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EMERGING INNOVATION RESISTANCE IN THE RENTAL MARKET FIELD:

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ABSTRACT

Keywords: innovation resistance, rental market, consumer behavior, security deposit

This research aims to provide understanding and explanations to emerging resistance to innovations in the rental market field. The topic was chosen through my personal experience in the field in combination with the fact that the field has not been researched from the perspective of innovation resistance. My main research question is: "How does innovation resistance emerge among consumers in the rental market?"

The theoretical background consists of the concepts of innovation resistance, perceived risk, perceived value, and trust. I use Ram and Sheth's (1989) model of innovation resistance barriers to separate the construction of resistance. Those barriers are functional (usage, risk, value) and psychological (tradition and norm, image). I will dive deeper into the functional barriers such as risk and value barriers. Value barriers will be discussed by extending the understanding of perceived value through Zeithaml's (1988) consumer definitions of value. To understand the risk barriers, I use Featherman and Pavlou's (2003) categorization of perceived risks. The last part of the theory is related to perceived risk and trust. The concept of trust will be discussed at the individual and organizational level.

The research was a qualitative case study research. The case that I used is a guarantee service that provides an optional way for the tenants to deliver a security deposit to their landlords. The service was launched in May 2019 and it has provoked discussions and also faced resistance among consumers. I conducted five in-depth interviews as my primary data during March 2020 and utilized existing materials from the case company as my secondary data. This secondary data included customer logs, other interviews, survey, and field notes. Both primary and secondary data was analyzed via content analysis.

My results show how complexity, trust issues between the landlord and tenant, challenges in building trust towards the company, and strong existing practices can lead to an emergence of resistance to innovations in the rental market. The field is dominated by a well-established deposit system, which creates a challenging platform for new innovations. When the consumer is not familiar with the company and the innovation does not have previous users or trustworthy references, it is challenging to trust the company and the innovation. Also, low disposition to trust from the landlords to the tenants had an indirect but significant influence on resistance. The role of heuristics is highlighted when the consumer forms an understanding and attitude towards the innovation and the other person involved in innovation-decision. That, along with the other elements, causes several assumptions and biases, which influences the formation of perceived risks, and therefore emerges resistance.

TIIVISTELMÄ

Avainsanat: innovaatiovastarinta, vuokramarkkinat, kuluttajakäyttäytyminen, vuokravakuus

Tutkimukseni tavoitteena oli oppia ymmärtämään innovaatioiden vastustusta ilmiönä ja erityisesti löytää selityksiä sille, mistä innovaatiovastarinta vuokramarkkinoilla syntyy. Päädyin tähän aiheeseen henkilökohtaisten työkokemusteni kautta, eikä kyseistä toimialaa muutenkaan ole tutkittu innovaatioiden vastustuksen näkökulmasta. Päätutkimuskysymykseni on: "Kuinka innovaatiovastarinta syntyy kuluttajien keskuudessa vuokramarkkinoilla?"

Teoreettinen viitekehys rakentuu konsepteista innovaatioiden vastustus, koettu riski, koettu arvo ja luottamus. Hahmotellakseni innovaatioiden vastustuksen rakennetta käytän pohjana mallia, jossa innovaatioiden vastustus on jaettu erilaisiin esteisiin. Näitä ovat toiminnalliset (käyttö, riski, arvo) esteet ja psykologiset (perinne ja normi, mielikuva) esteet (Ram & Sheth 1989). Näistä syvennyn erityisesti toiminnallisiin esteisiin kuten riski ja arvo. Arvoesteitä käsittelen laajentamalla ymmärrystäni koetusta arvosta Zeithamlin (1988) kuluttajien arvon määritelmillä. Ymmärtääkseni riskiesteitä käytän Feathermanin ja Pavloun (2003) kategorioita koetuista riskeistä. Liittyen koettuun riskiin käsittelen viimeisimpänä luottamusta. Tarkastelen konseptia sekä yksilö- että organisaatiotasoilla.

Tutkimukseni oli kvalitatiivinen tapaustutkimus. Tutkimuksen kohteena oleva innovaatio on takauspalvelu, joka tarjoaa vuokralaisille vaihtoehtoisen tavan toimittaa vuokrasopimuksessa vaadittu vuokravakuus vuokranantajalle. Palvelu lanseerattiin toukokuussa 2019 ja on siitä asti herättänyt keskustelua ja myös vastarintaa kuluttajien keskuudessa. Ensisijaisena aineistona toteutin viisi syvähaastattelua maaliskuun 2020 aikana ja toissijaisena aineistona hyödynsin yritykseltä saatavaa jo olemassa olevaa materiaalia. Tämä toissijainen aineisto sisälsi asiakaspalveluviestejä, aiemmin tehtyjä haastatteluja, asiakaskyselyn ja kenttämuistiinpanoja. Sekä ensisijaisen että toissijaisen aineiston analysointiin käytin sisällönanalyysiä.

Tulokseni osoittavat, kuinka palvelun monimutkaisuus, luottamusongelmat vuokranantajan ja vuokralaisen välillä, haasteet luottamuksen rakentamisessa yritystä kohtaan, sekä alan vahvat olemassa olevat toimintatavat voivat aiheuttaa vastustusta innovaatioita kohtaan vuokramarkkinoilla. Alalla vallitsee hyvin vakiintunut vakuusjärjestelmä, mikä luo haastavan alustan uusille innovaatioille. Yrityksen tuntemattomuus ja luotettavien käyttäjäkokemusten puute hankaloittavat luottamuksen muodostumista innovaatiota kohtaan. Vuokranantajan kyky luottaa vuokralaisiin yleisesti on matala, mikä vaikuttaa epäsuorasti myös asenteisiin innovaatiota kohtaan. Heuristiikkojen rooli korostuu kuluttajan ymmärryksen ja asenteen muodostumisessa sekä innovaatiota että vuokranantajaa/vuokralaista kohtaan. Se, yhdessä muiden tekijöiden kanssa, johtaa erilaisiin oletuksiin ja ennakkoasenteisiin, jotka vaikuttavat koettuihin riskeihin sekä näin ollen synnyttävät vastustusta.

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1 INTRODUCTION

1.1 Topic of the research

I want to get a deeper view to the field of innovations and a better understanding specifically about the resistance that innovations often face. Resistance is a normal consumer reaction that occurs during change (Ram 1987), and the change is a part of innovations' nature as it is perceived as something new for the unit (Rogers 2003, 12). Also, as our living environment, including business and work environments, is rapidly changing all the time, it is important to understand the human mind a bit deeper and be able to recognize what are the main influencers for resistance. Understanding the psychology of resistance would help to explain adoption-related behavior with innovations (Heidenreich & Handrich 2015). In the business world, consumers' resistance, and lack of understanding of consumers' desires are the main reasons why innovations fail (Ram & Sheth 1989; Gourville 2006) and the failure rates for new businesses are relatively high. For example, according to Gourville (2006) 40-90 % of innovations never succeed and based on CB Insights' (2020) report approximately 70 % of new business ideas fail.

A lot of research has been done about innovations and innovation adoption over time. For example innovation adoption and diffusion has been studied in the context of small firms (i.e. Nooteboom 1994), from an organizational perspective (i.e. Frambach & Schillewaert 2002), in the field of information technology (i.e. Jeyaraj, Rottman & Lacity 2006), and from the perspective of green innovations (i.e. Jansson, Marell & Nordlund 2010), to name a few. Resistance to innovations, however, has been given little attention aside from innovation adoption (Kuisma, Laukkanen & Hiltunen 2007; Heidenreich & Handrich 2015). However, the lack of innovation resistance research has gotten more attention among researchers over time, not only as a psychological phenomenon (i.e. Sheth 1981) but also from a business and consumer perspective (i.e. Claudy, Garcia and O'Driscoll 2015). Especially resistance to different technological and digital innovations (i.e. Szmigin & Foxall 1998; Kuisma et al. 2007; Roy, Balaji, Quazi & Quaddus 2018) has raised interest in the past twenty years.

As Heidenreich and Handrich (2015) stated, both active and passive resistance can prevent consumers from adopting new products or services, therefore resistance is important to understand and is the key concept of this research. The empirical context for this study is the rental market, which has not been studied from the perspective of innovation resistance before. It was chosen because of my personal experience in the field due to the great opportunity to observe a launch of one innovation very closely through my current work that I received. I have several years' experience in the field, and currently I am working as a Customer Success Manager in the startup company that launched the innovation that I am using as the case innovation in this study.

The case innovation used is a service that provides an optional way for the tenants to deliver a security deposit (later deposit) to their landlords. According to Finnish Act on Residential Leases (1995), the deposit for the rental agreement can be arranged in the event of the other party's failure to fulfill its obligations. The parties in rental agreement are the tenant and the landlord, and typically the deposit is arranged to assure the tenants obligations. For example in Fair rental practices by The Finnish Landlord Association (2018, 10) deposit is described as follows: "Security provided by the tenant ensures payment of rent, proper care of the apartment, and other responsibilities related to the lease." Traditional and established practice is to pay the required deposit as money to the landlord. However, the case innovation offers the deposit as a guarantee service, where the tenant pays service fees and in return the case company guarantees the deposit for the landlord. It was launched in May 2019, and since then, the service has raised discussions both for and against it. The resistance it faced especially at the beginning was relatively strong. Therefore, it offered a good basis for resistance research.

What also makes this context interesting is that typically in the rental market, services require both landlord's and tenant's adoption to function properly (see collective innovation-decision in chapter 2.1.2 Innovation-decision process). For example, platforms for landlords to market their apartments are not very useful if tenants do not adopt the platform as a place to look for the apartments. Similarly, the case innovation in this study requires both the landlord's and the tenant's decision to adopt the service. This appeared to be a significant element to consider when it came to resistance in the context. The context and the case innovation are presented more detail in chapter 3.1 Context of the research.

1.2 The purpose of the study

My goal is that this study could provide understanding and explanations to emerging resistance to innovations in the rental market. With the results I hope to be able to provide a framework to help organizations to recognize and understand the resistance factors better and where the resistance can emerge from in more detail. I want to provide these results especially to organizations operating in the rental market, but also give organizations in other industries an idea of what kind of elements can cause resistance and what could be taken into account when developing new products or services.

The main research question for my study is:

Q1) How does innovation resistance emerge among consumers in the rental market?

Resistance literature uses *innovation resistance* interchangeably with *consumer resistance to innovation* (Heidenreich & Handrich 2015). In this study I use innovation resistance and define it according to Ram and Sheth's (1989, 6) definition: "The resistance offered by consumers to an innovation." To solve my main research question, I used two sub-questions that I needed to answer before I could holistically answer the main question.

Q2) What kind of factors can lead to innovation resistance?

Q3) Why do innovations in the rental market face resistance among consumers?

The second research question aimed to find reasons that might cause or lead to resistance at the individual level. In turn, the third research question was seeking a broader explanation in this specific context of what kind of elements this field contains that might emerge resistance. Based on my research questions the theoretical background strongly relies on innovation resistance barriers defined by Ram and Sheth (1989), and the concepts that are linked to these barriers. My study goes deeper especially in the functional barriers such as risk and value barriers, because based on my observation from the field, different perceived risks and lack of value appeared to be important. Similarly, the theoretical framework is extended with the trust

literature, as it is seen as important in the context and appeared to have a direct connection to the concept of perceived risk.

I approached my topic with qualitative case study research, and to answer my research questions I used several different sources of data. In-depth interviews with the landlords and tenants represented the primary data, and the existing materials represented the secondary data. This secondary data included customer logs, field notes, survey responses and earlier customer interviews. The secondary data was used to expand the understanding of the case and complement the findings from the primary data.

Both the primary and secondary data were analyzed by using content analysis. The research and analysis process started with the customer logs from secondary data, which was followed by the in-depth interviews. I interviewed three landlords and two tenants during March 2020. The sub-questions were answered by analyzing the data first with the consideration of Q2 and then with Q3. To confirm the analysis' results, I complemented the results for Q2 and Q3 with the findings from secondary data. Finally, by examining these results together, I was able to provide a holistic view for my main research question.

1.3 The structure of the thesis

This study is structured as follows: theoretical background, methodology, results, and conclusion. Theoretical background at first defines the key concepts of my study: innovation resistance, perceived risk, perceived value, and trust, which I use to understand the phenomenon of innovation resistance better. After that I will present the methodological approach to the topic. There I will explain the context of my case in more detail and how the data for this study was collected and analyzed. It will be followed by the results, where I present the results of my research in detail. Finally, in the conclusion, I sum up the entire study and present the key findings and the theoretical contribution of the research. In the conclusion I will also suggest managerial implications and a few research directions for the future and discuss the validity of this study.

2 THEORETICAL BACKGROUND

My theoretical background is constructed of innovation, innovation resistance, consumer behavior and trust literature, which I will address more specifically in this chapter, each in their own sections. At first, I will define the concepts of innovation and innovation resistance. Then I will present different sections of innovation resistance factors, and later go a bit deeper into few sections that I found the most important for my study. Those sections considered perceived risk, perceived value, and trust. The entire theoretical framework of this study will be presented in the end.

2.1 Innovation resistance

2.1.1 Definition of innovation

In a rapidly changing environment, the meaning of innovation and its importance to organizations is a crucial strategic issue. Changing customer demands and lifestyles force the organizations to innovate to stay successful in growing competition. (Baregheh, Rowley & Sambrook 2009; Rowley, Baregheh & Sambrook 2011) Innovation as a concept has multiple different definitions. One generic and integrative definition for innovation is: "The multi-stage process whereby organizations transform ideas into new/improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace" (Baregheh et al. 2009, 1334). Simply, innovation is something new for the individual or other unit, for example organizations, communities, or the entire social system (Rogers 2003, 12).

Innovations can be classified in different groups, for example to product or service, production-process, organizational structure, and people innovations (Knight 1967), or product, process, position, and paradigm innovations (Bessant & Tidd 2015, 17). These refer more to what has changed, but researchers have also defined additional types as discontinuous innovations (Rowley et al. 2011; Francis & Bessant 2005), depending on how significant is the change that it causes. Diverse innovation research shows how seeing and defining the innovation depends

on the context and perspective, and in my study the case innovation can be seen as an innovation in several ways.

From the tenant's perspective it is a service innovation, a new kind of service that the company offers (Knight 1967). When in turn, the landlords can see the innovation as a process innovation as from their perspective it is a new way to get the deposit delivered by the tenant. (Bessant & Tidd 2015, 17.) Nevertheless, it is important to see the innovation as a paradigm and discontinuous innovation. The innovation aims to change the existing paradigm and well-established habits, "underlying mental models" (Bessant & Tidd 2015, 17) in the field of rental market. The innovation brings major changes to a complete field and attitudes, which is typical for discontinuous innovations (Rowley et al. 2011). Regardless, the case innovation has elements of different innovation types, which shows its novelty.

