## Generation-Z Behavior: Social Media Marketing vs Brand Image

R.Nurhasan<sup>1</sup>, T.Hermina<sup>2</sup>, and H.Fauziah<sup>34</sup>

<sup>1</sup>Management. Faculty of Economy, Universitas Garut, Garut, Indonesia

#### **Abstract**

Social media platforms are commonly used to strengthen the identity of a brand. The image of a brand will strengthen the perception that consumers have about the product as a result of the reflection of the consumer's thoughts. The image attached to an object will be stronger and better, depending on the delivery of promotions through social media marketing carried out properly. Conversely, when product information is not good, the image of an object is also not good. This study aims to analyze the effect of social media marketing on brand image among Z-generation students in Garut, Indonesia. This research obtains data by distributing questionnaires with the purposive sampling technique to Z-generation students. The data using validity and reliability test were then analyzed by simple linear regression. The results indicate that social media marketing influence positively on brand image of generation Z students. Z-Generation are the most active Instagram users. Therefore, social media can create a high and positive brand in the minds of consumers. Thus, the company improve the image of a product, hit can be communicated through Instagram intensely because most Instagram users are Z-Generation consumers who encourage the brand image positively

*Keywords—Brand image; digital marketing; generation-Z; social media marketing.* 

### I. INTRODUCTION

The marketing sector encourages increasingly fierce competition between businesses and creates other issues such as product developments, new products appearing, and shifting consumer tastes (Charm et al., 2020). Even though the company provides the best products, it may not necessarily attract consumers' interest because each consumer has different perceptions (Peña-García, Gil-Saura, Rodríguez-Orejuela, & Siqueira-Junior, 2020), intentions, and purchasing abilities. Competition and marketing problems occur in the hijab industry due to the high demand for hijab products, thus stimulating business development in the Muslim fashion industry. The emergence of new businesses in the hijab industry is a threat to existing businesses, so one way to survive is to strengthen the product's brand image. Competitors do not hesitate to take customers' attention when the brand image of a product is weak. Brands have the function of building social bonds without revealing their identities. The strong communication between brand and consumer will impact the consumer's preference for the brand (Bilgin, 2018). The main about branding is to establish strong relationships with consumers to have the power to attract consumers to choose and increase consumer loyalty. Therefore businesses always conduct studies about consumers' perceptions to create a positive brand image by applying all communication channels to build brand value (Bilgin, 2018; ElAydi, 2018). Brand image is the perception of the brand or a set of beliefs, ideas, and impressions that customers have about the brand.

The best way to build and maintain a brand image effectively is using a multidisciplinary approach that combines elements of various media instruments as objects in a digital or online ecosystem with the marketing of the subject (Notarantonio & Quigley, 2013). Marketing activities through social media are more in brand image shaping. According to Gunelius (2011), social media marketing is direct or indirect marketing to build awareness, recognition, memory, and action for brands, businesses, products, people, or other entities by using tools from the social web such as blogging, microblogging, and content share. Most businesses use Instagram to market various products or services. Marketing through Instagram requires an online admin to rebrand, provide information, pursue consumers, and directly communicate with consumers (Tsimonis & Dimitriadis, 2014). Research has shown that social media influences trust and purchase intentions and facilitates knowledge and experience sharing among consumers (Lu & Hsiao, 2010). Social media pushes the boundaries of time and space in business interactions with potential customers and promotes relationships with consumers (So, Wu, Xiong, & King, 2017).

<sup>&</sup>lt;sup>2</sup>Management. Faculty of Economy, Universitas Garut, Garut, Indonesia

<sup>&</sup>lt;sup>3</sup>Management. Faculty of Economy, Universitas Garut, Garut, Indonesia

The recording of statistical data about internet users rose from 1998 until today. In 2019 there were 171.17 million Indonesians who actively use the internet and 99.1 million Instagram users (Statista, 2022). The increasing of social media users since the growth of the population in each cohort (the Y-generation, Millennial generation, and now Z-generation). The APJII survey (2018) shows that internet users are in the age range of generation-Z itself by 29.94% (Statita, 2022), hence at the present time it can be said that most of the internet users are Generation-Z as much as 16.83% is used for online buying and selling activities (Charm et al., 2020).

