TARDY FOR THE PARTY OR JUST FASHIONABLY LATE?

Empirical studies of Swedish consumers' switching intentions and Swedish e-commerce firms' reactions to Amazon's entry into the domestic market

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Abstract

This thesis investigates how the news of Amazon's entry into the Swedish market has been received by Swedish consumers and e-commerce firms. This is of theoretical value to the growing research field examining market entries of digital multinational enterprises, as well as a unique empirical phenomenon considering Amazon's global influence, the e-commerce market's importance to the Swedish economy and the distinctiveness of Swedish e-commerce consumers. The first study offers insights into Swedish consumers' intentions to switch from a currently used, Swedish e-commerce website to Amazon.se, based on the push-pull-mooring framework. The second study of Swedish incumbents' reactions to the entry news provides knowledge about the drivers of these reactions, applying a new framework introduced by the authors. The empirical studies are based on quantitative research methods, namely a self-completion questionnaire and a media-based content analysis respectively.

The results show that push, pull and inhibiting mooring factors successfully predict Swedish consumers' likelihood of switching to Amazon.se. Pricing perception is a meaningful push factor, alternative attractiveness and ability belief are meaningful pull factors, and switching costs are a meaningful inhibiting mooring factor. Furthermore, support is found for inhibiting mooring factors' moderating effect on the relationships between push and pull factors with switching intentions. Regarding Swedish e-commerce incumbents, it was found that firm size was significantly greater for incumbents who expressed an ignoration reaction direction than those who expressed an accommodation reaction direction. Moreover, the studies show that the majority of participating Swedish consumers are unlikely to switch to Amazon.se, as well as that the majority of examined Swedish incumbents expressed an ignoration reaction direction towards Amazon. Both arguments for and against the alignment of consumers' generally low switching intentions and incumbents' ignoration reactions are made.

THANK YOU

Definitions

Competitive dynamics: "the study of interfirm rivalry based on *specific competitive actions and reactions*, their strategic and organizational contexts, and their drivers and consequences" (Chen & Miller, 2012, p. 137)

Multinational enterprise (MNE): "[a firm] that [owns] and [controls] significant business activities in two or more countries" (Dabic, Gonzàlez-Loureiro & Furrer, 2014, p. 129)

Incumbent firm: A business that is already established in a market or industry (adapted from Riley, n.d.)

Reaction direction: Reactive defence moves that incumbents can employ as a reaction to competitive entry, including four possible directions: retaliate, accommodate, ignore, and abandonment (adapted from Gatignon & Bansal, 1990)

Consumer behaviour: "the dynamic interaction of affect and cognition, behavior, and the environment by which human beings conduct the exchange aspects of their lives" (Bennett, 1995, p. 59, cited in Peter & Olson, 2010)

Consumer switching intentions: Consumers' decisions to perform acts of switching (adapted from Sheeran, 2002)

Consumer switching behaviour: Consumers' performance of acts of switching (adapted from Sheeran, 2002)

Push factors: Negative factors associated with the origin that motivate consumers to switch from that origin to a new destination, e.g. too high prices (adapted from Bansal, Taylor & St. James, 2005)

Pull factors: Positive factors associated with a destination that draw prospective consumers towards it, e.g. attractive brand (adapted from Bansal et al, 2005)

Mooring factors: Situational or contextual switching constraints that are usually person-specific, but can operate similarly for a large number of people, e.g. variety-seeking tendencies (adapted from Bansal et al, 2005)

Digitalisation: The process of transforming analogue into digital, involves using technology to provide value and revenue-creating opportunities (Gartner Glossary, n.d.)

Big Tech: "refers to the major technology companies such as Apple, Google, Amazon and Facebook, which have inordinate influence" (Computer Desktop Encyclopedia, n.d.)

"Techlash": "A strong and widespread negative reaction to the growing power and influence of large technology companies" (Oxford Languages, 2018)

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1. Breaking news!

On 4 August 2020, after many years of speculation, the multinational giant Amazon confirmed that they are launching their e-commerce offering in Sweden with the domestic domain Amazon.se (Day One Team, 2020b). Whilst Swedish consumers have been able to order via other regional Amazon websites for some time, having a dedicated regional website is a sizable commitment to Sweden on Amazon's part. As the largest e-commerce company by market capitalisation in the world (Segal, 2020) and with a history of disrupting retail landscapes globally, the news of their entry has not gone unnoticed. Since Sweden is the 18th largest market for e-commerce in the world, having experienced a growth of 248% in the 2010s (Statista, 2020), this news is of major interest to the Swedish economy.
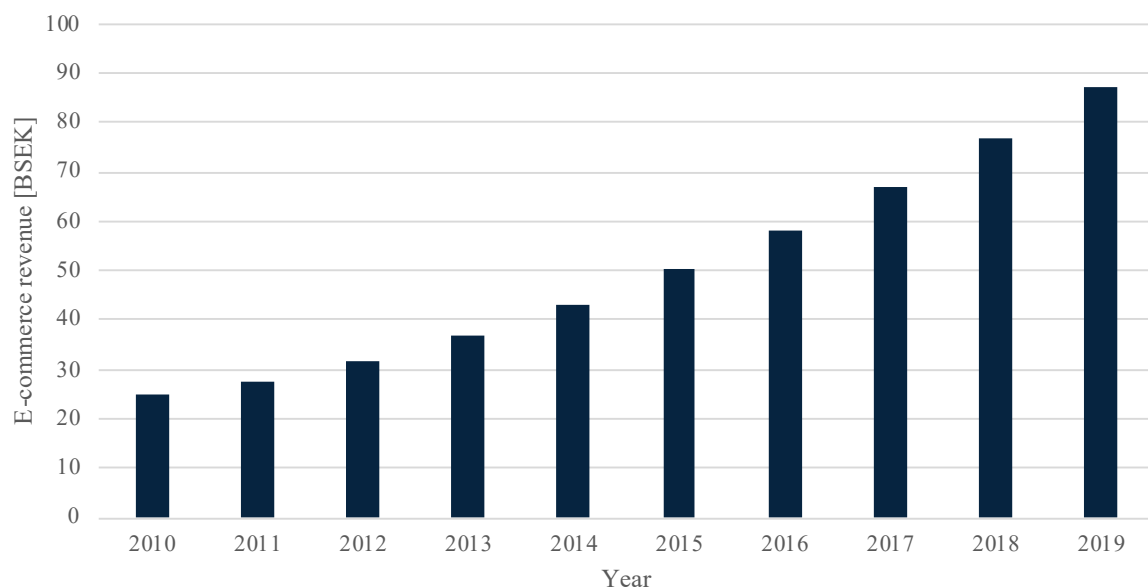
Figure 1.1: E-commerce revenue in Sweden, 2010-2019 (Statista, 2020)

Amazon's announced arrival received a mixed reception in Swedish news outlets on 4 August 2020, with some excited to welcome this notorious disruptor and others worrying about potential effects on Swedish companies and society (Allhorn, 2020a). According to a report by the financial services company UBS, there are three general impacts Amazon has when entering a new market with a local marketplace and distribution: Amazon attains major online market share, puts pressure on domestic prices, and invests heavily in online capabilities (Business Insider Australia, 2017). However, Sweden is unlike many of Amazon's current markets with its already highly developed e-commerce landscape and idiosyncratic consumers.

Industry experts have differed widely in their predictions of Amazon's success in Sweden, from an e-commerce market share of 1-4% (Österberg, 2020) to over 50% (Finwire, 2020). Ultimately, time will tell who wins and who loses - but in the meanwhile, there is much to learn from this special time. This thesis will investigate the time period from Amazon's announcement on 4 August 2020, to their launch of Amazon.se on 28 October 2020 from the perspectives of Swedish e-commerce incumbents and consumers.

1.2 Background

1.2.1 About Amazon

Amazon was founded in 1994 by Jeffrey Bezos in Seattle as an online marketplace for books (Hall, 2020). Today, Amazon is a massive online retailer and web service provider (see Figure 1.2), along with one of the most influential economic and cultural forces globally (PBS Frontline, 2020). This thesis will focus on their e-commerce offering specifically. As an online retailer, Amazon sells goods either directly to customers or serves as the middleman for retailers (Hall, 2020). Amazon accounts for 52.4% of the total e-commerce market in the U.S. and 13.7% of the global market. In 2019, Amazon's net revenue amounted to 280 billion USD, translating into 8 903 USD per second. (Statista Research Department, 2020). Amazon's four key principles are commonly noted as contributors to Amazon's success, namely their customer-centric attitude, passion for innovation, dedication to operational excellence, and long-term thinking (Sheiber Research, 2017).

Figure 1.2: Amazon's business portfolio within four general quadrants (The Early Birds, 2020)

Since entering the UK in 1998, their first market outside the U.S., Amazon has launched in 16 more countries globally (see Figure 1.3). In 2019, international markets accounted for more than a quarter of Amazon's revenue (Davis, 2020). Key to their internationalisation strategy is entering markets with growing e-commerce adoption, adapting to local cultures, and leveraging innovative technologies and practices (Aaron, 2020). Customarily, Amazon gains market share in new markets by undercutting or acquiring local competitors, forming joint ventures, and investing in domestic distribution, logistics and fulfillment centres (Davis, 2020). In the UK, Germany, and France, for instance, Amazon acquired the markets' largest online bookstores and only gradually started selling other products. Amazon was less successful entering China, where Alibaba, the dominant Chinese e-commerce retailer, pressured Amazon to close its domestic e-commerce business after struggling to gain market share for over a decade (Weise, 2019). Considering the many established Swedish e-commerce players (see section 1.2.2), one can ponder whether a similar situation may arise in Sweden. Other American megacorporations have had trouble cracking developed Swedish markets in the past, such as Starbucks and Pizza Hut (Wallin, 2019).
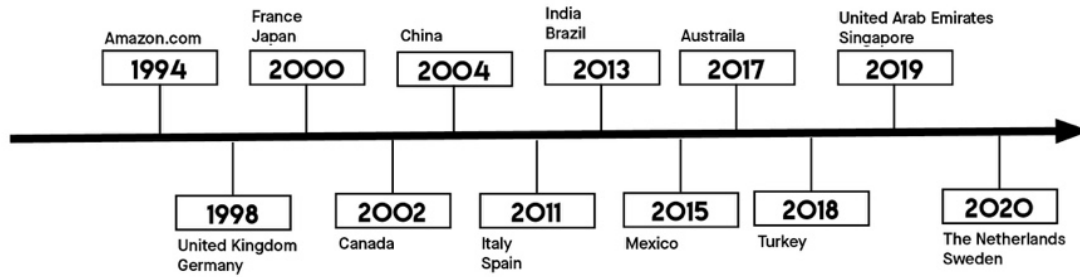
Figure 1.3: Timeline of Amazon's international expansions (Market.us, 2020)

Parallel to Amazon's impressive growth journey, the company has faced vast criticism regarding unethical business practices (Ethical Consumer Research Association, n.d.). These include allegations of anti-competitive behaviour (Dans, 2020; Mitchell, 2018), tax avoidance (Neate, 2019; Tehrani, 2014), deficient sustainability practices (Ethical Consumer Research Association, n.d.; Milman, 2020), invasions of customers' privacy (Lynskey, 2019; Manancourt, 2020), and hazardous working conditions in their warehouses (Bryher, 2019; Sainato, 2020). Similar critiques have been directed towards other technology companies too, as "techlash" - the increased animosity towards large technology companies - has gained global traction (Atkinson et al., 2019). Big Tech firms have been accused of everything from overstepping antitrust laws to affecting political elections (Moore & Tambini, 2018). In response, consumers are demanding them to act more ethically regarding issues like the environment, data and social justice (Anderson, 2019; Schaverien, 2018). This includes Swedish consumers, who stand out globally in their general social and environmental consciousness (see section 1.2.2).

1.2.2 The Swedish e-commerce landscape

Despite its relatively small population, Sweden is the 18th largest market for e-commerce globally (Statista, 2020). The European Commission (2017) has ranked Sweden first in the EU in terms of best conditions for e-commerce, contributing to the country's abundance of skilled e-commerce firms. Overall, consumer electronics is the largest industry segment (see Table 1.1) (Andersen, 2019), led by Netonnet as the largest Swedish e-commerce company by revenue (Ecommerce Db, 2020).

Table 1.1: Largest e-commerce industries in Sweden by revenue, 2018 (Andersen, 2019)

Ranking	E-commerce industry	Revenue 2018 [KSEK]
1	Consumer electronics	14 561 632
2	Clothes & fashion	11 068 968
3	House & home	10 693 594
4	Sports & leisure	5 335 928
5	B2B	4 740 489
6	Entertainment	4 406 063
7	Children & toys	3 865 943
8	Health and nutrition	3 822 397
9	Beauty	3 275 357
10	Food and groceries	2 839 955

Sweden has Europe's largest proportion of e-commerce consumers, with 96% of 15-78-year-olds shopping online (PostNord, 2020a). Swedes generally prefer and are loyal to domestic retailers (Mitzner, 2018). Of the total amount spent on e-commerce in Sweden in 2018, 84% was spent on Swedish e-commerce websites (Nordea, 2020)[1]. Furthermore, Sweden's top 20 list of Swedish consumers' favourite e-commerce websites in 2019 was dominated by Swedish players (see Table 1.2) (PostNord, 2020a). The main reason for Swedes not shopping from foreign websites is the belief that one's shopping needs are fully met by Swedish e-commerce firms (Postnord, 2018). Despite a lesser interest in foreign players, some still perform well with Swedish consumers. Amazon, for instance, is ranked eighth on the favourite list (Postnord, 2020a). The main reason Swedes shop from foreign websites is the perception of them offering lower prices (Postnord, 2018).

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[1] For comparison, the corresponding percentage for Finland, a similar neighbouring country, was 62% in 2018 (Sabanoglu, 2019).

Table 1.2 Swedish consumers' favourite e-commerce websites (PostNord, 2020a), including total revenue, 2019

Ranking	Favourite e-commerce website	Total revenue 2019 [KSEK]
1	Apotea	2 838 449
2	Zalando	66 529 200
3	CDON	1 111 842
4	Adlibris	1 861 875
5	H&M	232 755 000
6	Tradera	317 514
7	Webhallen	2 073 581
8	Amazon	2 878 950 000
9	Boozt	3 424 900
10	Bokus	607 031

According to the OECD (2018), Sweden's socio-demographic digital divides are smaller than in most OECD countries. However, there are still some noteworthy differences between consumer groups. In academic studies within e-commerce and digital business, commonly investigated socio-demographic variables include gender, income, education, and age (e.g. Gong, Stump & Maddox, 2013; Joines, Scherer & Scheufele, 2003; Phang, Kankanhalli, Ramakrishnan & Raman, 2010). In Sweden, online purchase frequency and share of wallet both decrease with age. Though women and men shop online about as often, men spend higher amounts. (PostNord, 2020a). E-commerce behaviour differs across regions in Sweden, mainly due to varying supply and competitiveness of local trade and conditions for e-commerce. Stockholm-based consumers rank first in terms of online purchase frequency and share of wallet. (Svensk Handel, 2019).

In addition, Sweden has one of the highest internet penetration rates in the world at 98% (Internetstiftelsen, 2019) and Swedes are generally considered to be tech-savvy (Areschoug, 2019). Simultaneously, Swedes have grown more concerned about Big Tech companies invading their privacy online (Internetstiftelsen, 2019). Swedish consumers also stand out in their environmentally-conscious purchasing behaviour. While 30% of Norwegians and 32% of Danes consider an e-commerce company's sustainability focus to be very important, the figure amongst Swedes is close to 50% (Editorial staff, 2019). Correspondingly, 85% of Swedish e-commerce companies have incorporated sustainability issues into their strategies (PostNord, 2020a). Considering the critique directed towards Amazon regarding these issues, their current popularity may seem surprising. It remains to be seen whether this will change as Amazon

garners a greater presence in Sweden with local operations, along with higher demands to comply with Swedish business norms.

1.3 Problem formulation

Amazon can in international business terms be defined as a multinational enterprise (MNE). MNEs are "firms that own and control significant business activities in two or more countries" (Dabic, Gonzàlez-Loureiro & Furrer, 2014, p. 129).[2] Relatedly, competitive dynamics research examines interfirm rivalry (Chen & Miller, 2012). In both international business and competitive dynamics literature, the study of MNEs is gaining traction, as the world has become more globalised (Chen & Miller, 2012; Dabic et al., 2014).

Another force reshaping the global economy is digitalisation (Kotarba, 2017). In 2017, 22 of the top 100 MNEs globally in terms of foreign sales were technology companies - a near 100% increase since 2012 (OECD, 2018). UNCTAD (2017) distinguishes between two subcategories of technology-based MNEs: digital MNEs, for which the internet plays a central role in their business model, and ICT MNEs, which provide enabling infrastructure to make the internet accessible to individuals and businesses. In practice, it is more difficult to distinguish between technology-based MNEs, since they often have business across the digital economy and multiple revenue sources (Wu & Gereffi, 2018). With their e-commerce (digital) and software (ICT) businesses, Amazon is an example of a less clearly defined company.[3] A related firm type is e-commerce corporations (ECCs), defined as "organizations that from inception are engaged in electronic commerce, and derive significant competitive advantage from the use of network resources resident in virtual networks of commercial collaborative alliances" (Singh & Kundu, 2002, p. 680). With the growth of global e-commerce, multinational ECCs are growing alongside other MNEs (Benmamoun, Singh, Lehnert & Lee, 2019). Digital MNEs and ECCs have certain advantages over their non-digital counterparts. For example, digital MNEs demand less resources to reach foreign markets (UNCTAD, 2017) and technology aids ECCs in achieving economies of scale and scope (Singh, 2011).

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[2] The terms multinational firm (MNF) and multinational corporation (MNC) are sometimes used synonymously with MNE in extant literature (e.g. Forte, 2016; Xie & Xie, 2018). The authors have chosen to only use MNE.

[3] Since this thesis focuses on e-commerce, Amazon will be referred to as a digital MNE and the extant literature and discussion will focus on digital MNEs and e-commerce.

Strategy is context-dependent. There is an explicit call within both MNE and competitive dynamics research to investigate MNEs and competitive dynamics in various contexts and with different approaches (Chen & Miller, 2012; Dabic et al., 2014), specifically to produce more empirical studies (Gatignon & Bansal, 1990). A less developed area is interactions between MNEs and domestic incumbents and the effects MNEs have on host economies (Forte, 2016). New entrants in general and MNE entrants specifically can affect incumbents' business strategies and performance (Forte, 2016; Gatignon & Bansal, 1990). Given the unique characteristics and increasing power of digital MNEs and ECCs (Singh, 2011; UNCTAD, 2017), there is an important research gap to fill regarding the competitive dynamics between them and domestic incumbents. Some researchers have begun this process, highlighting how local incumbents can stay competitive when MNEs enter their market (Zeng & Glaister, 2016) and local incumbents' responses to MNE entry (Xie & Xie, 2017). This thesis will focus on the latter.

Drawing on the fundamental microeconomic concept of supply and demand, when considering the actions of firms, one should also consider consumers. When reviewing extant literature on MNEs and competitive dynamics, the authors noticed a lack of research about the role of consumers. For example, when searching for *consumer* AND "competitive dynamics"* and *consumer* AND (MNE OR "multinational enterprise")* in the citation database Scopus, only 63 and 203 articles appear respectively. In comparison, there are 1 055 results for *"competitive dynamics"* and 7 883 results for *MNE OR "multinational enterprise"*. When searching for articles covering all three research fields, using *consumer* AND (MNE OR "multinational enterprise") AND "competitive dynamics"*, zero results are found.[4] Furthermore, little space is devoted to the role of consumers in literature reviews published about MNEs (Dabic et al., 2014) and competitive dynamics (Chen & Miller, 2012). Not only is there a research gap here, but it is an important one too. Consumers are critical to the success of marketing strategies (Peter & Olson, 2010) and are central in seminal strategy theories and frameworks like the Ansoff Matrix (Ansoff, 1957) and Porter's (1980) Five Forces. Considering that competitive dynamics centres on interfirm rivalry (Chen & Miller, 2012), the authors find the concept of consumer switching behaviour, meaning consumers' migration between firms (Bansal & Taylor, 1999; Keaveney & Parthasarthy, 2001), to be an appropriate point of departure to connect these currently isolated perspectives. Furthermore, given Amazon's singularity as an

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[4] Search results were last updated 3 December 2020.

MNE and the distinctive qualities of Swedish e-commerce incumbents and consumers, the launch of Amazon.se is a suitable empirical phenomenon from which to launch this endeavour.

1.4 Purpose and research questions

The purpose of this thesis is to investigate consumers' switching intentions and domestic incumbents' reactions to the new market entry of Amazon, an e-commerce MNE, in Sweden, as well as to discuss the interplay of the two. From this purpose, two research questions have emerged:

1. *Which factors related to Swedish e-commerce firms, Amazon and consumers themselves are associated with Swedish e-commerce consumers' switching intentions from existing Swedish e-commerce companies to Amazon.se?*
2. *Which incumbent-specific and industry-specific characteristics are associated with Swedish e-commerce companies' reactions to the news of Amazon entering the Swedish market?[5]*

The research questions will be investigated in Study 1 and Study 2 respectively. Both studies are quantitative, the first using a self-completion questionnaire for consumers and the second a content analysis of incumbents' reactions from media articles. In the discussion, the results of both studies will be analysed separately and together in order to explore the intersection of the consumer and incumbent perspectives. Given the relatively sparse and fragmented literature about digital MNE entries, the second research question is explicitly exploratory. This is reflected in the formulation of research propositions for Study 2 instead of hypotheses as in Study 1, which are less certain in their claims than hypotheses. Relatedly, the authors are aware that by integrating relatively fragmented and sparse research fields, as well as the previously disparate consumer and incumbent perspectives within these fields in two separate studies, readers may perceive this thesis as somewhat scattered. However, this exact integration is considered to be key for answering the specified research questions, as well as a contribution in itself to develop this emerging research programme.

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[5] See definition of company reactions in section 2.2.

1.5 Delimitations

The empirical phenomenon used to study the research questions is Amazon's entry into the Swedish market, thus this thesis is geographically limited to Sweden. Focusing on Amazon and the Swedish market further narrows the research to developed market MNEs and host economies, which differ somewhat from those of emerging markets (Benmamoun et al., 2019; Fleury & Fleury, 2014). This delineation primarily affects the literature review, where research on emergent markets has not been prioritised, and the research designs. Furthermore, the perspective of Amazon itself is limited to their e-commerce business rather than the entire company. This decision is partly due to the launch news being centred on their e-commerce offering, and partly due to time and resource constraints. Hence, a business-to-consumer (B2C) perspective is applied throughout.

1.6 Expected contribution

The thesis aims to explore a major and unique event in Swedish business and digitalisation history, which is expected to provide theoretical, empirical and managerial insights. The theoretical contributions centre on how digital MNE entrants can affect domestic markets' consumers and incumbents. For the consumer perspective, a specific theoretical contribution is that, to the authors' knowledge, the push, pull, and moorings (PPM) migration model of service switching (Bansal, Taylor & St. James, 2005) is used for the first time in an incumbent-to-entrant and digital MNE context. In addition, the authors investigate two factors that have seemingly not yet been applied in a PPM model-based study, namely ability belief and global company animosity. For the competitor perspective, a novel conceptual framework for the reactions of incumbents to new market entry based on extant literature is developed and introduced by the authors. An overarching theoretical contribution is the collection and integration of knowledge of the previously disparate consumer and competitor perspectives in an MNE and competitive dynamics context. The main empirical contributions are the data collection about Swedish e-commerce consumers and incumbents and insight into the empirical phenomenon of Amazon entering Sweden.

The expected managerial contributions involve practical insights for domestic firms on how to best relate to domestic consumers and competitors in the case of a digital MNE entry. This

should be valuable to Swedish firms, but also to firms in similar economies facing a comparable threat.

1.7 Thesis disposition

This thesis has five sections: Introduction, Literature review and theoretical frameworks, Methodology, Results, and Discussion. The Introduction has presented background information about the empirical phenomenon, related theory, the problem formulation and research questions. The next section presents a literature review on competitive dynamics, consumer behaviour, digitalisation, and international business, along with the resulting theoretical frameworks, hypotheses and research propositions. Methodology and Results present how Study 1 and 2 were executed and their results respectively. Finally, Discussion presents analyses of the studies with additional reflections.

2. Literature review and theoretical frameworks

This section presents extant literature on competitive dynamics, consumer behaviour, digitalisation and international business. It also introduces the frameworks upon which Study 1 and 2 are built with related hypotheses and research propositions. For improved comprehension, the two main themes, consumer behaviour and competitive dynamics, are presented separately in sections 2.1 and 2.2, reflecting Study 1 and 2's separate foci on consumers and incumbents respectively. International business and digitalisation theory is interwoven throughout where relevant.

2.1 Consumer behaviour

Consumer behaviour can be defined as "the dynamic interaction of affect and cognition, behavior, and the environment by which human beings conduct the exchange aspects of their lives' (Bennett, 1995, p. 59, cited in Peter & Olson, 2010). Over the past decades, consumer switching has become an increasingly researched area in consumer behaviour literature (Chuang & Tai, 2016; Ganesh, Arnold & Reynolds, 2000; Keaveney & Parthasarathy, 2001). The concept of consumer switching refers to the replacement of a product or service provider in favour of another. It entails negative consequences for the original provider, including lost future profits and added customer acquisition costs. (Bansal & Taylor, 1999; Keaveney & Parthasarthy, 2001).

One main branch of consumer switching research examines factors driving switching behaviour (e.g. Bansal et al., 2005; Keaveney, 1995). In this research stream, to which this thesis belongs, the predominant focus has historically been on the "switched-from" firm and less on the "switched-to" firm (Keaveney, 1995). Bansal et al. (2005), however, shed light on the competitors that pull customers away. To the authors' knowledge, consumer switching intentions towards the digital MNE entrant Amazon has not been previously researched.

