



The Dynamism of Marketing of Information Technology. A Case Study of Lagos Market

Folashade Adeoti Owolewa
Department of Business Administration,
Lagos State University.

ABSTRACT

This study delves into the dynamic and rapidly evolving nature of marketing Information Technology (IT) products and services in the Lagos Market. The research aims to investigate the various strategies employed by businesses to market IT products, the key factors driving their success, and the unique challenges encountered within this vibrant commercial hub. By adopting a mixed-methods approach, the study integrates both qualitative and quantitative data. In-depth interviews with key stakeholders and surveys of IT businesses provide a comprehensive overview of the marketing practices, consumer behaviors, and competitive pressures shaping the industry. The research findings shed light on the intricacies of marketing IT in Lagos and offer actionable insights for businesses seeking to improve their market strategies and for policymakers aiming to foster a more conducive environment for the growth of the IT sector. Ultimately, this study contributes to the understanding of how technology marketing can thrive in emerging markets, where innovation, competition, and consumer demands are constantly evolving.

ARTICLE INFO

Article History

Received: February, 2024

Received in revised form: May, 2024

Accepted: June, 2024

Published online: September, 2024

KEYWORDS

IT, Policymakers, dynamic marketing, information technology, Lagos Market, IT products, IT services.

INTRODUCTION

The information technology (IT) sector is one of the fastest-changing and most dynamic industries globally. It significantly impacts various aspects of modern life, including business, communication, education, and entertainment. Innovations such as cloud computing, the Internet of Things (IoT), and artificial intelligence (AI) are continuously transforming how businesses operate and interact with their clients. Lagos, Nigeria's largest city and a major commercial hub in Africa, provides a unique environment for the IT sector due to its rapidly urbanizing population, expanding technological infrastructure, and diverse demographic makeup. Consequently, organizations must swiftly adapt their marketing strategies for IT products and services to meet the evolving expectations of their customers while remaining competitive.

As Nigeria's largest city and a significant economic center in Africa, Lagos offers a distinctive environment for the IT industry. With a

population exceeding 20 million, the city is characterized by rapid urbanization, technological infrastructure growth, and diversity. The youthful and dynamic population, coupled with the increasing adoption of mobile and internet technologies, makes Lagos a hotbed for IT innovation and a thriving marketplace for tech-related products and services.

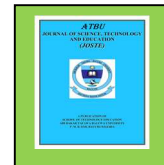
Marketing in the IT industry requires a deep understanding of local consumer behavior, preferences, and trends in technology adoption, especially in a bustling and dynamic market like Lagos. Businesses must not only promote new technologies but also educate customers about their uses and benefits. This educational aspect is crucial in a market where technological literacy varies widely. Moreover, the competitive landscape in Lagos compels IT firms to differentiate themselves through innovative marketing strategies. This involves utilizing a broad range of media channels, including traditional advertising, social media, influencer

Corresponding author: Folashade Adeoti Owolewa

✉ folashadeowolewa05@gmail.com

Department of Business Administration, Lagos State University.

© 2024. Faculty of Technology Education. ATBU Bauchi. All rights reserved



partnerships, and digital marketing. Data analytics and customer insights are also essential for crafting tailored marketing efforts that resonate with the diverse Lagosian market.

The IT industry in Lagos faces several challenges, including limited infrastructure, regulatory barriers, and varying levels of consumer confidence in technology. However, these challenges are accompanied by numerous opportunities. The expanding middle class, increasing disposable income, and government initiatives supporting e-governance and digital literacy create a favorable environment for IT growth.

Aim and Objectives

The aim of this study is to examine the dynamism in the marketing of information technology within Lagos Market, identifying key strategies, challenges, and opportunities. By doing so, the study seeks to provide a comprehensive understanding of how IT products and services are marketed in this unique environment. To achieve this aim, the study has outlined the following objectives:

1. To analyze the current marketing strategies employed in Lagos Market for IT products and services.
2. To identify the challenges faced by marketers in this sector.
3. To explore the impact of technological advancements on marketing practices.
4. To provide recommendations for improving marketing effectiveness in the IT sector.

