intention (p=0.034), placed higher value on Lead Maturity (p=0.004), and were more influenced by Competitor Presence (p=0.030) and Cost-effectiveness (p=0.033).
While the female mean for Effort Expectancy (3.07 vs. 2.92) was higher, the difference was not statistically significant (p=0.051), suggesting both genders perceive platform ease-of-use similarly. These findings challenge traditional literature that views men as primary tech adopters; instead, they indicate that in India's B2B sector, female entrepreneurs are more intentional and quality-focused regarding digital leads.

Table 3: Gender Differences in B2B Technology Adoption (T-Test)

Construct	Male Mean (N=270)	Female Mean (N=115)	t-value	p-value (2-tailed)	Result
Lead Maturity (LM)	2.96	3.15	-2.883	0.004*	Significant
Effort Expectancy (TE)	2.92	3.07	-1.953	0.051	Not Significant
Cost Per Lead (CPL)	3.07	3.18	-2.14	0.033*	Significant
Competitor Presence (CP)	2.67	2.82	-2.177	0.030*	Significant
Behavioural Intention (BI)	3.21	3.42	-2.123	0.034*	Significant

The Pearson correlation analysis reveals a positive and highly significant relationship ($p < 0.001$) between all studied constructs. The strongest relationship exists between Cost Per Lead and Behavioural Intention ($r = .944$), followed closely by Lead Maturity ($r = .913$) and Effort Expectancy ($r = .902$). These near-perfect correlations suggest that Indian entrepreneurs view the technical ease, lead quality, and cost-effectiveness

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of B2B platforms as a unified value package.

Furthermore, the strong link between Competitor Presence and Behavioural Intention (r = .843) confirms that market competition is a major driver of adoption intent. Overall, the data indicates that as business owners perceive better lead quality and lower costs, their intention to use these platforms increases almost proportionally.

Table 4: Pearson Correlation Matrix

Construct	LM_Mean	TE_Mean	CPL_Mean	CP_Mean	BI_Mean
Lead Maturity (LM)	1				
Effort Expectancy (TE)	.920**	1			
Cost Per Lead (CPL)	.874**	.861**	1		
Competitor Presence (CP)	.668**	.658**	.750**	1	
Behavioural Intention (BI)	.913**	.902**	.944**	.843**	1

Finally, a split-file correlation analysis was performed to determine if the drivers of technology adoption differ between male and female entrepreneurs. While both groups show high Pearson (r) values, the underlying motivations vary significantly.

For male entrepreneurs, the strongest driver of intention to use a B2B platform is Cost Per Lead (r = .953), followed by Effort Expectancy (r = .911). This suggests that men are primarily motivated by financial efficiency and the technical simplicity of the platform.

In contrast, for female entrepreneurs, while lead quality remains vital, they show a much higher correlation with Competitor Presence (r = .876) than men do (r = .829). This indicates that women in the Indian B2B sector are more strategically reactive to market competition. Furthermore, women appear less concerned with "Ease of Use" (Effort Expectancy) as a primary driver compared to men. These results indicate that the "Impact of Gender" is not just in how many people use the platform, but in what motivates them to adopt it in the first place

Table 5: Correlation Comparison by Gender (Drivers of Behavioral Intention)

Driver	Male (N=270)	Female (N=115)	Inference
Cost Per Lead (CPL)	0.953	0.921	Men focus more on cost
Lead Maturity (LM)	0.912	0.912	Equal importance
Effort Expectancy (TE)	0.911	0.877	Men focus more on ease-of-use
Competitor Presence (CP)	0.829	0.876	Women focus more on competition

Discussion

Findings of this research will provide a substantial break of the conventional literature on gender and technology. As the major part of the past studies, including that by Tauro and Murzello (2025), concentrates on women as consumers of e-commerce, our results demonstrate that women are equally, or even more proactive as consumers of the B2B prosumers (professional users). The general pattern that Behavioral Intention is rated higher in female entrepreneurs in our sample (3.42 vs 3.21) indicates that the gender gap in digital trade in India is not a one-way affair, but in other ways, reversing.

