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DETERMINANTS OF SOCIAL MEDIA MARKETING ADOPTION BY COMPANIES

FELIPE BOGÉA

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DETERMINANTS OF SOCIAL MEDIA MARKETING ADOPTION BY COMPANIES

Dissertation presented to Escola de
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**To Camilla,
Heitor and Vitor**

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“I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.”

Robert Frost

ABSTRACT

Social media mass adoption by individuals has increased consumer power, which, in turn, has pressured companies to adopt and manage its social media communications. However, there is limited research specifically on social media marketing adoption by companies. Furthermore, there is little consensus about the adoption factors and a lack of standardization in the terminology used in the academic articles. This thesis further the knowledge in social media adoption at the company level, by (i) identifying variables that can influence social media adoption by companies and determining how these variables influence adoption; (ii) proposing and empirically testing a theoretical model of social media adoption, under the light of TAM, UTAUT, and Institutional Theory. This thesis was conducted in two phases, which derived two articles. The first phase was primarily composed by analysis of the semi-structured interviews with senior marketing executives of large companies of different economic sectors. The second phase further developed the theoretical model and quantitatively tested it, based on the results of surveys sent to marketing professionals. The results of the second phase show that Isomorphic pressures (eg: coercive and mimetic pressures), social influence and facilitating conditions were the key factors driving social media adoption.

Keywords: social media adoption, social media marketing, technology adoption, TAM, UTAUT, Institutional Theory

RESUMO

A adoção em massa das mídias sociais pelos indivíduos aumentou o poder dos consumidores, o que pressionou as empresas a adotarem e gerenciarem sua comunicação nas mídias sociais. Todavia, há poucas pesquisas sobre a adoção do marketing nas mídias sociais por empresas. Além disso, existe pouco consenso sobre os fatores que levam a adoção e uma ausência da terminologia empregada nos artigos acadêmicos. Essa tese amplia o conhecimento da adoção de mídias sociais pelas empresas ao: (i) identificar as variáveis que podem influenciar na adoção das mídias sociais e determinar como essas variáveis influenciam a adoção; (ii) propor e testar um modelo teórico de adoção de mídias sociais sob o prisma de TAM, UTAUT, e Teoria Institucional. Essa tese foi desenvolvida em duas fases, gerando dois artigos. A primeira fase foi composta basicamente pela análise de entrevistas semi-estruturadas com executivos sênior de marketing de diferentes setores da economia. A segunda fase, continuou o desenvolvimento do modelo teórico e quantitativamente testou o mesmo, baseado nos resultados dos questionários enviados para profissionais de marketing. Os resultados da segunda fase indicam que as pressões isomórficas (mimética e coercitiva), influência social e condições facilitadoras são os principais fatores na adoção do marketing nas mídias sociais.

Palavras-chave: adoção de mídias sociais, marketing em mídias sociais, adoção de tecnologia, TAM, UTAUT, Teoria Institucional

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1 General Introduction

Since 2000, the marketing community - academics and professionals - has seen a major transformation of marketing. The rapid and robust growth in the importance of digital marketing has paralleled technological innovations, like the growing penetration of home broadband Internet, the surge of social media platforms, and massive consumer adoption of “smart” mobile devices. These innovations have changed consumers’ behavior in all kinds of market settings. So, the “digital transformation of marketing” over the past 15 years is echoed in the mechanisms that companies and individuals have adopted new technologies and in the ways that technology has fostered new markets, behaviors, and interactions (Lamberton & Stephen, 2016).

For Shaltoni (2017) since the mid-1990s, the Internet has captured increasing levels of attention by academics and practitioners due to its commercial potential. Despite the multiple benefits connected with Internet marketing, companies have very different levels of adoption. For instance, one company has an advanced website with several transactional features, at the same time another company in the same sector has a simple static website that delivers only basic information. Likewise, some companies are very active on different social media platforms, while others companies may not even have social media accounts.

Social media is a general term employed to describe several web-based platforms developed for individuals and communities to share information, opinions and to co-create content (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011).

Social media was created to allow individuals to interact with each other and was not developed for brands to sell products, to communicate or to engage with consumers. However, social media mass adoption by individuals has increased consumer power which, in turn, has pressured companies to adopt and manage social media communications (Sinclair & Vogus, 2011).