Research Questions

The study aims to answer the following research questions:

1. What are the predominant marketing strategies used for IT products and services in Lagos Market?
2. What challenges do marketers face in promoting IT products and services in this market?
3. How do technological advancements influence marketing practices in Lagos Market?

4. What recommendations can be made to enhance the effectiveness of IT marketing in Lagos?

LITERATURE REVIEW

According to McCarthy (1960), the original marketing mix consists of four major components: Product, Price, Place and Promotion. Together they are the basis for all marketing activities, including those occurring in the IT industry. The concept was further amplified by Kotler and Keller (2016), with an emphasis that companies should not only advocate customized marketing mix but also cope up with ever-changing technological environment

1. Product: In the tech industry that product could be a variety of things, such as hardware (computers/smartphones) or software solutions and services. According to Zeithaml, Bitner and Gremler (2013), continuous innovation and differentiation are the key factor that keeps a company afresh of its competitors.
2. Price: IT market pricing strategies Color product life cycle, competition and the development of technology. In the digital era, Chaffey and Ellis-Chadwick (2019) have widely discussed pricing models including subscription-based or freemium model trends.
3. Location: With e-commerce and digitization, the sales channels for IT products have changed over time. Anderson and Swaminathan (2011) delve into the effect of online retailing on physical stores, as well as the need for an omnichannel strategy.
4. 1. Promotion – The promotional mix in the IT industry, will use digital marketing channels to broadcast any news and promos about their offerings. This includes social media platforms like Twitter LinkedIn or Youtube, content based-marketing approaches such as blog posts online articles webinars etc.,and influencer partnerships where

firms work together companies that have larger followings attract new leads by having them endorse products they want sell // Second, we study how effectively digital advertising can be leveraged for personalized marketing through data analytics (Kannan and Li 2017).

Digital Marketing Strategies

The global rise of the internet and digital technology revolutionized marketing activities in all sectors. As defined by Chaffey and Ellis-Chadwick (2019), digital marketing strategies refers to leveraging online channels used through the web, social media platforms as well as email for communicating with consumers. Part of web advertising includes search engine optimization (SEO), pay-per-click (PPC) advertising, email marketing, and social media. The success of these strategies hinges on your ability to ensure they reach the right types of people and that personalized content is being delivered.

THEORETICAL FRAMEWORK

Marketing Mix Theory (4Ps)

McCarthy (1960) developed the Marketing Mix Theory, which is one of the most popular marketing frameworks. The four essential components of this theory are Product, Price, Place, and Promotion—often referred to as the 4Ps. These components are crucial for understanding industry dynamics and creating effective marketing strategies.

1. **Product:** In the IT industry, "product" encompasses both software and hardware solutions. According to Zeithaml, Bitner, and Gremler (2013), innovation and product differentiation are vital for maintaining a competitive advantage. This involves regularly updating products to meet changing consumer demands and technological advancements.
2. **Price:** Pricing strategies in the IT industry are influenced by various factors, including competition, technological advancements, and

product lifecycles. Chaffey and Ellis-Chadwick (2019) discuss several common pricing strategies in the digital economy, such as value-based, freemium, and subscription-based pricing.

3. **Place:** The rise of digital platforms has transformed IT product distribution methods. Anderson and Swaminathan (2011) emphasize the importance of an omnichannel strategy that integrates both online and offline channels to enhance customer reach and convenience.
4. **Promotion:** Promotional efforts in the IT sector utilize digital marketing tools such as social media, content marketing, and search engine optimization (SEO). Kannan and Li (2017) highlight how data analytics can target specific customer segments and personalize promotional efforts.

