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1   Introduction

This introductory chapter will provide the reader with a background of the subject, followed by an explana-tion of the relevance of the topic. Furthermore, the problem is discussed, and the chapter is concluded with the purpose of this thesis as well as the associated research questions.

1.1   Background

"The key to investing is not assessing how much an industry is going to affect society, or how much it will grow, but rather determining the competitive advantage of any given company and, above all, the durability of that advantage." - Warren Buffett (1999).

As the predator learns to run faster, the prey is forced to learn how to climb; and when the predator learns the same the prey has to learn how to jump, conceal itself, or whatever it takes to survive. This is an illustration of a selectionist principle known as the Red Queen effect, developed by the biologist L. Van Valen in 1973. He writes *"An increase in momentary fitness by one species causes an equal total decline in momentary fitness among ecologically interacting spe-cies."* (Van Valen, 1974, p. 89). This implies that through history, continuous development to gain this 'increased fitness' is necessary in order to create competitive advantage, and even for survival.

The Red Queen effect is not only applicable to the animal kingdom, but to all environ-ments where development is the key to success. When operating in a constantly evolving environment, today's organizations need to build on this approach in order to stay fit, and to stay competitive. This requires strategic change. Change in an organization is an ongoing process that never ends (Van de Ven, 2011). Johnson, George and Hensmans (2012) argues that due to momentum and commitment to the current strategy, organizations tend to overlook indicators such as market and technological changes that reveals the need for change, and that this behaviour can lead to financial decline. Organizations like this will find it very difficult to keep up in this new highly competitive environment. D'Aveni, Canger, and Doyle (1995) describes this as hypercompetition; a competitive condition characterized by constant change and a higher level of uncertainty, where critical factors for competitive success is continuous development of new processes, products or services, and pricing strategies.

To ensure sustainable competitive advantage in this hypercompetitive environment organizations must constantly work for continuous change and development in new perspectives (Drejer, 2006). This proves how important it is for organizations to be capable of making strategic changes, and to be able to make the necessary changes in order to achieve the objectives of the strategy. A significant change in the market that has been revolutionary for most organizations and has challenged the traditional strategies is the use of the internet and the new information technology (IT). The wave of newly created dot com organizations created a huge boom on the stock market in the late 1990s. However, as the dot com bubble burst in the early 2000, huge investments were lost due to the hype (Epstein, 2004). Porter (2001) argues that the internet should be seen as an enabling technology and a powerful tool that can be used in almost any industry and as a component in almost any strategy.

Palmer (2002) has listed distinguishing features of this new technology - IT, which makes its potential to influence social changes so significant, these include:

- *Ubiquitous application* - IT can be applicable in almost an infinite number of ways
- *Dramatic rate of cost decline* - of for instance processing power and data storage
- *Universal ownership* - almost universal adoption of hardware and software
- *Exponential growth* - continuous development means that the cost reduction and capacity increase trends will continue

The development of internet and IT means that established organizations will face various strategic imperatives, and pressure is put on the capability to develop a strategy adapted to the new electronic way of business operation. Evans (2001) states that when organizations shift their practices and move their basic business operation to an online basis in favor of increased efficiency compared to the traditional way of operating, it is called electronic business (e-business). There are several perceived benefits of adopting an e-business and of those include improved information management, improved understanding of the market, increased integration of suppliers and vendors, and extended geographical reach. For already established organizations to improve their chances of building 'increased fitness', survival and to keep up with newcomers in today's competitive market, it is crucial that organizations proceed with an internet strategy (Damanpour & Damanpour, 2001). E-business will have a significant role in determining organizations' success, and the challeng-

es surrounding e-business will be for the management to make this change happen (Kalakota & Robinson, 2001).

The literature separates organizations depending on the original state of the business. Established organizations facing the challenges of e-business adoption are widely referred to as 'old economy' organizations, compared to pure e-business organizations, which are labeled as 'new economy' organizations. The challenges regarding e-business strategy for these two types of organizations are very different, and a significant number of cases have indicated that creating a successful e-business is a challenging task for 'old economy' organizations. (Dubelaar, Sohal, & Savic, 2005).

E-business is a very broad term and includes several different concepts when treated in the literature, and varying distinctions are made between the sub-topics covered by the umbrella-expression. Concepts related to e-business are for instance internet business, internet commerce and network economy (Eikebrokk & Olsen, 2007). Furthermore, a specific type of e-business has been of more significance than others, namely electronic commerce (e-commerce). E-commerce has been argued to be *"The most significant industrial revolution since the first industrial revolution"* (Qin, Chang, Li, & Li, 2014, p 1). In order to take part in this extraordinary revolution of e-commerce, an e-business foundation has to be in place, or the e-commerce strategy cannot be implemented efficiently (Kalakota & Robinson, 2001).

As well as regarding e-business, there are several reasons and benefits of implementing an e-commerce strategy. E-commerce will most often provide access to a global audience, which may generate a broader selection of customer groups and competitive pricing (Kalakota & Robinson, 2001). Qin et al. (2014) states that e-commerce generally facilitate operational costs, increase productivity and make remarkable improvement in efficiency of economic operations. With this said, implementing an e-commerce strategy successfully may provide fruitful results. What stands between an 'old economy' organization and the potential benefits, is the challenge of a new strategy implementation. A successful implementation of an e-commerce strategy may result in the related benefits, while a failed attempt may instead bring about failure to develop, stagnation, and that the organization falls prey for the predators in the surrounding market.

1.2   Problem Discussion

A key problem is that two thirds of today's organizations experience stress to catch up with e-businesses and e-commerce, and therefore fail to consider the strategic implications of the implementation. This results in a higher probability of failure. If an organization fails to transform into an e-commerce business and adapt to this new business environment, they will most likely cease to exist (Damanpour & Damanpour, 2001).

The increased need for companies to be online is due to the tremendous growth in purchases made online over the recent years. According to recently published statistics, purchases made by consumers are more often made over the internet, and in 2014 the Swedish retail sales increased by 16 percent. This means that the retail business in Sweden had a turnover of SEK 42.9 billion 2014. Furthermore, this implies that e-commerce accounted for 6.4 percent of the total retail sales the same year. Consumers are constantly becoming more technologically knowledgeable, which is yet another reason to why organizations must be able to adapt a digitalized business (e-barometern, 2015).

A significant risk in failing to implement an e-commerce strategy is to be overtaken by competitors. Another consequence is not being able to take advantage of the favorable benefits of e-commerce stated in section 1.1. This in turn implies that the organizations will not get return on the investments made to implement the new strategy. Kanter (2001) argues that the real challenge of implementing an e-commerce strategy is often founded in the process of change itself, and it is often a matter of internal organizational barriers that prevent this technological transformation. This underlines why the study of success factors in e-commerce strategy implementation is of great importance and the reason to why this study focuses on internal factors. Successful implementation is crucial due to the fact that e-commerce will have an increasing impact on the shape of competition and customer relationships, this requires a structural transformation of the internal foundation (Kalakota & Robinson, 2001).

The main difference in an e-commerce strategy compared to many other strategies is the high demand for specific technical components. Technical components may exist in other types of strategies as well, though not necessarily. The technical aspect is what is the most distinctive for an e-commerce strategy, which implies that there is a need to study e-

commerce strategy specifically. Existing research treats to great extent e-business strategies in general and limited additional attention has been dedicated to e-commerce strategy specifically. Additionally, there is no e-commerce strategy that fits all, even those organizations of same size, industry and culture and the same issues applies to the implementation of a strategy (Damanpour & Damanpour, 2001). It is clear that there is a need for a more detailed investigation of the problems organizations face when trying to adapt to the e-business era and how to identify successful factors for e-commerce strategy implementation (Dubelaar et al., 2005).

The absence of a fitting model for e-commerce strategy implementation for Swedish retail organizations, despite the rapid development of the business, motivates further research within the field. Hence the authors intend to investigate the factors required for a new e-commerce strategy implementation to succeed, and how this process can be performed as a controlled process. What complicates the identification of success factors is the issue of how to measure success. Since success can be measured and defined very differently depending on the opinion of the person in question. This why the issue of success measurements and determinants will be treated along with studying critical factors for a successful e-commerce strategy implementation.

Apart from the fact that limited attention has been dedicated to e-commerce strategy in particular, during the literature review it became evident that much of the literature is inspired by very similar researches. Therefore, after getting an understanding of the subject, the marginal utility of continuing to study the field decreases quickly and the new information found in the additional literature is limited. Another issue with the existing literature regarding e-commerce strategy implementation is the somewhat limited connection between theory and practice, which complicates the understanding of how to apply and take advantage of the theoretical knowledge in the organizations. A need to investigate how theory is applied by organizations along with the similarities and differences between theory and practice can therefore be identified.

1.3   Purpose

As indicated in the problem discussion, existing research regarding implementation of electronic strategies is mainly focused on e-business strategies in general, less attention has been dedicated to the implementation of e-commerce strategies specifically. Even less so to retail business in Sweden. The existing gap in the literature has substantiated the following purpose.

The purpose of this study is to investigate what factors that are critical for a successful implementation of an e-commerce strategy in retail businesses.

This purpose allows the authors to investigate existing theory about e-commerce strategy implementation and compare it with the practical findings from the conducted empirical study.

1.4   Research questions

Based on the problem discussion and the purpose of this thesis the following research questions is being considered:

- *How are the critical factors for a successful implementation of an e-commerce strategy described in theory?*
- *How are the critical factors for a successful e-commerce strategy implementation defined in the theory applied by organizations in practice?*
- *How do the critical factors for successful e-commerce strategy implementation identified in theory and practice differ and correspond?*

The authors intend to answer the first research question through the literature review and the last two research questions will be answered through the empirical study. The study will be conducted from a management point of view.

1.5   Delimitation

In order for this study to be manageable and for the result to be comprehensible as well as applicable to retail businesses, the authors would like to emphasize that certain delimitations has been considered.

The thesis will include internal factors within the organization that are critical for a successful implementation, possible external factors (such as market changes and timing) that may affect the implementation process will not be considered. To reduce confusion the authors also want to emphasize that the thesis will not treat the e-commerce strategy as a document, but the implementation of it. Related to the subject of critical success factors are pitfalls to avoid and reasons to failure. However, concerning the scope of the study these pitfalls will not be included as an attempt to improve the structure of the thesis, and to arrive at more relevant results for the purpose.

The main focus of this thesis is directed to e-commerce strategy implementation in Swedish retail businesses. Thus, other industries such as different service industries will not be considered since it would not be manageable within the timeframe, it would also imply less accurate results. The retail business is of particular interest because of its rapid development and the significant importance for the Swedish industry described in section 1.2 above. Moreover, the focus will remain solely on Swedish businesses with the aim of avoiding cultural factors and other issues related to the geographical area that could otherwise be subject to further considerations. The study will therefore be limited in its ability to be applicable to a wider range of industries and countries.

There is disagreement about how the words e-business and e-commerce are being used, some authors use them interchangeably while some choses to separates the concepts. In this thesis the words will be treated as separate concepts, and attention will be concentrated to e-commerce. The reason is that e-business can be interpreted as a broader subject, and a narrower label of the concept is required for the clarity of the thesis. In order to achieve the purpose of the thesis, the authors' intention is to concentrate the study on traditional businesses that has implemented an e-commerce strategy a maximum of three years ago. This also implies that organizations established online already from the formation of the business will not be considered in this study. For simplicity the label 'traditional businesses'

is being used in this thesis with the same meaning as 'old economy organizations' described in section 1.1.

1.6   Contribution

E-commerce plays a significant role in today's competitive world, its impact will most likely continue to evolve in the future and change the shape of how business is executed. The relevance and advantages of e-commerce makes it difficult for organizations to disregard the subject.

In the absence of in-depth research, this thesis will serve as a tool for Swedish retail organizations that intend to implement an e-commerce strategy. The authors experience a gap within the existing research regarding both theory and practice to identify success factors of implementation. Furthermore, what is available today is perceived to be too general and not specific enough for Swedish retail organizations to apply. In the light of this realization the authors are seeking to examine and compare theory with practice. The product of this thesis, which is a model, will provide guidance and contribute to more specific recommendations for organizations, which intend to develop their business and become a part of e-commerce era.

1.7   Definitions

Numerous definitions exist with the purpose of explaining the following terms, though few are universally accepted which may often contribute to confusion. The definition of the term 'strategy' is of particular reason to disagreements and challenges in treating the subject. The definitions in this thesis are selected according to the criteria of comprehension and descriptiveness in order to facilitate the reading.

E-business: *"All electronically mediated information exchanges, both within an organization and with external stakeholders supporting the range of business processes"* (Chaffey, 2011, p.12).

E-commerce: *"E-commerce is the process by which people use electronic means to do business or to do other economic activities. It is the process whereby traditional trade is carried out by electronic methods"* (Qin, Chang, Li, & Li, 2014, p. 3).

Strategy: *"Strategy is the creation of a unique and valuable position, involving a different set of activities"* (Porter, 1996, p. 68).

Strategic change: Organizational changes impacting the entire system and the fundamentals of the organizations, including changes in strategy, structure, people, processes and sometimes core values (Nadler & Tushman, 1990).

Implementation: *"All organizational activities working toward the adoption, management and routinization of an innovation"* (Laudon & Laudon, 2010, p. 562). In this thesis the e-commerce is considered to be implemented when it has been launched and is accessible for the customers.

Success: *"Having achieved the desired results, effects or outcomes"* (Dubelaar, Sohal & Savic, 2005, p. 1252).

Critical success factors: Those few key areas where things must go right for business to prosper (Rockart, 1979).

2 Frame of reference

In this chapter the reader is being introduced to existing theories and frameworks relevant for the purpose of this thesis. The chapter starts by presenting an introduction to e-commerce and proceeds by providing a theoretical view of success. Subsequently, existing theories of critical factors for successful e-commerce strategy implementation will be provided. The chapter is concluded with a model summarizing the main findings from the theory, which will be applied later in the analysis.

2.1 Introduction to the theoretical framework

Within the field of e-commerce strategy research, determinants and success factors have been identified for the implementations process. However, the studies and their findings are widely spread across various fields of knowledge and journals. The aim of the theoretical chapter in this thesis is to integrate these findings and incorporate all the critical factors for a successful implementation of an e-commerce strategy into a systematic, comprehensible framework. Furthermore, to address the more philosophical question of what success really is, the question of how success is measured is raised and a theoretical perspective of success is therefore included in this chapter. The purpose of this is to get an understanding for how the word success is interpreted in this context.

Important to recognize is that due to the limited theory covering e-commerce strategy implementation specifically, theories of strategic change are included in the literature review in order to develop a further understanding of the topic. This is motivated by the fact that new strategy implementation is a form of strategic change according to the definition by Nadler and Tushman (1990), and Kalakota and Robinson (1999) state that the implementation of e-commerce is tightly tied to change management. Additionally, theories about e-business will be included for the same reason, e-commerce is a form of e-business and much of the theories are applicable to both fields.

2.1.1   E-commerce

In order to fully comprehend the concept of e-commerce, one has to develop understanding about its relation to the broader concept of e-business. E-business is about creating connections and information sharing through electronic means, both internally in the organization and externally (Chaffey, 2011). Thus, e-business is about activities such as connecting employees through an internet platform to improve information sharing, facilitating distribution of knowledge, supporting after-sales services, and much more. E-business is a broad term and covers both areas such as e-commerce and m-commerce (mobile commerce) (Tawfik & Albrecht, 2008). In relation to e-business, the subject of e-commerce is a more narrowly defined subject. During the years, there have been number of different definitions of what e-commerce comprises. According to the definition selected for this thesis, e-commerce is more strictly about trade and economic activities conducted through electronic methods (Qin, et al., 2014).
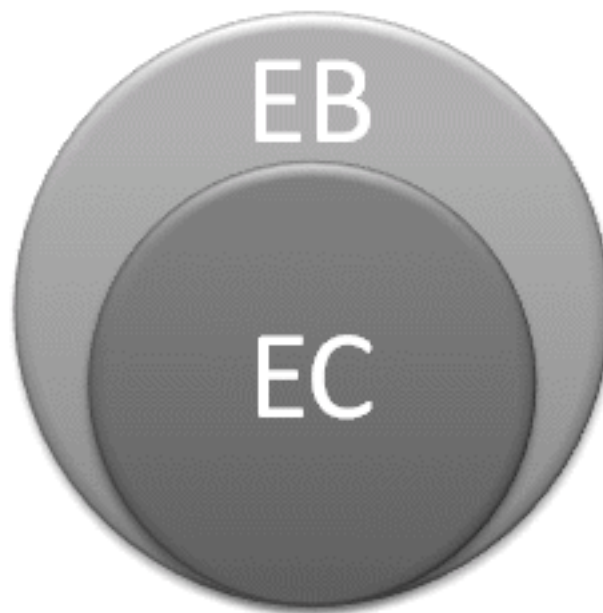

Figure 2.1 e-Business versus e-Commerce

Source: Stefan Biccler and Cedric Saelens, 2012

As the picture visualizes, e-business in an organization covers all operating activities conducted over a data network, for instance the internet. Examples of activities are coopera-

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tion between different divisions within the organization or trade with external parties. E-commerce is limited to the online retailing implying financial transactions, thus e-commerce is a subdivision of e-business (Biccler & Saelens, 2012).

E-commerce has truly revolutionized the way business is being made all around the world, and the continuous development of how the internet is used has driven e-commerce to become one of the most important platforms for sharing business information both within the organization, business to business, and business to consumer (Chong & Bauer, 2000). An increasing number of traditional organizations decide to enter the internet market by adopting e-commerce, resulting in effects such as increased profit margin, high business volume and more competitive pressure (Chen, Pan & Ouyang, 2013). Smith (1998) states that other potential benefits of adopting e-commerce are lower cost of trading, faster and better-informed business decisions, and less importance of geography. Implementing e-commerce does not only affect the organization, but also has a significant impact on the development of the national economy and the society. E-commerce development therefore offers both new opportunities and threats for organizations, and successful as well as a failed implementations may lead to significant long- and short-term effects (Zhao, 2010).

E-commerce can be performed on the different levels, business to business (B2B), business to consumer (B2C), and consumer to consumer (C2C) (Chaffey, 2011). In this thesis, two of these forms are being explored, namely B2B and B2C e-commerce. Another possible way of defining e-commerce is based on four different perspectives, these are:

- *Communication perspective* – e-commerce as a means of delivering information, payments or products and services.
- *Business process perspective* – e-commerce as a tool when working towards automatisation of transactions and business processes.
- *Service perspective* – e-commerce as a means of improving quality, cutting costs and speeding up the delivery.
- *Online perspective* – e-commerce as a platform enabling buying and selling products, services and information over the internet.

(Kalakota & Whinston, 1997)

As an extension of the definitions by Kalakota and Whinston, Zhao (2010) writes that e-commerce can also be considered as a facilitator of the creation of new relationships with

suppliers, customers, distributors and other strategic partners. This thesis will not separate these different perspectives, but adopt a more general approach to e-commerce.

2.1.2 Implementation of e-commerce

An implementation in an organization refers to the adoption and management of a new innovation (Laudon & Laudon, 2010), and an innovation is *"an idea, practice, or object that is perceived as new by an individual or other unit of adoption"* (Rogers, 2002, p. 990). E-commerce can therefore be seen as an innovation by organizations that are not familiar to the concept. Turban (2011) on the other hand, writes about implementation of a strategy as the execution of a strategic plan. There are certainly many perspectives of implementation, but it is clear that it involves changes in organizational systems, structures and most often great impact on staff and culture, and that is requires change management (Chaffey, 2011). Lee (2001) argues that the biggest challenge the majority of the organizations face when attempting to implement an e-commerce strategy is how to change the mindset of how to operate a traditional business.

