



UNIVERSITY OF AGDER

SOCIAL MEDIA MARKETING

Researching Facebook marketing adoption factors among
Norwegian health clubs

Nikolai G. Høibo

Supervisor

Dr. Rotem Shneor

Assistant Professor at the University of Agder

This master's thesis is carried out as a part of the education at the University of Agder and is therefore approved as a part of this education. However, this does not imply that the University answers for the methods that are used or the conclusions that are drawn.

University of Agder 2014
School of Business and Law

Acknowledgements

This thesis is dedicated to my beautiful wife Cecilie and newborn baby Othilie. Thank you for supporting me, encouraging me and allowing me to dedicate so much time and effort into my work. I know you are glad it is all over.

I would like to give my sincerest gratitude to my supervisor, Associated Professor Rotem Shneur. Without your patience, excellent advice and help, I would not have made it. Your guidance was precise, rich and exactly what I needed, when I needed it the most.

It is with pleasure that these final words are written, honestly I was not sure if I would ever get it done. A great burden is now leaving my shoulders, and it feels great. I think my parents are proud to, thank you mom and dad.

Thanks!

Kristiansand, 02.05.14

Nikolai G. Høibo

Abstract

This thesis is about social media from a business perspective. The purpose is to explore what factors influence adoption of social media marketing among owner/managers in small and medium sized businesses. The theme of thesis is based on the observation that there are many businesses that do not use it, despite that prototypical social media site, such as Facebook, has enabled businesses of all sizes and budgets to participate.

A research model was developed, inspired by practical knowledge, research about social media and a literature review of technology adoption factors. We suggested five factors that could influence social media marketing adoption with Facebook. Four of these factors were aggregated constructs that were synthesized based on the findings from the literature review. These were labeled perceived competitive pressure, perceived costs, perceived competency and perceived compatibility. Researcher suggested the fifth independent variable, leadership priority.

Five hypotheses were empirically tested using quantitative research method. Data was collected by using an online e-mail distributed survey that targeted and collected data from a total of 115 owner/managers associated with Norwegian health clubs.

The data were analyzed using factor analysis and linear regression in SPSS. The results from the factor analysis suggested six factors that were labeled Facebook Marketing Adoption, Organization Culture, Cost of Usage, Cost of Adoption, Compatibility with Company and Compatibility with Individual. The results from the regression analysis showed that Organization Culture and Compatibility with Company had a significant influence on Facebook Marketing Adoption.

These findings are limited to the health club industry. The implications of the thesis suggest that owner/managers of Norwegian health clubs should adopt social media sites such as Facebook for both communication and marketing purposes.

Preface

One of my biggest dreams in life is to build and run a successful business. I have experimented with small business projects all my life and I chose to study business to prepare for this. After being fortunate enough to attend a master's degree level entrepreneurship-program at UC Berkley that included an internship at a Silicon Valley start-up, I returned more eager than ever to get started on my own business.

In the final semester of my master's degree, I decided to register and start my very own business. Together with my business partner, a friend that I met at university, we created, launched and sold out our very first product. We had created something from scratch and were able to pay our bills, without having a second job. In my perspective the business project was a great success. Unfortunately, the business required all of my attention and my academic education suffered.

After a 1,5 year break from school, I decided to return and finish my master's degree. I knew that writing this thesis would require my full attention; therefore I put the business on hold. However, I chose a topic that could directly benefit our business endeavour. I decided to focus on social media marketing with Facebook, a strategy that we had successfully applied to gain momentum for our business.

Early I experienced the theoretical principles I researched could be put into practical use. What I have learned from this process has already affected our business plan and how we will approach potential customers.

Table of Contents

Acknowledgements	2
Abstract	3
Preface	4
Introduction	8
<i>Research question</i>	9
Clarification	9
<i>Overview of study</i>	10
Social Media – Facebook as a marketing tool	11
<i>Social Media</i>	11
Building blocks – “The Honeycomb of social media”	11
Facebook – A prototypical social media site	13
<i>Social Media Marketing</i>	14
SMM – as an extension of Internet marketing, E-marketing, E-commerce	15
Facebook Ads – Facebook’s paid communication and advertising tool	15
SMM - a relationship marketing tool	16
Facebook Pages – A free “Relationship marketing tool” for companies	18
SMM - electronic Word of Mouth marketing tool (eWOM)	19
The “Like” button – Facebook’s “eWOM tool”	20
<i>Three business challenges to Social Media Marketing</i>	21
1. Community or commercial platform	21
2. “Push or Pull marketing” in social media	23
3. Advertising Avoidance in Online Social Networking Environment	24
Literature Review	26
<i>Researching Technology Adoption Factors</i>	26
<i>Classification of Adopters</i>	27
Technology Adoption Life Cycle	27
Leadership Typologies for Technology Adoption	28
<i>TAM – Technology Acceptance Model</i>	30
<i>Conceptual Clustering of Adoption Factors</i>	32
Competitive Pressure	33
Competency	34
Costs	35
Compatibility	35

Research Model and Hypothesis	37
<i>Research Model</i>	37
<i>Hypothesis</i>	38
Research method	40
<i>Quantitative research</i>	40
Study context	41
Data sources	41
Sampling	41
Research sample and size	42
Data collection	42
<i>Measurement of variables</i>	43
Dependent variable	43
Independent variables	44
Analysis and Results	53
<i>Factor analysis</i>	53
Checking Communalities	53
Assessing Factor Loadings	54
<i>Relabeling research model adoption factors</i>	57
Cronbach’s Alpha reliability test	60
<i>Statistical methods</i>	62
<i>Descriptive statistics</i>	62
<i>Correlations</i>	63
<i>Regression analysis</i>	66
Discussion	70
<i>Hypothesis discussion</i>	70
Perceived Competitive Pressure - Discarded	70
Perceived Competency – Split and partially supported	71
Perceived Costs – Split and rejected	73
Perceived Compatibility – Split and partially supported	74
Perceived Leadership Priorities - Rejected	75
<i>Discussion Summary</i>	76
Conclusion	77
<i>Contributions</i>	79
<i>Limitations</i>	79
<i>Implications</i>	80

Future research	80
Managerial implications	81
Sources	83
Appendix	89
<i>Appendix 1: Survey results</i>	89
<i>Appendix 2: Literature review – technology adoption factors</i>	89

Introduction

This chapter will provide an introduction of the phenomenon that is explored in the thesis. An observation about social media as a business strategy is presented to justify the choice of topic, before stating the research question and a quick overview of the study.

A staggering 73% of all online adults are now using a social media site. With massive growth and close to one billion users, Facebook have created a new communication channel that is to be reckoned with. In less than ten years, Facebook has become one of the biggest individual communication channels in Norway, with a 70% reach is it now as big as NRK1, and bigger than TV2 and VG. (Callaghan, 2013; Aaron Smith, 2014) (Hauger, 2014; Johnston, 2010)

Understanding social media and its implications are increasingly important; social media platforms such as Facebook have in relative short period changed the way people communicate online, and how businesses are able to communicate. It has created a marketing opportunities that never existed before. For marketer's this represents a new, fast growing, increasingly important and mostly unexplored marketing channel. Still at an early stage, marketers are beginning to understand how to use social media and include in their marketing strategy. (Akar & Topçu, 2011; David G Taylor, 2011)

Facebook have created a free service for their users by building an advertisement-based business model. Marketing tools have been created that gives businesses a communication channel to promote themselves to their users. Social media sites have opened up and allowed business of all sizes, in any industry to communicate and interact with potential customers more easily (Grandon & Pearson, 2004; Martin, 2010; Zarrella & Zarrella, 2011).

Martin summarizes the opportunity well: *"Never before has it been possible for small and mid-sized companies without lavish budgets to utilize the same marketing tools as major corporations. Social media is equally accessible to "mom and pop" companies, one-person firms, and huge organizations."* (Martin, 2010)

However, it is observed that even though every business has been enabled to communicate through the same accessible platform, not everybody does. Many executives still don't include it in their marketing strategy. (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011) (Wilson, Guinan, Parise, & Weinberg, 2011)

Therefore, studying the subject of social media and the adoption of social media marketing as a business strategy would be exciting. Especially since that there have been done several studies about social media from the users perspective, but few studies about e-marketing from a small business perspective and that investigate the adoption among small businesses (El-Gohary, 2012).

Research question

The main purpose of the thesis is to explore factors that determine the adoption of social media as part of a marketing strategy in small/medium sized businesses. More specific;

“What factors influences adoption of social media marketing with Facebook among Norwegian health clubs?”

Clarification

There are an “ecology” of social media sites with different functionality and terms of opportunity.(Kietzmann et al., 2011) According to Andreas Kaplan, there seems to be confusion among managers and academic researchers as to what include in the term social media, (Kaplan & Haenlein, 2010) and by examine Wikipedia's list of major social networking sites, you will realize the magnitude of the phenomenon. 203 sites are listed. Everything from wikis, forums, blogs, sharing, video, music, dating, networking and review sites for any gender, age demographic, product or industry that could be considered as a social media platforms. (Wikipedia, 2014)

Even if it could be interesting to get a short description of the current most important and influential social media platforms, this research will only be focusing on one social media platform. Consequently will this research be limited only to include Facebook. This restraint is two folded:

First: Amount of users, according to a recent report about Social Media: “ *Despite recent growth by services such as Pinterest and Instagram, Facebook remains the dominant social networking platform...and is popular across a diverse mix of demographics groups*” (Aaron Smith, 2014) That means Facebook is still the leading platform when it comes to users.

Second: Marketing infrastructure, “*We got two major highways online, that is Google and Facebook, not search and social media.*” (Jerijervi, 2014) Facebook offers advanced marketing tools that are fast and simple to use, even for managers with lack of technical skills. Making it a viable tool for local and B2C businesses, (Siemasko, 2014) which is in focus of this study.

Overview of study

The research question is addressed through an investigation of research done about virtual communities, social networking sites, online forums, etc. first to lay the foundation about social media. Then we map out the marketing and communication opportunities of social media, and link it to Facebook’s marketing tools. There is also given a presentation of research that look into the attitudes and challenges of marketing with and in the medium.

It is conducted a literature review of technology adoption and acceptance factors that is summarized and presented before revealing the research model. The research model is then tested empirically. A quantitative research method is explained, before showing, explaining and discussing the results. The conclusion is given together with a conceptual framework before we present the limitations and implications of the thesis.

Social Media – Facebook as a marketing tool

This chapter will provide an introduction of social media, an explanation of social media marketing and how it relates to Facebook’s business applications and marketing tools. It also includes an overview of three important challenges of social media marketing.

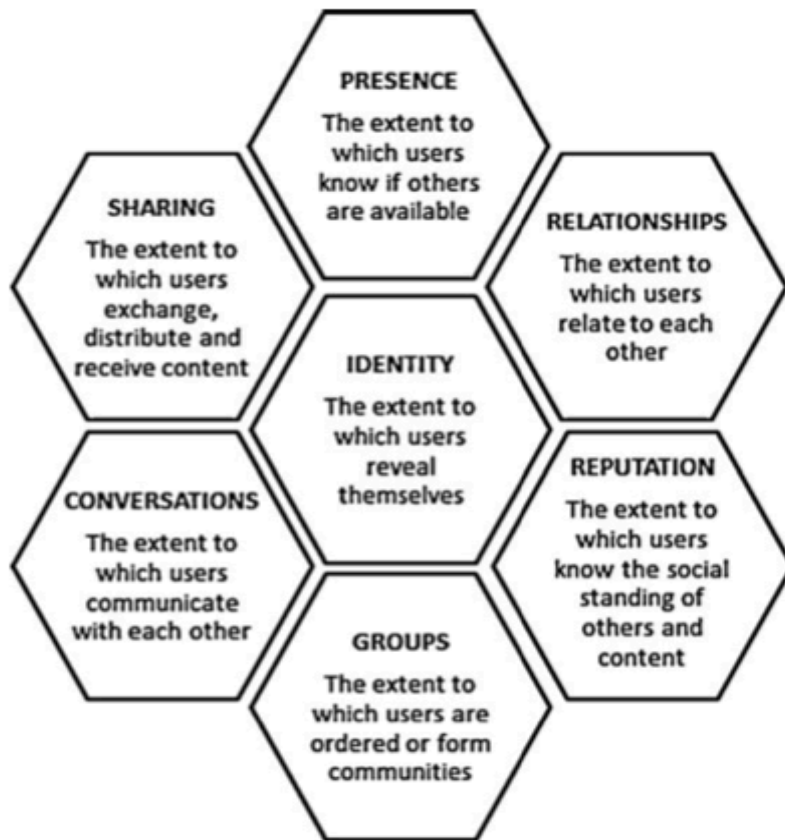
Social Media

According to Kozinets, “Electronic tribes” was already being recognized in the 1970s, and by late 90s marketers and business strategists could see substantial importance of the strategic implications. (Kozinets, 1999) Different terms have been used to describe the genera of social media. Porter argues that there is no single, widely supported typology, (Porter, 2004) Andreas Kaplan makes us aware of the confusion around the term, in both academia and among managers. Overall it seems that social media is defined as media for social interaction, using highly accessible and scalable communication techniques. (Bhanot, 2012; Cohen, 2011)

Oxford Dictionary defines social media as websites and applications that enables users to create and share content or to participate in social networking. (Dictionaries, 2014) Mangold, emphasizes the understanding of that it is “user-generated communication” aspect. (Mangold & Faulds, 2009) Kietzmann mentions the importance of mobile and web-based technology that lays the foundation for individuals and communities to share and create content rapidly. Before he describes the seven building blocks of social media.(Kietzmann et al., 2011)

Building blocks – “The Honeycomb of social media”

Kietzmann, (Kietzmann et al., 2011) provide a framework that he calls it the “honeycomb of social media.” He considers it to be seven functional building blocks that capture the essence of social media. They *are identity, conversations, sharing, presence, relationship, reputation and groups.*



Social Media Functionality

Figure 1 The honeycomb of social media (Kietzmann et al., 2011)

- *Identity* represents the function that makes users expose personal information about them. This could be practical information like name, demographic profession and location, but also unconscious subjective information as what they are thinking, feeling, like and doesn't like.
- *Conversation* is the function that explains that users communicate with each other within the social media site.
- *Sharing* explains that users sends, receives and are connected with each other through content.
- *Presence* is the functional building block of the framework that lets users knows if other users are available and where they are. This is important for the intimacy and immediacy of the media.
- *Relationship* represents the way it is possible for users to relate with one another. It is the association that could start a conversation, share content or just list each other as friends.

- *Reputation* is the function that makes it possible to determine the social status of themselves and others. Different sites have different measurement and tools to do this. Examples are: Micro blogging site, Twitter, shows a users amount of followers. (Bulearca & Bulearca, 2010) Facebook count “likes”,(Facebook, 2012e) and YouTube shows “view counts” (Bhanot, 2012).
- *Groups* are the last building block of the honeycomb framework. This function lets users interact and establish sub-communities within the particular site. Groups are created for more private communication among certain members, and exclude others for various reasons.

Facebook – A prototypical social media site

Facebook is a social media site that was founded in 2004 by Mark Zuckerberg, Eduardo Saverin, Dustin Moskovitz and Chris Hughes. It is designed to help people stay in touch with each other, produce and consume content and connect with things they like. (Facebook, 2012b)

Facebook is the most popular social network, one of the most visited in the world, (Funk, 2011) and considered to be a prototypical social medium. (Chunsik, Jarvinen, & Sutherland, 2011) It is considered a potential marketing tool because of all of its active users. According to Facebook own statistics on any given day, 50% of Facebook 845 million users check their Facebook accounts(Facebook, 2012b; Skellie, 2011). Remarkable 71% of online adults in the US have profile and uses Facebook. By demographic, it also got 45% of Internet users that are at the age 65 or older. (Aaron Smith, 2014)

Note: There will be more evidence of Facebook’s marketing opportunities in the following section.

Social Media Marketing

“Social media offers tantalizing new possibilities for getting customers attention in ways that are strikingly different from search and display ads, the two dominant forms of online advertising.”(Hof, 2011)

Electronic marketing varies according to each researcher’s point of view, background and specialization. (El-Gohary, 2012) The perspective of the term “social media marketing” in this research is seen as a unifying term for Relationship marketing and electronic Word of Mouth (eWOM), and extension on the terms “Internet marketing, e-marketing and e-commerce,” which has been difficult to label, used interchangeably and synonymously in academia. (Daniel & Wilson, 2002; Gilmore, Gallagher, & Henry, 2007)

Social Media Marketing (SMM) can simply be explained as using social media platforms to promote your company and its products. (Akar & Topçu, 2011; Barefoot & Szabo, 2009), and where marketers can use channels to gain exposure to entirely new audiences, increase brand recognition and get new customers in target market. (Pannunzio, 2008)

“We don’t spend money on social media because it is fun, but because it works.” –Mats Lyngstad, Digital marketer. (Jerijervi, 2014)

Social media is a marketing tool, just like public relations, events, radio ads, and direct mail are marketing tools. (Martin, 2010) However, there are no parallel form or delivery method of marketing in the offline world. (David G Taylor, 2011) It is different from traditional media, in which they are relatively inexpensive and accessible for everyone, individuals and businesses to publish or access information. (Bhanot, 2012)

So as with the understanding of social media platforms, one needs to understand the dynamic and method of marketing in social media needs to be different from an advertisement in traditional media to work. (Cohen, 2011)

SMM – as an extension of Internet marketing, E-marketing, E-commerce

Different terms are used to explain the use of marketing communication through electronic data and the diverse application of Internet. Broad terms like “Internet marketing, e-marketing, e-commerce and e-business” have been used to classify it, and researchers have seemed to agree that definition is affected by researcher.(El-Gohary, 2012)

Since the introduction of social media sites the growth has been rapid and dramatic, changing the purpose and functionality of the Internet. (Vogt, 2008) The opportunity to reach consumers directly and in personal and social environment has made marketers eager to advertise in the new medium. (Boyd, 2007)

The Internet was early recognized as the most significant direct marketing channel for the global marketplace. Commercial content could be delivered by for video, print and audio (Ducoffe, 1996). It becomes a popular advertising platform because marketers found that the Internet possess greater flexibility and control over the advertising materials, interaction and costs. (Chan & Li, 2010; Faber, Lee, & Nan, 2004) Online marketers can deliver content via any channels, in any form, and provide information at any degree. (Ann, Sharon, & Alaina, 1999)

Facebook Ads – Facebook’s paid communication and advertising tool

“Facebook is the elephant in the social media marketing living room. The site is enormous and daunting, and everybody is still figuring out the best ways to market within it. “p172 (Barefoot & Szabo, 2009)

Facebook main revenue stream is through advertising by getting businesses to spend money to reach users inside Facebook.(Hof, 2011) This is done through their advertising tool, called Facebook Ads. Facebook Ads are Facebook’s paid communication tool for businesses that use the site. Ads are messages written and published by businesses themselves, and are recognized by stating the company name, messages, visual assets (photo, video etc.), which people are engaged and comments. (Center, 2014f; Facebook, 2014a)It is an extension of the free communication alternatives, but it is not limited to

those who have established a Facebook Page, but exposure will be restricted. (Marrs, 2014)

The difference between Facebook's free and paid alternative is through the potential reach of users. While Facebook Page posts are limited to organic reach and quality of content, (Facebook, 2011) are Facebook Ads more similar to the more established online advertisement, display ads. The ad cost varies depending on several factors; competition and content quality are main determinants, but in the end price is set in an auction for target market. Businesses can pay to reach a larger audience than with people that have liked their page, and despite content quality. (Facebook, 2014a; Marrs, 2014)

Businesses have multiple ways of using Facebook Ads. There are page post video ad, page post text ad, page post photo ad, page like ad, offer ad, mobile app ad, event ad, domain ad, and desktop app ad. (Center, 2014a, 2014b, 2014c, 2014d; Facebook, 2014b, 2014c, 2014d, 2014e, 2014f; Huber, Mulazzani, Kitzler, Goluch, & Weippl)

The two main categories are "Sponsored Stories" and "Placements". Sponsored stories are about communication among users that evolves around a business, and promoting those stories so that more people can see it. Placements are about ads and sponsored stories that appear in different places on Facebook. These places could be the main Facebook News Feed, mobile News Feed or the right ad column inside Facebook. (Facebook, 2014a)

Note: Facebook now also offers "Premium ads", but these are not available for self-service. Currently, businesses need to speak with a Facebook representative to order these types of Placements. (Center, 2014e)

SMM - a relationship marketing tool

The technical infrastructure and interactivity possibility of social media platforms, combined with a business service mind-set makes it a tool to build customer bonding. (Szmigin, Canning, & Reppel, 2005)

Relationship marketing comes to full bloom when talking about social media. The communication style is forced from informational to relational (Virtual Communities).

(Kozinets, 1999) The essence of social media involves relationship, and some marketer's can't see a more practical method of doing relationship marketing than with social media platforms:

“Social media is today's most transparent, engaging and interactive form of public relations. It combines the true grit of real time content with the beauty of authentic per-to-peer communication. “ Lisa Buyer. (Cohen, 2011)

Central feature of relationship marketing is communication with customers. Involving consumers in marketing dialogues is an attempt to achieve brand connection and loyalty. (Andersen, 2005) The interactivity enables to translate good marketing into good conversations, by establishing a more “human face” to the marketplace without losing the scale of economics of mass marketing. (Chan & Li, 2010)

Researchers recognized four ways companies organized online community to not only serve their own purpose, but also build relationships.

	Non-profit maximisation organisation	Profit maximisation organisation
Dialogue focused	HELP GROUP <i>content focused</i>	VALUE EXCHANGE <i>customer focused</i>
Information focused	FAN CLUB <i>hobby focused</i>	DEFENCE ORGANISATION <i>vendor focused</i>

Figure 2 Four possibilities of organizing an online community by Szmigin (2005)

- A *Help group* that is a non-profit and content focused.
- A *Value exchange* community that is customer focused evolving around dialogue to make a profit.
- The *Fan club* that the main purpose is for to provide information and not profit.

- The *Defence organization* that is vendor focused, with available information, but little opportunity to interact. (Szmigin et al., 2005)

The marketing approach will change when building social connections. Connections based on relationships, rapport and trust between the organization and consumers, can cause improved attitude towards company brand. (Gil-Or, 2010)

Facebook Pages – A free “Relationship marketing tool” for companies

“Facebook has put significant effort into creating a platform that individuals, businesses and organizations can use to promote themselves. These are Facebook Pages.” (Skellie, 2011)

Having followers and building a relationship with them is of major importance, because businesses need them more than the opposite way around. (Qualman, 2011)

Facebook Pages is the tool that allows businesses, organizations, artists, celebrities or brands to build connections, share content, and enables direct communication with interested users. (Facebook, 2012c)

Facebook Pages was introduced in 2008, and was built to allow official representatives of businesses to communicate broadly with users that like them. The connection is made when Facebook users “Like” a business Facebook Page. (Facebook, 2012a)

Businesses can use this as a tool to connect with people that use Facebook, by building customized Pages that could include apps, event hosting and posting different types of content.

Facebook Pages have functions that are pre-designed and installed making businesses able to interact with an unlimited amount of fans that like the Page. A Page will appear for all users if they search for it inside of Facebook or try to find it in Facebook Page Directory. Pages will also appear in an information tab on the users profile for users that likes a particular Page.