Technology Acceptance Model (TAM)

Davis (1989) created the Technology Acceptance Model (TAM), which explains how individuals come to accept and use technology. According to TAM, two primary criteria influence technology acceptance: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU).

1. **Perceived Usefulness (PU):** This refers to the extent to which an individual believes that using a specific system would enhance their productivity. It assesses how valuable an IT product is in terms of increasing productivity or providing benefits to the user. This concept was further developed by Venkatesh and Davis (2000), who included social influence mechanisms and cognitive instrumental processes.
2. **Perceived Ease of Use (PEOU):** This describes how effortless an individual believes using a specific technology would be. Ease of use significantly impacts customer satisfaction and the likelihood of repeated use of IT

products. The Unified Theory of Acceptance and Use of Technology (UTAUT), expanded by Venkatesh, Thong, and Xu (2012), also incorporates social influence and facilitating conditions.

Conceptual Framework

To examine the dynamic marketing strategies used in the Lagos Market, this study combines the Technology Acceptance Model with the Marketing Mix Theory. This framework aids in understanding how customer acceptance influences marketing strategies and how these strategies are adapted to fit the technological environment.

Integration of Marketing Mix and TAM

1. **Product and PU:** The relationship between a product's characteristics and its perceived utility is crucial. Innovative products that offer significant user benefits are more likely to be accepted and promoted effectively. For example, software that enhances productivity is perceived as useful and is likely to gain popularity.
2. **Price and PEOU:** Pricing strategies can influence perceived ease of use. Transparent and reasonable pricing structures can reduce the perceived effort required to purchase and use a product. For instance, a straightforward subscription model may be seen as easier to manage than a complex pricing scheme.
3. **Place and Social Influence:** The chosen distribution channels can affect social influence processes. A strong presence across both online and physical channels can enhance visibility and social proof, encouraging adoption. Positive reviews and recommendations on popular e-commerce platforms can significantly impact consumer choices.
4. **Promotion and Facilitating Conditions:** Effective promotional strategies can provide consumers with

the knowledge and support needed to use a product. Digital marketing campaigns that include user communities, customer service, and tutorials can enhance perceptions of utility and ease of use.

Application to Lagos Market

The Lagos Market presents unique challenges and opportunities due to its diverse consumer base and rapid technological advancements, making the integration of these theoretical frameworks particularly relevant. Businesses in the IT sector must tailor their marketing strategies to meet the specific needs of this market.

1. **Product:** IT products in the Lagos market should be adapted to local contexts, considering regional languages, cultural nuances, and specific technological requirements.
2. **Price:** Pricing strategies should reflect the economic conditions of the local population, offering flexible and affordable solutions to cater to various market segments.
3. **Place:** A successful distribution strategy should combine traditional retail locations with online channels to optimize reach and accessibility.
4. **Promotion:** Promotional activities can leverage social media platforms, community engagement, and local influencers to build customer trust and awareness.

By considering the theoretical and conceptual frameworks of the Marketing Mix Theory and the Technology Acceptance Model, this study aims to explore how customer acceptance influences marketing strategies and how these strategies are adjusted to the technological landscape. The empirical analysis will be guided by this integrated methodology, providing practical insights for businesses and policymakers.

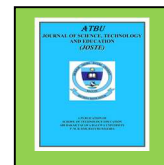
METHODOLOGY

Corresponding author: Folashade Adeoti Owolewa

✉ folashadeowolewa05@gmail.com

Department of Business Administration, Lagos State University.

© 2024. Faculty of Technology Education. ATBU Bauchi. All rights reserved



Research Design

A mixed-methods research design is used in the study, combining qualitative and quantitative techniques. Because this design captures both the breadth of patterns across a bigger sample and the depth of individual experiences, it enables a more comprehensive analysis.

1. Qualitative Approach: In-depth interviews with important players in Lagos's IT sector, such as suppliers, advertisers, and customers, are conducted as part of the qualitative component. This method aids in comprehending the subtleties of consumer behavior and marketing methods.