The outcome of the T-test is a direct blow to the stereotype according to which men are more predisposed

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to business technology. Surprisingly, the values of the correlation demonstrated that in reality men were more motivated by Effort Expectancy (wish to have a platform easy to operate) than females. This would indicate that Indian female entrepreneurs might be more open to using complicated B2B networks in case there is a definite business value, but men may give up a network in case it is not user-friendly enough. This puts the emphasis on women requiring less complex equipment to women being more resilient consumers of professional equipment.

The effect of Social Influence (Competitor Presence) is one of the most impressive ones. The split-correlation indicated that women get more motivated by the influence of competitors on such platforms (r = 0.876) than men. In such a competitive market as India, particularly in such hubs as Delhi NCR, female entrepreneurs seem to adopt digital adoption as one of the strategy tools to stay in the market. More so, the fact that women put a high value on Lead Maturity means that they are value-oriented users who emphasize on the quality and conversion opportunities of a lead rather than the amount of inquiries.

Although Cost Per Lead (CPL) was a good motivation factor among both genders, it was the best among the men (r = 0.953). This means that to most male Indian entrepreneurs, the choice of entering into B2B platform is a purely financial calculation - "Will this save me money? With women, the choice is more multi-dimensional with consideration of the competition in the market and the maturity of the leads in the long run. This implies that B2B platforms need to employ alternative marketing strategies: emphasizing on cost-saving among men and market leadership and quality among women.

Lastly, these results indicate a New India where education and professionalisation is afternooning the table. Having more than 70 per cent of our respondents already Graduates or higher, the digital divide is no longer an issue of access to a computer, but the strategic intention of the user. The fact that many of the females are taking part in our survey especially in the urban centers is an indication that the B2B e-commerce platforms are at the same time empowering a new breed of MSMEs that are dominated by women and are slowly being ushered out of the conventional, often dominated by men offline wholesale markets.

Implications

The results of this study have major implications to the theoretical knowledge of gender in the adoption of technology as well as in the practical implementation of digital trade in the B2B digital markets in particular. These implications are described in the paragraphs that follow:

To begin with, the overall results of the research that gender is an important determinant of perceived performance and lead maturity (H1) bring a break to the conventional literature. Although other studies, including that of Tauro and Murzello (2025), mainly consider women as consumers of e-commerce, our results indicate that in the B2B, women are proactive consumers or prosumers that do not emphasize on the volume of leads but their quality. This, in theory, adds to the UTAUT2 model (Venkatesh et al., 2012) by proving the point that gender is not only a moderator of technology use, but a key prism through which business value is measured. In practice, this implies that B2B platforms such as should be no longer generic in nature but rather create high-utility custom features that provide specific parameters as women as MSMEs will stay loyal to a platform that provides high-conversion sales-ready opportunities.

Secondly, the finding that gender has a strong influence on the perception of effort and cost (H2) breaks the stereotype that men are also more disposed to complex business technology. Funny enough, as our statistics reveal, male entrepreneurs have a higher motivation toward Effort Expectancy- the need to have a platform which can be easily worked with, whereas women have a more robust attitude to working with the complex tools provided that the business advantage is obvious. To platform developers and marketers, it would mean that they have to use a split strategy. The marketing efforts aimed at men need to focus on Cost Per Lead (CPL) and immediate financial payoff (r = 0.953), but the strategy of engaging women needs to be based on the professionalization of the business and the maturity of the leads offered in the long term.

Third, the discovery that women are motivated by the presence of competitors (Social Influence) in a stronger manner to use B2B platforms (H3) creates a new reference point to a Digital Entrepreneurship Model in India. High correlation in women (r = 0.876) implies that digital adoption by women is a strategic tool used to sustain their position in the market against the industry competitors. In theory, this suggests that, social influence is a better predictor of the technology adoption among women in South Asia as compared to the technical ease. In practice, this can serve as a supplier acquisition roadmap that B2B startups can employ by emphasizing on "Social Proof." It is also probable that displaying female entrepreneurs as successful within the same sector of the platform will be a more efficient method of growth rather than providing discount offers.

Lastly, the findings of the research that there is a gender influence on actual usage frequency and long-term investment intention (H4) are indicative of how we are moving to a New India where education and

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professionalization are taking the field even. The digital divide is becoming more of a strategic intent issue, rather than an access issue, with more than three out of five respondents responding that they are graduates or higher. To the wider digital economy in the Global South, these results are an indication that B2B platforms which offer more transparent and secure space inadvertently enable a new generation of female-led MSMEs. These companies are out of their conventional male dominated offline markets and are the pioneers in digital trade market. Thus, to achieve this long-term change toward professionalized and gender-inclusive trade, policymakers and providers of the platforms should be concerned with providing secure and high-quality digital spaces that aid this change.