2.1.2 Innovation-decision process

Adopting or rejecting an innovation is a process where the consumer becomes aware of the innovation, forms an attitude towards it, makes the decision to adopt or reject it, starts using it and finally seeks confirmation of made decision. The process goes through knowledge, persuasion, decision, implementation, and confirmation stages. (Rogers 2003, 168-169.) In my study I am focusing on the attitudes and the resistance that occurs at the time before the decision, therefore decision, implementation and confirmation stages are left out of the discussion. In fact, if resistance occurs in early stages and is stronger than consumer's intentions to even evaluate innovation's potential, the organization's investments in later stages are wasted (Heidenreich & Handrich 2015). Therefore, understanding and focusing on the beginning of decision process is important.

At the knowledge stage of the process the consumer becomes aware of the innovation's existence and is looking for some knowledge how to use it and what are its functioning principles. It is followed by the persuasion stage where the consumer forms an attitude towards the innovation and seeks reinforcement for his own decision whether to adopt or reject the innovation. (Rogers 2003, 173-174.) Adoption is a decision to start using an innovation, when in turn, rejection means a decision not to adopt or to ignore an innovation (Kuisma et al. 2007; Rogers 2003, 177). During the stages before the decision, the consumer learns the idea, seeks information, develops interest, and evaluates the merits from his perspective (Hassinger &

Hassinger 1959). Forming an attitude starts already before the persuasion stage, and it can be influenced by other opinions and experiences, or by the attitudes towards other similar innovations as well (Seligman 2006).

Rogers (2003, 28) has defined four different types of innovation-decisions: 1) optional innovation-decision where the individual is independent of the others' decisions, 2) collective innovation-decision where the decision requires consensus of all members included in the process, 3) authority innovation-decision where relatively few members make the decision that also influences to other, and 4) contingent innovation-decision which can be optional, collective or authority, but it requires one or more prior innovation-decisions. In this research, the unit of the innovation is an individual but adopting the innovation requires a collective decision as the service must be accepted by all the members included in the decision-making process. The parties included in the decision-making in my research are the tenant and the landlord, and for adopting the case innovation both of their acceptance is required. However, the rejection decision does not require consensus, and in fact, rejection from only one of the members means rejection for the others too. This construct in this context creates special dynamics between the members, which cannot be ignored.

2.1.3 Definition of innovation resistance

Like in the concept of innovation, resistance in general has been studied in many different disciplines and it has several definitions. It is seen as a deeply sociological concept with a complex nature, that has been recognized in a tremendous diversity of behaviors and settings and it can vary by the factors like the scale, level of coordination, target and goals. (Hollander & Einwohner 2004.) Resistance likely occur towards innovations, that require behavioral changes in consumer's established habits, and cause some psychological conflict for them (Kleijnen, Lee & Wetzels 2009).

Innovation resistance can occur in different ways: as a rejection, postponement, and opposition (Szmigin & Foxall 1998). In this context it is important to separate the terms rejection and resistance as these two have sometimes been perceived as the same thing (Kuisma et al. 2007). The connection between these concepts has been presented in Figure 1, which illustrates the possible outcomes of innovation resistance. In the Figure 1. original model of Kuisma et al.

(2007) is complemented with Szmigin and Foxall's (1998) forms of innovation resistance. As stated earlier, rejection means a decision not to adopt or to ignore an innovation (Kuisma et al. 2007; Rogers 2003, 177), which is the most extreme form of resistance (Szmigin & Foxall 1998). The second form of resistance is postponement, where the consumer postpones the decision of adoption and therefore, resists the innovation in that specific time and situation (Szmigin & Foxall 1998).
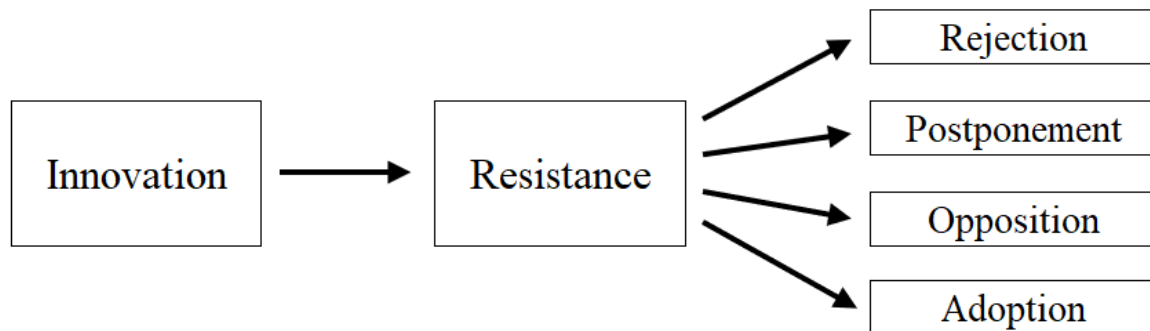
Figure 1. Innovation resistance (Kuisma et al. 2007; Szmigin & Foxall 1998)

The third form of resistance, opposition, is where the consumer may even adopt the innovation first but will eventually reject it (Szmigin & Foxall 1998). Moreover, resistance can also be followed by adoption. The object might be forced to adopt an innovation despite the resistance for example during organizational change or if he perceives not to have any other options. In fact, resistance can be seen as an active behavior, which might result in rejection as well as in adoption too (Kuisma et al. 2007), but rejection is more likely the result if the object has an option to make the decision.

Although, this model is not unambiguous. According to it every adoption is also preceded by resistance, which should be dealt with critically. Despite the different results of resistance, two core elements can be found from every discussion related to the concept: action and opposition. Action is something that involves some active behavior, which can be verbal, cognitive or physical, and the other element, opposition, occurs in the use of words like *rejection*, *questioning* or *contradict*. (Hollander & Einwohner 2004.) For example, in the situations where the consumer adopts the innovation, resistance might appear just as a cognitive questioning of it and trying to find some other options before having to make the decision. However, there are

several approaches to resistance and factors that might explain why it occurs. Next, I will present one approach of different innovation resistance barriers that is used as a basis for this study.

2.1.4 Resistance factors

Resistance to innovation is a normal intuitive consumer reaction (Ram & Sheth 1989), and it can be explained in different ways. For example, Sheth (1981) has used two psychological constructs to explain the resistance: perceived risks associated with innovation and habit toward existing practice, and later Ram and Sheth (1989) divided resistance factors into two groups: functional and psychological barriers. Functional barriers include usage, value, and risk barriers; and psychological barriers consist of tradition and norm barriers, and image barriers (Ram & Sheth 1989). These different barriers will be discussed in more detail in this chapter and they provide a basis for this study.

Usage barriers

In functional barriers, usage barrier refers to innovation's compatibility to consumer's normal habits and practices (Ram & Sheth 1989). Perceived ease of use has been noted as an important factor especially in adoption of information technology and it refers to how the consumer perceives using the innovation, whether it feels difficult or easy and free of effort (Davis 1989). Moreover, for example Oreg (2006) has found that increasing amount of information can raise the level of resistance. In other words, more complicated the innovation is to understand and more effort it requires, more likely the resistance occurs. Usage barriers have a direct connection to risk barriers, for example Featherman and Pavlou (2003) stated that complex e-services will likely be perceived as risky and may cause concerns about performance and usage. Also Stone and Grønhaug (1993) emphasized increasing financial and psychological risks if the products are complex, difficult to judge and expensive.

Value barriers

Value barriers arise if the perceived performance-to-price value in innovation is relatively low compared to the other products (Ram & Sheth 1989). Therefore, lack of value can lead to preferring an innovation's substitutes and resistance towards the innovation. Resistance will

more likely occur if the consumer is satisfied with the current situation (Sheth 1981), and if the existing habit have been formed over a long period of time (Kleijnen et al. 2009). However, perceived value constructs of different components that may be highly personal and vary over time (Parasuraman & Grewal 2000; Zeithaml 1988). Therefore, the perceived value is subjective, depends on the situation (Sánchez-Fernández & Iniesta-Bonillo 2007; Woodruff 1997), and typically is more complex than just relationship between the performance and price. The concept of perceived value will be discussed in the chapter 2.2.2 Perceived value.

Risk barriers

Perceived risks are generally addressed in resistance research. Risk barriers are related to perceived uncertainty, which usually increases if evaluating the functionality of an innovation is challenging for the consumer (Claudy et al. 2015). Perceived risks associated with the innovation was also one of the two components in Sheth's (1981) model of psychological constructs of resistance. The riskier the innovation feels, more likely it will lead to resistance (Ram & Sheth 1989; Sheth 1981). Perceived risks are usually divided into several different groups, for example physical, economic, functional and social risks (Ram & Sheth 1989), but these will be discussed in more detail with the other research of perceived risks in the chapter 2.2.1 Perceived risk.

Tradition and norm barriers

Tradition and norm barriers arise if the innovation forces the consumer to change his normal habits and traditions (Claudy et al. 2015; Ram & Sheth 1989). In fact, Sheth (1981) addresses that strong habits towards existing practices are one of the most powerful factors causing resistance. Combined with high levels of risks, the innovation holds a great risk of failure (Sheth 1981). When it comes to innovations, they very likely cause such changes in consumer's routines and high levels of change and an innovation's disruption of the consumer's previous habits will increase the level of resistance (Ram & Sheth 1989). In addition, the resistance to this change will be stronger, the more settled are the existing habits with the substitutes (Sheth 1981).

Image barriers

Image barriers occur if the innovation holds an unfavorable image in consumer's mind (Ram & Sheth 1989). This image can emerge from innovation's origins and be strongly influenced by stereotypes and by the image of the whole industry or even by the manufacturing country (Ram & Sheth 1989; Kleijnen et al. 2009).

2.2 Consumer behavior

Risks and value were highlighted in resistance literature. Therefore, from the wide literature of consumer behavior, the most important concepts for my study are perceived risks, and perceived value. However, the perceived value itself was not interesting for my study. Instead, the perceived lack of value was, and how it can affect value barriers and therefore lead to resistance. Next, I will present one approach to the concept of perceived risk and then shortly discuss perceived value.

2.2.1 Perceived risk

Perceived risk decreases consumer's intentions to buy a product or service (Kim, Ferrin & Rao 2008). Therefore, like discussed earlier, risk barriers were one of the factors causing resistance. Consumers perceive something as risky if they feel uncertainty towards the product or service (Featherman & Pavlou 2003). Moreover, innovation by nature is something new for the individual, and thus it always carries some degree of uncertainty (Rogers 2003, 174). Risk is "a subjective expectation of loss" (Stone & Grønhaug 1993, 42), that can be a combination of different risks depending on the context and the consumer's perspective.

There are several models of perceived risks available (Mitchell 1999), for example the categorization mentioned in resistance discussion: physical risk, economic risk, functional risk, and social risk (Ram & Sheth 1989). These have similarities with the categorization that Featherman and Pavlou (2003) used. Their model was based on Cunningham's (1967) widely used categorization and includes: performance risk, financial risk, time risk, privacy risk, social risk, and psychological risk. Originally defined safety (physical) risk was replaced with privacy

risk in the context of e-services (Featherman and Pavlou 2003). As the case innovation in this study is an e-service as well, and the purchase, usage and all actions relating to the service take place online, I use Featherman and Pavlou's (2003) categorization as a main framework for perceived risks and all physical risks are left out of the discussion. They defined perceived risk as "the potential for loss in the pursuit of a desired outcome of using an e-service" (Featherman & Pavlou 2003, 454).

Performance risks

Considering the novelty of innovation, it might not have any performance record, which might cause challenges for the consumer to judge whether the innovation is reliable and will function properly and as expected (Ram & Sheth 1989). The risk arising in such situation, relating to innovation's functions, is in some studies called functional risk (i.e. Ram & Sheth 1989) and performance risk in others (i.e. Featherman & Pavlou 2003; Grewal, Gotlieb & Marmorstein 1994). It is also known that services' performance is more difficult to evaluate than products (Storey & Kelly 2001), and according to Featherman & Pavlou (2003) risks relating to perceived performance have the biggest negative influence on adoption of e-services. Performance risks have a strong connection to resistance especially through usage barriers and perceived ease of use can reduce this risk in e-services (Featherman & Pavlou 2003).

Financial risks

Financial risk, or in other words, economical risk, refers to the costs that the innovation causes to the consumer (Ram & Sheth 1989). This includes the actual price, but more importantly, in the context of e-services it can also include the possible financial losses caused by fraud (Featherman & Pavlou 2003). In addition to affecting risk barriers, depending on the consumer's understanding and perception of the value, financial risks might have direct influence on value barriers as well.

Social risks

Social risk arises if the consumer perceives that adopting the innovation will affect his status in a social group (Featherman & Pavlou 2003). For instance, if using the innovation would cause

some level of isolation or labeling as something that the consumer perceives disadvantageous for him (Ram & Sheth 1989).

Time risks

Time risk refers to a loss of time that the consumer invests into researching and learning how the innovation can be purchased and how it functions. This is perceived as a risk specifically when there is a possibility that the innovation fails and does not function as expected, and therefore the consumer wasted his time. (Featherman & Pavlou 2003.)

Psychological risks

With psychological risks, Featherman and Pavlou (2003) refer to Mitchell's (1992) interpretation of Garner's (1986) definition of risks that arises if the innovation has a negative effect on consumer's self-perception or peace of mind. These types of risks can cause consumers loss of self-esteem (Featherman & Pavlou 2003).

Privacy risks

Featherman and Pavlou (2003) replaced physical safety risk with privacy risk in the context of e-services. It refers to a safety of consumer's private information and losing control over it if it gets misused or stolen (Featherman & Pavlou 2003). Privacy risks are strongly related to trust, and in fact, research shows that perceived privacy and security protection have a great influence on both trust and risk (Kim et al. 2008).

Overall risk

The risk variables mentioned above can influence each other (Jacoby & Kaplan 1972), and when all dimensions of perceived risks are evaluated, the final perception is called overall risk (Featherman & Pavlou 2003; Jacoby & Kaplan 1972), which in turn, constructs risk barriers. Moreover, in addition to privacy concerns, perceived risk in general has a strong connection to a concept of trust, as the risks will decrease when trust is built (Mitchell 1999; Kim et al. 2008). This relationship can also be seen other way around, in other words, if trust is absent, the greater are the perceived risks (Kim et al. 2008), and more likely resistance occurs. Trust will be discussed in chapter 2.3 Trust.