2.1.1 Consumer switching intentions

Behavioural intentions, defined as "a person's intentions to perform various behaviors" (Fishbein & Ajzen, 1975, p. 12), are viewed as one of the most important predictors of behaviour (e.g. Fishbein & Ajzen, 1975; Triandis, 1980). In this thesis, behaviour refers to switching between e-commerce websites. Despite its extensive usage in extant literature, intentions' predictive power has been disputed as consumers do not always follow through on

said intentions (Sheeran, 2002). Switching intentions will be examined in this thesis, whereby the distinction between intention and actual behaviour is important to highlight. Furthermore, switching intentions will be investigated rather than consumers' intentions to shop with Amazon regardless of competitors in order to better connect the thesis's consumer and competitor perspectives and because consumers tend to be less loyal when shopping online than in stores (SCB, 2020), making switching highly relevant to the e-commerce field.

2.1.2 The push-pull-mooring framework

Bansal et al.'s (2005) push, pull, and moorings (PPM) migration model of service switching is a central model in consumer switching behaviour research (Chuang & Tai, 2016). Inspired by similarities between migration research in human geography literature and consumer switching behaviour, they based the PPM model on the push-pull framework (Bogue 1969, 1977), extended with intervening and mooring variables (Lee, 1966; Moon, 1995). Despite the wide applicability of the model, it has to the authors' knowledge not yet been used in a incumbent-to-entrant nor a digital MNE context.
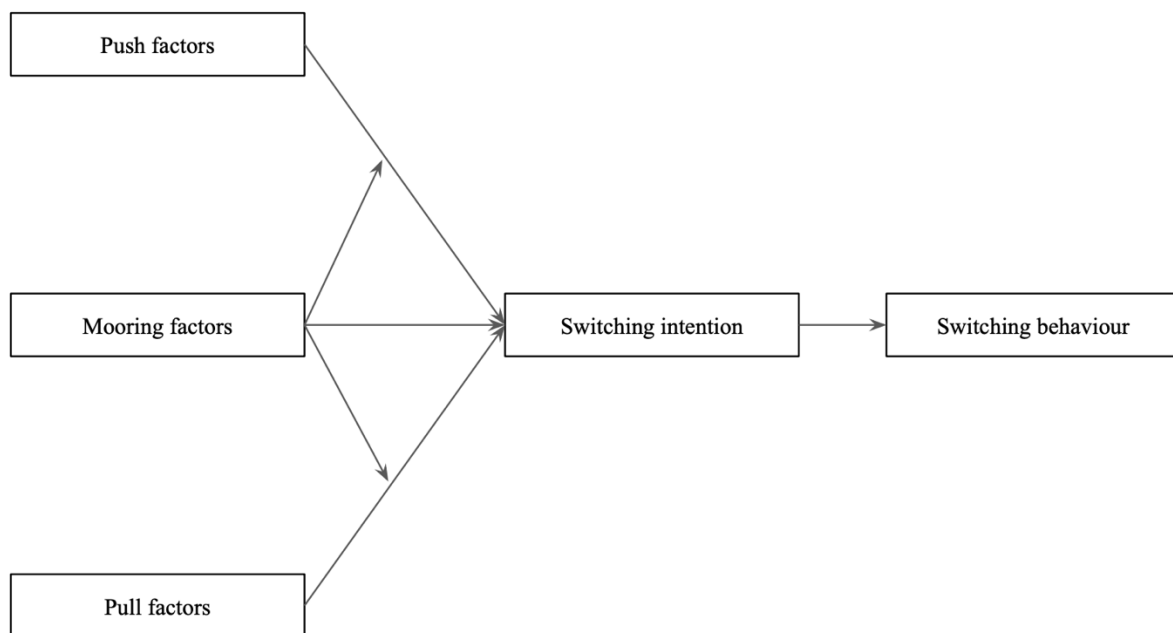
Figure 2.1: Bansal et al.'s (2005) push, pull, and moorings migration model of service switching

As illustrated in Figure 2.1, the PPM model suggests that push, pull and mooring factors directly influence switching intention, which in turn influences switching behaviour, and that

mooring factors moderate push and pull factors' relationships with intentions (Bansal et al., 2005). The factors are defined as follows (adapted from Bansal et al., 2005):

- *Push factors:* negative factors associated with the origin that motivate consumers to switch from that origin to a new destination, e.g. too high prices.
- *Pull factors:* positive factors associated with a destination that draw prospective consumers towards it, e.g. attractive brand.
- *Mooring factors:* situational or contextual switching constraints that are usually person-specific, but can operate similarly for a large number of people, e.g. variety-seeking tendencies.

In other words, "[factors] at the origin [...] act to push the consumer away from the origin service provider, while factors at the destination [...] act to pull the customer to the destination. [...] In addition, there are a number of variables specific to the individual's situation [...] that act to inhibit or to facilitate switching; these variables can be represented as mooring effects." (Bansal et al., 2005, p. 102). In this thesis, Swedish e-commerce firms are the origin and Amazon.se is the destination.

A critique of the PPM model is the omission of hypothesised mediating relationships (Chuang & Tai, 2016), which some support has been found for (e.g. Antón, Camarero & Carrero, 2007a, 2007b). However, a further investigation of this was determined out of scope for this thesis. A critique of the model's application in this particular thesis is that it was originally developed for services (Bansal et al., 2005). However, numerous studies since have successfully applied the framework to investigate switching between products as well, including in a digital context (e.g. Singh & Rosengren, 2020; Sun et al., 2017; Zhang, Cheung & Lee, 2012). Despite some shortcomings, it is one of the most used and influential consumer switching models in extant literature (Chuang & Tai, 2016). It is particularly useful for examining multiple predictors simultaneously. Based on prior research, the authors have selected four push factors, two pull factors, and four mooring factors that are expected to predict the switching intentions of Swedish consumers for the empirical phenomenon. These are outlined in sections 2.1.3-5. It is customary to present hypotheses and results on both an individual and aggregate level in PPM model-based studies. Furthermore, while all hypotheses are ultimately not tested for various reasons (see section 4.1), they are all included in the thesis for transparency and to reflect the knowledge generated from the literature review.

2.1.3 Push factors

In human geography and consumer behaviour literature, push factors are assumed to negatively influence quality of life at the origin, promoting switching to another destination (Bansal et al., 2005; Bogue, 1969, 1977; Lee, 1966; Moon, 1995). Importantly, they relate to the unfavourable characteristics of the origin itself, rather than characteristics of the switcher (Bansal et al., 2005; Bogue, 1977; Lee, 1966). Bansal et al.'s (2005) original study, as well as studies based on it, show evidence of push factors being significant, but less influential than pull and mooring factors on switching (e.g. Jung, Han & Oh, 2017; Lai & Wang, 2015). In studies that find push factors to be more influential or nonsignificant (e.g. Zengyan, Yinping & Lim, 2009; Hou, Chern, Chen & Chen, 2011; Singh & Rosengren, 2020; Zhang et al., 2012), some hypothesise that it is a context-specific outcome.

After an extensive literature review, satisfaction, pricing perception, trust and commitment have been selected as push factors for this thesis.

Satisfaction

Satisfaction is defined in consumer behaviour research as "the summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience" (Oliver, 1981, p. 27). In an e-commerce context specifically, Anderson and Srinivasan (2003) define satisfaction as the contentment of customers regarding their prior purchasing experience with an e-commerce firm.

From a human geography perspective, dissatisfaction is identified as a primary push factor that motivates people to leave an origin, as it is assumed to have a negative influence on quality of life (Bansal et al., 2005; Moon 1995; Stimson & Minnery, 1998; Wolpert, 1965). In consumer switching research, the negative relationship between satisfaction and switching intentions is well documented (Bansal & Taylor, 1999; Bansal et al., 2005; Zengyan et al., 2009; Hou et al., 2011; Jung et al., 2017; Keaveney, 1995; Sun et al., 2017; Ye & Potter, 2011). Satisfaction has been included as a push factor in several PPM model-based studies in digital contexts other than e-commerce, evidencing negative correlations with switching intentions (e.g. Chang, Liu & Chen, 2013; Xu, Yang, Cheng & Lim, 2014; Zhang et al., 2012). However, some suggest that satisfaction does not fully explain customer intentions, since dissatisfied consumers

sometimes stay with the same provider (Bonifield & Cole, 2007; Colgate, Tong, Lee & Farley, 2007) and satisfied consumers sometimes switch anyway (Sánchez-García, Pieters, Zeelenberg & Bigné, 2012).

Pricing perception

Economic variables, such as pricing, are central in both human geography and consumer research (Bansal et al., 2005). In consumer switching literature, pricing covers "all critical switching behaviors that [involve] prices, rates, fees, charges, surcharges, service charges, penalties, price deals, coupons, or price promotions" (Keaveney 1995, p. 74). Consumer switching research has mainly focused on hefty pricing, but Keaveney (1995) expands the issue to the broader concept of "pricing problems" with four subcategories related to consumer switching:

1. *High prices*: switching based on a price exceeding the internal reference price.
2. *Price increases*; switching based on a price increase in comparison to prior experience.
3. *Unfair pricing practices*: switching based on feelings of being cheated or beliefs that the pricing is unfair.
4. *Deceptive pricing practices*: switching based on the final price greatly exceeding the quoted price.

The effect of pricing perception on consumer switching has been well documented in extant literature (e.g. Bansal et al., 2005; Fassnacht & Unterhuber, 2016; Keaveney, 1995), suggesting that perceptions of too high pricing at the origin drives people to switch to a new destination. This is supported by empirical PPM model-based studies, in which high pricing positively correlates with switching intention (e.g. Ghasrodashti, 2018; Singh & Rosengren, 2020). An exception is Sehirli, Fidan and Cengiz's (2018) study in which pricing perception was nonsignificant; they speculate that emotion-based factors could be more important than pricing in explaining consumer switching. Similarly, Singh and Rosengren (2020) suggest that whilst pricing perception was significant in their study, other push factors may be more influential.

Trust

Trust, defined as "when one party has confidence in an exchange partner's reliability and integrity" (Morgan & Hunt, 1994, p. 23), is an indicator of consumers' willingness to stay with a business. Its importance as a push factor negatively correlating with switching intention has

been shown in multiple studies (e.g. Bansal et al., 2005; Li, Browne & Wetherby, 2007; Wieringa & Verhoef, 2007).

In a mobile digital context, Peng, Zhao and Zhu (2016) argue that consumer trust results in positive behavioural intentions, such as building constructive relationships and encouraging purchase intentions, revisits, and recommendations. Conversely, if consumers have low trust in a company, they tend towards an alternative (Peng, Zhao, & Zhu, 2014). In an e-commerce context, trust is a predictor of consumers' positive attitudes toward online shopping (Gefen, Karahanna & Straub, 2003; Li et al., 2007; Lien & Cao, 2014) and e-commerce acceptance (Pavlou, 2014; Suh & Han, 2014). Specific concerns that can impact trust include nonrepudiation, privacy protection, and data integrity (Suh & Han, 2014). Negative experiences result in trust in the website being reduced or destroyed, and the consumer likely switching to another alternative (Pavlou, 2014; Pavlou & Gefen, 2004).

Commitment

Related to trust is the concept of commitment, meaning when a consumer believes that a current relationship is worth investing in (Sharma & Patterson, 2000). Commitment influences consumers' behavioural intentions (Garbarino & Johnson, 1999; Hennig-Thurau, Gwinner & Gremler, 2002), including switching (Bansal et al., 2005). Research on commitment deviates in viewing the concept as unidimensional (e.g. Garbarino & Johnson, 1999; Hennig-Thurau et al., 2002; Sharma & Patterson, 2000) or multidimensional (e.g. Fullerton, 2005; Meyer & Allen, 1997; Meyer & Herschovitch, 2001). In marketing literature, the affective dimension has most frequently been used to operationalise commitment (Morgan & Hunt, 2004). Affective commitment refers to desire-based attachments, as opposed to cost-based or obligation-based attachments (Bansal, Irving & Taylor, 2004). It is often considered to be the core dimension of commitment and has been used as the *sole* indicator of commitment in many studies (Sun et al., 2017), which this thesis will also do.

Commitment is theorised to have a negative effect on switching intentions (Bansal et al., 2004; Fullerton, 2005). This relationship has been supported in empirical PPM model-based studies, including in a digital context (e.g. Lai & Wang, 2015; Sun et al., 2017), albeit rarely since Bansal et al.'s (2005) original study to the authors' knowledge. In an e-commerce context, Li et al. (2007) find that commitment negatively affects consumers' switching intentions, but also

suggest that it might be more difficult to develop customer commitment online than offline when comparing their results with past studies.

Based on extant literature presented above, the following hypotheses are formulated:

Table 2.1: Hypotheses for push factors

H1	*Push factors related to currently used, Swedish e-commerce firms negatively correlate with consumers' intention to switch to Amazon.se.*
H2	*a) Satisfaction, b) pricing perception, c) trust, and d) commitment to currently used, Swedish e-commerce firms negatively correlate with consumers' intention to switch to Amazon.se.*

2.1.4 Pull factors

In human geography and consumer behaviour literature, pull factors at a destination are assumed to have a more positive influence on the quality of life than the origin, promoting switching to said destination (Bansal et al., 2005; Bogue, 1969, 1977; Lee, 1966; Moon, 1995). Pull factors refer to the attractive characteristics of the destination itself, rather than the characteristics of the switcher (Bansal et al., 2005). Alternative attractiveness is undoubtedly the most commonly investigated pull factor in PPM model-based studies (see paragraph below). When other pull factors are investigated, their relevance is often motivated by the study's context, such as peer influence for social networking sites (Zengyan et al., 2009), word of mouth for online grocery retailing (Singh & Rosengren, 2020), and personalised care for cloud healthcare services (Lai & Wang, 2015).

After an extensive literature review, alternative attractiveness and ability belief have been selected as pull factors for this thesis.

Alternative attractiveness

Alternative attractiveness is defined as the perceived positive characteristics of competing service or product providers that positively influence consumers' intentions to switch (Bansal et al., 2005; Ghasrodashti, 2018; Jones, Mothersbaugh & Beatty, 2000). Alternative attractiveness is associated with competitors offering better prices or quality (Keaveney, 1995; Ping, 1993). In a digital context, Ping (1993) refers to alternative attractiveness as consumers' estimates of the likely satisfaction available in another firm relationship. Accordingly, brand

awareness is an important prerequisite for consumer switching (Ping, 1993). The positive influence of alternative attractiveness on switching intentions has been supported in many PPM model-based studies (e.g. Bansal et al., 2005; Ghasrodashti, 2018; Han, Kim & Hyun, 2011), including in a digital context (e.g. Hou et al., 2011; Hsieh, Hsieh, Chiu & Feng, 2012; Singh & Rosengren, 2020; Sun et al., 2017; Zhang et al., 2012).

Ability belief

In the e-commerce sphere, consumer retention is influenced by observable characteristics that communicate firms' abilities (Kirmani & Wright, 1989). One such observable characteristic is ability belief, meaning consumers' confidence that a firm has the necessary skills to fulfil their needs (Mayer, Davis & Schoorman, 1995). Schlosser, White, and Lloyd (2018) found that consumers' switching intentions within e-commerce are influenced by the ability belief consumers have in competing websites. Consumers are prone to generalise their conviction and trust in a firm's ability in one area (e.g. website design) to other related areas (e.g. product quality) (Schlosser et al., 2018). Hence, positive observable characteristics like high ability belief communicate important performance indicators that firms can use to motivate consumers to switch from others to them. Conversely, negative observable characteristics lower consumers' expectations and raise concerns, decreasing the likelihood of switching to that website. (Schlosser et al., 2018; Weiner, 1972, 1986). To the authors' knowledge, this study will be the first to integrate ability belief as a factor in the PPM model.

Based on extant literature presented above, the following hypotheses are formulated:

Table 2.2: Hypotheses for pull factors

H3	*Pull factors related to Amazon positively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.*
H4	*Alternative attractiveness and b) perceived ability belief of Amazon positively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.*

2.1.5 Mooring factors

In human geography literature, mooring factors were originally introduced to bring more nuance and complexity to the simple push-pull framework, since situational or contextual

constraints like family obligations and moving costs complicate migration (Lee, 1966; Moon, 1995). Similar factors exist for consumers, such as switching costs and variety-seeking tendencies. Unlike push and pull factors, which are wholly based on the characteristics of the origin and destination respectively, mooring factors are often associated with the switchers themselves. (Bansal et al., 2005).

Moderators "systematically [modify] either the form and/or strength of the relationship between a predictor and a criterion variable" (Sharma, Durand & Gur-Arie, 1981, p. 291) and are commonly detected empirically using interaction terms (see section 4.1.3). Mooring factors are presumed to moderate the relationships between switching intention and push and pull factors respectively (Bansal et al., 2005; Lee, 1966), as illustrated visually with the arrows in Figure 2.1. This means that strong mooring factors can effectively stop or encourage a consumer switching regardless of push and pull factors' strengths (Bansal et al., 2005). Empirical studies have found mixed results regarding the significance for these moderating effects, with some finding support for the push-mooring but not the pull-mooring interaction with switching intention (e.g. Bansal et al., 2005; Hsieh et al., 2012; Singh & Rosengren, 2020) and others vice versa (e.g. Jung et al., 2017; Ye & Potter, 2011).

After an extensive literature review, past switching behaviour and need for variety have been selected as facilitating mooring factors and switching costs and global company animosity have been selected as inhibiting mooring factors for this thesis.

Past switching behaviour and need for variety

Past switching behaviour and variety seeking are two commonly investigated and closely linked factors in human geography and consumer switching research. Consumers' preferences are partly influenced by their prior consumption history and partly by their variety-seeking tendencies (Bansal et al., 2005; Lattin & McAlister, 1985). Regarding the former, past switching experiences are proposed to influence future switching behaviour in consumer behaviour literature (Ganesh et al., 2000). Regarding the latter, consumer variety seeking is defined as "the general tendency of consumers to switch brands or providers for the pleasure provided by the change itself and not because of the functional value of the alternatives" (Sánchez-García et al., 2012, p. 16).

Past switching behaviour and need for variety have been included in several empirical PPM model-based studies (e.g. Hou et al., 2011; Lehto, Park & Gordon, 2014; Singh & Rosengren, 2020), including Bansal et al.'s (2005) original study. The studies show mixed results in terms of direction and significance, but most originally hypothesise that both factors positively correlate with switching intentions. These factors have also been explored in consumer behaviour studies in e-commerce contexts, albeit limited to the authors' knowledge. For example, Rohm and Swaminathan (2004) find variety seeking to be a significant shopping motive in online settings, identify variety seekers as an important online shopper type, and highlight consumers' improved ability to search, access and compare information on the internet.

Switching costs

Switching costs are defined as customers' perceptions of the loss or sacrifice in time, effort and money associated with changing to an alternative service or product provider (Hellier, Geursen, Carr & Rickard, 2003). Switching costs result from subjective evaluations of experiences and/or observations of experiences of others in relationships (Burnham, Frels, & Mahajan, 2003). In human geography research, costs such as emotional costs of leaving loved ones behind were considered (Lee 1966). In consumer literature, switching costs have been shown to affect switching decisions (Bansal et al., 2005; Burnham et al., 2003; Jones et al., 2000; Kuo, Hu & Yang, 2013; Pick & Eisend, 2014; Singh & Rosengren, 2020). Whilst there is research that identifies a positive effect of switching costs on switching (Fullerton, 2005) or find no effect (e.g. Bansal et al., 2005), the majority of studies agree switching costs reduce switching intentions (e.g. Bansal & Taylor, 1999; Heide & Weiss, 1995; Morgan & Hunt, 1994; Wathne, Biong & Heide, 2018; Zhang et al., 2012).

Global company animosity

A concept that connects MNE and consumer behaviour research is global company animosity (GCA). To the authors' knowledge, this study will be the first to include GCA as a factor in the PPM model. GCA is derived from the international marketing concept of consumer animosity (see Klein, Ettenson & Morris, 1998) and covers "negative thoughts and feelings associated with global companies in general" (Alden, Kelley, Riefler, Lee & Soutar, 2013, p. 19) independent of company or origin country. The concept aligns well with today's consumers, who are growing increasingly concerned with globalisation and large corporations (Alden et al., 2013), especially digital ones (Moore & Tambini, 2018; Wu & Gereffi, 2018).

The authors consider anti-globalisation literature as both complementary to GCA and relevant for this thesis, since Amazon is one of the world's largest MNEs (Moore & Tambini, 2018). The modern anti-globalisation agenda "[embraces] globalization but seeks to wrest it from the grasp of the multinationals" (Clark & Themudo, 2006, p. 57). Global brands can significantly impact local markets and are associated with meanings that sharply distinguish them from local brands, namely societal anxieties about the power MNEs hold (Thompson & Arsel, 2004). Relatedly, "techlash" refers to the "strong and widespread negative reaction to the growing power and influence of large technology companies" (Oxford Languages, 2018), with concerns like pervasive surveillance and biased artificial intelligence (Atkinson et al., 2019). Anti-globalist motives influence consumption choices, as consumers purchase to support small and/or local companies, as well as to show disapproval of large and/or global companies (McGinnis & Gentry, 2009). However, advantages of larger, global companies, such as greater convenience and standardised quality, can sometimes override such motives (McGinnis & Gentry, 2009; Thompson & Arsel, 2004).

While the authors have not found any studies investigating GCA or anti-globalisation in e-commerce, researchers have examined anti-globalisation in other digital contexts (e.g. Clark & Themudo, 2006; Juris, 2005; Wu & Gereffi, 2018). Moreover, GCA and anti-globalist sentiments have been prominent in Swedish media's reporting of Amazon's impending entry, with accusations of Amazon threatening everything from Swedish labour laws (Martinsson, 2020) to freedom of speech (Andersson, 2020b). These sentiments were echoed by both e-commerce company representatives and consumers in the pre-studies (see section 3.3.1 and 3.4.1).

Based on extant literature presented above, the following hypotheses are formulated:

Table 2.3: Hypotheses for mooring factors

H5	*Facilitating mooring factors positively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.*
H6	*Inhibiting mooring factors negatively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.*
H7	*Facilitating mooring factors have a moderating effect on the relationships between a) push and b) pull factors and switching intentions.*
H8	*Inhibiting mooring factors have a moderating effect on the relationships between a) push and b) pull factors and switching intentions.*
H9	*a) Past switching behaviour between e-commerce firms and b) need for variety positively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se*
H10	*a) Switching costs from currently used, Swedish e-commerce firms to Amazon.se and b) global company animosity negatively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.*
H11	*a) Past switching behaviour between e-commerce firms and b) need for variety have moderating effects on the relationship between push factors and switching intentions.*
H12	*a) Past switching behaviour between e-commerce firms and b) need for variety have moderating effects on the relationship between pull factors and switching intentions.*
H13	*a) Switching costs from currently used, Swedish e-commerce firms to Amazon.se and b) global company animosity have moderating effects on the relationship between push factors and switching intentions.*
H14	*a) Switching costs from currently used, Swedish e-commerce firms to Amazon.se and b) global company animosity have moderating effects on the relationship between pull factors and switching intentions.*

2.2 Competitive dynamics

Competitive strategy involves the search for profitable and sustainable market positions (Porter, 1985). Competitive dynamics is a field within competitive strategy literature, defined as "the study of interfirm rivalry based on *specific competitive actions and reactions*, their strategic and organizational contexts, and their drivers and consequences" (Chen & Miller, 2012, p. 137). An action is "a specific and detectable market move initiated by a firm" (Chen & Miller, 2012, p. 141-142). A response, or reaction, is "a specific and datable countermove, prompted by an initial action that a firm takes to defend or improve its share or profit position

in its industry" (Chen & Miller, 2012, p. 142). These countermoves can be action-based and/or word-based (Gao, Yu & Cannella, 2017). Competitive dynamics is intellectually rooted in the Austrian School, specifically Schumpeter's (1942) concept of creative destruction, by examining the dynamic process of competitors acting and reacting to one another, which determines their survival and long-term performance.

This thesis builds on the research stream within competitive dynamics literature examining business-level studies that explore strategic competitive behaviours and repertoires. This research stream is concerned with drivers and characteristics of companies' strategic actions (Chen & Miller, 2012). Previously researched drivers range from variables like industry growth (e.g. Kuester, Homburg & Robertson, 1999; Miller & Chen, 1994) to firm size (e.g. Chen & Hambrick, 1995; Khanna & Tice, 2000). Aspects of companies' strategic repertories include reaction speed (e.g. Chen & Hambrick, 1995; Kuester et al., 1999) and types (Gatignon & Bansal, 1980; Karakaya & Yannopoulos, 2011). Furthermore, characteristic of all competitive dynamics research is the focus on *concrete* actions within action/reaction dyads, such as manager statements and price changes, along with the pairwise comparison of firms (Chen & Miller, 2012). This thesis will compare the differing reactions of domestic incumbents reported in Swedish media to Amazon's action of geographical market entry.

2.2.1 A conceptual framework for understanding incumbents' reactive defence responses to new market entry

Based on an extensive literature review, the authors present a novel conceptual framework for understanding incumbents' reactive defence responses to new market entry (see Figure 2.2). It proposes that factors related to the entrant, incumbent and industry (i.e. drivers of reactions) influence the direction of incumbents' reactive defence reactions to a new market entrant (i.e. characteristics of reactions). Reactive defence refers to incumbents' reactions to a confirmed market entry, as opposed to proactive defence concerning incumbents' actions to defer market entry before its confirmation (Gatignon & Bansal, 1990).

Drivers of incumbent reactions   **Direction of incumbent reactions**

| Entrant-specific characteristics
e.g. entrant reputation | | Retaliation
e.g. price matching |

| Incumbent-specific characteristics
e.g. firm size | Incumbent reaction | Accommodation
e.g. join forces |

| | | Ignoration
e.g. keep current strategy |

| Industry-specific characteristics
e.g. industry concentration | | Abandonment
i.e. exit market |

Figure 2.2: Conceptual framework for understanding incumbents' reactive defence reactions to new market entry

The framework builds on Kuester et al.'s (1999) conceptual framework of retaliatory behaviour to new product entry, by integrating Gatignon and Bansal's (1990) four incumbent response directions to a new market entrant. It differs from Kuester et al.'s (1999) original framework in that it encompasses more reaction directions than retaliation, more reaction domains than product and price, as well as focusing solely on one reaction aspect rather than several.