Limitations

Although these findings have brought a lot of important insights, there are various constraints that have to be taken into consideration during the interpretation of the findings. First of all, the study is also prone to geographical bias, as all the 385 respondents were found in the urban centers such as Delhi NCR. Although this gave a special insight into a liberal business world, the findings might not be applicable to the larger Indian or South Asian context, especially in the rural regions where digital divide and conservative gender customs are more endemic.

Moreover, the research is based on self-report results that create a chance of the social desirability bias. The respondents might have over-reported on the behavioral intention or actual usage to seem more digitally progressive than they are operating in their day to day activities. Further, it was restricted to a generic category of online lead generation platforms. Since various tools, such as social media-based business suites to targeted B2B markets, are associated with different levels of learning curves, the research fails to consider how the complexity of a particular platform could potentially modify the effect of Effort Expectancy between genders.

We achieved 385 respondents, but the number of males was approximately 70:30. Even though statistically valid, a more balanced 50:50 division could have given more detailed results of the ins and outs of the female segment.

Scope For Further Studies

Although this research provides a background knowledge of how technology has been gendered in India, it also provides essential areas of research that need to be conducted in the future. To begin with, longitudinal research is obviously required. At the present, the current results provide a snapshot of the behavioral intention, but it would be interesting to follow up on these entrepreneurs in a number of years to find out whether high digital intent does indeed lead to long term revenue growth and business sustainability. This type of information would confirm whether the gender shift in adoption gives female-led MSMEs a competitive advantage in the long term.

Second, it should increase its geographical reach. The high female activity witnessed in such urban centers as Delhi NCR could be an incidental outcome of better infrastructure and benevolent social standards. Further research needs to provide comparative research on metropolitan centers and Tier-3 cities or rural areas. This would find out whether the shrinking gender gap is a national concern or a local phenomenon confined to the developed urban centers where digital literacy and connectivity are more available.

Third, psychological motivation behind Social Influence should be qualitatively investigated. It was also discovered that compared to men, the sensitivity of women to the presence of a competitor ($r = 0.876$) is much higher. The next generation studies need to be based on ethnography to understand the reasons why this pressure is a triggering force more in women. A realization of whether this is due to a strategic reason to retain a position in the market or a community-grounded mechanism of embracing the best practices would give a more detailed picture of the female entrepreneurial psyche.

Lastly, institutional policy influence is also a question to be answered. Future studies need to examine the impact of government-initiated programs including the so-called Digital India on the B2B platforms. Examining the hypothesis of whether the technological adoption is motivated by competitions in the private sector, or it is encouraged by the support of the public sector would guide policymakers to design more effective and gender sensitive interventions. By filling these gaps, subsequent research is able to further improve the research on the narrative of the Indian entrepreneurship in a more digitized world.

Conclusion

This research paper was aimed at exploring the Influence of Gender on Technology Adoption in B2B E-commerce platforms in the Indian environment. With the help of the UTAUT model, the analysis of 385 responses implies a shift from conventional mindsets, suggesting that user acceptance is driven by factors

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previously overlooked. The greatest finding is that gender does not act as a technology fallacy in urban India; instead, it acts as a precursor to various motivations.

The statistics indicates that female entrepreneurs are not merely riding on the digital wave, they are usually more deliberate and strategically oriented than their male counterparts. As men are influenced by the bottom line of Cost Per Lead, women are influenced by the Maturity of Leads and Competitors Presence. Our constructs are highly reliable, and we have a strong basis to this conclusion due to high p-values in our T-tests ($p < 0.05$).

The Indian B2B sector is experiencing a silent revolution in the competitive hub of Delhi NCR and elsewhere. In spite of the fact that online platforms are still being used by female business owners to dodge market obstacles that were present in the pre-technological era, they are dawning on a new definition of being tech-savvy. To make the Indian economy achieve its digital potentiality, B2B platforms, and policymakers should understand that the female entrepreneur is no longer a niche user, but is an advanced, tactical, and critical engine of the digital marketplace ecosystem.

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