The process of implementing an e-commerce strategy is complex, much because a large number of locations, processes, users and managerial levels in the organization are usually involved (Nasirin, Thanasankit, & Corbitt, 2001). As early as 1987, McLaughlin proves that a successful implementation typically requires a balanced combination of pressure and support from top management. This indicates what a fine line there is between failure and success, and the considerable responsibility of the managers for the outcome of the implementation.

When implementing an e-commerce strategy there are a wide variety of different factors influencing the process, and those can be divided into two broad categories labeled 'internal' and 'external' environmental factors (Chong & Bauer, 2000). External factors can for instance be competitive pressure, the government (Zhao, 2010), institutional influence, partners and other factors related to the industry (Chong, 2008). Internal factors are limited to what happens within the organization. From this point, the external factors are beyond the scope of this thesis and henceforth attention will exclusively be focused on internal factors, which will be introduced later in this chapter.

2.2   What is success in e-commerce strategy implementation

For this thesis it is of interest how success is defined and how it can be measured. As will be demonstrated in this theoretical chapter, success can be defined in many ways (Chong, 2008) and there are evidently several ways of measuring e-commerce implementation success. As a start, Strassman (1985) states, *"You cannot measure what is not defined. You also cannot tell whether you have improved something, if you have not measured its performance"*, (p. 100). As stated in section 1.6 in this thesis, success can be defined as *"Having achieved the desired results, effects or outcomes"* (Dubelaar et al., 2005, p. 1252). Success in e-commerce implementation ventures is dependent on the organizations' strengths and competences in the fields of strategy, structure, systems and leadership (Epstein, 2004). If the strategy and e-commerce business models are integrated with one another it will most probably lead to successful e-commerce with promising initiatives (Chang, Jackson & Grover, 2002; Phan, 2003).

McLaughlun (1987) argues that to secure success, two factors; local capacity and will, are critical for successful implementation, although these factors are not conclusive alone. For instance, belief and motivation will also influence on the implementation (Yin, 1981). An issue that concerns both structure and alignment is performance measures. Performance measures need to both measure valuable factors as well as promote the new e-commerce. Epstein (2004) recommends a balance between financial and nonfinancial measurements for successful e-commerce implementation. To measure performance in an accurate way is critical in order to determine how the implementation is developing.

Just a few years ago, prior studies showed that there was no evidential and conclusive way of measuring success (Quaddus & Achjari, 2005). Today however, possibilities to analyze e-commerce approaches and why they intend to fail or succeed tend to appear more frequently (Epstein, 2004). A dynamic model for instance, set up by Epstein (2004) focus on key factors in successful corporate e-commerce integration. Epstein (2004) explains this model as being set up by the three key factors for the implementation of e-commerce success and discuss the relationship between the organization's inputs. The three key factors are *input*, such as the strategy, systems and structure; *output*, meaning the success that is being achieved by transforming the structure, system and strategy, and; *outcome*, the impact of the input and output on the organizational profitability.

Chuang and Shaw (2005) argue that one way of determining e-commerce success is to measure it through certain variables. There are variables that can be measured and analyzed to be able to see to what degree what they contributed and influence the success of e-commerce implementation. The factors that could be examined to measure the success of an e-commerce strategy implementation are customer satisfaction, online product catalogue, secure electronic payment, reduced costs and online customer service. Furthermore, Delone and McLean (1992) suggest another alternative way to measure success. These include an investigation of system quality, information quality, user satisfaction, individual impact and organizational impact. The different demonstrated ways of measuring success may have significant influence on the result of the measurement, the usage and result of these systems should therefore be used with caution.

2.3 Critical factors for a successful implementation of an e-commerce strategy

That e-commerce may be seen as an innovation by organizations can be agreed upon, but why are some innovations implemented more successfully than others? Through a literature review certain critical factors for a successful implementation of an e-commerce strategy has been identified.

2.3.1 Organizational structure

Reviewing the literature of critical factors for a successful implementation of an e-commerce strategy, the design of the organizational structure is recurrently mentioned as a success factor. Epstein (2004) for instance, argues that if the ambition of the e-commerce strategy conflicts with the structure of the organization, it will negatively affect the success in the strategy implementation. Epstein (2004) also recommends that if conflicts occur, the structure of the traditional firm should be adjusted to fit the e-commerce strategy, or new structures should adopted in favor of e-commerce. Chen, Pan and Ouyang (2013) refer to these structural changes as routine reconfigurations and claim that inability to make these changes in routines often results in failure of implementing e-commerce strategy. Routine reconfiguration implies the modification, erasure, and addition of actions that compose an organizational routine. Chen, et al. (2013) further argues that adapting the existing routines

to e-commerce will increase the ability to implement the new strategy efficiently. The success factor identified from this information is labeled *Adapted organizational structure.*

Another critical component of an organizational structure is the communication channels since they influence the adoption of e-commerce (Rogers, 1995). Aaltonen and Ikävalko (2002) argue that communication within the organization is the real challenge for implementing a new strategy successfully. Research indicates that when results and benefits of an e-commerce strategy implementation can be communicated without difficulties, it leads to a higher level of satisfaction and success for the implementing organizations. Recommended communication channels for active communication are promotional seminars, presentations, and on-the-job-training (Chong, 2008). Additionally, a flow and transparency of the information should be promoted in order to increase the chances of successful e-commerce strategy implementation (Epstein, 2004). The success factor identified from this information is labeled *Communication channels.*

Depending on the focus and goals of the new strategy, the organizational structure should also be revised according to how the departments need to be connected. A customer-focused e-commerce strategy may require back-office and front-office functions to interact in new ways in order to facilitate the implementation process (Lee, 2001). Li and Xie (2012) state that organizations with a more flexible structure are more likely to be successful when implementing e-commerce. Flexibility is crucial to be able to keep up with the speed of internet (Lee, 2001). The organizations that are able to adapt and adjust with a flexible structure to the constantly changing environment they face when implementing e-commerce will increase the possibility of success (Li & Xie, 2012). The success factor identified from this information is labeled *Flexible structure.*

2.3.2 Compatibility

In order for an implementation of an e-commerce strategy to be successful, the new strategy needs to be integrated with the existing technology in the organization. High integration between the e-commerce strategy and the technology within the organization promotes the adoption (Rogers, 1995). Additionally, Rogers (2002) argues that the integration of a strategy refers to the degree the potential adopters consider it to be consistent with their existing needs. The success factor integrating technology together with the new strategy is underpinned by Dubelaar et al., (2005) as they emphasize the importance of using internet and

16
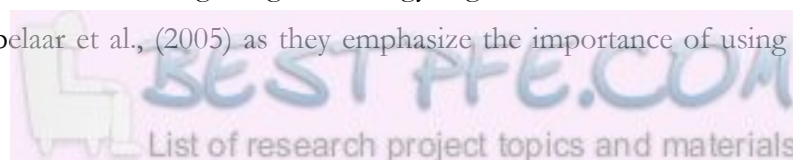
related technology as a complement to the existing strategy. The higher integration of the e-commerce technology, the higher probability of a successful e-commerce strategy implementation (Zhao, 2010). The success factor identified from this information is labeled *Integrated technology.*

The matter of compatibility and integration also concerns the design of the strategy itself. The strategy for e-commerce formulated by the organization needs to be compatible with the already existing overall corporate strategy (Epstein, 2004). When different strategic directions within an organization are not aligned an e-commerce initiative is more likely to fail since it implies difficulties in making decisions and implementing change (Butler, 2000). An appropriately designed e-commerce strategy consists of components including e-commerce position in relation to competitors, a well-positioned online brand and online offerings, which are all viewed as components of the general strategy (Epstein, 2004). These statements are supported by Noyes and MacInnes (2006) who report findings that the e-commerce strategy also should be aligned with the organization's long-term strategy, such as future strategies of expansion. The success factor identified from this information is labeled *Compatibility of e-commerce strategy.*

Continuing on the perspective of making all parts of the organizations compatible with the new e-commerce, it is important to make sure that the compensation systems and performance measures are completely aligned with the new e-commerce strategy and structure (Aaltonen & Ikävalko, 2002). This concerns employees on all levels of the organization. If performance is measured and employees are compensated according to the old strategy and structure, there is a significant risk that the new strategy and goals of e-commerce will not be accepted or thoroughly embraced (Epstein, 2004). Allio (2005) argues that when a strategy is not consistent with the rewards, the success of the implementation is threatened. Allio continues and states that a compensation system that ties individual and group rewards to the success of an implementation is an exceptional way of stimulating their contributions. The success factor identified from this information is labeled *Compensation systems.*

2.3.3   Investments

Another critical factor for successful implementation of an e-commerce strategy is to put in significant financial investment**s** (Epstein, 2004). Chong (2008) argues that an inability to put adequate financial resource into an implementation process may lead to constraints in

the effort and ineffectiveness. He continues by stating that firms putting in adequate financial resources are able to contribute more effectively to a successful implementation of an e-commerce strategy. Additionally, financial investments are essential for the technology adoption required for an e-commerce strategy implementation (Chong & Bauer, 2000; Grandon & Pearson, 2004), although investing in technology alone is not sufficient. Zhao (2010) refers to this as 'financial recourse readiness' and lists this as a critical success factor, and that non-sufficient financial resources is a common reason to failure of e-commerce strategy implementation. The success factor identified from this information is labeled *Financial investments*.

One aspect to consider regarding the financial resources is the budget reliability, which implies that the budget planning is essential and it is necessary to include different types of costs. (Chuang & Shaw, 2005). To create a reliable budget is very difficult, especially when the budget is subsumed under an existing budget or created by another department, which is often the case (Butler, 2000). For smaller organizations the cost of implementing e-commerce is proportionally higher than for larger organizations. Hence budget constraints often lead to the decision not to invest in additional costs such as marketing, which could have increased the success of e-commerce (Mohapatra, 2013). Costs, which are related to technological investments, education, wages and knowledge within technology, are some cost-drivers that need attention. Additionally, organizations need to plan for hidden costs that may appear during the implementation process. These costs might include unexpected events related to the implementation, such as additional administration costs, lack of time, marketing or costs related to the web page. If the budget is exposed to unexpected costs, organizations will most likely lose faith in the project, which will impede the implementation. Budget planning is therefore an essential action in order to prevent failure (Chuang & Shaw, 2005). The success factor identified from this information is labeled *Budget reliability*.

Epstein (2004) writes that in addition to funding technology, investments should also be dedicated to other organizational departments including human resources, accounting and marketing for the implementation to be successful. He also emphasizes the importance of aligning the investment decisions with the e-commerce strategy, and that both a short-term and long-term focus should be taken into consideration. Financial investments is not only a matter of monetary terms, but can also be measured in time. The cost of an implementation project can exceed expectations when managers work long hours for extended periods,

and according to research by Noyes and MacInnes (2006) time can by far become the biggest expense in an e-commerce implementation process. The success factor identified from this information is labeled *Time investment*.

2.3.4 Organizational Culture

The organizational culture is one of the factors that contribute to successful technology adoption (Cooper, 1994; Fink and Kazakoff, 1997; Kydd and Jones 1989). One aspect about culture is for instance that to implement an e-commerce strategy, it is essential that the organization is tolerant to strategic changes (Thompson, 2000). Willingness to change within the organization is also essential (Kickul & Gundry, 2001). Another aspect is the importance of managing the culture in a way so that it develops alongside the changes in the organizations (Thompson, 2000), since corporate culture is like the glue keeping the organization together which is extremely important in an ever changing environment (Cartwright & Cooper, 1993). In order to fulfill an e-commerce implementation successfully it is important to pay attention to, and resolve, the cultural conflicts (Thompson, 2000). Only when the corporate culture is prepared and able to adapt, the implementation and development of an e-commerce strategy is ready to take place (Epstein, 2004).

Changing the organizational strategy, managers must consider and manage the organizational culture and the cultural artifacts (Higgins & McAllaster, 2004). Since execution of a new strategy is taking place, the cultural artifacts, which are aligned with the old strategy, must be changed. These must be considered in both the formulation and the execution of the new strategy. Without changing the cultural artifacts you cannot execute a new strategic change. The success factor identified from this information is labeled *Culture management*.

A different perspective of culture management, but is of equal importance, is the alignment between individual and organizational values. DeFeo and Janssen (2001) states that when implementing a new strategy it is critical that the values that are established are also supported by actions, and that training and communication of the values is fundamental. Successful change implementation is heavily affected by the degree to which comprehensible value alignment is applied. This suggests that when aiming to change an organization, changing the people should be an early measure (Branson, 2008). A critical factor for successful e-commerce implementation stated by Dubelaar, et al., (2005) is also to be able to communicate these values throughout the organization. This is related to the earlier state-

ments about the importance of well functioning communication channels. The success factor identified from this information is labeled *Alignment of values.*

Cultural transformation is crucial and as Li and Xie (2012) states, managers should focus on trust and trustful relationships both internally and externally as a part of transforming the corporate culture since sharing of information and trust are essential elements in e-commerce business. In order to develop an appropriate culture, internal communication of the purpose and importance of the transformation to the employees is a crucial action that must be taken by the managers (Epstein, 2004). Epstein (2004) adds that it is essential for the whole organization to understand what benefits e-commerce will implicate in order to create a positive attitude of the transformation and avoid any feelings of threat by introducing e-commerce.

Butler (2000) states that it is critical to have a positive attitude among the employees, especially among the employees working close to the implementation project. He continues by arguing that lacking optimism or enthusiasm implies significant barriers for the success of an e-commerce strategy implementation. Furthermore, the manager's task is to create belief in the e-commerce implementation among the employees, if this is not managed successfully it will be extremely difficult to change the organizational culture, which will in turn impact the success of the e-commerce implementation. Therefore sharing information, knowledge, understanding about IT and the basics of e-commerce is crucial in order to develop an appropriate attitudes among the employees and for the e-commerce strategy to be implemented successfully (Epstein, 2004). Cultural transformation is crucial and without organizational commitment and belief in e-commerce a transition cannot be done. Brandon (2008) argues that a positive attitude among the employees is highly related to organizational commitment and job satisfaction, which facilitate the e-commerce implementation. The success factor identified from this information is labeled *Positive employee attitude.*

2.3.5   Management

In addition to the already listed success factors, successful e-commerce implementation requires strong leadership (Epstein, 2004). It is observed that e-commerce rather is a problem for the management team than for the teams working with the technological changes. The two factors, management and technology are interlinked and both of high importance, without management support successful technology adoption is difficult to achieve (Gran-

don & Pearson, 2003). The management team and their support is a critical factor for successful e-commerce implementation (Chong & Bauer, 2000). The task of the management team is to take the first steps moving from a traditional organization to e-commerce, and to prepare the organization for the transition (Epstein, 2004). Successful leaders need to possess essential skills in terms of the formulation of a successful strategy as well as the execution of it. For instance, coordination at all levels among business unit leaders (for instance the CEO, CIO and CFO) within the organization is necessary. If coordination among these does not exist or work properly, there is an increased probability of e-commerce implementation failure. It is critical that the leaders are committed, and commitment should be presented through both words and actions to mediate the values of e-commerce (Epstein, 2004).

Understanding the implications, the possession of IT competences within the management team is also essential (Epstein, 2004). Management must think in terms of 'internet speed' and lead change according to that (Lee, 2001). There is a continuous need for the management team to facilitate the learning and adaption during the change process (Chuang and Shaw, 2005). The success factor identified from this information is labeled *Committed leadership*.

It is clear that the management team is an important factor contributing to the success of e-commerce implementation. These teams should be composed of several important key elements such as technology knowledgeable, functional and committed members (Chuang & Shaw, 2005). It is essential that the teams working with implementing e-commerce are integrated and cross-functional in order to consolidate various ideas and involve different parts of the organization (Butler, 2000). Another major contributor of successful implementation management is the belief in e-commerce transformation, and the CEO needs to be able to mediate this within the organization and the management team (Epstein, 2004). It is crucial that business units are easy to coordinate, therefore integrated management teams should be of high priority. Many organizations chose to separate e-commerce as a separate business unit, this may not be preferable since non-integrated management teams might create a separation within the organization. Integrated management teams reduce misunderstanding among different business units and it is easier to coordinate different departments. A coordinated and controlled management team is essential to balance the desired empowerment (Epstein, 2005). The success factor identified from this information is labeled *Integrated management teams*.

Furthermore, the overall realistic expectations of the e-commerce implementation should be considered and stated early in the planning and implementation processes, to clearly agree on what to expect is essential (Butler, 2000). Stating realistic expectations and use them as a guide during the implementation is considered to be a crucial variable for e-commerce implementation success (Chuang & Shaw, 2005). If the expectations are not realistic, for instance if the goal of the measurement variables are set too high, it will be extremely difficult to achieve them and thus also to reach success. The success factor identified from this information is labeled *Realistic expectations*.

2.3.6 Technological Competence

A challenge of implementing e-commerce strategy is to have the right people available with the right technological skills (Nath, Akmanligil, Hjelm, & Salaguchi, 1998; De-Covny, 1998). Technological factors play an essential role in e-commerce strategy implementation. Many factors that prevent the implementation of e-commerce deal with flaws within technology such as lack of knowledge within e-commerce, insufficient training, employee know-how and restricted resources (Yasin, Czuchry, Gonzales & Bayes, 2006). This can result in prevention of integrating e-commerce with the organizational internal infrastructure. The success factor identified from this information is labeled *Sufficient knowledge and technological skills*.

Another factor, that tend to be overlooked in some of the literature but can have immense effects on the result of the e-commerce implementation, is the decision of outsourcing. The ability to determine when, what and to whom to outsource is critical for the success of an e-commerce strategy implementation (Turban, 2011). The decision of outsourcing is tied to the level of IT capability and competence necessary to be able to implement e-commerce within the organization. The technological development is in constant movement and the speed of change is critical where the internet is concerned (Lee, 2001; Nath et al., 1998). Epstein (2004) argues that outsourcing is an appropriate measure to catch up with the necessity of speed, but also that the decision should be taken cautiously and recommends that the organizations should aim to reassume control of the outsourced components of e-commerce as soon as the solutions and implementation are in place. Accordingly, accurate decisions of outsourcing are highly important

for the success of e-commerce strategy implementation. The success factor identified from this information is labeled *Outsourcing decisions*.

2.4   Compounded model of critical success factors based on theory

The identified critical success factors for e-commerce strategy implementation have been compiled into a model for a comprehensible visualization of the theoretical framework. The critical success factors are divided into two main groups, humanistic factors and non-humanistic factors. The factors are categorized according to whether main attention of the factors is attached to the human resources in the organizations or not. This criteria is the reason to why management, technological competence and organizational culture are categorized as humanistic factors, they address changes in the human capital. The remaining factors are categorized as non-humanistic factors since they do not imply as direct connections to the human resources as the other factors do. Instead, they are more focused on the monetary and structural issues in the organizations, and the collected label for these factors is therefore the opposite of humanistic factors - non-humanistic factors.

The purpose of the circular structure of the model is to symbolize that all critical success factors are connected and to oppose an impression that some of the factors are more important than others. The aim is to provide an interpretation of a cycle with no stated start or end point, because no consistent recommendations of what order to perform the activities in were identified in the theory. Additionally, it is not argued that the work with a success factor should be completed before starting to engage in another. It is more about working with several factors simultaneously than ranking them in a certain order.

TECHNOLOGICAL
COMPETENCE

Sufficient knowledge and
technological skills
Outsourcing decisions

MANAGEMENT

Committed leadership
Integrated management teams
Realistic expectations

ORGANIZATIONAL
CULTURE

Culture management
Positive employee attitude
Alignment of values

HUMANISTIC
FACTORS

NON-HUMANISTIC
FACTORS

COMPATIBILITY

Compatibility of e-commerce strategy
Integrated technology
Compensation systems

INVESTMENTS

Financial investments
Time investments
Budget reliability

ORGANIZATIONAL
STRUCTURE

Adapted organizational structure
Communication channels
Flexible structure

Design by: Jesper Heikkilä

Model 2.1 Factors for successful e-commerce strategy implementation
Source: Ellen Dittberner & Linda Johansson, 2015

2.5   Literature discussion

As argued in this chapter the fields related to internet are changing and developing in a sig-
nificant pace, it is therefore important to aim for contemporary and updated literature
when aiming to develop a deeper understanding of the topic. This however, proved to be
challenging due to the limited research on e-commerce in general, some of the literature
may therefore be argued to be slightly outdated if the only consideration is the year of pub-
lication. To counteract for this issue the slightly dated literature was selected with care and
only included if the information could be related to more contemporary literature. Alt-
hough, awareness exists about the fact that a complete list of more contemporary literature
would increase the credibility of the literature review.