#### II. LITERATURE REWIEW

### A. Social Media Marketing

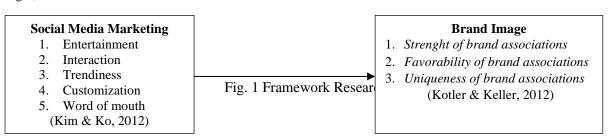
According to Kotler & Keller (2015) social media is a means for consumers to share text, images, audio, and video in the form of information with each other and the company and vice versa. (Gunelius, 2011), social media marketing is a form of direct or indirect marketing to build awareness, recognition, memory, and action for brands. The companies use tools from the social web such as blogging, microblogging, and content sharing (Hajli, 2014). The social media marketing variable adopts the concept of Kim & Ko (2012) use the dimensions of social media marketing, namely: 1) Entertainment is the function of social media to have pleasant conditions and influence consumers to be attracted to social media; 2). Interaction is the second function of social media to convey information, provide information, and as an attribute in exchanging opinions; 3). Trendiness relates to new information, and using the brand's social media is a trendy thing; 4). Customization means that social media provides various kinds of information that are customized or based on consumer demand; 5). Word of mouth describes the willingness of customers to use social media to pass on information to other customers in the form of brands, products, and services.

The leading goal of social media marketing activities is to acquire new customers, increase sales, strengthen word of mouth communication and create customer loyalty (Tsimonis & Dimitriadis, 2014). In addition, companies actively exploit this kind of content and generate customer-generated information in social media marketing actions (Fortezza & Pencarelli, 2015; Leavy & Sterling, 2010; So et al., 2017). In addition, social media influences customer trust sentiment and purchase intention beyond the ease of interaction among consumers. (Hajli, 2014). Then, social media is an efficient way to interact the present with potential customers and develop a positive brand image (Fortezza & Pencarelli, 2015). Social media is a marketing communication that affects customer attitudes (Duffett, 2017). In other words, social media is a web-based marketing communication that develops brand image (Coursaris, Van Osch, & Albini, 2018).

## B. Brand Image

The customer determines the purchase decision from brand image. Keller defines brand image as an opinion that memorizes in consumers' minds. In other words, the brand image indicates the psychological aspects of how customers perceive a brand. Sallam (2014) revealed that a company has mainly responsible for the product to create the differentiation from the competitor. The identical product will be more straightforward to stay in customers' memory (Spenner & Freeman, 2012). Therefore, the companies strive to build a positive image to reflect their products. In addition, Keller (2013) defines brand image as a brand association. He describes the category of a brand's assets and liabilities that include anything linked in memory to a brand. The mental image that consumers have about the brand of a product is formed through marketing communications carried out by the company (Gavilan & Avello, 2020). Likewise with the consumer experience and the influence of the social environment. When the consumer's brand image has been formed, it will affect consumer attitudes towards the brand and trust. This study analyzes the brand image, which adopts the concept from Kotler & Keller (2012) use indicators: 1) Strength of brand associations; The power of information about the brand in the minds of the public, and how to maintain it as part of the brand image of the advertised product; 2) Favorability of brand associations; Creating consumer confidence that the brand has relevant benefits and can meet the needs and desires to form a positive brand attitude towards them. 3) Uniqueness of brand associations; The degree of uniqueness of a brand that has competitive and continuous benefits so that it can cause the target audience to be interested in using it.

Based on the literature about social media marketing and brand imgae, the research framework illustrated in Fig.1;



## C. Hypotheses

Social networks as marketing tool has a function to create the relationships between brands and consumers. Lately, many businesses have turned to social media such as Instagram to communicate product information to attract new customers and retain old customers. Bonilla, del Olmo Arriaga, & Andreu (2019) stated that marketing that uses Instagram well will produce effective marketing activities and build a positive brand image. Consumers will get to know the product faster than using media such as brochures which can lead to high advertising costs, narrower target reach, and limited advertising intensity. Social media marketing has a positive effect on brand image. Based on research by Hanaysha (2018), it shows social media marketing has an effect on brand image. If the application of social media marketing is getting better, automatically the brand image that is owned will also be good. Social media is able to influence the perspective of people on a business. Almost every time on social media someone sends posts or comments about the products or services. Consumers influence each other through posting or comments, and the message spreads. The favorable product will be positive reviews or positive recommendations that have an instant effect on how the customers interact with the business, and with the global influence of social media websites, the company can promote your brand to a worldwide audience (Alim, Ali, Ara, & Rokonuzzaman, 2017; Budiman, 2021; Guha, Mandal, & Kujur, 2021). Social media users exchange opinions and talk about everything. Invariably shopping is a popular topic, and it is common for users to offer opinions on products they buy or share their experiences with other users. This of course affects a brand greatly and it is not difficult to see how a few negative stories can soon spread like wildfire across sites such as Instagram, thus negatively affecting the brand and reputation. In building brand image use social media marketing the company require to determine the interesting brand, listen the feedback from the customer, and build the engagement with the customer. In building a brand image using social media marketing the company requires to determine the interesting brand, listen to the feedback from the customer, and build engagement with the customer (Guha et al., 2021).