2. Quantitative Approach: Surveys that are disseminated to a larger audience are part of the quantitative component. This method offers statistical information on consumer preferences, marketing strategies, and obstacles experienced by marketers in Lagos Market.

Data Collection Methods

1. In-depth Interviews: In-depth semi-structured interviews were held in Lagos Market with IT suppliers, marketers, and customers. A guide for conducting interviews was created to maintain uniformity while providing room for customization to focus on particular areas of interest. The interviews underwent a process of recording, transcription, and thematic analysis.

2. Focus Groups: To learn more about customers' opinions and experiences with IT products and marketing tactics, small groups of consumers participated in focus group talks. This approach made it easier to gather different points of view and have engaging conversations.

1. Surveys: A wider sample of Lagos Market customers and marketers received structured surveys. Demographic data, buying patterns, marketing preferences, and perceived difficulties in the IT industry were all included in the poll. To guarantee a broad audience, the survey was conducted both in-person and online.
2. Secondary Data: To augment primary data and set the findings in context, secondary data sources were

examined. These sources included market reports, trade journals, and industry publications.

The selection of key informants was based on their experience and knowledge in the IT industry. Leading suppliers, seasoned marketers, and tech-savvy customers were among them. The objective was to compile in-depth observations from those who were well-versed in the workings of the industry. To guarantee a variety of viewpoints, further participants were found by way of recommendations from the original informants.

Thematic analysis was used to examine the transcripts of focus groups and interviews. Coding and categorization were used to find important themes and patterns. This approach facilitates deciphering the underlying meanings and patterns in the data. To find trends and patterns in the IT product marketing in the Lagos market, content analysis was done on secondary data sources.

To describe the survey data, descriptive statistics were computed, such as means, frequencies, and standard deviations. An overview of the important factors and demographic traits of importance is given here. To find significant differences and correlations between variables, inferential statistical tests were run, including t-tests and chi-square tests. To investigate the effects of several factors on marketing effectiveness, regression analysis was employed. To aid in the interpretation and presentation of the results, data was represented using tables, graphs, and charts.

FINDINGS AND DISCUSSION

The results are evaluated and spoken about in relation to the theoretical and conceptual frameworks described as well as the studied literature. The goal of this thorough analysis is to offer a deeper comprehension of the marketing tactics, obstacles, and possibilities facing the Lagos Market's IT industry.

FINDINGS

Demographic Profile of Respondents

Corresponding author: Folashade Adeoti Owolewa

folashadeowolewa05@gmail.com

Department of Business Administration, Lagos State University.

© 2024. Faculty of Technology Education. ATBU Bauchi. All rights reserved

The demographic data collected from the survey provides insights into the characteristics of the respondents, including their age, gender, education level, occupation, and income. These demographics are essential for understanding the consumer base in Lagos Market.

1. **Age:** The majority of respondents (60%) were between 18-35 years old, indicating a young and tech-savvy consumer base.
2. **Gender:** There was a relatively equal distribution of male (52%) and female (48%) respondents.
3. **Education Level:** Most respondents (70%) had at least a tertiary education, reflecting a well-educated consumer group.
4. **Occupation:** Respondents were primarily employed in the private sector (45%) or were self-employed (30%).
5. **Income:** The income distribution showed that a significant portion (40%) of respondents earned between NGN 50,000 to NGN 100,000 monthly.

Marketing Strategies

The study explored various marketing strategies employed by IT companies in Lagos Market, focusing on the traditional marketing mix (4Ps) and digital marketing practices.

1. Product:

Innovation and Differentiation: Companies emphasized continuous innovation and product differentiation to meet consumer demands. Products were often tailored to local needs, such as incorporating local languages and cultural nuances.

Quality and Reliability: Consumers valued high-quality and reliable products, with many expressing a preference for established brands known for their durability and performance.