Apart from the issue of dated literature the authors would like to argue that a thorough lit-
erature review has been conducted. The literature reviewed has not been limited to certain
geographical areas but is widely spread. By not limiting the literature to the Swedish market,

even though this area will be of focus in the empirical study, it was possible to get a comprehension of the contemporary situation of the e-commerce development in a worldwide context. It decreased the risk of disregarding certain success factors that only appear in international literature, this led to an increased relevance of the critical success factors investigated in the empirical study.

3 Method

In this chapter the methodology and method are introduced along with the thesis approach and the choice of research design. Furthermore, the processes of data collection and sampling method are described and the chapter is concluded with an explanation of how the data will be analyzed.

3.1 Thesis approach and research design

Two different research strategies exist in order to divide a wide number of research methods into two categories, which are labeled quantitative and qualitative research. Those terms are frequently used in research within business and management in order to distinguish different data collection and analyzing techniques (Saunders et al., 2009). Quantitative research methods usually collect, analyze and present data in a numerical form (Given, 2008) and can for instance be used to explain predictions, describe causal relationships and numerical changes, and the result can often be generalized to other similar situations (Salkind, 2010). On the contrary, qualitative research generates non-numerical data (Saunders et al., 2009) and is more suitable when an in-depth understanding of the complicated and interpretive nature of the social environment is desired Salkind (2010). Since the research questions of this study are complex and require a deeper understanding of the situation, the purpose will not be achievable through a method founded in statistics and numerical results. This is why a qualitative approach is being applied to the empirical study of this thesis.

An exploratory research will be conducted, which implies that the authors seek to find general information about the subject, clarify misunderstood situations and search for new insights (Robson, 2002). An exploratory study is a valuable means when a clarification of understanding the problem and a precise nature of the problem is required (Saunders et al., 2009). On the contrary, there are two other different research methods - descriptive and explanatory research. A descriptive research requires more previous knowledge of persons, situations or events to be able to portray an accurate profile to be described and is therefore not suitable for this thesis (Robson, 2002). The explanatory research focuses on a situation to identify and explain causal relationships of a problem or situation between varia-

bles (Saunders et al., 2009) and is therefore precluded. To be able to answer the purpose of the thesis the authors find an exploratory study to be the most appropriate. The chosen exploratory research method along with a qualitative approach will guide further method decisions.

Furthermore, there are three different research approaches available for the authors to consider: the deductive approach, the inductive approach and a mixture of both - the abductive approach. The deductive research implies that an identification of theories is made followed by the testing of the theories using data (Saunders, Lewis & Thornhill, 2009). Contrary to the deductive approach the inductive approach implies that theory is developed as a result of collected and analyzed data. For the purpose of this thesis, an abductive inspired research approach is more appropriate than a purely inductive or deductive approach due to the characteristics of the thesis along with how our study is conducted and fulfilled. An abductive approach implies that in order to answer the research questions influences of the inductive and deductive approaches may still occur, but the study will lean more against the abductive approach than the other two. The reason behind this decision is that one part of the purpose of the empirical study is to be able to evaluate theory and make suggestions for further developments. The opportunity to go back and forth between theory and practice is therefore necessary. Primary data is data being collected from the field by a researcher to answer a specific research problem or question. Secondary data is already existing data that has been previously collected by another researcher before the research problem (Bajpai, 2011).

Another important part of the research design is whether the study is to take a longitudinal or cross-sectional approach. A cross-sectional study is relatively simple and examines the subject only at one point in time, and therefore provides less information about developmental changes (Salkind, 2008). On the contrary, longitudinal studies measures characteristics over time and are essential for the comprehension of changes (Hofer & Piccinin, 2008). Based on these facts in relation to the focus on the strategic change process of this thesis, an approach inspired by a longitudinal method will be adopted. The study will not be strictly longitudinal since the opportunity to follow an organization over a longer period of time does not exist. However, since the study will examine development over time rather than a state of the organization at one point, the study is more longitudinal than cross-sectional.

The research strategy has been selected in regard to the qualitative thesis approach and the nature of the topic at hand, and a case study is being conducted in order to fulfill the purpose of this thesis. A case study strategy is also in line with the qualitative approach that govern the empirical study since it supports the answering of 'how' and 'why' questions (Yin, 2003). Other advantages of a case study research that support the suitability of the strategy are that case studies provide depth, allows a historical perspective and facilitates the study of a complex context. Case studies can also be longitudinal (Buchanan & Bryman, 2011), and since the purpose is to study processes over time it makes a case study strategy highly appropriate.

An alternative research strategy rather similar to the one of case study is to make an action research. An action research means working even closer to the case than in a case study, sometimes it means working at the organization used as the case in order to get better insight and higher quality relationships (Saunders & Lewis, 2012). An action research could possibly provide more detailed findings than a case study. However, due to the limit of accessibility and time this strategy is not a possible choice of method, which has contributed to the selection of a case study. Yet criticism has been directed towards case study research in form of arguments that it lacks scientific accuracy due to the 'real-life' dimension (Eriksson & Kovalainen, 2008). Despite this the authors still evaluates the method to be the most appropriate for the purpose of the thesis due to its advantages, but will bear the criticism in mind.

3.2   Data collection

When conducting a case study, several different methods may be used in order to collect data. Some examples include surveys, interviews, observations, and focus groups (Buchanan & Bryman, 2011). In order to capture as much valuable information as possible and to encourage discussions as well as a two-way communication process, one-to-one interviews with open-ended questions are being used. Another reason for selecting interviews before any of the other alternatives is that an in-depth understanding of the case is necessary in order to answer the research questions. Interviews also provide the possibility to ask follow-up questions if needed. Surveys for example, would not provide this kind of possibility or in depth data. Focus groups are a possible alternative to interviews, which implies discussions in groups of five to ten people (Krueger & Casey, 2009). Focus groups are there-

fore favorable when dynamic group discussions are encouraged. However, the aim of this study is not to capture different opinions in a group but rather to explore success factors as objectively as possible. Focus groups in which the participants have the opportunity to interact and influence each other are therefore not preferable to one-to-one interviews in order to achieve the purpose of this thesis.

Different levels of structure exists when conducting an interview, a structured interview is closer to a questionnaire and will provide more standardized data, whereas an unstructured interview provides a more in-depth understanding. An intermediate type is the semi-structured interview, which functions more as a guided conversation (Buchanan & Bryman, 2011). For this study, semi-structured interviews are being used. This means that a list of questions is guiding the interview, while the order of the questions will be depending on the participant. Using this structure, questions may be added or removed during the interview if necessary. The selection of semi-structured interviews is made based on the arguments stated by Saunders and Lewis (2012); the uncertainty about the participants' answers is high, the questions are complicated, and the need to vary the order of the questions and the questions asked exists.

When collecting primary data through case study interviews, the researchers should be aware of the possible drawbacks related to the method, and how to act in order to reduce their impact. According to Blatter (2008), a disadvantage of using case studies is that the method provides less breadth of the proposition than if you would use studies of large-number (large-N studies). Blatter (2008) continues by arguing that large-N studies also have an advantage against case studies regarding external validity since large-N studies uses statistical means of control. Though this implies that since generalization is a distinguishing characteristic of the deductive approach (Saunders et al., 2009), these types of conclusion need to be drawn with utter caution. What would increase the validity and ability to generalize the results to other groups in future research, is to increase the number of selected samples.

3.3 Sampling method

According to Fritz and Morgan (2010) sampling occurs when researchers examine a portion or sample of a larger group of potential participants and use the results to make state-

ments that apply to this broader group or population. Existing sampling methods are divided into two main categories, probability sampling and non-probability sampling. For probability sampling to be possible, it requires that every member in the population have an equal chance of being selected for the sample (Morgan, 2008). If a complete list of the population is not accessible, non-probability sampling may be used (Saunders & Lewis, 2012). Since complete knowledge about the full population is not available and the population is in continuous change, probability sampling is not possible in this case. Therefore, a non-probability sampling will be used in this empirical study in order to select cases.

In non-probability sampling the researchers use their own judgments when selecting samples and the selection process is based on pre-established criteria, non-probability sampling is common method in qualitative research (Saumure & Given, 2008). Moreover, it is important to take the concerns raised regarding non-probability sampling into consideration. The two most prominent concerns are the difficulty in applying the findings to other groups, and the risk of bias when the researcher selects the participants (Saumure & Given, 2008). Awareness of these issues implies that caution is applied when analyzing the data.

Within the category of non-probability sampling, there are several different selectable methods. Quota sampling, convenience sampling and purposive sampling are some of the non-probability sampling techniques brought up by Salkind (2010). Of the different techniques purposive sampling is selected for this study. The decision is based on its strong connection to the qualitative method, it facilitates the ability to answer the more complex research question of this thesis. This implies that the sampling process is made up by strategic choices in order to tie the samples to the objectives of the research (Palys, 2008). This method of sampling allows the researchers to, based on a pre decided reasons and criteria, select samples that are believed to generate the most representable data needed in order to answer the research questions.

3.3.1 Selection of samples

This section presents and motivates the different criteria used during the purposive sampling process when selecting the most appropriate organization to use for the case study.

Size: both small, medium and large organizations have been selected to remove the bias of organization size and to get an improved applicability of the result.

Age of the organization: the age of the organization is not significant when selecting the sample, although it is of high importance that the organization was undoubtedly an established traditional organization before the implementation of an e-commerce strategy.

Normality: the organizations sampled will be considered normal in relation to other organization in the industry, thus no 'extreme cases' has been selected.

Timeframe: The e-commerce implementation must have been completed somewhere between year 2012 and 2015, giving a timeframe of three years. This timeframe has been decided upon since conducting interviews more than three years after the implementation may reduce the reliability of the answers.

Geographical location: the organizations sampled must operate traditional business within Sweden. Since the aim of this thesis is to be able to draw generalizations about organization in Sweden, it is only natural to sample Swedish organizations.

Industry: cases have been sampled from the retailing organizations. Additionally organizations are sampled to get a variety in what products they are selling to get a diversity among the customers they are targeting.

The participant: one or two participants have been selected from each case, interviewed one-on-one on two different occasions. The participants have either been the person responsible for the implementation of the new e-commerce strategy, or a person who has been highly involved in the process but not responsible. In cases where two participants were not available, the person responsible for the implementation has been the sole participant from that case.

Number of cases: A number of nine cases have been sampled to increase the possibility of drawing valid conclusions.

Initially, the criteria regarding timeframe, and industry were set differently. The timeframe was set to be six to twelve months, and the industries were limited to companies in the shoes/clothing and technology industries. However, when contacting potential samples the authors realized the difficulties in getting access to organizations fitting these criteria. Consequently, these criteria were updated since they appeared not to be realistic. Compromises also had to be made regarding the initial criteria of the participants that required two participants from each case. In some cases only one person had been involved in the e-commerce strategy implementation, hence interviewing two participants from each case appeared to be impossible.

The sample selection process resulted in nine cases (nine organizations), in four of the cases access was given to two participants. This gives a total number of thirteen interviews. Two of the participating organizations wished to be anonymous. The participating organizations are EM Möbler, Autoexperten, Växjö Elektriska, Bona, GRANIT, VRG (owner of Rizzo, Morris and Accent), Procurator, Company X and Company Y. The access to these cases is the highest possible, example of the titles of the participants are e-commerce manager, CEO (or owner) and IT manager. The great access increases the credibility and quality of the interviews. The cases are also spread over a wide range of varying products, the products that the cases are selling varies from clothes, shoes and furniture to spare car parts and household appliances. The duration of most interviews was between thirty minutes and one hour, some were slightly longer and some slightly shorter. The interviews provided a deep understanding of what has affected their e-commerce implementation processes and gave an insight in the complete process, from initiation to launch and the work after that.

3.4   Interview design

The participants are located over a wide geographical area and the interviews have therefore mainly been conducted face-to-face through Skype. In interviews where Skype is not an option telephone interviews will be conducted. This interview technique allows the interviewers to be able to, in an understandable way, ask and explain the questions (Persaud, 2010a). The interview method is selected for the conversations to proceed as smooth as possible. Another important reason to the choice of interview method is that the relationship between interviewer and interviewee is highly valued by the authors. A relaxed, confident ambience is believed to be critical and an influencing factor of the quality of the responses. To be able to hear each other's voices is considered to facilitate both the interview process and the relationship between interviewer and interviewee. Based on these arguments, interviews via e-mail, or other less personal techniques will not be used.

The interview questions have been sent to the participants approximately a few days before the actual interview. The purpose of this is to give the participants the opportunity to think the questions through and prepare for the interview. A risk of doing this is that the participants might discuss the interview questions with other people in their environment, and

therefore also be influenced by them. The issue of influence was a critical reason to why the method of focus groups was not selected over the method of case study, this is however a risk consciously taken by the authors since sending out the questions beforehand is possible to generate richer responses and data of higher quality. The increased potential value of this is judged to be higher than the risk of bias due to influence.

Important to bear in mind is that a slight variation of the questions asked during the interviews may occur. If some questions appear to be irrelevant to the participant, they may be subject of removal, and additional questions, not included in the original interview guide, may also be asked in order to find out further details or to gain a more in-depth understanding (Morgan & Guevara, 2008). This is in line with the semi-structured interview strategy selected (Saunders & Lewis (2012).

3.4.1 Choice of questions

The aim of an interview guide should be to create questions that will create rich dialogues, and the ability to pose and ask good questions is crucial for a good case study (Yin, 2009). Based on this information the purpose and research questions of this thesis, a number of interview questions have been composed (Appendix 1). The intention is to use these as a guide during the interview sessions. Only open-ended questions will be used since highly descriptive answers are encouraged, also follow-up questions might be added during the actual interviews if necessary. The first set of questions will refer to the issue of measuring success and the following questions will be structured according to the model constructed in section 2.4, meaning that the second section of questions will therefore be focusing on 'compatibility', the third on 'investments', and so on. The reason to why several questions about the participant's perception of success is being asked initially is to provide a deeper understanding of how successful the organizations has been in their implementation process. In this way it is possible to evaluate the answers regarding the other questions more accurately.

The authors would like to emphasize that there are no right or wrong answer to the questions even if they are based on theory, the aim is rather to gain a deeper understanding of the practical aspect of the critical factors for successful e-commerce strategy implementation. If the findings and answers depart from what is stated in the theory they will be considered to be valuable information for the analysis. The purpose of the questions is also to

test theory in practice, this is why the questions are tightly related to the theoretical chapter of this thesis. Important to recognize is that the interviews are being conducted in Swedish, therefore the questions and answers listed in the appendix are formulated both in Swedish and English with the aim of making as accurate translations as possible.

3.4.2   Pilot study

In order to make sure that the questions and topics discussed during the interview are likely to be comprehensible, a pilot study, or pre-test, should be conducted (Saunders & Lewis, 2012). Persaud (2010b) argues that a pilot study should be a natural component of a well thought through research design since it may reduce possible errors occurring from problems related to for example the construction of the questions as well as inexperienced interviewers. Based on these statements a pilot study of the questions has been conducted in order to reduce possible complications during the interviews such as misunderstanding or confusion regarding the questions. The pilot study is also being used as proposed by Schreiber (2008), not only to adjust questions not understandable to the participant, but also to reformulate questions not giving very informative answers. This will create an opportunity to change the wording in order to generate as rich responses as possible.

In order for the pilot study to be as rewarding and close to the case study interviews as possible, a test interview has been conducted with a participant that has experience and knowledge within e-commerce. The participant is selected due to the resemblance to the targeted population for the case study, which is recommended by Persaud (2010b). The pilot study participant has however been selected through convenience sampling, even though purposive sampling is being used for the case study participants. This is motivated by shortage of time and limited accessibility, also by the purpose of the pilot study, which is to examine the comprehensibility and formulation of the questions as well as to gain experience in interview technique. That the participant possesses knowledge about e-commerce is critical, and is judged to be sufficient to achieve the purpose of the pilot study, despite the choice of sampling method.

Initial findings from the pilot study are that the selected questions are relevant and provide a wide coverage of the subject, and that the majority of the questions were perceived as intended. Throughout the pilot study it appeared that some of the questions generated relatively similar responses, and it became evident that some questions led to confusion due to

the formulation. Additionally, the authors realized a need for the questions to be formulated in a less formal way in order for the conversation to proceed more naturally.

After the pilot study alternative formulations of the questions were discussed with the pilot study participant. Consequently, some of the questions were reformulated or grouped into one in order to avoid potential confusion or irritation. There was also a need to divide one question into two in order to receive a more detailed answer. Furthermore, the authors also realized the need to remove some of the headlines from the interview guide since they appeared to direct the participant's answers too much and limit them to the area of the headline in an undesirable way. As a last improvement, some of the questions were reorganized and placed in the end of the interview guide to be used as additional questions depending on the situation.

3.4.3 Ethical considerations

All research activities should be guided by ethical principles and remain unaffected by the researchers' own approach to production of new knowledge. An important ethical aspect of conducting a case study is the anonymity of the participants in the research (Eriksson & Kovalainen, 2008). Aiming to maintain good ethical standard and relationships with the participants during the case study, important considerations are being made. The individuals participating in the interviews were therefore informed beforehand that a recorder would be used during the session to capture the conversations as accurate as possible. The participants were also ensured that the material and data gained during the sessions would be treated confidentially by the researchers, and solely for the purpose of the study. Additionally, the participants were also given the opportunity to participate anonymously, which is why the name 'Company X' and 'Company Y' are being used for two of the organizations in place of the official name when the result is discussed within this thesis. Permission to use the name of the other organizations in this thesis has been discussed with and approved by each of the participants.

Eriksson and Kovalainen (2008) states that in addition to how the ethical research is conducted, ethics also covers the ways in which the data is reported. Hence the line of research ethics has also governed the data presentation and analysis, and ensures that the data is presented in its right context in order to maintain accuracy the findings. Also protection of the organization is important since the interviews might lead to information of competitive

value. Inappropriate disclosure of this kind of confidential information may lead to competitive disadvantage for the organization as well as negative personal consequences for the participants (Buchanan & Bryman, 2011). Confidentiality is therefore of highest priority throughout the empirical study.

3.5 Data analysis

3.5.1 Need for an analytic strategy

To have a strategy for how to analyze the data collected from the empirical study is extremely important since the strategy will help the researchers to treat the findings in a fair manner, produce convincing analytic conclusions, and select between alternative interpretations. It is also important to be aware of the strategic choices regarding data analysis before the data is collected, to make sure that the data will be analyzable (Yin, 2009).

3.5.2 Data analysis strategy

Regarding the process of how to analyze the data collected from the case study interviews, several different methods exist for how this can be conducted. The data analyzing process in this thesis will follow a framework created by Yin (2009). Yin describes four different general strategies and five different techniques for analyzing data, and recommends that at least one strategy and one technique should be selected for the data analysis process. The four general strategies are relying on theoretical propositions, developing a case description, using both qualitative and quantitative data, and examining rival explanations. Without selecting an appropriate general strategy, the proceeding part of the data analysis process will be difficult. The general method selected for this thesis is 'relying on theoretical propositions'. This strategy implies following the theoretical propositions that have been leading up to the case study, and that these proposition will guide the priorities during the data analysis. The frame of reference will facilitate organizing the data and help determine whether data should be given attention or be ignored.