# H<sub>1</sub>: The social media marketing affect brand image

### III. RESEARCH METHODOLOGY (HEADING 3)

An objectives have been identified in this study. This paper examines the effect of social media marketing on brand image. The Fig.1 has shown the research variables, correlation between variable, and the research model proposed for testing hypotheses. Quantitative methods applied to test the correlation between the both variables and achieve the determined objectives. The descriptive method aims to create an overview of social media marketing and brand image. The data collection using questionnaires to 96 respondents as generation Z. The data is measured with a likert scale between 1 to 5. Then the simple regression used to test the hypotheses using SPSS. The operational of variables shown in Table 1:

No Variables Dimensions Indicators Social media 1. Entertainment a. Interesting content marketing b. Pleasant 2. Interaction a. Sharing information 3. Trendiness a. Follow the trend 4. Customization a. Clear information 5. Word of Mouth Recommendation 2 Brand image 1. Strenght of brand association a. Positive opinion on product b. Impression 2. Favorability of brand associations a. Has a characteristics 3. Uniqueness of brand associations a. Recommended product

Table 1. Operational definitions of research variables

#### IV. RESULT / FINDING

This research examines the demographic characteristics of the respondents. 21 of the participants are students, 31 of the respondents are civil servants, and 44 are employee. The most frequently used Instagram in a day spend 1-3 hours 34.7% of the participants, then 65.3% of participants spend more than 3 hours per day on Instagram.

Before testing the hypothesis, this study tested the validity and reliability. The results of validity and reliability show a fair score. The descriptive analysis of respondents' responses to social media marketing variables is good. The highest indicator of hijab social media marketing, consumers participate in providing information on hijab products. The response is quite beneficial for hijab companies because it can help increase sales, and provide information to other consumers, namely new models, motifs, or colours issued by the company, hence information about products will quickly spread. Hijab Elzatta provides information on social media Instagram regarding outlet addresses for consumers who want to buy products directly, and customer service to make it easier for consumers to order products online. On social media, Elzatta's Instagram provides information on what ingredients are used in the product and the price of each Elzatta hijab product. Complete information is needed by consumers to consider and make purchasing decisions.

While the lowest value of the social media marketing indicator is that consumers exchange information about the hijab. This is supported by interviews that consumers are more interested in sharing information about other attractive products, such as lower prices with materials that are not much different from motifs. The description of the brand image indicates good criteria. It means that the brand image of Elzatta's hijab is good. A company must be able to create a good brand image in the minds of consumers. A good brand image will get a positive response from consumers because consumers already have confidence or trust in a brand. Unfortunately, there is a dimension that unfavorable criteria. It shows that consumers must buy Elzatta's hijab products in the city. The hypothesis testing uses inferential statistics, namely simple linear regression.

Model **Unstandardized Coefficients** Standardized Sig. Coefficients В Std. Error Beta -,961 3,966 ,810 (Constant) -,242 ,689 ,082 ,846 8,399 ,000

Table 2 The result of hypotheses testing

a. Dependent Variable: Y

The test results reveal the value is 0.000. It means the value is smaller than the alpha value of 0.05, and social media marketing indicates a significant influence on brand image. A positive regression coefficient value shows the effect of the independent variable on the dependent variable is positive. It means that when companies use social media marketing well, the company's image will be better (Bilgin, 2018). On the other hand, when the company is not good at using social media marketing, the brand image will be not good (Momen, Sultana, & Haque, 2020). The test of determination explains the magnitude of the variable proportion of the dependent variable which is explained by the independent variable. This test looks at the r-square value as shown in Table 3;

Table 3. The results of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,846ª	,716	,706	2,03184
a. Predictors	: (Constant), X			

The value of R Square shows 0.716, meaning that the influence of social media marketing on brand image is 71.6%. While the remaining 28.4% that affect the brand image is another variable. The results showed that well-managed social media marketing can improve the brand image of a product offered to consumers. This study is in accordance with the results of previous research conducted by Halligan & Shah (2011).