Companies from several sectors are increasing their marketing investments on initiatives to engage customers through social media sites such as Facebook, Twitter, and YouTube (Clark & Melancon, 2013). In 2012, research with nearly one thousand and two hundred marketing executives and ads agencies showed that 59% of respondents intended to increase their investment in social media marketing in the following year (Del Rey, 2012). In 2011, more than 90% of marketing professionals used social media as a marketing tool. In the same year, approximately 83% of Fortune 500 US companies used some social network site to connect with consumers (Naylor, Lamberton, & West, 2012).

In this scenario, companies are continuously adopting social media for several marketing goals such as branding, customer relationship management, and sales (Alves, Fernandes, & Raposo, 2016). Despite the value of using social media, the level to which organizations communicate employing social media can differ from company to company (Naraine & Parent, 2016).

1.1 The current research

Organizational innovation adoption can be defined as the adoption of an internally produced or purchased device, system, policy, program, process, product, or service that is novel to the organization (Wu, Mahajan, & Balasubramanian, 2003). The adoption and employment of new technology can produce a sustainable competitive advantage for companies, create possibilities for adapting to fast-changing markets, and improve business performance (Abu Bakar & Ahmed, 2015).

Adoption and employment of information system (IS) and information technology (IT) innovations have been an important theme for academics and practitioners. In the last decades, several theoretical models were proposed and tested to study IS/IT adoption and employment (Dwivedi, Rana, Jeyaraj, Clement, & Williams, 2017). Within the information

technology field, social media, its applications, and networking sites have become a relevant topic which have been increasingly employed and researched, more extensively in the business to consumer marketing context (Salo, 2017). Nonetheless, for Yu & Tao (2009) there is still a gap of knowledge and understanding in technology adoption at the company level.

On a new perspective, the utilization of new Internet-based technologies is considered an essential process for driving a company toward electronic business. Thus, business approaches towards the adoption of Internet-related innovation, such as social media marketing, are considered a crucial element for implementing e-business strategy. However, business-level technology adoption literature is limited when compared to the literature on individual-level technology adoption, although companies designate a significant part of their spending to obtain and to implement new technologies. Furthermore, this investment has augmented with the swift advance of IT and Internet development. Therefore, understanding business-level innovative technology adoption is just as important as understanding individual-level adoption (Yu & Tao, 2009).

Regarding research definition, most studies approach the concept of social media marketing as an application of the marketing concept within the social media platforms, without determining any specificities to use the marketing concepts in this domain (Alves et al., 2016; Dahnil, Marzuki, Langgat, & Fabeil, 2014; Rydén, Ringberg, & Wilke, 2015; Siamagka, Christodoulides, Michaelidou, & Valvi, 2015; Wamba & Carter, 2014). Important to note that our interviewees did not distinguish between specific social media platforms, such as Facebook, LinkedIn or Instagram. Therefore, the present research will have a broader focus on social media as a phenomenon rather than particular web-platforms.

The research on social media marketing is still embryonic, fragmented and focused on specific topics, like tactics for effective communication (Felix, Rauschnabel, & Hinsch, 2017; Salo, 2017). Ngai et al. (2015) corroborate this perspective, stating that social media is a recent

phenomenon for the research community. Specifically, the terminology of social media on articles has, for the majority of it, only been published in recent years (Alves et al., 2016).

Considering the existing literature, there has been a higher number of research aiming to understand Social Network Sites (SNS) adoption at individual level but there are few studies on the adoption of SNS at company level (Alves et al., 2016; Araújo & Zilber, 2016; Martins, Gonçalves, Pereira, Oliveira, & Cota, 2014). For Kuikka & Akkinen (2011), there is an extensive research literature on the barriers faced by company's adoption of new enterprise systems but limited research specifically for social media adoption and usage by companies. Nah & Saxton (2012) corroborates this perspective. For these authors, current literature has limited explanatory power for the drivers of social media adoption or what influences usage patterns by a non-profit organization.

Previous research presents different factors and supporting theories that are employed to explain social media adoption, with little consensus among the authors. Also, there is a lack of standardization among factors and constructs, which means that two articles may describe similar factors, but use different terminology to name them.

The present research draws on previous theories of new technology adoption, particularly, Technology Acceptance Model (TAM), Unified Theory of Acceptance and Use of Technology (UTAUT), and on Institutional Theory to research social media adoption by companies.

This research furthered the knowledge in social media adoption at the company level and in theory of adoption of new technologies. More specifically, the research question is:

What are the factors and their influence on social media adoption by for-profit companies in Brazil?

To answer this research question this thesis aimed to:

- Identify factors that could influence social media adoption and to determine how these variables would positively or negatively influence social media adoption.