With Facebook Pages a business can express their identity, reach a broad audience, and the ability to respond quickly and personal to users. (Facebook, 2012c)

“Pages slowly acquired all of the same features as personal profiles, and they are the natural place to focus your corporate Facebook efforts.” (Barefoot & Szabo, 2009)

Even though they look similar, there are a difference between Facebook Pages and Profile Timelines. Profiles are made and controlled by private individuals and are recognized by the Facebook users personal name. Pages are made for and recognized as organizations, businesses, brands or celebrities to have a professional presence on Facebook. (Facebook, 2012a)

SMM - electronic Word of Mouth marketing tool (eWOM)

Word of Mouth is the ageless phenomenon of transferring information from one individual to the next. Marketing messages delivered in this way is considered more credible, because it comes from a friend or trusted advisor that receives no financial benefits for passing the information. (Gil-Or, 2011)

Electronic Word of Mouth (eWOM) communications can take place in various ways, exist in several formats and different terms have been used to describe it. Electronic Word of Mouth, Buzz marketing or Viral marketing is about getting a commercial message spread organically by the viewers to friends and family, which is by some considered as of the “holy grail” of digital marketing. (Gil-Or, 2011; Teixeira, 2012)

The ability of electronic Word of Mouth communication on social media platforms is transferring power to the individual consumer. The message of one person can now be heard by far many people by the leverage of technology. If the message takes on, it will most likely create a multiplying effect for both positive and negative messages. (Carlsen, 2009; Røren, 2009)

Even though, it is hard for marketers to control the message, the eWOM marketing has become increasingly popular with the prosperous use of social networking platforms. Interaction and spreading messages through social media has become the facto communication standard among friends on most electronic devices. (Gil-Or, 2011) Powered by cheap and easy communication techniques, a message about a product, service or company can be spread fast. (Dobele, Toleman, & Beverland, 2005)

The “Like” button – Facebook’s “eWOM tool”

“Twitter’s currency is made up of followers and retweets. On Reddit, it is upvotes. For Facebook Pages, it is Likes”. (Skellie, 2011)

The “Like” button was introduced on Facebook in February 2009, enabling people to connect with things they care about both on and off Facebook. (Facebook, 2012d)
It is the feature that is used to give positive feedback by people to things they enjoy or care about on Facebook or Facebook integrated websites or applications.

There are three main things that users are able to “Like”. This is a Facebook Page, status updates, and published content. The most important “Like” is the one when a user Like a Facebook Page, because this means that they are now subscribed to all future content distributed. (Skellie, 2011) This is similar to people connecting with each other through Friend Requests. *“Just as you have Facebook friends associated with your profile, your page has fans ”*p181 “ (Barefoot & Szabo, 2009)

Page Likes are important because those enable a business to get a future feedback from work put into Facebook today. (Skellie, 2011) This means that a business should try get as many active users as possible. An active user is a person that have engaged, viewed or consumed content from your Facebook Page. (Facebook, 2012f)

The Like button is created to give an easy way for users to let someone know that he or she enjoy a friends post, or want to connect with a business through his or her Facebook Page.

The connection is made when users click the Like button on a Facebook Page, posted content or an advertisement on Facebook. Facebook will display this connection on the users profile wall. It can be displayed in the users profile news feed; on the Page they connected to, or in an advertisement for that Page on Facebook.

This connection allows a Facebook Page to post content on a users profile news feed or send them messages. The connection could also be used in integration with applications that are made compatible with Facebook. (Facebook, 2012e)

When Liking a Page means that a Facebook users is making a connection with that particular Page, and will receive information and content on their News Feed that will be posted in the future. This is what Facebook used to call “become a fan”. While Liking a specific post simply means that the user enjoy that particular post without having to leave a written comment. Users are able to Like a friend’s post or a Page post.(Facebook, 2012e)

Three business challenges to Social Media Marketing

The marketing value of succeeding with social media is difficult to calculate.(Desmond, 2010) However, comparing the delivering costs of traditional advertising makes it easier to understand the importance of having social media strategy. (Jerijervi, 2014) (Harridge-March, 2004)

The price to pay for a social media strategy does not only include delivery the cost: Arguments about time and resources should not be forgotten. The cost of having a social media strategy must include time spent on planning, producing and participating. (Bulearca & Bulearca, 2010)

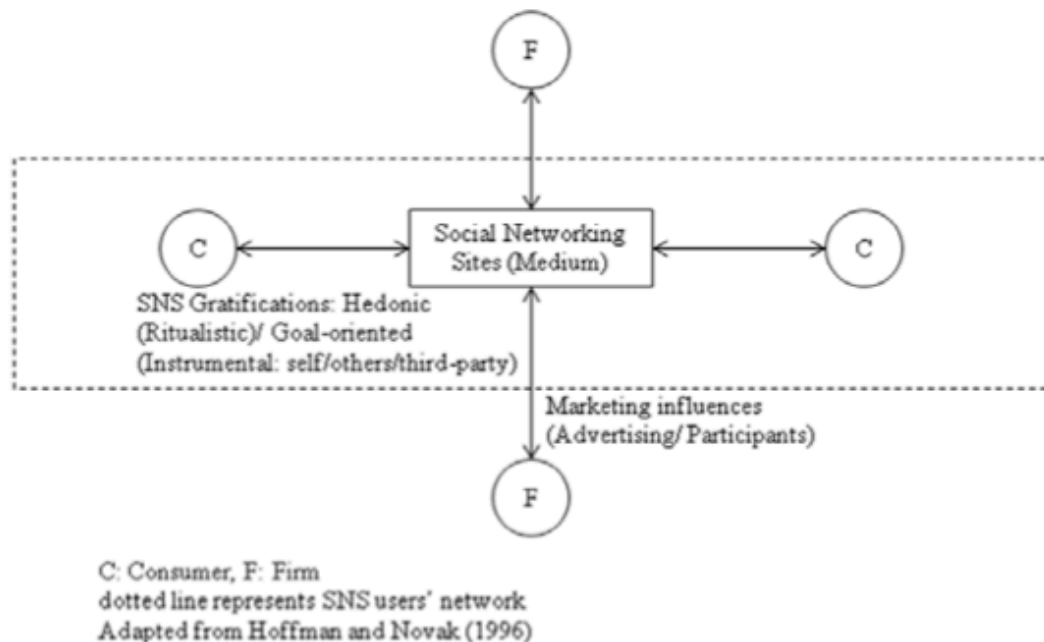
According to Webtrends, that evaluated more than 11 thousand ads on Facebook, came to the conclusion that communication that was forced upon users had a short lifespan. Paid social advertisement only got three to five days before they are offer to ad blindness.(Webtrends, 2011) Constant surveillance and some change in ad are required to keep it alive and to make money.(Jerijervi, 2014)

We have identified three business challenges to social media marketing:

1. Community or commercial platform

“Social Media is not a marketing channel or a branding channel. It’s a communication platform ” (Funk, 2011)

Social media is primarily about building relationships, and the problem for marketers is that social networks are about people and not companies. (Barefoot & Szabo, 2009) This makes the commercial communication challenging.



Figur 3 A Marketing Communication Model in Social Network Sites

(Lee, Jarvinen, & Sutherland, 2011)

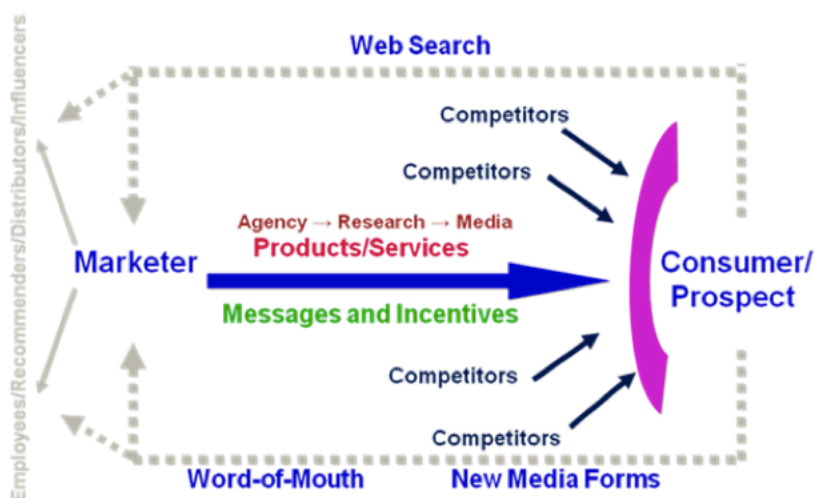
Scepticism for using social media as a marketing channel is based on that these are tools for interaction among people and their personal lives, and not as promotion channel for product and services. (Chunsik et al., 2011)

Social media marketing may raise a business visibility to clients, prospects and even traditional media. It provides an opportunity to stay more frequently in touch with customers, and introduce new prospects to a business sales funnel. (Martin, 2010)

However, Funk argues that Social media marketing is an oxymoron because businesses should only be present for customer service and not advertising.(Funk, 2011)

2. “Push or Pull marketing” in social media

A discussion about social media marketing is also revolving around the concept “Push or Pull marketing”. *Push* is representing marketing in the traditional way which the advertising activities revolve around one-way communication of a message through mass media.(Schultz, 2006) This represents a concern, because building consumer demand with this approach; pushing advertisement and mass marketing messages is disregarding the main assets of a social media platform. (Gil-Or, 2010)



(Kelly, Kerr, & Drennan, 2010)

Figur 4 Schultz's (2008) Pus-Pull Model of Marketing Communications

Pull marketing is when the potential customer recognizes a need, want or a just wish for a product or service and makes the initiative. The prospect seeks information, a purchase solution or contact that the marketer will respond to then. (Schultz, 2006) In the 2009 McKinsey Quarterly report, Hoffman argues about the development of web 2.0 and its social aspect. It should be a crucial element of the marketing mix, but more than just another advertising channel. Instead of a mass-media broadcast, companies should make their marketing more interactive (Hoffman, 2009).

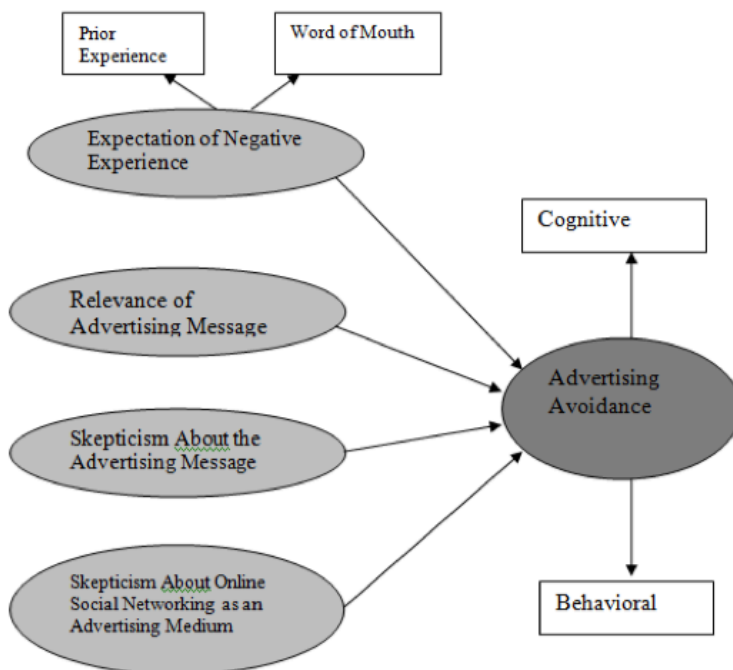
The shift from *push* to *pull* marketing is argued to be inevitable. Consumers are avoiding messages and interruptive communication from organizations that they do not want to build a relationship with. (Schultz, 2006) This might explain that 43% of social networkers user never clicked on ads. (Zeng, Huang, & Dou, 2009)

3. Advertising Avoidance in Online Social Networking Environment

Customers actively avoid looking at online ads. (Xavier Dréze, 2003) Ever increasing amount of commercial messages that bombards consumers in all media causes the well-known problem for marketers, advertising avoidance. (Speck & Elliott, 1997)

Commercial messages in social media make it more difficult to distinguish between what is advertisement and what is a conversation. This might cause users to question the credibility of the messages that are communicated. According to Moore, the concept of credibility is one of the most important components of a persuasive message. (J. J. Moore & Rodgers, 2005) Nutley says that Social networking sites need to be constantly balancing between advertising revenue, and users demand for uninterrupted social experiences. (Nutley, 2007)

Advertising avoidance in an online environment, and especially in the social media sphere is not a well-researched topic. Kelly et al, developed a model for advertising avoidance on social media platforms, where they found four influencing factors. These are *Expectation of Negative Experience*, *Relevance of Advertising Message*, *Scepticism About the Advertising message*, and *Scepticism About Online Social Networking as an Advertising Medium*.



Figur 5 Model of Advertising Avoidance in the Online Social Networking Environment

The implications of the model reveal a better understanding of why advertising in social networking environment is not as successful as some anticipated. The factors show that advertising messages in those channels might not be well received. If they do not capture the interest to the receiver, it might as well be ignored. If message do not match the media environment, it is most likely disregarded. (Kelly et al., 2010)

Literature Review

This chapter is intended to give an overview of past research done about technology adoption and acceptance factors that could be relevant to the thesis. This includes classification of adopters, Davis's Technology Acceptance Model and four conceptual constructs that are synthesized from the various findings in the literature review. (A literature review table is included as an appendix.)

Researching Technology Adoption Factors

"Getting a new idea adopted, even when it has obvious advantages, is difficult. Many innovations require a lengthy period of many years from time when they become available to the time when they are widely adopted." (Rogers, 2003)

The theoretical foundation in this research was inspired by previous work done to understand the use of new innovative technology in business. Though technology acceptance depends on different factors and varies based on industries and situation, the Technology Acceptance Model by Davis and Diffusion of Innovation model popularized by Rogers, stood out as a great starting point for a literature review.

Geoffrey Moore's book: "Crossing the Chasm" has helped with the importance of understanding the diffusion of innovation process for technology companies, where practical advice is given to tackle the challenging adoption lifecycle. (G. A. Moore, 2002) The categorization of the ideal characteristics of each part of the adoption life cycle will be used for the classification of managers.

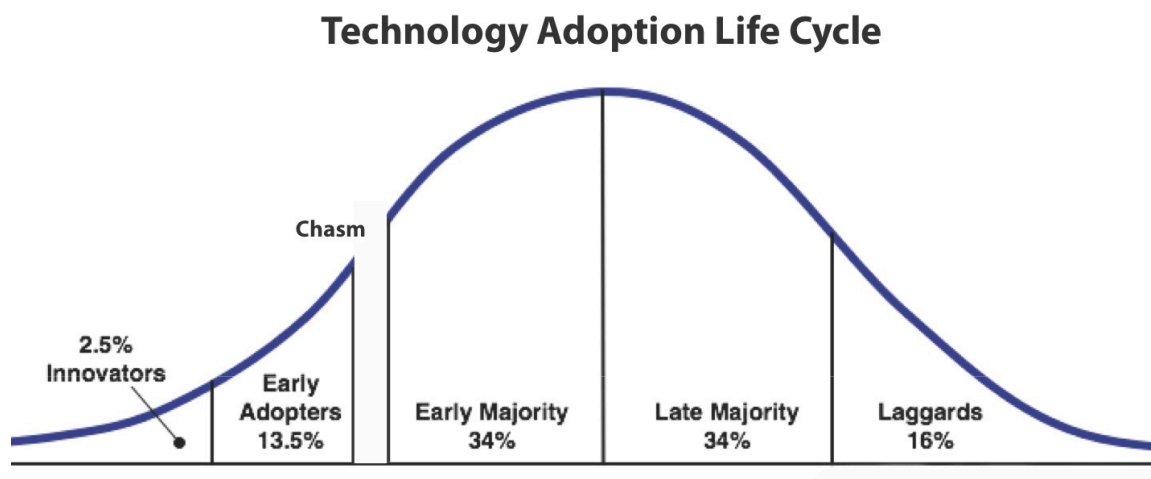
The Technology Acceptance Model is often used to examine adoption of technology in small and medium sized firms. According to Parker and Castleman there has been extensive research to explore factors (barriers and drivers) that influence SME owner-managers adoption decisions of electronic business, (Parker & Castleman, 2009) but by reviewing the literature it was not detected any studies that have applied the Technology Acceptance Model to the field of Social Media Marketing specifically. This lack of research was also noticed in the field of E-marketing in general. The need to conduct more research to investigate the model to E-marketing was recognized by El-

Gohary as late as in 2012. He also underlines that there are even fewer studies that investigate adoption by small firms.(El-Gohary, 2012)

Classification of Adopters

Technology Adoption Life Cycle

The well-established categorization of adopters comes from Rogers work with the Diffusion of Innovation model. Adoption of innovation does not happen at the same time among all members of society. Therefore, he developed an efficient and convenient standardization model for categorizing different types of adopters based on a sequence of time. (Rogers, 2003) This has made it possible to divide adopters into five groups depending on where they are in the innovation adoption lifecycle. These users are labelled *Innovators*, *Early Adopters*, *Early Majority*, *Late Majority* and *Laggards*.



Figur 6 Classification of Adopter Categories on the technology lifecycle curve

They can be identified depending on they are located on a normal technology distribution curve, also called the “bell curve” based on the level of innovativeness. *Innovativeness* is a relative measurement, but is defined by Roger as: “*The degree to which an individual or other unit of adoption is relatively earlier in adopting new ideas than other members of a social system.*”(Rogers, 2003)”

This categorization help to understand why there are different attitudes among members of society when it comes to adoption of new ideas. This is so because there are

supposedly different characteristics of the ideal types in each category that make comparison of adopters possible.

- The characteristics of the *Innovators* are that they are venturesome. They are fascinated with new ideas and technology to the degree that it can be risky. Members of this group must be willing to accept setbacks of technology that is unsuccessful, and lack of respect from other members of society.
- *Early Adopters* are respected individuals with the highest degree of opinion leadership in a social system. They are often looked upon for advice and information about an innovation, and when they do decide to adopt a new idea it is a sign of approval of it.
- *Early Majority* adopts new ideas earlier than the average member of society, but they spent time deliberating before adopting it. They interact with peers, but they are not in an opinion leader position. These are the important users for crossing the chasm between what Moore identifies as success or failure for real commercial potential. Illustrated as a gap in the figure above. (G. A. Moore, 2002)
- *Late Majority* is more sceptical individual of a social system. They are those who adopt new ideas slightly after the average person. Pressure from other members, trends in society or economic necessity cause adoption. They are not easily convinced if innovation is not of great advantage.
- *Laggards* are considered to be traditional in their thinking. They are sceptical towards technology and those promote them. Their resistance to new ideas seems to them to be rational. Were they must be sure that the technology doesn't fail before adopting. They surround themselves with similar minded people, but have almost no opinion leadership.

Leadership Typologies for Technology Adoption

In an article built upon the Diffusion of Innovation theory and Technology Acceptance Model, A.J Spencer et. al (Spencer, Buhalis, & Moital, 2012) developed a new model that illustrates new leadership typologies at each level of technology adoption for small and medium sized businesses. They view the role of personal factors such as ownership and leadership is part of the key drivers for technology adoption. These businesses had

managers that themselves were owners that provided leadership for the organization. Rogers, also identifies the importance of opinion leaders may assist with the innovation diffusion process. (Rogers, 2003)

The organization of a small size firm is often structured with low levels of hierarchy and has less bureaucracy. Leaders of small firms are the owners themselves, making their personal attitudes initiators or barriers to technology. With the identification of leadership and attitudes of management as being a key factor of technology adoption in firms (Spencer et al., 2012; Wöber & Gretzel, 2000) , a classification done on this level is important to this thesis because the subjects for the analysis will most likely be the owner as well as the managers of the business. The leadership typologies are identified as *Resistors, Enforcers, Stabilizers, Reactors and Converters*.

1206

A.J. Spencer et al. / Tourism Management 33 (2012) 1195–1208

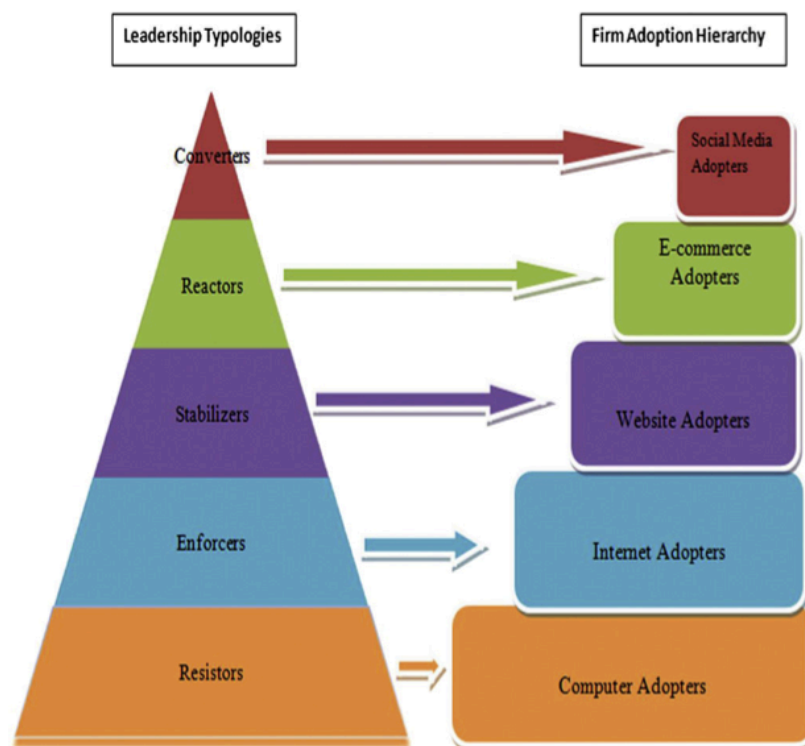


Fig. 3. Leadership typologies for Staged technology adoption (Owner-managed small firms).

Figur 7 Leadership typologies for staged technology adoption (Owner-managed small firms)

(Spencer et al., 2012)

- *Resistors* are leaders that are the least likely to issue change in firm's technology capabilities. They are more into maintaining their traditional ways, and sees themselves as low-risk takers. They have got low technology knowledge, and use only computers for basic functions and tries to maintain this position.
- *Enforcers* are similar to *Resistors* in many ways, and are only willing to change their ways if new technology is considered to develop new procedures and give a complete change to the industry.
- *Stabilizers* are leaders that consider themselves to be medium-risk takers. The individual passively adjust technology based on the organizations problems or opportunities, with help from others. After incidents have passed, they return to business as normal before the situation occurred.
- *Reactors* are those leaders categorized as medium-risk takers that more open to ideas of change. The typical person is not resistant to new innovations, but is usually behind in the application of technology.
- *Converters* are the type of leader who is considered to be a very active change agent. The typical leader has a long-term vision for the business, consider as a high-risk taker with technology experience and high education.