## V. DISCUSSION (HEADING 5)

Gunelius (2011), social media marketing is a form of direct or indirect marketing to build awareness, recognition, memory, and action for brands. The descriptive result shows that social media marketing is beneficial for hijab companies because it can help increase sales, and provide information to other consumers namely new models, motifs, or colours issued by the company, hence information about products will quickly spread. In addition, Sallam (2014) revealed that a company has mainly responsible for the product to create the differentiation from the competitor. The identical product will be more straightforward to stay in customers' memory. The hypothesis testing indicates a positive influence on the brand image when the social media marketing is more intensive. This research is similar to Hanaysha (2018)showing that social media marketing has an effect on brand image.

The influence of social media on a brand image has an effect of 71.6%. The percentage proves that social media involvement can shape the brand image of an object. Promotional activities through social media are the key to the success of improving brand image. Based on the descriptive analysis, the customization dimension is an effort to adjust the product to the wishes of consumers. Customization refers to the process of offering products or services in a way that is consistent with the wants and needs of consumers. The context used is usually an interesting caption every time you post content. An object in context also provides a variety of important and interesting information periodically on various official social media, especially on Instagram.

As the company uses social media marketing properly, therefore the brand image gets positive. Social media with interesting concepts such as products promoted by the influencer will attract the attention of consumers. A celebrity or influencer will promote a product by using the product to be promoted by taking a photo in an interesting place, hence the uploaded photo looks more attractive because many encourage such as the concept of the photo or the words used are interesting enough to invite followers to use the same product (Dwivedi, Johnson, & McDonald, 2015). Then the number of followers of a brand will increase consequently, consumers will be more confident to use the same brand as their idol. Thus, the image of the product will improve in the consumers' perception.

### VI. CONCLUSION AND RECOMMENDATION (HEADING 6)

Social media is the marketing media that is effective to apply in the current 4.0 revolution era. Most of the consumers for each product are Z-generation, who are active social media users. The hypothesis test revealed a positive and significant influence of social media marketing on brand image. It explains that social media create a positive brand in the consumers' memory. It implies that social media can improve brand image. The descriptive result shows that social media marketing is beneficial for hijab companies because it encourages increased sales and provides information to other consumers about recent models, motifs, or colours. It implies that information about products will quickly spread using social media. Therefore, suggestions for companies that want to expand their marketing can use social media so that product information reaches consumers quickly, sales increase, and a better brand image.

## 1. ACKNOWLEDGEMENT

We thank The Dean of Telkom University for providing Sustainable Collaboration in Business, Information and Innovation (SCBTII) 2022.

#### 2. References

#### Journal articles

Online only

Alim, M. A., Ali, B., Ara, A., & Rokonuzzaman. (2017). Social Media Marketing Activities and Its Effects on Brand Loyalty: A Fashion Brand Perspective. *Journal of Social Science and Business Studies*, 25. Retrieved from https://www.researchgate.net/profile/Md-Abdul-Alim-5/publication/344829576\_Social\_Media\_Marketing\_Activities\_and\_Its\_Effects\_on\_Brand\_Loyalty\_A\_Fa shion\_Brand\_Perspective/links/607454aa458515e7aed280ec/Social-Media-Marketing-Activities-and-Its-Effects-on-Brand-Loyalty-A-Fashion-Brand-Perspective.pdf