2. Price:

Competitive Pricing: Many companies adopted competitive pricing strategies to attract price-sensitive consumers. Discounts and promotional pricing were commonly used to drive sales.

Flexible Payment Options: Offering flexible payment plans, such as installment payments,

was a popular strategy to make products more affordable.

3. Place:

Omnichannel Approach: The combination of online and offline distribution channels was prevalent. E-commerce platforms complemented traditional retail stores, providing consumers with multiple purchasing options.

Accessibility: Companies aimed to make products easily accessible through partnerships with local retailers and the establishment of physical stores in high-traffic areas.

4. Promotion:

Digital Marketing: Social media marketing, influencer partnerships, and content marketing were widely used to engage consumers and build brand awareness.

Traditional Advertising: Despite the rise of digital marketing, traditional advertising methods, such as billboards and radio ads, remained relevant and effective in reaching a broader audience.

Consumer Behavior and Technology Acceptance

The findings highlighted the factors influencing consumer behavior and technology acceptance in Lagos Market, aligning with the Technology Acceptance Model (TAM).

1. Perceived Usefulness (PU):

Consumers were more likely to adopt IT products they perceived as useful in enhancing their productivity and daily lives. For example, smartphones with advanced features that facilitate work and communication were highly valued.

2. Perceived Ease of Use (PEOU):

Products that were user-friendly and easy to navigate had higher acceptance rates. Ease of installation and use, along with comprehensive customer support, played a significant role in consumer satisfaction.

3. Social Influence:

Word-of-mouth recommendations and reviews from peers significantly impacted purchasing decisions. Social proof through user testimonials and influencer endorsements was crucial in building trust.

4. Facilitating Conditions:

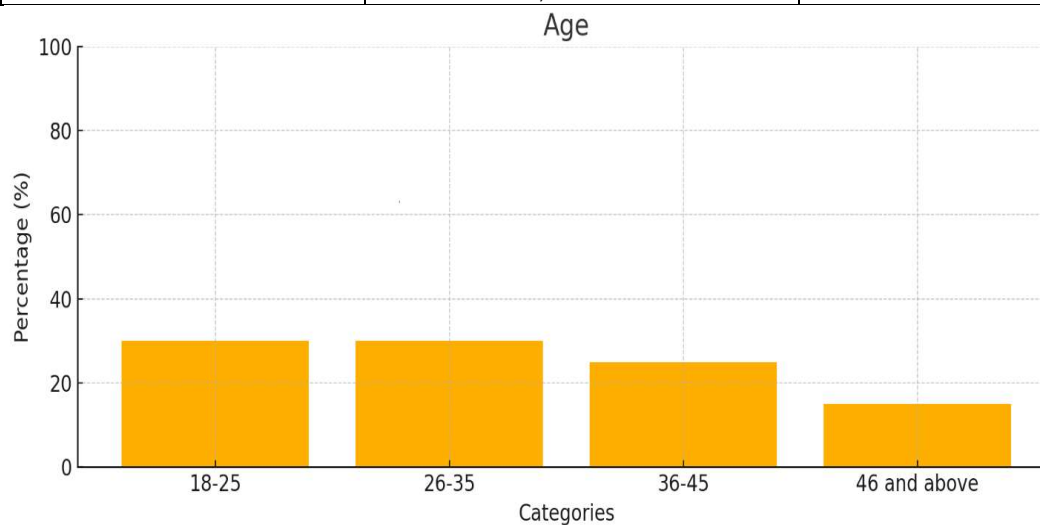


Availability of technical support and after-sales services was important for consumers.

Companies that provided robust customer support and warranties were preferred.