TAM – Technology Acceptance Model

Several studies have indicated that the Technology Acceptance Model factors are good predictors for explaining the use of technology. Researchers showed that the Technology Acceptance Model (TAM) is indeed valid, robust and predictive model that could be used in a variety of contexts. Researchers results have proven TAM to be consistent over the years since it was proposed. (King & He, 2006; Legris, Ingham, & Collette, 2003; Schepers & Wetzels, 2007)

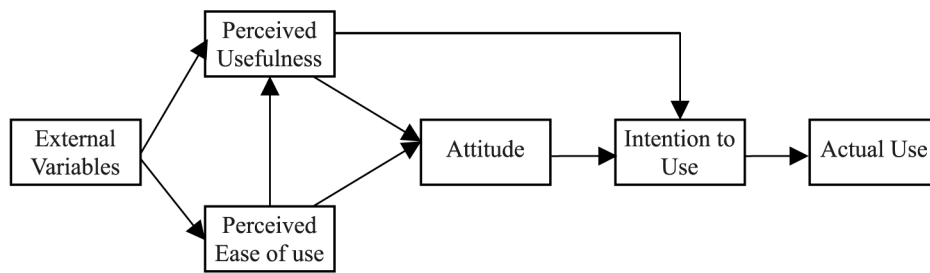
Davis proposed the Technology Acceptance Model in 1989. The purpose his research was to pursue better measures for predicting and explaining use of Information Technology.(Davis, 1989) It was developed to evaluate the market potential for emerging technology from IBM Canada and their multi-media PC-applications.(Davis & Venkatesh, 1996) He based the theory on an existing model called the Theory of Reasoned Action (TRA) that were developed by Ajzen and Fishbein(Lederer, Maupin,

Sena, & Zhuang, 2000), which is a psychological theory that is used to explain behaviour. It was used as a starting point because it was assumed that TRA was closely linked to actual behaviour. (King & He, 2006) The Technology Acceptance Model is designed to measure and predict action in the immediate future. (Parker & Castleman, 2009)

Davis investigated and validated two theoretical constructs, *Perceived Usefulness* and *Perceived Ease of Use*. He defines *Perceived Usefulness* as “the degree to which a person believes that using a particular system would enhance his or her job performance”. *Perceived ease of use* he refers to “the degree to which a person believes that using a particular system would be free of effort”. (Davis, 1989) It is suggested that they are the two most important factors in explaining system use. (Legris et al., 2003)

These main factors of TAM are predictors of an individual’s attitude towards use and intentions to adopt technology. This individualistic approach is aimed to predict behaviour intentions of people. It has been applied in small firm e-business adoption research because the owner-managers are assumed to be the primary decision makers, and thus the most important element of adoption. (Parker & Castleman, 2009)

An important purpose of the theory is to provide a basis for tracking the impact of external variables on internal beliefs, attitudes and intentions for technology usage. The model shows that perceived ease of use has a direct effect on perceived usefulness and both determine the users attitude toward use. This will again lead to behavioural intention to use the system and finally to actual usage. This is illustrated in the original Technology Acceptance Model, that consists of the components: *External Variables, Perceived Usefulness, Perceived Ease of Use, Attitude Towards, Behavioural Intention and Usage*. (Legris et al., 2003)



Figur 8 The original Technology Acceptance Model illustrated by Davis (1989)

TAM has proven to be a theoretical model that helps to understand and explain use behaviour when implementing technology. It has been one of the most commonly used models to explain usage in Information Systems, due to the simplicity and its understandability. Nevertheless, the model has evolved over time to try to explain imperfections of the original model. (King & He, 2006; Legris et al., 2003)

Findings about the effects of the factors have not always been significant. (Lederer et al., 2000) This has led to expansion of the original model has to TAM2, TAM3 and Unified Theory of Acceptance and Use of Technology (UTAUT). (El-Gohary, 2012) These theories include several other validated technology acceptance factors, such as subjective norm,(Schepers & Wetzels, 2007) image, job relevance, output quality, result demonstrability, voluntariness, performance expectancy, effort expectancy social influence, facilitating conditions, gender, age and experience. (Legris et al., 2003)

Even so, the original model is still recognized and used by other researchers as a successful and valid model to predict and explain usage of new technology across a wide variety of domains. (El-Gohary, 2012; Moon & Kim, 2001)

Conceptual Clustering of Adoption Factors

For the literature review it was found several studies about factors for technology acceptance in SMEs other than the ones constructed in the Technology Acceptance Model. Some of the studies were more focused about the role of manager as owner. There are a few articles that focus on marketing in social media, and some about consumer’s attitudes towards advertisement in the social media realm. One article was about investigating hoteliers’ attitudes toward the use of social media as a branding

tool.(Nassar, 2012) But none specifically about the attitudes of owner/manager in small/medium sized businesses towards adopting social media technology as part of a business or marketing strategy.

This literature review helped to see a conceptual clustering of factors. Reviewing literature about factors for adoption of technology in SMEs and altering it to social media, led to the four conceptual aggregated factors. These conceptual clustering's for this thesis are *Competitive Pressure, Competency, Cost and Compatibility*.

Competitive Pressure

The first conceptual clustering is unified under the term “Competitive Pressure”.

Responding to competitor's strategy was not just a factor that was mentioned in several studies, but it was considered as the main driver of adoption of e-commerce by 678 SMEs in the UK. (Daniel & Wilson, 2002) This is consistent with findings from El-Gohary hunt for factors affecting adoption of e-marketing (El-Gohary, 2012), and Grandon & Pearson, who identified four influencing factors were the second most important was responding to external pressure. (Grandon & Pearson, 2004)

Even though it seems as owner/managers are driven to adopt technology based on the fear of getting left by competitors behind, or loosing out on opportunities. (R. Darby, Jones, & Al Madani, 2003; King & He, 2006)not all researchers had the same results: When researching the strategic use of the Internet by SMEs in the Netherlands, results showed that competitive pressure was not a influencing factor.(Sadowski, Maitland, & van Dongen, 2002)

Note that the term “Competitive Pressure” is used as a unifying construct to similar technology acceptance/adoption variables such as *pressure from external environment, industry, customers, competitor's usage and intensity of competition* (Avlonitis & Panagopoulos, 2005; Daniel & Wilson, 2002; de Valck, van Bruggen, & Wierenga, 2009; El-Gohary, 2012; Sadowski et al., 2002). More examples variables are *cultivating customer relationships, attract new customers and build brand awareness*. (Bhanot, 2012; Karagozoglu & Lindell, 2004; Morteza Ghobakhloo, 2013) These are all variables that clustered together under the conceptual construct of Competitive Pressure.

Competency

The level of competency is either a driver or a barrier for adopting technology, and in this research it can be viewed here as having the necessary knowledge or skill to understand and adequately determine adoption of social media technology. *“The competency of management to master emerging technologies will often determine the success or failure of a business venture”* (R. Darby et al., 2003)

The term *Competency* is a unifying term that comes from clustering several adopting and technology acceptance variables from the literature review for this thesis. This means that the factor includes variables that are either mentioned or found to be significant factors for adoption technology. *Competency* is based on variables such as information technology/computer: owner skill, experience, knowledge, understanding, self-efficacy, organizational readiness and culture etc. (Ahearne, Hughes, & Schillewaert, 2007; Avlonitis & Panagopoulos, 2005; El-Gohary, 2012; King & He, 2006)

Competency at individual level, Kietzmann et al, found that managers often are hesitant or incapable to structure strategies and find resources to participate with social media. (Kietzmann et al., 2011) While a study from 2010 found that several managers don't understand it. Social Media Marketing is a technology that requires both understanding for “why to use it”, as well as “how to use it”. Even if they could have the proper knowledge why they should use it, they don't have the know-how experience.(Kaplan & Haenlein, 2010)

Competency at organizational level: If manager's lack technical skills and/or don't have the proper knowledge or computer self-efficacy,(King & He, 2006) they would have to depend on organizational support and readiness. Which was found to be the most important determinant factor of strategic value and adoption of e-commerce in a variety of SMEs by Grandon & Pearson study from 2004. (Grandon & Pearson, 2004)

Costs

The third aggregated construct is the concept of “Cost”. For this research the term is unifying term all driving variables or barriers that were found in the literature review that has to do with “costs” of adopting and accepting technology. These are both the willingness of owner/managers to invest money to reduce cost (Kaynak, Tatoglu, & Kula, 2005), and/or the negative attitudes to accumulate expenses that are considered additional costs. (Fillis, Johansson, & Wagner, 2003)

“Costs” include adoption factors that were either considered by researchers as positive or negative due to the financial implications. This could be the opportunity to save money or reduce expenses elsewhere by implementing technological innovations. Which were found to be perceived benefits by Daniel and Gilmore et. al. (Daniel, 2003; Gilmore et al., 2007) Or the negative association of that the up front investments are to high and return on investment to low, causing managers to ignore or avoid it due to the financial constraints on organization. (Gilmore et al., 2007; MacGregor & Vrazalic, 2005)

In Bhanot research from 2012 about social media, there were found three main reasons for why businesses should use it: The “Low cost, highly accessible”- factor were the most important as for why businesses should considered it as tool to reach out to customers. (Bhanot, 2012)

Compatibility

Compatibility is one of Rogers’s five innovation attributes that determine most of the rate of adoption, and is defined by Roger, as “*the degree to which an innovation is perceived as consistent with the exiting values, past experiences and needs of potential adopters*”. (Rogers, 2003)

Fillis, found that the greater perceived compatibility, the more likely technology applications will be adopted by small businesses.(Fillis, Johansson, & Wagner, 2004) In a study from 2005 about barriers to E-commerce adoption, barriers were grouped into two main factors. One of them they labelled “Unsuitable”, (MacGregor & Vrazalic, 2005)which is synonymous to compatibility/ incompatible. Kendal et al support

compatibility as a significant factor in their research for willingness to adopt e-commerce.(Kendall, Tung, Chua, Ng, & Tan, 2001) The most significant barrier is the lack of perceived relevance for particular sectors. (Michaelidou, Siamagka, & Christodoulides, 2011)

Different communication requirements were often used as determining factors for adoption of information technology. The need for communication with customers, give and receive feedback, provide information and enhance customer service(Bhanot, 2012; Daniel, 2003; Sadowski et al., 2002), will affect the situation and the need of having a social media presence. Other variables that are clustered under compatibility term in this thesis are variables such as: a firm's type of market/industry, product, customers and daily work tasks. (Fillis et al., 2004; McFarland & Hamilton, 2006; Wierenga & Oude Ophuis, 1997)

Research Model and Hypothesis

This short chapter is dedicated to present the "Facebook Marketing Adoption" research model and the following hypothesis.

Research Model

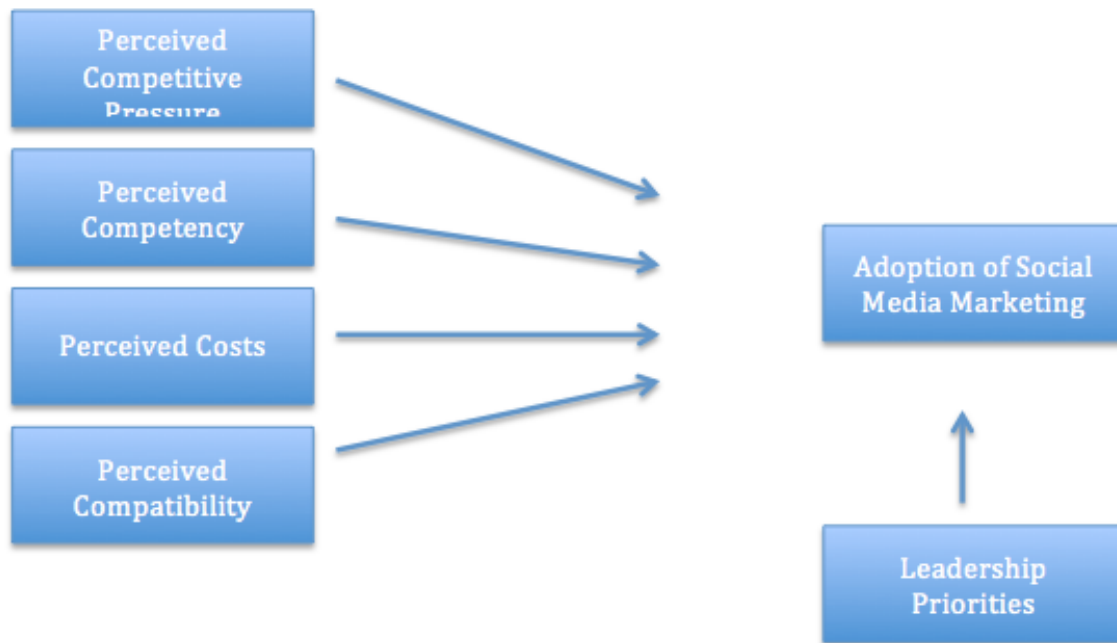
Based on the theory presented in this thesis, a research model is proposed. Influenced by, first, the building blocks of social media and social media marketing. Second, revealing both the marketing opportunities with Facebook and the challenges of social media marketing. And third, the exploration of technology acceptance/adoption factors in the literature review.

The research model consists of one dependent variable. Four constructed aggregated independent variables and one imposed independent variable by researcher. The dependent variable is "Adoption of social media marketing with Facebook by Norwegian health clubs", shortened "Facebook Marketing Adoption". The four aggregated variables are "*Perceived Competitive Pressure*", "*Perceived Competency*", "*Perceived Costs*" and "*Perceived Compatibility*". These factors are based on the conceptual constructs described previously.

The imposed variable is "*Leadership Priorities*". It was not found any articles that talk specifically about this term, however the factor "*Leadership Priorities*" is based on the classification of adopters/managers. The reason why it is included is because though some managers could find using social media as important part of their business strategy, doesn't mean that they would consider it as something urgent. Making it a task that is not prioritized as part of the daily tasks for themselves or the organization, causing it to be a procrastinated strategy. With limited resources available, a business owner/manager is forced constantly prioritize activities in every aspect of the business. This prioritizing necessity may be an important factor for not adopting social media as a part of the business strategy.

The figure of the research model tries to illustrate that the independent variables influences the dependent variable.

Note: Though it was intended to base the research model on the Technology Acceptance Model, it was not. Unfortunately, the measurement of Perceived Ease of Use and Perceived Usefulness was taken out of the final research model. This was done based on the desire to explore the aggregated factors and the fear of multicollinearity.



Figur 9 Facebook marketing adoption research model

Hypothesis

Based on the research model above the hypothesis is presented, which is propositions or statements that are empirically testable. (Zikmund, 2003) "A hypothesis is a tentative explanation that accounts for a set of facts and can be tested by further investigation." (Muijs, 2010) The five hypothesis are:

H1: Perceived Competitive Pressure influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

H2: Perceived Competency influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

H3: Perceived Costs influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

H4: Perceived Compatibility influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

H5: Perceived Leadership Priorities influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

Research method

This section will be used to describe the research method. It will be given a short description for why it is chosen, how data was collected and measured. The actual questionnaire is attached as an appendix.

Quantitative research

In this thesis, it's used a quantitative descriptive research method for collecting and analyzing empirical data. Quantitative research is defined by Aliaga & Gunderson (2000) as *"explaining phenomena by collecting numerical data that are analyzed using mathematically based methods, in particular statistics."*(Muijs, 2010) While descriptive research is defined as *"research designed to describe characteristics of a population or a phenomenon"*. (Zikmund, 2003) This means that we attempt to better understand a particular phenomenon, for a specific population based on a numerical data.

Descriptive studies are conducted after the researcher has gained knowledge about the subject that is being studied. There was use a secondary data analysis in the beginning of the research project. Secondary data analysis is defined as *"preliminary review of data collected for another purpose to clarify issues in the early stages of a research effort."* (Zikmund, 2003) This method were used in the first phase of the thesis to lay the foundation and understanding of the concept of social media, social media marketing and the challenges that researchers recognized by implementing it at a business strategy. This technology description made it possible to draw the linkage to technology acceptance/adoption research. This again led to a literature review table that was used to construct the aggregated variables.

In articles analysed for literature review the typical approach was quantitative research method, cross-sectional studies and that used Likert-scale to measure items. A cross-sectional study means that data is collected at single point in time. Likert- scale is a techniques used to measure the attitudes of the respondents; by making them indicate how strongly they agree or disagree with carefully constructed statements. (Zikmund, 2003)

The method of choice is used because we like to test hypothesis about the subject that could be at the “early adopters” stage in the technology adoption lifecycle.

After completing the literature review it seemed that it would be a good idea to answer the research question measure with the same approach as most researchers had done prior to this thesis.

Study context

This thesis studies the adoption of Facebook marketing among Norwegian health clubs. According to the Norwegian business directory, Proff Forvalt, we could see that there are registered 1931 health clubs in Norway. (Høibo, 2014) Many of them are small independent companies, but a few large corporations, such as Elixia, SATS and Spent, have dominated the industry until recent years. The industry is going through a shift after the introduction of “low-price concepts”. These new businesses have erupted the industry by removing forced continuity programs and lowering prices substantially. (Helland, 2014; Morset, 2009; Aarøy, 2012) Three of the most recognized industry brands, Elixia, SATS and Fresh Fitness have merged due to the industry development. (Kågström, 2014)

Data sources

The primary empirical data collection and analysis is done specifically for this thesis.

Sampling

Sampling is the procedure of using a small number of the population to make a conclusion regarding the whole population. (Zikmund, 2003) The population is the group that we want to generalize our findings to.

In this thesis owner/managers in Norwegian health clubs were targeted. It was not found any public records of how many owner/managers there are in the industry, but the population and sample will be drawn from the dataset of 1931 registered Norwegian health clubs. The dataset was collected from the Norwegian business directory Proff Forvalt. This dataset contains organizations of all sizes, from the large health club

corporations to independent small businesses with no registered employees. (Høibo, 2014)

Research sample and size

The survey had 145 respondents. Out of these, 30 were incomplete, leaving a sample of n=115 individuals that completed the questionnaires. The incomplete responses were deleted before the analysis.

According to Field, the sample size should be as big as possible, but as a general rule of thumb one should have at least have 10-15 cases of data for each predictor in the model.(Field, 2013) In the research we have five independent variables, making the recommended sample size between 50-75 cases. A sample size of n=115 should meet these requirements.

Data collection

An online survey was used for data collection. A structured questionnaire targeting owner/managers was sent out to as many health clubs as possible. We used the software called SurveyXact to form and distribute the survey. The questionnaire asked closed questions. It had one open-ended question at the end for comments and feedback. The survey was presented in Norwegian. Two English-speaking Norwegians checked if they understood the questions, and to make sure that the original meaning was not lost.

Unique survey links were sent out to every e-mail address that was registered in the business directory that was collected from Proff Forvalt. (Høibo, 2014)Unfortunately, many of the e-mail never got delivered because of outdated or wrong addresses. This forced a manual collection of e-mail addresses on company websites. These e-mail addresses were compared to the first batch to check for duplicates, to limit the amount of health clubs that got asked to answer more than once. It was distributed a total of 573 survey-links. The survey lasted for 10 days, and reminder e-mails were sent to some subjects four times during that period. With a total of 115 completed questionnaires, gives us a total response rate of approximately 20%, which is satisfactory.

Measurement of variables

Dependent variable

“A dependent variable is a criterion or a variable that is to be predicted or explained.”

(Zikmund, 2003) The dependent variable in this thesis is “Adoption of social media marketing with Facebook by Norwegian health clubs”, shortened “Facebook Marketing Adoption”.

The measurement of the dependent variable is adapted from the term “Electronic Marketing Adoption”, which is defined as *“a new philosophy and a modern business practice involved with marketing of goods, services, information and ideas via the Internet and other electronic means.”* By (El-Gohary, 2012). This particular electronic marketing concept consists of several tools such as Internet, Intranet, E-mail, Extranet and Mobile. It was used a thirteen-item five point Likert scale ranging from strongly disagree to strongly agree to measure all of the tools.

In the final questionnaire it was chosen three-items from the measurement. The wording was slightly altered to fit the concept to the context of the thesis. After the adjustments it was translated into Norwegian to make it easier for subjects to understand and respond. See table below.

Tabell 1 Dependent variable measurement items

Original	Modification	Translation
Electronic Marketing Adoption (El-Gohary, 2012)	Facebook Marketing Adoption	Bruk av Facebook som markedsføring
We use E-marketing resources (such as web site and e-mail) to communicate with our customers.	We use Facebook Marketing resources (such as Facebook Pages, Facebook Ads) to communicate with our customers.	Vi bruker Facebook sine markedsføringsverktøy (som Facebook side, Facebook annonsering) til å kommunisere med våre kunder.
We use E-marketing resources (such as web site and e-mail) to	We use Facebook Marketing resources (such as Facebook	Vi bruker Facebook sine markedsføringsverktøy (som Facebook side,

advertise our products.	Pages, Facebook Ads) to advertise our products.	Facebook annonsering) til å markedsføre våre produkter og tjenester.
We have a systematic or regular updates for our web site.	We have systematic or regular updates for our Facebook Page.	Vi har en Facebook side som vi bruker regelmessig.

Independent variables

The independent variables are the variables that are expected to influence the dependent variable. (Zikmund, 2003) In this section the measurement of the potential adoption factors is presented. It will be shown where the measurements were adapted from, how the wording were slightly altered to fit the context, before they were translated into the final questionnaire statements. Tables for each factor measurement is given to provide a clear overview of this process.

Perceived Competitive Pressure

The measurement of the factor “Perceived Competitive Pressure” is adapted from El-Gohary study about electronic marketing adoption. He labels the term “Competitive Pressure and different market trends to be *“one of the most important factors affecting the adoption of E-Marketing.”* By (El-Gohary, 2012).

The concept was measured by a seven-item Likert scale ranged from strongly disagree to strongly agree. In the final questionnaire it was chosen four-items from the measurement. The wording was slightly altered to fit the concept to the context of the thesis. After the adjustments it was translated into Norwegian to make it easier for subjects to understand and respond. See table below.

Tabell 2 Perceived Competitive Pressure measurement items

Original	Modification	Translation
Competitive Pressure (El-Gohary, 2012)	Perceived Competitive Pressure	Oppfattet konkurransemessig press.
Competitive pressure is	Competitive pressure is	Konkurransemessig press

one reason for our adoption of E-Marketing	a good reason for adopting of Facebook Marketing.	er en god grunn til å ta i bruk Facebook markedsføring.
We adopted E-Marketing to avoid losing our market share to competitors who are already using E-Marketing.	We would adopt Facebook Marketing to avoid losing our market share to competitors.	Vi bør ta i bruk Facebook markedsføring for å unngå og tape markedsandeler til våre konkurrenter.
We adopted E-Marketing as a response to market trends	We would adopt Facebook Marketing as a response to market trends.	Vi bør ta i bruk Facebook markedsføring for å følge med på trenden i markedet.
We adopted E-Marketing regardless of market trends and competitive pressure	We would adopt Facebook Marketing regardless of market trends and competitive pressure.	Vi ville tatt i bruk Facebook markedsføring uavhengig av konkurransemessig press eller trenden i markedet.

Perceived Competency

The measurement of the factor “Perceived Competency” is adapted from El-Gohary structure of Internal Factors. In this concept he includes Owner skill and attitude, organization culture and organization resources. (El-Gohary, 2012).

The concept of Owner skill and attitude is defined as *“Managerial and administrative skills of the owner.”* And are included because *“A lot of authority within the small business enterprises directed by the SBE owner. Accordingly, it is more likely that most of the SBE decisions will be taken by the owner himself and in light of his experience and skills.”* (El-Gohary, 2012) In the original survey there was four-items of measurement on the five point Likert-scale, but in final questionnaire it was chosen to include two-items from the measurement.

The concept of Organization culture is defined as *“A system of shared values defining what is important, and norms, defining appropriate attitudes and behaviours, that guide members’ attitudes and behaviours”*. It was included because it *“can function as either an internal facilitator or a barrier for the implementation of E-Marketing because it determines the extent to which the organization is able to adapt to change”*(El-Gohary,

2012) In the original survey there was five-items of measurement on a five point Likert scale, and they are all included in the final questionnaire.

The concept of Organization Resources is defined as “*the accessibility and availability of sufficient resources.*” These resources include financial, human and technical resources and are considered as an important factor for adoption. (El-Gohary, 2012) In the original survey there was seven-items of measurement on a five point Likert-scale, but in final questionnaire it was chosen to include three-items from the measurement.

A five point Likert scale ranged from strongly disagree to strongly agree measured all concepts. The wording was slightly altered to fit the concept to the context of the thesis. After the adjustments it was translated into Norwegian to make it easier for subjects to understand and respond. See table below.

Tabell 3 Perceived Competency measurement items

Original	Modification	Translation
Internal Factors (El-Gohary, 2012) Consist of owner skill and attitude, organization culture and organization resources.	Perceived Competency (in organization)	Oppfattet kompetanse (i bedrift)
Owner skill and attitude.	Owner skill and attitude	Eiers evner og holdninger
I find it easy to use E-Marketing tools (e.g. the Internet, E-Mail, and Mobile) for conducting my business.	I find it easy to use Facebook Marketing tools (e.g. Facebook Pages, Facebook Ads) for conducting my business.	Jeg syntes det er enkelt å bruke Facebook sine markedsføringsverktøy (Facebook Pages, Facebook Ads) for vår bedrift.
I think that the Internet and other E-Marketing tools are very important to conduct business.	I think that the Facebook and other Social Media Marketing tools are very important to conduct business.	Jeg syntes at Facebook og andre sosiale medier er veldig viktige markedsføringsverktøy for bedrifter.
Organization culture	Organization culture	Organisasjonskultur
E-Marketing tools are in consistent with the values of our enterprise.	Facebook Marketing tools are in consistent with the values of our company.	Bruk av Facebook sine markedsføringsverktøy er i samsvar med verdiene i vår bedrift.