Based on the results of this phase of the research a second aim was outlined:

- Propose and empirically test a theoretical model of social media adoption, under the light of TAM, UTAUT and Institutional Theory.

1.2 Thesis development and contribution

Considering the dearth of knowledge in social media adoption by companies, the first part of the thesis (article 1) was primarily composed by analysis of a set of semi-structured interviews with senior marketing executives of large for-profit companies in Brazil. The aim of this phase was to identify, directly from the field, factors that influence adoption and a possible relation between those factors and existing theories. This phase led to a proposed social media adoption model based in Technology Adoption Model (TAM) theory.

As the research progressed, the researcher understood that the initial model proposed did not fully incorporate factors that were emerging from the interviews and in the literature. Thus, after an exhaustive process of revisiting the interviews and the literature the model was expanded to include more factors and two additional theories (UTAUT and Institutional Theory). Then, a new theoretical model was developed and tested through statistical analyses of a quantitative survey sent to different marketing professionals (Article 2). The goal of this phase was to empirically test the model developed, allowing for broader generalization of the results.

Thus, the research results were based on two exploratory studies, using a convenient sample of marketing professionals. The research process was intermingled with inductive and

deductive approaches along the way. Final discussion considers results from both research phases.

Significant changes in a theory (what and how factors) are often stimulated by unforeseen research results (Whetten, 1989). In this thesis, the field observations were inconsistent with the current literature. The interviewees often mentioned factors and relations that seemed not present in the bibliography of social media adoption or, at the most, were scattered in several articles but not in a comprehensive model.

In this sense, the present research contributes to theory by developing a new theoretical model to explain social media adoption by companies that better represents the phenomena in the field. More specifically, it furthers the knowledge of the factors influencing the adoption of social media by adding new variables that were not considered before. Also, it combines three different theories to enhance the understanding of the phenomena. Finally, it combines qualitative and quantitative data to explain social media adoption.

From a managerial standpoint, this study is relevant for different stakeholders. For the technology providers, it presents barriers and concerns they may address to increase their platforms adoption. For the agencies and marketing professionals, it increases the comprehension of the factors that influence social media adoption, which can lead to better decisions for social media marketing.

2 Article 1¹: Determinants of Social Media Adoption by Large Companies

Abstract

Social media marketing has become a central issue for companies and marketers. Few studies have, however, specifically researched factors influencing the adoption of social media at company level. This study addresses this gap by focusing on furthering the theory involved in the social media adoption at company level. Based on the findings of semi-structured in-depth interviews with 17 marketing executives of large companies in Brazil, six variables that weigh in the adoption of social media were identified: the demonstrability of the results, the customers' presence on Social media, knowledge of social media, stakeholder influence, common sense as related to digital marketing and the executive's age. Additionally, we propose a theoretical model of social media adoption, in the light of the Technology Acceptance Model (TAM).

Keywords: social media adoption; social media marketing; technology adoption; TAM

2.1 Introduction

Social media is a general term employed to describe several web-based platforms developed for individuals and communities to share information and opinions and to co-create content (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). The mass adoption of social media by individuals has increased consumer power which, in its turn, has pressured companies into adopting and managing social media communication (Sinclair & Vogus, 2011). Its increasing relevance has influenced companies to allocate more investment to

¹ An earlier version of this article was published in a scientific Journal (Bogea & Brito, 2018)

create or promote companies' brands and content rapidly through social media marketing efforts. Thus, social media has become a central issue for companies and marketers (Kumar, Vikram, Mirchandani, & Shah, 2013).

For Dahnail, Marzuki, Langgat, & Fabeil (2014), the increasing trend towards the use of social media by companies offers a clear research opportunity. These authors explain that is fundamental to understand the factors that encourage the adoption of social media marketing among companies. For Kuikka and Akkinen (2011), there is a vast literature on the barriers faced at company level by organizations adopting a new enterprise system but there are very few studies that have undertaken research specifically into the adoption and use of social media. Moreover, before practical guidelines to support managers can be defined, the overall phenomenon of the adoption of social media requires more research and calls for more empirical evidence (Jobs & Gilfoil, 2014).

On a broader perspective, the implementation of new internet-based technologies has been identified as a relevant process for moving a company toward electronic business. In this sense, business attitudes regarding the adoption of internet-related innovation have been acknowledged as a critical factor for executing e-business strategy. There is limited research on the adoption of business-level technology as compared to research examining the adoption of individual-level technology (Yu & Tao, 2009).