Reaction directions refer to countermoves incumbents can do in response to market entry, namely retaliate, accommodate, ignore, and abandon (Gatignon & Bansal, 1990). One aspect that sets Gatignon and Bansal's (1990) typology of reaction directions apart from many other researchers' typologies is that these four directions are broad in their domain application across marketing mix variables, rather than only covering one domain like price (e.g. Kumar & Sudharshan, 1988; Luoma, Falk, Totzek, Tikkanen & Mrozek, 2018; Simon, 2005). The use of a broader typology has been supported by other researchers, but manifested in other ways (e.g. Karakaya & Yannopoulos, 2011; Opler & Titman, 1994; Robertson, Eliashberg & Rymon, 1995). Similarly, drivers of incumbent reactions have also been categorised differently in extant literature (e.g. Gatignon & Bansal, 1990; Shankar, 1997; Timmor, Rabino & Zif, 2009). Kuester et al. (1999) use the broad categories entrant, incumbent and industry characteristics, under which multiple variables can fall under, such as entrant reputation, incumbent size, and industry concentration respectively.

The resulting framework is useful in that researchers can examine a wide range of variables under each category in various contexts. It is constructed from seminal competitive dynamics literature and builds on the established competitive dynamics field connecting drivers and characteristics of reactions. In comparison to existing, more complex frameworks, this framework isolates drivers and directions as singular constructs, making it an adaptable and easily-operated framework for studying these specific constructs. Whilst drivers and characteristics of reactions are prominent in competitive dynamics research overall (Chen & Miller, 2012), this is the first time to the authors' knowledge that these particular constructs of Gatignon and Bansal (1990) and Kuester et al. (1999) have been integrated in the same framework.

Whilst the proposed framework has clear strengths, it also has valid critiques. The competitive repertoire is relatively simple compared to extant frameworks and models, for example Gatignon and Bansal's (1990) original framework and Hauser & Shugan's (1983) Defender model. By focusing solely on reaction direction, the framework excludes other aspects of incumbents' reactive defence repertoire, such as degree and speed. Moreover, the non-personal nature of the driver categories effectively infers a macro-level perspective, making it less applicable for micro-level variables such as personalities and motivations of individual organisational actors (Chen & Miller, 2012). Whilst the simplicity of the framework can be viewed as a limitation, the authors purposefully chose to focus on reaction direction and the macro-level perspective to maintain a manageable scope. Another critique is that Kuester et al.'s (1999) factor categorisation was originally developed for new product entry, rather than new market entry. However, these actions share characteristics and have been used to similar effect in past studies (e.g. Balaji, 2009), which Kuester et al. (1999) also demonstrate. The categories themselves are also broad enough for the authors to suppose that the categories can be credibly applied to market entries as well.

2.2.2 Direction of incumbent reactions

Gatignon and Bansal's (1990) conceptual model for understanding entry and defensive strategy decisions outlines four reaction directions for incumbents to new market entrants: retaliation, accommodation, ignoration, and abandonment. These have been used and elaborated upon by multiple researchers since the framework's development (e.g. Karakaya & Yannopoulos, 2011; Shankar, 1997).

Retaliation

When retaliating, incumbents signal their intention to fight back against the entrant (Gatignon & Bansal, 1990). Retaliation involves various defensive strategies, such as price cutting and matching, increased advertising expenditures, sales promotions, distribution and technology investments, cost cutting, and new product introductions, that are acted upon when entry signals are received (Bengtsson & Marell, 2006; Calantone, di Benedetto & Harvey, 1991; Gruca, Kumar & Sudharshan, 1992; Karakaya & Yannopoulos, 2011; Kuester et al., 1999; Robinson, 1988; Simon, 2005).

Accommodation

When accommodating, incumbents engage in cooperative behaviour with the new entrant, recognising that there is enough business for everyone in the market. This is done out of desire to cooperate or to minimise profit loss related to the entry of a new competitor. (Gatignon & Bansal, 1990). Cooperative responses include joining forces and fusing businesses to expand combined market share, price strategies benefitting both the incumbent and the entrant, repositioning products to avoid confrontation and destructive price wars, and leaving prices unchanged for the new entrant to undercut (Calantone et al., 1991; Gatignon & Reibstein, 1997; Porter, 1980; Simon, 2005).

Ignoration

When ignoring, incumbents do not respond to the new entrant with an action (Gatignon & Bansal, 1990; Kuester et al., 1999; Robinson, 1988). Incumbents may keep their current strategies based on perceptions that the entrant is non-threatening or unnoticeable, that strategy changes would not significantly impact their performance, or that they lack resources to credibly fight the entrant (Gatignon & Bansal, 1990; Porter, 1980; Robinson, 1988). Ignoration can also result from a "wait and see" attitude, whereby incumbents take time to assemble information about the entrant and its impact before committing to a reaction (Gatignon & Bansal, 1990; Gatignon & Reibstein, 1997).

Abandonment

Firms can also react to new market entry by abandoning (i.e. exiting) the market. This reflects their lacking competitive advantage over the entrant. In situations where the new entrant is far superior to the incumbent, the incumbent may lose more from staying and fighting than from

exiting. (Gatignon & Bansal, 1990; Karakaya, 2000; Kuester et al., 1999; Nargundkar, Karakaya & Stahl, 1996).

2.2.3 Drivers of incumbent reactions

Drivers of incumbent reactions include entrant-specific, incumbent-specific and industry-specific characteristics. The first refers to attributes of entrants, such as their innovativeness or reputation.[6] The second refers to qualities of incumbents themselves. Finally, industry-specific characteristics refer to the structural conditions of the industries that incumbents belong to. (Kuester et al., 1999).

After an extensive literature review, firm size and dependence on the domestic market have been selected as incumbent-specific characteristics and industry concentration and demand heterogeneity as industry-specific characteristics for this thesis. Given the sparse extant literature, the authors could not build research propositions for all reactions in relation to the characteristics, but that is not to say that these reactions and characteristics do not show any correlations in practice. Furthermore, while all propositions will ultimately not be tested for various reasons (see section 4.2), they are all included in the thesis for transparency and to reflect the knowledge generated from the literature review.

Firm size

Firm size is important in competitive dynamics, as large and small firms often deploy different strategies to compete within the same industry (Chen & Hambrick, 1995). Firm size has been measured multiple ways in previous studies, from annual operating revenues (e.g. Chen & Hambrick, 1995) to the number of owned stores (e.g. Khanna & Tice, 2000). This section covers findings from studies investigating firm size from different perspectives.

In the case of market entry, the relative size of the incumbent may influence its reaction (Karakaya & Yannopoulos, 2011). Different researchers argue that firm size either positively or negatively correlates with retaliation. Those who believe in a positive correlation argue that larger firms feel more pressured to respond in order to maintain their competitive reputations and that they have better prerequisites to mount effective counterattacks than smaller firms

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[6] Entrant-specific factors will not be elaborated upon further since the entrant firm will remain constant in Study 2 and to adhere to the thesis's scope. For more information, the authors suggest reading Kuester et al. (1999).

(Chen & Hambrick, 1995; Karakaya & Yannapolous, 2011; Khanna & Tice, 2000). Relatedly, it is suggested that smaller incumbents will exit before larger incumbents because of relative cost disadvantages (Gatignon & Bansal, 1990; Karakaya, 2000; Nargundkar et al., 1996). Those who believe in a negative correlation argue that larger firms' greater bureaucracy, complacency and structural complexity make them less likely to retaliate than smaller, more flexible firms (Chen & Hambrick, 1995; Hannan & Freeman, 1993; Karakaya & Yannopoulos, 2011). Further, managers of large firms may presume that their companies are rich and powerful enough to ignore their rivals (Cyert & March, 1963; Halberstam, 1986) and that institutional legitimacy allows them to resist pressure to adapt (Chen & Hambrick, 1995). In contrast, smaller firms are argued to have a greater need to retaliate with competitive actions to be seen and heard (Aldrich & Auster, 1986), for example by using guerrilla warfare tactics (Harrigan, 1983; MacMillan, 1980).

Based on extant literature presented above, the following research propositions are formulated:

Table 2.4: Research propositions for firm size

RP1a	*The size of Swedish e-commerce firms negatively correlates with a retaliation reaction direction against Amazon.*
RP1b	*The size of Swedish e-commerce firms positively correlates with an ignoration reaction direction against Amazon.*

Dependence on market

Within competitive dynamics literature, an incumbent's dependence on the market threatened by an entrant affects incumbents' reactions (Chen & Miller, 1994; Chen, Smith & Grimm, 1992; Robertson et al., 1995). When an incumbent's important market is threatened, they can be expected to retaliate (Chen & MacMillan, 1992; Porter, 1980). If the threat is deemed inconsequential, incumbents may ignore the entry instead (Robertson et al., 1995). This is demonstrated in Dixit's (1980) model of credible entry deterrence, which explains how investments in sunk capital raises the incentive for incumbents to take strong competitive positions towards new entrants.

Further, in international business literature, market-domain overlap is a determinant of competitive aggressiveness. On the one hand, research shows that when firms compete in numerous markets, less aggressive competitive responses are elicited compared to those that

meet in fewer markets. (Baum & Korn, 1996). Similarly, Xie and Xie (2017), argue that the internationalisation stages of incumbent firms in a host market have significant influence on their response to entrants. They propose that the higher degree of internationalisation of incumbent firms, the more likely they are to ignore or accommodate in the domestic market. On the other hand, Simon (2005) argues that by retaliating entry in one market, a multi-market incumbent can build a reputation of retaliation that may deter entry in its other markets. In other words, the more markets that a firm serves, the greater its incentive for building and maintaining its aggressive reputation.

Based on extant literature presented above, the following research propositions are formulated:

Table 2.5: Research propositions for dependence on market

RP1c	*The dependence of Swedish e-commerce firms on the Swedish market negatively correlates with a retaliation reaction direction against Amazon.*
RP1d	*The dependence of Swedish e-commerce firms on the Swedish market positively correlates with an accommodation reaction direction against Amazon.*
RP1e	*The dependence of Swedish e-commerce firms on the Swedish market positively correlates with an ignoration reaction direction against Amazon.*

Industry concentration

Industry concentration, referring to how the market shares of an industry's firms relate to the industry's total size, directly affects the level of competition (Porter, 1980; Young, Smith & Grimm, 1996). It is important in MNE entry research specifically, since MNEs have the potential to significantly alter domestic industry concentrations upon entry (Forte, 2016).

In terms of reaction direction, accommodation is common in highly concentrated industries due to the high visibility of competitive movements resulting from firms' close monitoring of their competitors (Gale & Branch, 1982; Kuester et al., 1999). Highly concentrated industries may also imply high entry barriers, thus reducing the need for incumbents to respond aggressively to entry (Simon, 2005). The seemingly dominant view within competitive dynamics research is that retaliation is expected from incumbents in less concentrated markets, since new entrants significantly threaten industry profitability (Bowman & Gatignon, 1995; Kuester et al., 1999; Robinson, 1988). However, the empirical evidence is inconclusive. Other

researchers find that incumbents in highly concentrated markets are more likely to retaliate in response to new entry, arguing that incumbents are more incentivised to deter and drive out entrants (Kessides, 1990; Simon, 2005).

Based on extant literature presented above, the following research propositions are formulated:

Table 2.6: Research propositions for industry concentration

RP2a	*Industry concentration positively correlates with an accommodation reaction direction from Swedish e-commerce firms against Amazon.*
RP2b	*Industry concentration is negatively correlated with a retaliation reaction direction from Swedish e-commerce firms against Amazon.*

Demand heterogeneity

Heterogeneous consumer tastes is a basic premise of marketing theory and practice, including competitive strategy (Sudharshan & Mild, 2017). Demand heterogeneity influences firms' competitive options, as firms' positioning and pricing strategies depend on the distribution of consumer tastes (Ansari, Economides & Ghosh, 1994; Gatignon & Bansal, 1990; Hauser & Shugan, 1983). In the case of incumbents' responses to new entrants, incumbents are advised to cut prices, a form of retaliation, in homogeneous markets (Gruca et al., 1992; Hauser & Shugan, 1983; Kumar & Sudharshan, 1988) and potentially increase prices in heterogeneous markets after carefully assessing the market (Gruca et al., 1992; Hauser & Shugan, 1983). Moreover, firms in heterogeneous markets are better able to use a greater variety of responses than homogenous firms, who primarily rely on changing prices (Simon, 2005). This enables firms in heterogeneous markets to use different reaction directions for their respective reactions, for example accommodating on price whilst retaliating with advertising expenditure.

Based on extant literature presented above, the following research propositions are formulated:

Table 2.7: Research proposition for demand heterogeneity

RP2c	*Demand heterogeneity negatively correlates with a retaliation reaction direction from Swedish e-commerce firms against Amazon.*

2.3 Summary of hypotheses and research propositions

Figures 2.3 and 2.4 summarise the hypotheses and research propositions constructed for Study 1 and 2 respectively.
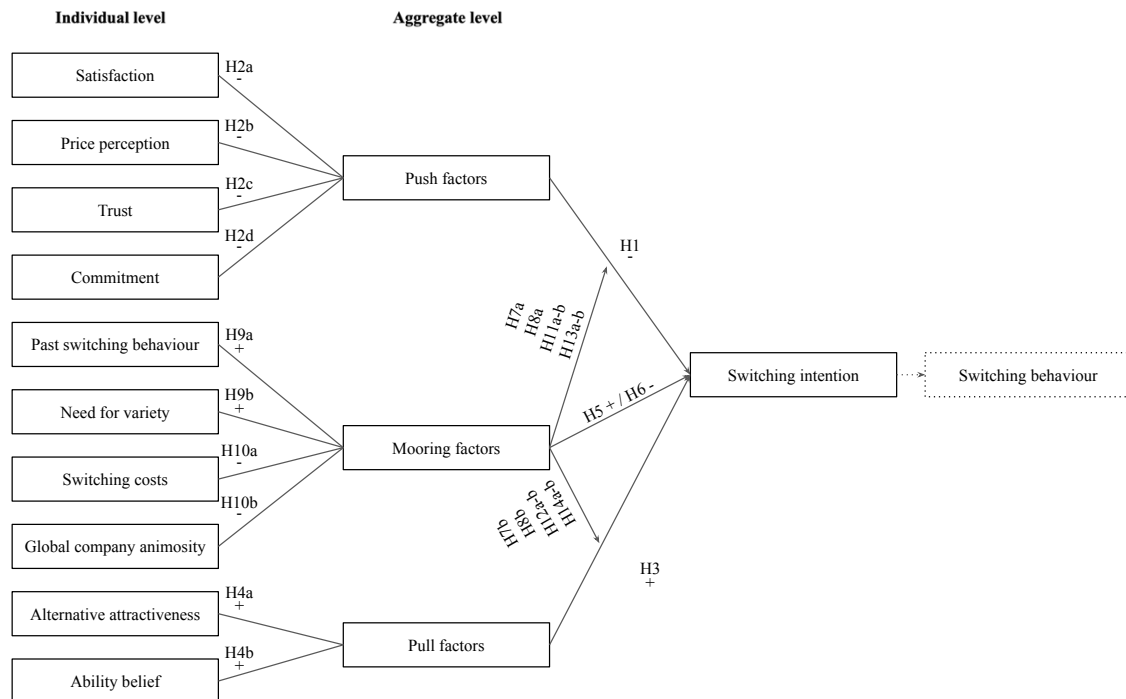
Figure 2.3: Summary of hypotheses for Study 1
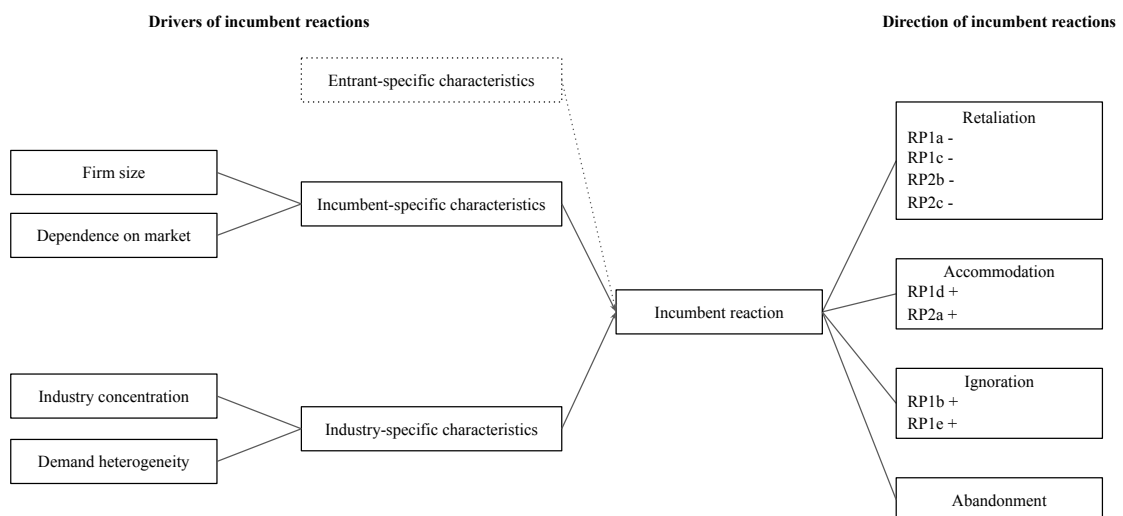
Figure 2.4: Summary of research propositions for Study 2

3. Methodology

The following chapter presents the chosen methodologies for Study 1 and 2, investigating consumers' switching intentions and incumbents' reactions to the launch of Amazon.se respectively. This includes the adopted scientific approach, chosen research strategies and designs, and data quality considerations.

3.1 Scientific approach

The authors adopt a deductive approach, as the studies are rooted in existing theory and research, from which hypotheses and research propositions are articulated and then subjected to empirical scrutiny (Bryman & Bell, 2015). Deduction was deemed more appropriate than induction or abduction to address the research questions, as bodies of research, albeit of varying calibre, exist to build hypotheses and research propositions from.

The researchers position themselves as predominantly positivist epistemologically and regulatory ontologically, placing the research within the functionalist paradigm (Burrell & Morgan, 1979). The research questions are considered to be aligned with this paradigm. Epistemologically, they seek to map consumers and incumbents and find correlations between specified variables, rather than investigate subjective meanings. Ontologically, they seek to describe the thoughts and behaviours of consumers and incumbents, rather than make judgements about how they ought to think and behave. Whilst some critics question the need to divide research into paradigms (e.g. Reed, 1985), Burrell and Morgan's (1979) paradigmal model is useful to make researchers reflect on their assumptions, which in turn have implications for consequent research designs and data collection approaches (Bryman & Bell, 2015).

3.2 Research strategy and design

Quantitative research strategies are employed for both Study 1 and 2. When deciding between quantitative and qualitative strategies, the former was chosen for both studies because it is particularly suited for deductive and functionalist research (Bryman & Bell, 2015), as well as dominant in relevant extant literature. A qualitative research strategy could have been valuable to investigate specific consumers or companies more in-depth regarding social reality and subjective sentiments, but this is not the thesis's aim. For two of the four pre-studies, however,

qualitative research methods were employed (see sections 3.3.1 and 3.4.1). While there is valid critique of mixing quantitative and qualitative research, practical constraints and the ability to triangulate findings can motivate the use of both (Bryman & Bell, 2015). For this thesis, time and resource constraints and the fitting aims of the pre-studies validated the use of qualitative methods.

Study 1 and 2 are considered to be cross-sectional studies with elements of case study design. The boundary between cross-sectional and case study design can notoriously be blurry for quantitative research (Bryman & Bell, 2015). The empirical foundation of Amazon.se's launch is prominent throughout, advocating for case study classifications. However, both research questions aim to examine variation in incumbents and consumers at a particular point in time and to find relationships between variables, which is characteristic of quantitative, cross-sectional research designs (Bryman & Bell, 2015). The studies are also cross-sectional in their nomothetic nature, aiming to contribute knowledge that is applicable beyond Amazon in Sweden. Other research designs were considered, but ultimately rejected due to unfitting research design characteristics, lack of tradition within extant literature, and various resource constraints.

3.3 Study 1: Consumer switching intentions

Study 1 addresses the research question; *Which factors related to Swedish e-commerce firms, Amazon and consumers themselves are associated with Swedish e-commerce consumers' switching intentions from existing Swedish e-commerce companies to Amazon.se?* To quantitatively test the related hypotheses, a self-completion questionnaire was designed. Since the research topic relates to a digital field, it was deemed suitable for the questionnaire to be online. Self-completion questionnaires are one of the most common methods in quantitative research (Bryman & Bell, 2015), including PPM model-based studies (e.g. Bansal et al., 2005; Hou et al., 2011; Singh & Rosengren, 2020). Other quantitative methods were considered, but ultimately rejected due to weaker abilities in attaining large samples. Among numerous advantages, self-completion questionnaires are time and cost efficient for both researchers and respondents, allow for geographically-dispersed and anonymous samples, and eliminate potential interviewer effects. Disadvantages include the inability for researchers to clarify questions for respondents and potential questionnaire fatigue threatening response quality. (Bryman & Bell, 2015).

3.3.1 Pre-studies

The first pre-study was a semi-structured focus group with four Swedish e-commerce consumers selected from a convenience sample (see Appendix 7.1). It was designed to gather helpful information regarding the research topic and choice of variables by letting participants collectively make sense of the Swedish e-commerce landscape and Amazon's entry. An advantage of conducting a focus group is the dynamics created in the interaction between respondents with differing views on a particular issue (Bryman & Bell, 2015).

The second pre-study was a pilot study of the questionnaire (see section 3.3.3). Pilot studies are valuable to do for all quantitative studies that involve asking questions, especially self-completion questionnaires since researchers are not available to clarify any confusion that may arise among respondents (Bryman & Bell, 2015). The pilot study was executed using a convenience sample of 11 participants. The respondents' feedback on the questionnaire was collected, learnings were derived, and the researchers altered the questionnaire accordingly.

3.3.2 Procedure and sample

The questionnaire was distributed using convenience sampling, a form of non-probability sampling based on accessibility, via social media. Convenience sampling was deemed appropriate due to its relative cost-efficiency and convenience. While probability sampling is generally preferred because of its greater generalisability, it is often avoided in business and management research due to the difficulties and costs involved in preparing it. (Bryman & Bell, 2015). The questionnaire was distributed on Facebook and LinkedIn due to their popularity in Sweden (Internetstiftelsen, 2019) and suitability for longer, text-based posts. The questionnaire was published in 63 outlets, including the authors' personal social media accounts, general Swedish Facebook groups, and Swedish city-specific Facebook groups to reach a more generalisable sample socio-demographically (see Appendix 7.2). It was distributed between 13 October 2020 and the morning of 28 October 2020, i.e. when Amazon.se launched. An incentive of a 2 SEK donation to Barncancerfonden, a Swedish childhood cancer fund, per completed questionnaire was included to increase the response rate (Bryman & Bell, 2015). The authors also aimed to distribute the questionnaire using snowball sampling by asking relevant journalists to spread the questionnaire in their channels, but this was unsuccessful. However, the authors obtained some snowball sampling through social media, as several users shared the questionnaire post.

In total, 1 423 responses were collected. Respondents who did not fit the study population (n=304) were excluded, including those who did not agree to the GDPR regulations (n=17), were underage or did not legibly communicate their age (n=7), and did not pass the population control questions (n=280). Low-quality responses (n=322), including respondents who did not pass the attention-based control questions (n=179), entered ineligible companies or products (n=105), or had too short or long response times (n=38)[7], were also excluded. After this, the complete sample for Study 1 totalled 797 responses. The respondents' ages ranged between 18 and 90, with a median age of 37, comparable to the Swedish population's median age of 40.55 (SCB, 2020e). Respondents were geographically spread all over Sweden with similar distribution to the population (SCB, 2020a). Income was close to normally distributed for the income scale used and seemingly reflected the Swedish median and average income of 31 700 SEK and 35 300 SEK respectively (SCB, 2020b; SCB, 2020c). The gender distribution was less balanced, as 76.7% were women. A potential explanation to this imbalance is that Swedish women are more active on social media than men (Internetstiftelsen, 2019). While the gender distribution is not representative of the Swedish population (SCB, 2020d), Swedes are known to behave similarly across genders regarding e-commerce (PostNord, 2020a, OECD, 2018). University-educated respondents were also overrepresented in the sample (64.5%) compared to the Swedish population (44%) (SCB, 2020f). This may be due to the significant difference in internet usage between Swedes with a university versus elementary school education (Internetstiftelsen, 2019). Concerning Amazon, 77.0% of respondents knew of their Swedish launch before answering the questionnaire and 35.0% had experience buying from Amazon. The former statistic is sensible since Amazon received considerable attention in Swedish media before and during the distribution of the questionnaire, but the latter is near double the national average of 17% found in another study (Anselmsson, 2020). A majority of respondents who had shopped from Amazon before had done so infrequently, namely every 6 months or less (85.7%). For details, see Tables 3.1-3 and Appendix 7.3.

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[7] These limits (<3 minutes, >30 minutes) were based on the authors' predicted average response time and the sample's response time distribution.