The attitude of our staff goes in line with E-Marketing adoption	The attitude of our staff goes in line with Facebook Marketing adoption	Holdningene til våre ansatte er i samsvar med å ta i bruk Facebook markedsføring.
E-Marketing tools are in consistent with the beliefs of our enterprise.	Facebook Marketing tools are in consistent with the beliefs of our company.	Bruk av Facebook som markedsføringsverktøy er i samsvar med det vi tror på i vår bedrift.
The behaviour of our staff is in line with E-Marketing adoption.	The behaviour of our staff is in line with Facebook Marketing adoption.	Væremåten til våre ansatte er i samsvar med å bruke Facebook markedsføring.
Marketing team within my enterprise use E-Marketing tools as a very useful tool.	Those responsible for marketing within our company think that Facebook Marketing tools could be a very useful.	De som er ansvarlige for markedsføring i vår bedrift tror at Facebook sine markedsføringsverktøy kan være veldig nyttig.
Organization Resources	Organization Resources	Organisasjonens ressurser
We have good, qualified and skilled marketing staff in our enterprise.	We have good, qualified and skilled marketing staff in our company.	Vi har gode, kvalifiserte og kompetente markedsføringsansatte i vår bedrift.
We have sufficient financial resources in our enterprise for adopting E-Marketing	We have sufficient financial resources in our company for adopting Facebook Marketing	Vi har tilstrekkelig finansielle ressurser i vår bedrift til å ta i bruk Facebook markedsføring.
We can not conduct E-Marketing without good and sufficient technical resources.	We cannot conduct Facebook Marketing without expert help.	Vi kan ikke ta i bruk Facebook markedsføring uten eksperthjelp.

Perceived Costs

The measurement of the factor “Perceived Costs” is adapted from two sources.

The first source is the concept “Perceived Costs” by Ghobakhloo, which is coined to be an important factor that is hindering Electronic commerce within small businesses. This due to “*limited financial resources. Cost of expert help and the costs of human factors*”(Morteza Ghobakhloo, 2013) In the original survey there was four-items of measurement on the Likert-scale, but in final questionnaire it was chosen to include three-items from the measurement.

The second source is the concept of “Cost” by El-Gohary, which could affect adoption because of the direct and indirect cost implementation. (El-Gohary, 2012) In the original survey there was four-items of measurement on a five point Likert-scale, but in final questionnaire it was chosen to include two-items from the measurement.

All concepts are measured by a five point Likert-scale ranged from strongly disagree to strongly agree. The wording was slightly altered to fit the concept to the context of the thesis. After the adjustments it was translated into Norwegian to make it easier for subjects to understand and respond. See table below.

Tabell 4 Perceived Costs measurement items

Original	Modification	Translation
Perceived Costs (Morteza Ghobakhloo, 2013)	Perceived Costs	Oppfattet kostnad
The cost of EC technologies infrastructure is high for our company	The cost of Facebook Marketing applications/tools seems high for our company. (Facebook Pages, Facebook Ads)	Kostnadene tilknyttet Facebook markedsføring virker høye.
The amount of money and time of training for EC applications is high for our company	The amount of money and time for learning to use Facebook Marketing applications	For oss virker det som at det krever mye tid og penger for å lære seg å bruke Facebook sine

	seems high for our company. (Facebook Pages, Facebook Ads)	markedsføringsverktøy.
The maintenance and support fees for EC applications are high for our company	The maintenance and costs of being active with Facebook Marketing seems high for our company.	For oss virker det som det krever mye vedlikehold og at det koster å være aktiv med Facebook markedsføring.
Cost (El-Gohary, 2012)	Perceived Costs	Oppfattet kostnad
We would implement E-Marketing regardless of the cost of this adoption.	We would implement Facebook Marketing regardless of the cost of this adoption.	Vi ville implementert Facebook markedsføring til tross for kostnadene ved å ta det i bruk.
The cost of E-Marketing adoption did not affect our decision of adopting E-Marketing.	The perceived cost of Facebook Marketing adoption, do not affect our decision of adopting Facebook Marketing.	De oppfattede kostnadene ved Facebook markedsføring påvirker ikke vårt valg om å ta det i bruk.

Perceived Compatibility

The measurement of the factor “Perceived Compatibility” is also adapted from two different sources. The first source covers the compatibility with the company, while the second source covers the compatibility with the work situation of the individual that answers the survey.

The first source is the concept “Unsuitable” a factor that *“is related to the perceived unsuitability of e-commerce to small businesses. The barriers in this group include the unsuitability of e commerce to the organisation’s products/services, its way of doing business, and its client’s way of doing business, as well as the lack of perceived advantages of e-commerce implementation.”* (MacGregor & Vrazalic, 2005) In the original survey there was four-items of measurement on a five point Likert-scale which are all included in the final questionnaire.

The second source is the concept of “Compatibility”, which is defined as *“the degree to which an innovation is perceived as being consistent with the existing values, needs and*

past experiences of potential adopters” (Rogers, 2003). It was used by El-Gohary to measure how it affects the adoption of E-marketing by Egyptian small tourism enterprises. In the original survey there was five-items of measurement on a five point Likert-scale, but in final questionnaire it was chosen to include three-items from the measurement.

All concepts was measured by a five point Likert-scale ranged from strongly disagree to strongly agree. The wording was slightly altered to fit the concept to the context of the thesis. After the adjustments it was translated into Norwegian to make it easier for subjects to understand and respond. See table below.

Tabell 5 Perceived Compatibility measurement items

Original	Modification	Translation
	Perceived Compatibility	Oppfattet kompatibilitet
Unsuitable (MacGregor & Vrazalic, 2005)	Unsuitable (Company level)	Kompatibilitet på bedriftsnivå
E-commerce is not suited to our products/services	Facebook Marketing is not suited to our products/services	Facebook markedsføring passer ikke våre produkter og tjenester.
E-commerce is not suited to our way of doing business.	Facebook Marketing is not suited to our way of doing business.	Facebook markedsføring passer ikke sammen med måten vi driver vår bedrift på.
E-commerce is not suited to the ways our clients (customers and/or suppliers) do business.	Facebook Marketing is not suited to the ways our clients (customers and/or suppliers) do business.	Facebook markedsføring passer ikke sammen med måten vi kommuniserer med våre kunder på.
E-commerce does not offer any advantages to our organisation.	Facebook Marketing does not offer any advantages to our organisation.	Facebook markedsføring tilbyr ingen fordeler til vår bedrift.
Compatibility El-Gohary, 2012)	Compatibility (Individual level)	Kompatibilitet på individnivå
Using E-Marketing is completely compatible with my current situation	Using Facebook Marketing is completely compatible with my current situation	Bruk av Facebook markedsføring er helt forenelig med min nåværende situasjon.

Using E-Marketing fits into my work style.	Using Facebook Marketing fits into my work style.	Bruk av Facebook markedsføring passer sammen med måten jeg arbeider.
Using E-Marketing fits into my day to day work activities.	Using Facebook Marketing fits into my day to day work activities.	Bruk av Facebook markedsføring passer sammen med mine daglige arbeids aktiviteter.

Leadership Priority

The measurement of the “imposed” adoption factor “Leadership Priority” was not based on previous academic-tested measurements. Instead, it was used a prioritization tool that was presented by Covey in his book “The Seven Habits of Highly Effective People”. (Covey, 2011) This is the urgent/important matrix. The tool helps to define daily task into four main categories. These are “urgent and important”, “important but not urgent”, “urgent but not important” and “not urgent and not important”. (Development &) Important activities have an outcome that is linked to the successes of personal or professional goals, while urgent activities are tasks that require immediate attention.(Tools)

	URGENT	Not urgent
IMPORTANT	Urgent and important	Important but not urgent
Not important	Urgent but not important	Not urgent and not important

Figur 10 The Urgent/Important Matrix by Stephen Covey

The first quadrant (top left) “urgent and important”, also called “important goals”, include activities that need to be dealt with as soon as possible, because they have immediate and important deadlines. The second quadrant (top right) “important but not urgent”, also called “critical activities” is important but does not require immediate attention. Activities here need to be scheduled, and author Covey emphasizes that this is where managers should keep their focus. The third quadrant (bottom left) “urgent but not important”, also called “distractions” are all the time waster activities that often are a result of poor planning. The fourth quadrant (bottom right) “not urgent and not important”, also called “interruptions” are activities that prevent managers from achieving and completing that is of importance. (Covey, 2011; Savara; Tools)

To measure the prioritization of adopting Facebook marketing, the subjects was asked to choose one of four different statements (listed below). These statements were based on the urgent/important matrix,(Savara) and thereafter translated into Norwegian.

Tabell 6 Leadership Priority measurement

English statements (Savara)	Translated statements.
“An important goal that I should do now”. (Defined as “Important and urgent”.)	“En viktig prioritering jeg bør jobbe med nå” (Viktig og hastened)
“A critical activity that I plan to do” (Defined as “Important but not urgent”.)	“Noe some er viktig, men kan vente til senere” (Viktig, men haster ikke)
A “distraction”. (Defined as “Unimportant but urgent”) An “interruption	“Distraksjon” (Uviktig, men haster)
An “interruption” (Defined as “Unimportant and not urgent.”)	“Forstyrrelse” (Uviktig, og haster ikke)

Analysis and Results

This chapter is used to analyze the questionnaire dataset that targeted owner/managers of Norwegian health clubs. A factor analysis was used to extract variables and prepare dataset before running a regression analysis. Methods are explained and results are presented. A summary overview of respondent's answers is attached as an appendix.

Factor analysis

Factor analysis is a technique to find clusters of variables. It uses a mathematical model to estimate factors. (Field, 2013) *“The general purpose of factor analysis is to summarize the information contained in large number of variables into smaller number of factors”.*(Zikmund, 2003) Meaning that it is used to take a larger amount of data and reduce it down to a more simple and manageable form of information that can be interpreted. One of the main reasons to use it is *“to reduce a data set to a more manageable size while retaining as much of the original information as possible.”* (Field, 2013)

In this thesis, we use a factor analysis to check and prepare the dataset from the questionnaire to be able to run a linear regression analysis. The process includes running the data set through factor extraction and factor rotation. A factor extraction is the process that is used to decide how many factors to keep. While factor rotation is a technique that makes it easier to complete the extraction, because it is used to discriminate between factors, by making variables load maximally to only one factor. This process makes it easier to interpret the data.

After loading the dataset into SPSS, a principal factor analysis (principal axis factoring) was then done to extract factors. We also ran a Varimax with Kaiser Normalization rotation.

Checking Communalities

To analyze the dataset we first checked of the Communalities of the variables. This was checked to make sure that the data contained items that had common underlying

dimensions. The communality is the proportion of common variance present in a variable. A variable that has no unique variance would have a communality of 1, while a variable that doesn't share any of its variance with any other variable would have a communality of 0. (Field, 2013)

Assessing Factor Loadings

To measure the importance of a variable in measuring a factor, we check the factor loadings for each item. This makes it possible to see the correlation between a factor and a variable. The factor loading can range from -1.00 to 1.00, where 1.00 means that an item is perfectly correlated with the factor. If it shows 0 it means that there is no correlation. -1.00 means that it is perfectly negatively correlated. Since the factor loading is a measurement of importance, we look for items that are close to 1.00. (Cochran, 2002; Field, 2013)

We checked to see if items used to measure the dependent and independent variables loaded onto the correct factors. The initial Rotated Factor Matrix was used to find and manually remove items that didn't load on any factors, more than one factor, and all items with loadings that were lower than 0.5. This process had to be done three times before we were content with the result.

In the first round we removed item CP4 and C1 (see item description below), because they didn't load on any factors. CO2 and CCul5 were removed because they loaded on more than one factor. The second round helped us remove CP1, CP2, CP3, CO1 and CR2 that all had a loading lower than 0.5. In the third round of factor analysis we removed CR1 since it loaded lower than 0.5, and CR3 was removed because it didn't load on any factors.

This resulted in the removal of a total of eleven of twenty-nine original items. All four items that were used to measure "Perceived Competitive Pressure" (shortened, CP1, CP2, CP3 and CP4 in table) were removed. Six items that measured the "Perceived Competency" (shortened CO1, CO2, CCul5, CR1, CR2 and CR3 in table) were removed. And one item that was used to measure "Perceived Costs" (shortened C1 in table) was removed.

Tabell 7 Description of removed measurement items

Item	Statement	Removal reason
CP1	"Konkurransmessig press er en god grunn til å ta i bruk Facebook markedsføring."	Loading > 0.5
CP2	"Vi bør ta i bruk Facebook markedsføring for å unngå og tape markedsandeler til våre konkurrenter."	Loading > 0.5
CP3	"Vi bør ta i bruk Facebook markedsføring for å følge med på trenden i markedet."	Loading > 0.5
CP4	"Vi ville tatt i bruk Facebook markedsføring uavhengig av konkurransmessig press eller trenden i markedet."	No loading
C01	"Jeg syntes det er enkelt å bruke Facebook sine markedsføringsverktøy (Facebook Pages, Facebook Ads) for vår bedrift."	Loading > 0.5
C02	"Jeg syntes at Facebook og andre sosiale medier er veldig viktige markedsføringsverktøy for bedrifter."	Loaded on two factors
CCul5	"De som er ansvarlige for markedsføring i vår bedrift tror at Facebook sine markedsføringsverktøy kan være veldig nyttig."	Loaded on two factors
CR1	"Vi har gode, kvalifiserte og kompetente markedsføringsansatte i vår bedrift."	Loading > 0.5
CR2	"Vi har tilstrekkelig finansielle ressurser i vår bedrift til å ta i bruk"	Loading > 0.5
CR3	"Vi kan ikke ta i bruk Facebook markedsføring uten eksperthjelp."	No loading
C1	"Kostnadene tilknyttet Facebook markedsføring virker høye."	No loading

Tabell 8 Total Variance Explained from SPSS

Total Variance Explained									
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.196	45.534	45.534	8.021	44.559	44.559	3.309	18.382	18.382
2	1.952	10.844	56.378	1.721	9.562	54.122	3.042	16.903	35.284
3	1.647	9.152	65.530	1.481	8.227	62.349	2.543	14.128	49.412
4	1.448	8.047	73.576	1.116	6.200	68.549	2.494	13.854	63.265
5	1.193	6.627	80.204	.964	5.358	73.907	1.590	8.833	72.099
6	1.001	5.562	85.766	.778	4.321	78.228	1.103	6.130	78.228
7	.534	2.966	88.732						
8	.355	1.973	90.705						
9	.306	1.701	92.406						
10	.277	1.541	93.947						
11	.255	1.415	95.363						
12	.194	1.080	96.443						
13	.169	.940	97.383						
14	.128	.709	98.092						
15	.126	.697	98.790						
16	.103	.573	99.363						
17	.073	.403	99.766						
18	.042	.234	100.000						

Extraction Method: Principal Axis Factoring.

Tabell 9 Rotated Factor Matrix from SPSS

Rotated Factor Matrix^a

	Factor					
	1	2	3	4	5	6
EMA1			.898			
EMA2			.883			
EMA3			.724			
CCu1	.771					
CCu2	.826					
CCu3	.818					
CCu4	.822					
C2					.846	
C3					.866	
C4						.734
C5						.688
CC1		.718				
CC2		.856				
CC3		.817				
CC4		.674				
CI1				.627		
CI2				.895		
CI3				.838		

Extraction Method: Principal Axis Factoring.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Relabeling research model adoption factors

After the manual removal of the eleven items we re-ran the extraction and rotation process for the remaining eighteen items. The principal factor analysis (principal axis factoring) and Varimax with Kaiser Normalization rotation resulted in six factor with eigenvalues over 1. The Kaiser’s criterion is the idea that an eigenvalue of 1 represent a substantial amount of variation, and therefor all factor with eigenvalues greater than 1 were retained. This created the Total Variance Explained and the Rotated factor Matrix, and the result is showed in the outputs above.

Recap, before the factor analysis the original research model consisted originally of four constructed factors that were “Perceived Competitive Pressure”, “Perceived Competency”, “Perceived Costs”, and “Perceived Compatibility”.

After the factor analysis we were left with six factors that we labeled “Organization Culture”, “Compatibility with Company”, “Facebook Marketing Adoption”, “Compatibility with Individual”, “Cost of usage” and “Cost of adoption” and were slightly different from the constructed factors.

Factor 1- Organization Culture

Items loading on factor 1 were labeled “Organization Culture”. There were four items (Shortened CCul1, CCul2, CCul3 and CCul4) loading on this factor. These were originally items of one of three constructs (“Owner skill and attitude”, “Organization Culture” and “Organization Resources”) that were intended to capture the constructed factor “Perceived Competency” in the research model. But as showed earlier all items that measured Owner skill and Organization Resources was removed.

Tabell 10 Item Description Table "Organization Culture"

CCul1	"Bruk av Facebook sine markedsføringsverktøy er i samsvar med verdiene i vår bedrift."
CCul2	"Holdningene til våre ansatte er i samsvar med å ta i bruk Facebook markedsføring."
CCul3	"Bruk av Facebook som markedsføringsverktøy er i samsvar med det vi tror på i vår bedrift."
CCul4	"Væremåten til våre ansatte er i samsvar med å bruke Facebook markedsføring."

Factor 2- Compatibility with Company

Items loading on factor 2 were labeled “Compatibility with Company”. There were four items (Shortened CC1, CC2, CC3 and CC4) loading on this factor. This factor was one of two constructs (“Unsuitable (company level)” and “Compatibility (individual)”) that are intended to capture the constructed factor “Perceived Compatibility” in the research model.

Tabell 11 Item Description Table: "Compatibility with Company"

CC1	"Facebook markedsføring passer ikke våre produkter og tjenester."
-----	---

CC2	"Facebook markedsføring passer ikke sammen med måten vi driver vår bedrift på."
CC3	"Facebook markedsføring passer ikke sammen med måten vi kommuniserer med våre kunder på."
CC4	"Facebook markedsføring tilbyr ingen fordeler til vår bedrift."

Factor 3 – Facebook Marketing Adoption

Items loading on factor 3 were labeled "Facebook Marketing Adoption". These are all three items (shortened, EMA1, EMA2 and EMA3) that were used to measure the dependent variable "Facebook Marketing Adoption".

Tabell 12 Item Description Table: "Facebook Marketing Adoption"

EMA1	"Vi bruker Facebook sine markedsføringsverktøy (som Facebook side, Facebook annonsering) til å kommunisere med våre kunder."
EMA2	"Vi bruker Facebook sine markedsføringsverktøy (som Facebook side, Facebook annonsering) til å markedsføre våre produkter og tjenester."
EMA3	"Vi har en Facebook side som vi bruker regelmessig."

Factor 4- Compatibility with Company

Items loading on factor 4 were labeled "Compatibility with Individual". There were three items (shortened CI1, CI2 and CI3) loading on this factor. This factor was the second of two constructs ("Unsuitable (company level)" and "Compatibility (individual)") that are intended to capture the constructed factor "Perceived Compatibility" in the research model.

Tabell 13 Item Description Table: "Compatibility with Individual"

CI1	"Bruk av Facebook markedsføring er helt forenelig med min nåværende situasjon."
CI2	"Bruk av Facebook markedsføring passer sammen med måten jeg arbeider."
CI3	"Bruk av Facebook markedsføring passer sammen med mine daglige arbeids aktiviteter."

Factor 5 – Cost of Usage

Items loading on factor 5 were labeled “Cost of Usage”. There were two items (shortened C2 and C3) loading on this factor. This factor was one of two constructs (“Perceived Costs” and “Cost”) that are intended to capture the constructed factor “Perceived Costs” in the research model.

Tabell 14 Item Description Table: "Cost of Usage"

C2	"For oss virker det som at det krever mye tid og penger for å lære seg å bruke Facebook sine markedsføringsverktøy."
C3	"For oss virker det som det krever mye vedlikehold og at det koster å være aktiv med Facebook markedsføring."

Factor 6 – Cost of Adoption

Items loading on factor 6 were labeled “Cost of Adoption”. There were two items (shortened C4 and C5) loading on this factor. This factor was the second of two constructs (“Perceived Costs” and “Cost”) that are intended to capture the constructed factor “Perceived Costs” in the research model.

Tabell 15 Item Description Table: "Cost of Adoption"

C4	" Vi ville implementert Facebook markedsføring til tross for kostnadene ved å ta det i bruk."
C5	" De oppfattede kostnadene ved Facebook markedsføring påvirker ikke vårt valg om å ta det i bruk."

Cronbach’s Alpha reliability test

There were conducted a Cronbach’s Alpha test to examine the reliability of the measurement of the new factors. Cronbach’s alpha is a common measure of scale reliability and as general guidelines values above 0.8 are considered good, above 0.7 are acceptable and below 0.6 indicate that there is a problem. These values can be manipulated if the number of items is large. (This is caused by the construct of the Cronbach’s Alpha mathematical equation.) Thus, should not be a problem in this dataset because the number of items is low in every construct. The reliability test for

this dataset shows very good values, Cronbach's Alpha >0.8 on all factors except for one. The factor "Cost of Adoption" has a Cronbach's Alpha value of 0.67 that is just below the acceptable of 0.7. This should not cause a problem, but it could indicate that the measurement items for this factor is not as understandable as with the other constructs. See output below.

**Facebook Marketing Adoption
Reliability Statistics**

Cronbach's Alpha	N of Items
.921	3

**Organization Culture
Reliability Statistics**

Cronbach's Alpha	N of Items
.949	4

**Cost of Usage Reliability
Statistics**

Cronbach's Alpha	N of Items
.862	2

**Cost of Adoption Reliability
Statistics**

Cronbach's Alpha	N of Items
.670	2

**Compatibility with Company
Reliability Statistics**

Cronbach's Alpha	N of Items
.939	4

**Compatibility with Individual
Reliability Statistics**

Cronbach's Alpha	N of Items
.904	3

Statistical methods

We ran a linear regression analysis to check the relationship between the independent variables, and examine if they had an influencing affect on the dependent variable “Facebook Marketing adoption”. Note that at this point the independent variable called “Leadership Priority” entered.

Further down are the outputs that uncover the result of the regression analysis done in IBM SPSS 21 statistics software. The outputs listed are the descriptive statistic, correlations, model summary that contains the R-square, ANOVA and the coefficients table.

Descriptive statistics

The sample consisted of 115 individuals that were associated with Norwegian health clubs. Half of them worked for an independent health club (52%), while the other half (48%) had an affiliation to a franchise, chain or a unit such as Elixia, Sats, Fresh Fitness EVO etc.

The size of these health clubs ranged from below 500 members (31%), between 500 - 1000 members (19%), between 1000-1500 members (14%), between 1500-2000 members (13%), between 2000-2500 members (6%), between 2500-3000 members and to more than 3000 members (13%).

Only 11 % of the sample was *not* in a position with managerial influence. 17% was an employee in a management position. 23% was the chief executive. 20% was the owner. A total of 28 % was both the owner and the chief executive of the health club.

Out of these, 46% were women and 54% were male, which is almost an equal ratio. Most of them had graduated from university or college (62%). 1/3 had finished high school (32%), while 6% only had finished elementary school.

The age range was from below twenty (3%) to above sixty years of age (6%). 22% were in the age group 20-29 years of age, while almost 2/3 of the sample were either between the age of 30-39 (28%) or 40-49 years old (31%). The age group from 50-59 years of age stood for 10% of the sample.

The descriptive statistics tables show the mean and standard deviation values of the variables and the total number of responses. The table isn't necessary for interpreting the regression model, but it could be used to get a quick overview of the "general response" by the subject to the factors.