Table 1: Demographic Profile of Respondents

Demographic Attribute	Categories	Percentage (%)
Age	18-25	30
	26-35	30
	36-45	25
	46 and above	15
Gender	Male	52
	Female	48
Education Level	Secondary	10
	Tertiary	70
	Postgraduate	20
Occupation	Private Sector	45
	Self-employed	30
	Public Sector	15
	Student	10
Income (monthly)	Below NGN 50,000	20
	NGN 50,000 - NGN 100,000	40
	NGN 100,001 - NGN 150,000	25
	Above NGN 150,000	15

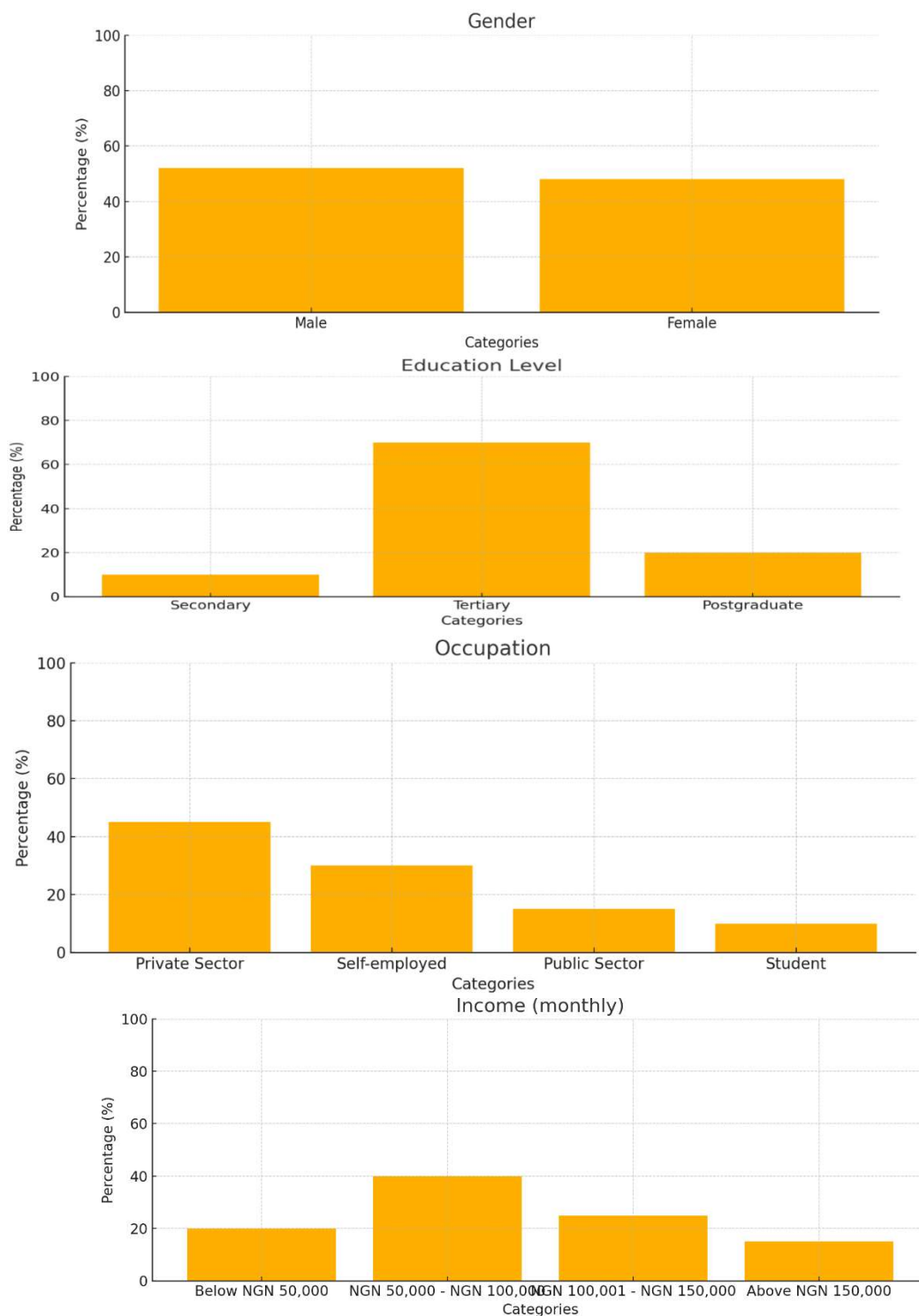


Corresponding author: Folashade Adeoti Owolewa

✉ folashadeowolewa05@gmail.com

Department of Business Administration, Lagos State University.

