



LUND UNIVERSITY

Developing business models for online retailing – an empirical survey

Hjort, Klas; Hultman, Jens; Jonsson, Niklas

2014

[Link to publication](#)

Citation for published version (APA):

Hjort, K., Hultman, J., & Jonsson, N. (2014). *Developing business models for online retailing – an empirical survey*. Abstract from The 4th Nordic Retail and Wholesale Conference, Center for Retailing, Stockholm School of Economics, Sweden. http://www.nrwa.se/MediaBinaryLoader.axd?MediaArchive_FileID=7d332435-e904-4895-a73c-158af1f415b5&FileName=Developing+business+models+for+online+retailing.pdf

Total number of authors:

3

General rights

Unless other specific re-use rights are stated the following general rights apply:

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

Read more about Creative commons licenses: <https://creativecommons.org/licenses/>

Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

LUND UNIVERSITY

PO Box 117
221 00 Lund
+46 46-222 00 00

Developing business models for online retailing – an empirical survey

Extended abstract prepared for the 4th Nordic Retail and Wholesale Conference

Klas Hjort, Jens Hultman (Corresponding author) & Niklas Jonsson

Center for Retail Research

Lund University, Sweden

E-mail: klas.hjort@plog.lth.se, jens.hultman@fek.lu.se

& niklas.jonsson@fek.lu.se

Tel: +46 (0) 46 222 00 00

Extended abstract

Recent studies point at significant and ongoing technology induced changes in the retail landscape, creating new and interesting research avenues, new managerial challenges and a need to rethink existing business models (e.g., Burt and Sparks 2003; Kollmann et al., 2012; Sorescu et al., 2011). This paper aims at contributing to the literature concerning the managerial aspects that surface with the spread of new applications of technology in the retail sector and the evolution of online retailing, in particular the stream of literature concerning the coordination and interplay between online retail formats and traditional retail formats (e.g., Grewal and Levy 2009). Research where the online retail management aspects are in focus seem to be fairly scarce, as the typical studies on online retail focus on consumer preferences and factors driving consumer behavior (e.g., Laroche et al., 2005; Toufaily et al. 2012; Rose et al. 2012; Ogonowski et al. 2014).

When migrating into online retail, previous research anticipates that managerial and organizational challenges may occur, as customers expect coherence among multiple channels (eg. Pentina et al., 2009; Colla and Lapoule, 2012), business models needs to be reformed forcing managers to overcome cognitive barriers and resource constraints (eg. Chesbrough, 2010; Padgett and Mulvey, 2007). Grewal and Levy (2007, p. 450) pinpoint three critical factors retail managers' face in contemporary retail: (1) understanding the leadership role, (2) the role of managerial orientation, and (3) understanding the role of training – these three issues are highly relevant in the migration into online retail. The purpose of this research is to explore the managerial challenges faced when retail firms are migrating into business models for online retailing. Through survey research, approach managers (i.e., online format managers, marketing managers, CEO's) at major players in the Swedish retail sector in search of benchmark of the current and future application of online retail formats and the challenges faced when migrating from traditional retail formats (i.e., physical store networks) into a business model that also includes

online retail formats.

Our study aims at contributing to the field of retail research by addressing explorative questions concerning the coordination and interplay between online retail formats and traditional retail formats, providing a valuable benchmark and interesting empirical observations - What is driving firms into online retail? What are the major challenges faced? Are there specific challenges related to resources, capabilities, and competences? Is there adequate competence in-house to support the development of online retail? Are there synergies with strategic partners? How is online retail organized and how well integrated are online and traditional retail operations in Swedish retail firms? Can firm characteristics, market characteristics, retail sector belonging or any other variable explain variation in engagement of online retail?

References

- Burt, S., and Sparks, L., (2003), E-commerce and the retail process: a review, *Journal of Retail and Consumer Services*, 10(5), 275–286
- Chesbrough, H., (2010), Business Model Innovation: Opportunities and Barriers, *Long Range Planning*, 43(2-3), 354-363
- Colla, E. and Lapoule, P., (2012), E-commerce: exploring the critical success factors, *International journal of Retail & Distribution Management*, Vol. 40(11), 842-864
- Grewal, D. and Levy, M., (2007), Retailing research: Part, present, and future, *Journal of Retailing*, 83(4), 447-464
- Grewal, D., and Levy, M., (2009), Emerging Issues in Retailing Research, *Journal of Retailing*, 85(4), 522–526
- Kollmann, T., Kuckertz, A. and Kayser, I., (2012), Cannibalization or synergy? Consumers' channel selection in online-offline multichannel systems, *Journal of Retailing and Consumer Services*, 19(2), 186-194
- Laroche, M., Yang, Z., McDougall, G.H.G., and Bergeron, J., (2005), Internet versus bricks-and-mortar retailers: An investigation into intangibility and its consequences, *Journal of Retailing*, 81(4), 251–267
- Ogonowski A., Montandon, A., Botha, E. and Reyneke, M., (2014), Should new online stores invest in social presence elements? The effect of social presence on initial trust formation, *Journal of Retailing and Consumer Services*, 21(4), 482-491
- Padgett, D. and Mulvey, M.S., (2007), Differentiation Via Technology: Strategic Positioning of Services Following the Introduction of Disruptive Technology, *Journal of Retailing*, 83(4), 375-391

Pentina, I., Pelton, L.E. and Hasty, R.W., (2009), Performance Implications of Online Entry Timing by Store-Based Retailers: A Longitudinal Investigation, *Journal of Retailing*, 85(2), 177-193

Rose, S., Clark, M., Samouel, P. and Hair, N., (2012), Online Customer Experience in e-Retailing: An empirical model of Antecedents and Outcomes, *Journal of Retailing*, 88(2), 308-322

Sorescu, A., Frambach, R.T., Singh, J., Rangaswamy, A. and Bridges, C., (2011), Innovations in Retail Business Models, *Journal of Retailing*, 87 (1, Supplement), 3-16

Srinivasan, S., Anderson, R. & Ponnaveolu, K., (2002) Customer loyalty in e-commerce: an exploration of its antecedents and consequences, *Journal of Retailing*, 78(1), 41-50

Toufaily, E., Souiden, N. and Ladhari, R., (2012), Consumer trust toward retail websites: Comparison between pure click and click-and-brick retailers, *Journal of Retailing and Consumer Services*, 20(6), 538-548