

Applying TOE Framework for Researching the Intention of Adopting Social Media in 2-3-Star Hotels in Hanoi

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Abstract

Purpose: The study aims at unraveling the factors that impact the intention of adopting social media in 2–3-star hotels in Hanoi.

Method: A mixed-methods research design was adopted, synergizing both qualitative and quantitative approaches to afford a comprehensive exploration of the research objectives.

Result: Qualitative insights from in-depth interviews reveal participants' perspectives on technology, organizational, and environmental contexts. Quantitative findings from structured questionnaires affirm that user-friendly platforms, management support, industry competition, and guest expectations positively influence adoption intentions. These insights highlight the complex interplay between technological attributes, organizational dynamics, and environmental factors in shaping hotels' inclination to integrate social media platforms.

Contribution: The study's theoretical contributions is achieved through the academic discourse. The synthesis of empirical revelations with established theories enriches the theoretical fabric, offering insights that resonate beyond this study's scope. The alignment with TOE framework extends the conceptual underpinnings of social media adoption within the hospitality domain. In practical terms, this study empowers hotel practitioners with actionable insights. The emphasis on management support, resource allocation, guest-centric engagement, and strategic adaptation furnishes practitioners with a compass to navigate the complex landscape of social media integration in 2-3-star hotels in Hanoi.

Keywords: Social Media Adoption, Technology-Organization-Environment Framework, 2-3-Star Hotels, Hospitality Industry

Introduction

In the digital age, the adoption of social media has become a paramount consideration for businesses across various sectors. In the hospitality industry, the integration of social media platforms presents a unique avenue for enhancing customer engagement, expanding brand presence, and ultimately improving organizational performance. This study delves into the intention of applying social media within the context of 2–3-star hotels in Hanoi, capitalizing on the Technology-Organization-Environment (TOE) framework to unravel the intricate dynamics that influence this strategic decision.

The application of the Technology-Organization-Environment (TOE) framework in researching the intention of social media adoption in business has gained substantial attention in recent years. This framework, which examines the interplay of technological attributes, organizational dynamics, and environmental factors, provides a comprehensive lens for understanding the complexities associated with social media integration in hospitality. Several notable studies have utilized the TOE framework to shed light on adoption intentions within this context. Studies utilizing the TOE framework have shed light on various aspects of social media adoption within the hotel industry. Buhalis and Foerste (2015) emphasized the co-creation of value through "SoCoMo Marketing for Travel and Tourism." Chathoth et al. (2013) critically reviewed "Co-creation and Higher Order Customer Engagement," highlighting the



role of organizational engagement and customer interaction facilitated by social media platforms. Duan et al. (2019) examined "Design of Mobile Social Media for Restaurants" from the affordance's perspective, emphasizing the importance of technological attributes in shaping adoption intentions. Hua et al. (2019) investigated the "Moderating Effects of Firm Size on the Relationship Between Environmental Innovation and Financial Performance," offering insights into how organizational dimensions influence innovation adoption. Kim and Ko (2019) explored "The Moderating Effect of Social Media Use" on customer satisfaction in a festival context, showcasing the impact of social media channels on customer experiences. Lee et al. (2020) discussed "The Concept of Smart Tourism Destination," demonstrating how the TOE framework could illuminate the integration of technology in destination management. Sigala (2020) discussed "Tourism and COVID-19: Impacts and Implications," highlighting the industry's need for adaptation and innovation, aligning with the environmental dimension of the TOE framework. Tornatzky and Fleischer (1990) offered foundational insights into "The Processes of Technological Innovation," providing the theoretical basis for the TOE framework. Xiang et al. (2015) provided a "Transaction Cost Perspective" on the internationalization and evolution of the mobile app industry, showcasing the relevance of technological attributes in the context of evolving technologies. Zhu et al. (2020) explored "The Impact of Influencer Marketing on Customer Retention," revealing the interplay of technological and organizational dimensions in shaping marketing strategies. These studies collectively demonstrate the versatility and effectiveness of the TOE framework in understanding adoption intentions within different kinds of business. By analyzing the complex interactions between technology, organization, and environment, the framework offers valuable insights for academia and industry alike, guiding decisions related to social media adoption, value creation, engagement, and growth in the hospitality sector.