© 2024. Faculty of Technology Education, ATBU Bauchi. All rights reserved



Corresponding author: Folashade Adeoti Owolewa

folashadeowolewa05@gmail.com

Department of Business Administration, Lagos State University.

© 2024. Faculty of Technology Education. ATBU Bauchi. All rights reserved

Table 2: Marketing Strategies

Marketing Mix Element	Strategies
Product	Innovation, Differentiation, Quality, Reliability
Price	Competitive Pricing, Flexible Payment Options
Place	Omnichannel Approach, Accessibility
Promotion	Digital Marketing, Traditional Advertising

Table 3: Consumer Behavior and Technology Acceptance

TAM Factor	Influencing Elements
Perceived Usefulness (PU)	Product Benefits, Enhancements in Productivity
Perceived Ease of Use (PEOU)	User-Friendly Interface, Ease of Installation
Social Influence	Word-of-Mouth Recommendations, Social Proof
Facilitating Conditions	Technical Support, After-Sales Services

Table 4: Challenges Faced by IT Marketers

Challenge	Description
Technological Advancements	Rapid Changes Requiring Continuous Innovation
Market Competition	High Competition from Local and International Players
Economic Factors	Economic Instability, Fluctuating Consumer Purchasing Power
Infrastructure Issues	Unreliable Electricity, Internet Connectivity

These tables and charts provide a clear visual representation of the research findings, helping to illustrate the demographic profile, marketing strategies, consumer behavior, and challenges in the IT sector of Lagos Market.

Challenges

The study identified several challenges faced by IT marketers in Lagos Market.

1. Technological Advancements:

Keeping up with rapid technological changes was a major challenge. Companies needed to continuously innovate and update their products to stay competitive.

2. Market Competition:

The market was highly competitive, with numerous local and international players. Differentiating products and creating a unique value proposition were essential for success.

3. Economic Factors:

Economic instability and fluctuating consumer purchasing power impacted sales. Companies had to adapt their pricing strategies to cater to varying economic conditions.

4. Infrastructure Issues:

Poor infrastructure, such as unreliable electricity and internet connectivity, hindered both product usage and marketing efforts.

DISCUSSION

The findings are discussed in relation to the existing literature and theoretical frameworks.

Marketing Mix Theory

The findings support the relevance of the traditional marketing mix (4Ps) in the IT sector, as discussed by McCarthy (1960) and Kotler and Keller (2016).

- Product:** The emphasis on innovation and quality aligns with Zeithaml, Bitner, and Gremler (2013), who highlight the importance of continuous product development. Tailoring products to local needs is consistent with the concept of customer-centric marketing.
- Price:** The adoption of competitive and flexible pricing strategies is in line with Chaffey and Ellis-Chadwick (2019), who discuss the impact of pricing models in the digital economy. Making products affordable through flexible payment

- plans caters to the economic conditions in developing markets.
3. **Place:** The omnichannel approach supports Anderson and Swaminathan (2011), who emphasize the importance of integrating online and offline channels. Ensuring product accessibility through local partnerships enhances market reach.
 4. **Promotion:** The use of digital marketing strategies, as discussed by Kannan and Li (2017), highlights the shift towards personalized and data-driven promotional efforts. Traditional advertising remains relevant, indicating a need for a balanced approach.

Technology Acceptance Model (TAM)

The application of TAM in understanding consumer behavior is evident in the findings.