Table 3.1: Descriptive statistics (frequencies, percentages) for socio-demographic variables (N=797)

Socio-demographic variables	n	%
Gender		
Women	611	76.7
Men	177	22.2
Non-binary	3	0.4
Prefer not to say	6	0.8
Highest completed education		
Less than elementary school	1	.1
Elementary school	17	2.1
High school	265	33.2
University	513	64.4
Other	1	.1
Income [SEK, pre-tax]		
< 10 000 SEK	51	6.4
10 001 - 20 000	159	19.9
20 001 - 30 000	183	23.0
30 001 - 40 000	237	29.7
40 001 - 50 000	93	11.7
50 001 - 60 000	35	4.4
60 001 - 70 000	15	1.9
> 70 000	24	3.0
Region		
Stockholm	220	27.6
East Middle Sweden	151	18.9
Småland and the islands	77	9.7
South Sweden	62	7.8
West Sweden	54	6.8
North Middle Sweden	65	8.2
Middle Norrland	128	16.1
Upper Norrland	40	5.0
Experience living abroad		
Yes, in Europe	149	18.7
Yes, outside Europe	78	9.8
Yes, in and outside Europe	69	8.7
No	501	62.9

Table 3.2: Descriptive statistics (means, medians, standard deviations) for age (N=797)

	M	Mdn	SD
Age [years]	39.26	37.00	13.84

Table 3.3: Descriptive statistics (frequencies, percentages) of respondents' experiences with Amazon (N=797)

	n	*%*
Knew about the Amazon.se launch		
Yes	614	77.0
No	183	23.0
Bought from Amazon before (n=796)*		
Yes	278	35.0
No	518	65.0
Amazon shopping frequency (n=272)**		
More often than 2-3 times a week	0	0.0
2-3 times a week	0	0.0
Once a week	2	0.7
2-3 times a month	0	0.0
Once a month	10	3.7
2-5 times per 6 months	27	9.9
Once per 6 months or less	233	85.7

*(n=796): one responded excluded due to inconsistent answer

**Voluntary question

In total, 288 Swedish e-commerce companies were reported as the respondents' most recently used. Six of the sample's top ten companies are amongst the ten most popular Swedish e-commerce companies in Sweden (PostNord, 2020a), with the remaining four all being represented in the sample as well. Examples of smaller companies in the sample include Antikmagasinet (n=1), Jeanerica (n=1), and Tonerlagret (n=1). The sample's top five industries represent 68.9% of the sample. They are all included in the top seven most common product categories to shop online in Sweden 2020 (PostNord, 2020b). The two outstanding categories are pharmacy products, included in the health and nutrition category of the sample (6.8%), and groceries, which was purposefully excluded from the study.[8] For details, see Figure 3.1 and Table 3.4 below.

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[8] Groceries was excluded as it was considered highly unlikely for Amazon to bring their food offering to Sweden (Allhorn, 2020b).
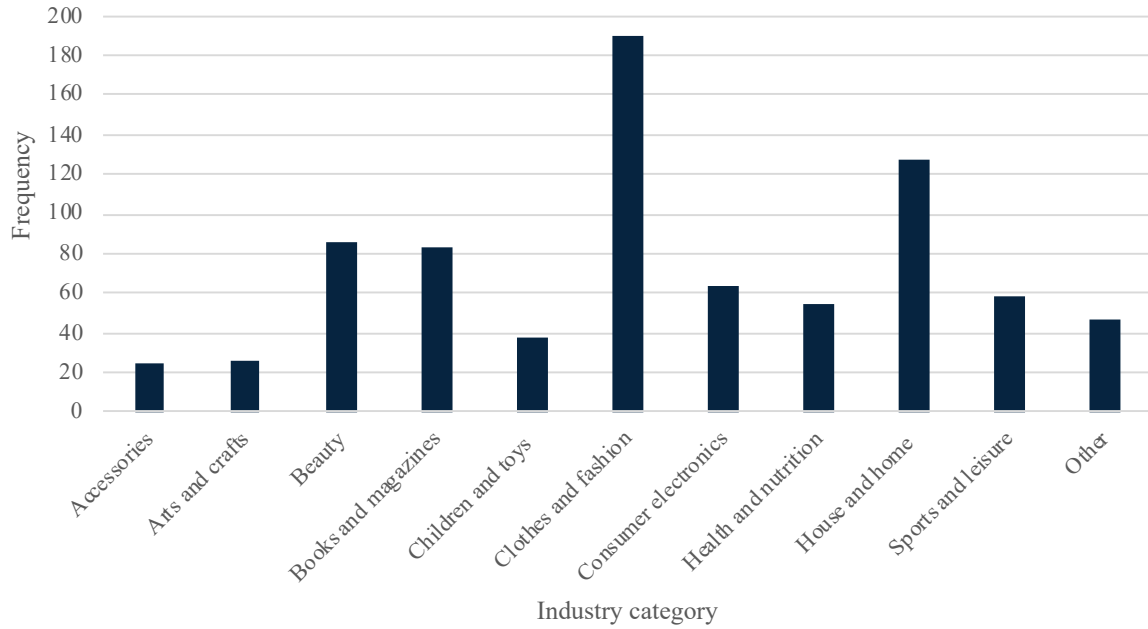
Figure 3.1: Bar chart of descriptive statistics (frequencies) of the industry categories that the respondents' most recently used Swedish e-commerce companies belong to[9]

Table 3.4: Descriptive statistics (frequencies, percentages) of the respondents' top 10 most recently used Swedish e-commerce companies

Rank	E-commerce website	*n*	%
1	Adlibris	53	6.7
2	H&M	52	6.5
3	Apotea	44	5.5
4	Lyko	27	3.4
5	Bokus	25	3.1
6	CDON	17	2.1
7	Boozt	16	2.0
8	Nelly	14	1.8
8	Åhléns	14	1.8
8	Elgiganten	14	1.8

3.3.3 Questionnaire design

The questionnaire contained 35 questions divided into six sections, including five control questions. The first three control questions verified that respondents fit the study population.

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[9] The "other" category (6.0%) includes entertainment (.6%), hobby (.1%), motor vehicle (1.0%), office supplies (.6%), other (.3%), pets (2.8%), tobacco products (.3%), and travel and tickets (6.0%). The "other" subcategory (.3%) includes bachelorette party items and an eye mask, both from Partykungen.

The fourth was an instrumental manipulation check (IMC), a tool developed by Oppenheimer, Meyvis and Davidenko (2009) to ensure that respondents are paying attention to the instructions. A fifth control question was included to confirm respondents' understanding of the research topic. To measure switching intention, respondents were asked to assess their likelihood of switching from their *most recently used* Swedish e-commerce website to Amazon.se. Evaluating one's last purchase is common in consumer behaviour studies (e.g. Jiang, Jun & Yang, 2016; Jones et al., 2000; Singh & Rosengren, 2020), and was an apt way to examine switching across multiple product categories directly relevant to respondents' respective shopping behaviours. The questions designed to capture theoretical variables of interest were based on established scales (see section 3.3.4). To enhance respondent attention and prevent data quality issues with potential straightliners (Kim, Dykema, Stevenson, Black & Moberg, 2018; Schonlau & Toepoel, 2015), some items were scored using a Likert scale from 1 (strongly agree) to 7 (strongly disagree) and some from 1 (strongly disagree) to 7 (strongly agree). See Appendix 7.4 for the full questionnaire.

Table 3.5: Overview of the questionnaire design for Study 1

Section	Number of questions	About
1	2	Information and acceptance of GDPR regulations
2	4	Control questions, including IMC *E.g. Do you know about the e-commerce company Amazon? (Yes/No)*
3 & 4	15	Questions about the respondents' most recently used Swedish e-commerce website, as well as potential antecedents to switching to Amazon.se *E.g. Which product did you last purchase from a Swedish e-commerce website? (Open text response)*
5	3	Questions about the respondents' potential antecedents to switching to Amazon.se *E.g. My current e-commerce website does not change prices and conditions unexpectedly. (Strongly disagree - strongly agree)*
6	11	Questions about socio-demographic variables, e-commerce usage, and the perceived quality of the questionnaire, as well as control questions confirming that the respondents understood the research topic of the questionnaire *E.g. Approximately how much of your total shopping is done online (relative to in stores)? (1-20% - 81-100%)*

The questionnaire was formulated in Swedish. This is common in studies investigating local markets to increase the likelihood of reaching a desired population. However, translation of

pre-existing instruments may have a negative impact on the validity and reliability. (Cha, Kim & Erlen, 2007). Time constraints hindered the authors from conducting a methodological validation of the translations, but the original translations were done by a native speaker of both Swedish and English and feedback from the pilot study helped to refine them.

3.3.4 Variable measures

The instruments below are used in Study 1 to measure the variables outlined in section 2.1 related to consumer switching. The instruments were chosen based on their acceptable reliability and past application in PPM model-based studies and/or in a digital context. The instruments are used in their original form unless otherwise specified, for example in terms of reverse coding, scale points, and the number of items included.

Satisfaction

Satisfaction is measured using an index of six items, adapted from Oliver and Swan's (1989) satisfaction instrument. The scoring was changed from a bipolar adjective scale to a 7-point Likert scale for the following continuums, with the added word "very" to strengthen the contrast: *Very displeased - Very pleased, Very disgusted - Very contented, Very dissatisfied - Very satisfied, They do a very poor job - They do a very good job, Very unhappy - Very happy.*

Pricing perception

Pricing perception is measured using an index of four items, adapted from Kaur and Khanam Quareshi's (2015) price awareness scale, which was originally developed for an e-commerce context. The original five-item scale was reduced to a four-item scale based on the pilot study feedback and is scored using a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).

Trust

Trust is measured using an index of three items using Morgan and Hunt's (1994) adaptation of Larzelere and Huston's (1980) interorganisational scale. It is scored using a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).

Commitment

Commitment is measured using an index of three items, adapted from Sun et al.'s (2017) affective commitment scale, which in turn was based on Allen and Meyer's (1990) three-component scale of organisational commitment. The items are scored using a 7-point Likert scale from 1 (strongly agree) to 7 (strongly disagree), changed from the original 1 (strongly disagree) to 7 (strongly agree) to catch potential straightlining (see section 3.3.3). Moreover, the reverse-coded statements were re-coded positively and the positive statement was reverse-coded after feedback from the pilot study for improved comprehension.

Alternative attractiveness

Alternative attractiveness is measured using an index of four items, adapted from Bansal et al.'s (2005) attractiveness of alternatives scale modified from Ping's (1993) alternative attractiveness scale. The original five-item scale was reduced to a four-item scale based on the pilot study feedback with the aim to improve response rates. It is scored using a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).

Ability belief

Ability belief is measured using an index of five items, adapted from Schlosser et al.'s (2018) ability belief scale, which was originally adapted from Mayer and David's (1999) scale. The original six-item scale was reduced to a five-item scale based on the pilot study feedback with the aim to improve response rates. It is scored on a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree), as opposed to the original 1 (disagree strongly) and 5 (agree strongly). The expansion to 7 from 5 points is to attain consistency with the remaining questionnaire instruments, whilst the changed alternative direction was done to prevent potential straightlining.

Switching costs

Switching costs are measured using an index of three items based on Bansal et al.'s (2005) adapted version of Ping's (1993) switching cost scale. The original four-item scale was reduced to three items based on the pilot study feedback with the aim to improve response rates, and is scored using a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).

Past switching behaviour

Past switching behaviour is measured using an index of three items adapted by the authors to an e-commerce context from Bansal et al.'s (2005) past behaviour scale. One item was added to the original two with the aim of improving reliability. The items are scored using a 7-point Likert scale from 1 (strongly agree) to 7 (strongly disagree), changed from the original 1 (strongly disagree) to 7 (strongly agree) in order to catch potential straightlining (see section 3.3.3).

Need for variety

Need for variety is measured using an index of three items, adapted by the authors to an e-commerce context from Bansal et al.'s (2005) variety seeking scale, which in turn was based on van Trijp, Hoyer and Inman's (1996) acquisition of product scale. The items are scored using a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).

Global company animosity (GCA)

GCA is measured using an index of three items based on Alden et al.'s (2013) original GCA scale. It was adapted by the authors by adding one more item to the original two items with the aim of improving reliability. The added item was formulated to capture the power wielded by global companies. The items are scored using a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree).

Switching intention

Switching intention is measured using an adapted version of Oliver & Swan's (1989) scale of behavioural intention. The original four-item scale was reduced to one item, as it was determined to sufficiently capture the intended construct and to reduce respondent fatigue. The scoring was also changed from a bipolar adjective scale (likely-unlikely) to a 7-point Likert scale from 1 (very unlikely) to 7 (very likely) for greater data variance.

Table 3.6: Overview of items

Variable	Items	Scale
Switching intentions (Q11): With what you know about Amazon, please indicate the probability that you would switch from your current e-commerce website to Amazon.se to buy products in the same product category as your last purchase.		Very likely - Very unlikely
Satisfaction (Q15): Overall, what do you think of the shopping experience at your current e-commerce website?		Very displeased - Very pleased Very disgusted - Very contented Very dissatisfied - Very satisfied They do a very poor job - They do a very good job Very unhappy - Very happy
Trust (Q16): Please indicate how well the following statements apply to you. My currently used e-commerce website	…cannot be trusted at times …can be counted on to do what is right …has high integrity	Strongly disagree - Strongly agree
Commitment (Q17): Please indicate how well the following statements apply to you. My currently used e-commerce website	I feel "emotionally attached" to my current e-commerce website. My current e-commerce website does not have a great deal of personal meaning for me. I feel a strong sense of belonging to my current e-commerce website.	Strongly disagree - Strongly agree
Pricing perception (Q18): Please indicate how well the following statements apply to you. My currently used e-commerce website	…does not properly communicate price changes. …takes advantage of my ignorance regarding prices. …keeps all promises regarding prices. …does not change prices and conditions unexpectedly. …has terms and conditions that are tailored to my needs.	Strongly agree - Strongly disagree
Alternative attractiveness (Q19): With what you know about Amazon, please indicate how well the following statements apply to you.	All in all, Amazon.se would be much more fair than my currently used e-commerce website. Overall, Amazon.se's policies would benefit me much more than my currently used e-commerce website. I would be much more satisfied with the service available from Amazon.se. I would be more satisfied with Amazon.se. Overall, Amazon.se would be better to shop from than my currently used e-commerce website	Strongly disagree - Strongly agree
Ability belief (Q20): With what you know about Amazon, please indicate how well the following statements apply to you.	Amazon seems very capable of performing online transactions. Amazon appears to be successful at the things it tires to do. I feel very confident about Amazon's online skills. Amazon appears to have specialized capabilities that can increase its performance with online transactions. Amazon appears to be well qualified in the area of e-commerce.	Strongly agree - Strongly disagree
Switching costs (Q21): With what you know about Amazon, please indicate how well the following statements apply to you.	On the whole, I would have to spend a lot of time and money to switch from my currently used e-commerce website. Generally speaking, the cost in time, money, effort and greif to swtich from my currently used e-commerce website would be high. Overall, I would spend a lot and lose a lot if I switched from my currently used e-commerce website.	Strongly disagree - Strongly agree
Past switching behaviour (Q22): With what you know about Amazon, please indicate how well the following statements apply to you.	I have switched e-commerce websites often in the past. I have a lot of experience in switching between e-commerce websites It is very rare that I switch between e-commerce websites.	Strongly agree - Strongly disagree
Need for variety (Q23): With what you know about Amazon, please indicate how well the following statements apply to you.	I would rather stick with an e-commerce website I usually go to than try someone I am not very sure of. If I like an e-commerce website, I rarely switch from it just to try something different. I am very cautious in trying out new and different e-commerce websites.	Strongly agree - Strongly disagree
Global company animosity (Q24): With what you know about Amazon, please indicate how well the following statements apply to you.	I do not like global companies. I feel anger towards global companies. I am worried about the power that global companies have.	Strongly disagree - Strongly agree

3.3.5 Data analysis and quality

The data collected from the questionnaire was processed and analysed using the statistical analysis software IBM SPSS Statistics. Checks and preliminary analyses of test assumptions were done on all data, resulting in the exclusion of trust due to insufficient reliability (see Table 3.7) and satisfaction and past switching behaviour due to likely sample bias (see section 4.1.2).

The main statistical procedures performed included producing descriptive statistics, doing correlation analyses between variables, and executing parametric tests for hypotheses H1-14. Additional analyses were done on particularly interesting respondent groups to derive deeper insights.

Reliability

Reliability concerns consistencies of measures. It mainly constitutes of stability and internal reliability. Stability evaluates whether a measure is stable within the time frame and contextual condition. (Bryman & Bell, 2015). To improve stability, the questionnaire was only accessible for two weeks, minimising potential environmental effects. Further, respondents were asked the same set of questions in a consistent order. Internal reliability is assessed by determining if multiple-indicator scales are consistent in measuring the same variable (Bryman & Bell, 2015). The instruments were chosen based on previously reported Cronbach's Alphas and their past application in PPM model-based studies and/or a digital context. A Cronbach's Alpha ≥0.7 was considered acceptable (Bryman & Bell, 2015), thus trust was excluded from further analysis (see Tables 3.7-8). Moreover, the questionnaire included a five-item instrument scored on a 5-point Likert scale, asking respondents to judge the quality of the questionnaire as an additional measure of reliability (see Appendix 7.3-4). For the total number of valid responses (N=797), the indexed mean was 3.99 and deemed sufficient by the authors.

Table 3.7: Cronbach's Alphas of individual push, pull and mooring factors

Scale	Cronbach's Alpha	No. items
Push factors		
Satisfaction	.94	5
Pricing perception	.71	5
Trust	.66	3
Commitment	.80	3
Pull factors		
Alternative attractiveness	.91	4
Ability belief	.85	5
Facilitating mooring factors		
Past switching behaviour	.87	3
Need for variety	.81	3
Inhibiting mooring factors		
Switching costs	.88	3
Global company animosity	.81	3

Table 3.8: Cronbach's Alphas of aggregated push, pull and mooring factors

Scale	Cronbach's Alpha	No. items
Push factors*	.73	8
Pull factors	.82	9
Facilitating mooring factor**	.81	3
Inhibiting mooring factors	.77	6

*An index of the items of pricing perception and commitment

**An index of the items of need for variety

Validity

A method that measures what it claims can be considered valid. Since Study 1 is not an experiment, the validity evaluation in focus is measurement validity, of which face and construct validity are part. Face validity considers how suitable the content of a measure is in relation to the concept. (Bryman & Bell, 2005) To address face validity concerns, instruments were revised according to feedback from the questionnaire's pilot study (see section 3.3.1). Construct validity evaluates whether the instruments measure the concept of interest (Bryman & Bell, 2005). This study used instruments that have been developed and employed in relevant past research, improving the likelihood of capturing intended constructs. That intention is an imperfect predictor of behaviour (Sheeran, 2002), including for technology usage (Bhattacherjee & Sanford, 2009), weakens the validity somewhat. While imperfect, intention is still considered to be one of the best predictors in attitude-behaviour relational theories (e.g. Fishbein & Ajzen, 1975).

Replicability

Replicability addresses the extent to which the study can be reproduced (Bryman & Bell, 2015). Study 1 is replicable in the sense that the instruments included in the questionnaire have been successfully replicated by other researchers. In addition, the method and analysis are documented in detail to facilitate replication. However, the empirical phenomenon of Amazon entering Sweden can naturally not be replicated.

3.4 Study 2: Incumbent reactions

Study 2 aims to address the research question; *Which incumbent-specific and industry-specific characteristics are associated with Swedish e-commerce companies' reactions to the news of Amazon entering the Swedish market?* For this, a quantitative content analysis examining e-commerce incumbents' reactions in media to the launch of Amazon.se was designed. Content

analysis is "a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use" (Krippendorff, 2018, p. 24). This method was chosen because quantitative research strategies in general and content analysis as a method are both common in competitive dynamics research (Chen & Miller, 2012). Content analysis also enables data collection about social groups that are difficult to gain access to (Bryman & Bell, 2015). Other quantitative methods were relatedly ruled out because of their assumed inadequacy in reaching a sufficient sample of company representatives with enough seniority and insight to speak about sensitive strategic information within the given time frame. Other advantages of content analyses include them being relatively transparent, unobtrusive and flexible. Disadvantages include content analyses only being as good as the data they are based on and it being almost impossible to design coding schemes without some coder interpretation. (Bryman & Bell, 2015).

3.4.1 Pre-studies

The first pre-study consisted of semi-structured interviews with a Swedish e-commerce expert and four e-commerce company representatives (see Appendix 7.5). These aimed to support the literature review and choice of variables for Study 2. Limitations of semi-structured interviews include that they are time consuming and the potential risk of including leading questions biasing the interview. The latter was addressed by preparing an interview guide in advance. (Bryman & Bell, 2015). Due to the COVID-19 pandemic, synchronous interviews were conducted using the video chat tool Zoom. This was ultimately advantageous, as online interviews are generally better for discussing sensitive issues, such as competitive strategies, than face-to-face interviews (O'Connor, Madge & Wellens, 2008; Bryman & Bell, 2015). Limitations with online interviewing include the respondents being likelier to drop out of the exchange, probing being more difficult (Bryman and Bell 2015), and issues related to technology or audio potentially threatening the interview flow (O'Connor et al., 2008). To address this, practice interviews were conducted in advance to test the interview guide and technological elements.

A second pre-study was conducted, namely a pilot study for the coding scheme. This was done on a small sample of Australian incumbent reactions to Amazon's entry into Australia in 2017 from news articles, business press and trade publications. This allowed the authors to test their

coding instructions and categories for improved reliability (Krippendorff, 2018) and refine them.

3.4.2 Procedure and sample

As motivated in section 3.3, a quantitative content analysis of Swedish e-commerce incumbents' reactions to the news of Amazon.se's launch was performed. Amongst the different kinds of content analyses, Study 2 can be categorised as problem driven, because it involves a consideration of epistemic questions that are believed to be addressable through a systematic reading of texts (Krippendorff, 2018). It was designed using Krippendorff's (2018) guide to performing a problem-driven content analysis, consisting of the following general steps:

1. Formulating research questions
2. Ascertaining stable correlations
3. Locating relevant texts
4. Defining and identifying sampling units amongst relevant texts
5. Sampling a sufficiently large number of these units
6. Developing coding categories and recording instructions
7. Selecting appropriate analytical procedures
8. Adopting standards for the reliability of generated data and statistical significance levels for the results
9. Allocating resources for each step of the proposed analysis

For steps 1 and 2, an extensive literature review was conducted. For step 3, relevant texts for finding Swedish e-commerce incumbents' reactions were assumed to be available in newspaper, business press and trade publication articles. These text sources were picked as firms use language in the public domain to shape competition (Gao et al., 2017) and language messages that are self-signalling and self-committing are perceived as credible (Farrell & Rabin, 1996). A keyword search for relevant texts was done using the electronic database Retriever, as well as the individual websites of the trade publications Market, Ehandel and Dagens Handel to access subscriber-exclusive content. Articles were collected from 4 August 2020, when Amazon announced its launch of Amazon.se (Day One Team, 2020b) to 28 October 2020, when the website officially launched (Day One Team, 2020a). From a total of 2

456 surveyed articles, 130 relevant articles detailing Swedish e-commerce companies'
reactions were found. That so many of the surveyed articles were rejected can be explained by
the wide keyword and source search. The rejected articles can be categorised into two groups.
First, articles about the launch of Amazon.se, but covering other aspects than incumbent
reactions, such as general opinions about Amazon. Second, articles about something
completely different, for example the Amazon Volvo car.

For step 4, the sampling units were text excerpts from the relevant articles. The recording units
were the characteristics and reaction directions included in the conceptual framework for
understanding incumbents' reactive defence responses to new market entry (see section 2.2.1).
For step 5, incumbent reactions from 73 firms were identified from the 130 relevant articles.
While 73 firms are too few observations for parametric tests (Pallant, 2011), expanding the
search's sampling parameters was not deemed appropriate, since the results would then not
answer the intended research question. For step 6, coding instructions and categories based on
the conceptual framework were developed (see Appendix 7.6 for the coding scheme template).
The coding categories were tested in a pilot study (see section 3.4.1) for improved semantic
validity (Krippendorff, 2018).

For step 7, analyses of descriptive data and differences between variables were deemed
appropriate to address the research question (see section 3.4.5). Regarding step 8, a number of
actions were taken by the authors to improve reliability of the results (see section 3.4.5) and a
statistical level of p=0.05 was determined for all tests. Finally, for step 9, all activities
associated with the study were executed by the authors, with the exception of additional
incumbent reaction coding done by six external coders (see section 3.4.5).

3.4.3 Recording units

The recording units in the following section are used in Study 2 to measure the variables
outlined in section 2.3. The recording units were chosen based on their past application in
competitive dynamics literature combined with the accessibility of relevant, public
information. For the industry variables, the authors adapted Andersen's (2019) e-commerce
industry categorisation: Consumer electronics, Clothes & fashion, House & home, Sports &
leisure, Entertainment, Children & toys, Health & nutrition, Beauty, Motor vehicle,

Accessories, Books & Magazines, Hobby, Office supplies, Other, Gifts, Pets, Tobacco products, Arts & crafts, Lifestyle, and Travel & tickets.

Reaction direction

Reaction direction was coded as retaliation, accommodation, ignoration or exit being present (=1) or not (=0) respectively. Information about each reaction direction was included in the coding instructions for each coder to review. See Appendix 7.7 for examples.

Firm size

Chen and Hambrick's (1995) firm size definition of annual operating revenue was used to measure firm size. This is publicly available information for all Swedish companies by law. The figures were found using information from the company information website Allabolag from 2019 for comparability and the most up-to-date yearly figures.

Dependence on market

Dependence on market has in previous studies been measured as the number of markets a firm is operational in (e.g. Baum & Korn, 1996) or as a firm's investments and commitments in a specific market (e.g. Chen et al., 1992; Robertson et al., 1995). However, the former was deemed to not sufficiently reflect this construct and the latter was not publicly available. Thus, based on the authors' own deliberations, market dependence was measured and coded as the percentage of revenue generated in a firm's domestic market compared to total revenue. This data was gathered from firms' annual reports, alternatively through personally contacting the firms.

Industry concentration

Industry concentration was measured using the four-firm concentration ratio, i.e. the sum of the market share percentage held by an industry's four largest firms, coded as five categories. A ratio close to 0% indicates perfect competition. A ratio between 0% and 40% indicates low concentration. A ratio between 40% and 70% indicates medium concentration. A ratio between 70% and 100% indicates high concentration. A ratio of 100% indicates a monopoly. (Kurian, 2013). This information was gathered using the recognised database MarketLine, Ehandel and Allabolag.