Hanoi, a vibrant and culturally rich city, serves as an optimal backdrop for investigating the adoption of social media in its burgeoning hotel industry. The majority of hotels in the city fall within the 2–3-star category, catering to a diverse clientele seeking authentic experiences without compromising on affordability. As the digital landscape evolves and online platforms commandeer consumer attention, these hotels face both opportunities and challenges in effectively leveraging social media to connect with their target audiences.

While extensive research has explored social media adoption within the hospitality sector, studies specifically honing in on 2–3-star hotels in Hanoi remain scarce. This research gap is significant given the unique characteristics of this segment, including limited resources, distinct consumer preferences, and the localized nature of operations. Understanding the factors that influence the intention to adopt social media in this context is vital for devising tailored strategies that align with the goals and constraints of these establishments.

This article aims to unravel the factors that impact the intention of 2–3-star hotels in Hanoi to adopt social media. By applying the TOE framework, which considers the technological, organizational, and environmental dimensions, this study seeks to offer a comprehensive analysis of the interplay between these factors and the decision-making process. The insights gained from this research will contribute to a deeper comprehension of the challenges and opportunities faced by these hotels in incorporating social media into their operational strategies.

The research endeavor to illuminate the pathways that shape the intentions of 2–3-star hotels in Hanoi as they navigate the complex landscape of social media adoption. By harnessing the insights garnered from this study, hotel managers and stakeholders can devise strategies that foster enhanced customer engagement and sustainable growth in an increasingly digital-centric landscape.

Research Method

Research Design

A mixed-methods research design was adopted, synergizing both qualitative and quantitative approaches to afford a comprehensive exploration of the research objectives (Nugroho, *et al.* 2022). The qualitative facet encompassed in-depth interviews with hotel

managers and key stakeholders, enabling an intricate understanding of the contextual nuances influencing adoption intentions. Based on data collected, research 03 hypothesis with 03 groups of factors affecting the adoption of social media at 2-3-star hotels in Hanoi were proposed:

H1: Technological Context influence on the intention of adopting social media at 2-3-star hotels in Hanoi

H2: Organizational Context influence on the intention of adopting social media at 2-3-star hotels in Hanoi

H3: Environmental Context influence on the intention of adopting social media at 2-3-star hotels in Hanoi

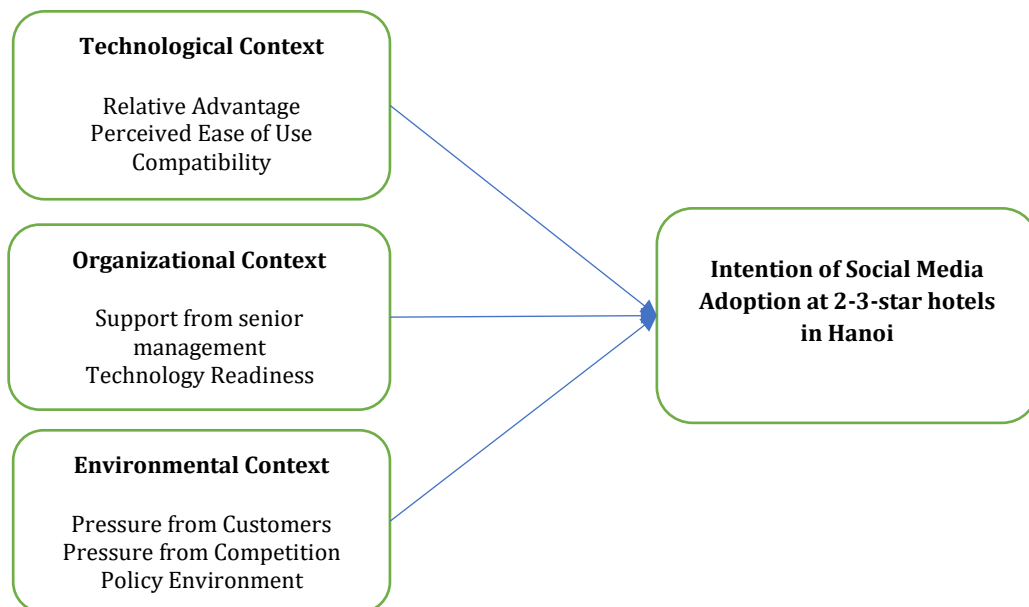


Figure 1: Proposed research model

After that, a structured questionnaire was administered to a representative sample of hotels, thereby garnering quantitative insights that could be subjected to statistical analysis.