1. **Perceived Usefulness and Ease of Use:** The positive relationship between these factors and technology acceptance supports Davis (1989) and Venkatesh et al. (2012). User-friendly and beneficial products are more likely to be adopted.
2. **Social Influence and Facilitating Conditions:** The impact of social proof and support services aligns with the extended TAM models by Venkatesh and Davis (2000). Social influence and facilitating conditions play a crucial role in technology adoption.

Challenges and Opportunities

The challenges identified are consistent with existing literature.

1. **Technological Advancements:** The need to keep up with rapid technological changes echoes Rogers' (2003) concept of technology diffusion. Companies must innovate to maintain a competitive edge.
2. **Market Competition:** Porter's (1985) competitive strategies are relevant, highlighting the importance of

differentiation and cost leadership in a competitive market.

3. **Economic Factors and Infrastructure Issues:** The economic and infrastructural challenges underscore the importance of adapting marketing strategies to local conditions, as discussed by Prahalad and Hart (2002) in the context of emerging markets.

This chapter has presented the research findings on the dynamism of marketing information technology in Lagos Market and discussed them in the context of the literature reviewed. The integration of the Marketing Mix Theory and the Technology Acceptance Model provided a comprehensive framework for analyzing the marketing strategies, consumer behavior, and challenges in the IT sector. The findings offer valuable insights for businesses and policymakers aiming to navigate the dynamic market environment in Lagos and similar developing markets.

CONCLUSION

This study has explored the dynamic nature of marketing information technology in Lagos Market, highlighting key strategies, consumer behavior, and challenges. By adopting the recommended strategies and addressing the identified challenges, businesses can enhance their marketing effectiveness and overall market performance. Policymakers play a crucial role in creating an enabling environment that supports technological advancement and market growth. Future research can build on these findings to further deepen our understanding of the IT market in developing economies, ultimately contributing to sustainable market development and economic growth.

References

- Anderson, C., & Swaminathan, J. M. (2011). Customer satisfaction and loyalty in online and offline environments. *Journal of Retailing*, 87(2), 235-242.
- Berman, S. J. (2012). Digital transformation: Opportunities to create new business



- models. *Strategy & Leadership*, 40(2), 16-24.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital Marketing: Strategy, Implementation and Practice* (7th ed.). Pearson Education.
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13(3), 319-340.
- Kannan, P. K., & Li, H. (2017). Digital marketing: A framework, review and research agenda. *International Journal of Research in Marketing*, 34(1), 22-45.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson Education.
- McCarthy, E. J. (1960). *Basic Marketing: A Managerial Approach*. Homewood, IL: Richard D. Irwin.
- Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press.
- Prahalad, C. K., & Hart, S. L. (2002). The fortune at the bottom of the pyramid. *Strategy+Business*, 26, 54-67.
- Rogers, E. M. (2003). *Diffusion of Innovations* (5th ed.). Free Press.
- Trott, P. (2017). *Innovation Management and New Product Development* (6th ed.). Pearson Education
- Venkatesh, V., & Davis, F. D. (2000). A theoretical extension of the technology acceptance model: Four longitudinal field studies. *Management Science*, 46(2), 186-204.
- Venkatesh, V., Thong, J. Y. L., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *MIS Quarterly*, 36(1), 157-178.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2013). *Services Marketing: Integrating Customer Focus across the Firm* (6th ed.). McGraw-Hill Education.
- Ademowo, A. (2024). *An analysis of the impact of COVID-19 on bank loans and real estate financing in UAE*. *International Research Journal of Engineering and Technology*, 7(5), Article 1706120. <https://www.irejournals.com/paper-details/1706120>
- Venkatesh, V., Thong, J. Y. L., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *MIS Quarterly*, 36(1), 157-178.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2013). *Services Marketing: Integrating Customer Focus across the Firm* (6th ed.). McGraw-Hill Education.