2.2.2 Perceived value

Value is also a concept with different definitions and approaches (Sánchez-Fernández & Iniesta-Bonillo 2007). One definition for consumer value is: "The consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given" (Zeithaml 1988, 14). However, many of the value studies focused on the situations where the consumer can assess the value based on personal experience of the product, contrary to my study where the consumer can only imagine the experience. What is interesting in this concept for my study is the lack of perceived value, and its connections to the consumer resistance and innovations. Therefore, I will only provide a short overview of how the consumer can perceive value, but deeper discussion of the concept is left out of the study.

Typically, value has been perceived as a certain kind of quality-price relationship and economic theory (Sánchez-Fernández & Iniesta-Bonillo 2007), where the consumer evaluates the trade-off between the quality and sacrifice (Dodds, Monroe & Grewal 1991). Judging the innovation, like its quality, can be difficult without any experience, but the price and required sacrifice instead might be seen more clearly. Such a situation where the perceived quality-price relationship is unbalanced might be disadvantageous for the innovation by increasing perceived risks and therefore lead to resistance. Zeithaml (1988) approached the concept of value from the perspective of the means for the consumer, the trade-off between sacrifice and what is received in return (Sánchez-Fernández & Iniesta-Bonillo 2007). Instead of judging products based on objective and actual factors, this approach focuses on consumers' personal perceptions of such factors like price, quality, and value (Zeithaml 1988; Sánchez-Fernández & Iniesta-Bonillo 2007). According to Zeithaml's (1988) model, value is low price, whatever I want in a product, the quality I get for the price I pay, and what I get for what I give.

The first one, value is low price, purely refers to the money used in a transaction. In turn, the second definition, value is whatever I want in a product, is the consumer's perceptions of the product's usefulness. (Zeithaml 1988.) Perceived usefulness, in fact, is recognized as one main component in adopting information technologies, and it means the benefits and advantages the consumer gains when, in this context, adopts the innovation, in other words, how useful the innovation actually is (Davis 1989). The other two definitions for value constructed of more

than one component. The third definition, value is the quality I get for the price I pay, evaluates the relationship between the price and quality (Zeithaml 1988). This goes along with the earlier mentioned definition about trade-off between the quality and sacrifice (Dodds et al. 1991). Last of the Zeithaml's (1988) consumer definitions, value is what I get for what I give, considers all possible components that the consumer perceives to get and give in a transaction.

Like addressed in the discussion of value barriers, value is a highly subjective concept, and therefore consumer's perceptions of different components may vary significantly also depending on the consumer's understanding of the product. Similarly, for example in value hierarchy model consumers value the object based on their learned perceptions, preferences and evaluations that may vary and change over time and situations (Sánchez-Fernández & Iniesta-Bonillo 2007; Woodruff 1997). Therefore, it might be challenging to define exactly what in the innovation creates value for the consumer. However, it is apparent that perceived lack of value increases value barriers and therefore decrease intention of adoption and cause resistance.

2.3 Trust

Trust is one key factor decreasing uncertainty in complex and unpredictable situations (Gefen 2000), and its important relationship with perceived risks was shortly highlighted in the earlier discussions. In the case of innovations, uncertainty occurs more than with the other products, and at the same time, the consumer might be unfamiliar with the company as well, therefore it might cause some issues for the consumer to form an opinion whether the company and the innovation are trustworthy or not. Considering these circumstances, the lack of trust might occur which can lead to resistance. Moreover, the context of the study, rental market, requires special attention in the discussion of trust. As explained earlier, adopting the case service means accepting the other party into a rental agreement, and therefore resistance to the innovation might, in fact, origin from the trust issues between the landlord and the tenant.

In this chapter I will present the concept of trust and how it is built based on one approach, but as in the chapter of perceived value, the focus is on the absence of it and how it can lead to resistance. Because trust has a connection to resistance in my case in two ways: directly toward the innovation and the company, and indirectly through the other member involved in the

situation, I will first discuss trust from consumer to organization, and then how trust on an individual level applies into my study.

2.3.1 From consumer to organization

There can be several reasons affecting whether something is perceived as trustworthy. A lot of research has been made of trust in different contexts, but also its significant role in online purchases has been noted (Kim et al. 2008). Kim et al. (2008) have categorized the factors influencing consumer's trust and perceived risks in e-commerce into four groups: cognition-based, affect-based, experience-based, and personality-oriented antecedents. In this context trust can be defined as: "A consumer's subjective belief that the selling party or entity will fulfill its transactional obligations as the consumer understands them" (Kim et al. 2008, 545).

Cognition-based antecedents

When it comes to e-commerce, cognition-based antecedents, like the consumer's perceptions of information quality, privacy protection and security protection appear to be important for trust building (Kim et al. 2008). Like addressed earlier in this study, consumers might have concerns over their personal information, which increases their perceived risk (Featherman & Pavlou 2003), and in fact, especially perceptions of privacy and security protection both have a strong connection to both trust and risk (Kim et al. 2008). These kinds of antecedents refer to the features and characteristics of the service and are based on consumer's own perceptions (Kim et al. 2008). In other words, if the consumer does not feel his information and purchase transaction to be secured by the company, he will consider the company as less trustworthy and likely resist their services.

Affect-based antecedents

Another important group of antecedents affecting both perceived risk and trust is affect-based antecedents. Especially in e-commerce, company's reputation, and certificates from other parties, so called third-party seals, were important. (Kim et al. 2008) However, according to Kim et al. (2008) third-party seals, in fact, didn't influence trust building, but in turn, had a connection to perceived risk by providing assurance of the company and its operations to the consumer. Positive reputation of the company, on the other hand, is an important factor for increasing trust and decreasing risk (Kim et al. 2008). When it comes to innovations, these

kinds of reinforcing factors (i.e. third-party seals, word-of-mouth, user reviews) are crucial at the persuasion stage of the decision process, where the consumer forms an attitude towards the innovation (Rogers 2003, 174).

Experience-based antecedents

Some factors in trust building are based on previous experiences and one of the major experience-based antecedents to trust in e-commerce is familiarity (Gefen 2000; Kim et al. 2008). Familiarity was highlighted as important especially in consumer's purchase intentions in e-commerce (Gefen 2000). Familiarity as an antecedent includes the whole buying process (Kim et al. 2008), and it can therefore occur in several ways: with the entire service or the service model, with the company, with the company's websites or with its other services. Nevertheless, again, it is important to remember the nature of the innovation, which might mean that this highly important factor is not applicable for the consumer in this context. Other experience-based antecedents could be for example general experience with the Internet (Kim et al. 2008), or in my context, experience as a landlord or tenant.

Personality-oriented antecedents

Personality-oriented antecedents refer to consumer's habits, like personal shopping style, and disposition to trust (Kim et al. 2008), which in other words can be seen as a general faith in humanity (McKnight, Cummings & Chervany 1998). These kinds of antecedents, like disposition, result from lifelong experiences and socialization (Rotter 1971), and therefore vary depending on for example developmental experiences, personality types and cultural backgrounds (Kim et al. 2008).

2.3.2 At the individual level

It is important to remember in this context that for the landlord adopting the case innovation also means accepting the person who proposed the service as a tenant. Therefore, in addition to the trust towards the company, the situation also requires specific trust between the landlord and the tenant. Mayer, Davis and Schoorman (1995, 712) have defined trust as: "The willingness of a party (i.e. the landlord) to be vulnerable to the actions of another party (i.e. the

tenant) based on the expectation that the other will perform a particular action important to the trustor (i.e. paying rent), irrespective of the ability to monitor or control that other party."

According to Mayer et al. (1995) evaluating someone as trustworthy depends on three key factors: ability, benevolence, and integrity. Ability is evidence that a person can fulfill what is expected from him or her (Mayer et al. 1995), for example paying desirable rent on time. Many times, the landlord and the tenant do not know each other in advance, so the situation in general includes a lot of uncertainty. Earlier mentioned disposition to trust is especially important in such situations where the individuals are not familiar with each other (Rotter 1971). In fact, the trust required in such a situation is called initial trust and it is likely to be fragile especially if perceived risks are high, disposition to trust is low, and the nature of the situation relies on assumptions (McKnight et al. 1998).

Benevolence refers to a person's willingness to be kind and do good for the other person apart from possible personal motives. Integrity instead can be seen as moral and ethical principles and values, which construct trustworthiness when matching with the other person's principles and values. (Mayer et al. 1995.) In fact, benevolence grows over time during the relationship (Mayer et al. 1995), therefore influence to initial trust is smaller. Integrity, on the other hand, is important in the early phase of the relationship (Mayer et al. 1995). Considering the circumstances of the situation and the nature of context, absence of trust might have significant influence on perceived risks and therefore lead to resistance of the innovation as well.

2.4 Theoretical framework in this study

The theoretical background of my study draws on the concepts of innovation resistance, perceived risk, perceived value, and trust. The relationships between the concepts and how this structure constructs are presented in Figure 2. Theoretical background of the study. As mentioned, innovation by its very nature is something new (Rogers 2003, 12), and resistance to it is a normal consumer reaction (Ram & Sheth 1989). There are various ways to see how the case innovation in this study is an innovation. However, the most importantly, it is a paradigm and discontinuous innovation, which aims to change settled habits and mental models in the entire industry (Bessant & Tidd 2015, 17; Rowley et al. 2011). My study focuses on the

resistance that occurs before adopting the innovation, and therefore knowledge and persuasion stages in the innovation adoption process are important to understand. Those stages are essential for the consumer to gain an understanding of the service and form an attitude towards it (Rogers 2003, 173).

Organizational trust   **Individual trust**

Cognition-based antecedents   Ability
Affect-based antecedents   Benevolence
Experience-based antecedents   Integrity
Personality-oriented antecedents

Lack of trust

Perceived risk

Time risk   Performance risk   Privacy risk

Social risk   Psychological risk   Financial risk

Overall risk

Perceived value

Low price
Whatever I want in a product
The quality I get for the price I pay
What I get for what I give

Lack of value

Risk barriers   Usage barriers   Value barriers

Functional barriers

INNOVATION RESISTANCE

Psychological barriers
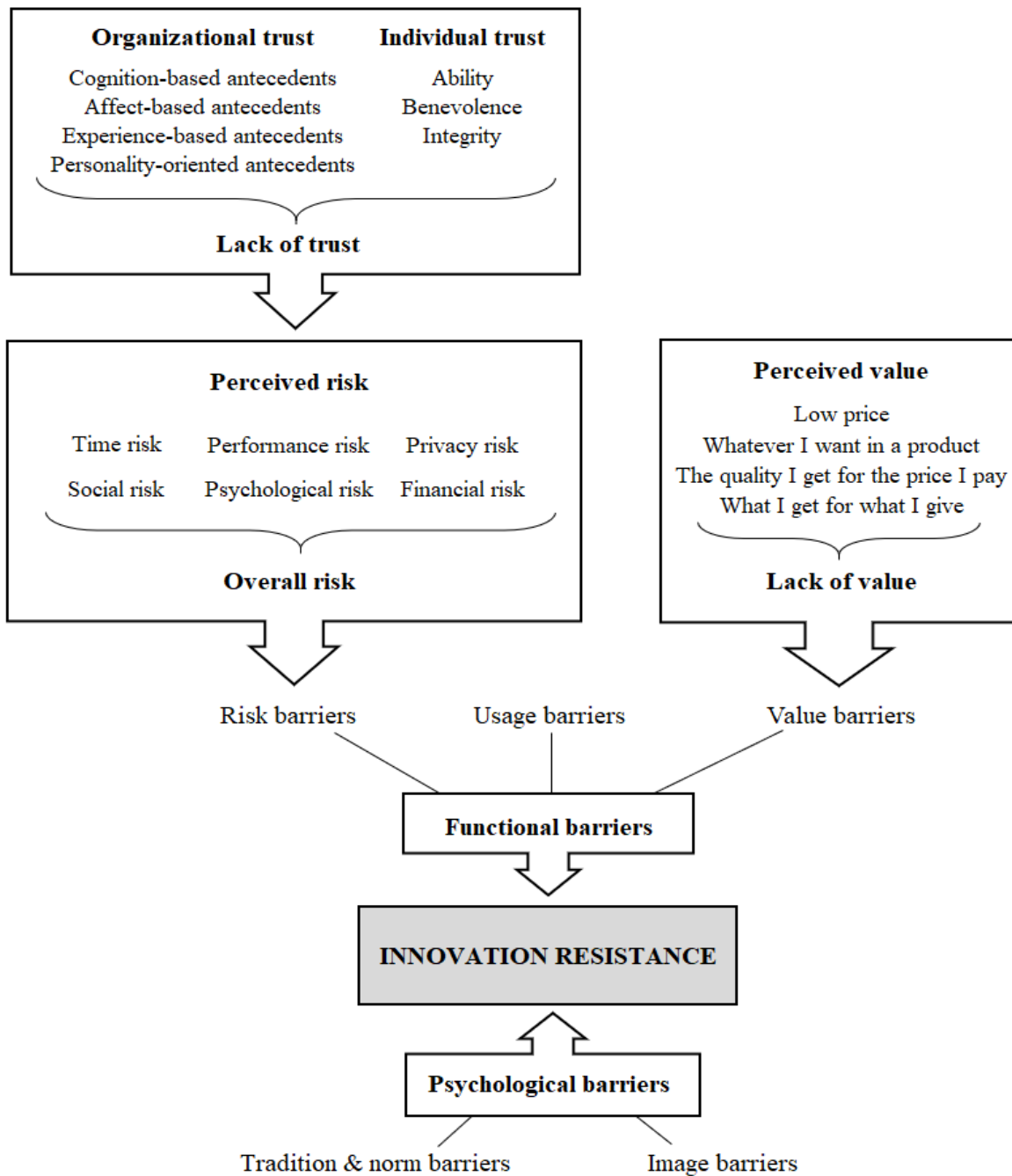
Tradition & norm barriers   Image barriers

Figure 2. Theoretical background of the study

Moreover, what is also important to remember in my study, is that adopting the case innovation is dependent on the other members involved in the decision-making. The situation requires collective innovation-decision (Rogers 2003, 28) made by the tenant and the landlord, where the resistance from one party can force the other party to reject the innovation as well. In other words, in this context, adopting the innovation not only means accepting the innovation itself but also accepting the other party in a rental agreement. Therefore, for example trust between two individuals could not have been ignored in trust discussion.