3.5.3 Analytic Technique

The five different techniques of analyzing data listed by Yin (2009) are pattern matching, explanation building, time-series analysis, logic models and cross-case synthesis. The selected technique for this data analyzing is pattern matching. While using this technique, the critical success factors are viewed as independent variables, and the outcome - a successful
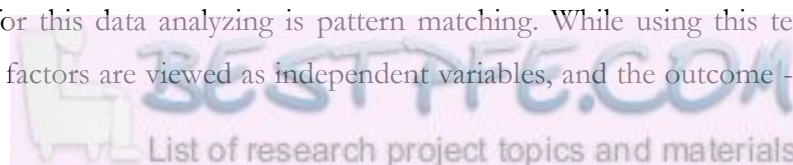
implementation, is viewed as the dependent variable. There are varying ways of conducting pattern matching analysis, and the approach for this thesis means that the aim of the data analysis is to analyze if any matching patterns exist between theory and practice. This implies that when the data has been collected, it will be organized into different categories in order to get a comprehensible overview and for the data to be more manageable. The next step is to compare the data from the different interviews, before analyzing the compiled empirical data together with the theoretical framework in order to determine if any eminent patterns can be identified.

3.6   Trustworthiness of the data

When conducting a qualitative study, the researchers need to be able to assess the trustworthiness of the data collected through the empirical research. Trustworthiness is an important component to take into consideration since it provides the researchers with tools that enables them to illustrate the value of the study. Trustworthiness in a qualitative research includes four different parameters, transferability, credibility, dependability, and confirmability (Given & Saumure, 2008).

3.6.1   Transferability

Due to the nature of a qualitative approach it is most often not manageable to have a large number of cases to examine as it is in quantitative research where a number of five hundred to a thousand participants is not uncommon. Within any study the sample selection process should for this reason be done to make sure that the sample represent the entire population as accurate as possible. Transferability therefore refers to the ability to make connections from the derived data to the entire population in practice (Jensen, 2008a). Transferability is achieved through the careful selection of samples. Samples have been selected based on criteria regarding for instance size, year of e-commerce strategy implementation and position on the market to represent the population well as possible.

3.6.2   Credibility

Credibility refers to a high level of consistency throughout the thesis. High credibility means for instance that no questions regarding choice of research model or if the appropriate participants were sampled for the research appears. A high level of harmony between

what is expressed by the participant and the interpretation of the researcher is important as well. Accuracy in such aspects adds credibility to the project (Jensen, 2008b). The authors have worked to create credibility by keeping the same structure throughout the thesis, the model introduced 2.4 is being used to make it easier for the reader to follow the rationale. The authors have also worked to make all decisions regarding for instance choice of method and theory as logical as possible. Furthermore, the aim is to create as clear connections as possible between theory and practice, and to present the findings from the empirical study in a manner that does not create any questions of objectivity.

3.6.3   Dependability

Dependability refers to the researcher's ability to demonstrate the capability to adapt to the changing environment that qualitative studies are often conducted in. Out in the field the researchers may find the situation different from that they expected, dependability is therefore important since it recognizes that the research contexts is in constant development (Jensen, (2008c). Dependability has been assured by aiming to be as flexible as possible, an area where adaptation was necessary is the process of selecting the cases. Some of the criteria were modified and the intended number of cases was increased as the realization was made that more extensive data was needed. Furthermore, some cases were replaced along the way as it was found that they did not suit the criteria.

3.6.4   Confirmability

When conducting a qualitative research, the participants' contributions are analyzed and the researchers are looking for information that can either confirm or expand existing theory. Confirmability therefore refers to the ability to confirm the results derived from the empirical study, and it requires the researchers to take different biases into account (Jensen, 2008d). Confirmability can be assured since the authors have accounted for biases such as the variation in time of when the different cases implemented their e-commerce strategy. Another bias is that the level of the participant's expressiveness may affect the level of information received from the interviews. Additionally, the conclusions regarding the assessment of the critical success factors are drawn with caution to make sure that they are supported by evidence and not opinions.

4   Empirical Findings

In this chapter the empirical findings from the interviews is being presented. The findings from each of the organizations are presented in a pattern following the model introduced in the final part of the frame of reference. The chapter is concluded with tables giving a visual overview of the empirical findings.

4.1   Autoexperten

The first interview was conducted with Henrik Björkqvist, the e-commerce manager at Autoexperten. Autoexperten is rated as a large organization and sells spare parts to car repair shops. The e-commerce was implemented in January 2015 in order to be able to sell directly to the customers, to be more customer focused, to take bigger control of the value chain and to keep up with their competitors.

Björkqvist explains that Autoexperten measure success based on goal attainment. *"If the goals that were set up initially have been reached, the implementation is successful, so we have simply measured the outcome against the different goals we set up before we started."* Autoexperten had goals regarding increased sales, attracting more customers to the shops and to get everyone in the organization to work together. On the question if the goals have been achieved or not Björkqvist answers *"We are not sure about the financial goals yet. But the other goals have been reached successfully. So technically, the implementation has been very successful."* He also explains that except some minor changes in the budget, the goals and vision remained the same throughout the implementation process.

Humanistic factors
Regarding the humanistic factors Björkqvist describes that the communication strategy was changed to integrate the corporate culture with the e-commerce strategy. The attitude towards the e-commerce among the employees has been positive, *"Since we worked with external partners we had to make a detailed project and timeplan, which means that everyone has been able to see that everything we did was well thought through."* Björkqvist says that it has been a challenge to unite the values of all employees. He further explains that the leaders' support was critical for the implementation success, and that non-supporting leaders would have meant ambiguous and contradictory signals to the employees. A highly critical success factor for Auto-

experten has been outsourcing the development of the web page and e-commerce platform. Therefore, the external partner was crucial for the result of the project. Björkqvist also emphasizes the importance of communication and of a pre-study, *"In order to understand the implications of the implementation, to be able to plan time, budget and the communication better."*

Non-humanistic factors

When asked how the organizational structure has been changed to fit the e-commerce strategy the answer was *"So far unfortunately not, but it will be necessary in the future."* The e-commerce strategy is however fully integrated with the digital technology of the organization. It has been more challenging to integrate the e-commerce strategy with the overall strategy of the company, *"We tried to integrate the e-commerce strategy but it was difficult before you knew exactly how everything was going to work."* He further explains the importance of a flexible formulation of the strategy, *"If you are not open for the challenge of e-commerce it will affect the implementation significantly."* Björkqvist emphasize the importance of communication, involvement and training on all levels of the organization. Oral communication through meetings and openness for questions has been critical to inform the employees. He further explains that the compensation system was changed to encourage and stimulate the implementation of e-commerce.

Björkqvist was asked about the structure of the financial budget and if it proved to be realistic, Björkqvist answered, *"First we conducted a pre-study and decided what level of e-commerce we wanted, after that we investigated the costs it would imply. The overall budget was realistic. Maybe a little naive since it was difficult to estimate all the costs and possible deviations. How to allocate the financial resources was a major part of the pre-study."* Björkqvist also explains that they launched the e-commerce on the pre-decided date, and that they were able to follow the timeplan since it was worked out and agreed on together with everyone involved.

Key factors for Autoexperten: communication, flexible strategy, professional partners, employee involvement, training and pre-study.

4.2   Bona

This interview was conducted with Bona who offers products for installation, maintenance and renovation of wooden floors. Bona operates B2B and is rated as a medium sized or-

ganization. Two employees who were involved in the implementation process in 2013 were interviewed, Maria Turvin, internal business consultant with focus on e-commerce and Henric Samuelsson, IT project manager. E-commerce was demanded from their subsidiaries and Bona wanted to keep up with the technological development, make their offers clearer to customers and create a common platform for the subsidiaries.

The launch has been quite protracted and it is too early for Bona to completely decide if the implementation has been successful or not, but they measure success based on goal attainment. Many of the goals have been reached but it is still much left to work with. Bona looks at the investments in e-commerce in a long-term perspective, otherwise it would not have been counted as successful. Bona works a lot with personal relationships, which has been a major part of the e-commerce. Within the organization, Bona focused on sharing information and the importance of e-commerce among all employees and to get support from the top management.

Humanistic factors

The general attitude among the employees towards e-commerce has been varied, Samuelsson explains, *"Their attitudes have been everything from positive and excited to hesitant with a lot of concerns."* Turvin adds *"It is also a question of generation."* The people working with the e-commerce implementation have not been pushed by top management and could therefore take it in their own pace. The compensation system has not changed to improve the e-commerce strategy implementation. Bona is considering integration of culture though not much work has been done within this field so far. Leadership support came mainly from the IT manager and gradually also from the marketing director, but barely any other managers were involved. To acquire the necessary knowledge Bona hired consultants, otherwise the main source of competence within Bona about e-commerce has been the knowledge possessed by Turvin and Samuelsson. A highly important factor has been project stability, both economically and time wise regarding integration and unexpected details. Samuelsson adds the importance of a common vision. The external partners have been important as well.

Non-humanistic factors

Structurally within the organization, little changed to fit e-commerce except hiring Turvin to the IT department. She has been working with Samuelsson, the project manager. Their

media strategy has been built upon three steps, where the last one is to develop e-commerce. This indicates that the e-commerce strategy is integrated with the organizational technology, and regarding the integration of the overall strategy Samuelsson says that it is only partly integrated so far but that a complete integration is about to happen. The formulation of the strategy has no impact on the result of the implementation according to Turvin. Samuelsson says that resources, agility and energy framed the work. Regarding the budget Turvin says: *"It has been hard to follow the budget but it has not been a disaster, it has been more of an issue to keep up with the time frame, which in turn have increased costs."* Regarding the timeplan it is explained that some of the timeframes have been difficult to keep up with, and that delay in the project has caused additional costs.

Key factors for Bona: technology, integrated systems, right competences, a common vision and project stability.

4.3 Company X

This company chose to be anonymous in the interview and will therefore be named Company X. The participant from the organization is the e-commerce manager. Company X implemented e-commerce in 2013 because they felt that it was time to 'go digital', the decision was also based on the market changes. Additionally, there was a demand from the customers to be able to order, find products and prices online. It was a natural progression. This organization is rated as large organization.

A strategic goal was set within a 5-year time frame, where the e-commerce should stand for a certain percent of the total turnover. This was the main goal but there was also a date set when the e-commerce should be launched. The goal was reached but not within the time frame that was set. *"A successful implementation would be if we reach expected results. "What have contributed to the successful implementation is that we have an omni-channel approach, the e-commerce should be integrated in the whole organization. Everyone has been a part of the project and there has been a very close co-work with a development partner."* Additionally, a clear strategic plan, support from the top management, with the right resources, experiences and competences proved to be important for Company X.

Humanistic factors

The participant explains how they have worked to align the employees, *"Hard work with a lot of information, when talking about our strategy we have spoken about the importance of e-commerce for our company. It has been a challenge and it has taken a lot more time than you can imagine."* Therefore their omni-channel approach has been very important, to integrate everything in the stores with e-commerce, but still they faced resistance. To reduce this resistance they have been working frequently with educating the employees in various ways. Company X argues that the culture is integrated in everything they do.

Within the organization, education of both employee and customer is performed to acquire the necessary knowledge. Varied attitudes among employees have existed during the implementation process. Some employees have felt threatened and some have been really positive. Other employees changed their opinions and attitude towards e-commerce after the launch. The managers have had an important role with active participation. To make sure the involved employees have sufficient knowledge they have used training, short movies, powerpoints, kick-offs, customer visits and most importantly, hiring resources with the right competences within the area.

Furthermore, a detailed specification of the project was highly relevant. Also a pre-study have been important, Company X needed assistance with the pre-study and hired an external consultant. The development of the e-commerce platform has been outsourced to the external partner. What could have improved the implementation process is more time and financial investments from the start to be able to provide an even better e-commerce system already at first launch. Additionally, more testing to secure the e-commerce to 100 percent is a factor that would have more attention if possible. Testing involves for instance testing the systems before they are launched, searching for bugs and testing the user-friendliness. Also, early involvement of the employees to a greater extent would have improved the success of the implementation.

Non-humanistic factors

The organizational structure has changed a lot in order to fit the new e-commerce strategy, new departments has been set up and people have been added to the executive committee and other management functions to be responsible for the e-commerce. The e-commerce strategy is completely integrated with both the organization's digital technology and the

overall strategy in the organization. The compensation system has not changed compared to before the implementation. Both budget and the time frame would have been possible to follow without dependence on other projects. They changed an update system, which got delayed and resulted in delay of the project. The initial timeplan had to be modified, it was important for implementation success to allow the process to take more time than initially planned. Even though the time frame was not possible to uphold, their clear vision has played an important role. The financial budget was not realistic based on what they wanted to achieve, the implementation of e-commerce would not have been possible without major changes in the initial budget, significant investments were critical. To communicate with the employees various communication channels have been used. Company X have organized big meetings with employees from all parts of Sweden, kick-offs, educations all around the country in smaller groups, CEO information with information letter and teams have been traveling around and mediated how important the e-commerce is. The intranet has been used as well.

Key factors for Company X: communication, integrated systems, clear strategy, supporting top management, education, close work with partner and an omni-channel approach.

4.4 Company Y

The interview with Company Y was conducted with an employee representing a team of four people responsible for implementing the e-commerce strategy. Company Y is rated as a large organization and sells household appliances through their own web shop and franchisees, and the e-commerce was implemented in September 2012 in order to stay competitive and to stay in business.

In order to determine the result of the implementation Company Y has mainly measured their sales and two additional parameters, the attitude towards e-commerce among the franchisees and customer satisfaction. Success has also been measured based on goal attainment. The goal of implementing an e-commerce strategy was to build market presence and to create an e-commerce that benefited everyone, both customers and franchisees. The participant explains that the current goals compared to the ones set initially looks very different. He describes that the industry demands high flexibility of the organizations. To improve chances of a successful e-commerce strategy implementation they worked with SEO

(search engine optimization) and omni-channel, which is the seamless melding of the advantages of shopping in physical stores with the information-rich experience of online shopping. The participant explains that they had to engage in testing in order to understand what is really relevant for their e-commerce success. They also had to work hard to convince the franchisees about the benefits of e-commerce since the e-commerce means competing business to them.

Humanistic factors

The e-commerce strategy implementation was met by resistance among the franchisees, so creating alignment between the goals and values among the franchisees was very challenging. To convince them the participant and the team made sure to listen and be open to their ideas and communicated through kick offs and visiting the stores. Company Y first introduced the e-commerce project to the employees rather quickly at a conference, which contributed to confusion and resistance. *"This proves how important it is how you communicate internally and to the franchisees."* In addition the participant explains that *"We have not paid attention to culture at all, since the organizational culture do not fit the internet."* The colleague of the participant, an e-commerce manager, was essential for the implementation project and managed to build a competent team, the colleague also worked for a very flexible environment. The employees were themselves responsible for achieving the knowledge needed to implement e-commerce.

Non-humanistic factors

The participant explains that the organizational structure has barely been changed to fit the new e-commerce strategy, *"For the marketing and production divisions the e-commerce has meant one additional thing to keep in mind, but otherwise the e-commerce is more seen as an additional branch in the organization."* When asked about the integration between the e-commerce strategy and the digital technology of the organization the participant says that it is very limited, which has contributed to the loss of potential synergy effects. The e-commerce strategy is however highly integrated with the overall strategy of the organization. He further explains that due to lack of competence the building of the web site and the integration to their management information system was outsourced to external partners.

Company Y decided to compensate the franchisees by giving them a percentage of the revenue from purchases done by customers in their postal area, which worked well to promote

e-commerce. When discussing the budget of the implementation project the participant says that the original budget was not fully realistic, and that the subsequent budgets were more nuanced. Furthermore the timeplan was discussed and two dates were set for launching the e-commerce web site, one internal and one external. The timeplan was not more specific than that but was something that grew over time. When asked if the participant has anything to add regarding critical factors for successful e-commerce strategy implementation he empathizes patience, time and flexibility.

Key factors for Company Y: flexibility, patience, time, testing, SEO and omni-channels.

4.5   EM Möbler

The interview was conducted with Thommy Grape, e-commerce manager at EM Möbler. An organization that sells furniture and interior design, EM Möbler is rated as a large organization. A reorganization took place in October 2013, which lead to new owners of EM möbler. The previous owners of the organization started to implement e-commerce and therefore current owners decided to complete it because of the benefits e-commerce would bring to the company. EM Möbler implemented their e-commerce in February 2015. A consultant from Capo was interviewed as well, Peter Gustafsson. When answering the questions Gustafsson confirmed much of what has been said during the interview with Grape, he was also able to add some information and provide a deeper understanding of certain issues.

Grape says, *"The best way to decide if the implementation is successful is if the customer can use it. We had a clear strategy of how we wanted the e-commerce to work and when we realized we had succeeded with an e-commerce according to our vision we could state that it was successful."* EM möbler measure success based on goal attainment and Gustafsson believes that the goals were reached. They readjusted the vision since some goals appeared to be unrealistic and had to wait for the future. EM-möbler have been very goal oriented and that is what Grape believe has been a critical factor for their success. Gustafsson adds the generous and flexible timeplan as a critical success factor. *"They made sure to take the time it needed in order to change such a conservative organization, also the fact that the strategy was adapted to work well with every store at the same, even if they varied in how they operated their businesses."* For a successful implementation Grape thinks that it is be realistic about the time the implementation will take and having a partner with

the right competence and social skills is important. A more accurate pre-study, risk analysis and more preparation is be are things that could have improved the implementation process.

Humanistic factors

By working hard to communicate the benefits of e-commerce, knowledge and how everything will work EM Möbler managed to get all employees to support and believe in the e-commerce, but it has not been easy to turn them all around. Gustafsson says *"It has been a great challenge for Grape, many different opinions arose in the beginning. But EM Möbler has succeeded."* They have meetings and ongoing communication to inform the employees and everyone is involved. The employees' attitudes have been conservative and respectful. Due to the lack of knowledge EM Möbler has worked with ongoing information on an basic level and used manuals with additional information. Grape himself played a huge role in terms of expertise and knowledge as a project manager. Gustafsson adds, *"The leaders have been highly involved in this case."* Fields in which competence was insignificant was outsourced to external partners.

Non-humanistic factors

To make the organizational structure fit the new e-commerce Gustafsson says, *" EM Möbler has involved many people and redistributed fields of responsibility internally."* The e-commerce strategy is well integrated with the digital technology of the organization, the web page and the e-commerce platform is integrated to a single system and all social media activity is directed towards the e-commerce. The e-commerce strategy is integrated with the overall strategy of the organization, *"Nothing is happening separately from everything else and everyone is on the right track."* Grape explains that *"The strategic change is comprehensive but they have not worked as much as they wanted with the strategy. We reached our goal because of a flexible strategy and no attachment to the vision."* The compensation system has not changed to promote e-commerce strategy implementation. EM-möbler had to adapt to the technological limitations and possibilities due to budget limitations since the budget was not realistic. It was allocated on external services, consultant services, competence development. Gustafsson says, *"EM always said that we should take the time we needed, so the timeplan changed a lot along the way."* When asked how the formulation of the strategy has influenced the result of the implementation the answer was that the strategic guidelines set up initially were vital. Additionally, the communication channels have also been important. Grape explains that he has visited the stores and en-

gaged in a lot of oral communication to communicate critical information, newsletters have also been used.

Key factors for EM-möbler: flexible timeplan, ongoing communication, integrated systems, goal orientation, local presence and professional partners, adapted strategy.

4.6 GRANIT

GRANIT is a organization that sells interior design and is rated as a middle-sized organization. The interview was conducted with Felix Reinhard, e-commerce manager. For GRANIT it was a simple decision to implement e-commerce, they wanted to have a clear digital presence and available to customer without access to physical stores.