The present research will draw on the TAM proposed by Davis (1989) to understand company level adoption of social media. Since its conception in 1989, TAM has become accepted as a solid and parsimonious model for predicting user adoption in a variety of contexts (Venkatesh & Davis, 2000). TAM is a robust model, which determines adoption through increasing knowledge of the determinants of perceived usefulness (PU) and perceived ease of use (PEOU). It was defined to allow practitioners and academics to better design and implement managerial actions that would increase the user's adoption of new systems (Venkatesh & Davis, 2000; Yu & Tao, 2009).

The aim of this research is to further the theory of social media adoption at company level and the theory underlying the adoption of new technologies. The research question is: what are the factors and their influence on the adoption of social media by large for-profit companies?

This research contributes to theory in two ways: (i) it furthers knowledge of the factors influencing the adoption of social media, and (ii) it develops a theoretical model to explain the adoption of social media, within the perspective of TAM.

Within a managerial perspective, this research is relevant for social media technology providers, for marketing agencies and for marketing executives. For the technology providers, it can show what barriers and concerns they may need to tackle to increase the adoption of their platforms. For the agencies and marketing executives, it contributes to an understanding of the factors that influence adoption and employment of new marketing tools, which can lead to better decisions for social media marketing.

This study is structured in five sections. The first section introduces the theme and describes its importance. In the second, there is a theoretical review of the adoption of social media at company level, and of TAM. The third section describes the methodology employed. In the fourth and fifth sections, the results are presented and discussed.

2.2 Theoretical Background

2.2.1 Social Media Adoption

Research into the adoption of social media by companies is a recent research subject on which there are few studies. The existing literature has studied different aspects of social media adoption. It is possible to identify three main topics researched: (i) the level of adoption of social media by a certain group of organizations; (ii) the factors and barriers influencing adoption; (iii) the adoption process at company level – stages of adoption. This study and

literature review will focus on the factors involved in such adoption and the barriers which hinder it.

Dahnil et al. (2014) identified five groups of internal and external factors that could affect the adoption of social media marketing by companies. The first group of factors is related to the marketing professionals themselves: training and knowledge of the social media environment and perceived usefulness. The second group is related to organizational resources: whether top management has allocated resources in terms of money, time and personnel, to social media marketing. The third is related to the technological limitations of the platforms. For example, the difficulty involved in the measurement of business results. The fourth factor group is related to the company's leader's attitude towards social media. Lastly is the business environment. In this group, competitors' behavior may exercise some influence as well also as a country's infrastructure, as in the case of internet broadband distribution.

Kuikka and Akkinen (2011) have divided social media adoption barriers into two broad categories: internal challenges, involving the management challenges within the company, and external challenges, which are normally associated with company image, brand or external relations. The authors identified five categories of internal challenges: resource limitations, unclear corporate ownership/responsibility for social media, authority over social media content, negative attitudes towards social media and economic challenges (costs x benefits of social media). The authors also identified three external challenge categories: company's reputation management, potential legal issues and public versus private use of social media. Kuikka & Akkinen (2011) acknowledge that the frontiers between these categories are not clearly defined and that some overlaps exist between them.

For Sinclair & Vogus (2011), studying fast growing American companies, the main factor for companies' adoption of social media was the mass adoption of social media by consumers. Other factors also considered by companies' executives were: ease of implementation and increased ability to communicate with customers.

Michaelidou, Siamagka, and Christodoulides (2011) researched the adoption of social media in the context of Small and Medium Enterprises (SME) in the B2B space. The authors identified five key barriers: lack of relevance of SNS within the industry the company operates (a major challenge in this study, but which may be highly specific to B2B companies), uncertainty of benefits resulting from using SNS, the personnel's unfamiliarity with and lack of technical skills, the great investment necessary in terms of time, and competitors' not using SNS.

In the only study conducted in Latin America (Brazil), Serra, Storopoli, Pinto, and Serra (2013) discovered that companies' adoption of social media is facilitated by its ease of access and the possibility of using it advantageously in selling and as a client relationship channel. On the other hand, the barriers were lack of qualified work force, lack of specific knowledge of social media and the challenge of attracting customers to interact with the company through the social media channel.

Wamba and Carter (2014) researched both organizational and individual factors that could drive social media adoption by SMEs. Their results indicated that manager's age, size of company, innovativeness, and industrial sector had a positive relation to adoption.

In brief, the existing literature presents various points of view as regards adoption factors and the supporting theories employed to explain the adoption of social media.