Tabell 16 Descriptive Statistics from SPSS

Descriptive Statistics			
	Mean	Std. Deviation	N
Facebook Marketing Adoption	4.3217	.84458	115
Organization Culture	3.6543	.79719	115
Cost of Usage	2.5870	.83839	115
Cost of Adoption	3.2217	.84342	115
Compatibility with Company	1.9370	.80353	115
Compatibility with Individual	3.6493	.89164	115
Leadership Priority	1.77	.806	115

Correlations

The correlations matrix is a very helpful table to get an overview of the relationship between the predictors and the outcome. The Pearson's correlation coefficient, r , is a measure of the strength of relationship between two variables. The effect size measure is constrained to range from 0 and 1 (-1). 0 means that it has no effect, while 1 means that it has a perfect effect, or perfectly correlated. When the correlation coefficient is negative; the relationship of two variables is either negatively associated with each

other. Or, that the items are measured with a reversed phrasing. Reversed phrased items are important for reducing response bias, because it forces the subjects to pay closer attention to the questions. It doesn't affect the results in the factor analysis, but it may look confusing in the correlation matrix. (Field, 2013)

According to Cohen (1988,1992), correlation values ranging from 0.10 - 0.30 have small effect, 0.30-0.50 have a medium effect, and from 0.50 upwards have a large effect. The output also shows the one-tailed significance of each correlation. A correlation is significant if $p > .001$. This correlation matrix is also useful to do a *preliminary* look for multicollinearity. Substantial correlation ($r > 0.9$) could indicate that there is a problem with multicollinearity. (Field, 2013)

The results of the correlations show us that there are no preliminary signs of collinearity. (Note: We take a closer look at multicollinearity in the regression analysis when checking the VIF values for each predictor.) The highest correlation that is significant ($r = -.639$, $p > .001$) is between "Compatibility with Company" and "Organization Culture". Despite the significance of this correlation and they might be somewhat similar of what they measure, the coefficient ($r = -.639$) is not large enough to fear multicollinearity ($r > .9$). The reversed phrased measurement of the items is most likely the cause of the negative correlation.

From the correlation matrix we see the effect the independent variables has on the dependent variable. "Organization Culture" is significant and has a medium effect ($r = .474$, $p = .001$) on "Facebook Marketing Adoption". "Cost of Usage" ($r = -.170$, $p = .035$) and "Cost of Adoption" ($r = .160$, $p = .044$) have a small effect and are both insignificant. "Compatibility with Company" has a large effect and is also significant ($r = -.520$, $p = 0.001$). (The reversed phrased measurement of the items is most likely the cause of the negative correlation.) "Compatibility with Individual" is significant and has a medium effect ($r = .382$, $p = 0.001$). The independent variable, "Leadership Priority" is significant and has a medium effect on the dependent variable ($r = -.369$, $p = .001$). (Here as well, the reversed phrased measurement of the items is most likely the cause of the negative correlation.)

We probably should have reversed the way in which the items for “Compatibility with Company” and “Leadership Priorities” were scored, but this was not done.

Tabell 17 Correlations matrix from SPSS

		Correlations						
		Facebook Marketing Adoption	Organization Culture	Cost of Usage	Cost of Adoption	Compatibility with Company	Compatibility with Individual	Leadership Priority
Pearson Correlation	Facebook Marketing Adoption	1.000	.474	-.170	.160	-.520	.382	-.369
	Organization Culture	.474	1.000	-.104	.179	-.639	.578	-.375
	Cost of Usage	-.170	-.104	1.000	-.189	.298	-.143	.140
	Cost of Adoption	.160	.179	-.189	1.000	-.149	.110	-.255
	Compatibility with Company	-.520	-.639	.298	-.149	1.000	-.590	.475
	Compatibility with Individual	.382	.578	-.143	.110	-.590	1.000	-.506
	Leadership Priority	-.369	-.375	.140	-.255	.475	-.506	1.000
	Sig. (1-tailed)	Facebook Marketing Adoption	.	.000	.035	.044	.000	.000
	Organization Culture	.000	.	.135	.028	.000	.000	.000
	Cost of Usage	.035	.135	.	.022	.001	.064	.068
	Cost of Adoption	.044	.028	.022	.	.056	.121	.003
	Compatibility with Company	.000	.000	.001	.056	.	.000	.000
	Compatibility with Individual	.000	.000	.064	.121	.000	.	.000
	Leadership Priority	.000	.000	.068	.003	.000	.000	.
N	Facebook Marketing Adoption	115	115	115	115	115	115	115
	Organization Culture	115	115	115	115	115	115	115
	Cost of Usage	115	115	115	115	115	115	115
	Cost of Adoption	115	115	115	115	115	115	115
	Compatibility with Company	115	115	115	115	115	115	115
	Compatibility with Individual	115	115	115	115	115	115	115
	Leadership Priority	115	115	115	115	115	115	115

Regression analysis

Multiple regression analysis is used to look at the relationship between several independent variables impact one dependent variable. Defined by Zikmund as: “An analysis of association in which the effects of two or more independent variables on a single, interval-scaled or ratio-scaled dependent variable are investigated simultaneously”. (Zikmund, 2003)

The Model Summary output describes the overall model. The important thing we look at here is the R-square value and adjusted R-squared value. The R-square is a measure of how much of the variability in the outcome is accounted for by the independent variables in the sample. While the Adjusted R-square is used to see how well the model generalizes to the population. Ideally we want to see these values to be the same, or as close to as possible. (Field, 2013)

The result of the regression model shows that the R-square value is 0.321, meaning that 32.1% of the variance in “Facebook Marketing Adoption” is explained by the model. The Adjusted R-square is 0.283. This shrinkage from 32.1% to 28.3% tells us that there would only be approximately 3.8% less variance in the outcome if the model were derived from the population rather than a sample. Meaning that 28.3% of the dependent variable is explained by the independent variables.

The ANOVA table is used to test whether the model is significantly better at predicting the outcome than using the mean as predictor. If a model is good, it will be significant while the mean square of the model is large and the residual mean square is small. This should cause the F-ratio to be at least greater than 1. (Field, 2013)

The result of running the linear regression tells us that the F-value is 8.517 and that the model is significant (Sig. F Change, >0.001). This result means that the model significantly improve our ability to predict Facebook Marketing Adoption than using means as the best guess.

Tabell 18 Model Summary from SPSS

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	.567 ^a	.321	.283	.71492	.321	8.517	6	108	.000

a. Predictors: (Constant), Leadership Priorities, Cost of Usage, Cost of Adoption, Organization Culture, Compatibility with Individual, Compatibility with Company

Tabell 19 ANOVA from SPSS

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.118	6	4.353	8.517	.000 ^a
	Residual	55.200	108	.511		
	Total	81.318	114			

a. Predictors: (Constant), Leadership Priorities, Cost of Usage, Cost of Adoption, Organization Culture, Compatibility with Individual, Compatibility with Company

b. Dependent Variable: Facebook Marketing Adoption

The Coefficients table is used for analyzing the parameters of the model. It gives us the opportunity to assess the contribution of the independent variables on the dependent variable individually. The estimates of the *b*-values are an indication of the relative contribution of each predictor to the model. To determine the importance, we see if each predictor has made a significant contribution to predicting the dependent variable by looking at the column labeled Sig. Values less than .05 are significant. (Field, 2013)

Our research finds that “Organization Culture” is significant ($b = .236$, Sig > .05) and

is positively associated with “Facebook Marketing Adoption”. “Compatibility with Company” is also significant ($b=-.317$, $Sig>.05$), but the b -value indicates a negative association to “Facebook Marketing Adoption”. The possible reason for this is that the items used to measure had reversed phrasing in the questionnaire. Therefore, It would most likely have been a positive association between the predictor and the outcome variable if the scores were reversed. There were no other significant parameters that contribute to predicting “Facebook Marketing Adoption”.

The Coefficient table is also used to check for multicollinearity. Multicollinearity between predictors makes it difficult to assess the individual importance of a predictor. We use the Collinearity Statistics columns to check the VIF values and the tolerance statistics. According to Bowerman&O’Connell (1990) and Menard (1995) VIF values should be less than 10, and the tolerance value above 0.2. (Field, 2013)

The values in the collinearity statistics output indicates that we don’t have a problem with multicollinearity. The VIF values are all lower than 10 and the tolerance statistics higher than 0.2.

Tabell 20 Coefficients matrix from SPSS

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
	1 Facebook Marketing Adoption	4.269	.753				5.668	.000		
Organization Culture	.236	.117	.222	2.012	.047	.474	.190	.160	.515	1.943
Cost of Usage	-.032	.085	-.032	-.379	.706	-.170	-.036	-	.873	1.146
Cost of Adoption	.036	.084	.036	.433	.666	.160	.042	.034	.895	1.117
Compatibility with Company	-.317	.124	-.301	-	.012	-.520	-.239	-	.452	2.211
				2.555				.203		

Compatibility with Individual Leadership Priority	.002	.103	.002	.021	.983	.382	.002	.002	.528	1.894
	-.133	.102	-.127	-	.193	-.369	-.125	-	.664	1.506
				1.309				.104		

a. Dependent Variable: Facebook Marketing Adoption

Here is a short summary of the multiple regression analysis.

The model is significant (Sig. F Change, >0.001) and the model can explain 28% (Adjusted R-squared .283) of the variance of the population. There are two independent variables that have significant influence on the “Facebook Marketing Adoption”, these are “Organization Culture” ($b = .236$, Sig >.05) and “Compatibility with Company” ($b = -.317$, Sig >.05). There are no signs of multicollinearity. Below is a summary table.

Tabell 21 Regression analysis summary

Variable	Adj. R-squared	Correlation	Beta	Sig.	VIF
Facebook Marketing Adoption	.283		4.269	.000	
Organization Culture		.474	.236	.047	1.943
Cost of Usage		-.170	-.032	.706	1.146
Cost of Adoption		.160	.036	.666	1.117
Compatibility with Company		-.520	-.317	.012	2.211
Compatibility with Individual		.382	.002	.983	1.894
Leadership Priority		-.369	-.133	.193	1.506

Discussion

This section will be used to report on the hypothesis of the research model. With the help from the research results, analysis and literature review we discuss what influences Norwegian health clubs to adopt social media marketing with Facebook.

Hypothesis discussion

Perceived Competitive Pressure - Discarded

H1: Perceived Competitive Pressure influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

The results of the data analysis failed to show that “Perceived Competitive Pressure” influenced the use of social media marketing with Facebook among Norwegian health clubs. All item Items used to measure the construct was removed as early as in the factory analysis. Consequently, discarding H1. Our results support Sadowski et al. (2002) that found that competitive pressure was not an influencing factor to the strategic use and adoption of the Internet by SMEs in multiple industries. (Sadowski et al., 2002)

However, the result contradicts the findings from other studies. Daniel & Wilson (2002) found that the main driver for e-commerce adoption among small and medium sized enterprises was to respond to competitive pressure. El-Gohary, also measured competitive pressure and concluded that this was part of the external factors that had a significant impact on e-marketing adoption. While Grandon & Pearson found external pressure to be the second most important e-commerce adoption factor. (Daniel & Wilson, 2002; El-Gohary, 2012; Grandon & Pearson, 2004)

Possible explanations for this could be the type of industry or the dependent variable that was researched; El-Gohary researched small tourism firms in Egypt. The travel industry has gone through substantial changes since the introduction of the Internet. (Online booking, dedicated search engines for hotel and flights etc.) Consequently, for

health clubs Facebook marketing could be labeled as an opportunity, while E-marketing a in the tourism industry a necessity to survive.

While in the articles of Daniel & Wilson and Grandon & Pearson, they researched the influence competitive pressure had on E-commerce. Adoption of E-commerce could mean that a company would have to change the entire business model. While adopting social media marketing with Facebook is a simple technique in a greater communication strategy. Meaning, that a company would see a change in a competitors business model as more critical strategy ploy, than how competitors decide to communicate with existing and potential customers.

Perceived Competency – Split and partially supported

H2: Perceived Competency influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

Our analysis of the data gives us partial support for H2. The aggregated construct “Perceived Competency” was originally measured based on items from three different variables, labeled “Owner Skill and Attitude”, “Organization Culture” and “Organization Resources”. However, items measuring “Owner Skill and Attitude” and “Organization Resources” were removed during the factor analysis. This result is again similar to that was found about strategic use of the Internet in 2002; It was found that skills and experience was not a concern by SMEs (Sadowski et al., 2002).

The extraction of items left us with four items that made us re-label the factor “Perceived Competency” as “Organization Culture” in the purpose of the analysis. The result of the regression analysis showed that “Organization Culture” had a significant, positive relationship with “Facebook Marketing Adoption”.

The result about “Organization Culture” supports other studies; Research done by McFarland & Hamilton in 2006 found that technology usage is strongly influenced by contextual variables such as organizational support in diverse industries. De Valck found that the attitudes of colleagues to be very important.(de Valck et al., 2009) (McFarland & Hamilton, 2006) Grandon & Pearson (2004) found that organizational readiness is the

most important influencing factor to e-commerce adoption. (Grandon & Pearson, 2004) It is also supported by El-Gohary, that found that internal factors such as Organization Culture to have significantly affect on E-marketing. (El-Gohary, 2012)

However, simultaneously (as mentioned) two of the variables that laid the foundation of El-Goharys internal factors were removed. The removal of “Owner Skill and Attitude” and “Organization Resources” contradicts the significant findings of El-Gohary in the tourism industry. It contradicts other researchers as well: In a study about the adoption of social media among B2B companies, they found that the third most important barrier was that the staff was not capable. (Michaelidou et al., 2011) The lack of IT expertise of staff was one of three main barriers for e-commerce adoption in Australian SMEs.(Ahearne et al., 2007)

A possible explanation for this could be that Facebook marketing doesn't perceive to require the same amount of skills and expertise as with the adoption of e-commerce. Most adults use social media sites such as Facebook, regularly in their personal lives. (73% of all online adults have a profile on at least one social media site)(Aaron Smith, 2014). But we assume that it is not normal for regular adults to handle and operate an E-commerce site on a daily basis. Making the “Owner Skill and Attitude” or “Organization Resources” more relevant for adopting an e-commerce site, and less relevant for adopting a Facebook Page, especially since it is operated in very a similar way as their personal Facebook profile. (Facebook, 2012c)

It could also be due to the context of the research. Norway is a country with high e-readiness; with a wide spread adoption of the Internet, e-commerce and social media sites, Norwegians are in general quick to adopt new technology compared to other countries. A British news article reported as late as in 2013 that “*Norway has emerged as the most advanced nation in the world in terms of consumer adoption of digital media*” (I. Darby, 2013). If technology adoption is expected, social media usage simply becomes a minimum standard. Such situations' creates little variance in terms of skill and organization resources.

Perceived Costs – Split and rejected

H3: Perceived Costs influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

The factor analysis showed us that the “Perceived Costs” should be split into two factors. These were label “Cost of Adoption” and “Cost of Usage”. But still, neither of the predictors had a significant impact on the outcome variable. This means that “Perceived Costs” did not influence Norwegian health clubs adoption of social media marketing with Facebook. Consequently, rejecting H3.

Our result contradicts Gilmore et al (2007) that found the main barriers to E-marketing to be lack of time, financial constraints and human resources. (Gilmore et al., 2007) It also challenges Lawson et al (2003) who found that the cost of consultants was on of three barriers that affected adoption of e-commerce.(Lawson, Alcock, Cooper, & Burgess, 2003) Possible explanation for our contradicting results could lie in the survey data. Our survey data indicates that 66% of the health clubs have the necessary financial resources, 62% have qualified and competent marketing employees and that 55% of subject’s thinks it require little time and money to learn Facebook marketing. A total of 80% of the subjects of our study reported that they find it easy to use Facebook marketing tools, and 70% says they could implement it without expert help.

An additional thought for why “Cost of Adoption ” don’t have significant influence on Facebook Marketing Adoption could be that Facebook Pages is a free service.(Facebook, 2012a) Facebook makes it possible for anybody to try and use their services without a budget. It it’s a “free, DIY service (“do it yourself”) with no pressure from salespeople”. When it comes to the factor “Cost of Usage” as an insignificant predictor; managers are in complete control of their budgets. The owner/manager alone determines the “Cost of Usage”. There are no minimum requirements for spending money on advertisement, and no requirements for “posting content” either. This is sole up to the health club owner/manager themselves to determine the level of activity. Since “Organic reach” (also recognized as “eWOM”, electronic Word of Mouth) of content is free. Only “paid-promotion” (Usage of Facebook Ads) cost money(Center, 2014f). This means that a

company can adopt it, but don't have to spend any money or time on Facebook, unless they see the opportunity themselves.

Perceived Compatibility – Split and partially supported

H4: Perceived Compatibility influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

The constructed factor “Perceived Compatibility” was based on two concepts: One of them was on the individual level, while the other was on the company level. “Perceived Compatibility” on the *individual* level, was positively associated, but was not found significant. “Perceived Compatibility” on *company* level had a significant influence on “Facebook Marketing Adoption”. Reversed phrasing caused the beta-values to be negative, making us assume that “Perceived Compatibility” on company level is positively associated with Facebook Marketing Adoption. Making “Perceived Compatibility with Company” an influencing factor for technology adoption. Thus, partially supporting H4. Our result is in line with the significant findings of other technology adoption studies that researched the importance compatibility, suitability and relevance on company/industry level; (Michaelidou et al., 2011), (Daniel, 2003; MacGregor & Vrazalic, 2005), (Morteza Ghobakhloo, 2013), (Kendall et al., 2001), and (Sadowski et al., 2002)

The insignificant results for the variable on individual level” contradict the El-Goharys results; that “Compatibility” has a significant affect on E-marketing adoption. (El-Gohary, 2012) This is interesting because our variable-measurement-items were adapted from this particular research, which again was part of the reasoning to not include “Perceived Usefulness” in our research model. This factor was removed from the final research model in fear of multicollinearity between factors. Our aggregated factor “Perceived Compatibility” on *individual* level is similar to the well-established factor “Perceived Usefulness”. They are similar in the sense that they look at the individuals work situation. So, with great caution, our results could by some chance contradict the Technology Acceptance Model factor, “Perceived Usefulness”. If we dared to compare the two factors, our results would contradict most of the articles analyzed for this thesis that used and found “Perceived Usefulness” significant in their particular research. Such

as: (McFarland & Hamilton, 2006), (King & He, 2006), (Schepers & Wetzels, 2007), (Lederer et al., 2000; Moon & Kim, 2001), (Wöber & Gretzel, 2000)etc.

One explanation for our contradicting result could be that Facebook's marketing tools; don't help with improving/solving owner/managers existing daily work tasks that was there prior to the technology. "The solution came with the problem": Meaning that social media marketing technologies such as Facebook only gave health club owner/managers another set of work tasks, increased marketing complexity and communication requirements.

Perceived Leadership Priorities - Rejected

H5: Perceived Leadership Priorities influence Norwegian health clubs adoption of Social Media Marketing with Facebook.

The results from the analysis show that the "imposed" factor called "Leadership Priorities" did not influence Facebook Marketing Adoption. It was negatively associated and was not significant. Consequently, rejecting H5. This outcome contradict (Spencer et al., 2012) that found that Leadership is the most critical to technology acceptance in owner-managed small firms. A possible explanation for this is in how the data was collected. Spencer et. al performed qualitative in-depth interviews with the owner-managers, focusing on categorizing and developing new leadership typologies. While the particular factor in our study was formulated and measured specifically for this thesis.

The insignificant result from the data analysis could possible due to the measurement of the factor. The prioritization tool called, "The important/urgent matrix"(Covey, 2011) was helpful to grasp the idea; that "leaders might find social media important, but not urgent". But in hindsight is it clearer that it should not been used to formulate the survey question. Meaning that it is probably a great tool for prioritizing, but not as academic measurement tool. Therefor, it is important to understand that rejecting the hypothesis doesn't prove that a leaders priorities doesn't affect adoption of Facebook marketing among Norwegian health clubs.

Discussion Summary

In this thesis there were made five hypotheses about factors that might influence social media marketing adoption with Facebook among Norwegian health clubs. H2 and H4 were partially supported. H1 was discarded. H3 and H5 were rejected.

- H1: Perceived Competitive Pressure as an influencer was discarded during the factor analysis.
- H2: Many of the items that measured Perceived Competency was extracted during the factor analysis. It required labeling the remaining items “Organization Culture”, which proved to be a significant factor. Thus, partially supporting H2.
- H3: Perceived Cost was split during the factor analysis into the factors “Cost of Adoption” and “Cost of Usage”, but H3 was rejected because none of these were significant.
- H4: Perceived Compatibility was split into company and individual level, and were partially supported because the factor Items measuring compatibility on company level proved to be statistically significant. Items used to measure Compatibility on individual level were removed during factor analysis.
- H5: Leadership Priority was rejected because the influence was insignificant.

Tabell 22 Hypothesis result summary

Hypothesis	Status
H1- Perceived Competitive Pressure	Discarded
H2 –Perceived Competency	Split, partially supported
H3 –Perceived Cost	Split, rejected
H4 – Perceived Compatibility	Split, partially supported
H5 – Leadership Priority	Rejected

Conclusion

The final chapter provides the key findings in the thesis. This is illustrated in a conceptual framework, before stating the contributions, limitations and implications of the study.

The goal of this research was to learn more about social media as a business strategy among owner/managers in small and medium sized businesses. The main purpose was to explore the adoption factors that lead to actual usage of social media marketing. The reason for this is that social media sites such as Facebook have created a communication platform for people, and at the same time a marketing platform for businesses that is equally available for companies of all sizes and budgets.

The research question was formulated: “What factors influences adoption of social media marketing with Facebook among Norwegian health clubs?”

A literature review was conducted to be able to answer the research question. We were able to find and analyse several articles that researched technology adoption and acceptance among small and medium sized businesses. Most of the articles in the literature review focused on the strategic use of the Internet, e-commerce and e-marketing. Few were about the adoption or strategic use of social media, but there is accessible literature about topics such as; eWOM, Internet marketing, social networking sites, virtual communities, online forums, etc. These articles were used to establish a link between technology adoption and social media. It laid the theoretical foundation about social media marketing and the broadly clustered adoption factors that became the basis of the research model.

The original research model consisted of five independent variables, labelled “Perceived Competitive Pressure”, “Perceived Competency”, “Perceived Costs”, “Perceived Compatibility” and “Leadership Priority” and one dependent variable that was labelled “Facebook Marketing Adoption”. The five-associated hypothesis was empirically tested using a quantitative descriptive method. Targeting owner/managers associated with Norwegian health clubs, a total of 115 individuals completed the e-mail distributed questionnaire.

Surprisingly, we were unable to find significant association for many of the variables in the research model. The analysis of data reveals that researcher have to re-evaluate assumptions about social media adoption.

The key findings of the thesis were two factors that had statistically significant influence on the dependent variable. The independent variables were labeled “Organization Culture” and “Compatibility with Company.” These results indicate that Norwegian health clubs adoption of social media marketing with Facebook is influenced by their organization culture and the perceived compatibility with company. The key findings are illustrated in the figure below.



Figur 11 Conceptual framework with significant relationships

The figure above shows the conceptual framework after the analysis and discussion. It indicates the relationship between the independent variables and the dependent variable. The dependent variable is labelled “Facebook Marketing Adoption” while the independent variables are labeled “Organization Culture” and “Compatibility with Company”.

Contributions

This thesis adds to the limited amount of quantitative research that focuses on marketing adoption in a social media environment from a business owner/managers perspective. Similar studies typically analyzed adoption of the Internet, e-commerce and internal IT-systems (CRM). The few studies that were found to investigate management perspective about using social media as part of a business strategy were for the most part exploratory qualitative studies. Quantitative studies that researched social media marketing looked at the *consumers'* perspective and their attitudes towards advertisement in the medium.

The choice of industry and the Norwegian setting is also a contribution to the pool of technology adoption factor research. The results from the particular study could provide some new insights about the context, since most of the studies were conducted in countries such as US and UK and none analyzed health clubs.

Other contributions rather than choice of setting, comes from the actual results from the analysis. We found that "Organization Culture" and perceived "Compatibility with Company" is significant adoption factors when it comes to adoption of Facebook marketing among Norwegian health clubs. We got clear indications that the factor "Compatibility" should be separated and measured as two individual variables, on the individual level and the company level. We also discovered that the factor of "Cost" associated to adoption of social media marketing, should be split into two separate variables that could be labeled "Cost of Adoption" and "Cost of Usage". Though it didn't have strong impact, nor was significant in our study, it could be relevant for others.