- Bilgin, Y. (2018). The effect of social media marketing activities on brand awareness, brand image and brand loyalty. *Business & Management Studies: An International Journal*, 6(1), 128–148. https://doi.org/10.15295/BMIJ.V6I1.229
- Bonilla, M. D. R., del Olmo Arriaga, J. L., & Andreu, D. (2019). The interaction of Instagram followers in the fast fashion sector: The case of Hennes and Mauritz (H&M). *Https://Doi.Org/10.1080/20932685.2019.1649168*, 10(4), 342–357. https://doi.org/10.1080/20932685.2019.1649168
- Budiman, S. (2021). The Effect of Social Media on Brand Image and Brand Loyalty in Generation Y. *The Journal of Asian Finance, Economics and Business*, 8(3), 1339–1347. https://doi.org/10.13106/JAFEB.2021.VOL8.NO3.1339
- Charm, T., Dhar, R., Haas, S., Liu, J., Novemsky, N., & Teichner, W. (2020). Understanding and shaping consumer behavior in the next normal | McKinsey. Retrieved May 31, 2022, from McKinsey website: https://www.mckinsey.com/business-functions/growth-marketing-and-sales/our-insights/understanding-and-shaping-consumer-behavior-in-the-next-normal
- Coursaris, C. K., Van Osch, W., & Albini, A. C. P. (2018). Antecedents and Consequents of Information Usefulness in User-generated Online Reviews: A Multi-group Moderation Analysis of Review Valence. *AIS Transactions on Human-Computer Interaction*, 10(1), 1–25. https://doi.org/10.17705/1thci.00102
- Duffett, R. G. (2017). Influence of social media marketing communications on young consumers' attitudes. *Young Consumers*, 18(1), 19–39. https://doi.org/10.1108/YC-07-2016-00622/FULL/PDF
- Dwivedi, A., Johnson, L. W., & McDonald, R. E. (2015). Celebrity endorsement, self-brand connection and consumer-based brand equity. *Journal of Product and Brand Management*, 24(5), 449–461. https://doi.org/10.1108/JPBM-10-2014-0722
- ElAydi, H. O. (2018). The Effect of Social Media Marketing on Brand Awareness through Facebook: An Individual-Based Perspective of Mobile Services Sector in Egypt. *Scientific Research An Academic Publisher*, 5(10), 1–5. https://doi.org/10.4236/OALIB.1104977
- Fortezza, F., & Pencarelli, T. (2015). Potentialities of Web 2.0 and new challenges for destinations: insights from Italy. *Http://Dx.Doi.Org/10.1080/13032917.2015.1040813*, 26(4), 563–573. https://doi.org/10.1080/13032917.2015.1040813
- Gavilan, D., & Avello, M. (2020). Brand-Evoked Mental Imagery: The Role of Brands in Eliciting Mental Imagery: *Https://Doi.Org/10.1177/2158244020977484*, 10(4). https://doi.org/10.1177/2158244020977484
- Guha, S., Mandal, A., & Kujur, F. (2021). The social media marketing strategies and its implementation in promoting handicrafts products: a study with special reference to Eastern India. *Journal of Research in Marketing and Entrepreneurship*, 23(2), 339–364. https://doi.org/10.1108/JRME-07-2020-0097/FULL/XML
- Gunelius, S. (2011). Social Media Merketing Fast and Free (1st ed.). Sidney: Mc Grow Hill.
- Hajli, N. (2014). A study of the impact of social media on consumers: *Https://Doi.Org/10.2501/IJMR-2014-025*, 56(3), 387–404. https://doi.org/10.2501/IJMR-2014-025
- Halligan, B., & Shah, D. (2011). *Inbound marketing: get found using Google, social media, and blogs*. Retrieved from https://www.wiley.com/en-us/Inbound+Marketing%3A+Get+Found+Using+Google%2C+Social+Media%2C+and+Blogs+-p-9781118257838
- Hanaysha, J. R. (2018). An examination of the factors affecting consumer's purchase decision in the Malaysian retail market. *PSU Research Review*, 2(1), 7–23. https://doi.org/10.1108/prr-08-2017-0034