Data Collection Methods

In-depth Interviews: In a purposive pursuit of richness and depth, in-depth interviews constituted an integral facet of data collection. Key stakeholders, encompassing hotel managers and industry luminaries renowned for their astute insights, were meticulously selected. The semi-structured interview protocol, meticulously crafted to resonate with the tenets of the TOE framework, facilitated candid dialogues, enabling a profound unraveling of the myriad layers influencing adoption intentions.

The interviews were imbued with a qualitative ethos, unearthing personal narratives and contextual nuances that evade quantification. A hermeneutic lens guided the analysis, as dialogic interactions were transcribed, meticulously reviewed, and subjected to thematic analysis. Themes organically surfaced, resonating with the dimensions of the TOE framework, thus authentically mirroring the multifaceted dynamics that converge to shape adoption intentions.

Structured Questionnaire: Complementing the qualitative depth, a structured questionnaire wielded the power of quantification, encapsulating the dimensions of the TOE framework in a standardized format. With rigorous care, a stratified random sampling strategy was deployed to summon an eclectic representation of the 2–3-star hotel population in Hanoi with 160 hotels. Stratification hinged upon factors such as geographical distribution, hotel size, and ownership structure, amplifying the heterogeneity and contextual richness of the sample.

The structured questionnaire with Likert-scale items, ushered participants through a reflective journey. Their perceptions and attitudes toward technological attributes, organizational dynamics, and environmental imperatives molding adoption intentions were meticulously gauged.

Participant Selection Criteria: The selection of participants was meticulously guided by the principle of purposeful inclusivity. Hotel establishments, encompassing the diverse tapestry of 2–3-star ratings, were identified as pertinent constituents of the sample. A deliberate kaleidoscope of considerations—geographical dispersion and ownership structure—coalesced to ensure a vibrant cross-section that mirrors the tapestry of Hanoi's hospitality industry. For the qualitative arm, discerning hotel managers and industry experts were judiciously handpicked to ensure a spectrum of perspectives and insights.

Data Analysis

Qualitative Analysis: The qualitative data collected from the in-depth interviews embarked upon a meticulous journey of analysis. Guided by the tenets of thematic analysis, a recursive process of data immersion, coding, categorization, and theme refinement unfolded. Themes that crystallized organically from the narratives danced in dialectical conversation with the dimensions of the TOE framework. A reflexive posture ensured the authenticity and resonance of themes, attesting to their meaningful alignment with the theoretical background.

Quantitative Analysis: Quantitative data, garnered through the structured questionnaire, embarked on a voyage of statistical analysis. SPSS software was used to perform some analysis which included Reliability Analysis, Exploratory Factor Analysis, Correlation Analysis and Linear Regression Analysis to test the proposed hypothesis.

In this scholarly pursuit, the ethical compass stood unwavering. Informed consent, an ethical cornerstone, was meticulously sought from all participants, safeguarding their autonomy and agency. Anonymity and confidentiality, sacrosanct principles, were stringently upheld during data handling and storage. Ethical guidelines, a lodestar, illuminated the path, ensuring the sanctity of the participants' contributions and the scholarly integrity of the endeavor.

Result and Discussion

Results

The results section presents the culmination of a meticulous mixed-methods investigation, employing the dimensions of the Technology-Organization-Environment (TOE) framework to illuminate the intention of 2–3-star hotels in Hanoi towards adopting social media platforms. This section delineates the findings extracted from both the qualitative in-depth interviews and the quantitative structured questionnaire, encapsulating the nuances that traverse the TOE dimensions.