I used Ram and Sheth's (1989) model of resistance barriers to understand the construction of resistance. Factors causing resistance can be divided into functional (usage, value and risk) barriers and psychological (tradition and norm, and image) barriers (Ram & Sheth 1989), where functional barriers have direct connections to the concepts of perceived risk and perceived value (see Figure 2.). Value barriers appear important if lack of perceived value occurs. Therefore, I used Zeithaml (1988) consumer definitions of value to address how the value is seen by the consumer and how lack of it can lead to resistance. Zeithaml (1988, 13) presented four different definitions for the concept of value from a consumer perspective: value is low price, value is whatever I want in a product, value is the quality I get for the price I pay, and value is what I get for what I give.

Then, perceived risk, which plays an important role in the resistance literature in general, is highlighted in my study as well. Perceived risk and therefore risk barriers were one of the key components leading innovation resistance (see Figure 2.). I used Featherman and Pavlou's (2003) model to address different perceived risks. It was a modification from Cunningham's (1967) original categorization made to apply into the context of e-services, and divided into six categories: performance, financial, time, privacy, social and psychological risks (Featherman & Pavlou 2003). Some of the risks were directly influencing some specific resistance barriers, like performance risk and usage barrier, or financial risk and value barrier. However, for my study it is enough to understand the connection between overall risk and resistance barriers, therefore more specific relationships between certain risks and resistance barriers is left out of the further discussion. In turn, overall risk is the perceived risk that includes all other risk dimensions (Jacoby & Kaplan 1972), and it was used in Featherman and Pavlou's (2003) model to describe the final evaluation of all the risks.

Trust, in turn, has an important relationship with perceived risk, which can further lead to resistance (see Figure 2.). I presented two approaches to the concept of trust: at the individual level and towards the organization. To define consumer's trust to organization and its role in formation of resistance I used Kim et al.'s (2008) model of different antecedents affecting trust and perceived risk, and those were cognition-based, affect-based, experience-based and personality-oriented antecedents. In fact, in a growing e-commerce industry, trust has been recognized to have a significant influence on consumer's purchase intentions online (Kim et al. 2008). Moreover, as the innovation-decision requires consensus of two members, trust at the individual level was discussed. To understand how the trust is built at the individual level, I used Mayer et al.'s (1995) model of three elements: ability, benevolence and integrity.

Briefly, innovation resistance originates from functional (usage, risk, value) and psychological (tradition and norm, image) barriers, where especially risk barriers have relatively complex construction. Consumer's risk barriers increase along with perceived overall risk, which in turn, can be a combination of performance, social, psychological, privacy, time and financial risks. Perceived risk also goes hand in hand with trust, and in my context, both trust between consumer and organization and between individuals are important, and when the lack of trust occurs, perceived risk and risk barriers increase. Also, the importance of perceived value is highlighted, because like in the case of trust, lack of it will increase value barriers, which in turn leads to resistance. Next in my study, I will present the methodological approach to the topic and explain how the actual research was conducted.

3 METHODOLOGY

In this chapter, I will present the context of the study in more detail and what kind of approach I have chosen to research the topic in this specific context and why. Then, I will explain how the data for the study was collected and analyzed and evaluate the validity of the chosen methods over the research questions and achieved results.

3.1 Context of the research

The case company, Igglo Operations Oy, is a technology startup providing e-services for rental markets in Finland. It was founded in 2017 and the main service is to provide a free platform for tenants and landlords to find each other and match their wishes better. In May 2019 the company launched a new service, Igglo Vuokravakuus, a guarantee service where the tenant pays service fees and in return the case company guarantees the deposit for the landlord. This service is used as a case innovation in this study. The main function is to provide a new way for tenants to deliver the deposit that is nearly always required in the rental agreements. The service differs from already existing ways significantly and aims to change the entire mindset of industry and deposits. I will address this a bit more detail, which helps to understand the connection to the topic of innovation resistance.

According to The Finnish Landlord Association (2020), 81% of private landlords require deposit as money transfer from their tenants. This way to deliver the deposit is called traditional deposit in this study. Despite the popularity of the traditional deposit, it has aroused public discussions now and then from both landlords' and tenants' point of views. For example, it is written how authority gets hundreds of disputes relating to traditional deposits and their misuse every year (Sinisalo 2019), and how deposits are increasing so high that consumers cannot afford them anymore (Takala 2018). Bigger rental agencies have already relinquished traditional deposits as they have recognized that as a barrier for some of the tenants and noticed that it gives them competition advantage against private landlords (Takala 2018). With this case innovation, the company is providing this option for the private landlords too and at the same time it is offering equality for the issues that might exist with using the traditional deposits.

Statistics show how most deposits are delivered by using this traditional way. The other ways to deliver deposits are for example specified deposit bank accounts and the guarantee of The Social Insurance Institution of Finland. However, these existing options require a remarkable amount of money from the tenant to put aside, typically two month's rent (The Finnish Landlord Association 2020), or some specific circumstances, like health reasons, divorce or homelessness (The Social Insurance Institution of Finland 2020). To highlight the novelty of the case service, it doesn't require either of those, and the most importantly, it offers the tenants an opportunity to hold, manage and use their own money as they will, instead of tying their money to deposits. In fact, nearly 80% of the time, the landlord does not even need the deposit money being held (The Finnish Landlord Association 2020). Meaning that almost 80% of the time the deposit is unnecessary. However, the innovation has faced relatively strong resistance among the consumers since it was launched, which provided a great case for my research topic.

3.2 Methodological approach

My research is qualitative case study research. Qualitative research aims to gain a holistic understanding of the chosen issue in its social and cultural context. When used in business-related phenomena it is a good way to gain understanding about how things work in real-life and why they work in a certain way. (Eriksson & Kovalainen 2015, 3-5) My main research question, *how does innovation resistance emerge among consumers in the rental market*, is looking for explanation and understanding of resistance as a phenomena, and especially how and why it emerges towards innovations in the rental market. I chose to conduct my research as a case study because I got a unique opportunity to observe a launch of the case innovation and the consumer reactions it received very closely. The goal for case study research is to explore the case from the inside and develop understanding from a certain perspective (Eriksson & Kovalainen 2008), therefore this approach applied well to my research goals.

3.3 Data collection

To obtain as reliable results as possible I used several different sources of data which is beneficial especially for case studies (Yin 2012, 10). My primary data source was five in-depth interviews that I conducted during March 2020. In addition to that, through my position in the

company, I had access to several existing sources of data relating to the case innovation, which served as a secondary data for my research. All the data sources are presented in Table 1.

Table 1. Data collection

Primary data		
In-depth interviews	3 landlords, 2 tenants	March 2020

Secondary data		
Customer logs	199 emails	15.5.2019-6.2.2020
Customer interviews	3 landlords, 9 tenants	July 2019
Customer survey	192 responses	December 2019
Field notes	-	Since the launch of the service

I used secondary data to expand my understanding of the case and complement my findings from the primary data. This secondary data included customer logs and my direct observations from the field through my position in the company since the launch of the service from May 2019, survey about the company and its services in December 2019 and interviews I've conducted in July 2019, which were conducted for other purposes, but considered the case innovation. Ethical guidelines were followed through the entire research process. As the privacy of research participants should be highly respected (Eriksson & Kovalainen 2015, 74), interviewees' personal information was anonymized. All personal information that appeared in the other data sources was removed as well. Next, I will present the data collection in more detail, first of my primary data source and then of the secondary data sources.

3.3.1 Primary data

As primary data collection I conducted five in-depth interviews, which is one of the main methods in qualitative research, and aims to broaden and deepen the understanding across the chosen issues (Legard, Keegan & Ward 2003, 138, 148). This is a frequently used method for gathering empirical data in business research (Eriksson & Kovalainen 2008). The interviews were conducted by phone calls during March 2020, and they were around 30 minutes each. Also, these interviews were held and later analyzed in Finnish, but the citations used among the

results were translated in English for this thesis. I interviewed three landlords and two tenants, and it is important to notice that one of the tenant interviewees also represented the landlords and is therefore considered as a landlord and tenant in this study. The identification codes (i.e. L2 or T4) in Table 2. are used with citations among results, which helps to understand the interviewee's perspective.

Table 2. Interviewees

	Role	Customer	Result	Initial occurrence of resistance
L1	Landlord	No	Postponement	Deposit's acceptance request rejected
L2	Landlord	No	Rejection (non-adoption)	Deposit's acceptance request rejected
L3	Landlord	No	Adoption	Questioning the service principles and funtions
T4	Tenant	Yes	Rejection (ignored)	Questioning the service principles and funtions
LT5	Tenant and landlord	Yes	Rejection (non-adoption)	Questioning the service principles and funtions

Selecting the research participants in qualitative research should be purposeful as the research seeks answers for specific phenomena (Eriksson & Kovalainen 2015, 53). To be suitable for my study and achieve answers to my research questions, I set two requirements for the selection of my interviewees: 1) the interviewee had at least some level of need for deposit at the time when he had to make the decision whether to adopt or reject the innovation, and 2) the interviewee had formed an attitude towards the case innovation, where at least some level of resistance was recognized.

It was important to have both landlords and tenants as interviewees. However, the interviewee tenants were harder to find as the tenants that resist the case innovation most likely just ignore the service. Unlike the landlords who had a motivation to contact the company after their tenants had been suggesting the service or who have rejected the acceptance request of the service after their tenants have been proposing that. When looking for the interviewees I did not mention anything about resistance as a topic. I only explained that I am studying innovation adoption.

Therefore, as my interviewees only knew I was studying innovation adoption, those who had not accepted the service were apparently doubting their eligibility as an interviewee but were willing to participate.

As explained in the resistance literature, resistance can result in rejection, postponement, opposition, and adoption (Kuisma et al. 2007; Szmigin & Foxall 1998), and it always has two core elements: action and opposition (Hollander & Einwohner 2004). The interviewees provided a good sample of diverse situations and forms of resistance, like presented in Table 2. Of all interviewees, the tenants were already the company's customers and had used their other services, when the landlords, in turn, were not familiar with the company before their tenants suggested the case service. However, the other interviewed tenant showed some understanding of the landlord's side as well. Three interviewees had rejected the innovation: one ignored, two made the decision not to adopt. In turn, one adopted the innovation despite the resistance, and one made the initial decision to reject the innovation first but was considering giving it an opportunity later. The initial occurrence of resistance helped me to qualify the potential interviewees. Two of the landlords were found because they had rejected the acceptance request that they had received when the tenant ordered the service, and the others were recognized by their questioning attitude towards the service.

My interviews were semi-structured, which typically have some pre-designed outlines for the topics but allows the researcher to vary the order and wording of the questions (Eriksson & Kovalainen 2015, 94). To prepare the themes for the interviews I used preliminary findings from the analysis of the customer logs. The collection and analysis processes of the customer logs are presented in the later chapters, and the entire research process is described in the chapter 3.4 Analysis of the data. Therefore, during my interviews I had some specific themes in mind which I discussed with every interviewee. Similarly, based on the analysis of the customer logs, I prepared some possible follow-up questions that were useful for gaining a broader understanding of the interviewee's meaning (Legard et al. 2003, 141).

The researcher's role in in-depth interviews is being an active player in development of the data (Legard et al. 2003, 139). I found this even more important in my case when I also represented the case company, even though I actively tried to suppress that role from the interviewees' minds. As Eriksson and Kovalainen (2015, 60) addressed the insider position in a research

context can be both challenging and fruitful. Similarly, my insider position in the company appeared to be two-sided. Those interviewees who knew my role in the company, were a bit concerned to say some of the things out loud and needed a little reminder of my researcher role and courage to be open and honest. On the other hand, one feature of in-depth interviews is its flexibility, which allows the researcher to deepen the issues that might come up spontaneously (Legard et al. 2003, 141). That was very beneficial for me, and without my insider position I would not have been able to notice some quite important parts in the conversations and ask further questions related to them.

3.3.2 Secondary data

Customer logs

To obtain more accurate and convincing study, primary data was complemented with several sources of existing empirical data, which is suggested for case studies (Eriksson & Kovalainen 2008). One of the secondary data sources I had was the emails the company had received from the customers since the case innovation was launched in May 2019. To transform the data into analyzable form I exported the logs from the company's customer service platform which included 2715 logs in total during 15.5.2019-6.2.2020 and processed it in two phases illustrated in Figure 3.
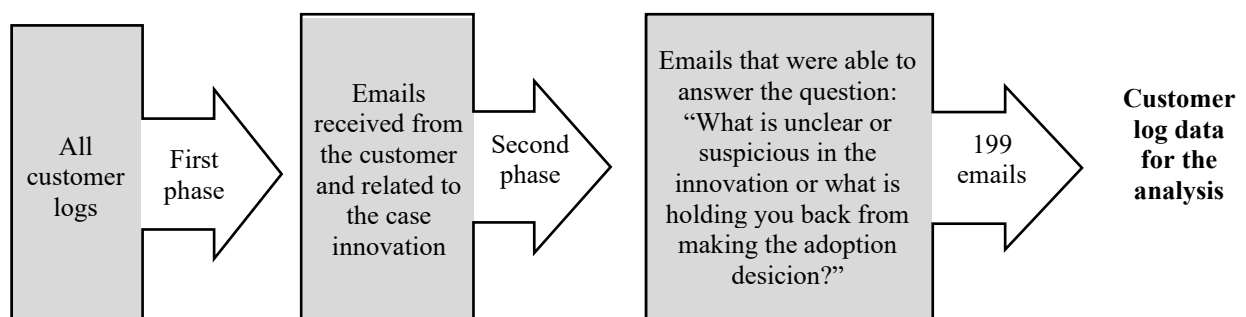

Figure 3. Customer logs

At the first phase, I filtered out all the emails sent by the company and all the emails that weren't related to the deposit (i.e. spam, marketing messages, messages sent accidently or related to the other services or general technical issues, etc.), at the second phase I left out all the technical

and how-to-buy emails also regarding to the case service as well as everything related to the time after the adoption. To recognize only the relevant emails for analysis I used the following question: "What is unclear or suspicious in the innovation or what is holding you back from making the adoption decision," to help with sorting process of this data. In the end, from the customer logs there were 199 emails left for the analysis. In other words, those were all the messages related to the case innovation and the customers' questions or concerns located in the time before the adoption decision.