The goals of the e-commerce were to be a profitable store as the others, to support the physical stores (an omni-channel approach), increase the traffic to the stores and to increase sales. GRANIT measures success based on goal attainment and they did reach their goals. The organizational structure within the organization did not change before the e-commerce was implemented, the necessary changes were instead introduced retrospectively. External services were used and a project manager has hired to handle the implementation and integration of business systems. The reason was that significant competence did not exist within the organization. This recruitment was necessary to acquire significant competence for the e-commerce implementation to succeed.

Humanistic factors

There has not been a lot of work to get the values of the employees aligned with the goals of new e-commerce strategy at GRANIT, but everyone has been aware of that e-commerce have an impact on the entire organization and that you cannot separate it. Everyone needs to be involved, this is according to Reinhard a critical factor along with the timeplan. There has been ongoing information and manuals regarding the e-commerce to the employees, which have had a positive attitude. They have not been working explicitly with culture management as the e-commerce was implemented, the culture at GRANIT is implicit and no clear attempts to change the culture were made during the process. Though Reinhard explains that the organizational values are established throughout the organization. The managers have taken a relatively small part in the project, the managers were more involved

in the end of the project than in the beginning. The building of the e-commerce platform was outsourced to external partners since significant competence did not exist within the organization. The external partners were critical for the e-commerce implementation. What could have been better regarding the implementation process is better integration of systems and stores and product information, Reinhard wants the e-commerce to be more integrated with the physical stores.

Non-humanistic factors

After the implementation, the internal structure consists of one person who is responsible for the e-commerce. The most important parts in the strategy were to be able to measure that GRANIT increased traffic and that they were profitable. The e-commerce strategy is not yet sufficiently integrated with the organizational digital technology. GRANIT have been working carefully with the implementation and took very small steps initially, and now after a while when everything is working, there is more involvement from the entire organization. Although barely no integration with the overall strategy exists. No changes in the compensation systems were made to promote the e-commerce. There was a limit for the financial budget that was agreed upon with the external partners, in general the budget was realistic but it was exceeded to some degree. 80-90% of the financial resources have been allocated on an external partner and the rest has been allocated internally. Not much resources were allocated on competence development. Furthermore, the time frame for the project was exceeded as well, the project was delayed with about nine months.

Key factors for GRANIT: External partners, awareness that you cannot separate e-commerce from the organization (omni-channel), time, ongoing information.

4.7   Procurator

The interview with Procurator was conducted with the e-commerce manager Magnus Buren. Procurator is rated as a large organization and is operating B2B, they are selling everything from personal protective equipment to office supplies and packaging. Procurator implemented e-commerce in March 2014 to increase the relevance from a user perspective, to be responsive to the changing behaviour of the customers and because the previous systems inhibited the development of e-commerce.

To determine whether they had been successful or not Procurator measured number of site visitors, transaction and turnover and success is based on goal attainment. The goals they had for the e-commerce implementation was to create a user-friendly web shop and to improve SEO and the relevance for the customers. They reached the goals regarding traffic and turnover, but as Buren says, *"Just because the e-commerce is launched it doesn't mean it's done, the work continues afterwards."* Important factors for a successful e-commerce strategy implementation have been a good team and complementary competence. To improve their chances of a successful e-commerce strategy implementation Procurator worked with training, workshops and involvement throughout the entire organization.

Humanistic factors

To get everyone in the organization on the same level Procurator has been working hard with employee involvement. They have also worked a lot with testing of the new systems while implementing, the employees helped with this. *"A cost efficient way to make a pilot study is to do it within the organization"* says Buren. They met no resistance to change, but rather a lot of questions. Buren could not answer whether the compensation has changed with e-commerce or not. To integrate the company culture it comes back to employee involvement, Buren says that the e-commerce strategy is built after the company culture.

The high employee involvement has generated a positive attitude towards the project and it meant that they could respond to all the questions that came up. Furthermore, by involving employees they are able to make use of all the competence. *"We teach our colleagues and our colleagues teach us, it's a win-win situation."* The leaders in this case had a very important role, *"They gave us mandate to go through with the e-commerce."* Buren says that the leaders should be as involved as the employees are. To educate the employees Procurator has worked with training and workshops and letting the employees be a part of the testing. Again, it comes back to employee involvement.

Non-humanistic factors

The organizational structure has changed to fit e-commerce, all divisions has been affected and involved in the implementation and employees have been given new responsibilities. Procurator worked with many different communication channels and communicated information through email, meetings, listen to colleagues and face-to-face communication. Increased conversion rate and investing in SEO have been significant to reach the goals for

e-commerce. The e-commerce strategy is well integrated with both the digital technology and overall strategy of Procurator, the e-commerce permeate the entire organization. Buren explains that the specification for the project created when preparing for the implementation was the base for all further decision and that it is a critical for the result of the implementation. Also the budget was based on the specification, which meant that Procurator could create a realistic budget together with their external partner. Their partners built and integrated the e-commerce and the partner selection process was governed by the specification. Procurator decided to outsource the development of the e-commerce platform and management information system since they did not possess this competence within the organization the partner was crucial for the project.

Key factors for Procurator: specification for the project, employee involvement, testing and committed leadership.

4.8   VRG

VRG is the organization owning Accent, Morris and Rizzo, and sells of clothes, shoes, bags and accessories. The interview was conducted the e-commerce manager Maria Roos and Johanna Stenfelt, Digital Content Manager. VRG is rated as a medium sized organization and implemented e-commerce in April, may and September 2014 because of demand from customers, another reason is the competition and they that they had no choice but to implement e-commerce.

Success is measured based on goal attainment and Roos comments regarding the goals *"Today we have come as far as expected, but we are not completely there yet."* Johanna added budget goals and some specifications of the project. *"We take an omni-channel approach so we look at the traffic to the stores."* They use KPI's (key performance indicators) to measure for instance conversion rate and number of visitors. This project is seen as technological and the change management was mostly forgotten. Furthermore, a strong digital team was composed in which diverse competences (project management and change management, right competence, experience) was a success factor. This success factor could be identified as Roos was hired to the team, she brought high e-commerce competence, which was crucial for the success of the implementation.

Humanistic factors

Change management was not implemented in the humanistic resources within the company, but is prioritized now after the implementation. There is an ongoing work with culture integration, which was not given much of attention during the implementation. The attitude among the employees has been varied, but once employees knew that their work was safe their attitudes improved. The change has in general been a great challenge for VRG. Committed leadership has been very important, Roos says, *"When committed leadership does not exist, the implementation process can not succeed."* To have the right competence in the e-commerce team already from start is a success factor mentioned by Roos. For this reason the technological part of the implementation process has been outsourced to external partners. Regarding teams Roos explains that an e-commerce group was formed with managers from many different departments, forming integration between the different divisions. A pre-study is also important for success both concerning necessary resources, the change that needs to be done and existing technology. A more mature and competent top management, resources on the internal and organizational work, better integration between the e-commerce and the physical stores would have improved the level of success. The work was underestimated, the whole organization have to be ready everyone is involved.

Non-humanistic factors

Roos explains that no structural changes can be made fast, it is a long process and it takes time and you need to be patient. Significant financial investments have been a critical success factor for VRG. Roos adds that the financial part within the strategy is especially important in companies listed on the stock market. There was no digital strategy when deciding to go online but that exists now and the technology is partly integrated with the e-commerce strategy. The integration of e-commerce and existing technology is of higher priority now than before the implementation. The same is valid for the overall strategy, it is the next step, but overall, the e-commerce strategy is very vague. The budget was exceeded since some parts were forgotten, such as no internal project leader was available initially, changing of systems in logistics and similar issues. Additionally, no well made specification of the systems was made. It is hard to say if things were ignored because of time constraints but the budget and follow-up could have been better. The financial resources have been allocated on external partners, internal resources, developers, project costs and licenses. Important to mention is that the timeframe has changed a lot and project has been delayed, which lead to learning-by-doing approach. Before Roos was hired the time frame

was flexible. The push from the CEO, top management could have been better. The change was communicated but not as much as Roos wanted and there was no specific plan to get the idea of e-commerce rooted in the company. No change of compensation system could be identified.

Key factors for VRG: Diverse competences, external competence, change management, finance, omni-channel and supportive and mature top management.

4.9　Växjö Elektriska

Two interviews with Växjö Elektriska were conducted with the marketing coordinator and web manager Linda Johansson and Christine Löfqvist, the CEO and owner of the organization. Växjö Elektriska is selling lamps and other indoor and outdoor lightning and is rated as a small organization. They implemented e-commerce in June 2014 after high demand from their customers and because they felt it was the right time to expand.

Växjö Elektriska measures success based on goal attainment. The goals for the implementation process were to increase the turnover and to improve the level of customer service. They can determine that the turnover has increased and that the e-commerce has attracted more customers to the physical store. Additionally, they have realized that the customer's decision-making process of a purchase became shorter after they were able to use the web page as a tool in their purchase decision. Johansson says, *"I believe the implementation process has been successful. We would like to increase sales even more, but that will take time."* When asked what factors Johansson believes to have contributed to the success of the e-commerce strategy implementation, she mentions the integration between the e-commerce and the physical store (omni-channel), *"The e-commerce should be a supplement to the physical store, the we shop and the physical store should not compete with each other. I think that is a success factor."*

Humanistic factors
In order to align the employees within the organization Växjö Elektriska involved all employees and let them speak their mind, Johansson often refers to the organization as a 'family'. They met no resistance to the e-commerce implementation, the project was rather met by curiosity and excitement. About communication Löfqvist explains, *"We are such a small organization that we use oral communication all the time, we talk everyday and everyone knows everything."*

Johansson was asked how Växjö Elektriska has worked to integrate company culture with the new e-commerce strategy, *"We are probably the same family before and after the implementation."* Löfqvist says that they have worked with aligning values through communication.

At Växjö Elektriska a committed leader was highly important in order to develop e-commerce. Johansson says *" Without her, maybe there wouldn't be an e-commerce project at all."* With 'her', Johansson refers to Löfqvist. *"She has been very positive towards the project and involved without being controlling. She is confident about our abilities."* An important measure to increase the internal knowledge was to hire Johansson for her competence and previous experience within e-commerce. Additionally, Johansson's colleague received training in the web-platform. The development of the web-platform was outsourced to partners since enough competence did not exist within the organization. The partner was highly important for the result of the implementation.

Non-humanistic factors

Relocating employees, the hiring of Johansson as the web manager and extending the accountant department are changes in the organizational structure made to fit the new e-commerce strategy. Johansson further explains that the e-commerce strategy is integrated with the digital technology and existing systems. *"We have the web-platform which is integrated with the other systems, it's not an isolated island so to speak."* Furthermore, the e-commerce strategy is fully integrated with the overall strategy of the organization, *"The e-commerce is a natural part of the organization by now."* The budget was realistic, they could not have continued with the project otherwise. There was no need to modify the budget along the way. When asked how the time was planned for the implementation project and if they were able to maintain the timeplan throughout the process Johansson answered *"The timeplan was delayed a little. We didn't have a super strict deadline though. We started by looking for suitable partners and after that it was an ongoing process."* Johansson was asked if she had anything to add regarding what is important for a successful implementation, she answered the testing before launch.

Key factors for Växjö Elektriska: suitable partners, close communication, testing and that the e-commerce is seen as a complement to the existing business (omni-channel) and the right competence.

4.10 Summary of findings

Table 1 Summary of findings

	Autoexperten	Bona	Company X
Culture Management	The communication strategy within the organization was changed to align the culture with the e-commerce, although not any cultural artifacts or similar.	They are aware of the existing cultural values but not much work has been done to integrate the culture.	The organizational culture is essential and integrated in everything they do, for instance among employees and in their marketing.
Alignment of Values	It was challenging to create employee alignment, resistance appeared. It was managed through employee involvement.	Relatively high degree of employee involvement, some resistance appeared but it was managed with support and assistance.	As a part of the strategy, alignment of values have been important, it was challenging and took more time than expected.
Positive Employee Attitude	The attitude among the employees was very positive as they the saw the level of professionalism in the execution of the project.	The overall attitude is varied among the employees, they argue it is a question of generation that matters in this context.	The employee attitude have been varied, at different levels. They argued that this might depend on the traditional bransch the operate in.
Committed Leadership	The leadership was committed to the e-commerce implementation, the leadership support was critical.	Committed leadership is highly relevant and crucial, but there has been limited support from top management.	The management team play a huge role and have contributed with active participation, support directions and resources.
Integrated Management Teams	The management teams could not be identified to be integrated.	The management teams could not be identified to be integrated.	The management teams could not be identified to be integrated.
Realistic Expectations	Realistic expectations is not identified to be critical for the e-commerce strategy implementation.	Due to a realistic budget, realistic expectations existed to some degree but was not seen as a critical factor.	Realistic expectations existed to some degree but was not a critical success factor.
Sufficient Knowledge and Technological Skills	Critical for success, insufficient knowledge led to the outsourcing decision. Additionally, training in e-commerce within the organization was crucial.	This factor is critical, because of lack of knowledge they used education, courses and external services.	A crucial factor, information sharing, education of employees and recruiting employees with the right competences.
Outsourcing Decisions	Critical for success, the building of the e-commerce platform and web page was outsourced.	Outsourcing was a natural action to take since the competence did not existed internally and it has been crucial.	Highly relevant for the organization's success, the development of the e-commerce platform has been outsourced.
Compatibility of E-commerce Strategy	The e-commerce strategy has ended up a little bit behind and is not fully integrated.	Strategy compatibility is an obvious part of the implementation but not fully compatible yet.	The e-commerce strategy is fully integrated, it is an important part of the strategic plan.
Integrated Technology	The pre existing web-platform was updated to create a combined webpage and e-commerce platform, it is integrated into one single solution.	The technology is integrated in the organization's systems, this is considered to be essential for the success of the e-commerce.	The new e-commerce strategy is fully integrated with the digital technology.

Compensation Systems	The compensation system has changed in order to encourage and stimulate the implementation of e-commerce.	The compensation system has not changed.	The compensation system has not changed compared to before the implementation.
Financial Investments	The budget was based on a pre-study. Significant investments were crucial.	Investment is a critical factor, and the financial budget has been realistic.	Since they deviated from the plan, the budget was not realistic. The financial investments is mainly allocated on external and internal competences.
Time Investment	The time plan was developed together with everyone involved, and everyone estimated their own time.	There has been difficulties to follow the time plan, a flexible time plan was critical.	The time plan was not possible to follow since they were dependent on other projects which were delayed.
Budget Reliability	They had a flexible and reliable budget.	The budget was reliable and realistic.	The budget was both flexible and reliable.
Adapted Organizational Structure	The organizational structure is not yet adapted, but in the future it will be integrated with the regular processes.	Structurally, not much has changed to adapt to the e-commerce.	The organizational structure has changed from the top management and down, what currently exist was not apparent before.
Communication Channels	Frequent use of communication channels, a lot of oral communication through regular meetings.	Focus has been on the people involved and to communicate both internally and externally.	Ongoing communication among all departments with information and education of employees.
Flexible Structure	Flexible formulation of the strategy was mentioned, but not a flexible structure.	A flexible time plan exist but the structure is not considered to be flexible.	Flexibility is appears frequently in many of the organization's processes.
New Factors	Employee involvement, pre-study, flexible strategy	Employee involvement, professional partners, project stability.	Omni-channel approach, flexibility, employee involvement.

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	Company Y	EM Möbler	GRANIT
Culture Management	No attention was given to aligning the culture with the e-commerce, the e-commerce team rather tried to keep away from the remaining organization.	The culture plays an essential role of their e-commerce strategy since the customer relation to the organization and the local presence is important.	The organizational culture did not receive much attention during the implementation process, the organizational culture is more focused on the stores.
Alignment of Values	This has been very challenging to align the values of the franchisees, this factor has been given much attention but the values are still not completely aligned.	Alignment of values has been challenging, but employee involvement and information sharing has contributed to their success.	Aligning values was not explicitly worked for, but came naturally as the project proved to be successful and as the employees get more involved.
Positive Employee Attitude	The e-commerce was met by resistance from the franchisees and positive attitude has not been critical.	Resistance to some degree but mainly because of lack of knowledge and respect for the e-commerce.	The attitude towards the e-commerce was positive in general.
Committed Leadership	Committed leadership was critical for the implementation.	Committed leadership has been a critical factor. High involvement and work with improvements of the e-commerce, information and education.	The leadership played a limited role in the implementation. Although the leaders have been involved in some parts of the project.
Integrated Management Teams	Integrated management teams could not be identified, the e-commerce team was a very separated division.	The management teams could not be identified to be integrated.	Integrated management teams could not be identified as a critical success factor.
Realistic Expectations	Realistic expectations could not be identified as critical, flexible expectations were more important.	Realistic expectations are considered to be important in terms of time and a partner with right competence.	Relatively realistic expectations existed, but were not prominent as critical for the result. Some expectations were not met.
Sufficient Knowledge and Technological Skills	Sufficient knowledge was critical, this led to the outsourcing decision. Although no training or similar was given, the employees were responsible for their own learning.	A critical factor, they have used education of employees to acquire knowledge and outsourcing.	Critical factor, an employee with experience in e-commerce was recruited.
Outsourcing Decisions	Critical for the success of the e-commerce implementation, the website building and integration was outsourced.	Highly critical since everything except the project manager's responsibility have been outsourced.	External partners were critical for success, sufficient competence did not exists in the organization.
Compatibility of E-commerce Strategy	Highly compatible e-commerce strategy, it is a part of the total market presence strategy.	Since the release it is the e-commerce strategy that guides the whole organization.	The e-commerce strategy has been integrated over time, the e-commerce strategy is identified to be relatively compatible.
Integrated Technology	The technology is not integrated enough, loss of potential synergy effects.	The technology is very integrated and is considered as essential, everything is coordinated as one unit.	The e-commerce technology is not sufficiently integrated, the e-commerce platform isolated from the other systems.
Compensation Systems	Big changes in the implementation system to stimulate the e-commerce implementation. Financial compensation to the franchisees appeared critical.	Their compensation system has not changed.	The compensation system has not been changed to facilitate e-commerce.
Financial Investments	Significant investments were critical.	Investments were crucial, they expected the costs to exceed the budget.	Significant investments were critical.

Time Investment	A lot of time was needed, the time plan developed over time.	They took the time they needed and the time plan changed a lot along the way.	The initial time plan was extended, it was critical to invest enough time for the project to succeed.
Budget Reliability	Very high demand for a flexible budget, increased investments were needed.	They planned to have a flexible budget and it was crucial for the implementation process.	The budget was reliable since additional financial investments could be added when necessary.
Adapted Organizational Structure	Not adapted structure, the e-commerce has rather been added than integrated in the organizational structure.	The organizational structure is not adapted yet, but they are now in the decision making process of a major structural change within the organization.	Small changes have been done in the organizational structure, the main change is that one person has been assigned to work with e-commerce full time.
Communication Channels	Not very well functioning communication channels toward the franchisees, this created resistance.	They have used their communication channels frequently to mediate the benefits of e-commerce etc.	The communication channels were critical and continuously used, especially as the launch date was postponed several times.
Flexible Structure	Flexibility in general is stated as a highly critical success factor, an agile thinking and way of working was crucial.	Flexibility is apparent throughout their implementation process.	Flexibility in the theoretical meaning could not be identified, also flexibility in budget and the time plan was of great importance.
New Factors	Omni-channel, SEO, testing, patience	Flexible time plan, adapted strategy, professional partner, employee involvement, pre-study	External partners, awareness that you cannot separate e-commerce from the organization (omni-channel), time.