Qualitative Insights

In the realm of qualitative exploration, the in-depth interviews provided a canvas for participants to articulate their perspectives, revealing a multi-faceted spectrum of insights. The technology dimension reverberated with the allure of real-time guest engagement, as participants lauded the potential for direct interactions and personalized experiences facilitated by social media platforms. Concurrently, reservations emerged, mirroring concerns about the allocation of resources, primarily in terms of financial investments and staff training. The organizational dimension resonated with the significance of leadership buy-in and the permeation of an innovation-conducive culture. The prominence of top-down support was particularly underscored, with managers acknowledging their role as torchbearers of the adoption narrative. The environmental dimension reflected a nuanced landscape, where the dynamic interplay between industry competition and pressure from customers accentuate the requirements for prudent alignment between digital initiatives and legal frameworks.

Quantitative Findings

The quantitative arm of this study, driven by the structured questionnaire, endeavors to unravel the Technology-Organization-Environment (TOE) framework dimensions as they influence the intention of 2–3-star hotels in Hanoi to embrace social media platforms. After proposing research hypothesis, the study carried out hypothesis testing through analyzing the reliability of the research scale, exploratory factor analysis, correlation analysis and linear regression analysis.

The results showed that:

- Cronbach Alpha of all variables is greater than 0.6; The correlation coefficient of the total variable is greater than 0.3, so the scale meets the requirements of reliability, all variables are used in the next tests.

Table 1: Cronbach's Alpha

No	Variables	Cronbach's Alpha	Number of items
1	Technological Context (TC)	0.653	03
2	Organizational Context (OC)	0.689	02
3	Environmental Context (EC)	0.604	03
4	Intention of Social Media Adoption (AD)	0.904	04

Source: Research results

- The results of EFA analysis showed that all the independent variables formed into 3 groups while the rotated component matrix of dependent variable shows that only one component was extracted, the solution cannot be rotated.

Table 2: Rotated Component Matrix

	Component		
	1	2	3
SPT	.912		
STT	.902		
LTTD	.901		
QLCC		.879	
SSCN		.876	
MTPL			.863
ALKH			.818
ALCT			.793
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 6 iterations.			

Source: Research results

+ KMO and Bartlett's Test for independent variables:

0.5 < KMO index = 0.579 < 1.

Sig = 0.000 < 0.05.

+ KMO and Bartlett's Test for dependent variables:

0.5 < KMO index = 0.753 < 1.

Sig = 0.000 < 0.05.

- Correlation test

Pearson correlation test was performed to determine the correlation between the 3 dimensions of the TOE framework and the intention of adopting social media in 2–3-star hotels in Hanoi. The results have shown that the Sig value of the correlation test is less than 0.05. This contributes to the confirmation that there is a correlation between the 3 dimensions and the adoption of social media in the selected hotel businesses.

Table 3: Correlation

		AD	TC	OC	EC
AD	Pearson Correlation	1	.403**	.322**	.214**
	Sig. (2-tailed)		.000	.000	.006
	N	160	160	160	160
TC	Pearson Correlation		1	.301	.130
	Sig. (2-tailed)			.081	.101
	N		160	160	160
OC	Pearson Correlation			1	.141
	Sig. (2-tailed)				.075
	N			160	160
EC	Pearson Correlation				1
	Sig. (2-tailed)				
	N				160

Correlation is significant at the 0.01 level (2-tailed).**

Source: Research results

- Regression analysis:
- + Sig value of F-Test

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.656	3	8.552	224.979	.000 ^b
	Residual	5.930	156	.038		
	Total	31.586	159			

a. Dependent Variable: UD

b. Predictors: (Constant), BCMT, BCCN, BCTC

Source: Research results

The study evaluated the fit of the model through hypothesis testing with the hypothesis $H_0: R^2=0$. The results of the F test are used to evaluate the fit of the model. From the ANOVA analysis results table, it can be seen that $Sig = 0.000 < 0.05$, so the hypothesis H_0 is rejected. It means that the regression model is suitable. $F = 224,979 > 2$ shows that the regression model has statistical significance, the independent variables significantly explain the dependent variable in the model.