Demand heterogeneity

For demand heterogeneity, the closely related term of product differentiation was used as a proxy for measurement. Product differentiation was measured on a scale from 1 (very low) to 5 (very high), extracted from MarketLine's industry profile reports for individual industries. The industry profiles are published yearly and by country; the most recently published report for each individual industry in Sweden (if unavailable, in Scandinavia) was used in order to have the most relevant, up-to-date analysis.

3.4.4 Data analysis and quality

The data collected from the content analysis was processed and analysed using the statistical analysis software IBM SPSS Statistics. Checks and preliminary analyses of test assumptions were done on all data. The data was analysed using pre-specified analytical procedures, following Krippendorff's (2018) general steps for problem-driven content analyses. These included producing descriptive data and performing non-parametric tests for relationships between incumbent reactions and incumbent-specific and industry-specific characteristics, as outlined in research propositions RP1-2.

Reliability

Krippendorff (2018) outlines a two-step process for content analyses to attain measurable and more confident reliability data. First, one should employ independently-working coders to produce said data. The two authors coded the sampling units independently at two points in time, controlling for intra-observer inconsistencies. Six additional coders were asked to code the sampling units for comparison with the authors' coding, controlling for inter-observer disagreements. The second step is to reconcile discrepancies in the data based on a formal decision rule or by reaching ex post facto consensus by deliberation. (Krippendorff, 2018). For intra-observer inconsistencies, the formal rule was to use the most recent code. For inter-observer inconsistencies, the formal rule of majority judgements was applied. The data was compared by calculating Spearman's rank-order correlation coefficient for each coder (see Appendix 7.8) and all results were determined to be acceptable by the authors.

Validity

Validation efforts for content analyses commonly centre on face, social and empirical validity. Face validity is rooted in truthful and sensible reflections of concepts. (Krippendorff, 2018).

This was improved by collecting thoughts about the research topics through interviews with industry experts, company representatives and consumers, along with executing a pilot study of the coding scheme (see section 3.4.1). Social validity refers to how relevant and meaningful the research findings are in their contribution to public debate about important social issues (Krippendorff, 2018). This was supported by the media attention of the empirical phenomenon and the interest expressed by the pre-study participants.

Empirical validity concerns the degree to which theory and available evidence support the stages and results of the research process, including subcategories like sampling and construct validity. Sampling validity refers to how well the sample reflects the population. (Krippendorff, 2018). This was improved by setting clear and relevant sampling parameters and choosing appropriate media outlets. However, the chosen method partially weakened this aspect by excluding non-public reactions. Construct validity (defined in section 3.3.5) was improved by taking great care when choosing measurements to best represent reality and favouring measurements used in past research.

Replicability

Replicability is a common preoccupation of quantitative research in general (Bryman & Bell, 2015) and is especially key to content analysis, which includes replicability in its very definition (see section 3.4). To address this, the authors have described their process in step-wise detail for transparency, following the general steps of problem-driven analysis (see Table 3.8), and directly tested the replicability by analysing the reliability data obtained under test-test conditions.

Table 3.8: Study 2's data sorting process

	Description of steps
Step 1	Each author individually surveyed the 130 relevant articles for text excerpts detailing incumbent reactions.
Step 2	The text excerpts were organised in two spreadsheets, one for each author. In the spreadsheet, the company name of the reacting incumbent was entered in one column. The text excerpt and the source was entered in the following column.
Step 3	If the same incumbent had several articles detailing their reaction, the additional text excerpts and sources were entered in the following column(s). The article to first publish the reaction was marked as the "main source" in the first column and the additional one(s) as "additional source" in the following columns.
Step 4	If an incumbent expressed two or more vastly different reactions over time, the most recently expressed reaction was chosen as the main reaction for analysis and the article to first publish the reaction was marked as the "main source". The additional source(s) were marked as "additional source", with those expressing an earlier reaction receiving a special marking.
Step 5	The authors each found 73 incumbents expressing a reaction from the 130 relevant articles.
Step 6	The authors converged to discuss their respective extracted text excerpts for each company. The excerpts were largely the same, only sometimes varying in how many sentences were included before or after the core reaction sentence(s), which both authors had included for each excerpt.
Step 7	A final list of 73 text excerpts, one for each company, was determined based on the discussion in step 6 and entered in the coding scheme spreadsheets.
Step 8	The authors individually coded the text excerpts in terms of reaction direction in separate coding scheme spreadsheets.
Step 9	Six external coders were recruited from a convenience sample of people not involved in the study.
Step 10	The six external coders individually coded the text excerpts in terms of reaction direction in separate coding scheme spreadsheets.
Step 11	The authors individually coded the text excerpts in terms of reaction direction for a second time two weeks after coding for the first time in step 8.
Step 12	The authors compared and discussed the reaction direction coding of each incumbent reaction that had differed between coders and/or over time.
Step 13	A final list of 73 reaction direction codes, one for each incumbent reaction, was determined based on the discussion in step 12 and entered in a final coding scheme spreadsheet
Step 14	The authors entered the remaining data to complete the coding scheme in the final coding scheme spreadsheet created in Step 13 (see Appendix 7.6 for the coding scheme template and section 3.4.3 for how the incumbent-specific and industry-specific characteristics were measured).

4. Results

In this section, the empirical data of both Study 1 and Study 2 are presented. The section covers an examination of the hypotheses and research propositions in section 2.1-2 and additional observations from the empirical data. An alpha level of $p<.05$ is used for all statistical tests.

4.1 Study 1: Consumer switching intentions

4.1.1 About the respondents

Figures 4.1-2 present descriptive statistics of the respondents' general e-commerce behaviour. They followed a near-normal distribution for the scale used for online shopping frequency, with most shopping online 2-3 times a month (38.1%). A majority of respondents make between 41-80% of their total purchases online (52.3%).
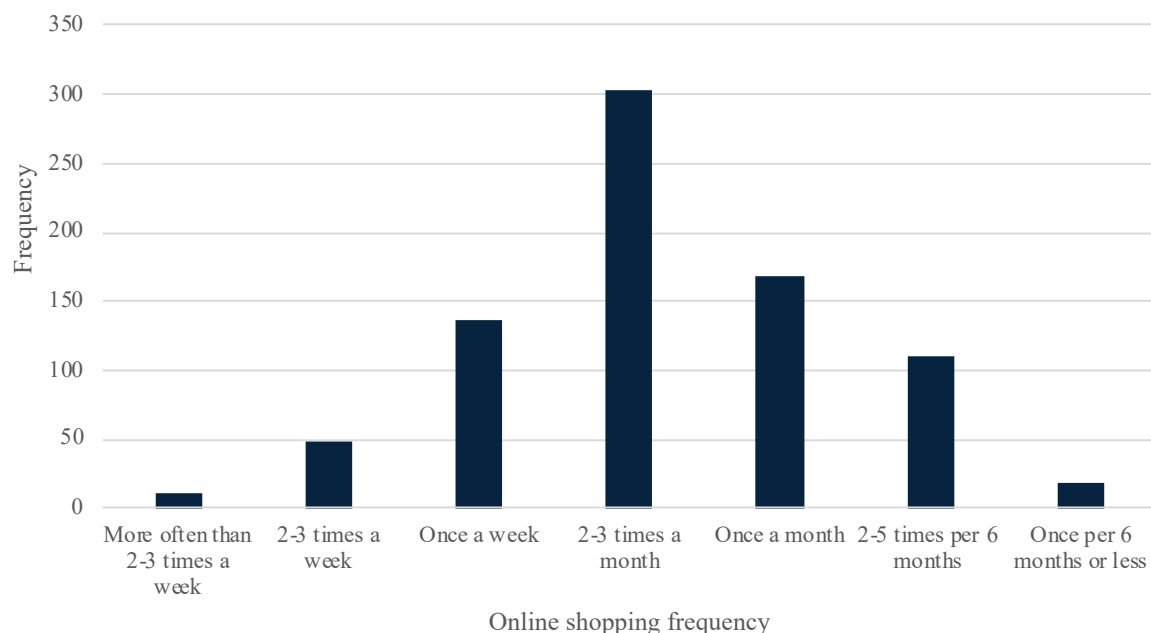
Figure 4.1: Bar chart of how often respondents purchase online (frequencies)

73   134

228

173

189

1-20% ■ 21-40% ■ 41-60% ■ 61-80% ■ 81-100%
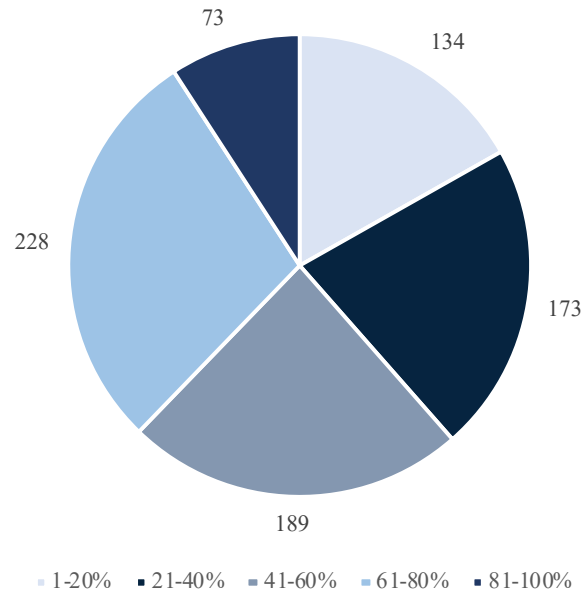
Figure 4.2: Pie chart of respondents' estimated ratio of online shopping in relation to total shopping (frequencies)

Tables 4.1-2 present descriptive statistics contrasting respondents' prior experience with Amazon. Those with experience shopping from Amazon (35%) differed from those without (65%) for all investigated background variables.

Table 4.1: Descriptive statistics (frequencies, percentages) for socio-demographic variables of respondents who have bought from Amazon before and those that have not (n=796)[10]

Socio-demographic variables	*n*	%
Gender		
Women	611	76.7
Men	177	22.2
Non-binary	3	0.4
Prefer not to say	6	0.8
Highest completed education		
Less than elementary school	1	.1
Elementary school	17	2.1
High school	265	33.2
University	513	64.4
Other	1	.1
Income [SEK, pre-tax]		
< 10 000 SEK	51	6.4
10 001 - 20 000	159	19.9
20 001 - 30 000	183	23.0
30 001 - 40 000	237	29.7
40 001 - 50 000	93	11.7
50 001 - 60 000	35	4.4
60 001 - 70 000	15	1.9
> 70 000	24	3.0
Region		
Stockholm	220	27.6
East Middle Sweden	151	18.9
Småland and the islands	77	9.7
South Sweden	62	7.8
West Sweden	54	6.8
North Middle Sweden	65	8.2
Middle Norrland	128	16.1
Upper Norrland	40	5.0
Experience living abroad		
Yes, in Europe	149	18.7
Yes, outside Europe	78	9.8
Yes, in and outside Europe	69	8.7
No	501	62.9

---

[10] One respondent was excluded from analysis for answering that they had both shopped and not shopped from Amazon before. This applies to Tables 4.2-3 too.

Table 4.2: Descriptive statistics (means, medians, standard deviations) for age of respondents who have bought from Amazon before and those who have not (n=796)

	Bought on Amazon before			Not bought on Amazon before		
	M	*Mdn*	*SD*	*M*	*Mdn*	*SD*
Age	40.67	39.00	13.41	38.48	36.00	14.02

The relationships between prior experience purchasing from Amazon and socio-demographic variables were examined using Spearman's rank-order correlation coefficient. The correlation analysis showed significant, but small correlations for all variables. Table 4.3 presents Spearman's rho for each relationship.

Table 4.3: Spearman's rank-order correlation coefficient analysis between respondents' prior experience with Amazon and socio-demographic variables

	Bought on Amazon before		
	ρ	*p*	Correlation strength*
Gender**	.13	.000	small
Age	.08	.027	small
Region***	.11	.001	small
Highest completed education	.12	.001	small
Income	.10	.007	small
Experience living abroad*** *	.22	.000	small
Online shopping frequency*****	.12	.001	small
Online versus offline spending ratio	.07	.047	small

*The correlation strengths are defined as small (0.10-0.29), medium (0.30-0.49) and large (0.50-1.0) (Pallant, 2011)

**Coded men=1 and women=0 (non-binary respondents (n=3) and those preferring to not say (n=6) were excluded)

***Coded Stockholm=1 and other regions=0

****Coded experience living abroad=1 and no experience living abroad=0

*****Coded high-frequency online shoppers (i.e. shopping online weekly)=1 and low-frequency online shoppers (i.e. shopping online less than weekly)=0

4.1.2 About the pull, push and mooring factors

Table 4.4 presents descriptive statistics for consumer switching intention and the pull, push and mooring factors. Satisfaction and past switching behaviour were excluded from analysis because the sample was overwhelmingly satisfied and experienced with switching (see

Appendix 7.9), indicating a potential, meaningful sampling error due to some sample bias (Webster, 2013).

Table 4.4: Descriptive statistics (means and standard deviations) for consumer switching intentions and push, pull and mooring factors (N=797)

Variables	*M*	*SD*
Switching intention	3.01	1.63
Push factors	4.81	.85
Pricing perception	5.39	.97
Commitment	3.00	1.57
Pull factors	4.23	.84
Alternative attractiveness	3.05	1.25
Ability belief	5.18	1.00
Facilitating mooring factor	4.25	1.61
Need for variety	4.25	1.61
Inhibiting mooring factors	3.62	1.14
Switching costs	2.92	1.37
Global company animosity	4.31	1.52

Figure 4.3 presents the distribution of respondents' likelihood of switching from their currently used, Swedish e-commerce website to Amazon.se for their most recent product purchase. The majority of respondents (57.8%) reported varying degrees of being unlikely.
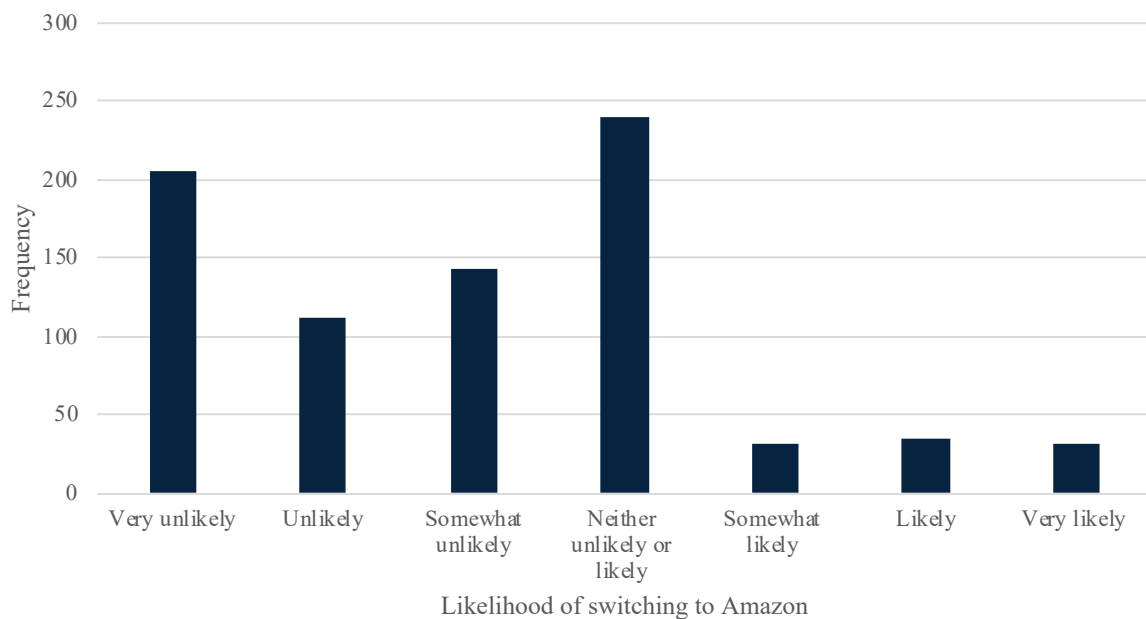

Figure 4.3: Bar chart of respondents' reported likelihood of switching from their currently used, Swedish e-commerce website to Amazon.se (frequencies)

The relationships between consumers' switching intentions and the aggregated and individual pull, push and mooring factors were examined using Pearson's product-moment correlation coefficient. In summation, all examined factors were significant. Pull and facilitating mooring factors were both positively correlated with intention, whilst push and inhibiting mooring factors were negatively correlated with switching intention. Thus, all factors aligned with their hypothesised directions. Table 4.5 presents Pearson's correlation coefficients for each relationship.

Table 4.5: Pearson product-moment correlation analysis for consumer switching intentions and the aggregated and individual push, pull and mooring factors (N=797)

	Switching intention		
	r	*p*	Correlation strength*
Push factors	-.21	.000	small
Pricing perception	-.19	.000	small
Commitment	-.12	.000	small
Pull factors	.54	.000	large
Alternative attractiveness	.54	.000	large
Ability belief	.28	.000	small
Facilitating mooring factor	.19	.000	small
Need for variety	.19	.000	small
Inhibiting mooring factors	-.39	.000	medium
Switching costs	-.32	.000	medium
Global company animosity	-.30	.000	medium

*The correlation strengths are defined as small (0.10-0.29), medium (0.30-0.49) and large (0.50-1.0) (Pallant, 2011)

4.1.3 Regression analysis for aggregated push, pull and mooring factors

To assess the impacts of the aggregated push, pull and mooring factors on respondents' switching intentions from their last used, Swedish e-commerce website to Amazon.se, the following hierarchical multiple regression (Model A) was performed (first without interaction terms (Block 1) and then with (Block 2)):

$$
\begin{aligned}
Switching\ intention_{A1} &= \beta_0 + \beta_1 Push\ factors + \beta_2 Pull\ factors \\
&+ \beta_3 Facilitating\ mooring\ factors + \beta_4 Inhibiting\ mooring\ factors
\end{aligned}
$$

$$Switching\ intention_{A2}$$
$$= \beta_0 + \beta_1 Push\ factors + \beta_2 Pull\ factors$$
$$+ \beta_3 Facilitating\ mooring\ factors + \beta_4 Inhibiting\ mooring\ factors$$
$$+ \beta_5 Push\ factors * Facilitating\ mooring\ factor + \beta_6 Push\ factors$$
$$* Inhibiting\ mooring\ factors + \beta_7 Pull\ factors$$
$$* Facilitating\ mooring\ factor + \beta_8 Pull\ factors$$
$$* Inhibiting\ mooring\ factors$$

A common way to detect the presence of moderators is to include their interaction terms as independent variables in a regression analysis. The interaction terms were calculated by multiplying the standardised values of their related independent variables throughout all analyses in sections 4.1.3-5. If an interaction term is significant, it indicates the presence of a moderator, which was used as the basis for the hypothesis testing.

The results indicated that Block A1, excluding 2 standard residual outliers, explained 34.6% of the variance and was a significant predictor of switching intention, $F_{(4,790)}=106.17$, $p<.001$. The results indicated that Block A2, excluding 2 standard residual outliers, explained 35.7% of the variance and was a significant predictor of switching intention, $F_{(8,786)}=56.06$, $p<.001$. Push, pull and inhibiting mooring factors were all significant and aligned with their hypothesised directions. Pull factors is the strongest predictor in all blocks. In addition, both interaction terms for the inhibiting mooring factors were significant, supporting their hypothesised moderating effect. Table 4.6 presents the results for Blocks A1-2.

Table 4.6: Unstandardised regression coefficients, lower and upper level for a confidence interval, standardised regression coefficients, significance levels and adjusted R^2, for Model A

	Predictor	b	b 95% CI [LL UL]	beta	p	Fit	Difference
Block A1	(Intercept)	.71	[-.23 1.66]		.138		
	Push factors [PushF]	-.15	[-.25, -.05]	-.09	.003		
	Pull factors [PullF]	.89	[.77, 1.01]	.46	.000		
	Facilitating mooring factor [FMF]	.03	[-.04, .09]	.03	.419		
	Inhibiting mooring factors [IMF]	-.25	[-.34, -.16]	-.18	.000		
						$R^2_{adj} = .346$	
Block A2	(Intercept)	.75	[-.19, 1.69]		.117		
	Push factors [PushF]	-.16	[-.26, -.06]	-.09	.002		
	Pull factors [PullF]	.88	[.76, 1.00]	.46	.000		
	Facilitating mooring factor [FMF]	.03	[-.04, .09]	.03	.394		
	Inhibiting mooring factors [IMF]	-.26	[-.35, -.16]	-.18	.000		
	I(PushF*FMF)	.04	[-.06, .14]	.03	.421		
	I(PushF*IMF)	.11	[.02, .20]	.08	.021		
	I(PullF*FMF)	-.05	[-.14, .05]	-.03	.341		
	I(PullF*IMF)	-.12	[-.21, -.04]	-.09	.005		
						$R^2_{adj} = .357$	$\Delta R^2_{adj} = .011$

Table 4.7 presents whether the results above generated support or not for the related hypotheses.

Table 4.7: Summary of hypotheses and results for aggregated pull, push and mooring factors

H1	Push factors related to currently used, Swedish e-commerce firms negatively correlate with consumers' intention to switch to Amazon.se.	Supported
H3	Pull factors related to Amazon positively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.	Supported
H5	Facilitating mooring factors positively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.	Supported
H6	Inhibiting mooring factors negatively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.	Partially supported*
H7	Facilitating mooring factors have a moderating effect on the relationships between a) push and b) pull factors and switching intentions.	Not supported
H8	Inhibiting mooring factors have a moderating effect on the relationships between a) push and b) pull factors and switching intentions.	Supported

*Partially supported refers to the results 1) exhibiting a variable's hypothesised positive or negative correlation direction and a significant but small correlation with consumer switching intention in a correlation analysis (Table 4.5), but 2) the variable not being significant in a regression analysis (Table 4.6)

4.1.4 Regression analysis for individual push, pull and mooring factors

To assess the impacts of the individual push, pull and mooring factors on respondents' reported switching intentions from their last used, Swedish e-commerce site to Amazon.se, the following multiple regression (Model B) was performed (Block 1, without interaction terms):

$$
\begin{aligned}
Switching\ intention_{B1} \\
= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Commitment \\
+ \beta_3 Alternative\ attractiveness + \beta_4 Ability\ belief \\
+ \beta_5 Need\ for\ variety + \beta_6 Switching\ costs \\
+ \beta_7 Global\ company\ animosity
\end{aligned}
$$

The results indicated that Block B1, excluding 3 standard residual outliers, explained 38.4% of the variance and was a significant predictor of switching intention, $F(7,786)=71.66$, $p<.001$. Due to the statistical complexity of including interaction effects between all mooring factors and pull and push factors in Block B1, only the interaction effects of those variables that were significant in Block B1 were further investigated. Thus, to assess the impacts of the individual push, pull and mooring factors on respondents' reported switching intentions from their last used, Swedish e-commerce site to Amazon, the following hierarchical multiple regression was performed (first without interaction terms (Block 2) and then with (Block 3)):

$$
\begin{aligned}
Switching\ intention_{B2} \\
= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Alternative\ attractiveness \\
+ \beta_3 Ability\ belief + \beta_4 Switching\ costs
\end{aligned}
$$

$$
\begin{aligned}
Switching\ intention_{B3} \\
= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Alternative\ attractiveness \\
+ \beta_3 Ability\ belief + \beta_4 Switching\ costs + \beta_5 Pricing\ perception \\
* Switching\ costs + \beta_6 Alternative\ attractiveness * Switching\ costs \\
+ \beta_7 Ability\ belief * Switching\ costs
\end{aligned}
$$

The results indicated that Block B2, excluding 4 standard residual outliers, explained 38.6% of the variance and was a significant predictor of switching intention, $F(4,788)=125.47$, $p<.001$. The results indicated that Block B3, excluding 4 standard residual outliers, explained 39.6% of the variance and was a significant predictor of switching intention, $F(7,785)=75.31$, $p<.001$.

All included push, pull and mooring factors were significant and aligned with their hypothesised directions. Alternative attractiveness is the strongest predictor in all blocks. In addition, the interaction terms of switching costs with alternative attractiveness and ability belief respectively were significant, supporting switching costs' hypothesised moderating effect on pull factors. Table 4.8 presents the results for Blocks B1-3.

Table 4.8: Unstandardised regression coefficients, lower and upper level for a confidence interval, standardised regression coefficients, significance levels and adjusted R^2 for Model B

	Predictor	b	b 95% CI [LL UL]	beta	p	Fit	Difference
Block B1	(Intercept)	1.02	[.07, 1.97]		.035		
	Pricing perception [PP]	-0.12	[-.22, -.03]	-.07	.011		
	Commitment [C]	.01	[-.06, .06]	.00	.880		
	Alternative attractiveness [AA]	.60	[.52, .68]	.46	.000		
	Ability belief [AB]	.27	[.18, .37]	.17	.000		
	Need for variety [NFV]	.03	[-.03, .09]	.03	.279		
	Switching costs [SC]	-.16	[-.23, -.09]	-.14	.000		
	Global company animosity [GCA]	-.06	[-.13, .01]	-.06	.073		
						$R^2_{adj} = .384$	
Block B2	(Intercept)	.91	[.13, 1.69]		.022		
	Pricing perception [PP]	-.13	[-.22, .03]	-.08	.007		
	Alternative attractiveness [AA]	.63	[.55, .70]	.49	.000		
	Ability belief [AB]	.27	[.18, .36]	.17	.000		
	Switching costs [SC]	-.19	[-.25, -.12]	-.16	.000		
						$R^2_{adj} = .386$	
Block B3	(Intercept)	.98	[.20, 1.76]		.014		
	Pricing perception [PP]	-.12	[-.22, -.03]	-.08	.008		
	Alternative attractiveness [AA]	.61	[.54, .68]	.47	.000		
	Ability belief [AB]	.26	[.17, .35]	.16	.000		
	Switching costs [SC]	-.20	[-.27, -.13]	-.17	.000		
	I(PP*SC)	-.02	[-.11, .06]	-.02	.584		
	I(AA*SC)	-.11	[-.20, -.03]	-.08	.012		
	I(AB*SC)	-.11	[-.19, -.02]	-.07	.013		
						$R^2_{adj} = .396$	$\Delta R^2_{adj} = .010$

Table 4.9 presents whether the results above generated support or not for the related hypotheses.