2.2.2 Technology Acceptance Model (TAM)

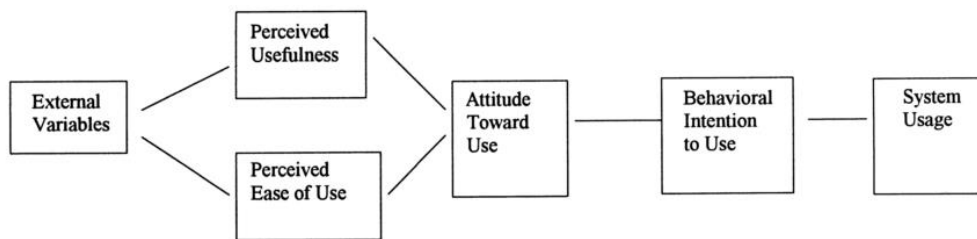
There are three distinct approaches to research into the adoption of innovations: the individualist, structuralist, and interactive processes (Kautz & Nielsen, 2004). The individualist and structuralist approaches take individual actors and organizations as their units of research and past researches with these approach have focused mainly on variables related to the individual or to organizations, such as individual characteristics and size of organization

(Sarosa, 2012). Considering that the present research focus on companies' adoption of innovation, by the perception of employees, it will also adopt an individualist and structuralist approach.

TAM was proposed by Davis (1989) to explain and predict users' adoption/acceptance or rejection of new technologies. TAM is conceptually based on Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1980), which postulates two behavioral beliefs, perceived usefulness (PU) and perceived ease of use (PEOU), as fundamental determinants of attitude towards behavioral intentions and usage actual behavior (AB). Thus both PU and PEOU are positively related to adoption attitude.

Perceived usefulness is defined as "the degree to which a person believes that using a particular system would enhance his or her job performance". Perceived ease of use is defined as "the degree to which a person believes that using a particular system would be free of effort" (Davis, 1989).

In TAM, behavioral intention to use leads to actual IT usage behavior. TAM proposes that the personal attitudes towards the technology influence the adoption and use of that technology. Specifically, this theory postulate that an individual's beliefs about his own ability to use certain technology and his subjective evaluation of this technology usefulness are the primary determinants of behavioral intentions of adoption (Morgan-Thomas & Veloutsou, 2013). Therefore, TAM's belief-attitude-intention-behavior connection predicts user acceptance of new technologies (Lederer, Maupin, Sena, & Zhuang, 2000). Figure 1 presents TAM general model.

Figure 1: Generic TAM model/

Source: Lederer et al. (2000)

According to Venkatesh and Davis (2000) several studies have shown that TAM consistently explains a significant part of the variance (approximately 40%) in usage intentions and actual behavior. Furthermore, for these authors, TAM has a greater explanatory power compared to alternative models like Theory of Reasoned Action (TRA) and the Theory of Planned Behavior (TPB).

Because of its ubiquitous applicability and mostly to its parsimony, TAM has become the most preferable and popular model and has been globally used in a diverse set of technology adoption studies (Al-Ghaith, 2015). Different researchers have used TAM to study web-related technology adoption, such as e-mail and word processing, by companies (Lederer et al., 2000). Additionally, according to Wirtz and Göttel (2016) TAM is the predominant theoretical approach to research end consumers' adoption of social media.

Even though TAM is an established model, enhancing the knowledge of the determinants of PU and PEOU would permit academics and non-academics to improve the development of managerial practices that would augment user adoption of new systems (Venkatesh & Davis, 2000; Yu & Tao, 2009).

However, when compared to the extensive individual-level TAM literature, though business-level research using TAM is relatively rare. Having said, there are a few organizational-level technology adoption studies (Amoako-Gyampah & Salam, 2004; Siamagka et al., 2015; Zain, Rose, Abdullah, & Masrom, 2005).

Research using TAM (Venkatesh & Davis, 2000) has evidenced that perceived usefulness has constantly been a strong predictor of usage intention. Thus, considering the importance of this construct, a better understanding of its' determinant factors would allow the development of organizational interventions that would enhance user adoption of new systems (Venkatesh & Davis, 2000).

For Lee, Kozar, & Larsen (2003) even though TAM has being a robust model, it is relevant to incorporate more variables and to explore boundary conditions. For the authors, a greater understanding of factors contributing to ease of use and usefulness is needed. A specific under study area is examining different information systems and environments.