+ Adjusted R^2

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.901 ^a	.812	.809	.19497	.812	224.979	3	156	.000

Predictors: (Constant), EC, TC, OC_a

Dependent Variable: AD_b

Source: Research results

From the Model Summary table, it can be seen that the Adjusted R^2 value = 0.809. This shows that the independent variables included in the regression analysis affect 80.9% of the variation of the dependent variable, the remaining 19.1% are due to the impact of out-of-model variables and random error.

+ Variance Inflation Factor (VIF)

The variance inflation factor VIF was used to evaluate multicollinearity in the regression model. The analysis results show that the VIF coefficients of all independent variables are < 2 , which does not violate the assumption of multicollinearity (Hair, 2014).

+ Sig value of T-Test

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.039	.143		.272	.786
	TC	.286	.015	.692	19.091	.000
	OC	.312	.027	.401	11.344	.000
	ET	.418	.038	.423	11.030	.000

a. Dependent Variable: AD

Source: Research results

Based on the standardized Beta coefficients, the linear regression equation showing the impact of each context of the TOE framework on the adoption of social media in 2–3-star hotels in Hanoi was proposed:

$$\text{Intention of Social Media Adoption} = 0,692 * \text{Technological Context} + 0,423 * \text{Environmental Context} + 0,401 * \text{Organizational Context} + e$$

From these results, the following conclusions can be drawn about the proposed hypotheses:

H1: Technological Context influence on the intention of adopting social media at 2-3-star hotels in Hanoi

H2: Organizational Context influence on the intention of adopting social media at 2-3-star hotels in Hanoi

H3: Environmental Context influence on the intention of adopting social media at 2-3-star hotels in Hanoi

According to this equation, the Technological context has the greatest influence while the Organizational context has the lowest impact.

Technological Dimension: Quantitative analysis delved into the technological dimension, dissecting the perceived attributes of social media platforms that impact the intention to adopt. The results unearthed a significant positive correlation between the perceived ease of platform use and the intention to adopt. This observation underscores that platforms perceived as user-friendly and intuitive are more likely to pique the interest of hotel establishments. Furthermore, the perceived relevance of these platforms in enhancing guest engagement emerged as a robust predictor of adoption intentions. As hotels perceive the potential to foster real-time interactions and personalized guest experiences, their inclination to embrace social media platforms intensifies.

Organizational Dimension: The organizational realm, a tapestry woven with managerial attitudes and resource considerations, revealed significant insights. Management support emerged as a central determinant, exhibiting a strong positive correlation with the intention to adopt. Participants acknowledged that when leadership embraces the adoption narrative, it serves as a catalyst, cascading a culture of openness and enthusiasm throughout the organization. The availability of resources, both financial and human, emerged as influential factors. Hotels with ample resources exhibited a heightened inclination to embark on the adoption journey, acknowledging the necessity of adequate investments in terms of funds and skilled personnel.

Environmental Dimension: The interplay of industry competition, guest expectations, and regulatory considerations within the environmental dimension substantiated the broader context shaping adoption intentions. Industry competition emerged as a robust driver, with hotels operating in more competitive markets exhibiting a heightened propensity to adopt social media platforms. This observation underscores the strategic imperative for these establishments to amplify their online visibility and engagement to outpace rivals. Guest expectations, particularly those of younger demographics, contributed significantly to adoption intentions, emphasizing the need for alignment with evolving communication preferences. While regulatory considerations were acknowledged, they emerged as relatively less potent drivers, suggesting that hotels might view them as imperative but not dominant determinants of their adoption strategies.

The quantitative findings resonate with the qualitative insights, painting a comprehensive tapestry that encapsulates the TOE dimensions' interactions. The empirical voyage affirms the theoretical conjecture, unearthing the complex dynamics where technology attributes, organizational dynamics, and the broader industry context entwine to shape the intention of 2–3-star hotels in Hanoi to integrate social media platforms.