Field notes, surveys and interview notes

As mentioned earlier I also had access to some surveys, field notes and other interviews relevant for the case. Since I started in the company, I have been trying to be curious with the customers and their thoughts and I took notes if I heard something that might explain the resistance towards it. These field notes were based on different situations with the customers and could be found from several different sources used in the daily work tasks. Therefore, the total amount of this kind of data was difficult to measure numerically. I also conducted interviews to investigate the barriers for adopting the service in July 2019. Three landlord and nine tenant customers were interviewed via phone call approximately 15 minutes each. Those interviews were not recorded or transcribed but I made comprehensive notes during the interviews which were applicable for my study. The company had also conducted different surveys for their customers, and one conducted in December 2019 had relevant data about the case innovation. The survey gathered 150 responses from landlords and 42 responses from tenants in total, however, not all of the responses were useful for my study, as in some responses questions relating to the case innovation were answered very shortly or not at all.

3.4 Analysis of the data

The entire research process included several phases illustrated in Figure 4. I started the analysis with the customer logs from secondary data, which I used for preparation of the in-depth interviews. After conducting the interviews, I had the primary data for analysis, and when it was analyzed I confirmed and complemented the results using the secondary data.

I used content analysis to understand the data from both primary and secondary sources. The purpose of content analysis is to condensedly and broadly describe the phenomena through different categories (Elo & Kyngäs 2008), which applied to my research well. Next, I will explain the analysis process starting with the in-depth interviews, then the process with the customer logs, and at the latest the other secondary data I had.
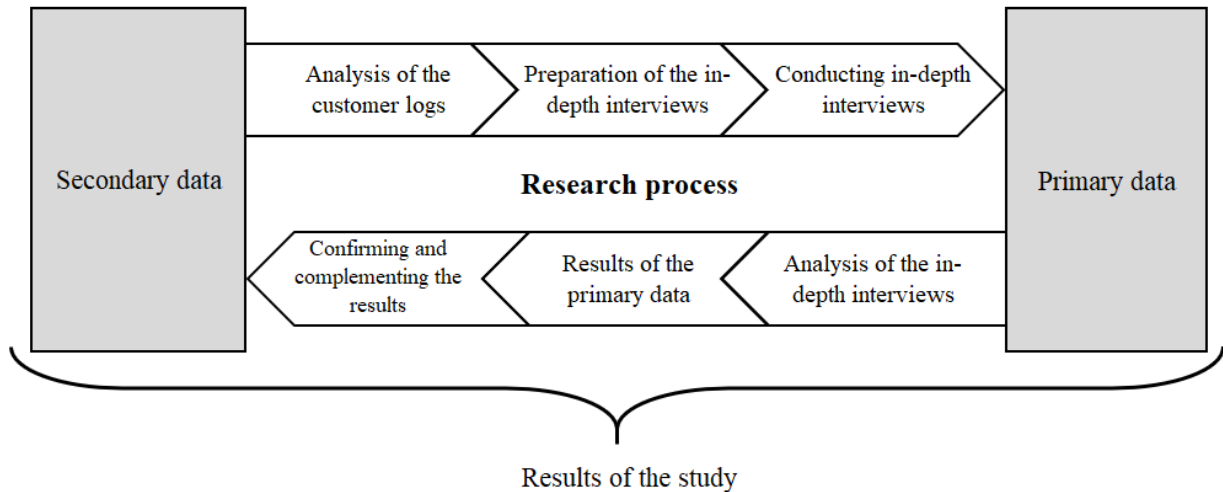

Figure 4. Research process

3.4.1 In-depth interviews

Content analysis has three main phases: preparation, organizing and reporting (Elo & Kyngäs 2008), which also structured my analysis process. Figure 5. provides a sample of my analysis process from the data to broader categories. I conducted five in-depth interviews during March 2020, three with landlords and two with tenants. At the preparation phase, I transcribed them, and from the transcription I selected the units of the analysis that I found relevant and important in terms of my research topic (see Figure 5.). The units varied from individual words to paragraphs or parts of the conversation. During this phase I read through the data several times to make sense of it as well as possible.

The next phase, organizing, typically includes coding, grouping, and creating a description of the studied topic (Elo & Kyngäs 2008). I started by writing notes next to the text and units, which was called open coding (Elo & Kyngäs 2008). Examples of my coding can be seen in Figure 5. After coding all five interviews I categorized all the codes under certain broader themes or groups. During this phase, I combined all the codes in one coding sheet, where they were grouped. Then, I went through the coding sheet with my sub-research questions, first with

Q2) *What kind of factors can lead to innovation resistance?*, and then with Q3) *Why do innovations in the rental market face resistance among consumers?*.

Data	Selecting units	Coding the units	Grouping the codes	Creating categories
In-depth interviews				
Eh, I don't know, I've seen so much different news about what kind of condition the apartments are being left in, so it's just somehow hard to trust people.	*Eh, I don't know, I've seen so much different news about what kind of condition the apartments are being left in, so it's just somehow **hard to trust people**.*	from the landlord's point of view the trust in tenants is low	lack of trust between the members involved in the situation	trust issues
Well, mainly just because this was totally unknow, or like I don't know if this company, like is this company even something that we can trust.	*Well, mainly just because this was totally unknow, or like I don't know if this company, like **is this company even something that we can trust**.*	the landlord didn't know if he can trust the company	lack of trust towards the company	
Customer logs				
Hey how does that service actually work? Do I have to pay some monthly fees or pay you the entire deposit or what?	*Hey **how does that service actually work**? Do I have to pay some monthly fees or pay you the entire deposit or what?*	general functionality	understanding of the service	functions of the innovation
Hey! If I take this deposit service, what will be the actual price of the deposit? Required deposit is 450€.	*Hey! If I take this deposit service, what will be the actual **price of the deposit**? Required deposit is 450€.*	pricing	total costs of the service	

Figure 5. Sample of analysis.

For both research questions, I created their own coding sheets, where I gathered all the codes that were relevant for that specific question, and further organized them in their own more generic categories. These categories represented the results for the second and the third research question. Finally, my main research question, Q1) *How does innovation resistance emerge among consumers in the rental market?*, was answered through the two other questions. This was the reporting phase of my analysis, where by using the results of my sub-questions I was

able to create a conceptual map of the studied phenomena, which will be presented in chapter 4.6 Summary of the key results.

3.4.2 Customer logs

I had 199 emails from the customer logs that I included in my analysis, and it followed the same steps as analysis of the in-depth interviews (see Figure 5.), but required more grouping and therefore included more layers between the code and categories. I went through the data, selected the units of analysis one email at the time, and coded the units next to the emails. Those codes represented the topics of the emails, and after that phase I had 76 different topics in total. As one email might have included several questions and topics and different people have different ways to express themselves the unit of analysis depended on the email and varied from individual words to sentences and in some cases to the whole paragraphs. In the next phase, I organized the topics in the groups based on what they were related to, and finally had 15 groups.

I continued the analysis by combining the groups that dealt with the same function of the service. I called these as categories and repeated the combining and categorizing until I ended up having three main categories: functions of innovation, misunderstandings, and innovator. Categories of misunderstandings and innovator were clearly their own unified categories, when on the other hand functions of innovation was divided in several different sub-categories and their sub-categories. This analysis and categorization helped me to get an overview of the case, and plan and prepare the in-depth interviews.

3.4.3 Field notes, surveys, and interview notes

After finishing my analysis with the customer logs and the in-depth interviews, I went through the other data I had: field notes, survey results and notes from the earlier interviews. I put them into categories depending on what they told about the topic and to which research question they were giving some insight. However, as the data from these sources was relatively narrow, scattered, and incoherent, I did not analyze them in detail, but instead I used this data as complementary evidence for the results of my primary data.

3.5 Validity of the methodology

I wanted to discover something new about this phenomenon that could be useful and give better understanding about this real-life business case and the context, therefore I chose qualitative case study research, and it applied to my topic well. Qualitative research has raised criticism about its lack of rigor as the researchers seemed to create theories based on rather thin evidence (Gioia, Corley & Hamilton 2013). That was one important issue for me to consider in my study as well. Gioia et al. (2013) suggested to use for example different sources of the data and semi-structured interviews to make the study as valid as possible.

As an inexperienced research interviewer, the interview situation was not the most natural for me, and those were maybe personally the most challenging parts of my study. For example, sometimes I found it challenging to form clear questions, as it is very typical for my personality to include an explanation for whatever I am saying. Therefore, I tried to be prepared also for possible issues that are raised by the interviewee and prepare some possible follow-up questions in advance. Moreover, I also perceived clear improvement as a researcher and interviewer the more I interviewed, and I was overall satisfied with the gained data, analyses, and results for my topic. In addition, the interviews were originally planned to be conducted in the interviewees' homes or in the case company's facilities but considering the current circumstances (COVID-19 pandemic) they were conducted through phone calls. I found it challenging to have longer than 30 minutes interviews through the phone, as the interviewees seemed to perceive the estimated time 1-2 hours extremely long, which I think would have been different if the interviews were conducted face to face. I believe that with more experienced interviewing skills and face to face interviews I could have achieved deeper and more diverse conversations and results.

Overall, I managed to answer my main research question well with the chosen research methods, which was the goal for this study. Even though the interviews were shorter than expected and my insider position in the company could have been problematic, I was able to maintain a relaxed and open environment during the interviews and therefore find new and interesting research results for the phenomena of innovation resistance.

4 RESULTS

My analysis provided several separate but interrelated categories of different factors and elements that can explain the innovation resistance in the context. The following main categories represented the results for my second research question, the factors that can lead to innovation resistance at the individual level: lack of trust, previous experiences, assumptions, complexity, perceived risks, lack of value, and lack of references. Some of these categories were unambiguous and explicit, but some of them were outcomes of the results of the third research question. As a result for my third research question, my analysis showed that strong existing practices and low disposition to trust provided explanations to emerging innovation resistance in this specific field. All these categories were combined to provide an answer to my main research question, and the results are presented in this chapter.

This chapter is structured as follows. I will first discuss the innovation's complexity and what kind of consequences it had and how it led to resistance. Then I will present how experiences the interviewees recalled were connected to the interviewee's understanding of the innovation, and to the trust building. Linked to the experiences, the importance of trust will be addressed next, and several issues related to trust with the company and between the landlord and tenant will be discussed. Then I will present how strong habits in the field had its own consequences and influenced the attitudes towards innovation and its users. All these issues mentioned have a connection to perceived risk. Therefore, in the end, I will explain how perceived risks construct in this case study and how it will lead to innovation resistance in the field of rental market. To support my findings, I use citations to the in-depth interviews, where the identification code along the citation (i.e. L2 or T4) will help to recognize the interviewee's point of view.

4.1 Consequences of complexity

My analysis showed that the complexity of the innovation had a huge impact on the relationship between the interviewee and innovation, and the case innovation was perceived relatively complex among them. These consequences that the innovation's complexity caused are illustrated in Figure 6. These issues related to the complexity were also supported by the

secondary data sources, which showed that the service was difficult to understand and required a lot of familiarization and research from the consumer.

Firstly, if the innovation itself seemed complicated to fully understand, the interviewee perceived it as risky to adopt as he could not be sure if he had understood everything correctly.

They (the terms of service) *were quite long, to be honest, and there was so much text in it, so yeah I tried to scan it through quickly, but -- to be honest, I didn't have enough time to read every single thing, unfortunately -- so this is a bit of a black box before this becomes a market standard.* (L3)

It still remained pretty unclear, I mean, those websites and that newsletter that I got, they are obviously meant more as an ad -- the actual information, you can only find that like from some print papers, like if you look at that contract -- It really has a lot of those, you know -- those things, that would surely make me think a bit before accepting this as a landlord. (LT5)
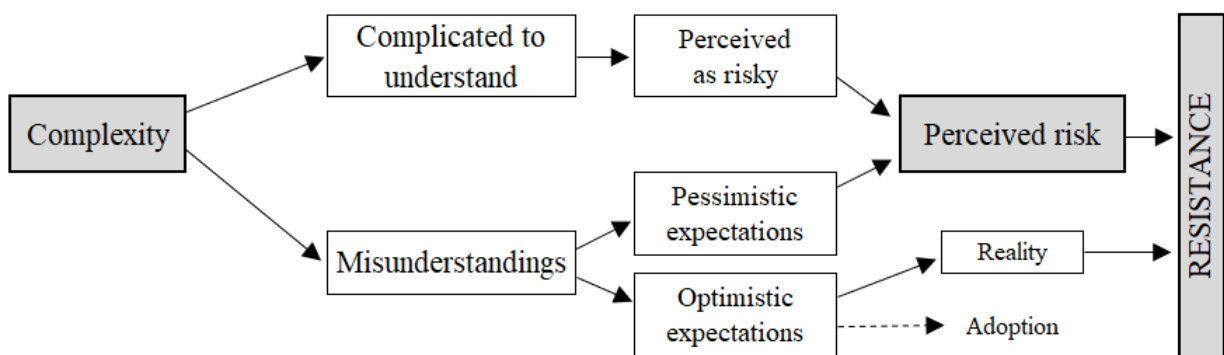
Figure 6. Consequences of complexity.

Secondly, the more complex the innovation is, more likely it will lead to misunderstandings and misleading biases. With misunderstandings I mean the situation where something is understood incorrectly. The individual might even feel that he understands the innovation and its functions well enough to make the decision whether to adopt it or not, when in reality he lacks information that is deemed important. With biases I mean that the individual assumes something based on his understanding, whether it is correct or incorrect, and uses these biases

to judge the innovation, situation or the other members involved in the innovation-decision. Especially the customer logs complemented this finding and addressed the increased probability for misunderstandings by showing evidence how the service was associated with several different fields and businesses. All data sources considered, the innovation was associated at least with banks, insurances, loans, and The Social Insurance Institution of Finland.

Misunderstandings can influence in different ways depending on whether it causes biases that included expectations that were more optimistic or more pessimistic than the reality (see Figure 6.). If they were optimistic, the individual might make the decision to adopt the innovation based on very narrow information. This may be toxic to the company and cause resistance in the future if the expectations differ largely from the reality. For example, one of the interviewee landlords would have been ready to adopt the service, when in fact, she was not aware of the terms of service. Considering how the terms of service were commented in other interview: "It really has a lot of those, you know -- those things, that would surely make me think a bit before accepting this as a landlord" (LT5) it seems important to understand them before adoption decision. However, in such a situation, if the reality transpired before the adoption, it led to resistance. In the example below, the tenant perceived he had more or less understood everything and remembered probably reading the terms of service as well.