Limitations

There are limitations to this research, and the results should therefore only be generalized in the broad context of the Norwegian health club industry. First, the context of the specific industry we find some concerns that could question the ability to generalize the findings. This is due to that the industry as a whole and our sample ranges from small independent, often local health clubs, to health clubs that are a unit, subdivision or a franchise of a large corporation. Second, there might be limiting

guidelines for how manager/owners of health clubs are allowed to operate, and therefore limiting their ability to use the medium. In a conversation with a health club franchise-manager, we were made aware that nobody was allowed to communicate on the behalf of the health club in any other way than in conversations that found place at the gym. This would clearly affect the usage of social media as a conversation channel, and we do not know how many of our respondents that is limited by this. There were no quantitative control variables for this in the survey, there were only an open-ended question that allowed respondents to comment or give feedback.

A third critical limitation of the research is about the measurement of the variables. In a pursuit to keep survey short and precise; researcher removed, combined and added measurement items to already established constructs. Removing less relevant aspects of measurement was done to fit the questionnaire to the concrete context and purpose of the study. This could have affected the analysis that again would alter the results of the thesis. This is a particularly concern to the measurement of the factor “Perceived Competitive Pressure”, were the associated hypothesis had to be discarded due to poor factor loadings. This could also be true to removal of variables such as “Owner Skill and Attitude” and “Organization Resources”. As discussed, the measurement of the imposed variable labeled “Leadership Priority” did not have an academic established measurement. Thus, making the choice of measurement to be a possible explanation to the lack of significant results.

Implications

Future research

The results from the analysis showed that our model only explain some of the variance of population. That means that there are factors that should be explored in future studies of the health club industry. Future research could also compare the difference between the sizes of the health club, or compare if it is any difference between small communities and large cities. Considering the level of e-readiness in Norway, it would also be interesting to investigate if the adoption factors change due to country context.

Including researching adoption factors for the health club industry, it would be interesting to analyze and compare different industries adoption factors. If so, it would be particular interesting to analyze industries that don't have the same level of "surface" compatibility with social media as health clubs. Industries that are less service intensive, that doesn't require direct communication and marketing with customers or end users.

This lead us to another possibility, that is to investigate how social media offers distinctive *usage* challenges for different industries. Meaning, even though social media technology comes with simple to use software, (that according to our results do not require expertise to adopt) it might be difficult to actually use it, regularly, in a correct manner and that are at the same time beneficial to the company. Thus, it could be interesting to classify or look for either drivers or barriers to usage, rather merely looking at influencing adoption factors.

A final suggestion about future research could be to give another attempt to research the influence of "Leadership Priority" has on Facebook marketing adoption. Researcher still believes that this could be an important factor. However to be able to do this is it needed to find or develop better scales of measurement.

Managerial implications

The managerial implications of this research are based on the findings of our data collection, literature review and analysis results:

In a competitive industry such as health clubs owner/managers operate; they need to be constantly looking for novel ways to stay relevant. This could be offering members new classes with instructors, investing in new equipment or the latest workout trends. Even if a health clubs are up to the current trends, it still need to be communicated to existing members and marketed to potential customers. This is when adoption of social media becomes important.

Social media is not just an opportunity to attract new customers, but might have become a necessary tool to both communicate with existing and potential members. Similarly to having or using a phone or e-mail system as a way of communicating. However, we do

not know if or for how long Facebook as a social media application will stay relevant, but the concept of social media marketing has come to stay. Thus, owner/managers should learn about practical application of the communication channel.

It is important to realize that most of the managers/owners of health clubs answer that they using Facebook marketing tools to communicate and market their businesses regularly. The perception is that most of them find Facebook easy to use, and very few is in need of expert help to operate it. However, the significant results for compatibility at the company level, but not on the individual level is interesting. It shows that Facebook marketing is important with the health clubs itself, but not necessarily with the work situation of the individual. This could mean that social media marketing is a necessary tool for the company to succeed, but not in a daily work routine. The implication of this is that owner/managers have to overlook their own needs and think about what's best for the company. This is something to be aware of, because we assume that an owner are more motivated to making the business succeed long term, than an employed manager that "gets paid by the hour".

The factors that had significant influence in our study, unfortunately, gives us the impression that owner/managers in Norwegian health clubs do not have particular influence on Facebook marketing adoption. Adoption factors are out of their direct control: "Organization Culture" could be influenced by the owner/managers, but it is not under the mangers complete control. "Compatibility with Company" is a factor that is out of reach of the influence of the owner/managers. This could mean that the adoption of social media marketing with Facebook is not a choice, but a requirement for the type of business. The implications for the managers is that they don't have a choice, they are simply forced to adopt social media to stay relevant.

Sources

- Ahearne, M., Hughes, D. E., & Schillewaert, N. (2007). Why sales reps should welcome information technology: Measuring the impact of CRM-based IT on sales effectiveness. *International Journal of Research in Marketing*, 24(4), 336-349.
- Akar, E., & Topçu, B. (2011). An Examination of the Factors Influencing Consumers' Attitudes Toward Social Media Marketing. *Journal of Internet Commerce*, 10(1), 35-67. doi: 10.1080/15332861.2011.558456
- Andersen, P. H. (2005). Relationship marketing and brand involvement of professionals through web-enhanced brand communities: The case of Coloplast. *Industrial Marketing Management*, 34(1), 39-51. doi: 10.1016/j.indmarman.2004.07.002
- Ann, E. S., Sharon, S., & Alaina, K. (1999). Survey of Internet users, attitudes toward Internet advertising. *Journal of Interactive Marketing*, 13, 34-54. doi: 10.1002/(sici)1520-6653(199922)13:3<34::aid-dir3>3.0.co;2-r
- Avlonitis, G. J., & Panagopoulos, N. G. (2005). Antecedents and consequences of CRM technology acceptance in the sales force. *Industrial Marketing Management*, 34(4), 355-368.
- Barefoot, D., & Szabo, J. (2009). Friends with Benefits : A Social Media Marketing Handbook.
- Bhanot, S. (2012). Use of Social Media by Companies to Reach their Customers. *SIES Journal of Management*, 8(1), 47-55.
- Boyd, D. M. a. N. B. E. (2007). Social Network Sites: Definition, History and Scholarship. *Journal of Computer-Mediated Communication*, 13.
- Bulearca, M., & Bulearca, S. (2010). Twitter: a viable marketing tool for SMEs. *Global Business and Management Research: An International Journal*, 2(4), 296-309.
- Callaghan, M. I. a. B. (2013, May 2, 2013). Facebook's Declining User Growth Rate, Pictured. *The Wall Street Journal* Retrieved from <http://allthingsd.com/20130502/facebooks-declining-user-growth-rate-pictured/>
- Carlsen, H. (2009). Ble kalt drittunge av plateselskap. from <http://www.nrk.no/kultur/ble-kalt-drittunge-av-plateselskap-1.6580068>
- Center, F. H. (2014a). Page like ad. from <https://http://www.facebook.com/help/www/319278191550500/>
- Center, F. H. (2014b). Page post link ad. from <https://http://www.facebook.com/help/www/153611548180567/>
- Center, F. H. (2014c). Page post photo ad. from <https://http://www.facebook.com/help/www/296425360500751/>
- Center, F. H. (2014d). Page post video a. from <https://http://www.facebook.com/help/www/517154478360743/>
- Center, F. H. (2014e). Premium ads: Logout Page. from <https://http://www.facebook.com/help/www/410399029059633/>
- Center, F. H. (2014f). What's Facebook ad? , from <https://http://www.facebook.com/help/www/265086153651364/>
- Chan, K. W., & Li, S. Y. (2010). Understanding consumer-to-consumer interactions in virtual communities: The salience of reciprocity. *Journal of Business Research*, 63(9-10), 1033-1040. doi: 10.1016/j.jbusres.2008.08.009

- Chunsik, L., Jarvinen, V., & Sutherland, J. (2011). PROFILING SOCIAL NETWORK SITE USERS: WHO IS THE MOST RESPONSIVE TO MARKETING ATTEMPTS? *American Academy of Advertising Conference Proceedings*, 59-68.
- Cochran, M. Q. P. a. M. (2002). *A Guide to Using Qualitative Research Methodology*. Medecins sans Frontieres. Retrieved from http://fieldresearch.msf.org/msf/bitstream/10144/84230/1/Qualitative_research_methodology.pdf
- Cohen, H. (2011). 30 Social Media Definitions. Retrieved from <http://heidicohen.com/social-media-definition/>
- Covey, S. (2011). *The 7 habits of highly effective teens*: Simon and Schuster.
- Daniel, E. (2003). An exploration of the inside-out model: e-commerce integration in UK SMEs. *Journal of Small Business and Enterprise Development*, 10(3), 233-249.
- Daniel, E., & Wilson, H. (2002). Adoption intentions and benefits realised: a study of e-commerce in UK SMEs. *Journal of Small Business and Enterprise Development*, 9(4), 331-348.
- Darby, I. (2013). Norway is the world's most advanced nation in terms of digital media. *Campaign*. Retrieved from <http://www.campaignlive.co.uk/news/1170389/>
- Darby, R., Jones, J., & Al Madani, G. (2003). E-commerce marketing: fad or fiction? Management competency in mastering emerging technology. An international case analysis in the UAE. *Logistics Information Management*, 16(2), 106-113.
- David G Taylor, J. E. L. a. D. S. (2011). Friends, Fans, and Followers: Do Ads Work on Social Networks? *Journal of Advertising Research*, 51(1), 258-275.
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS quarterly*, 319-340.
- Davis, F. D., & Venkatesh, V. (1996). A critical assessment of potential measurement biases in the technology acceptance model: three experiments. *International Journal of Human-Computer Studies*, 45(1), 19-45.
- de Valck, K., van Bruggen, G. H., & Wierenga, B. (2009). Virtual communities: A marketing perspective. *Decision Support Systems*, 47(3), 185-203. doi: 10.1016/j.dss.2009.02.008
- Desmond, N. (2010). What Is A Facebook Impression Worth? Retrieved 20 April 2012, 2012, from http://articles.businessinsider.com/2010-09-29/tech/30070894_1_front-of-facebook-users-facebook-page-facebook-member
- Development, D. o. E. a. O., & *Time Management Grid*. <http://www.usgs.gov/humancapital/documents/TimeManagementGrid.pdf>
- Dictionaries, O. (2014). 2014, from <http://www.oxforddictionaries.com/definition/english/social-media>
- Dobele, A., Toleman, D., & Beverland, M. (2005). Controlled infection! Spreading the brand message through viral marketing. *Business horizons*, 48(2), 143-149.
- Ducoffe, R. H. (1996). ADVERTISING VALUE AND ADVERTISING THE WEB. *Journal of Advertising Research*, 36(5), 21-35.
- El-Gohary, H. (2012). Factors affecting E-Marketing adoption and implementation in tourism firms: An empirical investigation of Egyptian small tourism organisations. *Tourism Management*, 33(5), 1256-1269.
- Faber, R. J., Lee, M., & Nan, X. (2004). Advertising and the Consumer Information Environment Online. *American Behavioral Scientist*, 48(4), 447-466. doi: 10.1177/000276420427028 1
- Facebook. (2011). Page Publishing Best Practices (pp. 4).

- Facebook. (2012a). About Facebook Pages. Retrieved 16 April 2012, 2012, from <https://http://www.facebook.com/help/pages/about>
- Facebook. (2012b). Facebook Fact Sheet. from <http://newsroom.fb.com/content/default.aspx?NewsAreaId=22>
- Facebook. (2012c). Facebook Pages Product Guide (pp. 8).
- Facebook. (2012d). Facebook Timeline. from <http://newsroom.fb.com/content/default.aspx?NewsAreaId=20>
- Facebook. (2012e). Like. Retrieved 16 April 2012, 2012, from <https://http://www.facebook.com/help/like>
- Facebook. (2012f). Pages Insights. Retrieved 16. april 2012, from <https://http://www.facebook.com/help/pages/insights>
- Facebook. (2014a). Ads Product Guide Overview. Retrieved 12.mars 2014, 2014, from <https://http://www.facebook.com/help/www/458369380926902>
- Facebook. (2014b). Desktop app ad. from <https://http://www.facebook.com/help/www/582140578490150/>
- Facebook. (2014c). Domain ad. from <https://http://www.facebook.com/help/www/219176381575943/>
- Facebook. (2014d). Event Ad. from <https://http://www.facebook.com/help/www/414083338703997/>
- Facebook. (2014e). Mobile app ad. from <https://http://www.facebook.com/help/www/554749274560831/>
- Facebook. (2014f). Offer Ad. from <https://http://www.facebook.com/help/www/341447759332269/>
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics*: Sage.
- Fillis, I., Johansson, U., & Wagner, B. (2004). Factors impacting on e-business adoption and development in the smaller firm. *International Journal of Entrepreneurial Behaviour & Research*, 10(3), 178-191.
- Fillis, I., Johansson, U., & Wagner, B. (2003). A conceptualisation of the opportunities and barriers to e-business development in the smaller firm. *Journal of Small Business and Enterprise Development*, 10(3), 336-344.
- Funk, T. (2011). *Social Media Playbook for Business : Reaching Your Online Community With Twitter, Facebook, LinkedIn, and More*: Praeger.
- Gil-Or, O. (2010). Building Consumer Demand by using Viral Marketing Tactics within an Online Social Network. *Advances in Management*, 3(7), 7-14.
- Gil-Or, O. (2011). Building consumer demand by using viral marketing tactics within an online social network. *Advances in Management*.
- Gilmore, A., Gallagher, D., & Henry, S. (2007). E-marketing and SMEs: operational lessons for the future. *European Business Review*, 19(3), 234-247.
- Grandon, E. E., & Pearson, J. M. (2004). Electronic commerce adoption: an empirical study of small and medium US businesses. *Information & Management*, 42(1), 197-216. doi: <http://dx.doi.org/10.1016/j.im.2003.12.010>
- Harridge-March, S. (2004). Electronic marketing, the new kid on the block. *Marketing Intelligence & Planning*, 22(3), 297-309.
- Hauger, K. K. (2014). ABC i sosial medier: #sosial markedsføring. *Kampanje*.
- Helland, M. (2014). Stort prissprik - og tøffere kamp om din trening. *Budstikka*. Retrieved from <http://touch.budstikka.no/%C3%B8konomi-bolig/stort-prissprik-og-toffere-kamp-om-din-trening-1.8281977>
- Hof, R. D. (2011). FACEBOOK'S NEW AD MODEL- YOU. *Fobes Inc*.

- Hoffman, D. L. (2009). Managing beyond Web 2.0 Companies should prepare now for the day when 2.0 morphs into web 3.0. In M. Quarterly (Ed.).
- Huber, M., Mulazzani, M., Kitzler, G., Goluch, S., & Weippl, E. Friend-in-the-Middle Attacks Exploiting Social Networking Sites for Spam.
- Høibo, N. G. (2014). *Oversikt over norske organisasjoner som er bransjeregistrert som treningscenter* Retrieved from: http://www.forvalt.no/foretaksindex2/Default.aspx?search_result_type=stacked&search_type=segmented&show_advanced=1 - searchresult
- Jerijervi, D. R. (2014, Januar). Slår seg opp med undertøy på Facebook. *Kampanje*.
- Johnston, R. (2010). FACEBOOK AND CUSTOMER ACQUISITIONS. *Alaska Business Monthly*, 26(12), 80-81.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business horizons*, 53(1), 59-68. doi: 10.1016/j.bushor.2009.09.003
- Karagozoglu, N., & Lindell, M. (2004). Electronic commerce strategy, operations, and performance in small and medium-sized enterprises. *Journal of Small Business and Enterprise Development*, 11(3), 290-301.
- Kaynak, E., Tatoglu, E., & Kula, V. (2005). An analysis of the factors affecting the adoption of electronic commerce by SMEs: Evidence from an emerging market. *International Marketing Review*, 22(6), 623-640.
- Kelly, L., Kerr, G., & Drennan, J. (2010). Avoidance of advertising in social networking sites: The teenage perspective. *Journal of Interactive Advertising*, 10(2), 16-27.
- Kendall, J. D., Tung, L. L., Chua, K. H., Ng, C. H. D., & Tan, S. M. (2001). Receptivity of Singapore's SMEs to electronic commerce adoption. *The Journal of Strategic Information Systems*, 10(3), 223-242. doi: [http://dx.doi.org/10.1016/S0963-8687\(01\)00048-8](http://dx.doi.org/10.1016/S0963-8687(01)00048-8)
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business horizons*, 54(3), 241-251. doi: <http://dx.doi.org/10.1016/j.bushor.2011.01.005>
- King, W. R., & He, J. (2006). A meta-analysis of the technology acceptance model. *Information & Management*, 43(6), 740-755.
- Kozinets, R. V. (1999). E-tribalized marketing?: The strategic implications of virtual communities of consumption. *European Management Journal*, 17(3), 252-264.
- Kågström, L. (2014). Retrieved from <http://www.safe-education.no/nyheter/flere-nyheter/sats-elixia-og-fresh-fitness-skaper-nordens-storste-helse-og-treningskjede/>
- Lawson, R., Alcock, C., Cooper, J., & Burgess, L. (2003). Factors affecting adoption of electronic commerce technologies by SMEs: an Australian study. *Journal of Small Business and Enterprise Development*, 10(3), 265-276.
- Lederer, A. L., Maupin, D. J., Sena, M. P., & Zhuang, Y. (2000). The technology acceptance model and the World Wide Web. *Decision Support Systems*, 29(3), 269-282.
- Lee, C., Jarvinen, V., & Sutherland, J. (2011). *PROFILING SOCIAL NETWORK SITE USERS: WHO IS THE MOST RESPONSIVE TO MARKETING ATTEMPTS?* Paper presented at the CONFERENCE OF THE AMERICAN ACADEMY OF ADVERTISING.
- Legris, P., Ingham, J., & Colletette, P. (2003). Why do people use information technology? A critical review of the technology acceptance model. *Information & Management*, 40(3), 191-204.

- MacGregor, R. C., & Vrazalic, L. (2005). A basic model of electronic commerce adoption barriers: a study of regional small businesses in Sweden and Australia. *Journal of Small Business and Enterprise Development*, 12(4), 510-527.
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business horizons*, 52(4), 357-365.
- Marrs, M. (2014). 45 Fabulous Facebook Advertising Tips & Magic Marketing Tricks. Retrieved from <http://www.wordstream.com/blog/ws/2014/01/30/facebook-advertising-tips>
- Martin, G. (2010). 30 Days to Social Media Success : The 30 Day Results Guide to Making the Most of Twitter, Blogging, LinkedIn, and Facebook. from <http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=350907&site=ehost-live>
- McFarland, D. J., & Hamilton, D. (2006). Adding contextual specificity to the technology acceptance model. *Computers in Human Behavior*, 22(3), 427-447.
- Michaelidou, N., Siamagka, N. T., & Christodoulides, G. (2011). Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brands. *Industrial Marketing Management*, 40(7), 1153-1159.
- Moon, J.-W., & Kim, Y.-G. (2001). Extending the TAM for a World-Wide-Web context. *Information & Management*, 38(4), 217-230.
- Moore, G. A. (2002). *Crossing the chasm: marketing and selling high-tech products to mainstream customers*: Harper Collins.
- Moore, J. J., & Rodgers, S. L. (2005). *An examination of advertising credibility and skepticism in five different media using the persuasion knowledge model*. Paper presented at the PROCEEDINGS OF THE CONFERENCE-AMERICAN ACADEMY OF ADVERTISING.
- Morset, T. L. (2009). Elixia-gründer åpner billigkjede. *Dagbladet*. Retrieved from <http://www.dagbladet.no/2009/11/20/nyheter/tema/helse/trening/treningscenter/9131206/>
- Morteza Ghobakhloo, S. H. T. (2013). The role of owner/manager in adoption of electronic commerce in small businesses. *Journal of Small Business and Enterprise Development*, 20(4), 754-787.
- Muijs, D. (2010). *Doing quantitative research in education with SPSS*: Sage.
- Nassar, M. A. (2012). An Investigation of Hoteliers' Attitudes toward the Use of Social Media as a Branding Tool. *International Journal of Marketing Studies*, 4(4). doi: 10.5539/ijms.v4n4p93
- Nutley, M. (2007). It's the Influencers, Not the Social Media, That Brands Need To Target". Retrieved 2 april, 2012, from <http://www.marketingweek.co.uk/its-the-influencers-not-the-social-media-that-brands-need-to-target/2056151.article>
- Pannunzio, C. O. (2008). Leverage the Power of Social Media. (cover story). *Journal of Financial Planning*, 6-10.
- Parker, C. M., & Castleman, T. (2009). Small firm e-business adoption: a critical analysis of theory. *Journal of Enterprise Information Management*, 22(1/2), 167-182.
- Porter, C. E. (2004). A typology of virtual communities: A multi - disciplinary foundation for future research. *Journal of Computer - Mediated Communication*, 10(1), 00-00.
- Qualman, E. (2011). *Socialnomics : How Social Media Transforms the Way We Live and Do Business*. 322p.
- Rogers, E. M. (2003). *Diffusion of innovations* (Vol. 5th ed.): Free Press.
- Røren, I. (2009). #drittunge. from http://www.bt.no/nyheter/innenriks/drittunge-1924451.html-.UzP0qa150_w

- Sadowski, B. M., Maitland, C., & van Dongen, J. (2002). Strategic use of the Internet by small- and medium-sized companies: an exploratory study. *Information Economics and Policy*, 14(1), 75-93. doi: [http://dx.doi.org/10.1016/S0167-6245\(01\)00054-3](http://dx.doi.org/10.1016/S0167-6245(01)00054-3)
- Savara, S. Time Management Matrix by Stephen Covey – Urgent vs Important. Retrieved from <http://sidsavara.com/personal-development/nerdy-productivity-coveys-time-management-matrix-illustrated-with-xkcd-comics>
- Schepers, J., & Wetzels, M. (2007). A meta-analysis of the technology acceptance model: Investigating subjective norm and moderation effects. *Information & Management*, 44(1), 90-103.
- Schultz, D. E. (2006). IMC is do or die in new pull marketplace. *Marketing News*, 40(13), 7-7.
- Siemasko, E. (2014). Which Social Media Channels Are Best for Your Small Business? , from <http://grasshopper.com/blog/which-social-media-channels-are-best-for-your-small-business/>
- Skellie. (2011). *Successful Facebook Marketing*: Rockable Press.
- Speck, P. S., & Elliott, M. T. (1997). Predictors of Advertising Avoidance in Print and Broadcast Media. *Journal of Advertising*, 26(3), 61-76.
- Spencer, A. J., Buhalis, D., & Moital, M. (2012). A hierarchical model of technology adoption for small owner-managed travel firms: An organizational decision-making and leadership perspective. *Tourism Management*, 33(5), 1195-1208.
- Szmigin, I., Canning, L., & Reppel, A. E. (2005). Online community: enhancing the relationship marketing concept through customer bonding. *International Journal of Service Industry Management*, 16(5), 480-496. doi: 10.1108/09564230510625778
- Teixeira, T. (2012). The new science of viral ads: HARVARD BUSINESS SCHOOL PUBLISHING CORPORATION 300 NORTH BEACON STREET, WATERTOWN, MA 02472 USA.
- Tools, M. Retrieved from http://www.mindtools.com/pages/article/newHTE_91.htm
- Vogt, C. a. S. K. (2008). The Anatomy of Social Networks". *Market Leader*(Spring).
- Webtrends. (2011). Facebook Advertising Performance Benchmarks & Insights.
- Wierenga, B., & Oude Ophuis, P. A. (1997). Marketing decision support systems: Adoption, use, and satisfaction. *International Journal of Research in Marketing*, 14(3), 275-290.
- Wikipedia, t. f. e. (2014). List of social networking websites. from http://en.wikipedia.org/wiki/List_of_social_networking_websites
- Wilson, H. J., Guinan, P., Parise, S., & Weinberg, B. D. (2011). What's Your Social Media Strategy? *Harvard Business Review*, 89(7/8), 23-25.
- Wöber, K., & Gretzel, U. (2000). Tourism managers' adoption of marketing decision support systems. *Journal of Travel Research*, 39(2), 172-181.
- Xavier Dréze, F.-X. H. (2003). Internet Advertising Is anybody watching? *Journal of Interactive Marketing*, 17(4).
- Zarella, D., & Zarella, A. (2011). *The Facebook marketing book*. Beijing: O'Reilly.
- Zeng, F., Huang, L., & Dou, W. (2009). Social factors in user perceptions and responses to advertising in online social networking communities. *Journal of Interactive Advertising*, 10(1), 1-13.
- Zikmund, W. G. (2003). *Business research methods*. Mason, Ohio: Thomson/South-Western.
- Aaron Smith, M. D. (2014). Social Media Update 2013 (pp. 18) .
- Aarøy, T. (2012). - Betaler ikke 500 kroner i måneden. *Adressa*. Retrieved from <http://www.adressa.no/sport/sprek/article1753122.ece>

Appendix

Two appendices are attached after this page.