Table 4.9: Summary of hypotheses and results for individual pull, push and mooring factors

H2	a) Satisfaction, b) pricing perception, c) trust, and d) commitment to currently used, Swedish e-commerce firms negatively correlate with consumers' intention to switch to Amazon.se.	a) Not tested* b) Supported c) Not tested** d) Partially supported***
H4	Alternative attractiveness and b) perceived ability belief of Amazon positively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.	a) Supported b) Supported
H9	a) Past switching behaviour between e-commerce firms and b) need for variety positively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.	a) Not tested* b) Partially supported***
H10	a) Switching costs from currently used, Swedish e-commerce firms to Amazon.se and b) global company animosity negatively correlate with consumers' intention to switch from currently used, Swedish e-commerce firms to Amazon.se.	a) Supported b) Partially supported***
H11	a) Past switching behaviour between e-commerce firms and b) need for variety have moderating effects on the relationship between push factors and switching intentions.	a) Not tested* b) Not tested****
H12	a) Past switching behaviour between e-commerce firms and b) need for variety have moderating effects on the relationship between pull factors and switching intentions.	a) Not tested* b) Not tested****
H13	a) Switching costs from currently used, Swedish e-commerce firms to Amazon.se and b) global company animosity have moderating effects on the relationship between push factors and switching intentions.	a) Not supported***** b) Not tested ****
H14	a) Switching costs from currently used, Swedish e-commerce firms to Amazon.se and b) global company animosity have moderating effects on the relationship between pull factors and switching intentions.	a) Supported b) Not tested****

*These hypotheses were not tested because of likely meaningful sample bias for related variables

**This hypothesis was not tested because of its variable's Cronbach's alpha < 0.7

***Partially supported refers to the results 1) exhibiting a variable's hypothesised positive or negative correlation direction and a significant but small or medium correlation with consumer switching intention in a correlation analysis (Table 4.5), but 2) the variable not being significant in a regression analysis (Table 4.8)

****These hypotheses were not tested because of the reasoning behind choosing which moderating effects to test

*****The only push factor investigated to determine the moderating effect was pricing perception

4.1.5 Regression analyses with added background variables

Multiple regression analyses including added independent variables for particularly interesting respondent groups were executed. This was done to provide more in-depth insights and generate relevant managerial implications, since companies often segment their customers. The added variables included in this section are experience living abroad and online shopping

frequency.[11] These were individually added as independent dummy variables[12] to Model B in separate analyses. The addition of interaction terms in Block B3 followed the same reasoning as in section 4.1.4. See Appendix 7.10 for the algebraic expressions of Models C-D.

Experience living abroad

The results indicated that Block C1, excluding 2 standard residual outliers, explained 38.3% of the variance and was a significant predictor of switching intention, $F(8,786)=62.73$, $p<.001$. The results indicated that Block C2, excluding 4 standard residual outliers, explained 39.0% of the variance and was a significant predictor of switching intention, $F(5,787)=102.40$, $p<.001$. The results indicated that Block C3, excluding 4 standard residual outliers, explained 40.0% of the variance and was a significant predictor of switching intention, $F(8,784)=66.99$, $p<.001$. Additionally, the results supported experience living abroad being a significant predictor of switching intentions. Table 4.10 presents the results for Blocks C1-3.

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[11] An additional multiple regression analysis including industry demand heterogeneity for respondents' most recently purchased products is included in Appendix 7.14 and discussed in section 5.1.3. Additional analyses were executed based on other background variables (e.g. age), as well as on aggregated and individual factor levels, but only those analyses determined to be most valuable to this thesis were included due to scope limitations.

[12] The dummy variable for international experience is coded so that no experience living abroad=0 (n=501) and experience living abroad=1 (n=296). The dummy variable for online shopping frequency is coded so that low-frequency online shoppers (i.e. shopping online less than weekly)=0 (n=592) and high-frequency online shoppers (i.e. shopping online weekly or more often)=1 (n=192).

Table 4.10: Unstandardised regression coefficients, lower and upper level for a confidence interval, standardised regression coefficients, significance levels and adjusted R^2, for Model C

	Predictor	b	b 95% CI [LL UL]	beta	p	Fit	Difference
Block C1	(Intercept)	.95	[-.01, 1.90]		.052		
	Pricing perception [PP]	-.12	[-.22, -02]	-.07	.014		
	Commitment [C]	.01	[-.05, .07]	.01	.841		
	Alternative attractiveness [AA]	.61	[-.52, .69]	.47	.000		
	Ability belief [AB]	.25	[.16, .35]	.16	.000		
	Need for variety [NFV]	.04	[-.03, .09]	.03	.254		
	Switching costs [SC]	-.16	[-.23, -.09]	-.14	.000		
	Global company animosity [GCA]	-.06	[-.12, .01]	-.05	.091		
	Experience living abroad	.24	[.05, .42]	.07	.013		
						$R^2_{adj} = .383$	
Block C2	(Intercept)	.82	[.04, 1.59]		.040		
	Pricing perception [PP]	-.13	[-.22, -.03]	-.08	.008		
	Alternative attractiveness [AA]	.64	[.56, .71]	.49	.000		
	Ability belief [AB]	.26	[.17, .35]	.16	.000		
	Switching costs [SC]	-.18	[-.25, -.11]	-.15	.000		
	Experience living abroad	.24	[.06, .42]	.07	.011		
						$R^2_{adj} = .390$	
Block C3	(Intercept)	.90	[.12, 1.68]		.025		
	Pricing perception [PP]	-.12	[-.22, -.03]	-.08	.009		
	Alternative attractiveness [AA]	.62	[.55, .69]	.48	.000		
	Ability belief [AB]	.25	[.16, .34]	.15	.000		
	Switching costs [SC]	-.19	[-.26, -.12]	-.16	.000		
	Experience living abroad	.22	[.04, .40]	.07	.018		
	I(PP*SC)	-.02	[-.11, .07]	-.01	.638		
	I(AA*SC)	-.11	[-.20, -.02]	-.07	.014		
	I(AB*SC)	-.10	[-.19, -.02]	-.07	.016		
						$R^2_{adj} = .400$	$\Delta R^2_{adj} = .010$

Online shopping frequency

The results indicated that Block D1, excluding 4 standard residual outliers, explained 39.9% of the variance and was a significant predictor of switching intention, $F(8,784)=66.80$, $p<.001$. The results indicated that Block D2, excluding 4 standard residual outliers, explained 39.9% of the variance and was a significant predictor of switching intention, $F(5,787)=106.00$, $p<.001$. The results indicated that Block D3, excluding 4 standard residual outliers, explained 40.8% of the variance and was a significant predictor of switching intention, $F(8,784)=69.31$, $p<.001$. Additionally, the results supported online shopping frequency being a significant predictor of switching intentions. Table 4.11 presents the results for Blocks D1-3.

Table 4.11: Unstandardised regression coefficients, lower and upper level for a confidence interval, standardised regression coefficients, significance levels and adjusted R², for Model D

	Predictor	b	b 95% CI [LL UL]	beta	p	Fit	Difference
Block D1	(Intercept)	1.14	[.20, 2.07]		.017		
	Pricing perception [PP]	-.13	[-.22, -.03]	-.08	.008		
	Commitment [C]	-.01	[-.07, .05]	-.01	.820		
	Alternative attractiveness [AA]	.59	[.52, .67]	.46	.000		
	Ability belief [AB]	.25	[.16, .35]	.16	.000		
	Need for variety [NFV]	.02	[-.04, .08]	.02	.577		
	Switching costs [SC]	-.17	[-.24, -.10]	-.14	.000		
	Global company animosity [GCA]	-.06	[-.12, .01]	-.05	.086		
	High-frequency online shoppers	.42	[.21, .62]	.11	.000		
						$R^2_{adj} = .399$	
Block D2	(Intercept)	.92	[.15, 1.69]		.019		
	Pricing perception [PP]	-.13	[-.23, -.04]	-.08	.004		
	Alternative attractiveness [AA]	.62	[.55, .69]	.48	.000		
	Ability belief [AB]	.26	[.16, .35]	.16	.000		
	Switching costs [SC]	-.18	[-.25, -.11]	-.16	.000		
	High-frequency online shoppers	.43	[.23, .64]	.12	.000		
						$R^2_{adj} = .399$	
Block D3	(Intercept)	1.00	[.22, 1.77]		.012		
	Pricing perception [PP]	-.13	[-.22, -.04]	-.08	.005		
	Alternative attractiveness [AA]	.61	[.53, .68]	.47	.000		
	Ability belief [AB]	.24	[.15, .34]	.15	.000		
	Switching costs [SC]	-.20	[-.26, -.13]	-.17	.000		
	High-frequency online shoppers	.42	[.22, .62]	.11	.000		
	I(PP*SC)	-.03	[-.12, .06]	-.02	.507		
	I(AA*SC)	-.12	[-.20, -.03]	-.08	.008		
	I(AB*SC)	-.10	[-.18, -.01]	-.06	.026		
						$R^2_{adj} = .408$	$\Delta R^2_{adj} = .009$

4.2 Study 2: Company reactions

4.2.1 About the incumbents and industries

Table 4.12 presents descriptive statistics of the sampled incumbent reactions. A majority of incumbents expressed an ignoration reaction direction (97.1%). The second most common reaction direction was accommodation (26.0%). Because of no collected exit reactions (n=0) and the very few collected retaliation reactions (n=5) limiting the practical significance of these reaction direction categories, they were excluded from further analysis (Pallant, 2011). As such, the results presented in Tables 4.13-15 only cover incumbents that expressed accommodation (n=19) or ignoration (n=49). For data about the companies that expressed a retaliation reaction direction, see Appendix 7.11.

Table 4.12: Descriptive statistics (frequencies, percentages) of the incumbent reactions (N=73)

Direction of reaction	*n*	%
All reaction directions		
Retaliation	5	6.8
Accommodation	19	26.0
Ignoration	49	67.1
Exit	0	0.0
Analysed reaction directions		
Accommodation	19	27.9
Ignoration	49	72.1

Tables 4.13-14 present descriptive statistics of the sampled companies and industries. The most common industry category was House and home (36.8%), including companies like Bygghemma, IKEA and Vinga of Sweden. There were more medium and large-sized firms than micro and small-sized ones. For a majority of firms (71.4%), domestic sales stood for more than 70% of their total revenue, indicating a high dependence on the Swedish market. In addition, most companies belonged to moderately concentrated and demand-heterogeneous industries. See Appendix 7.12 for the industry concentration and demand heterogeneity scores per industry.

Table 4.13: Descriptive statistics (frequencies, percentages) of the incumbents' industry categories (frequencies) (n=68)

Industry category	*n*	%
Accessories	1	1.5
Arts and crafts	0	0
Beauty	4	5.9
Books and magazines	4	5.9
Children and toys	3	4.4
Clothes and fashion	9	13.2
Consumer electronics	9	13.2
Entertainment	0	0.0
Gifts	1	1.5
Health and nutrition	2	2.9
Hobby	0	0.0
House and home	25	36.8
Lifestyle	2	2.9
Motor vehicle	1	1.5
Office supplies	1	1.5
Other	0	0.0
Pets	1	1.5
Sports and leisure	5	7.4
Tobacco products	0	0.0
Travel and tickets	0	0.0

Table 4.14: Descriptive statistics (total responses, valid responses, frequencies, percentages) for incumbent-specific and industry-specific characteristics (n=68)

Characteristics	Total responses	Valid responses	*n*	%
Incumbent-specific characteristics				
Firm size [KSEK] *	68	67		
Micro [≤ 20 000]			11	16.4
Small [≤ 100 000]			14	20.9
Medium [≤ 500 000]			22	32.8
Large [> 500 000]			20	29.9
Dependence of market [% of domestic sales]	68	56		
Low [0-29]			6	10.7
Medium [30-69]			12	21.4
Large [70-100]			38	64.3
Industry-specific characteristics				
Industry concentration	68	64		
Low			17	26.6
Medium			40	62.5
High			7	10.9
Demand heterogeneity	68	63		
Low			17	27.0
Medium			42	66.7
High			4	6.3

**Applying the European Commission's (2015) SME definition of enterprises

The relationships between incumbents' reaction directions and the incumbent-specific and industry-specific characteristics were examined using Spearman's rank-order correlation coefficient, where a positive correlation indicated a correlation with ignoration and negative with accommodation. Only firm size showed a significant correlation with reaction direction, namely ignoration, which was determined to be medium in strength. Table 4.15 presents Spearman's rho for each relationship.

Table 4.15: Spearman's rank-order correlation analysis for incumbent-specific and industry-specific characteristics correlations with reaction direction (n=68)

	Direction of reaction		
	ρ	p	Correlation strength*
Incumbent-specific characteristics			
Firm size	.36	.003	medium
Dependence of market	-.17	.224	small
Industry-specific characteristics			
Industry concentration	.14	.280	small
Demand heterogeneity	-.10	.420	small

*The correlation strengths are defined as small (0.10-0.29), medium (0.30-0.49) and large (0.50-1.0) (Pallant, 2011)

4.2.2 Examining incumbent-specific and industry-specific characteristics

Mann-Whitney U tests were executed to examine research propositions RP1-2. For these tests, reaction direction was the grouping variable, including accommodation and ignoration, and each incumbent-specific and industry-specific characteristic was tested as a dependent variable.

A Mann-Whitney U test indicated that firm size was greater for Swedish e-commerce companies that expressed an ignoration reaction to Amazon's entry into the Swedish market (*Mdn*=259 992.00) than for those who expressed an accommodation reaction (*Mdn*=35 417.00), *U*=248.00, *p*=.004. The Mann-Whitney U tests for the additional characteristics in relation to reaction direction all indicated insignificant differences (see Appendix 7.13 for results).

Table 4.16 presents whether the results above generated support or not for research propositions RP1-2.

Table 4.16: Summary of research propositions and results for incumbent-specific and industry-specific factors

RP1a	The size of Swedish e-commerce firms negatively correlates with a retaliation reaction direction against Amazon.	Not tested
RP1b	The size of Swedish e-commerce firms positively correlates with an ignoration reaction direction against Amazon.	Supported
RP1c	The dependence of Swedish e-commerce firms on the Swedish market negatively correlates with a retaliation reaction direction against Amazon.	Not tested
RP1d	The dependence of Swedish e-commerce firms on the Swedish market positively correlates with an accommodation reaction direction against Amazon.	Not supported
RP1e	The dependence of Swedish e-commerce firms on the Swedish market positively correlates with an ignoration reaction direction against Amazon.	Not supported
RP2a	Industry concentration positively correlates with an accommodation reaction direction from Swedish e-commerce firms against Amazon.	Not supported
RP2b	Industry concentration is negatively correlated with a retaliation reaction direction from Swedish e-commerce firms against Amazon.	Not tested
RP2c	Demand heterogeneity negatively correlates with a retaliation reaction direction from Swedish e-commerce firms against Amazon.	Not tested

5. Discussion

This thesis addresses how Swedish consumers and incumbents received the news of Amazon's entry. The consumer-based study (Study 1) offers insights into Swedish consumers' intentions to switch from a currently used, Swedish e-commerce website to Amazon.se. The study of Swedish incumbents' reactions (Study 2) provides knowledge about the drivers of these reactions. The authors discuss the studies' individual results and triangulate them to further address the research gap regarding consumer and competitor perspectives in digital MNE literature. Finally, conclusions, contributions, limitations, and future research suggestions are presented.

5.1 Results of Study 1

The aggregated push, pull and inhibiting mooring factors, along with the individual factors pricing perception, alternative attractiveness, ability belief, and switching costs, were significant and correctly hypothesised in their directions. Additional regression analyses also found support for the predictive values of experience living abroad and online shopping frequency. The regression analyses explained 34.6%-40.8% of the variance in switching intentions, which the authors deem relatively high, but with room for improvement.

5.1.1 Push factors

The results showed that aggregated push factors significantly predicted consumers' switching intentions from their currently used, Swedish e-commerce website to Amazon.se. This suggests that discontent with utilised e-commerce websites can drive consumers to switch to another one. This is consistent with past PPM model-based studies (e.g. Bansal et al., 2005; Jung et al., 2017; Lai & Wang, 2015). While push factors were significant predictors of switching intentions, both pull and mooring factors were stronger. This is also consistent with previous research (e.g. Bansal et al., 2005; Jung et al., 2017; Lai & Wang, 2015). This finding reasonably limits Swedish e-commerce incumbents' ability to retain customers. While it is important to please customers, if Amazon is more attractive or external factors are strong enough, there is little that incumbents can do regarding their own operations to stop customers from shifting at least some purchases to Amazon.se.

On an individual level, pricing perception was a significant predictor, which is aligned with previous PPM model-based studies (e.g. Ghasrodashti, 2018; Singh & Rosengren, 2020). This is an important finding theoretically since pricing is a key marketing construct, as well as empirically since Amazon competes on price (Business Insider Australia, 2017) and Swedes generally perceive foreign e-commerce websites to have lower prices than Swedish ones (Postnord, 2018). Meanwhile, commitment was nonsignificant. Hou et al. (2011) propose that push factors being nonsignificant can be a context-specific outcome. Perhaps the examined empirical phenomenon aligns with Li et al.'s (2007) suggestion that it is harder to build customer commitment online than offline.

5.1.2 Pull factors

Pull factors significantly predicted consumers' switching intentions from their currently used, Swedish e-commerce website to Amazon.se on an aggregate and individual level. Furthermore, pull factors were a stronger predictor of switching intentions than push factors. Both its own importance and its superior predictive value over push factors is aligned with past studies (e.g. Bansal et al., 2005; Jung et al., 2017; Lai & Wang, 2015). In context, the perception of Amazon was thus more important than consumers' contentment with a currently used website. However, few respondents reported being likely to switch to Amazon.se in the first place. If Amazon can improve their standing with Swedish consumers by eliminating negative preconceived notions and overcoming inhibiting mooring factors, they can potentially steal substantial business from Swedish incumbents in the future.

On an individual level, both alternative attractiveness and ability belief were significant predictors of consumers' switching intentions. Furthermore, the former was seemingly more important than the latter considering its stronger predictive value. Thus, it is more important for Amazon to be seen as attractive than capable to Swedish consumers. The importance of alternative attractiveness is well-documented for other contexts in extant literature (e.g. Bansal et al., 2005; Ghasrodashti, 2018; Han et al., 2011), to which this study in an incumbent-to-entrant context aligns with. Conversely, this is likely the first time that ability belief has been used in a PPM model-based study. While unable to compare the result to other PPM model-based studies, the factor's direction was consistent with the hypothesis built from other studies. Empirically, it is notable that Amazon was perceived as capable by many Swedish consumers before launching their domestic domain. Extending this into theory, MNEs can evidently enter

the minds of international consumers and heighten competition in host economies before entering. This sets high demands on domestic incumbents to surveil potential entrants and deter them with proactive defence. The finding can also be extended by relating it to the reported switching intentions; despite the generally high perceived capability of Amazon, respondents were still unlikely to switch. This discrepancy was illustrated by a pre-study participant who occasionally shops with Amazon despite not liking them, who referred to Amazon as a "necessary evil".

5.1.3 Mooring factors

On an aggregate level, inhibiting mooring factors significantly predicted consumers' intentions to switch from their currently used, Swedish e-commerce website to Amazon.se. The facilitating mooring factor, however, was nonsignificant in a regression analysis, but significant and positively correlated with switching intentions in a correlation analysis. The predictive value of mooring factors in general is consistent with past PPM model-based studies (e.g. Jung et al., 2017; Ye & Potter, 2011). However, despite Bansal et al. (2005) differentiating between inhibiting and mooring factors in their original study, the authors could not find any PPM model-based studies that expressly distinguish between and contrast the two. Researchers have hypothesised and tested mooring factors of different directions, acknowledging their potential to both facilitate and inhibit switching, but rarely problematise this area further. It is thus difficult to compare this study's mooring factor results to previous studies', but given the differing results for facilitating and inhibiting mooring factors, it would be valuable to discuss this more within the research programme. Relating the results to Amazon's entry, there are external factors refraining Swedish consumers from switching to Amazon.se. These are important for both Amazon and Swedish e-commerce firms to know about, in order to contextualise the outcome of their customer acquisition and retention efforts.

On an individual level, switching costs were a significant predictor of switching intentions. Thus, consumers are likely to stay with their currently used website if switching to Amazon.se would cost them enough money, time, and/or effort. This is consistent with previous studies (e.g. Jung et al., 2017; Pick & Eisend, 2014; Singh & Rosengren, 2020). Global company animosity, the second inhibiting mooring factor, was nonsignificant in a regression analysis, but had a significant, negative correlation with switching intentions in a correlation analysis. Since this is the first time this variable has been used in a PPM model-based study, this result

cannot be compared to others. However, its direction in a correlation analysis with switching intentions is consistent with the hypothesis constructed from other past studies.

On an aggregate level, support was found for the moderating effect of inhibiting mooring factors on the relationships between push and pull factors with switching intention. On an individual level, a moderating effect was found of switching costs on the relationship between alternative attractiveness and ability belief respectively and switching intention. Thus, high switching costs can diminish the appeal of an otherwise attractive and capable e-commerce MNE entrant like Amazon, possibly hindering consumers from switching all together. The moderating effect of switching costs is aligned with past studies (e.g. Han et al., 2011; Singh & Rosengren, 2020). In addition, this is the first study to the authors' knowledge to test it on the relationship between ability belief and switching intentions.

5.1.4 Analyses of respondent groups

To generate further insights, the authors compared the respondents with prior experience purchasing from Amazon to those without. The results showed that prior experience had small, positive correlations with age, education, income, experience living abroad, online shopping frequency, higher online versus offline spending ratios, and being male and Stockholm-based. The authors also ran regression analyses with additional variables from background data provided by respondents. The results indicated that respondents with experience living abroad and respondents who shop online weekly had higher intentions to switch from a currently used, Swedish e-commerce company to Amazon.se than those without experience living abroad and who shop online less frequently respectively. High-frequency online shopping was a stronger predictor than experience living abroad. Relating this to the PPM model, these background variables could be classified as mooring factors, as they relate to consumers themselves rather than Amazon or incumbent firms.

5.2 Results of Study 2

Amongst the investigated incumbent-specific and industry-specific characteristics, only firm size significantly correlated with the expressed reaction directions of Swedish e-commerce incumbents in reaction to the news of Amazon's entry. Firm size was significantly greater for companies that expressed an ignoration reaction than for those with an accommodation reaction, which is aligned with extant literature (e.g. Chen & Hambrick, 1995; Cyert & March,

1963; Halberstam, 1986). That ignoration is preferred *over accommodation* for larger firms has to the authors' knowledge not previously been found, as others have primarily contrasted ignoration with retaliation regarding firm size and incumbent reactions.

The remaining incumbent-specific and industry-specific characteristics did not show significant differences between reaction directions. Furthermore, retaliation and abandonment were not tested as reaction directions because of too few sampled reactions. There are several potential explanations for these results. One is that this is simply how the world looks like, meaning that these characteristics are unimportant and that these reaction directions are uncommon in practice. The authors speculate that the lacking retaliations and exits could be specific to the time context of only investigating the short period between the announcement and launch of Amazon.se, leaving little time to take significant retaliatory action or exit. Another explanation is that the chosen method was not fitting enough. For example, related to sample validity (see section 3.4.5), the Swedish media may be more inclined to report about some reactions, companies and industries than others, resulting in a less representative sample than if everything was reported. Similarly, despite media-based content analyses being successful in past competitive dynamics studies (Chen & Miller, 2012), Swedish managers may be more reserved in expressing themselves publicly than managers in other countries due to their relative fear of conflict (Källström, 1995). Another explanation is that the chosen measurements did not sufficiently capture their intended constructs, relating to construct validity (see section 3.4.5). This explanation is supported by the fact that the measurement of firm size, which has been most vetted in academia, was the only characteristic with a significant correlation. A final explanation is that the entrant-specific characteristics were stronger in the chosen empirical phenomenon, which are part of the conceptual framework but were left unexamined and uncontrolled for. This explanation is supported by Amazon's distinctiveness from other digital MNEs in terms of, for example, size and reputation.

5.3 Integrating the consumer and competitor perspectives

Amongst the 73 companies included in Study 2, 35 were represented amongst the Swedish, e-commerce websites that respondents had most recently purchased from in Study 1. The majority of respondents (57.8%) reported being unlikely to switch from their currently used, Swedish e-commerce website to Amazon.se. The majority of these respondents, representing a fourth of the total sample (25.8%), reported being *very* unlikely to switch. Thus, the threat of

many consumers switching to Amazon.se in the immediate future is seemingly low. However, a regression analysis showed that high-frequency online shoppers were more likely to switch to Amazon.se than low-frequency online shoppers. Thus, while few consumers may switch in absolute numbers, those who decide to switch may represent a large part of Swedish incumbents' revenues. Looking at Study 2, a majority of companies (67.1%) expressed an ignoration reaction. Relating this to theory, incumbents may have assessed Amazon's entry as non-threatening to their market positions if only looking at the absolute number of consumers switching, making ignoration suitable (Porter, 1980). When looking at the potential revenue lost, however, incumbents could be advised to retaliate to protect market share (Gatignon & Bansal, 1990) or accommodate to grow their combined market share with Amazon (Calantone et al., 1991). Nonetheless, these speculations cannot be fully confirmed from the studies' results, seeing as ignoration reactions can stem from other causes too, such as having insufficient resources to fight the entrant (Gatignon & Bansal, 1990; Robinson, 1988) or a "wait and see" attitude (Gatignon & Bansal, 1990; Gatignon & Reibstein, 1997). Thus, while an alignment between the ignoration expressed by Swedish incumbents and the respondents' low switching intentions to Amazon.se overall cannot be determined, it should also not be ruled out.