	Procurator	VRG	Växjö Elektriska
Culture Management	This factor has been critical, the e-commerce strategy is based on the organizational culture. The culture has been further aligned by involving the employees.	There is an ongoing work with culture integration, which before the implementation was not given a lot of attention.	Culture management has not been a critical success factor, the culture remains the same.
Alignment of Values	Alignment of values has been identified as critical, it has been achieved through employee involvement.	Alignment of values are prioritised now after the implementation but was not critical during the process.	The values are completely aligned, everyone has been involved in the project.
Positive Employee Attitude	Positive employee attitudes, no real resistance appeared. Positivism was achieved through involvement.	Varied employee attitude, both positive and negative reactions. They are working with the challenges.	Positive employee attitudes, the project was met by curiosity and excitement.
Committed Leadership	Highly committed leadership existed, which was critical for the success of the e-commerce implementation.	A critical factor, without committed leadership it would be impossible to succeed.	Highly committed leader, which was critical for the success of the e-commerce implementation.
Integrated Management Teams	Integrated management teams could not be identified in the way argued in the theory.	An e-commerce team was formed with managers from different departments, forming integration between divisions.	No need for integrated management teams due to the small size of the organization. This factor can not be identified as critical.
Realistic Expectations	The expectations were realistic, the goals were not explicitly changes along the implementation project.	The realistic expectations could not be identified, especially not the time plan.	Realistic expectation since relatively few changes needed to be done in the project along the way.
Sufficient Knowledge and Technological Skills	Highly critical success factor, training, workshops, outsourcing and high employee involvement have been used as a means to acquire sufficient knowledge.	It has been critical. Due to time limit they have been working internally according to "learning by doing" and used external partners.	Highly critical for the implementation, new recruits were made and employees received training.
Outsourcing Decisions	Highly critical for success, the building and integration of the e-commerce platform was made by external partners.	Crucial for the implementation, external partner responsible for the building of the platform	The external partner was a critical factor since the competence did not exists within the organization.
Compatibility of E-commerce Strategy	The e-commerce strategy and the overall strategy of the organization are completely integrated.	The compatibility of the e-commerce strategy is not identified.	Completely integrated e-commerce strategy, the e-commerce is a natural part of the organization.
Integrated Technology	New technology has been added with e-commerce, which has been fully integrated.	The e-commerce strategy is partly integrated with the technology, but it is of higher priority now than it was initially. .	The technology is integrated, no isolated systems.
Compensation Systems	Changes in the compensation system could not be identified and is not considered a critical success factor.	No changes in the compensation system were made.	No changes in the compensation system has yet been made.

Financial Investments	The budget was based on the specification for the project, significant investments were critical.	Significant financial investments have been a critical success factor for VRG.	Significant investments were critical, the budget was realistic.
Time Investment	Investing in time has been important, time has been added to the time plan when necessary.	The time frame has changed a lot and projects have been delayed, more time than expected was needed.	Critical to let the implementation project take the time it needed, the initial deadline was postponed.
Budget Reliability	The budget was reliable and was adapted after the project specification and recommendations from the external partners.	The budget was exceeded, a flexible budget with room for additional costs was critical.	A reliable budget was critical. No changes were made and the budget did not need to be flexible.
Adapted Organizational Structure	The structure is completely adapted to e-commerce, the e-commerce strategy is present in all divisions in the organization.	It was extremely challenging to adapt the organizational structure, the top management was not mature enough for e-commerce and was very resistant in the beginning.	The structure has been adapted mainly by recruiting new employees and giving existing employees new fields of responsibility.
Communication Channels	Communication has been critical, several different communication channels have been used.	Various communication channels have been used towards both employees and top management, for example manuals, movie clips and project groups.	Continuous communication, highly critical factor.
Flexible Structure	Flexibility in general has been identified to be critical, although not in terms of how the theory explains the factor.	Flexible structure could not be identified as a critical factor for success.	Flexible structure could not be identified as a critical factor for success.
New Factors	Employee involvement, testing, accurate specification for the project, SEO.	Omni-channel approach, pre-study, professional partners, omni-channel.	Employee involvement, testing before launch, omni-channel.

4.11   Critical success factors identified practice

In this spreadsheet it is demonstrated which factors from the theory that are identified to be critical for the success of the implementation in the different organizations participating in the interviews. For the organization with two participants the result in the spreadsheet is a combined impression of both interviews.

✔ = critical success factor

✔ = less critical factor though still identifiable

Factors marked with a ✔ are identified to be critical for the success of an e-commerce strategy implementation. If a factor is marked with a ✔ means that they are not highly critical factors for success. It implies that the factors are to some degree influencing the implementation process positively, although not critically for the organization in question. When the factor is not marked at all it means that the factor is not identified in practice, and can therefore not be argued to be a critical factor for the success of an e-commerce implementation in that specific organization.

Table 2 Critical success factors identified practice

Factor	Autoexperten	Bona	Company X	Company Y	EM Möbler	GRANIT	Procurator	VRG	Växjö Elektriska
HUMANISTIC FACTORS									
Organizational Culture									
Culture management			✓		✓		✓		
Alignment of values	✓(orange)	✓	✓	✓(orange)	✓(orange)	✓(orange)	✓	✓(orange)	✓
Positive employee attitude	✓	✓(orange)	✓		✓(orange)	✓	✓	✓	✓
Management									
Committed leadership	✓	✓(orange)	✓	✓	✓	✓(orange)	✓	✓	✓
Integrated management teams								✓	
Realistic expectations		✓(orange)	✓(orange)		✓(orange)		✓(orange)		✓(orange)
Technological Competence									
Sufficient knowledge and technological skills	✓	✓	✓	✓	✓	✓	✓	✓	✓
Outsourcing decision	✓	✓	✓	✓	✓	✓	✓	✓	✓
NON-HUMANISTIC FACTORS									
Compatibility									
Compatibility of e-commerce strategy	✓(orange)	✓(orange)	✓	✓	✓	✓(orange)	✓		✓
Integrated technology	✓	✓	✓		✓		✓	✓(orange)	✓
Compensation systems	✓			✓					
Investments									
Financial Investments	✓	✓	✓	✓	✓	✓	✓	✓	✓
Time investments	✓	✓	✓	✓	✓	✓	✓	✓	✓
Budget reliability	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organizational Structure									
Adapted organizational structure			✓		✓(orange)	✓(orange)	✓		✓
Communication channels	✓	✓	✓		✓	✓	✓		✓
Flexible structure		✓(orange)	✓	✓	✓				

Important to recognize is that depending on the point in time these success factors are measured the spreadsheet will look different. VRG is an example of where the result in the spreadsheet would look different if the success factors were measured over a longer period of time. When filling out this spreadsheet only the situation during the implementation is taken into concern. However, many changes were made and some of the critical success factors 'missing' during the implementation were given a great amount of attention after

the implementation was completed. During the interviews it also became evident that the organizations worked with additional success factors that are not included in the spread-sheet. The spreadsheet is therefore only a reflection of the success factors identified in theory, which implies that the number of success factors identified in practice is not a measurement of whether their e-commerce strategy implementation is successful or not.

5   Analysis

In the following chapter the findings from the empirical study are interpreted and put in relation to the theoretical framework. The analysis starts by interpreting the empirical findings and it is examined how the critical success factors identified in the theory are applied in practice. Subsequently, a comparison between theory and practice is made to identify differences and similarities. The chapter is concluded with an updated model adapted to the empirical findings. The aim of the analysis is to provide an adequate insight to the implication of critical success factors to fulfill the purpose of this thesis.

The foundation for this analysis is the finding that all organizations participating in the empirical study measure the success of e-commerce by comparing the outcome against their goals for the implementation process. This provides a significant insight since the proved possibility to measure success in individual organizations in an objective way supports the findings derived from the study. The first research question was addressed and answered in chapter 2 in this thesis as the theoretical framework was presented, this chapter will therefore analyze the remaining two research questions.

5.1   Research question 2

How are the critical factors for a successful e-commerce strategy implementation defined in the theory applied by organizations in practice?

In order to answer the second research question, a comparison of the theoretical model in respect to the empirical findings will be done. An overview of how the critical success factors identified in theory are identified in practice can be observed in table 1 and 2.

In general, the critical success factors identified in theory are to varying degrees identified in practice, although the organizations have prioritized the factors differently. Furthermore, some factors only appeared in very few cases and the conclusion can be drawn that not all success factors identified in theory need to exist for a successful e-commerce implementation to take place. The model developed in section 2.4 can be described out of a theoretical perspective as something that organizations should strive for to achieve their goals. Although evidence proves that depending on the size of the organization and the amount of priority the e-commerce project receives, the theoretical success factors are treated differ-

ently. An example of this is the factor of financial investment. Larger companies as for instance Company Y, VRG and Bona experienced less financial constraints and had a different type of budget than for instance Växjö Elektriska. As a smaller organization Växjö Elektriska had to prioritize the success factors differently and did not have the same possibility to exceed the budget as the larger organizations.

5.1.1 Humanistic factors

Organizational culture

The authors realized that culture integration is apparent in 33% of the organizations. Autoexperten, Bona, Company Y, GRANIT, VRG and Växjö Elektriska have managed to launch e-commerce even though culture management is not existing respectively somewhat existing. It appears that organizations implement e-commerce even though the culture is not treated. Whether the culture supports the e-commerce strategy implementation or not has not been critical for the success since culture management is not given attention in the cases. Theory highlights the importance of focus on trust and trustful relationships, also the importance of changing the cultural artifacts (Higgins & McAllaster, 2004). This does not correspond with the empirical findings and this factor is not of high priority in practice.

Regarding the integration of culture with the new e-commerce strategy, the participant at Company Y answered *"We have not paid attention to culture at all, since the organizational culture do not fit the internet."* The e-commerce manager at GRANIT explains that they have not been working with culture at all either. In contrast, EM möbler work a lot with the local presence and the culture for them is highly relevant and prioritized. Buren at procurator answer that the organizational culture is the e-commerce strategy while Växjö Elektriska has not been engaging in culture management, they say *"We are probably the same family before and after the implementation."*

Based on stated arguments, the importance of culture as it is described in theory is not supported by the empirical data. Therefore *culture management* it is not considered to be a critical success factor after the empirical study. What has appeared to be highly critical for success though, is *employee involvement*. This is not culture management specifically, at least not according to how it is described in theory. Although it is evident that *employee involvement* is highly related to the factor *positive employee attitude*. It is argued in the theory that it is es-

sential to create a positive attitude to avoid feelings of threat and to create belief in the project (Epstein, 2004).

In practice it was evident that engaging in involving the employees in the e-commerce project generally generated more positive attitude towards it. The participating organizations have been working with this by for instance listening to their employees, getting many different departments involved and through sharing as much information as possible. Involving employees in the implementation process has improved the result of the e-commerce strategy implementation process as well as facilitating other success factors such as alignment of values and positive employee attitude. *Employee involvement* was mentioned as a critical success factor in a great majority of the participating organizations and was proven to be the main source of positive employee attitudes. The difference between the two factors is not significant enough to separate them, it is therefore concluded that the factor *positive employee attitudes* should be renamed to *employee involvement*.

Alignment between the individual and the organizational values, and to communicate these values is an additional critical success factor identified in theory (DeFeo & Janssen, 2001; Dubelaar, et al., 2005). Throughout the interviews this critical success factor *alignment of values* was identified in all organizations to a somewhat varying degree, and enough empirical support was found to conclude that *alignment of values* is critical for success. The organizations are well aware of this factor and how important it is. Many participants argued that alignment of values is important but also that it is a hard and demanding work that needs to be done. Växjö Elektriska is one of the organizations that have this as a critical success factor, *"Everyone has been a part of the project and had their opinion, we are a very small company and work close to each other."*

Management

Committed leadership has been identified as a critical success factors in all organizations. In theory it is argued it is the responsibility of the leader to prepare a traditional organization for the transition to e-commerce, and that strong leadership is required (Epstein, 2004). This is supported by Roos at VRG saying, *"When committed leadership does not exist, the implementation process can not succeed."* Furthermore, committed leadership is supported by seven of the nine organizations in the study. It is evidential in the interviews that it creates dissonance when there is a lack of committed leadership. It has been very appreciated among

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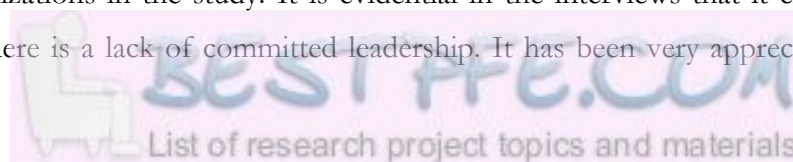
the e-commerce managers to have a committed leadership with high support, belief in the project and the right competence. Brought up in theory is that management must think in terms of 'internet speed' (Lee, 2001) is also reflected in practice. Where there was lack of management support the interest in IT did not exist among the top management team.

Integrated management teams as identified in theory as a critical success factor is only identifiable in one of the organizations, namely VRG. Stenfelt at VRG says, *"We had a coordinating committee involving managers from different divisions within the organization."* Many of the other organizations seem to separate e-commerce from the other business divisions, seen from a management perspective. Due to the lack of empirical support for this factors it is concluded that *integrated management* teams cannot be considered to be critical for the success of an e-commerce strategy implementation.

It appeared that the critical success factor *realistic expectations* were more challenging than the other factors to measure in practice. To compensate for this and to truly understand how importance *realistic expectations* are in practice, different and additional questions needed to be asked during some of the interviews. According to theory, one part of realistic expectations is to state the expectations early in the planning and implementation process and use them as a guide (Chuang & Shaw, 2005). It appeared that many organizations modified their goals and visions during the implementation process since what they aimed to achieve sometimes proved not be realistic. In many cases the unrealistic issues were based on insignificant resources or limited time. In some organizations this led to the decision to postpone the launch of the e-commerce, or to launch and continue the further development later on. Even though *realistic expectations* was present in five out of nine organizations it is found to be too difficult to identify that realistic expectations is a critical success factor. *Realistic expectations* may be an important factor but it has not appeared in practice the same was as in theory. Rather than having *realistic expectations*, it is found to be more important to have flexible expectations. Flexibility in for instance goals and timeplan is therefore argued to be of higher importance and *realistic expectation* is no longer considered to be a critical success factor.

Technological competence

The theory highlights the importance of having the right people available with the right technological skills, since technology play an essential role in the implementation (Nath et

al., 1998; DeCovny, 1998). As demonstrated in table 2 in section 4.11, this factor is identified a clear critical success factor in all organizations. Most often, the organizations were lacking enough technological competence and had to outsource the technology. When this was done, education, training and employee know-how was critical. To redistribute responsibility or recruit new employees for their competence were also alternatives to acquire the necessary knowledge, this was done by for instance Växjö Elektriska, GRANIT, Company X and Bona. The empirical result clearly proves the importance of acquiring sufficient technological competence and this is supported by nine out of nine organizations. It is henceforth possible to conclude that *sufficient knowledge and technological skills* is a critical success factor and that theory and practice correlate completely.

In practice and as stated in the theory outsourcing is a critical success factor (Epstein, 2004). All organizations outsourced parts of the implementation project. It appeared that selecting a suitable external partner was one of the first and most important step taken after the e-commerce strategy implementation was initiated. All organizations participating decided to outsource part of the project because they did not possess the right competence themselves. As stated by Roos at VRG *"We have outsourced the technological implementation, there is almost no one that do that internally by themselves today."* Autoexperten used outsourcing for the development of their web page and e-commerce platform and Björkqvist argues that outsourcing is a highly critical factor for them. This argument is confirmed by all organizations. After the implementation of the e-commerce was made, many organizations continues to work with the partners and cooperating in areas such as education of the systems to the employees. The conclusion is drawn that *outsourcing decision* is a critical success factor both in theory and in practice.

5.1.2   Non-humanistic factors

Compatibility

Concerning *compatibility of the e-commerce strategy*, varying results are found in practice. According to theory the new strategy should be compatible both with technology and the existing organizational strategy (Epstein, 2004). In five of the organizations *compatibility of the e-commerce strategy* is clearly identified and it is demonstrated to be important in three additional organizations. Although it is not identified to be a critical success factor in VRG where the *compatibility of the e-commerce strategy* was not sufficient or not existing at all. It also appeared to be more difficult to say if the implementation was successful or not in VRG

compared to the other organizations. However, even though VRG implemented e-commerce with little or no compatibility of the e-commerce strategy, the lack of compatibility resulted in various barriers. Based on these findings we can conclude that the compatibility of the e-commerce strategy is seen a critical success factor that is used in practice as it is described in theory.

Another identified critical success factor found in theory that is related to compatibility is the *integrated technology*. As demonstrated in table 2, *integrated technology* is proved to be a critical factor for success in the participating organizations. It is evident that integrated technology is a critical success factor for a majority of the organizations, seven out of nine organizations demonstrates this and the factor is only absent in two of the organizations. This is in line with how theory suggests that this success factor should be applied, which argues that the new e-commerce strategy needs to be integrated with the existing technology in the organization and that this promotes the adoption (Rogers, 1995). Furthermore, the theoretical success factor *compensation systems*, which should be completely aligned with the new strategy and structure (Epstein, 2014) only appeared in two out of nine organizations, Company Y and Autoexperten. The other organizations were either unaware of compensation systems or it was something they had not paid attention to in the implementation process. Therefore we cannot conclude this as a critical success factor since *compensation systems* are not used in practice as it is suggested in theory.

Investments

The success factor *financial investments* appears in practice as a clear critical success factor, this is confirmed by the total number of organizations. Significant *financial investments* are for instance necessary in order to cover the costs of working with external partners, which is something all participating organizations do. Even the technological part to build an e-commerce platform is done by external partners. The work with external partners demanded significant *financial investments* but was necessary in terms of efficiency and lack of competences within the organizations. Financial resources have been allocated differently on various activities. The most dominating activities except for the external partner in most of the organizations are technology and technological development. Internal and external costs such as business systems and competence development were also included in the budget. These findings are completely in line with theory and support the arguments by Epstein (2004) saying that an implementation will most probably not be successful without

significant financial investments. This critical success factor identified in theory is definitely essential and can be concluded to be a critical success factor in practice as well.

It is confirmed by all organization that sufficient *time investment* is essential for the implementation to succeed, and that organizations often exceed their expectations regarding time. According to theory, time can be the biggest expense when implementing e-commerce (Noyes & MacInnes, 2006). In practice it was found that e-commerce projects have been delayed and it can be concluded that it would be difficult to complete an implementation and launch e-commerce without investing in additional time. Delayed projects often entail increased costs, to make sufficient *time investments* is therefore critical for the project to succeed. This is confirmed by Turvin at Bona who says, *"It has been more of an issue to keep up with the time frame, which in turn have increased costs."* *Time investment* is also connected to *budget reliability*, which means that the organizations should be prepared and have planned unexpected costs in the project (Chuang & Shaw, 2005). This is seen as a clear critical factor within all organizations, if these costs appear unexpected it could be the case of loosing faith in the project. Budget planning is essential and it is crucial to include different types of costs. However, when discussing *budget reliability* in practice, a flexible budget is a better label for the factor. Many organizations stated that they had to modify their budget and make changes as the implementation process proceeded.

Organizational structure

It can be concluded that among the organizations interviewed, the factor *adapted organizational structure* can be identified to be important. Although slightly varying results were found the factor *adapted organizational structure* was still identified in five out of nine organizations. According to theory, the design of the *adapted organizational structure* is crucial Chen, et al. (2013). Although the factor it is apparent in some organizations but non-existing in other. It is believed that even if some organizations count this as a critical success factor it is not adapted in practice in the same way as described in theory, routines for instance is not mentioned as part of the structure in practice. Another thing mentioned in theory is if the strategy conflicts with the structure, the structure should be adjusted according to the strategy (Epstein, 2004). These kind of conflicts, or adaptations due to structural conflicts could not be identified in practice. What was highly apparent in practice however, is that it is more about being flexible in general and be able to make the necessary changes as the e-commerce strategy implementation is moving forward.

Communication channels is identified as a critical success factor both in theory and practice, it was only absent in two of the nine participating organizations. In theory, Rogers (1995) argues that communication channels have an impact on the organizations' ability to adapt to e-commerce. Even though it is a critical success factor it differs slightly between practice and theory. Theory point out that when results and benefits of e-commerce strategy implementation can be communicated without difficulties, it leads to a higher level of satisfaction and success for the implementation (Chong, 2008). What is identified in practice is that communication has been critical in almost every organization, and that insufficient communication may lead to resistance, which has been challenging to handle. The communication has been spread through intranet, meetings and newsletters within the organizations but on-the-job training is less mentioned. It is possible to conclude that all organizations have been working hard with spreading information, and that *communication channels* is a critical success factor in theory as well as in practice.