Discussion

Technological Dimension

Within the realm of technology, the findings echo a symphony of user-friendliness and functional significance. The correlation between the perceived ease of using social media platforms and the intention to adopt illuminates the paramount role of platforms that seamlessly integrate into existing workflows. This alignment with technology acceptance theories reinforces the importance of bridging the chasm between novelty and familiarity. Furthermore, the recognition of platforms as facilitators of guest engagement signifies the fusion of technology with service enhancement, transcending transactional boundaries. These insights beckon the development of user-centric interfaces and content strategies that empower hotels to forge meaningful connections with their guests.

Organizational Dimension

The organizational dimension's discourse encapsulates the dynamics of leadership and resource allocation. The resonance of management support with adoption intentions accentuates the pivotal role of visionary leadership in driving technological innovation. This alignment with innovation diffusion theories underscores the transformational power of leaders who embrace and champion the integration of digital platforms. Additionally, the role of resource availability emerges as a pragmatic reminder of the financial and human investments required for successful adoption. This finding prompts a strategic recalibration of resource allocation, acknowledging that innovation mandates substantive commitments.

Environmental Dimension

The exploration of the environmental dimension unveils a narrative of strategic adaptation. The correlation between industry competition and adoption intentions paints a portrait of hotels responding to market exigencies with technological resilience. This alignment with competitive dynamics theories illuminates the role of social media in augmenting online visibility and guest engagement, essential in marketplaces characterized by rivalry. The synchronization of guest expectations with adoption intentions underscores the need for agility in communication strategies, particularly catering to the digitally-native segments. Regulatory considerations, while less influential, offer a backdrop of compliance that necessitates prudent navigation.

The synthesis of findings culminates in a robust tapestry that interweaves technology, organization, and environment. This interplay underscores the nuanced orchestration that shapes the intention of 2–3-star hotels in Hanoi to embrace social media platforms. As these insights resonate with established theories, they crystallize into actionable managerial implications. These recommendations encompass the cultivation of leadership support, allocation of resources aligned with innovation objectives, crafting of guest-centric engagement strategies, and an astute responsiveness to the competitive and regulatory landscapes.

The discussion concludes with a reflection on the theoretical and practical contributions of this study. The alignment of findings with established frameworks underscores the TOE model's potency in elucidating adoption intentions within the 2–3-star hotel landscape. The granularity of insights enriches the theoretical discourse, advancing the understanding of adoption dynamics in the context of hospitality. This study, while concluding, is but a stepping stone for future research avenues. These horizons beckon explorations into deeper dimensions, cross-cultural contexts, and longitudinal investigations that track the evolution of social media adoption in the dynamic hospitality milieu.

Conclusion

The research encapsulates the pivotal findings drawn from the interplay of the Technology-Organization-Environment (TOE) dimensions. These findings chronicle the determinants that influence the intention of 2–3-star hotels in Hanoi to adopt social media platforms. The qualitative exploration unveiled the allure of real-time guest engagement and the role of leadership support, while the quantitative analysis spotlighted the potency of user-friendly interfaces and the influence of industry competition. The resonance between these findings and the TOE framework underscores the aptitude of this model in explicating adoption intentions within the hospitality landscape.

The study's theoretical contributions reverberate through the academic discourse. The synthesis of empirical revelations with established theories enriches the theoretical fabric, offering insights that resonate beyond this study's scope. The alignment with technology acceptance, innovation diffusion, and competitive dynamics theories extends the conceptual underpinnings of social media adoption within the hospitality domain. In practical terms, this study empowers hotel practitioners with actionable insights. The emphasis on management support, resource allocation, guest-centric engagement, and strategic adaptation furnishes practitioners with a compass to navigate the complex landscape of social media integration. Acknowledging the study's limitations is a crucial facet of the conclusion. Contextual limitations, such as the geographical focus on Hanoi and the specific hotel rating, underscore the necessity for caution in generalizing the findings to broader contexts. The reliance on cross-sectional data, while offering insights into correlations, restricts the exploration of causal relationships. Additionally, the inherent subjectivity of qualitative data necessitates prudence in interpretation. These limitations unfurl pathways for future research endeavors. Longitudinal investigations, cross-cultural comparisons, and explorations into diverse hospitality segments beckon future scholars to tread the uncharted terrain.

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