- Keller, K. L. (2013). BOOK: Strategic Brand Management 4Th. In *Pearson Education Limited* (4th ed., Vol. 58). https://doi.org/10.2307/1252315
- Kim, A. J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, 65(10), 1480–1486. https://doi.org/10.1016/J.JBUSRES.2011.10.014
- Kotler, P., & Keller, K. L. (2012). Marketing Management. In *Prentice Hall Boston* (14th ed.). https://doi.org/10.4324/9781315099200-17
- Kotler, P., & Keller, K. L. (2015). *Marketing Management, Global Edition*. Retrieved from https://books.google.co.id/books?id=o5YZCgAAQBAJ&dq=marketing+management+15th&hl=en&sa=X &ved=2ahUKEwjloou\_wKHtAhU0muYKHTs9ALUQ6AEwAnoECAIQAg
- Leavy, B., & Sterling, J. (2010). Think disruptive! How to manage in a new era of innovation. *Strategy & Leadership*, 38(4), 5–10. https://doi.org/10.1108/10878571011059683/FULL/XML
- Lu, H. P., & Hsiao, K. L. (2010). The influence of extro/introversion on the intention to pay for social networking sites. *Information & Management*, 47(3), 150–157. https://doi.org/10.1016/J.IM.2010.01.003
- Momen, M. A., Sultana, S., & Haque, A. K. M. A. (2020). Web-based marketing communication to develop brand image and brand equity of higher educational institutions: A structural equation modelling approach. *Global Knowledge, Memory and Communication*, 69(3), 151–169. https://doi.org/10.1108/GKMC-10-2018-0088/FULL/XML
- Notarantonio, E. M., & Quigley, C. J. (2013). Extending technology for market disruption: A case study. *Journal of Product and Brand Management*, 22(4), 309–313. https://doi.org/10.1108/JPBM-10-2012-0200/FULL/XML
- Peña-García, N., Gil-Saura, I., Rodríguez-Orejuela, A., & Siqueira-Junior, J. R. (2020). Purchase intention and purchase behavior online: A cross-cultural approach. *Heliyon*, 6(6), e04284. https://doi.org/10.1016/J.HELIYON.2020.E04284
- Sallam, M. A. (2014). The Effects of Brand Image and Brand Identification on Brand Love and Purchase Decision Making: The Role of WOM. *International Business Research*, 7(10), p187. https://doi.org/10.5539/IBR.V7N10P187
- So, K. K. F., Wu, L., Xiong, L., & King, C. (2017). Brand Management in the Era of Social Media: Social Visibility of Consumption and Customer Brand Identification: Https://Doi.Org/10.1177/0047287517718354, 57(6), 727–742. https://doi.org/10.1177/0047287517718354
- Spenner, P., & Freeman, K. (2012). To Keep Your Customers, Keep It Simple. Retrieved May 31, 2022, from Harvard Business review website: https://hbr.org/2012/05/to-keep-your-customers-keep-it-simple
- Statista. (2022). Instagram: users by country . Retrieved May 31, 2022, from Statista website: https://www.statista.com/statistics/578364/countries-with-most-instagram-users/
- Statita. (2022). Indonesia: population breakdown by generation. Retrieved May 31, 2022, from Statita website: https://www.statista.com/statistics/1220642/indonesia-share-of-population-by-generation/
- Tsimonis, G., & Dimitriadis, S. (2014). Brand strategies in social media. *Marketing Intelligence and Planning*, 32(3), 328–344. https://doi.org/10.1108/MIP-04-2013-0056/FULL/XML
- Ebooks

Gunelius, S. (2011). Social Media Merketing Fast and Free (1st ed.). Sidney: Mc Grow Hill.

Halligan, B., & Shah, D. (2011). *Inbound marketing: get found using Google, social media, and blogs*. Retrieved from https://www.wiley.com/en-us/Inbound+Marketing%3A+Get+Found+Using+Google%2C+Social+Media%2C+and+Blogs+-p-9781118257838

Kotler, P., & Keller, K. L. (2012). Marketing Management. In *Prentice Hall Boston* (14th ed.). https://doi.org/10.4324/9781315099200-17

Kotler, P., & Keller, K. L. (2015). *Marketing Management, Global Edition*. Retrieved from https://books.google.co.id/books?id=o5YZCgAAQBAJ&dq=marketing+management+15th&hl=en&sa=X &ved=2ahUKEwjloou\_wKHtAhU0muYKHTs9ALUQ6AEwAnoECAIQAg

### Reports

Online

Statista. (2022). Instagram: users by country . Retrieved May 31, 2022, from Statista website: https://www.statista.com/statistics/578364/countries-with-most-instagram-users/

Statita. (2022). Indonesia: population breakdown by generation. Retrieved May 31, 2022, from Statita website: https://www.statista.com/statistics/1220642/indonesia-share-of-population-by-generation/

# Blogs

Charm, T., Dhar, R., Haas, S., Liu, J., Novemsky, N., & Teichner, W. (2020). Understanding and shaping consumer behavior in the next normal | McKinsey. Retrieved May 31, 2022, from McKinsey website: https://www.mckinsey.com/business-functions/growth-marketing-and-sales/our-insights/understanding-and-shaping-consumer-behavior-in-the-next-normal

Spenner, P., & Freeman, K. (2012). To Keep Your Customers, Keep It Simple. Retrieved May 31, 2022, from Harvard Business review website: https://hbr.org/2012/05/to-keep-your-customers-keep-it-simple