The organizations that are able to adapt and adjust to the constantly changing environment are said to have a *flexible structure* according to literature Li and Xie (2012). The practical findings regarding this success factors are quite varying. Many of the organizations in the study did not have a very *flexible structure* although it was mentioned in four cases. However, found in practice is that flexibility is related too much more than structure. Flexibility in (for instance) the budget and timeplan is highly critical for the success of an e-commerce strategy implementation. It is therefore possible to conclude that flexibility as mentioned in theory is not convincingly identified in practice, but that it is of high importance for the result of the implementation but in another context.

5.2   Research question 3

How do the critical factors for successful e-commerce strategy implementation identified in theory and practice differ and correspond?

In order to answer the third research question the empirical data is in this section put in relation to the theoretical findings made from the literature review.

5.2.1 Similarities between theoretical and practical findings

During the interviews it was found that all success factors brought up in theory could (to varying degrees) be found in practice. Although a complete list of all success factors could not be identified in any of the participating organizations, and some of the success factors appeared to be less important than others. One can for this reason conclude that all success factors brought up in theory are at least somewhat apparent in practice. The five most prominent success factors appearing in 100 % of the interviews are *financial investments, time investments, budget reliability, outsourcing decision and sufficient knowledge and technological skills.* In practice, the financial investments made in an e-commerce strategy implementation project are essential for a successful result. This corresponds with the criticalness of significant financial investments described in theory (Chong, 2008; Chong & Bauer, 2000). Even if the great majority of the participants considered their budget to be realistic eight organizations out of nine had to either make additional investments or have a very flexible budget that allowed changes to succeed with the e-commerce implementation. As stated by Björkqvist from Autoexperten, *"It was difficult to estimate all the costs and possible deviations."* This proves the importance of financial investments, and that either having a generous budget to begin with or being able to make further investments along the implementation process is crucial. This corresponds what is argued about budget reliability by Chuang and Shaw (2005), although a *flexible budget* is a label closer to how the issue is described in practice.

Additionally, the success factor *time investment* proved to be critical since it had a major impact on the turnout of the implementation process. In theory the *time investment* is described as a necessary requirement for successful e-commerce implementation, and that time can become the biggest expense by far (Noyes and MacInnes, 2006). Some participants emphasized the importance of letting things grow and mature in their own pace in order to achieve the best results. Other stated that the timeplan was agile or that the deadline of the launch could not be followed and more time was needed. Therefore enough evidence exists to conclude that the time organizations reserve for the implementation of e-commerce is a determining factor to whether the project will succeed or not.

Another success factor from the theory that corresponds with the empirical data is the communication channels, which have a high impact on the success of the implementation according to theory according to Rogers (1995) and Aaltonen and Ikävalko (2002). The way the organizations communicate with the employees and other stakeholders (for instance

the franchisees) is in seven out of nine cases critical for the success of the e-commerce implementation. Only at Company Y and VRG the communication could not be identified as a factor leading to a successful e-commerce implementation. Communication channels may also be viewed as a highly significant success factor since it is tightly connected to many other success factors. Appropriate communication facilitates and enables for instance employee involvement, alignment of values and culture management. Communication may also help managing and processing resistance to change. These correlations could be found in for instance Växjö Elektriska, GRANIT, Procurator and EM Möbler.

5.2.2   Differences between theoretical and practical findings

A fundamental difference in theory and practice is that from the empirical data it is understood that it is not completely appropriate to isolate the success factors of an e-commerce strategy implementation to the implementation process alone. Based on the empirical data the e-commerce implementation process can be divided into three phases, (1) pre-phase or preparation phase, (2) the implementation phase and (3) the post-phase. The pre-phase as well as the further work after the implementation in the post-phase are equally critical for the success. In the pre-phase the foundation for the project is being built and in the post-phase the work is continued by for instance fixing bugs and making further developments of the e-commerce. This makes it difficult to determine success by examining the implementation phase alone. It is possible to pinpoint certain factors that are critical for the implementation in the implementation process exclusively, although to provide a complete interpretation of all the factors determining e-commerce strategy implementation success the other two phases need investigation as well.

The issue just discussed may explain why during the interviews it became evident that some of the critical success factors identified in theory were applied after the implementation itself was completed. Because of this reason the idea of how and when a factor should be used in order to be considered a success factor had to change. However, this opens up for a more flexible use of the success factors and implies that it is still possible to implement the e-commerce successfully while working or giving attention to some of the success factors either in the pre-phase or in the post-phase. Reinhard at GRANIT supports this statement that by saying that much of the changes were made after the actual implementation.

The realization of the challenge in isolating the implementation phase alone has opened up for further interpretation of the concept of critical success factors. Connected to this and mentioned by several of the participants as a critical success factor is the work made in the pre-phase, different labels were used to describe this phenomena. Björkqvist at Autoexperten talks about this as making a pre study, and that the pre-study facilitated the work with other critical success factors. *"It is extremely important that you do a thorough pre-study in order to understand what the implementation will implicate, to be able to plan time, budget and the communication better."* Buren at Procurator spoke instead about a well-made specification for the project, and that this specification was the starting point of for instance a reliable budget, the selection of partners and integrated technology. An additional factor mentioned by for instance GRANIT and Procurator was testing the new systems before launching the e-commerce, and that this played an essential part in the result of the implementation. Company X supports this by stating that engaging more in testing before launch would increase their level of success. These arguments support the conclusion that the work done during the *pre-phase* should be included as a critical success factor for the implementation of e-commerce.

Another difference between theory and practice is that an additional success factor within the field of technology was identified through the interviews, namely SEO - search engine optimization that involves working to provide better search results on Google. The theory states that it is critical to make sufficient investments (Epstein, 2004) and to have competence within different technological fields is important (Yasin, Czuchry, Gonzales & Bayes, 2006). However, nowhere in the reviewed theory it is described that investing in SEO is critical for the success of e-commerce implementation, even though this factor is highly prominent in practice. A high level of SEO means that the customers are more likely to find the specific product or organization when searching on the internet. Since *SEO* is brought up as a highly important factor in many of the cases it is concluded to be a critical success factor.

An additional factor that proved to be significant for the success of the e-commerce implementation is the integration between e-commerce and the management information systems within the organization. This is in line with what is stated in the theory about how critical it is to have an *integrated technology* when implementing an e-commerce strategy (Dubelaar et al., 2005). However, the integration with the management information systems

is more specific and mentioned in the total number of cases. This along with the fact that insufficient integration or limited support for the systems inhibits the development of e-commerce (Procurator). Hence enough evidence exists to argue that integration between e-commerce and management information systems should be considered and included in the description of *integrated technology* in the future.

Omni-channels is another new success factor mentioned by for example Company X, VRG, GRANIT and Company Y, this the connection between the physical store and e-commerce which means that they can benefit from each other. Even if the word omni-channels did not appear explicitly as a word in all the interviews. Expressions like *"The e-commerce should be complementary, the web shop and the physical store cannot compete with each other. I think that is a success factor, that we see them as two different sales channels and benefit each other."* from Växjö Elektriska indicates that even if the word omni-channel is not mentioned it is still something that organizations work with. It is therefore arguable that an *omni-channel approach* creates an important foundation for the success of an e-commerce strategy and should be included as a critical success factor.

An interesting realization is how the *outsourcing decision* is being described in theory versus in practice. In theory the outsourcing decision is being described more as an action taken as a last resort if the appropriate competence cannot be achieved within the organization. The theory even recommends the organization to retake control over the outsourced component as soon as possible (Epstein, 2004). This proves how rapidly the climate on the internet changes, and that it does not take long for methods and processes become outdated. The difference in how the outsourcing is handled within the organizations participating in the empirical study compared to theory is significant. In practice, the question was never whether to outsource or not, but instead to whom to outsource. This is closer to the statement by Turban (2011), who argues that the decision of to whom to outsource is critical. The outsourced component in all cases was the development of the e-commerce platform along with the integration to the organization's management information systems. In some cases the building of a new web page and the graphical profile was also outsourced. Nine out of nine organizations confirmed this, and they all referred to the critical success factor as their external partner or the partner selection process instead of outsourcing decision. Based on the theoretical findings, the critical factor of outsourcing decisions is more accurately labeled as *external partner*.

Since the participating organizations never had the option of building the e-commerce platform within the organizations, the theoretical arguments about outsourcing is significantly different in practice. Consequently it is evident that the theoretical approach to outsourcing needs to be developed since it does not reflect the current way of doing e-commerce business or achieving technical competence. Additionally, this finding affects several of the other success factors as well. *Integrated technology* for instance, is not uncommonly the responsibility of the external partner after the outsourcing. Hence this argument may be valid for additional success factors, it also provides a very different approach to the question of who is responsible for certain activities when an e-commerce strategy is implemented. Furthermore, there is a possibility to disregard certain factors since they may be covered by the factor *external partner*. However, since the activities performed by external partner vary between the different cases there is not enough empirical support to do that in this thesis.

The critical success factor *compensation systems* identified in theory did not appear in the empirical data as described in theory. In theory it is for instance argued that compensation systems that are aligned with the new strategy is an excellent way of stimulating contribution to the e-commerce implementation (Allio, 2005). Although *compensation systems* could only be identified as a success factor in only two cases. From the empirical data a correlation could be identified between the use of compensation systems related to the e-commerce implementation and a negative attitude towards e-commerce among the employees. It can therefore be argued that a compensation system to promote e-commerce implementation is more likely to be used in organizations where the e-commerce is met by resistance and where it has been more challenging to convince the employees. However, due to the limited number of cases in which this pattern or correlation has been observed, enough evidence for this statement does not yet exists. Moreover, the conclusion is drawn that *compensation systems* can no longer be considered critical for a successful implementation of an e-commerce strategy.

A more general difference between theory and practice is the amount of attention the different success factors are given. *Culture management* is the most prominent success factor for which this is valid. *Culture management* - the alignment of values and culture with the e-commerce strategy, was given high priority in the literature and is argued to be highly critical (Thompson, 2000; Epstein, 2004; Higgins & McAllaster, 2004). However, through the
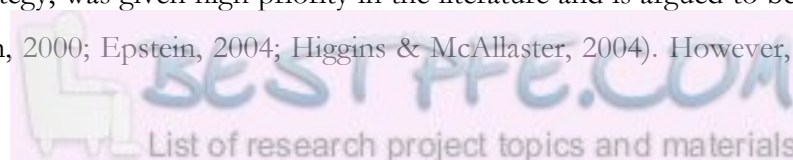
empirical study it became evident that *culture management* was not given nearly as much focus in practice as the theory suggests. The same is valid for the success factor *compatibility of the e-commerce strategy*, the proportion of attention given to the factor in theory is not equal to the proportion of attention given in practice. Although the difference between these two factors is that *culture management* is identified in far less of the cases while *compatibility of the e-commerce strategy* is still apparent. This is why *culture management* will be excluded from the updated model of critical success factors presented later in this chapter and *compatibility of the e-commerce strategy* will continue to be included.

An additional factor that received limited support in the empirical study is *flexible structure* in an organization, this success factor was only identifiable in a few of the cases which is not enough evidence to prove the criticalness of the factor. However, flexibility appeared to be highly relevant for the success of e-commerce strategy implementation but in a new meaning than before. The meaning of flexibility in practice has a focus on flexible goals and budget, an agile timeplan and a flexible strategy rather than a flexible structure itself. To be able to update the goals and the ability invest more time and money in the project if necessary proved to be of great significance for a successful result since very few of the cases were able to follow up on the timeplan and budget. This in turn implies that the nature of the budget, timeplan and strategy is of less importance than the ability be flexible enough to update and modify them while necessary. These findings supports the merging of the factors *budget reliability, adapted organizational structure* and *flexible structure* to be merged into one single factor focusing on flexibility, this new factor is labeled *flexibility of timeplan, budget and strategy.*

5.3 New critical success factors and assessment of theoretical success factors

5.3.1 New critical success factors

In addition to evaluating the theoretical success factors in a practical context, important new realizations have been made. The interview questions are based on the theoretical foundation in chapter 2 and the purpose is to compare theory with practice, the opportunity to identify additional critical success factors occurred where theory and practice differed. During the interviews a pattern of new critical success factors appeared that were identified to play a critical part for the result of the e-commerce strategy implementations. These

findings are of significant importance since they enable the building of a new model based on critical success factors that is more contemporary and adapted to Swedish organizations in the retail business. It also makes the new model that will be presented in the next section more relevant since theoretical factors that were not supported by the empirical result can be excluded. This provides more accurate guidelines. The new findings imply that the organizations can engage in more crucial activities instead of attending to factors, which are less critical for success. Therefore, the findings made in the empirical study of this thesis increase the possibility of a successful e-commerce strategy implementation.

The new factors that received significant support from the empirical study and will be included in the new model as critical success factors are:

- SEO (search engine optimization)
- Omni-channel approach
- The pre-phase (including testing before launch, pre-study and well-made specification for the project)

As argued earlier both the pre-phase and the post-phase of the e-commerce strategy implementation process are important for the implementation to succeed. However, the reason to why only the pre-phase is added as a critical success factor is that it is possible to identify what the pre-phase would imply in terms of activities. This was not possible regarding the post-phase. Through the empirical study it became evident that the pre-phase implies for instance testing and making a pre-study, these findings were consistent throughout a great majority of the interviews. The findings regarding the post-phase though, were more varying and what was done during the post-phase was very different from organization to organization. No continuity in what activities that was performed during the post-phase could be identified. Since it appeared impossible to determine what kind of activities the post-phase would imply, the decision is therefore to not include it as a critical success factor and only to raise it as an important part of the implementation process. The conclusion is instead that the post-phase is important, and that what activities are performed during this phase is depending on the individual organization.

The new critical success factors SEO and omni-channel approach are motivated and included in the list based on the amount of empirical support from the study. These new critical success factors, SEO, omni-channels and the pre-phase, are strongly tied to the more

technical part of e-commerce strategy implementation which indicates how important it is to be technologically updated to succeed when implementing an e-commerce strategy.

5.3.2 Exclusion of theoretical success factors

Regarding the critical success factors identified in theory compared to the empirical investigation, there are factors that did not receive enough support from the empirical findings to be rated as critical success factors further in this thesis. These are as follows:

- Integrated management teams
- Culture management
- Realistic expectation
- Compensation system

Integrated management teams could only be identified in one organization, and culture management and realistic expectations were identified in a very limited number of cases. Additionally, compensation systems, which was a factor motivated by Epstein (2004) to be usable as a driving force, was only applied in two of the organizations. These factors are therefore selected based on the very limited amount of supportive data they received from the empirical study. That they are listed in this section does not necessarily mean that they are not worth attention while implementing an e-commerce strategy. However, it means that these factors do not provide a significant positive effect on the result of the e-commerce strategy implementation. The possibility to exclude certain factors makes it easier for Swedish retail organizations to understand what activities that are relevant for the result of the e-commerce strategy implementation.

5.3.3 Relabeling of theoretical success factors

As argued earlier in this analysis some of the factors from the theory were identified but used in a different way in practice than described in theory. The decision is therefore to continue to include them as critical success factors when developing an updated version of the model that was introduced in section 2.4, but to rename them to more accurately reflect the actual practical situation. These are as follows:

	Old label		New label
	Flexible structure, budget reliability and and adapted organizational structure	$\rightarrow$	Flexibility of timeplan, budget strategy
	Positive employee attitude	$\rightarrow$	Employee involvement
	Outsourcing decision	$\rightarrow$	External partner

First of all, the factors *flexible structure, adapted organizational structure* and *budget reliability* are merged into one new factor labeled *flexibility of timeplan, budget and strategy*. This is based on the empirical result that indicated that the theoretical meaning of *budget reliability* can be covered if the organization has a flexible budget. The *flexible structure* and *adapted organizational structure* are also being included in this new critical success factor since as described, the practical implication of flexibility is different to the one described in practice. Finally, the factors *positive employee attitude* and *outsourcing decision* have also been renamed due to the differences identified in theory versus practice.

The result regarding the critical success factors based on the analysis of empirical data is concluded in Table 3.

Table 3 Result after empirical findings

Critical success factors based on theory	Result after empirical findings
Culture Management	Excluded
Alignment of Values	Unchanged
Positive Employee Attitude	Renamed to Employee involvement
Committed Leadership	Unchanged
Integrated Management Teams	Excluded
Realistic Expectations	Excluded
Sufficient Knowledge and Technological Skills	Unchanged
Outsourcing Decisions	Renamed to External partner
Compatibility of E-commerce Strategy	Unchanged
Integrated Technology	Unchanged
Compensation Systems	Excluded
Financial Investments	Unchanged
Time Investment	Unchanged
Budget Reliability	Renamed to Flexibility of timeplan, budget and strategy
Adapted Organizational Structure	Renamed to Flexibility of timeplan, budget and

	strategy
Communication Channels	Unchanged
Flexible Structure	Renamed to Flexibility of timeplan, budget and strategy
New Factors	SEO Omni-channel approach, pre-phase

5.4   Updated model considering both theory and practice

In this section an updated version of the model in section 2.4 is presented. In this new version of the model it is modified based on the practical findings in the empirical study summarized in Table 3, which means that some critical factors are added, excluded or renamed. Since the new model is based on data derived from Swedish retail businesses, it is more adapted to this industry than the first model. This makes the model more relevant for the organization that this thesis is targeting.
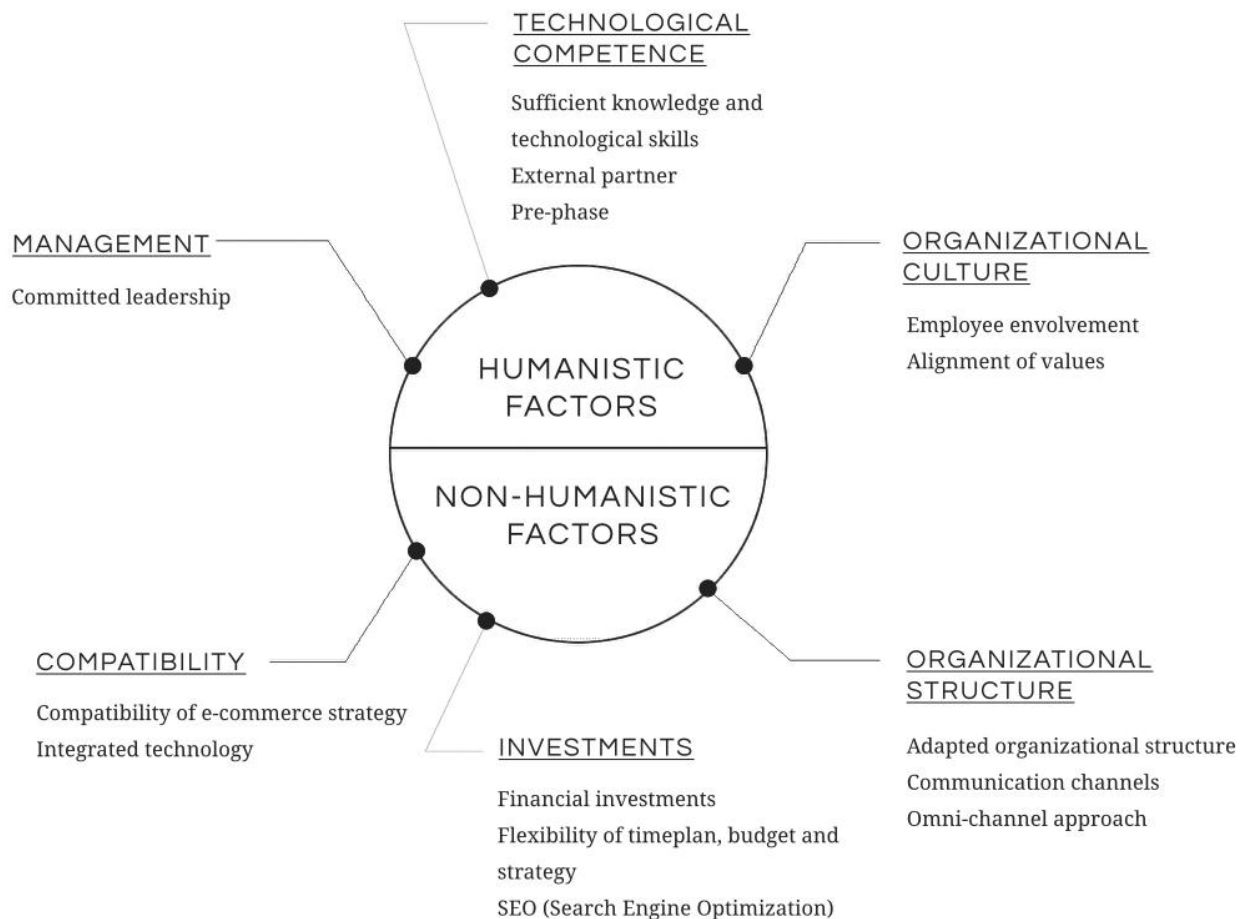
Model 5.1 Factors for successful e-commerce strategy implementation 2.0
Source: Ellen Dittberner & Linda Johansson, 2015

In this updated model the category 'management' is left with only one success factor. The authors are of the impression that *committed leadership* is very different from the other categories and therefore merging of management and another category would not be appropriate. The category 'management' is therefore listed as it is. Since two of the new factors - *SEO* and *omni-channel approach*, do not necessarily involves human involvement the decision is to categorize them as non-humanistic factors. SEO is a factor under the category 'investments' because working with SEO demands both high financial and time investments in order to provide the desired results. Omni-channel approach is categorized under 'organizational structure', the reason is that an omni-channel approach implies a structural synchronization between the physical store and the e-commerce. On the contrary, the pre-phase is categorized as a humanistic factor. The pre-phase involves for instance human resources working with the systems before launch and collecting knowledge about the implementation process. Therefore, since the focus of the factor is for the employees to develop competence within e-commerce, the pre-phase is categorized as a humanistic factor under technological 'competence'.