> T4: *Well yeah, I got it pretty much.*

> Me: *Did you read the terms of service, did you get that far?*

> T4: *Yeah, I may have read it, but I don't remember it in more detail now.*

> (After hearing more about the service)

> T4: *Okay yeah well that's like a punch in the face then, totally kills my interest -- of course there was some strings attached in here too.*

Because the expectations differed significantly from the reality, the interviewee felt scammed and therefore lost his interest. Without formed misunderstanding and too high expectations, the final attitude towards the innovation might have been different. On the other hand, if the interviewee had misunderstood the innovation but the expectations were more pessimistic than

the reality was, the interviewee perceived some risks that did not exist in the reality. Perceived risk, in fact, played a major role in forming resistance and it will be discussed in chapter 4.5 Perceived risks. Nevertheless, in this chapter I addressed different biases that the consumer might have based on his understanding of the innovation. Moreover, these biases can also be influenced by one's own or other recalled experiences, which will be discussed next.

4.2 Previous experiences and recalled memories

According to my analysis, the other key element that had multilateral effects on resistance formation was previous experiences and memories that the interviewees recalled in the situation. They appeared to be the main factor especially for trust building and forming understanding and further biases of the innovation. This finding was also evidenced by the field notes. However, considering the innovation's novelty, the interviewees did not have any experiences of the innovation itself, and therefore they had to rely on other information they found relevant, for example experiences from similar situations. Although, there were several factors affecting how each interviewee selected the meaningful memories.

One of the interviewees had been in a similar kind of situation before, where she was making the purchase decision from an unknown service provider. The decision-making situation reminded her of this experience, even though there was not any actual connection between the companies, services or even between the industries. The interviewee recalled this memory when we discussed the trust towards the case company.

> *When there was mold damage in my daughter's apartment and we were looking for these possibilities, how to get rid of this mold, what kind of methods exist. Then, one company announced that when they are all frozen to minus thirty degrees or something like that, so then all the mold spores will die -- we still asked from one research institute like how such freezing affects the mold, and they said that no way, like that doesn't help anything, microbes are preserved by freezing. -- So yeah, that was a really wrong method, and because of that, it was really enraging.* (L1)

Because of this highly negative memory, the interviewee perceived lack of trust towards the companies that she was not familiar with. She also said that the company in the example even

had several user references in their websites praising their services. After what happened, those kinds of user references have more often raised doubts instead of building trust or credibility. Therefore, the interviewee highlighted the importance of trustworthy references as well as trust towards the innovator, when adopting new services from previously unknown companies.

Also, the other interviewees recalled negative memories when talking about trust. Unlike the example above, the other interviewees did not recall any personal experience of the innovator or similar situations either, but they recalled others' experiences that they had seen or heard for example on the internet or some other media.

> *I've seen so much different news about what kind of condition the apartments are being left in, so it's just somehow hard to trust people. -- It is that picture that you get from some news papers, like once in a while there are those kinda news.* (LT5)

Therefore, the concept of experience is expanded to cover other's experiences that the interviewee integrated into his own collection of experiences as well. In addition to these, it is worth noticing that what kind of experiences the interviewee drew meaningful can also originate from misunderstandings. For example, in the example below where the interviewee associated the service to insurances because of its name, when in fact insurances differ significantly from the case innovation even though some similarities can be found.

> *It's like talking about a warranty* (original expression of Finnish vakuus) *so that reminds me of insurance* (original expression in Finnish vakuutus)*, and insurance has that small print that everyone knows, like so many of those where suddenly your costs won't be covered.* (T4)
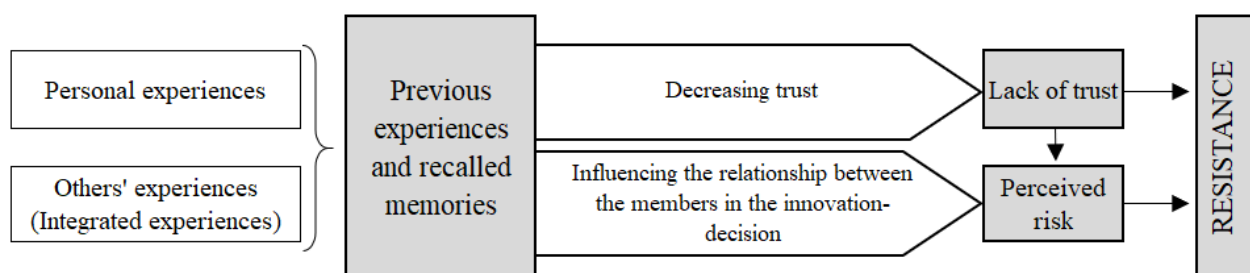

Figure 7. Previous experiences and recalled memories.

Whether these recalled memories are consumer's personal experiences, or integrated from somewhere else, according to my analysis they can lead to resistance at least in two ways, which are illustrated in Figure 7. Firstly, like presented in this chapter, they can influence individuals by decreasing trust and therefore affect the attitude toward the innovation. Lack of trust, in turn, played an important role in resistance and in forming perceived risks. The influence of trust will be discussed in the next chapter. Secondly, these experiences can influence the relationship between the members in the innovation-decision and therefore increase perceived risk (see Figure 7.). The latter appeared to have a significant role in this context especially from the landlords' point of view and will be discussed more in chapter 4.5 Perceived risks.

4.3 Trust issues

My analysis showed that issues with trust can lead to resistance to innovation in different ways. These trust-related issues can be broadly divided in two types: lack of trust towards the company, and low disposition to trust at individual level (see Figure 8.). They appeared to have significant influence on adoption intentions in the context of my study. These findings were strongly supported by all the data sources I used and occurred especially among the landlords. Previous experiences were one factor influencing the trust building in general, but in addition to that, my analysis showed also two other components: unfamiliarity and lack of references, which were the main factors influencing lack of trust towards the company (see Figure 8.).
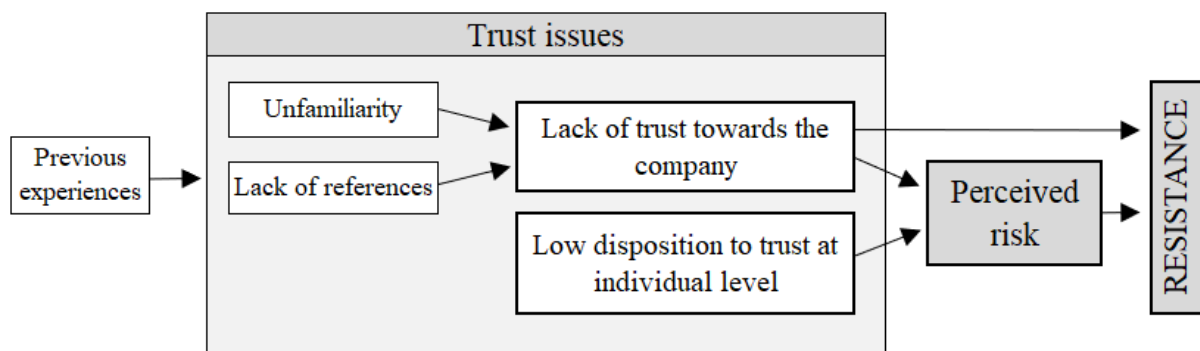

Figure 8. Formation of trust issues.

4.3.1 Lack of trust towards the company

First of all, it appeared that the landlords found it challenging to trust the company, as they were not familiar with it and its services. In turn, the tenants were already the company's customers, which might explain why the interviews with the tenants did not show evidence of the trust issues relating to the company. If trust between the individual and the company is absent, it will decrease adoption intentions and lead to resistance.

> *It's just that it was completely unknown, when you don't know anything about it. Like whether it was reliable for sure or not. So it was that kinda factor that probably, like I think we talked about that with my husband, like what is this thing.* (L1)

The landlord in the example above was not ready to adopt the service in the first place, but in fact, was ready to adopt the service at the time of the interview, when she was even a bit more familiar with the service and the company. When it comes to trust towards the company, some of the trust issues perceived by the landlords were directed to the functions of the innovation and the company's abilities to take care of their transactional responsibilities. These concerns also appeared in the customer logs and field notes, and they had a connection to resistance by increasing perceived risk.

As addressed, unfamiliarity played an important role in causing trust issues with the case innovation. Moreover, there was one other significant influencer causing lack of trust: lack of references. However, this appeared to matter only in the situation when the individual was already experiencing trust issues because of unfamiliarity. Like mentioned earlier, none of the landlord interviewees were familiar with the company, and the need for references showed its importance during every landlord interview. Unfamiliarity with the company put references in a vitally important role and lack of them made it very challenging for the interviewee to form an opinion whether the innovation and the company were trustworthy or not.

> *Of course it's more familiar when you've heard about it and it's been a while, and if you know someone who's used it -- If it was like commonly used, but I don't think this is very common at least for now.* (L2)

What I would have liked to see was, like, I would have wanted to see some experiences of other landlords -- I might have wanted even more from the point of view of landlords, like as their experiences from that service. (L3)

More importantly, when it comes to trust and references, my analysis showed that they only matter if they are from some party or someone already noted as trustworthy and/or who represents the interviewee. It varied which source the interviewee drew trustworthy, but it was common that the references shared by the company itself did not make any difference.

You should somehow get the information more like from outside, not just in that situation. -- If there was like some explanation that we've had this and this kinda experiences here, like, how'd you call these, these references, then if they had some of those, oh well, it might have raised some doubts again though, yeah no -- now that I think, no no, it doesn't feel good after all, but some connection to something, to something like a central association of landlords, that would have been good. -- Like some well-known party, if you think of the landlord for example, some kind of representative of the landlords. (L1)

No, I don't think that, I mean every company praises how reliable they are, give such comments from customers who praise their services, I don't believe in that. (L2)

My analysis showed how the interviewees needed a trustworthy and reliable relationship with the company. The interviewees who were not earlier customers, struggled in trusting the case company because of its unfamiliarity. Moreover, having negative experiences of similar companies or the adoption situation were harmful for the trust building as well. In these situations, the interviewees longed for trustworthy references, which were hard to find as the service was new.

4.3.2 Low disposition to trust at individual level

The other way trust issues lead to resistance was if the interviewee had perceived lack of trust with the other members involved in the decision, and again, this occurred especially among the landlords. Low disposition to trust can be drawn from many sources. First of all, the entire purpose of the deposit is to ensure that the other party reliably takes care of the obligations that

he has agreed. Secondly, nearly 80% of the time, the landlord does not need to use the deposit, but it is still required in almost every rental agreement. In fact, according to The Finnish Landlord Association (2020) up to 98% of private landlords require deposit. Thirdly, my research showed evidence, the landlords actually found it challenging to trust tenants in general.

According to my analysis, the disposition to trust in the context of my study was relatively low per se, which caused resistance to the case innovation indirectly. It seemed like the landlords in general did not trust their tenants unless they would for example know each other. The example below represents one very typical thought in the data, the landlord was afraid that the tenant will purposefully act in a way that is harmful for the landlord.

> *It remained a bit unclear and made me wonder like can I rely on this service in that sense that will this really work -- like what if the tenant actively terminates the deposit contract with the company, what if that happens, then what happens to me, like am I just suddenly unaware that the deposit contract isn't valid anymore? That was my fear.* (L3)

This sentiment was strongly supported by the customer logs, and field and interview notes. However, it varied whether the trust between the landlord and the company or the trust between the landlord and the tenant had a bigger impact on resistance. One landlord interviewee was speculating that she will more likely adopt the innovation now when she is more familiar with the company and the service. For that landlord the adoption intention increased especially if she will not trust the tenant's ability to pay the deposit money. On the other hand, one of the interviewees who represented both the landlord and tenant, said he finds it challenging to trust people in general. He would not accept the service from a tenant that he does not know, even though he was familiar with the company and trusted the service.

> *However, the other services are cleverly built and it's really nice how they have designed the app and how it works, so I already trusted them, and then when they launched this new service I trusted that it will be some good stuff* -- (Later in the interview) *I've seen so much different news about what kind of condition the apartments are being left in, so it's just somehow hard to trust people, and I would probably even require like the traditional deposit and also personal guarantee from either parent.* --

Well of course, if there was someone I know or some of my friends knows then it wouldn't matter, then any kinda deposit would work, this deposit service or anything else. (LT5)

The example above also shows evidence of the importance of trust between the individual and the company. The interviewee had used the company's other services as a tenant and therefore, trusted the company and its other services as well. Therefore, the discussions did not show any reasons to resist the innovation that would have emerged because of trust issues with the company. Nevertheless, both the trust towards the company and disposition to trust at individual level were important in the context of my study, and the key elements when it comes to innovation resistance in the rental market.

4.4 Strong existing practices

According to my data and analysis, the rental market industry has relatively strong existing practices among consumers and especially among private landlords. These practices include multiple meanings which increase barriers for adoption. These meanings refer to not only the deposit's legal purpose as a warranty, but also the established habit of paying the deposit and signs it transmits to the parties involved. Therefore, even the case innovation holds a strong image towards the people using it, and the landlords were seeking reasons why the tenant would suggest the service that differs from the norms. My study showed that the tenants suggesting the service were probably perceived as less trustworthy tenants with lower ability to pay rent.

Then they must be, they are not really solvent tenants then if they are not able to pay the deposit. -- But of course I understand if there is no extra money then yeah, that's understandable, but from my landlord's point of view it is always better to have a tenant who can afford to pay the deposit, as then it is also clear that he is able to pay the rent better as well. (L2)

It's for that kinda people who can't afford their deposits. -- I'd rather take that money directly from the tenants because then I can see, first of all, that they have money, that they can show me some liquidity by paying it, and then, secondly, I can immediately see that there is a payment transaction, so they know how to use payment systems and bank

IDs and that they are reliable. Like, how could I say, from my point of view, it's more like for people with, let's say with worse credit rating, so to speak. (L3)

This increased landlords' perceived risk significantly, as accepting the service means accepting the tenant as well. The landlords perceived that if the tenant suggests the service, he is also risky as a tenant, which in general is a bad sign. Therefore, firstly, they preferred tenants who were willing to pay traditional deposit. Secondly, if they already made their decision and then the chosen tenant suggested the service, they still asked for traditional deposit as an assurance for their ability to pay rent. The landlords saw the innovation beneficial mostly in the situation, where the other option would have been to leave the apartment empty.

For the landlord, it is that, yeah I will get the deposit, even if it is not the best way to get the deposit, to be honest, this is worse deposit than cash, but it is still better than nothing. -- In this particular place I had only one tenant who was willing to take this apartment, so I didn't have, my opportunity cost was that the apartment was either empty or I would get this tenant and I would get him with this deposit service, so like from an investor's point of view, I didn't really have any options. (L3)

These biases deepened, if the landlord had negative experiences with previous tenants, which got them to be more careful with their decision relating to the tenant and deposit. Moreover, also the tenants perceived the service as an option mainly in the situation when they did not have the money to pay for it or they needed the deposit money for something urgent. The tenants assumed traditional deposit is one of the requirements and they were expecting that it must be paid.