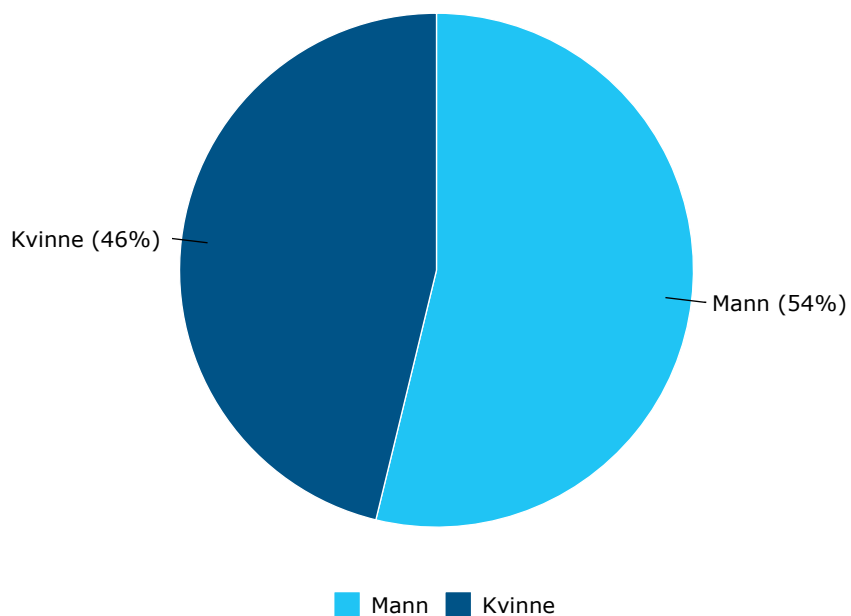
Appendix 1: Survey results

Appendix 2: Literature review – technology adoption factors

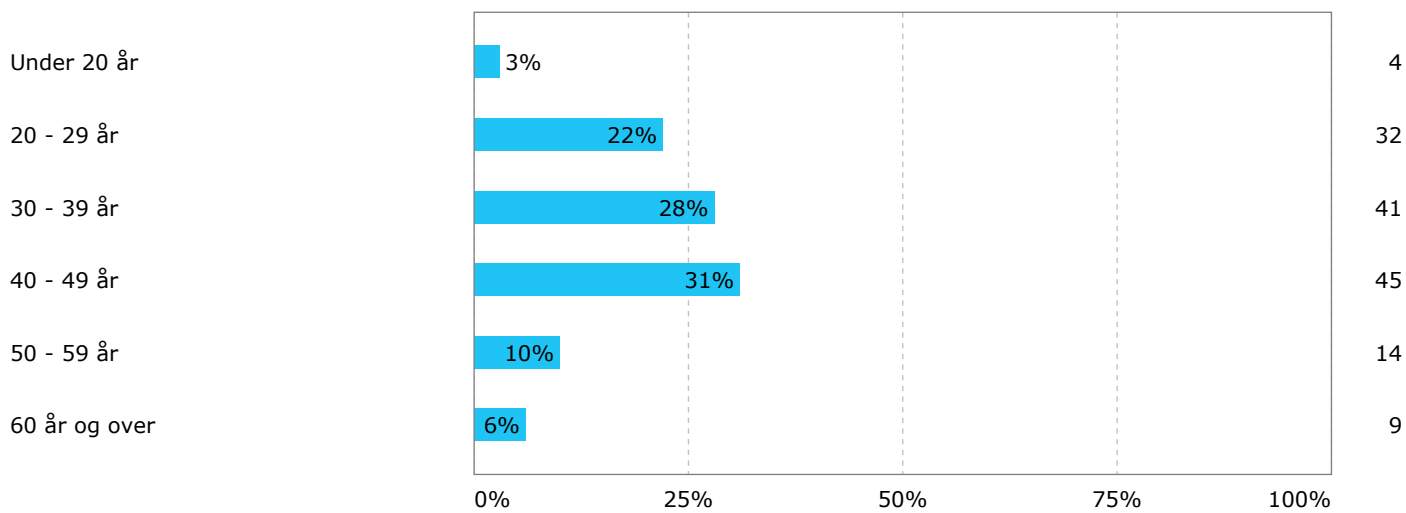
Appendix

Survey results

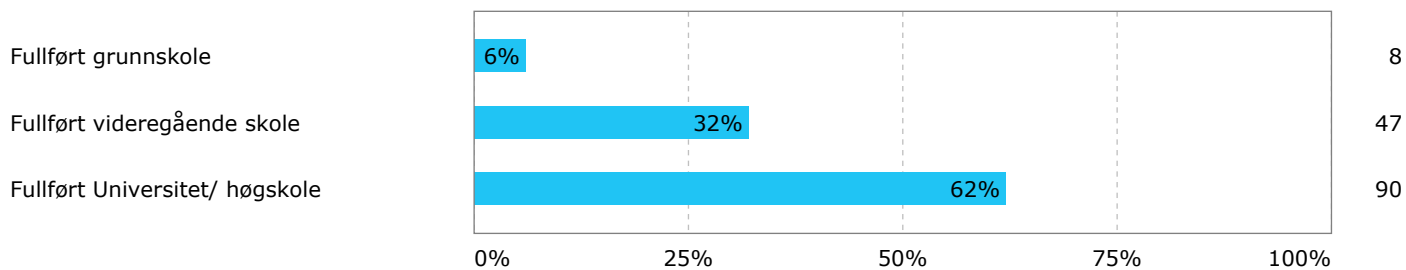
Kjønn:



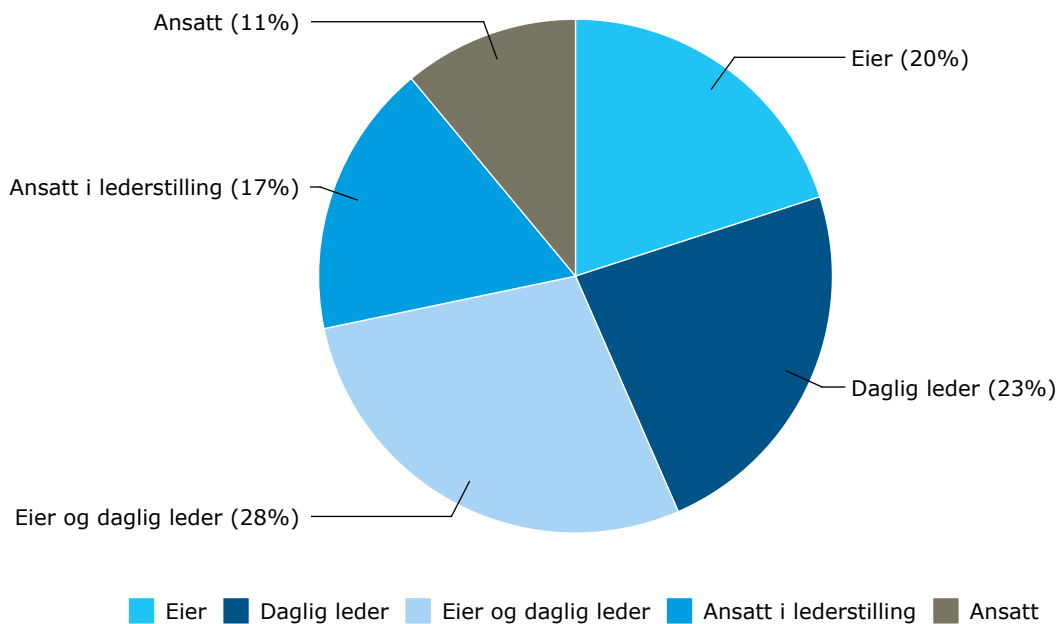
Alder:



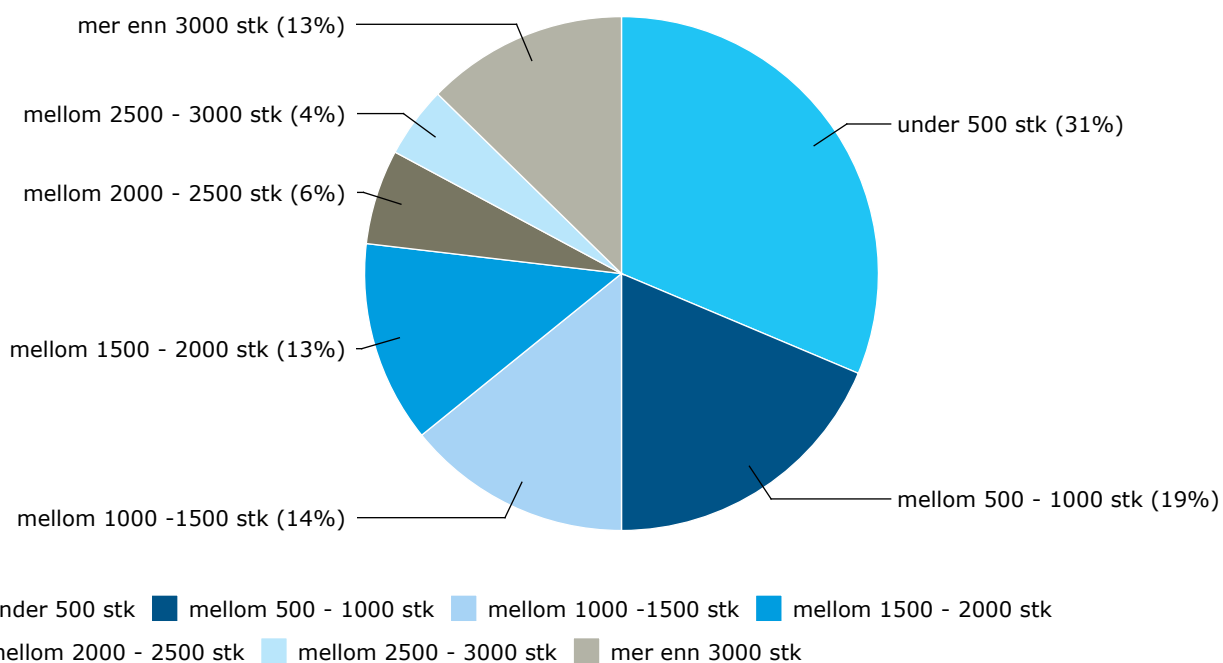
Utdanningsnivå:



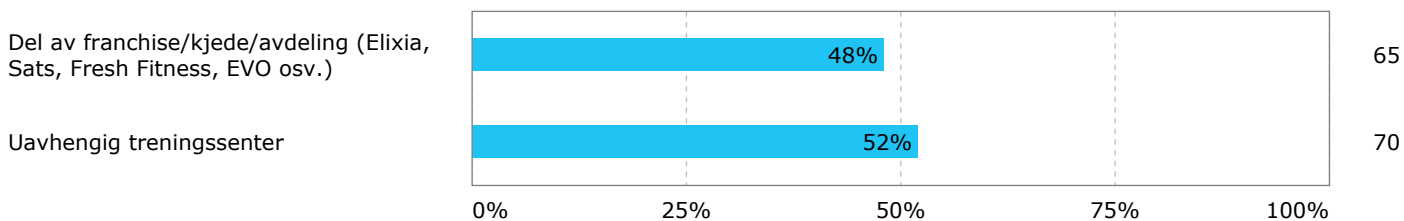
Stilling i bedriften:

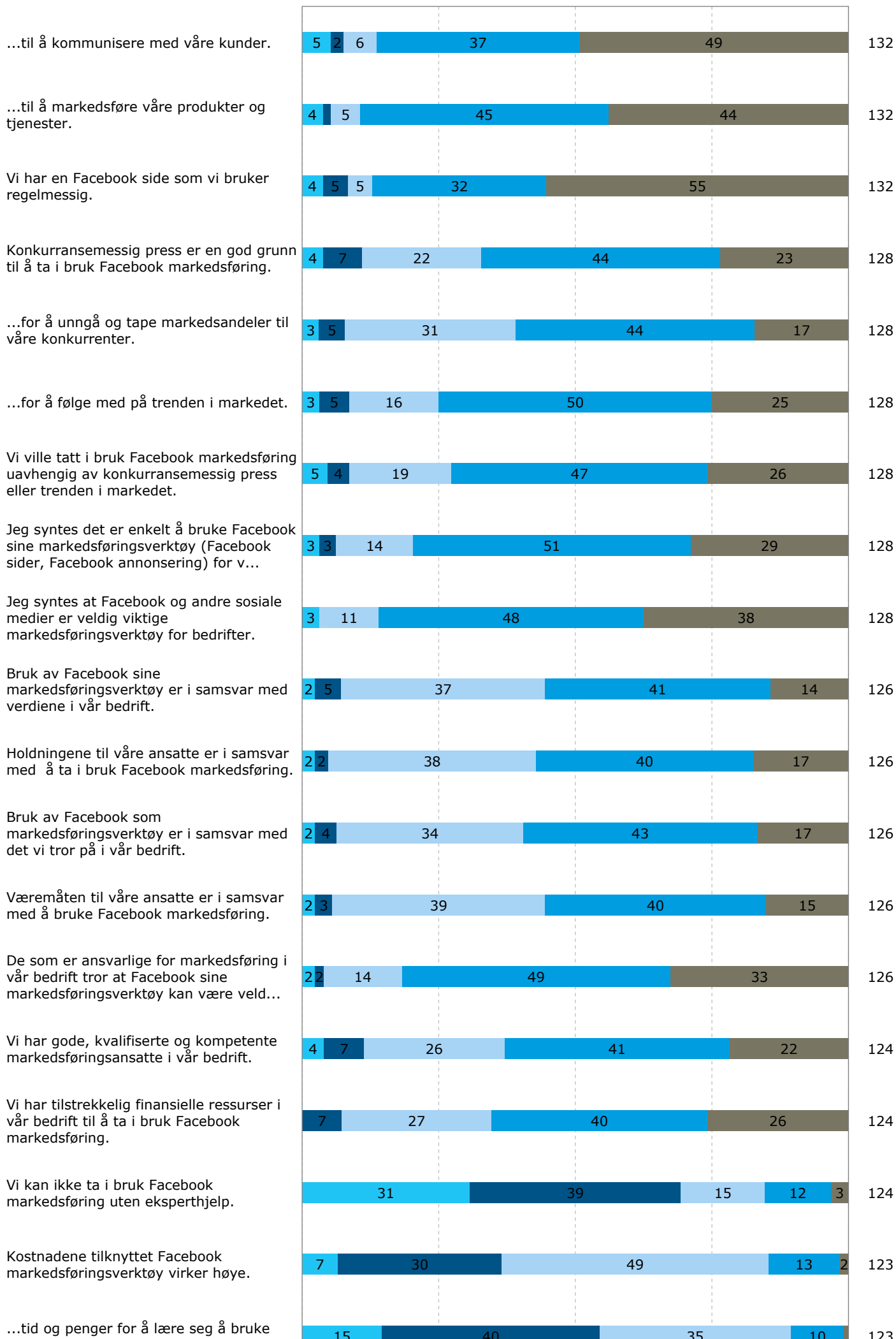


Antall medlemmer/kunder:

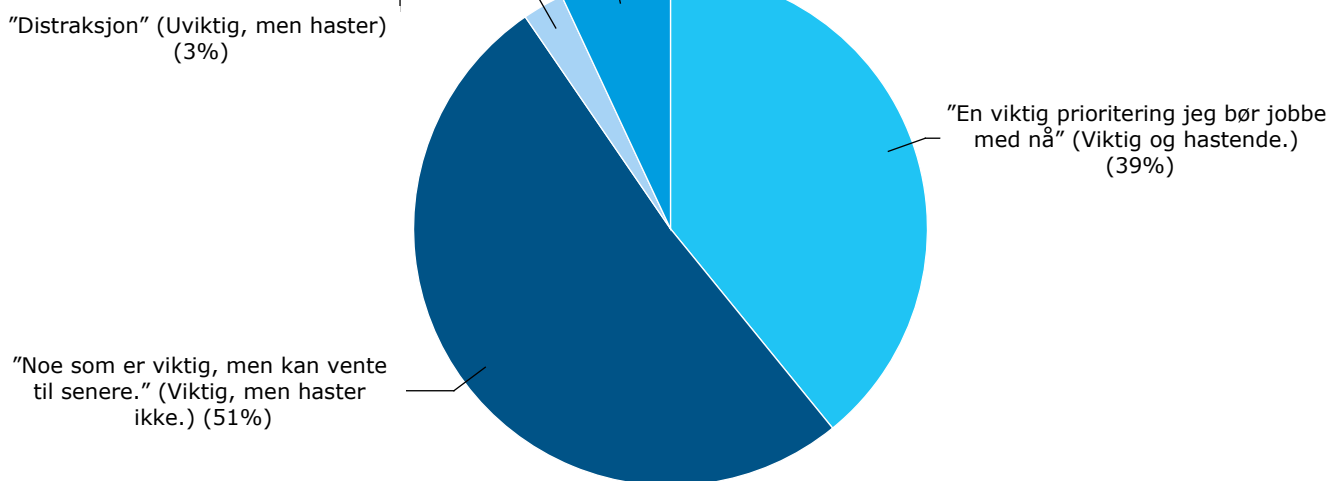


Bedrift/treningscenter er:





Jeg vurderer Facebook markedsføring som...: (Vennligst velg en av følgende fire valg)



- "En viktig prioritering jeg bør jobbe med nå" (Viktig og hastende.)
- "Noe som er viktig, men kan vente til senere." (Viktig, men haster ikke.)
- "Distrasjon" (Uviktig, men haster)
- "Forstyrrelse" (Uviktig, og haster ikke.)

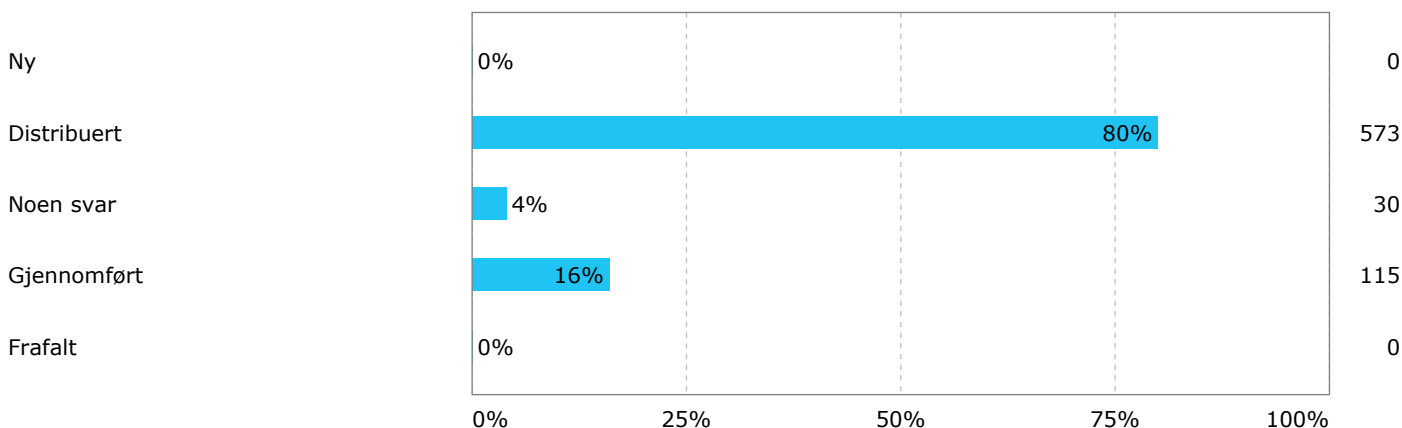
Her har du valgfri mulighet til å kommentere spørreundersøkelsen eller gi en tilbakemelding:

- Jeg tror man når ut til veldig mange ved å bruke sosiale medier som facebook, instagram, twitter etc - flere enn ved å kun bruke en hjemmeside.
- I vår bedrift bruker vi kun konstantfri facebookmarkedsføring. Altså, vi har en side, men bruker ikke penger på annonsering på facebook.

Lykke til!

- Undersøkelsen skiller ikke tydelig nok mellom bruk av FB sider og bruk av FB annonsering.
- Skulle gjerne hatt tilgang til mere info om hvordan best utnytte facebook
- vi bruker ikke facebook markedsføring. Vi legger kun ut info om treningstider og forandringer på facebook. Det er ei i styret som legger ut info og det fungerer fint. Vi betaler derfor ingenting for dette.
- Driver en privat treningsklubb. Har ikke behov for markedsføring.
- jeg ser at det muligens er et nyttig verktøy med facebook, vi har ordinær utgave. men, jeg er ikke på facebook selv og synes egenstendig det er noe surr.
- Virker som en undersøkelse kjøpt og betalt for av Facebook.
- Facebook og andre sosiale medier er den raskeste og mest målrettede kanalen for kommunikasjon med våre kunder
- Bruker facebook fordi det gir mulighet for gratis markedsføring/kommunikasjon og hurtig info ut til medlemmer/kunder. Travelt å måtte oppdatere stadig, men likevel overkommelig i min arbeidssituasjon.
- fint! så fikk jeg tenkt igjennom temaet
- Mener det stilles ledende spm.

Samlet status



Appendix:

Literature review table – Technology adoption

Author/Year	Theoretical Framework	Purpose	Dependent variable	Independent variables	Method/ Design	Context/Setting/Sample	Findings/Major findings	Limitations/Gaps:
(McFarland & Hamilton, 2006)	Technology Acceptance Model (TAM) Social cognitive theory	Examines the influence contextual specificity when describing technology acceptance.	Technology Acceptance	-Computer anxiety -Prior experience -Other's use -Organizational support -Task structure -System quality.	Quantitative survey Likert	Diverse industries in USA. 114 members of for-profit-organizations	System usage is strongly influenced by contextual variables: -Computer anxiety, -Prior -experience, -others use, -organizational support, -Task structure	Researchers can find other contextual variables.
(Davis, 1989)	Perceived usefulness and perceived ease of use. (Schultz & Slevin 1975)	Purpose: Develop and validate new measures for predicting and explaining use of technology.	Technology acceptance.	-Perceived usefulness -Perceived Ease of use.	Study 1: Quantitative survey Likert Study 2: Lab study	Study 1: Canada, 120 workers in IBM Study 2: USA, Boston 40 MBA students	Both "perceived usefulness" and "ease of use" were significantly correlated with self-reported indicants of system use. Usefulness was more strongly linked to usage than ease of use.	Find other variables like "intrinsic motivation" to determine attitudes.
(Spencer, Buhalis, & Moital, 2012) Tourism management .	Organizational decision-making theory. (Simon 1957) Diffusion of Innovation. (Rogers. 2003) Leadership theory.	Identify adoption decisions where owners are managers.	Technology adoption in SMEs.	Personal factors: -Ownership -Leadership	Qualitative in-depth interviews	Jamaica, Travel Agencies 31 Owner-managers.	Leadership is most critical to technology acceptance in owner-managed small firms. Leaders may be initiators or barriers to TAM. New model creates and illustrates new leadership typologies. (Converters, Reactors Stabilizers, Enforcers, Resisters)	Investigation of transformational leadership in tech adoption for larger firms. Comparative study across cultures.
(King & He, 2006)	TAM	Meta-analysis of TAM research.	Technology Acceptance Model	Core TAM: -Perceived usefulness -Perceived ease of	Meta-analysis.	Mostly from Information & Management journals.	Results show TAM to be a valid, robust and predictive model, and may be used in a variety	Internet study results should not be generalized to other contexts.

				use -Behavioral intentions Extending factors: -Situational involvement -Prior usage/experience -PC self-efficacy -Gender -Culture -Attitude -Perceptual usage -Actual usage			88 TAM empirical studies.	of contexts.	
(Scheepers & Wetzels, 2007)	TAM	Examine convergence or divergence of TAM in different settings.	Technology Acceptance Model	-Subjective norm -Perceived Usefulness -Perceived ease of use.	Quantitative meta-analysis.	Mostly western articles. (USA, Canada etc.) 51 articles.	Original TAM relationships were confirmed. Usage and adoption is more dependent on the individual than on the ease of use of technology. Studies often done on students that were considered early adopters.		
(Moon & Kim, 2001)	TAM Extension of TAM based on an individual intrinsic motivation theory.	Extend the TAM in the WWW, with new variable.	Technology acceptance of World wide web.	-Perceived Playfulness -Perceived ease of use -Perceived usefulness	Quantitative survey Likert	South Korea, 152 Management students.	Original TAM confirmed, but Perceived ease of use was more significant than perceived usefulness. This is different from original TAM. Extension variable (perceived playfulness) have a significant effect on behavioral intention.		
(Lederer, Maupin,	TAM	Purpose: Investigate TAM for work-related	Technology acceptance of the world wide web.	-Perceived usefulness -Perceived ease of	Quantitative e-mail survey	USA, Office workers	Supports TAM	Only 5% response rate on survey conducted.	