An attempt was made to further integrate the consumer and competitor perspective by performing a multiple regression analysis including the industry-specific characteristic demand heterogeneity for respondents' most recently purchased products in Study 1 (see Appendix 7.14 for results). Without interaction terms, the analysis showed that respondents whose reported product belonged to a less heterogeneous industry had higher intentions to switch from a currently used, Swedish e-commerce company to Amazon.se than those with products in moderately heterogeneous industries. However, the variable became nonsignificant when excluding some previously nonsignificant independent variables and including interaction effects. As such, other forces between variables were likely in play in the first analysis that were eliminated when including interaction terms. Considering that the authors have not found any past PPM model-based studies using industry-specific characteristics as predictors, this result is difficult to discuss further. Hopefully future studies can investigate this variable to determine its value as a predictor, along with other relevant industry-specific characteristics.

5.4 Conclusions

This thesis contributes to research programmes within consumer behaviour, competitive dynamics, digitalisation and international business by highlighting domestic consumers' switching intentions and incumbents' reactions to the entry of an e-commerce MNE, namely Amazon's entry into Sweden. It fills a theoretical gap in combining previously separated consumer and competitor perspectives, along with expanding each perspective further. It also provides empirical insights for Swedish e-commerce behaviour and the launch of Amazon.se. The key results of this thesis can be summarised as follows:

Push, pull and inhibiting mooring factors were predictors of Swedish consumers' switching intentions from a currently used, Swedish e-commerce firm to Amazon.se. Pricing perception was a meaningful push factor, whilst alternative attractiveness and ability belief were meaningful pull factors. Additionally, switching costs was a meaningful inhibiting mooring factor. Regarding incumbents, the greater the firm size, the more Swedish e-commerce incumbents expressed an ignoration reaction direction over an accommodation reaction direction. There are still more predictors to be identified to further explain the variance in consumers' switching intentions, as well as incumbent-specific and industry-specific characteristics to explain incumbent reactions.

Additional findings include:
- The majority of Swedish e-commerce consumers were unlikely to switch from a currently used, Swedish e-commerce company to Amazon.se.
- Two thirds of the Swedish e-commerce companies examined expressed an ignoration reaction direction.
- Pull factors were the strongest predictor of consumer switching intentions, followed by inhibiting mooring factors, and lastly push factors.
- Amongst pull factors, alternative attractiveness was a stronger predictor of consumer switching intentions than ability belief.
- Inhibiting mooring factors, specifically switching costs on an individual level, moderated the relationships between push and pull factors respectively with consumers' switching intentions.
- Consumers with experience living abroad and who shop online weekly had higher intentions to switch from a currently used, Swedish e-commerce company to

Amazon.se than those without experience living abroad and those who shop online less frequently respectively.

5.5 Contributions and implications

The overarching theoretical contribution is the integration of the previously separated consumer and competitor perspectives within the study of digital MNEs. This is manifested in the literature review, as well as in the triangulation of the studies' results. As the first thesis to do this, future researchers can use it as a foundation to expand this emerging research field. The authors have also introduced a new conceptual framework to examine incumbent reaction directions of value to both academia and businesses. Another theoretical contribution is the application of the PPM model in a novel context, adding to the growing list of PPM model-based studies. Finally, the results found ability belief to be a significant pull factor for the first time in a PPM model-based study and highlighted the need to distinguish between facilitating and inhibiting mooring factors in future PPM model-based studies.

The thesis also provides empirical contributions. Regarding Swedish e-commerce consumers in general, the data collected widens the current understanding of them. Regarding Amazon, a majority of respondents in Study 1 knew about their entry prior to participating in the study. This signals that Amazon has attained considerable brand awareness amongst Swedish consumers early on, whether it be from their own efforts or Swedish media's extensive reporting on the subject. Relatedly, the launch garnered much attention in Swedish media, considering the 2 456 articles surveyed for Study 2, of which the majority were about the launch of Amazon.se.

Managerial implications were also identified. Since pull factors were found to have strong predictive value for consumers' switching intentions, it is recommended that incumbents actively communicate their superiority over entrants like Amazon. Pricing perception was a meaningful push factor, suggesting that incumbents should convey their competitive pricing. Results also found that switching costs serve as an inhibiting mooring factor and lessen the relationship between pull factors and switching intentions. Thus, Swedish managers could raise switching costs to better retain consumers. Furthermore, incumbents targeting consumers that frequently shop online and have international experience may want to invest more in customer retention programmes, as these segments were more likely to switch to Amazon.se.

5.6 Limitations

As with all theses, this too has shortcomings. For example, the literature regarding digital MNE entry is relatively sparse and fragmented, resulting in a more fragile foundation than if it were based on more researched fields. However, this is partly why the topic was chosen in the first place and the authors hope that more research will be done in these intersecting fields. Relatedly, the lack of research context-specific to Sweden limited the wealth of knowledge to draw upon for the literature review and discussion.

A shortcoming of Study 1 is the use of intentions to predict behaviour considering the intention-behaviour gap (Sheeran, 2002). However, intention is still considered one of the best predictors of behaviour, and, considering the time frame, it was impossible to compare respondents' usage of Amazon.se after the launch with prior intentions. A limitation of Study 2 is the small sample of incumbent reactions (N=73), likely due to some sampling bias (see section 5.2). While the chosen content analysis type does not allow for pre-specification of the sampling size and only captures what has been reported publicly, a different sampling plan or wider sample parameters could have expanded the sample size and reduced sample errors. While the choice of method was considered most valuable and feasible with the given time and resource constraints, non-public reactions would have been worthwhile to examine too.

5.7 Future research

The authors encourage all studies that continue to explore digital MNE entries, particularly from a combined consumer and company perspective. Replication studies would be valuable to compare results. These could examine other MNEs' entries into Sweden or Amazon's entry into other markets. Such studies could also generate more insight into variables found theoretically intriguing, but nonsignificant or left untested. It would also be interesting to study Amazon's entry into Sweden years from now to compare if intentions and reactions aligned with actual behaviour. Since a majority of respondents in Study 1 used e-commerce websites for more purposes than shopping (see Appendix 7.15), studies on additional uses of e-commerce would be of interest as well.

6. References

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7. Appendix

Appendix 7.1: Focus group pre-study participants for Study 1

Table 7.1: Details about focus group pre-study participants for Study 1

Participant	About
1	Man. 25 years old. Swedish e-commerce consumer.
2	Woman. 56 years old. Swedish e-commerce consumer.
3	Woman. 22 years old. Swedish e-commerce consumer.
4	Man. 25 years old. Swedish e-commerce consumer.

Appendix 7.2: Distribution of questionnaire in social media forums for Study 1

Table 7.2: Facebook groups in which the questionnaire for Study 1 was distributed, excluding the authors' own accounts on Facebook and LinkedIn

Group name	Publication date	Members at publication
925	October 14, 2020	13 001
Honey & the bees.	October 14, 2020	156 000
Sharing is Caring 2015	October 14, 2020	602
Sharing is Caring 2016	October 14, 2020	820
Lägenheter köps,Säljes,Uthyres,Byts och sökes i Stockholm	October 19, 2020	19 851
Marknadsföring är tillåtet!!	October 19, 2020	4 609
Möja Anslagstavla	October 19, 2020	2 335
Södermalm och Gamla stan, Stockholm	October 19, 2020	6027
Vasastan	October 19, 2020	1800
♥ REKLAM ♥	October 20, 2020	972
Allt som rör Sala och Sala kommun	October 22, 2020	3 658
Arvika NU	October 22, 2020	8 646
Byt, sälj eller erbjud. V-ås omnejd!	October 22, 2020	18 569
Det händer i Sollefteå IDAG!	October 22, 2020	5 161
Du vet vad som händer i och omkring Nyköping	October 22, 2020	8 914
FALUN	October 22, 2020	11 096
Forum 0156	October 22, 2020	6 976
Händer i Hudiksvall! 😊	October 22, 2020	5 429
Händer i Vännäs!!	October 22, 2020	3 720
Jobb i Skövde	October 22, 2020	5 477
Jönköping	October 22, 2020	18 480
Köp & Sälj I Kristianstad Med Omnejd	October 22, 2020	5 802
Köp och sälj i Skåne med omnejd	October 22, 2020	9 412
Köpes och Säljes Älvdalen	October 22, 2020	12 305
Linköping	October 22, 2020	-
Ljusdals anslagstavla	October 22, 2020	2 819
Ludvika	October 22, 2020	8 229
Norrtälje - Vad händer på byn?	October 22, 2020	17 339
På gång i Västervik - Vi tipsar om vad som händer, när det	October 22, 2020	5 494
Simrishamns loppis utan regler, bara sunt förnuft	October 22, 2020	8 597
Umeå Studentbostad	October 22, 2020	13 221
Vad händer i Luleå?	October 22, 2020	17 091
Vad händer i och runt Östersund?	October 22, 2020	18 723
Vad händer i Sundsvall?	October 22, 2020	9 668
Vad händer i Uddevalla?	October 22, 2020	6 020
Vad händer i Uppsala?	October 22, 2020	7 087
VI I ENKÖPING	October 22, 2020	19 177
Vi som bor i Kalmar och På Öland	October 22, 2020	5 028
VI SOM ÄLSKAR HÄRJEDALEN	October 22, 2020	13 175
Vi som älskar Lysekil	October 22, 2020	14 543
Värnamo försäljning med omnejd	October 22, 2020	4 319
VÄXJÖ LOPPISEN UTAN REGLER	October 22, 2020	10 067
"Nya" Motala Köp och Sälj	October 23, 2020	15 142
Anslagstavlan i KARLSHAMN	October 23, 2020	2 547
Du vet att du är från Värnamo…	October 23, 2020	10 357
Gotlands Marknad	October 23, 2020	37 184
GÖTEBORG	October 23, 2020	5 573
Köp och Sälj,Byt o Skänk Örebro Län	October 23, 2020	24 695
Positivt för Ronneby	October 23, 2020	7 363
Storuman Aktuellt	October 23, 2020	3 240
Bollnäs anslagstavla	October 25, 2020	11 000
Karlstad + Värmland nya köp & sälj	October 25, 2020	11 191
Norrköping	October 25, 2020	15 307
Rättviks anslagstavla	October 25, 2020	5 580
Strömsund Anslagstavlan	October 25, 2020	4 013
Trelleborgs anslagstavla	October 25, 2020	11 465
Vad händer i Arvidsjaur?	October 25, 2020	2 470
Vad händer i Lidköping?	October 25, 2020	7 714

Appendix 7.3: Graph comparing the sample for Study 1 (N=797) to the Swedish population
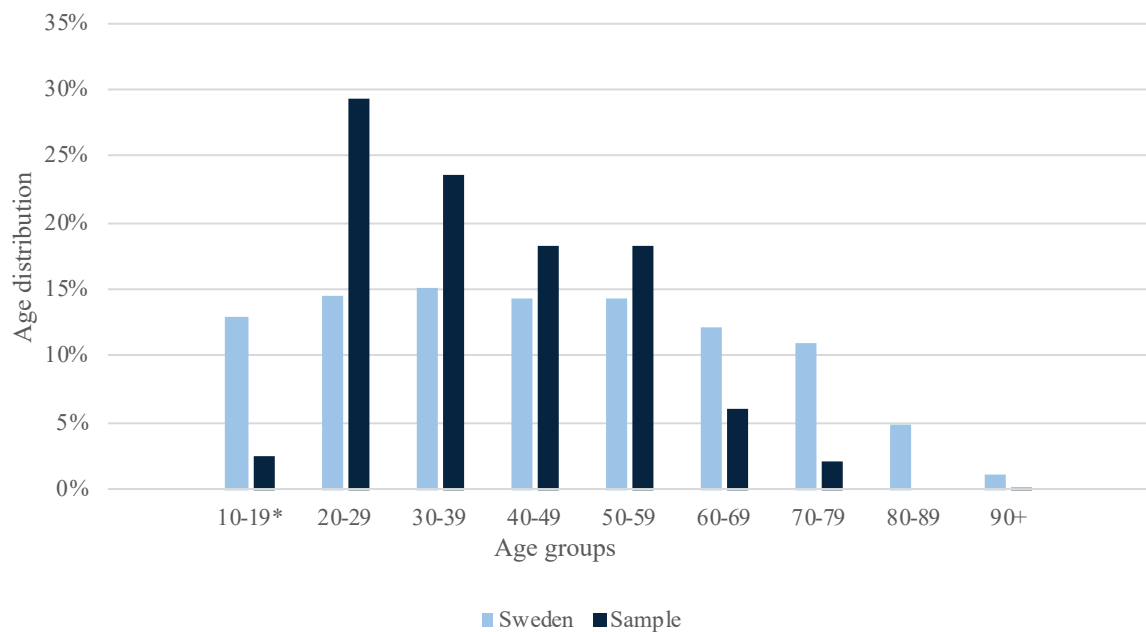

Figure 7.1: Bar chart comparing the sample's age distribution to the Swedish population (SCB, 2020e)

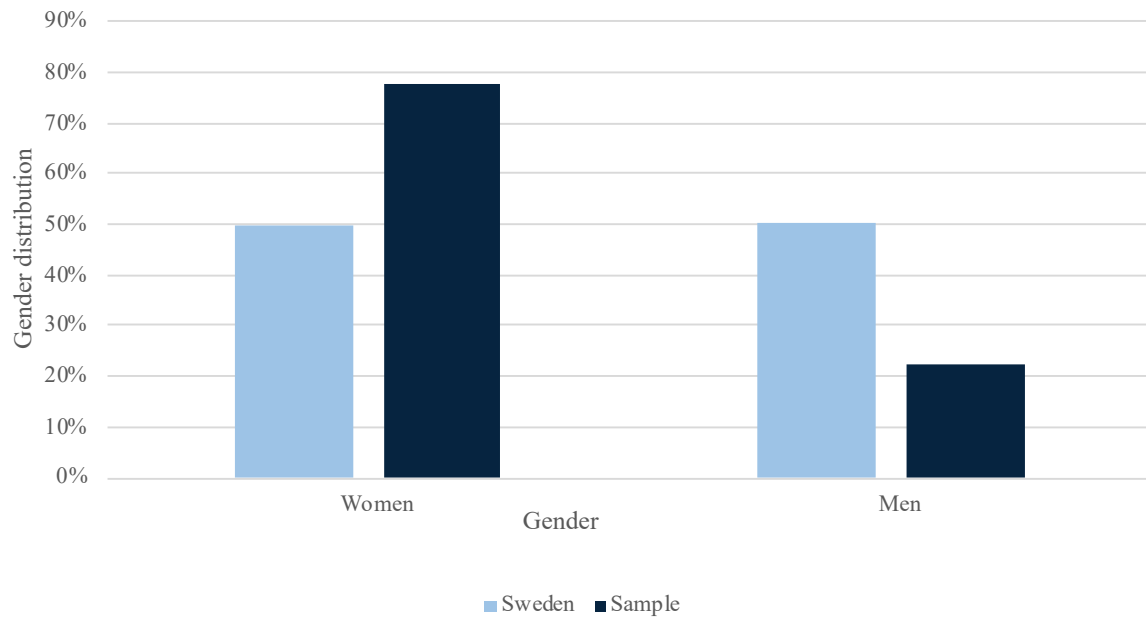*NB! The sample only included respondents over 18 years

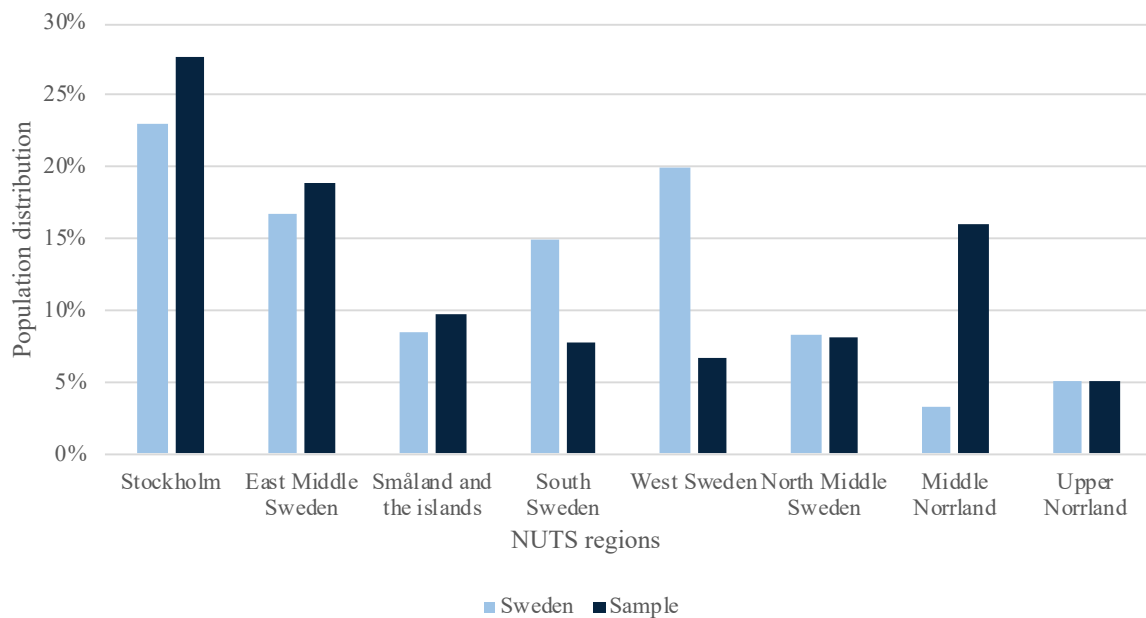*Figure 7.2: Bar chart comparing the sample's gender distribution to the Swedish population[13] (SCB, 2020d)*

Figure 7.3: Bar chart comparing the sample's region distribution to the Swedish population (SCB, 2020a)

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[13] Excluding non-binary respondents and those to perfer not to say (n=9) as this category is not included in Statistiska centralbyrån's data (SBC, 2020).
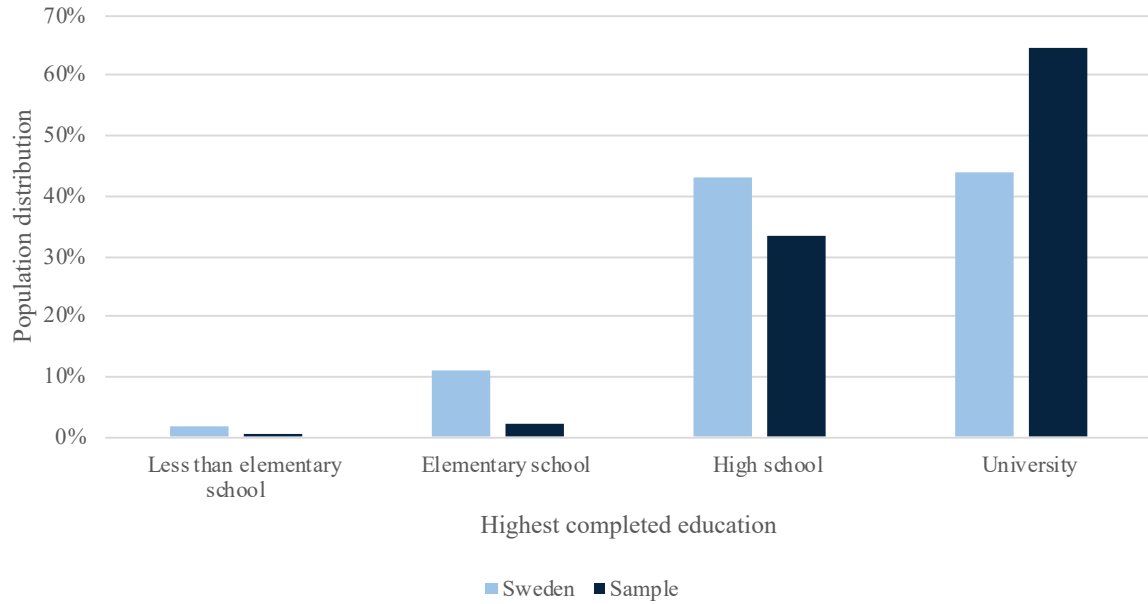
Figure 7.4: Bar chart comparing the sample's highest education level distribution to the Swedish population (SCB, 2020f)
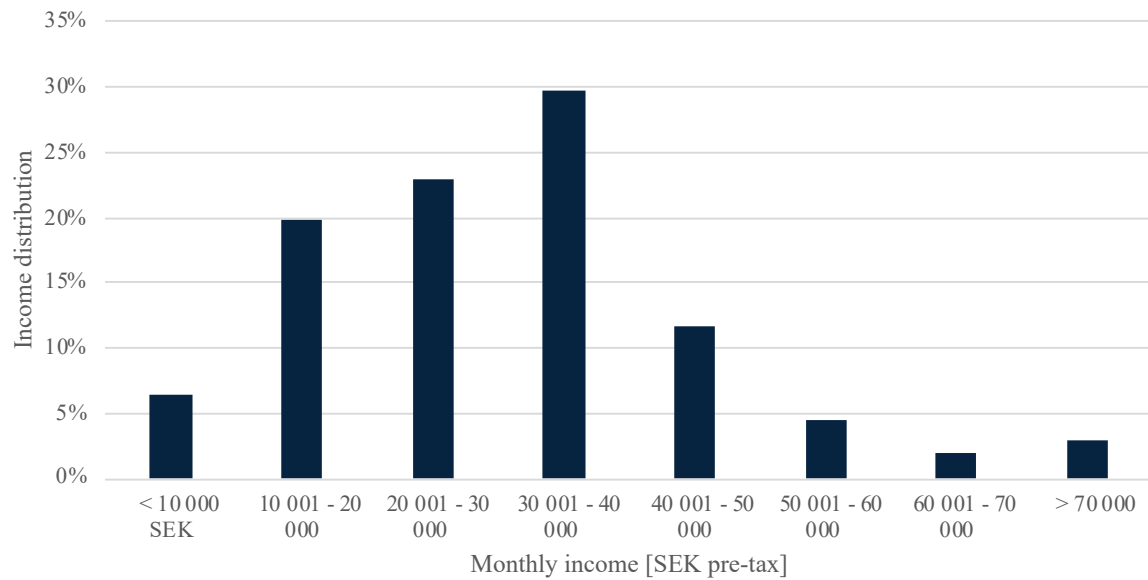

Figure 7.5: Bar chart of the sample's (N=797) income distribution

This data can be compared to the following data:

- The average monthly salary in Sweden, 2019: 35 300 SEK (SCB, 2020b)
- The median monthly salary in Sweden, 2019: 31 700 SEK (SCB, 2020c)

Appendix 7.4: Questionnaire for Study 1

Table 7.3: Questionnaire for Study 1

Section	About
1	[INFORMATION ABOUT GDPR]
	1. Vänligen läs följande information relaterat till dataskyddsförordningen GDPR. [Jag har tagit del av informationen ovan och samtycker till att delta i denna studie / Nej tack, jag samtycker inte till att delta i studien]
	2. Vänligen skriv dina initialer och dagens datum som signatur till frågan ovan om du valde alternativet: "Jag har tagit del av informationen ovan och samtycker till att delta i studien." [Open text response]
2	[TEXT INTRODUCING SECTION]
	3. Har du köpt någonting online under dem senaste 12 månaderna? [Ja / Nej]
	4. Är du baserad i Sverige just nu? [Ja / Nej]
	5. Känner du till e-handelsföretaget Amazon? [Ja / Nej]
	6. Vänligen klicka på alternativet "Håller varken med eller inte med" i svarsskalan nedan. [Håller inte alls med - Håller helt och hållet med]
3	[TEXT INTRODUCING SECTION]
	7. Vilken produkt köpte du senast från denna svenska e-handelssida? Vänligen välj bara en produkt om du beställde flera produkter samtidigt. [Open text response]
	8. Vilken svensk e-handelssida köpte du produkten från? [Open text response]
	9. Vilken produktkategori tillhör denna produkt? [Multiple choice of categories, open text response for "other"]
	10. Köper du denna produkt regelbundet (t.ex. veckovis, månadsvis etc.)? [Ja/Nej]
	11. Med vad du vet om Amazon, vänligen ange sannolikheten att du skulle byta från din nuvarande e-handelssida till Amazon.se för att köpa produkter inom samma produktkategori som ditt senaste köp. [Mycket sannolikt - Mycket osannolikt]
	12. Visste du om att Amazon planerar på att lansera Amazon.se (http://amazon.se), en svensk Amazonsida, innan du påbörjade denna enkät? [Ja/Nej]
	13. Har du handlat något från Amazon tidigare? Vänligen välj samtliga passande alternativ nedan. [Multiple choice of possible prior shopping experiences]
	14. Om du svarade "Ja" på fråga 13, hur ofta handlar du på Amazon? Om du svarade "Nej" på fråga 13, vänligen gå vidare till nästa avsnitt. [Oftare än 2-3 gånger i veckan - En gång i halvåret eller mer sällan.]
4	[TEXT INTRODUCING SECTION]
	15. Sammantaget, vad tycker du om köpupplevelsen hos din nuvarande e-handelssida? Välj den siffra i motsatsskalorna som bäst representerar hur du känner. [1-7]
	16. Vänligen ange hur väl följande påståenden passar in på dig. Min nuvarande e-handelssida... [Håller inte alls med - Håller helt och hållet med]
	17. Vänligen ange hur väl följande påståenden passar in på dig. Min nuvarande e-handelssida... [Håller inte alls med - Håller helt och hållet med]
	18. Vänligen ange hur väl följande påståenden passar in på dig. [Håller helt och hållet med - Håller inte alls med]
	19. Med vad du vet om Amazon, vänligen ange hur väl följande påståenden passar in på dig. [Håller inte alls med - Håller helt och hållet med]
	20. Med vad du vet om Amazon, vänligen ange hur väl följande påståenden passar in på dig. [Håller helt och hållet med - Håller inte alls med]
	21. Med vad du vet om Amazon, vänligen ange hur väl följande påståenden passar in på dig. [Håller inte alls med - Håller helt och hållet med]
5	[TEXT INTRODUCING SECTION]
	22. Vänligen ange hur väl följande påståenden passar in på dig. [Håller helt och hållet med - Håller inte alls med.]
	23. Ange hur väl följande påståenden passar in på dig. [Håller helt och hållet med - Håller inte alls med]
	24. Vänligen ange hur väl följande påståenden passar in på dig. [Håller inte alls med - Håller helt och hållet med.]
6	[TEXT INTRODUCING SECTION]
	25. Hur ofta handlar du på nätet i genomsnitt? [Oftare än 2-3 gånger i veckan - En gång i halvåret eller mer sällan]
	26. Ungefär hur mycket av din totala shopping görs online (i förhållande till i butik)? [1-20% - 81-100%]
	27. Vilka typer av produkter köper du online? Välj passande alternativ nedan. [Multiple choice of categories, open text response for "other"]
	28. Vad använder du e-handelssidor för? Vänligen välj samtliga passande alternativ nedan. [Multiple choice of usages, open text response for "other"]
	29. Vilken är din könstillhörighet? [Multiple choice of genders, open text response for "other"]
	30. Vilket år är du född? Vänligen svara endast med siffror, t.ex. "1975". [Open text response]
	31. Vilken är din högsta slutförda utbildningsnivå? [Multiple choice of eductation levels, open text response for "other"]
	32. Vad är din genomsnittliga månadsinkomst före skatt? [< 10 000 SEK - > 70 000 SEK]
	33. I vilken region är du bosatt? [Multiple choice of NUTS regions]
	34. Har du erfarenhet av att bo utanför Sverige? [Multiple choice for living abroad alternatives]
	35. Avslutningsvis ber vi dig att besvara följande frågor om webbenkäten och undersökningen. [Nej, absolut inte - Ja, absolut]