By comparing theory and practice this thesis has proved that in order to arrive at the competitive advantage expected from e-commerce, the theoretical understanding of the field needs to be developed as well. If organizations were to follow the recommendations based solely on theory their chances of succeeding with the e-commerce strategy implementation would decrease. Relating back to the Red Queen effect discussed in the beginning of this thesis, which states that increased fitness is crucial for competitive advantage (Van Valen, 1974), it is arguable that the outcome of this thesis can be of aid to create this increased fitness. Many of the participating organizations decided to implement e-commerce for the reason to survive. As the animal learns how to climb a tree to outrun the enemy, the contemporary organization implements an e-commerce strategy to outrun or keep up with the competition. The fundamental differences between the animal kingdom and the world of business when dealing with competition may not be that significant, it always comes down to development. It is believed that the recommendations produced in this thesis can contribute to increased development, increased fitness, and increased chances of survival.

6   Conclusion

To fulfill the purpose of this thesis the following chapter aims to answer the research question number one based on the theoretical framework, and research questions number two and three based on the analysis and the empirical findings.

First of all, some general conclusion can be drawn from the analysis. One conclusion is that in order to evaluate the different success factors a graded scale can be used, the scale selected for the success factors for the purpose of this thesis are (1) critical success factors, (2) less critical factor though still identifiable, and (3) not a success factor. This type of evaluation allows the factors to be rated as less critical if not enough evidence exists to support the exclusion of the factor. It can also be concluded that in order to investigate what factors that lead to successful e-commerce strategy implementation it is necessary to examine the processes right before and after the implementation process. These phases are called pre-phase and post-phase, much of the critical activities for successful e-commerce strategy implementation are performed during these phases. An additional conclusion is that new critical success factors that were not brought up in theory could be identified through the empirical study. These are SEO (search engine optimization), omni-channel approach, and the pre-phase (including testing before launch, pre-study and well-made specification for the project).

How are the critical factors for a successful implementation of an e-commerce strategy described in theory?

When answering this research question in the literature review a number of critical success factors were identified. The theoretical critical success factors are culture management, alignment of values, positive employee attitude, committed leadership, integrated management teams, realistic expectations, sufficient knowledge and technological skills, outsourcing decisions, compatibility of e-commerce strategy, integrated technology, compensation systems, financial investments, time investment, budget reliability, adapted organizational structure, communication channels and flexible structure. They were all described to have significant impact on the level of success in an e-commerce strategy implementation, and that disregarding the factors could lead to failure of e-commerce.

How are the critical factors for a successful e-commerce strategy implementation defined in the theory applied by organizations in practice?

The conclusion is drawn that even if all factors identified in theory are somewhat identified in practice, enough evidence does not exist to prove their significance or to be rated as a success factor. One can therefore conclude that some of the factors identified in theory are not applied in practice at all. Regarding the factors that may be classified as critical factors for success after the empirical study, it is concluded that some of them are used in a different way in practice than described in theory. Examples of factors that are used, but in a different way, are flexible structure, budget reliability, positive employee attitude and outsourcing decisions. Additionally, there are additional factors that are applied almost exactly as described in theory and these factors are listed in the following section.

How do the critical factors for successful e-commerce strategy implementation identified in theory and practice differ and correspond?

Conclusions about the similarities of theory and practice are drawn by identifying which of the factors identified in theory that are also rated as critical success factors after the empirical study. The most significant correlations between theory and practice can be concluded as the following factors: financial investments, time investments, sufficient knowledge and technological skills, committed leadership and communication channels. Another conclusion is drawn about excluding integrated management teams, culture management, realistic expectations and compensation systems from the list of success factors since they are not supported by the empirical data to be critical for the success of e-commerce strategy implementation.

7 Discussion

The last chapter of the thesis discusses how the empirical findings generated from the conducted research are relevant for organizations seeking to implement an e-commerce strategy. Subsequently, the limitations of the study and the thesis relation to broader social and ethical issues are discussed. The chapter is concluded with suggestions for further research.

7.1 Relevance of the study

Relating back to the problem discussion in this thesis, it was argued that limited attention has been dedicated to the implementation of e-commerce strategies specifically. Even less research has been made in the field of retail business in Sweden. In order to fill this gap in the literature, critical factors for a successful e-commerce strategy has been investigated in Swedish retail business. On the basis of this empirical study, a model of critical factors for successful e-commerce strategy implementation has been constructed as a result of testing theoretical findings in practice.

This thesis has contributed to an improved understanding of what is important for traditional businesses when they seek to move into the digital world of e-commerce. This field was previously outlined by very general recommendations not entirely adapted to e-commerce. The contribution to the field of developing a traditional business by adding e-commerce has been achieved through a thorough investigation how the critical success factors identified in theory are being applied in practice. By examining similarities and differences the study has contributed even further by discovering new critical success factors that have not been identified before. This means that the thesis has managed to provide more contemporary guidelines adapted to Swedish retail organizations with more detailed and adjusted content to suit the targeted organizations.

Except for the model to be of use for traditional business implementing e-commerce, it is suggested that the model may also be usable for organizations that wish to develop their existing e-commerce. During the sample selection process it was found that launching a completely new e-commerce system instead of building on the existing one when wanting to expand is very common. Since this process is similar to the one of going from traditional

business to e-commerce it suggested that the model constructed in this thesis may be of use in that kind of transformation as well. Concluding the contributions of this thesis, the new findings has contributed to a developed understanding of the field by being able to add, exclude and rename critical success factors. Additionally, the study has provided improved guidelines to organizations in the targeted industry. Furthermore, it is believed that it is possible that the result of this thesis can be of use for organizations, fields and industries even outside the targeted area of this thesis. Although only if the focus of the strategic change is on e-commerce and the circumstances are similar to the surroundings in Swedish retail businesses.

7.2 Relation of thesis results to broader ethical and social issues

When discussing the problem of implementing e-commerce in an inefficient way, it is argued that implementing e-commerce does not only affect the organization. The result of the implementation may have significant impact on the development of the national economy and the society as a whole (Zhao, 2010). This supports the broader relevance of this study, and that implementing an e-commerce strategy is connected to both ethical and social issues. One example of when this is especially prominent is when the organization engaging in e-commerce strategy implementation is listed on the stock market. A listed organization has more responsibility towards a high amount of shareholders and stakeholders, and is often exposed to higher pressure to perform and to provide great financial results. This indicate a strong relation between the organization and the society, and that the result of the e-commerce strategy implementation is not only of interest for the individual organization.

Another important issue for organizations in Sweden is the transparency of financial information, this implies that the financial result of the implementation is presented in an ethical, non-deceiving way. The ethical issue is not only a matter of transparency of financial information, but also how the implementation is performed within the organization. How the employees are treated and how the decisions are made may be of ethical concern, this is treated in the humanistic part of the model built in this thesis. By providing a model with factors for a successful e-commerce strategy implementation the chances of succeeding increases. This may in turn lead to positive effects on the national economy, increased

satisfaction among shareholders and other stakeholders, and a more ethical approach both within the organization and towards external parties.

7.3   Limitations

A limitation of this study is the philosophical question of what success actually is and when it is reached. A clear view of success was presented in the beginning of this thesis and it was proved both in theory and in practice that it is possible to rate the level of success in an objective way. Although to measure the contribution to success in individual factors was impossible in this study. If it would have been possible to rate the level of success in an accurate way it would also give an indication of how important each of the success factors are. Since this was not possible one could only determine whether the factor contributed to success or not, not the level of contribution.

Another parameter that has affected the result of the investigation is that the organization participating in the interviews implemented e-commerce at different points in time within a time range of three years. This is considered by the authors to give both positive and negative effects. The negative effects are that it may imply difficulties in comparing the different organizations, and that the quality of the answers will vary. Organizations implementing their e-commerce strategy three years ago might provide nuanced answers about some of the details of the implementation process. This however, also has a positive side, which is that the organizations with a greater distance to the implementation process proved to give more accurate answers about the result and more accurate evaluation of their success. The organizations with a shorter time distance to the implementation instead gave more detailed answers regarding the success factors. The variation of e-commerce implementation experience within the different organization is therefore a strength of this study since it provides more relevant answers in the different fields of investigation.

Another component of this study that improves the usage possibility of the updated model is the fact that the participating organizations are spread over a wide range different type of products within the retail industry. This means that the critical success factors cannot be tied to what the organizations are distributing. This implies that the relevance and level applicableness of the result is high for retail businesses in the industry. An additional strength with this study is that it managed to provide a more contemporary interpretation of what is

important when implementing e-commerce with for instance more relevant technical components. This in turn implies the increased applicability of the updated model in Swedish organization. An issue important to recognize is that all organizations are different and are influenced by different factors. The varying circumstances makes it impossible for this model to be applied to all organization in our focus, but the model may still be used as guidance.

7.4   Suggestions for further research

In the analysis of the empirical data a number of success factors were excluded from the model of critical success factors while new success factors were identified, although no attempt was made to evaluate the newly identified success factors further. It is therefore suggested to investigate these new success factors to confirm their relevance for a successful e-commerce strategy implementation. Additionally, it is suggested that the factor *external partner* (previously outsourcing decision) should be a subject for further research. In this study it became evident that the external partner has a much more responsibility for the success of the implementation than expressed in theory. For this reason this factor should be of high interest in future research within the field of critical success factors.

Furthermore, related to the issue stated in section 7.3, further research is suggested to investigate the level of importance of the different success factors. This could possibly be done by removing a success factor from the implementation process and measure the impact on the result. Being aware of the level of result impact the different factors implies would enable prioritizing among the success factors and would lead to a an increased accuracy of recommendations to organizations. It could also lead to improved result of the implementation of e-commerce strategy in organizations following the suggested model based on practice if they received knowledge about the level of impact of a specific success factor.

Furthermore, it is suggested to conduct a research focusing on the statistical correlation between the success factors and the success of the e-commerce strategy implementation. A statistical investigation would provide a numerical result with less space for the influence of personal opinions and interpretation. Although the feasibility of this type of research is questionable since the field of investigation is highly complex. Finally, it is suggested to

conduct further research, which does not aim to isolate the implementation process from the pre-phase and post-phase. Investigating all three phases is believed by the authors to provide a more accurate interpretation and deeper understanding in what it takes for an e-commerce strategy implementation to be successful. If it can be identified what activities are performed during the post-phase, it is believed that it could be a potential success factor.

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9   Appendix

Appendix 1 Interview guide

Before the questions are being asked, the participant will be introduced to the interviewers as well as the topic and hand, followed by a short description of the interview process.

1. Questions regarding success and success measurement systems

How come you started to implement e-commerce?
> Hur kommer det sig att ni började implementera e-handel?

Based on what pre-established criterias did you measure e-commerce implementation success?
> Vilka kriterier har ni satt upp för att kunna mäta om implementationen av
> e-handelsstrategin varit lyckad eller inte?

What goals did you have for the e-commerce implementation project?
> Vad hade ni för mål gällande implementeringen av e-handelsstrategin?

Did you achieve the goals?
> Uppnådde ni målen?

Do you believe it is possible for a project to be successful without achieving all the goals?
> Anser du att det är möjligt för ett projekt att anses som lyckat även om inte alla mål
> uppfylls?

Do you have any models/approaches available to measure success?
> Använde ni er av några modeller eller teorier för att kunna mäta graden av måluppfyllelse?

2. Overall questions

What activities have you been undertaking in order to increase the chances of a successful e-commerce strategy implementation?
> Hur har ni jobbat aktivt för att öka chanserna för en lyckad implementering av den nya
> e-handelsstrategin?

What critical factors do you believe have contributed to a successful e-commerce implementation?
> Vilka faktorer tror du har bidragit till den lyckade implementeringen av e-handelsstrategin?

How were the critical success factors identified?
> Hur har ni identifierat dessa faktorer?

3. Questions regarding critical success factors

How has the overall organizational structure been changes in order to fit the new e-commerce strategy?

Hur har den övergripande organisarionsstrukturen förändrats för att passa ihop med den nya e-handelsstrategin?

On what principles did you base the formulation compsition of the new e-commerce strategy?
Vilka utgångspunkter arbetade ni från när ni utformade den nya e-handelsstrategin?

How integrated is the new e-commerce startegy with the technology and the overall strategy in the organization?
Hur pass integrerad är den nya e-handelsstrategin med företagets teknologi och den övergripande strategin?

How do you believe that the formulation of the e-commerce strategy has impacted the result of the implementation?
Hur tror ni att utformandet av e-handelsstrategin har påverkat resultatet av implementationen?

In the theory it is argued that in order to be able to implement a new strategy, the values of the employees must be aligned with the goals of the new strategy. How have you been working to achieve this kind of alignment?
Teorin anser att för att en ny strategi ska kunna implementeras så måste det finnas ett samband mellan de anställdas värderingar och målen för den nya strategin. Hur har ni arbetat för att få alla anställda på samma plan?

How have you been communicating the information regarding the change and implementation of e-commerce?
Hur har ni kommuniserat information angående förändringen och implementationen av e-handel?

How has the compensation system been changed in relation to how it was structured before the implementation of the e-commerce strategy?
Hur har ert bonussystem förändrats jämfört med innan implementeringen av e-handelsstrategin?

How did you structure the budget for the implementation project? In retrospect, was the budget realistic? (The purpose of this question is not to understand how much money that was budgeted for the project, but rather to understand if the planned resources were enough.)
Hur lade ni upp budgeten för implementeringsprojeket? Nu i efterhand, var den realistisk, hade mer resurser behövts? (Syftet med den här frågan är inte att få reda på hur mycket pengar som lagts på projektet, utan att förstå om tillräckligt med resurser satts undan i planeringen.)

How did you distribute the resources?
Hur har resurserna distributerats?

How did you plan the time for the project, was it possible to stick to the time plan in practice?
Hur lade ni upp tidsplaneringen för projektet, kunden den hållas?
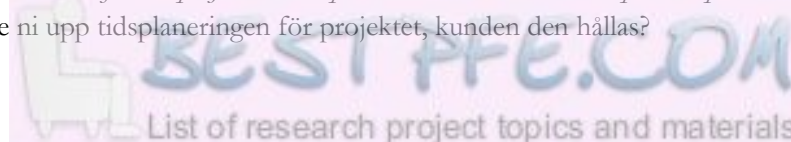
How have you been working to integrate the organizational culture with the new e-commerce strategy?
    Hur har ni arbetat för att integrera företags kulturen med den nya e-handelsstrategin?

How has the attitude of the employees been towards the implementation of e-commerce?
    Hur har de anställdas inställning varit till implementeringen av e-handelsstrategin?

What part did the managers play in the result of the e-commerce strategy implementation?
    Vilken roll anser du att cheferna/ledarna har haft för resultatet av implementeringen av e-handelsstrategin?

How have the managers been working to improve the implementation of the e-commerce strategy?
    Hur har cheferna/ledarna arbetat för att förbättra implementeringen av e-handelsstrategin?

How have you been working in order to make sure that all employees involved possesses sufficient knowledge to be able to implement the e-commerce strategy?
    Hur har ni arbetat för att de inblandade ska ha tillräcklig kunskap för att kunna implementera e-handelsstrategin?

Did you outsource any parts of the implementation project? If yes, what parts, and what lead to the decision?
    Har ni outsourcat några delar av implementeringsprojetet? Om ja, vilka delar och varför?

4. Concluding questions

Which factors is the most important for a successful implementation?
    Vilken faktor tror du har varit viktigast för en lyckad implementering?

If possible, would you have changed anything regarding the implementation process?
    Om det vore möjligt, vad hade du ändrat angående er implementeringsprocess?

If possible, which factors would you have put more emphasis on?
    Om det vore möjligt, vilka faktorer skulle ni ha velat lägga mer vikt på?

What do you believe could have increased the rate of implementation success even more?
    Vad tror du hade kunnat ökat graden av framgång för implementeringen ännu mer.

Appendix 2 Interview specifications

Autoexperten
Name: Henrik Björkqvist
Title: E-commerce Manager

Date: 2 April 2015
Length of interview: 1h 12 min

Bona
Name: Maria Turvin
Title: Internal business consultant with focus on e-commerce
Date: 15 April 2015
Length of interview: 1h 11 min.

Name: Henrik Samuelsson
Title: IT Project Manager
Date: 21 April 2015
Length of interview: 30 min.

Company X
Name: Anonymous
Title: E-commerce Manager
Date: 17 April 2015
Length of interview: 35 min

Company Y
Name: Anonymous
Title: Representing a team of four employees working to implement the e-commerce strategy.
Date: 16 April 2015
Length of interview: 1h 5 min

EM Möbler
Name: Thommy Grape
Title: E-commerce Manager
Date: 1 april 2015
Length of interview: 52 min

Name: Peter Gustavsson
Title: E-commerce Consultant from Capo
Date: 13 April 2015
Length of interview: 43 min

GRANIT
Name: Felix Reinhard
Title: E-commerce manager
Date: 21 April 2015
Length of interview: 50 min

Procurator
Name: Magnus Buren
Title: E-commerce manager
Date: 17 April 2015
Length of interview: 1h 3 min

VRG
Name: Maria Roos
Title: E-commerce Manager
Date: 16 April 2015
Length of interview: 48 min

Name: Johanna Stenfelt
Title: Digital Content Manager
Date: 20 April 2015
Length of interview: 35 min

Växsjö Elektriska
Name: Linda Johansson
Title: Marketing Coordinator and Web Manager
Date: 14 April 2015
Length of interview: 37 min

Name: Christine Löfqvist
Title: CEO
Date: 14 April 2015
Length of interview: 21 min