Me: *Has it even come to mind, that if there could be any other options than just transfer the money in advance?*

T4: *Well, I don't think there is anything else, it's just one criteria when you apply for an apartment, like how big is the required deposit, one month or three months rent that has to be paid.*

As the tenants were used to paying the deposit, they found it challenging to find major benefits from the service. The tenants also perceived traditional deposit as a proof of their eligibility as

a tenant, and they were aware of the landlords' attitudes towards different deposits. This affected their willingness to suggest the service for their landlords as it put them in a disadvantageous position compared to other tenant candidates, and therefore increased the risk to get rejected. Therefore, the tenants perceived reputation risk, which will be discussed in the next chapter.

Overall, these strong and settled existing practices in the rental markets have gained different other meanings along its history. Therefore, the innovation caused several biases among both landlords and tenants and faced strong comparison to the traditional deposit. Because of that, the innovation suffered from a lack of value especially among the landlords.

> *Well, the fact is that I don't benefit from this in any way, it's all the same if I have the money saved in my account it's in any case always better than this -- But somewhere I've heard of this, that this kinda system is also used, maybe it's just some idea that has developed over time, that this could be done in this way too, but I would still not accept this if I had a new tenant, I would require traditional deposit, just as before.* (L2)

> *For me, the benefit is pretty limited, for me as a landlord, the benefit is smaller because for me, it's like that cash deposit would be much clearer and better -- from my landlord's point of view, to be honest, it doesn't benefit me really, unless okay fine, in the case that I will get the tenant and this is his wish, then there is a big benefit, but anyway I always prefer cash over this.* (L3)

My analysis showed that these practices in the field were one of the key elements explaining innovation resistance in my case. They caused resistance mainly as a lack of value because the existing deposit system was seen invincible and flawless, thus they found it challenging to see any benefits and value in the innovation. Secondly, because of the biases against the innovation and its users, the perceived risks increased, which in turn lead to resistance. These findings were strongly supported by the previous interviews and the field notes.

4.5 Perceived risks

Perceived risks were in the core of innovation resistance. All the earlier presented results have a connection to perceived risk in one way or another. Complexity of the innovation, previous experiences, trust issues, different assumptions, whether they are based on correct understanding or misunderstanding, and biases originated from existing habits formed how the interviewees perceived the risks associated with the innovation. The perceived risk varied depending on the interviewee's role in the situation. The main risks perceived by the landlord and the tenant are presented in Table 3.

Table 3. Perceived risks by landlords and tenants.

LANDLORDS	TENANTS
Functional risk Risk of not understanding the service functions and principles correctly	**Functional risk** Risk of not understanding the service functions and principles correctly
Financial risk Risk of not getting the deposit money from the company as easily as from the traditional deposit Risk of decreasing the tenant's ability to pay rent Risk of accepting less trustworthy tenant with lower ability to pay rent	**Reputation risk** Risk of positioning yourself in a disadvantageous position and losing trustworthiness compared to the others in the situation
Control risk Risk of losing control over the deposit money	**Financial risk** Risk of losing money for the costs of the service

For both parties common risk was functional risk, which was already discussed in chapter 4.1 Consequences of complexity, and it was caused by the complexity of the innovation. For the landlords, the biggest risks were financial even though they originated from the functions and principles of the service. Additionally, my analysis showed that they also perceived risks

relating to their control over their tenants and deposits. For tenants, the major risk was related to their reputation and image among the landlords. They also perceived financial risk, however that played a minor role for their resistance.

4.5.1 The landlord's risks

Firstly, by using the innovation the landlord replaces deposit money that he used to get into his account, only with guarantee of it. Even though that money is still technically tenant's, the feeling of losing this money was relatively strong, and it raised concerns about the functions of the innovation and towards the company's abilities to take care of their transactional responsibilities as a guarantor. These concerns also appeared in the customer logs and field notes.

> *So if there had been any damage there, like for example what we had now, when there was cat litter on the floor -- and that's why there was a black stain in the parquet -- So would we have got the cost for that part from the company just as easily?* (L1)

> *Like will you get the deposit money from the company, that was like the biggest risk.* (L3)

Based on both The Finnish Landlord Association's Fair rental practices (2018), and the tenants' central union, Finnish Tenants (2020), the deposit money has to be kept separately from the landlord's own money, and the use of the deposit money has to be properly justified. The same principles apply to the usage of the case innovation, meaning that the landlord can apply repayment if it is justified. However, my study showed that the landlords perceived a loss of control over the deposit if the money was not in their account. They perceived the innovation somehow as a threat to their power if there is a third party involved deciding how to use the deposit. This was strongly evidenced by the secondary data sources and influenced by the landlord's low disposition to trust.

> *It feels like, it's just a bit unsure, it's not so obvious thing -- it's clearer anyway when that money is in my account, and then there isn't any extra parties messing around with it.* (L2)

Secondly the landlords perceived risks that were not directly about the innovation but can still lead to its resistance. As mentioned earlier, an abnormality in this case is that in addition to accepting the service, the landlord also must accept the person suggesting the service as a tenant. This was problematic for the innovation as the landlords saw the tenants suggesting the service riskier than the ones not suggesting it. This made them perceive that by accepting the service they would also accept a bigger financial risk with the tenant.

> *Then they must be, they are not really solvent tenants then if they are not able to pay the deposit. -- I don't think that is a good thing necessarily.* (L2)

> *From the landlord's point of view, I see more risks in this compared to getting the cash directly from the tenant -- Like, how could I say, from my point of view, it's more like for people with, let's say with worse credit rating, so to speak.* (L3)

One other financial risk occurred as well. Interestingly, the landlords also saw the service as an extra cost for the tenant, which would decrease their ability to pay other living costs like their rent to the landlord.

> *As a landlord, I also think that now this is a running cost for the tenant, versus if he would just transfer that two-month rent to me as money, then he wouldn't have this expense and in that case he would also have better ability to pay his rent as well.* (L3)

> *It's a bit like cashing in of course, the tenant has to pay something for it every month, so it's not a good thing, even if it's not a large amount of money.* (L2)

As discussed, most of the risks perceived by the landlords were eventually financial, even though none of the interviewed landlords actually paid anything for the service itself. In fact, one of the most important criteria in selecting the right tenant is the tenant's financial stability and that the tenant is perceived as trustworthy (The Finnish Landlord Association 2020), which also explains these results.

4.5.2 The tenant's risks

Tenants' risks can be categorized into financial risk and reputation risk. Reputation risk means the risk to be associated as a less trustworthy tenant with lower ability to pay rent, which therefore decreases the possibilities to get selected as a tenant in that specific apartment. Perceived reputation risk origins from strong biases that the landlords hold about the tenants suggesting the service.

> *If you've found your dream home, and there are many people who, like you, are competing for that apartment as well, it can be hard to start to explain this service to the landlord, when someone else is bargaining that he can immediately throw that money into the landlord's account. -- Like, you know, like why should the landlord accept this exactly, if he has only used normal deposits before.* (LT5)

Depending on the financial situation and the details of the rental agreement, the tenants might also perceive financial risk as they need to commit to paying monthly or yearly service fees. Although this risk was relatively small compared to reputation risk.

> *What is it like only ten euros more to some monthly pot -- but if you think, if my income is lower, then it would feel a bit like bigger amount.* (LT5)

> *I had a feeling that it would become expensive if you pay for that like ten years, if you live in a rental apartment for a long time.* (T4)

In addition, once again, if the consumer misunderstands the innovation or associates it with something that causes misleading biases, also perceived risk originates from that understanding. In the situation below, the tenant associated the service to insurances and based on that perceived financial risk.

> *If there is some article in the end, that in your case, it won't cover this deposit for the landlord, like you have to pay it partly or entirely anyway, so it has that little barrier, like, will it really work in that situation where the deposit has to be replaced for the landlord. -- Like you pay for a small amount at the time, and if you do some damage it*

will be replaced, but then there is some article in those papers, that actually it won't be
replaced or only partially replaced. (T4)

In reality the service is a guarantee of the deposit for the landlord but if something happens the tenant is still liable to pay 100% of the damages back to the service provider after the costs have been covered for the landlord. Considering this, if the interviewee had understood the service correctly in the first place, he would not have recognized such risk. However, in that case, knowing the principles could have led to resistance other way or just by ignoring the service.

4.6 Summary of the key results

According to my analysis, there are several factors that can lead to innovation resistance directly or indirectly. Innovation's complexity, previous experiences, and level of trust towards the company and between the members involved in decision-making had a major influence on whether the consumer will resist the innovation or not. The context of the research was rental market which appeared to have a lot of specific issues that required special attention when investigating resistance in the field. The key elements causing innovation resistance in rental market are illustrated in Figure 9.
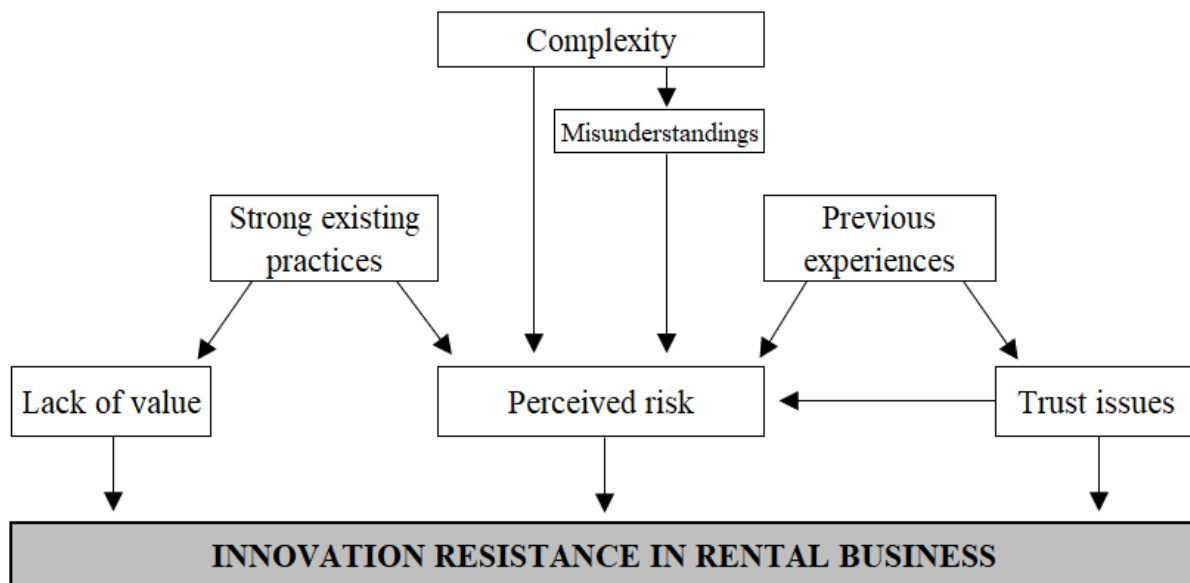

Figure 9. Key elements in innovation resistance

Interviewees perceived the case innovation as complex to understand, which already intrinsically increased perceived risk. Moreover, the innovation's complexity had several consequences which led to resistance, like high probability for misunderstandings, which in turn caused its own consequences. Misunderstandings could lead to misleading biases and expectations about the innovation, the company or the other member involved in the situation, the tenant or landlord. Depending on the interviewee's understanding of the innovation, whether it was correct or incorrect, the connection between innovation's complexity, and the perceived risk and resistance was apparent.

Experiences that the interviewees had also affected the understanding of the innovation and biases that were formed in the situation. With experiences, I meant both interviewee's personal experiences and others' experiences that were integrated into interviewee's collection of experiences. These experiences were recalled in the situation where the attitude towards the innovation was formed. They influenced interviewee's understanding of the innovation, and therefore the perceived risks associated with it. Recalled experiences of the situation, of the company or even of the industry in general were also main components in trust building.

Trust issues affected directly to resistance and indirectly by increasing perceived risks in two ways: as the lack of trust towards the company or as a low disposition to trust between the landlord and tenant. Lack of trust between the interviewee and the company was mainly explained by unfamiliarity and lack of trustworthy references. Absence of trust both directly decreased the interviewee's adoption intentions, and increased perceived risks, which led to resistance. Low disposition to trust, in turn, referred to especially the perceived trust by the landlord to the tenant. This was one of the key elements explaining the innovation resistance in rental market, and in turn, increased perceived risk as well.

One other key element that was typical for the field and explained emerging innovation resistance was strong existing practices that the landlords and tenants had relating to the deposits. The established traditional deposit system includes additional meanings and purposes as well. Therefore, these existing practices and habits were hard to change, and the interviewees perceived that the innovation lacked value. These existing practices in the field led to negative biases against the users of the innovation, which in turn, increased perceived risk.

Lastly, perceived risk summarizes the influences of the other mentioned elements: complexity, trust, experiences, and existing practices in the field. These all increased perceived risks, which were divided into landlords' and tenants' risks. Both parties perceived functional risks, which originated from the complexity of the innovation. Also, both landlords and tenants perceived financial risks, however they meant significantly different things for these parties. Landlords also perceived risks relating to their current control over the deposit and it was strongly related to the existing practices that the field contains. Moreover, these existing practices and the biases caused by them also lead to reputation risks that the tenants experienced.

5 DISCUSSION AND CONCLUSIONS

5.1 Summary of the study

The goal of this study was to gain a deeper understanding of the phenomena of innovation resistance, specifically in the rental market field. I chose to study this topic through a case innovation that was launched in May 2019 by the company where I am working as well. This context provided a great basis for innovation resistance research and I had a unique opportunity to conduct this research through my work. The main research question for my study was Q1) *How does innovation resistance emerge among consumers in the rental market?* The other two research questions that I used to find answers to my main question were Q2) *What kind of factors can lead to innovation resistance?*, and Q3) *Why do innovations in the rental market face resistance among consumers*? The theoretical framework for the study was constructed from the concepts of innovation and innovation resistance, perceived risk, perceived value, and trust literature.

I chose qualitative research to study this topic and I used several data sources to achieve as reliable results as possible. I conducted five in-depth interviews as my primary data and utilized existing materials from the case company as my secondary data. This secondary data included customer logs, other interviews, survey, and field notes. The research process started with the analysis of the secondary data, customer logs, via content analysis. This analysis was used to plan and prepare the in-depth interviews, which were conducted next. The in-depth interviews were then analyzed by using content analysis as well. The results from this analysis were then confirmed and complemented by the secondary data. I analyzed the data through research questions Q2 and Q3, and finally by combining the results for both questions, I got the results for my main research question.