Sena, & Zhuang, 2000)	tasks using the web.	use.	Likert	163 well educated individuals who use the web for their jobs.		
(Davis & Venkatesh, 1996)	Purpose: Assess potential measurement biases in TAM.	Technology acceptance model.	Three experiments. Quantitative Likert	USA, University 708 students	Supports TAM. It is free for measurement biases. Researchers should continue using original TAM framework to predict user acceptance of information technology.	Findings offer reassurance to researchers who use TAM instrument to study acceptance of emerging information technologies.
(Ahearne, Hughes, & Schillewaert, 2007)	Purpose: Can sales reps enhance performance through acceptance of IT tools?	Technology acceptance > Job Performance/Effectiveness	Qualitative Field study	USA, Mid-sized division of European multinational pharmaceutical company. 203 Salespeople 29 sales managers	Frequent resistance among salespeople to IT interventions. IT acceptance has a positive effect on sales performance.	Research only focused on the positive effects of IT on salesperson performance.
(Avlonitis & Panagopoulou, 2005)	Purpose: Examine factors that lead to the effective acceptance of CRM technology. Investigate the impact of its implementation on the individual sales reps performance.	Technology acceptance > Sales performance	Quantitative survey. Factor analysis	Worldwide pharmaceutical industry, 5 different companies 240 sales reps.	Salesperson beliefs towards is most prevailing factor to CRM acceptance. (Easy-to-use and usefulness.) "A salesperson's beliefs regarding CRM ease-of-use and CRM usefulness have a catalytic influence on sales performance."	

(Wöber & Gretzel, 2000)	TAM- extended	Explain key factors affecting the success of an internet-based marketing decision support system.	Technology adoption	-Innovativeness -Experience -Task-related factors -User attitude -Perceived ease of use -Perceived usefulness. -Actual use behavior.	Quantitative survey Likert	Europe, Travel agencies 77 managers responses were used.	Support TAM, Managers who have better knowledge about technology will have fewer barriers. Judgments about systems usefulness are affected by the time pressure and complexity of manager's tasks.	Future research should examine the "information needs" for adoption.
(de Valck, van Bruggen, & Wierenga, 2009)	Paper presents their own conceptual framework of factors that affect adoption and success of MDSS.	Factors that affect adoption and use of, and satisfaction with MDSS, (Marketing decision support systems)	Technology adoption, use and satisfaction	-External environment -Organizational Task environment -User factors -Implementation	Quantitative survey Computer-assisted telephone interviews	Netherlands, Enterprises with 10 or more employees. Managers Full sample n=525, Responders n=194 (adopters)	Adoption factors are different from success factors. Adoption intention is higher for larger companies and more advance marketing org. Colleagues attitude is very important. Top management support is important.	Actual procedures companies apply to stimulate the adoption and acceptance process.
(Daniel & Wilson, 2002)	E-commerce adoption	Identify the reason that are causing SMEs to adopt e-commerce	E-commerce adoption SMEs	-Recruitment -Improves supply -Enhanced & Efficient service -Attract customers -Competition position -Internal communication.	Quantitative survey/questionnaire. Likert	UK, SMEs 678 useable responses. (research don't mention who answered, but I assume it was managers)	Main driver of e-commerce adoption by SMEs "respond to competitive pressure" = defensive reaction of other firms. Second most important factor: "attracting new customers"	Factors within the firm could also cause change to its adoption intentions or benefits realized.
(Bhanot, 2012)	Social media.	How companies can use social media as an important tool to reach out to	Social media as a marketing tool.	Three reasons: -Low cost, highly accessible platform. -Instant/rapid engagement/	Secondary study,	India Literature review of journal articles and websites.	Social media: -From "nice-to have" to a necessity. -Used for "brand	Social media is a new concept so information available is limited.

(Hanna, Rohm, & Crittenden, 2011)	Social Media Ecosystem (Schultz, 2007) (Wesley & Rohm 2010)	Provide a systematic way of understanding and conceptualize online social media as an ecosystem with both digital and traditional media.	Social media ecosystem.	<p>communication</p> <ul style="list-style-type: none"> - Feedback/Information. -Brand awareness -Product and service promotion -Customer service understanding -Product development -Employee engagement Promotion of social causes. -Knowledge sharing -Brand building. 	Secondary study	USA, Case study: "The 2010 Grammy Awards"	<p>awareness, product and service promotion and customer service"</p> <p>-emerging as a potent mainstream business tool and major role in customer acquisition.</p>	
(Kietzmann, Hermkens, McCarthy, & Silvestre, 2011)	"The honeycomb of social media" Articles own definition of building blocks.	Purpose: Present a framework that defines social media. Provide recommendations regarding developing social media	Social media Building blocks	<p>Managers should use:</p> <p>Seven defining blocks of social media:</p> <ul style="list-style-type: none"> -Identity -Presence -Relationship -Reputation -Groups 	Secondary study	USA,	<p>Social media platforms (Facebook, Twitter, Dig Youtube etc) have begun to revolutionize the state of marketing, advertising and promotions.</p> <p>No longer enough to merely incorporate social media as a standalone elements of a marketing plan. Must combine traditional and social as part of an ecosystem.</p> <p>Social media introduce substantial and pervasive changes to communications between organizations, communities and individuals.</p> <p>Established management methods are ill-suited to deal</p>	

(Mangold & Faulds, 2009)	Social Media eWOM Traditional media	strategies.	Purpose: Propose that social media should be part of promotional mix, why and how.	Social media, marketing communication.	-Conversation Sharing -Shape tips: -Shape discussions -Provide networking platforms. -Engage customers Provide information -Be outrageous -Prove exclusivity -Support causes that are important to consumers -Use stories -Use multiple avenues.	Secondary study	USA, Journals, Academic articles, Case studies	with new conversation style. Introduces new framework called: "The new communication paradigm" Marketing managers should include social media in the promotion mix.	Requires adoption of new communication paradigm by managers.
(Michaelidou, Siamagka, & Christodouli des, 2011)	B2B Branding Social media networks.	Usage, barriers and measurement of social media marketing in B2B SMEs.	Adoption of social media marketing.	Reasons for use: -Attract new customers -Cultivate relationships -Increase awareness -Communicate the brand online -Receive feedback -Interact with suppliers Barriers: -SNS Not important within industry -Uncertainty it could help. -Staff not familiar with SNS -Huge time investment -Competition don't use it. -Lack of technical skills.	Exploratory Quantitative survey Literature review	UK, SMEs Marketing director, general director. N=102 (10,2%response)	77% used Facebook 44% planned to increase budget. Reasons for joining SNS: 1. Attract new customers 2. Cultivate relationships. 3. Increase awareness. Barriers: 1. Not relevant for industry. 2. Uncertainty in SNS 3. Staff not capable.	Study "does not provide a full account of the reasons why B2B are not assessing SNS. Study did not provide insights into attitudes of SMEs towards technology.	
(Bulearca & Bulearca, 2010)	eWOM WOM	Explore if "Twitter" is a marketing tool for SMEs.	Social media adoption		Qualitative In-depth interviews	UK, Romania, Interviewee: Marketing and PR specialist. N=2	Three emerging themes of usage were presented: 1. Networking and relationship-	Lack of previous studies, allot of trial and error in the process.	

(El-Gohary, 2012)	TAM IDT (Innovation Diffusion theory) Combined and extended.	Analyze the different factors affecting the adoption of E-marketing.	E-marketing adoption	Internal factors: -Owner skills and support -Org culture -Org resources -Org size -Cost TAM and IDT factors: -Perceived ease of use -Perceived usefulness -Perceived compatibility External factors: -Competitive pressures -Government influences -Market trends and industry pressure -Cultural orientation towards e-marketing -national infrastructure.	Quantitative survey.	Egypt, Tourism, SMEs N= 163 (completed surveys)	building. (Customer service) eWOM as main benefit. Require time and effort, therefore not free. 2. 3. Validates TAM and IDT. Compatibility: +Extension of the two models to increase their ability to illustrate the adoption. Internal and external factors have a significant impact on e-marketing adoption.	Limitations are linked with broadness of the phenomenon and lack of measurement due to infancy stage of research.
(Lawson, Alcock, Cooper, & Burgess, 2003)	MICA, (Coop&Burgess, 1998) (Model of internet commerce adoption) Three stages: 1. Promotion 2. Provision 3. Processing	Factors affecting adoption of e-commerce.	E-commerce adoption	Barriers: -Concern about security and privacy of transactions -Cost of consultants -Lack of government incentives -Lack of IT expertise of staff.	Quantitative survey	Australia, Sydney Melbourne, SMEs N=44+126 (total responds both cities 170)	Medium sized org. appear to be further along the diffusion process. (because of planning.) Barriers: • Security and privacy concerns • Cost of consultants	The evolution of the diffusion will rely on awareness and education.

(MacGregor & Vrazalic, 2005)	Small businesses Government ICT initiatives/programs	A summary of e-commerce barriers in small businesses.	E-commerce adoption barriers.	Too difficult: -Lack of technical knowledge in the organization -E-commerce too complex to implement -Financial investment required too high Lack of time to implement e-commerce -Difficulty of choosing between different e-commerce options. -Security issues. Unsuitable: -to products/services -to way of doing business -to clients way of doing business -no advantages from e-commerce	Secondary study, Qualitative interview, Quantitative, Likert	Austria, Sweden, Small businesses in regional areas. Respondents: Adopters, n=152, 25 Non-adopter, n=123, 139.	E-commerce adoption barriers grouped into two factors: 1. "too difficult" 2. "unsuitable"	Inability to derive industry specific conclusions.
(Alexander, Pearson, & Crosby, 2003)	Technology adoption Travel industry background Move to e-commerce	Enhance the understanding of the process of transition from traditional business model to an e-commerce model.	E-commerce adoption		Case study Small travel agency that successfully navigated the transition to e-commerce.	USA, Illinois, Small enterprise, Travel industry Owner/manager	Owner/manager was driving force behind IT adoption. Perceived benefit was a definite facilitator. Level of adoption: leasing required technology VS. exploiting technology for competitive advantage.	Does technology apply to industry/product/service etc. ?
(Karagozlu & Lindell, 2004)	E-commerce strategy.	Explore SMEs e-commerce strategic, operational and performance aspect.	E-commerce strategy	Competitive strategy use: -Differentiation -Cost Leadership -Customer base	Quantitative survey	USA, California, SMEs, Top management. N=71	E-commerce strategy motivation factors: -customer base expansion -rapid growth	Rapid changes in technology and adoption patterns are governing the world of e-commerce.

(Daniel, 2003)	E-commerce adoption model (Poon&Swatman, 1999) Model of traditional IS adoption (Venkatraman, 1994)	Explore the issue of e-commerce integration with existing ICT.	E-commerce integration,	Key online activities: -Web site providing company information -Document exchange with customers and suppliers -Taking orders online -Ordering and payment of inventory purchasing. Perceived benefits: -Enhanced customer service -Cost savings	expansion -Customer strategies. -Purchasing management.	Qualitative survey Likert	UK, SMEs N= 678 (usable responses)	Barriers: -fear of cost connected with customer service.	Study cannot be extended to larger firms.
(Fillis, Johansson, & Wagner, 2003)	E-business SMEs Barriers to growth.	Conceptual understanding of e-business adoption factors that impact owner/management decision making process.	E-commerce, adoption	Macro factors: -Globalization -Removal of geographical and physical barriers. -Increased competition -EU/Government policy -Cultural attitudes Firm/managerial factors: -size of firm -B2B -B2C -Mass/niche markets -Age of manager -Gender of manager -Education level -type of product -sets of business competencies.	expansion -Customer strategies. -Purchasing management.	Secondary study, literature review.	UK, SMEs, Owner/management	Firm size and resource based issues are barriers. The degree of entrepreneurial versus conservative thinking will impact adoption. E-business can be interpreted as either a totally new philosophy or just another business tool.	Factors for adoption in SMEs are often intangible and informal in nature, and goes beyond factors identified in textbooks.

(Kendall, Tung, Chua, Ng, & Tan, 2001)	Diffusion of Innovation, (Rogers)	Identify factors that encourage willingness to adopt EC.	E-commerce, adoption, ("Willingness")	<p>Positive attitudes of manager:</p> <ul style="list-style-type: none"> -Owner/manager motivation and enthusiasm -Creative orientation -Innovative -Proactive -Flexible -Aggressive -Entrepreneurial -Open to risk -Management support <p>Negative attitudes of manager:</p> <ul style="list-style-type: none"> -Physical and attitudinal barriers -Conservative -Fear of change/technology -Lack of drive -Imagination -Interest -Inertia in decision making -security fears -Need to learn new skills -Increased workload -Additional costs. 	Quantitative survey,	Singapore, SMEs Directors N=58 responders	<p>"Relative advantage" most important factor for EC adoption.</p> <p>"Compatibility" also significant factor. (When they understand its consequences, a faster adoption rate occurs)</p>	IT savvy companies were more inclined to respond. Reseracheres need to carefully consider how to create questions that match more closely with perceived attributes.
(Morteza Ghobakhloo,	Innovation diffusion literature	Develop an integrated	E-commerce, adoption	<p>-Perceived benefits</p> <p>-Perceived</p>	Quantitative survey.	Iran, Developing country, Small	Perceived benefits, perceived compatibility,	Study only focus on manufacturing SBs of

2013)		model of EC adoption in small business.		compatibility -Perceived costs -Perceived risks -IS/computer knowledge -Innovativeness		business Owner/management N=268	perceived risks, perceived costs and innovativeness were found to be the significant determinants of decision to adopt EC.	Iran.
(Pease & Rowe, 2007)	Diffusion of innovation.	Identify factors facilitating and inhibiting adoption across regional, small city and large city.	E-commerce, adoption			SMEs	INCOMPLETE ARTICLE	(Article can be used for describing DOI)
(Gilmore, Gallagher, & Henry, 2007)	TAM E-marketing	E-commerce, internet marketing. Re-examine the impact of the internet on SMEs.	E-commerce impact	E- marketing drivers: -Eliminate competitive disadvantage -Lower operating and marketing costs -Promotion/Enrich marketing mix -Management enthusiasm. -Increase sales Barriers: -Financial constraints -Human resources -Lack of skills/knowhow -Cost -Lack of ROI -Lack of time	Qualitative research, In-depth interviews	UK, SMEs, Marketing managers/IT professionals N=10	SMEs still don't use internet/e-marketing to its full scope and potential. (Still infancy stage) Barriers: -lack of time -financial constraints -human resources -multitask role of managers= not time to measure results of effort. Most significant issue- maintenance of company website.	Websites still only a "brochure in an online form". = static, not interactive boring site that don't add any value. Limitation: Few companies were analyzed. Further research- investigates same SMEs as in study to measure development.
(Grandon & Pearson, 2004)	TAM	Examine the determinant factors of strategic value and adoption of e-commerce.	E-commerce adoption.	-Organizational readiness -External pressure -Perceived ease of use -Perceived usefulness Perception of strategic value	Quantitative survey Likert	USA, Variety of industries, SMEs, Top managers/Owner N=100	Four influencing factors: 1. organizational readiness. 2. External pressure 3. Perceived ease of use 4. Perceived usefulness.	Research is biased towards small firms, so caution should be made when generalizing results.

(Kaynak, Tatoglu, & Kula, 2005)	E-commerce definition by Globerman "any economic transaction where the buyer and seller come together through internet..."	Investigate the internet-based e-commerce adoption profile of SMEs. Factors affecting willingness to adopt EC usage.	E-commerce adoption	-Organizational support -Managerial productivity -Strategic Decision aids. Independent variables: -Market development -Efficiency of sales and promotion -Ease of accessibility -Cost reduction -Limited number of users Security concerns	Quantitative survey	Turkey, Manufacturing, SMEs General managers N=237	Organizational support and managerial productivity have significant impact on managers attitudes towards adoption. Adoption is significantly influenced by its perceived benefits. (• market development, efficiency of sales and promotion • ease of accessibility • cost reduction From emerging markets: Top management does not understand EC and therefor underestimates impact. Makes them followers and not leaders of adoption.	Future research: Should cover differences between industries and the extent of willingness to adopt EC.
(Harridge-March, 2004)	Seven Ps of marketing	Evaluate E-marketing and its potential.	E-commerce	-Product, -Price, -Promotion, -Place, -Process, -Physical evidence, -- -People	Secondary study	UK,	E-marketing does not yet have the potential to replace traditional marketing efforts. Only a complementary tool, that managers should embrace to create value for customers..	
(Darby, Jones, & Al Madani, 2003)	Marketing 4Ps (Kotler, 1991) Seven key issues in the management of emerging technologies: (Day and Schoemaker, 2001)	Consider e-commerce as a marketing tool.	E-commerce usability	Product Price Place Promotion	Qualitative Interviews	United Arab Emirates, Automobile, Banking, Airlines, Leisure and Tourism. Marketing managers	Key identified issues: -Budgets are still spent on off-line tools, even though E-marketing supports cost reduction. -Used to enhance brand image. -Lack of system training.	Further research should clarify the difference between marketing and e-marketing concepts. -Integration between traditional marketing and e-marketing.

(Sadowski, Maitland, & van Dongen, 2002)		Strategic use of the internet by SMEs.	Strategic use, adoption	-Communication requirements -Intensity of competition -Support and incentives.	Quantitative interviews, Survey Exploratory	Netherlands, Multiple industries, SMEs Managers N=264	SMEs adopt the internet if it fits their particular communication needs. Reluctant to undertake risky investment in internet services. Competitive pressure NOT influencing factor in study. Size of SME matters, especially in early stages of In. adoption Skills and experience are NOT an adoption concern.	
(Mehrtens, Cragg, & Mills, 2001)		Why do SMEs adopt the Internet?	Adoption	-Perceived benefits -Organizational readiness -External pressure on the organization.	Qualitative case studies	New Zealand, SMEs, IT industry, and non IT industry CEOs N=7	Adoption is influenced by all three variables. -Managers need to be convinced of the benefits before embracing it. -Small firms needs at least one manager to recognize the potential before adoption. -Others can help, but managers must realize opportunity themselves.	Focus on the decision not to adopt. Surveys could determine importance of factors. Current study indicate that adoption model was transferable to other technologies.
(Kula & Tatoglu, 2003)	Internet application (Pawar and Sharda, 1997)	Investigate internet role and adoption factors.	Application Adoption/ Attitude		Quantitative survey Likert scale Exploratory	Turkey, Different industries, SMEs CEOs, Managers N=237	Attitudes: -Not suitable for company (-) -Communication tool (+) -Important way of doing business (+) -Success chance in trade (+) -Branding (+) -Only for technical people (-)	Further research: -Firm size -Sectorial differences.
(Dholakia &	Technology diffusion	Identify factors	Adoption	-Firm size	Quantitative	US, SMEs,	Firms are at different	

Kshetri, 2004)	(Cooper and Zmud, 1990) ICT adoption (Lefebvre 1996)	that impact SMEs involvement with the internet.		-Self efficacy -Prior technology use -Past media use -Competitive pressure	survey	Different industries, Owners/managers N=45 (45/400)	stages of adoption. -Prior technology use (+) -Firm size (+) (owning a website) -Prior use of marketing media (-)	
(Legris, Ingham, & Colletette, 2003)	TAM	Technology acceptance model	Usage	-External variables -Perceived usefulness -Perceived ease of use -Attitudes towards using and behavioral intention use.	Meta-analysis	TAM research, 1980-2001 included: MIS Quarterly, Decision science Management science Journal of management IS Research Information management 80 articles.	Article include summary of research findings of 21 researches. TAM has evolved over time. Results are mostly convergent, but in some situations they are conflicting. TAM2 fixes this problem.	Three limits to TAM: - Reseracher use students instead of business environment. - Type of applications tested on. - Self-reported use by sample.
(Warren, 2002)	ICT adoption DOI, Rogers	Adoption of basic internet usage, email, web by farmers.	Adoption usage	Various application: -USE of ICT -Use of PC -Use of email/www	Quantitative survey	UK, East/Central Europe, Agricultural, Farmers N=177	Old farmers, and no education are likewise to be laggards. Barriers: -Compatibility in workday. (most significant) -Lack of funds -Perceived costs -Lack/old hardware -Poor infrastructure -Alternative communication media. -Lack of confidence and skills	
(Matlay & Addis, 2003)		Impact that higher education institution based consultancy can have upon adoption and	Adoption stages	1. Preliminary to advanced consulting 2. Adoption of ICT for communication 3. Developing	Qualitative Case studies 5 year period (1998-2002)	UK, SME, Owner/managers N=60	Respondents could be categorized into three types: "delayers", Owner/managers lacked in-depth understanding	

(Gemino, Mackay, & Reich, 2006)			use of e-commerce-	Intent to adopt website	<p>websites and ordering facilities</p> <p>4. Developing online remittance capabilities</p> <p>5. Testing/operational- fully integrated systems.</p>	Quantitative survey	Canada, Different production industries, SMEs Single owner/management. N=89	<p>of the ICT and e-commerce adoption process, and of its full economic consequences.</p> <p>“gazellers” progressed quickly through stages. (positive attitudes, sense of urgency, speed of implementation.</p> <p>“plodders”: Lack of confidence in e-commerce and doubts, made some not continue adoption stages.</p>	<p>Factors that emerged:</p> <ul style="list-style-type: none"> -Peer pressure -IT competency in CEO -General attitude towards technology -Risk
(Jones, Hecker, & Holland, 2003)	Secondary study	Provide a generic commerce adoption model for SME.based on literature review.	E-commerce adoption	5 stage model: “Normative web-based commerce adoption model”	<p>4. websites and ordering facilities</p> <p>5. Developing online remittance capabilities</p> <p>Testing/operational- fully integrated systems.</p>	Qualitative In-depth interviews Multiple-case study	Tasmania, Different industries, SME N=5	<p>Perceived strategic and informational benefits (+)</p> <p>Perceived operational benefits (-)</p> <p>Internal pressure (++)</p> <p>External pressure (-)</p> <p>Financial resources (-)</p> <p>Summarizing influencers:</p> <ol style="list-style-type: none"> 1. Perceived benefits 2. Perceived pressure 3. Organizational readiness. <p>Firms did not follow the suggested model from literature.</p> <p>Perceived benefits-influenced adoption.</p> <p>“Awareness of</p>	