Table 7.4: Items for scales in the questionnaire for Study 1

Scale	Items
Satisfaction (Q15)	Mycket missnöjd (1) - Mycket nöjd (7)
	Mycket missbelåten (1) - Mycket belåten (7)
	Mycket otillfredställd (1) - Mycket tillfredsställd (7)
	De gör ett mycket dåligt jobb (1) - De gör ett mycket bra jobb (7)
	Mycket olycklig (1) - Mycket glad (7)
Trust (Q16)	... Kommunicerar inte prisförändringar ordentligt.
	... Utnyttjar min okunskap gällande pris.
	... Håller alla deras löften gällande pris.
	... Ändrar inte priser och villkor oväntat.
	... Har villkor som är skräddarsydda efter mina behov.
Commitment (Q17)	... Kan vid tillfällen inte litas på.
	... Kan räknas med att göra det som är rätt.
	... Har hög integritet.
Pricing perception (Q18)	Jag känner mig "känslomässigt anknuten" till min nuvarande e- handelssida.
	Min nuvarande e- handelssida har inte stor personlig betydelse för mig.
	Jag känner en stark känsla av tillhörighet till min nuvarande e- handelssida.
Alternative attractiveness (Q19)	Överlag skulle Amazon.se vara mycket mer rättvis än min nuvarande e- handelssida.
	Sammantaget skulle villkoren på Amazon.se gynna mig mycket mer än min nuvarande e- handelssida.
	Jag skulle vara mycket mer nöjd med Amazon.se.
	Sammantaget skulle Amazon.se vara bättre att köpa produkter från än min nuvarande e- handelssida.
Ability belief (Q20)	Amazon verkar mycket kapabel till att utföra onlinetransaktioner.
	Amazon verkar vara framgångsrika med dem saker de försöker att göra.
	Jag känner mig mycket säker på Amazons onlinefärdigheter.
	Amazon verkar ha specialiserade funktioner som kan öka dess prestanda inom onlinetransaktioner.
	Amazon verkar vara väl kvalificerade inom området e-handel.
Switching costs (Q21)	Sammantaget skulle jag behöva spendera mycket tid och pengar på att byta från min nuvarande e- handelssida till Amazon.se.
	Generellt sett skulle kostnaden i tid, pengar och ansträngning att byta till Amazon.se från min nuvarande e- handelssida vara hög.
	Sammantaget skulle jag spendera mycket och förlora mycket om jag skulle byta från min nuvarande hemsida till Amazon.se.
Past switching behaviour (Q22)	Jag har ofta bytt e- handelssidor tidigare.
	Jag har stor erfarenhet av att byta mellan e- handelssidor.
	Det är väldigt sällan att jag byter mellan e- handelssidor.
Need for variety (Q23)	Jag skulle hellre hålla mig till en e- handelssida som jag brukar använda än att pröva någon jag inte är särskilt säker på.
	Om jag gillar en e- handelssida så byter jag sällan från den bara för att prova något annat.
	Jag är mycket försiktig med att testa nya och olika hemsidor för e- handel.
Global company animosity (Q24)	Jag gillar stora globala företag.
	Jag känner ilska gentemot stora globala företag.
	Jag är orolig över makten som stora globala företag har.
Questionnaire quality and attention (Q35)	Var frågorna tydligt formulerade?
	Var svarsalternativen tydligt formulerade?
	Anser du att frågorna försökte påverka dina svar i någon riktning?
	Undersöker webbenkäten e-handel och Amazon?
	Undersöker webbenkäten bedömningar gjorda av fotbollsdomare?

Appendix 7.5: Semi-structured interview pre-study participants for Study 2

Table 7.5: Details about semi-structured interview pre-study participants for Study 2

Participant	About
1	CEO of medium-sized Swedish retail company. Hybrid player.
2	Executive at small Swedish retail company. Pure digital player.
3	CEO at small Swedish retail company. Hybrid player.
4	Industry expert in Swedish e-commerce.
5	CEO at large Swedish retail company. Hybrid player.

Appendix 7.6: Coding scheme template for Study 2

	Incumbent	Industry	Reaction_direction	Firm_size	Dependence_on_market	Degree_of_digitalisation	Industry_concentration	Exit_barriers	Demand_heterogeneity
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

Figure 7.6: Coding scheme template for Study 2

Appendix 7.7: Examples of what is and what is not a reaction direction

Table 7.6: Examples of reaction directions

Direction of reaction	Example
Retaliate	"We will niche ourselves even harder and lift the values that Amazon does not have, for example the product knowledge, advisory and the opportunity to get good service in the store and be able to come and exchange one's products in an easy way." - Erik Wickman, CEO at Inet (ComputerSweden, 2020).
Accommodate	"Yes, we are interested in [selling via Amazon]. We have looked into this and the ambition is to bring some of our product brands to Amazon, if we can reach an agreement with them. We see it as a new channel where we can exhibit our brands." - Peter Blomquist, CEO at Scorett (Forsberg, 2020).
Ignore	"We will not [sell via Amazon] at the outset. Amazon of course wants to have lots of affiliated companies to build this product database, but we will wait and see how things develop." - Martin Benckert, CEO at Inkclub. (Andersson, 2020a)
Exit	"With Amazon in Sweden, we don't think it's worth staying in the fight. We are shutting down our business imminently." - Jane Doe, CEO at Company A.*

*This example was made by the authors as no exit reaction directs were recorded in Study 2

Appendix 7.8: Comparison of coder results for Study 2

Table 7.7: Spearman's rank-order correlation coefficient comparing author 1's coding at t_1 and t_2

	Coding t_1		
	ρ	*p*	Correlation strength*
Coding t_2	0.97	<.001	Large

*The correlation strengths are defined as small (0.10-0.29), medium (0.30-0.49) and large (0.50-1.0) (Pallant, 2011)

Table 7.8: Spearman's rank-order correlation coefficient comparing author 2's coding at t_1 and t_2

	Coding t_1		
	ρ	*p*	Correlation strength*
Coding t_2	0.78	-	Large

*The correlation strengths are defined as small (0.10-0.29), medium (0.30-0.49) and large (0.50-1.0) (Pallant, 2011)

Table 7.9: Spearman's rank-order correlation coefficient comparing the authors' codes with the six external coders' codes

		Authors' coding		
		ρ	*p*	Correlation strength*
External coders	1	.82	.000	large
	2	.93	.000	large
	3	.95	.000	large
	4	.74	.000	large
	5	.90	.000	large
	6	.81	.000	large

*The correlation strengths are defined as small (0.10-0.29), medium (0.30-0.49) and large (0.50-1.0) (Pallant, 2011)

Appendix 7.9: Box plots for the variables satisfaction and past switching behaviour in Study 1
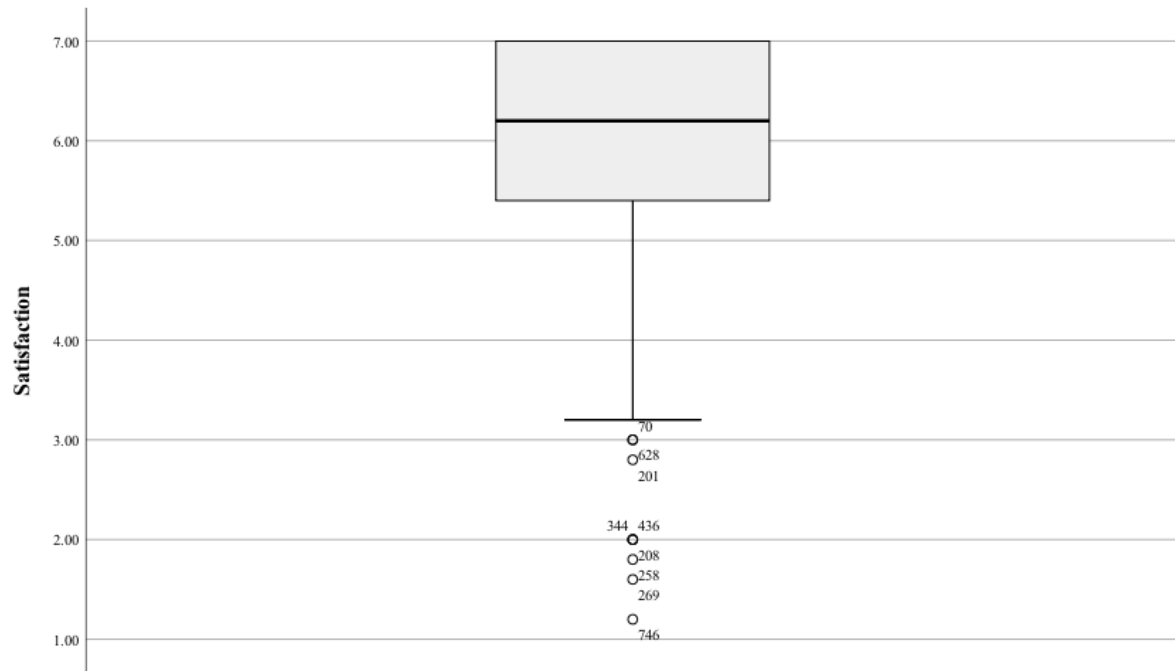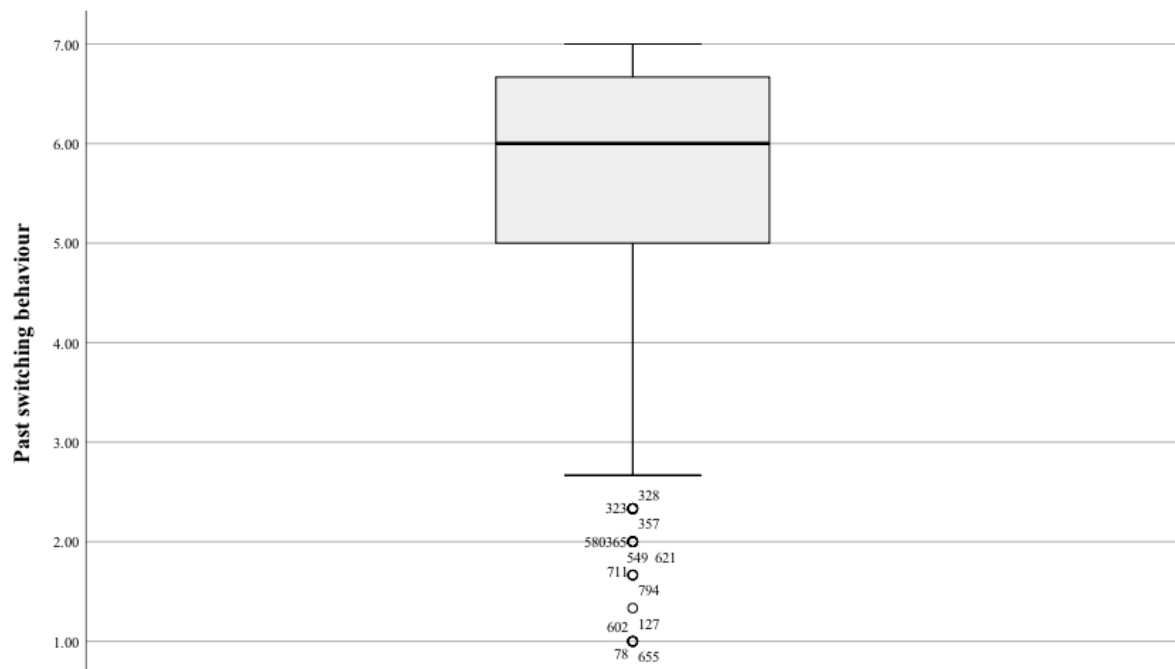

Figure 7.7: Box plot for satisfaction (N=797)

Figure 7.8: Box plot for past switching behaviour (N=797)

Appendix 7.10: Algebraic expressions for the segmented regression analyses in Study 1

Model C: Experience living abroad

$$Switching\ intention_{C1}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Commitment$$
$$+ \beta_3 Alternative\ attractiveness + \beta_4 Ability\ belief$$
$$+ \beta_5 Need\ for\ variety + \beta_6 Switching\ costs$$
$$+ \beta_7 Global\ company\ animosity + \beta_8 Experience\ living\ abroad$$

$$Switching\ intention_{C2}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Alternative\ attractiveness$$
$$+ \beta_3 Ability\ belief + \beta_4 Switching\ costs + \beta_5 Experience\ living\ abroad$$

$$Switching\ intention_{C3}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Alternative\ attractiveness$$
$$+ \beta_3 Ability\ belief + \beta_4 Switching\ costs + \beta_5 Experience\ living\ abroad$$
$$+ \beta_6 Pricing\ perception * Switching\ costs$$
$$+ \beta_7 Alternative\ attractiveness * Switching\ costs + \beta_8 Ability\ belief$$
$$* Switching\ costs$$

Model D: Online shopping frequency

$$Switching\ intention_{D1}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Commitment$$
$$+ \beta_3 Alternative\ attractiveness + \beta_4 Ability\ belief$$
$$+ \beta_5 Need\ for\ variety + \beta_6 Switching\ costs$$
$$+ \beta_7 Global\ company\ animosity + \beta_8 High$$
$$- frequency\ online\ shoppers$$

$$Switching\ intention_{D2}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Alternative\ attractiveness$$
$$+ \beta_3 Ability\ belief + \beta_4 Switching\ costs + \beta_5 High$$
$$- frequency\ online\ shoppers$$

$$Switching\ intention_{D3}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Alternative\ attractiveness$$
$$+ \beta_3 Ability\ belief + \beta_4 Switching\ costs + \beta_5 High$$
$$- frequency\ online\ shoppers + \beta_6 Pricing\ perception$$
$$* Switching\ costs + \beta_7 Alternative\ attractiveness * Switching\ costs$$
$$+ \beta_8 Ability\ belief * Switching\ costs$$

Appendix 7.11: Data about the companies who expressed an incumbent reaction direction (n=5) in Study 2

Table 7.10: Descriptive statistics (frequencies, percentages) of the incumbents' industry categories (frequencies) (n=5)

Industry category	*n*	%
Accessories	0	0.0
Arts and crafts	0	0.0
Beauty	0	0.0
Books and magazines	1	20.0
Children and toys	0	0.0
Clothes and fashion	1	20.0
Consumer electronics	1	20.0
Entertainment	0	0.0
Gifts	0	0.0
Health and nutrition	0	0.0
Hobby	0	0.0
House and home	1	20.0
Lifestyle	0	0.0
Motor vehicle	0	0.0
Office supplies	0	0.0
Other	0	0.0
Pets	0	0.0
Sports and leisure	1	20.0
Tobacco products	0	0.0
Travel and tickets	0	0.0

Table 7.11: Descriptive statistics (total responses, valid responses, frequencies, percentages)
for incumbent-specific and industry-specific characteristics (n=5)

Characteristics	Total responses	Valid responses	*n*	*%*
Incumbent-specific characteristics				
Firm size [KSEK] *	5	5		
Micro [≤ 20 000]			0	.0
Small [≤ 100 000]				.0
Medium [≤ 500 000]			1	20.0
Large [> 500 000]			4	80.0
Dependence of market [% of domestic sales]	5	5		
Low [0-29]			1	20.0
Medium [30-69]			2	40.0
Large [70-100]			2	40.0
Industry-specific characteristics				
Industry concentration	5	5		
Low			1	20.0
Medium			3	60.0
High			1	20.0
Demand heterogeneity	5	5		
Low			2	40.0
Medium			3	60.0
High			0	.0

Appendix 7.12: Scores used for the industry-specific characteristics in Study 2

Table 7.12: The scores (low, medium, or high) of the industry-specific characteristics per industry category

Industry category	Industry concentration	Demand heterogeneity
Accessories	Low	Medium
Beauty	Low	High
Books and magazines	Medium	Medium
Children and toys	Low	Low
Clothes and fashion	Low	Low
Consumer electronics	Medium	Medium
Gifts	-	-
Health and nutrition	High	Medium
House and home	Medium	Medium
Lifestyle	-	-
Motor vehicle	Medium	-
Office supplies	-	-
Pets	Medium	Medium
Sports and leisure	High	Low

Appendix 7.13: Mann-Whitney U tests for nonsignificant results in Study 2

Table 7.13: Mann-Whitney U tests for additional incumbent-specific and industry-specific factors

	Mdn		*U*	*p*
	Accomodation	Ignoration		
Dependence on market [%]	100.0	94.0	219.00	.221
Industry concentration [1-3]	2.00	2.00	351.50	.277
Demand heterogeneity [1-3]	3.00	3.00	347.50	.415

Appendix 7.14: Examining industry demand heterogeneity in the PPM model

A multiple regression analysis based on the PPM model in Study 1 was performed, including industry demand heterogeneity for the products that respondents reported as their most recently purchased as a variable. This construct was added as two independent dummy variables[14] to Model B (see section 4.1.4). The addition of interaction terms in Block E3 followed the same reasoning as in section 4.1.4.

Model E: Demand heterogeneity of the most recently purchased products' industries

$$Switching\ intention_{E1}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Commitment$$
$$+ \beta_3 Alternative\ attractiveness + \beta_4 Ability\ belief$$
$$+ \beta_5 Need\ for\ variety + \beta_6 Switching\ costs$$
$$+ \beta_7 Global\ company\ animosity + \beta_8 Low\ demand\ heterogeneity$$
$$+ \beta_9 High\ demand\ heterogeneity$$

$$Switching\ intention_{E2}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Alternative\ attractiveness$$
$$+ \beta_3 Ability\ belief + \beta_4 Switching\ costs$$
$$+ \beta_5 Low\ demand\ heterogeneity + \beta_6 High\ demand\ heterogeneity$$

$$Switching\ intention_{E3}$$
$$= \beta_0 + \beta_1 Pricing\ perception + \beta_2 Alternative\ attractiveness$$
$$+ \beta_3 Ability\ belief + \beta_4 Switching\ costs$$
$$+ \beta_5 Low\ demand\ heterogeneity + \beta_6 High\ demand\ heterogeneity$$
$$+ \beta_7 Pricing\ perception * Switching\ costs$$
$$+ \beta_8 Alternative\ attractiveness * Switching\ costs + \beta_9 Ability\ belief$$
$$* Switching\ costs$$

The results indicated that Block E1, excluding 2 standard residual outliers, explained 38.4% of the variance and was a significant predictor of switching intention, $F(9,739)=52.86$, $p<.001$. The results indicated that Block E2, excluding 4 standard residual outliers, explained 39.0% of the variance and was a significant predictor of switching intention, $F(6,740)=80.53$, $p<.001$. The results indicated that Block E3, excluding 4 standard residual outliers, explained 40.2% of the variance and was a significant predictor of switching intention, $F(9,737)=56.76$, $p<.001$. When interaction terms are included, none of the demand heterogeneity dummy variables are

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[14] The dummy variables for demand heterogeneity are coded so that moderate demand heterogeneity=0 (n=374) as a base case, low demand heterogeneity=1 (n=286) for the first dummy variable and high demand heterogeneity=1 (n=91) for the second. Because demand heterogeneity figures could not be found for all industry categories, this regression is tested on the 751 respondents for which they could be found.

significant (see section 5.3 for a more extensive discussion about this). Table 4.13 presents the results for Blocks E1-3.

Table 4.14: Unstandardised regression coefficients, lower and upper level for a confidence interval, standardised regression coefficients, significance levels and adjusted R^2, for Model E

	Predictor	b	b 95% CI [LL UL]	beta	p	Fit	Difference
Block E1	(Intercept)	.95	[-.04, 1.93]		.060		
	Pricing perception [PP]	-.11	[-.21, .01]	-.06	.040		
	Commitment [C]	.01	[-.05, .08]	.01	.659		
	Alternative attractiveness [AA]	.61	[.53, .69]	.47	.000		
	Ability belief [AB]	.26	[.16, .35]	.16	.000		
	Need for variety [NFV]	.05	[-.01, .11]	.05	.112		
	Switching costs [SC]	-.16	[-.23, -.08]	-.13	.000		
	Global company animosity [GCA]	-.06	[-.13, .01]	-.06	.092		
	High demand heterogeneity	-.10	[-.40, .19]	-.02	.487		
	Low demand heterogeneity	-.23	[-.43, -.03]	-.07	.027		
						$R^2_{adj} = .384$	
Block E2	(Intercept)	.86	[.06, 1.67]		.036		
	Pricing perception [PP]	-.11	[-.21, -.01]	-.07	.026		
	Alternative attractiveness [AA]	.64	[.57, .72]	.50	.000		
	Ability belief [AB]	.26	[.17, .36]	.16	.000		
	Switching costs [SC]	-.18	[-.25, -.11]	-.15	.000		
	High demand heterogeneity	-.12	[-.42, .17]	-.03	.403		
	Low demand heterogeneity	-.18	[-.37, .02]	-.05	.074		
						$R^2_{adj} = .390$	
Block E3	(Intercept)	.96	[.15, 1.77]		.020		
	Pricing perception [PP]	-.11	[-.21, -.02]	-.07	.021		
	Alternative attractiveness [AA]	.62	[.55, .70]	.48	.000		
	Ability belief [AB]	.25	[.16, .35]	.16	.000		
	Switching costs [SC]	-.19	[-.26, -.12]	-.16	.000		
	High demand heterogeneity	-.13	[-.42, .16]	-.03	.369		
	Low demand heterogeneity	-.16	[-.35, .03]	-.05	.105		
	I(PP*SC)	-.03	[-.12, .07]	-.02	.589		
	I(AA*SC)	-.12	[-.21, -.03]	-.08	.010		
	I(AB*SC)	-.12	[-.20, -.03]	.08	.008		
						$R^2_{adj} = .402$	$\Delta R^2_{adj} = .012$

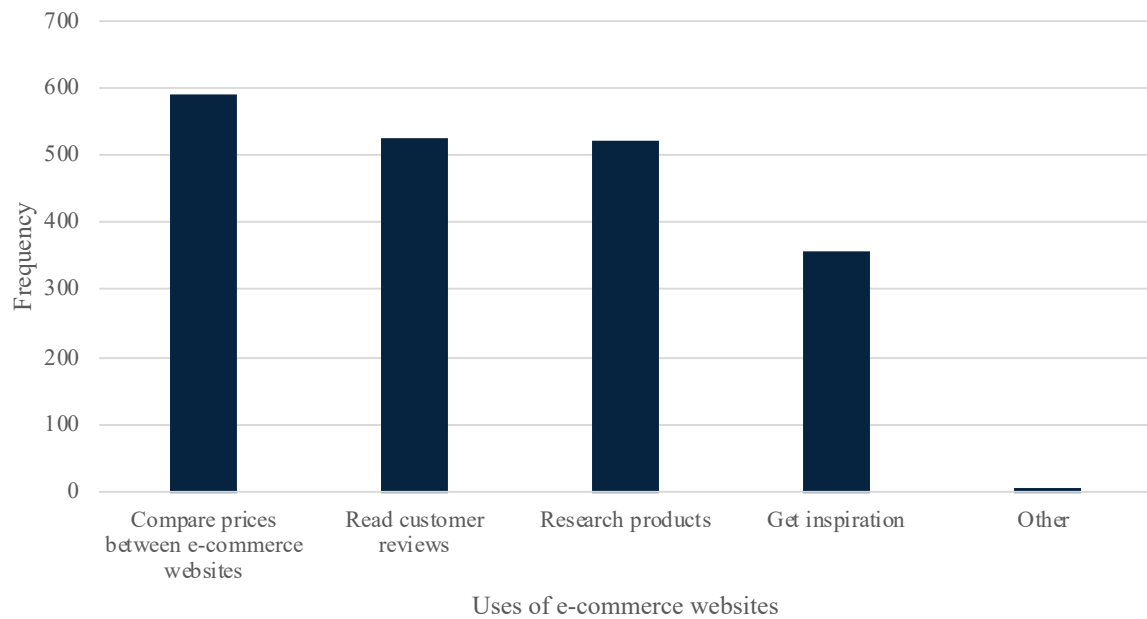**Appendix 7.15: Swedish e-commerce consumers' alternative uses for e-commerce websites**

Figure 7.9: Bar chart of sample respondents' uses for e-commerce websites other than shopping (frequencies)

The "other" category (n=7, .01%) includes open-text responses, for example to sell products (n=1), browse anonymously (n=1), and find sustainability-profiled products (n=1).