As a result, for the second research question my analysis provided the following categories: lack of trust, previous experiences, assumptions, complexity, perceived risks, lack of value, and lack of references. In other words, these were the main categories of the factors that led to resistance in my research at an individual level. The case innovation was perceived as complex, difficult to understand and risky, which did not provide enough value compared to the existing substitutes and current system. The interviewees' previous experiences and stories they have

heard from the others influenced their attitudes and adoption intentions in the innovation decision. It appeared that the interviewee's understanding of the innovation and its functions relied on many assumptions and biases instead of facts and actual information. Because of the innovation's novelty, the interviewees lacked trust towards the company and the service. Moreover, they also lacked trustworthy references that would have been crucial to support trust building between the interviewee and the company and reduce perceived risk. Many of these elements led to perceived risk which in turn, led to resistance.

Strong existing practices, and low disposition to trust in turn provided an answer for the third research question. These explained emerging resistance in this specific context, the rental market. Firstly, it appeared highly important to trust the company that created and provided the innovation. Moreover, my study showed that the disposition to trust between the landlord and tenant was low per se, which in some cases played a more important role than the trust towards the company when considering resistance. The current deposit system is highly established and therefore has strong existing practices. Most importantly, the current system of paying the deposit the traditional way includes different meanings and other purposes, that have formed over a longer period of time.

Finally, my study provided results for my main research question. The major players were the field's strong existing habits, trust issues, innovation's complexity and its consequences, and previous experiences. These elements had their influences on perceived risks and value, which led to resistance. Therefore, my study showed that these elements can explain and provide an understanding of how resistance emerges in the innovation's adoption process in the rental market.

5.2 Key findings and the theoretical implication

My key findings can be briefly divided into five groups. The first group relates to the consumer's understanding of the innovation, and how this understanding was formed and caused resistance. The second group shows the importance of the relationship between the members involved in the innovation-decision. The third finding shows the significance of the role of trust specifically in this context. The fourth finding refers to the existing habits in the field, and the last finding highlights perceived risks. I will discuss these findings in this chapter.

Forming the understanding through heuristics

One of the key findings was how the consumers saw the innovation as a modification of some existing services. Because of the innovation's nature, consumers might find it challenging to judge the organization, the innovation, and the possible risks and values on their own. Without any previous experiences, the consumers form their understanding based on what they have heard, read, and seen. My study showed how this might be problematic in this context and eventually lead to resistance. Highly complex innovations require more time and effort to get familiar with, and it is easier for the consumer to see the innovation through the perspective of some already existing and more familiar product or service. In this case, those perspectives were related to banks, insurance, loans, and The Social Insurance Institution of Finland. The data showed how the consumers rely on different heuristics and biases when forming their understanding and then judging the innovation-decision. Heuristics can be defined as beliefs concerning the likelihood of uncertain events (Tversky & Kahneman 1974).

In fact, it is known how people rely on a few heuristic principles in situations where they have to judge the probabilities and predict values in complex tasks (Tversky & Kahneman 1974). Some researchers have also noticed the connection between innovations and heuristics, however innovation resistance has not been extensively researched from the perspective of heuristics. My study showed the importance of these heuristics as they can lead to large and persistent biases (Slovic, Fischhoff & Lichtenstein 1980) which cause resistance.

One heuristic that appeared important was the availability heuristic. The availability heuristic means evaluating instances and different scenarios of certain events or situations based on events that are easy to imagine and recall (Slovic et al. 1980; Tversky & Kahneman 1974). Availability can be useful to predict probabilities of different scenarios, however availability is often affected by other factors than real facts and frequencies (Tversky & Kahneman 1974). In fact, my study demonstrated how instead of factual information, the consumer's collection of experiences, including personal and integrated experiences, influenced the trust building and consumer's understanding of the innovation and company. It was a highly personal and subjective process how the consumers selected the meaningful experiences that they used to judge the situation. Also, the kind of information the consumer relies on in the situation varies.

This situation included for example judging the actual innovation, the company, the industry, and the other members involved.

The relationship between the landlord and tenant

As much as judging the innovation and the organization is important, the judging of the members included in the innovation-decision process was also quite important. The relationship between the landlord and the tenant appeared important when considering resistance. Similarly, the consumer relied on heuristics when judging the situation. Especially the representativeness heuristics were heavily relied upon in this instance. They are used to judge the probability that the object belongs to a certain class (Tversky & Kahneman 1974). The perceived likelihood of accepting a less trustworthy tenant along with the service was high and therefore led to resistance towards the innovation. Judging something based on representativeness can cause serious errors as the consumer might be lacking several key factors that should be considered before putting people or objects into certain groups (Tversky & Kahneman 1974).

Challenges in trust building

The innovation's complexity and possible misunderstandings and biases caused by this complexity, also played an important role in trust building. Trust is one key factor decreasing uncertainty in complex and unpredictable situations (Gefen 2000), which describes well the situation between the consumer and innovation. The consumer is typically unfamiliar with the innovation, at least on some level. Moreover, as the innovation might not have many previous users, consumers lack references and social reinforcement, which is important for forming an attitude towards the innovation (Rogers 2003, 174). My research highlighted the importance of trust, and how it can be challenging to build with innovations in general when affect-based and experience-based antecedents are missing. More importantly, when it came to the rental market, personality-oriented antecedents, such as disposition to trust, had a significant influence on the adoption decision. Therefore, resistance to innovation occurs if the trust between the landlord and tenant is absent.

Also, previously mentioned experiences that the consumer recalls in the situation influenced the trust building towards the company and the others involved in the situation. Like also highlighted in the definitions of trust, it is a subjective belief (Kim et al. 2008) based on

expectations (Mayer et al. 1995), and therefore influenced by various things that might be out of the company's control. The instance where the trust building between the landlord and tenant happens may be very short, therefore the initial trust and factors affecting it are crucial. As McKnight et al. stated (1998) initial trust is likely to be fragile especially if perceived risks are high, disposition to trust is low, and the nature of the situation relies on assumptions. All these elements given by McKnight can be found in the context of my study, which explains the emerging trust issues.

Consequences of well-established existing habits

The next significant finding was how strongly the existing habits and practices in the rental market affected the consumers' behaviors and attitudes towards others, and how they in turn, caused resistance to innovations. In fact, existing traditions and habits have one of the most significant influences on innovation resistance (Sheth 1981). The habit of paying the deposit is not only the warranty of possible damages, but for the tenants it is a proof of their ability to pay rent, and for the landlords it is an assurance for their investment. According to The Finnish Landlord Association (2020), the most important reason to become a landlord is saving money for the future by investing in apartments. Therefore, the assurance of selecting a financially stable and trustworthy tenant is crucial. Moreover, disposition to trust in the field and especially among the landlords appeared relatively low. Thus, when the adoption of the innovation would remove this important validation and assurance element, it will in turn increase perceived risks and resistance.

Moreover, the benefits of the current deposit system are seen so clearly, that the consumers might find it challenging to recognize any value from the innovation. The innovation is seen as an option when existing methods are not possible. Therefore, the landlords are actively seeking reasons why the tenant would suggest the service, and typically it was perceived as a sign of a bad financial situation. Moreover, from a heuristic perspective, it might be easier to see the sacrifice and risks of the innovation than imagine the benefits if the innovation is relatively complex. Especially with innovations, it might be challenging to imagine different scenarios where the innovation is needed. Due to the availability heuristic, it is easier to recall the benefits of using the other substitutes or hold on to the existing system. This increases both value barriers and risk barriers, and therefore leads to resistance.

Perceived risk in the core of resistance

According to Slovic et al. (1980) availability heuristics have a significant influence on how consumers might perceive risks. In the case of this study, the perceived risks in the field emerged from the consumer's understanding of the innovation, the innovation's complexity, strong habits and biases that the industry holds, previous experiences and trust issues. Most of the risks associated with the innovation are related to its functionality and performance, which in fact, are known to have the biggest negative influence on adoption of e-services (Featherman & Pavlou 2003). However, some of the concerns towards the innovation's performance were financial risks. It can be argued whether they should be considered as a functional or financial risk. Although, in this case, no costs from the service were targeted at the landlords, yet they still perceived apparent concerns of their tenants' financial abilities, which influenced their adoption intentions. Therefore, the landlords' perceived financial risk cannot be ignored, and it is separated from functional risk.

Other perceived risks that appeared important to consider in the field were the perceived control and reputation risk. The latter can be also defined as social risk, losing the status in a social group (Featherman & Pavlou 2003). One interesting finding was the perceived loss of control over the deposit occurring with the landlords. The established deposit system gives them a concrete feeling of the deposit, and that it is in their control. Even though the principles for using the deposit with the service is the same as with the traditional one. On the other hand, time risk did not play an important role in my research even though the innovation's initialization appeared to be time consuming. This may be because the resistance towards the innovation in my study was mainly formed before the interviewees actually got familiar with all the information about the service. They assumed they knew everything needed and therefore were not aware of the more specific information. Similarly, privacy risk did not appear in my study in any way, even though privacy concerns are found to have a strong connection to both trust and risk when it comes to online purchases (Kim et al. 2008).

5.3 Managerial implications

I will suggest few managerial implications to overcome or reduce the elements causing resistance. Many of the elements originated from highly personal and subjective reasons that

have been constructed over the consumer's lifetime, and over the history and habits in the industry. Therefore, these issues require most importantly time and spreading the awareness and knowledge of optional products and services. As Kleijnen et al. (2009) stated, this kind of situation requires changes in other routine behaviors before the innovation can be fully accepted. It cannot be controlled only by the company, but there are different ways the organizations can try to reduce the emerging resistance.

For example, when developing and launching innovations, the organizations should research possible existing products or services that the consumers might use as their perspective for comparison. It could be useful to see how that might affect the consumer's perceptions, whether the perspective will make the consumer see the innovation in a better or worse light. Further research could help to identify what factors and information the consumer perceives relevant and to what perspective this information leads. In addition, it would be important that the organizations provide information as easily and clearly as possible. It could help to reduce improper associations and therefore help to reduce misunderstandings.

Also, the quality and accessibility of information and customer service is crucial, as the consumer should be able to attain the information of the innovation easily. Moreover, to reduce perceived risk and increase trust, the companies could offer information about themselves as an organization. This information helps the consumer to understand the company's purposes and values, and how it functions. However, disposition to trust is something that the organization itself cannot increase. As the existing system was seen as evidence of reliability, the organization could offer some optional ways to replace this evidence that the innovation removes. The company could for example provide some guidance and advice for the consumers of how to confirm reliable tenants, or how to prove the ability as a tenant by using some other ways than the traditional deposit. With high information quality this could help the consumers understand the service correctly and reduce the feeling of losing the control. Especially in this industry, the process of using the deposit and its principles should be highlighted and easily understandable.

5.4 Evaluation of the study

This research was able to answer my research questions and provide a deeper understanding of

resistance that might emerge with innovations in the rental market field. With this study I was able to contribute to the existing research in the field of innovation management and offer both theoretical and managerial implications. As a systematic person, I progressed one phase at the time and the entire research process was described in detail in chapter 3 Methodology. The validity of the methodological approach was presented separately in that chapter as well. I have also been trying to be as precise as I can when describing the context and the chosen case so the study would be easy to understand and follow for the readers who are not familiar with the field. Also, the collaboration with the case company was beneficial for both parties, as I was able to retain the focus on the academic side in the research despite my insider position in the company.

However, there are some limitations to consider with this research. This was a single case study conducted with one specific service and company, and the results rely on my personal interpretation of the data. Therefore, the results represent the phenomenon at this current time and environment, and the same study could result differently elsewhere. Most importantly, the research aimed to provide an insight to resistance and the factors behind it. Thus, the selected participants for this research represented consumers that obviously resisted the case innovation. Therefore, this research cannot be generalized to represent the consumers' attitudes and behavior in the field in general, or towards other services or products. To be able to generalize the results, the research should be conducted by using different innovations in the field and non-resisting consumers. However, the results can help investigate the resistance to innovations in the field, and this study is also able to provide a framework for other startup companies to investigate possible areas of resistance they may encounter.

My theoretical background relies on broadly used and general models that I found reliable and relevant to my topic. The theoretical framework of this research focused on the functional barriers of resistance, leaving the psychological barriers with less attention. This developed naturally for two reasons. Firstly, as based on my intuition and personal experience from the field, the perceived risk, lack of value, and lack of trust appeared important. Secondly, these concepts also appeared in the literature of innovation resistance and its barriers. However, psychological barriers and especially tradition and norm barriers appeared at least as important as functional barriers. Therefore, the theoretical framework of the study could have been extended to get a deeper look behind the psychological barriers as well, for example by investigating change resistance literature.

5.5 Future research directions

Not all the findings were directly relevant for my research questions and topic but gave some directions to possible future research. The last interviewee mentioned being a bit concerned about the company's societal responsibility as an organization. This came up at the very end of the interview when my actual interview part was finished. Therefore, the connection to my topic remains unclear, and as this issue did not appear during the other discussions or with other interviews, it was left out of the analysis. However, in the future, it could be researched how organizations' societal responsibility and values influence consumers' innovation adoption intentions, and its role in causing resistance in relation to the other elements.

One finding in my research was how the innovations are perceived as modifications of existing products and services. Therefore, misunderstandings and different biases played an important role when it came to resistance. Moreover, the data even showed that because of misunderstandings, the consumer might reject the innovation, despite his willingness to use it. That could happen if the consumer thinks that he cannot use the service, when in fact, he could use it if he has understood it correctly. Nevertheless, it varied what was the existing product and factors that the consumer used to form an understanding of the innovation. For future research, it would be interesting to research how the consumer, in fact, forms his understanding and what kind of factors are the most relevant in that situation.

These suggestions mentioned thus far arose from the data I had, but more suggestions arose after my research as a modification or extension of it. To improve the results, both factors for adoption and against it could be researched. In fact, several studies have shown that consumers evaluate both factors for adoption and against it when making an adoption decision (Claudy et al. 2015). For example, focus group interviews combining both of those sides could provide valuable and more broad results of the topic. Also, many of the results in this research were tied to the adoption decision requiring consensus from both the landlord and tenant (collective innovation-decision). Therefore, one suggestion for future research is to study how these elements would change and their importance vary if the decision is entirely independent of others' opinions (optional innovation-decision). The other interesting topic would also be to research how the resistance and consumer's attitude before the adoption change after the adoption, if the consumer perceived being forced to adopt the innovation.

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