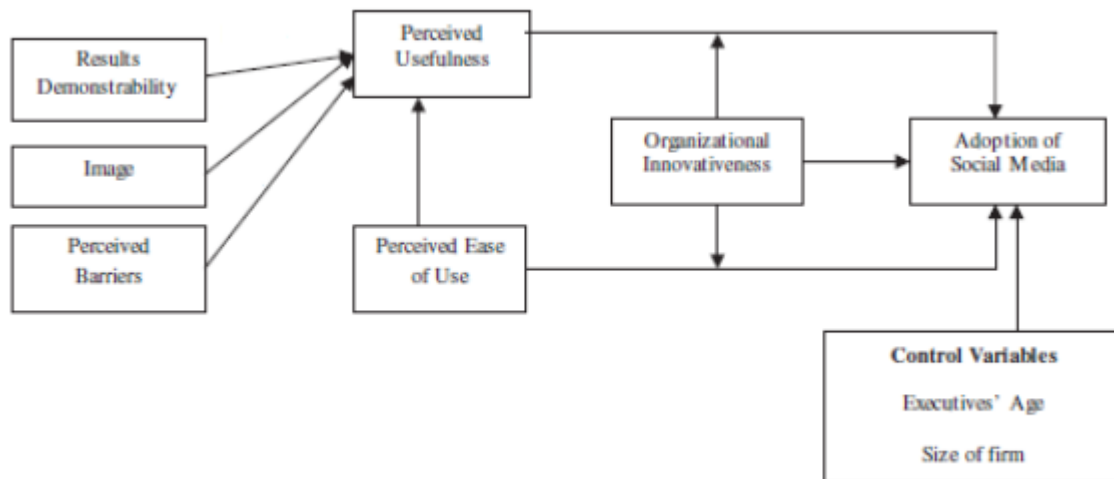
Gangwar, Date, & Ramaswamy (2015) combined TAM and technology-organization-environment (TOE) to explore cloud computing adoption at the company level. It extended TAM using a set of TOE variables as external variables of TAM. Their results indicate that PU, PEOU, relative advantage, compatibility, complexity, organizational readiness, training and education, top management commitment, competitive pressure and trading partner support were significant determinants for cloud computing adoption in organizations. The variables were grouped into eleven factors and combined accounted for 71% of the total variance.

Yu & Tao (2009) research aimed to extend TAM to business-level innovation technology adoption. The study showed that PU, subject norm, PEOU, and characteristics of the company itself were relevant factors influencing attitudes of businesses at the pre-decision stage, while only PU and subject norm significantly affect attitudes of businesses at the in-decision stage. Also, the effect of PEOU on PU and company attitudes as well as the influence of PU on company attitude are variable and depend on the complexity of the innovation itself.

Siamagka et al. (2015) have used TAM to explain companies' adoption of social media. The authors identified factors that determine adoption and their results indicate that PU of social media, within B2B companies, is determined by image, perceived ease of use and perceived barrier (Figure 2). Furthermore, they found evidence that organizational

innovativeness and PU significantly affect the adoption of social media. Siamagka et al. (2015) social media adoption model served as a base model (starting point) for the current study.

Figure 2: Social Media Adoption Model



Source: Siamagka et al. (2015)

2.3 Methodology

This research has taken a realist approach. Thus it is possible to theorize motivations, and meaning in a direct way, because a simple, mostly unidirectional relationship is expected between meaning and language, where language allows the researcher to infer meaning and motivation (Braun & Clarke, 2006).

Also, this phase of the study was qualitative and exploratory in nature with the aim to create a new and enhanced understanding of an emerging and complex phenomenon (eg. social media adoption by companies).

Even though social media presence (the number and types of social media networks deployed) is available in the Internet, companies' internal debate leading to the adoption and investment in social media are not publicly observable and rarely shared outside the business.

The qualitative approach permits the researcher to investigate the phenomenon in its context and with all its complexity (Creswell & Creswell, 2017). It allows exploring not only the levers and the barriers of social media adoption but also the process of adoption and the different aspects of it (Sarosa, 2012).

2.3.1 Data collection

In this phase of the study, the data come from the participant's experience in adopting social media networks for their business. The chosen method for collecting such data was the semi-structured interview (Creswell & Creswell, 2017). Semi-structured interview includes a series of key questions that guide the areas to be explored but at the same time permits the interviewer or interviewee to diverge to explore other topics or ideas in more detail.

The aim of the research interview is to navigate through the perceptions, experiences and/or motivations of the interviewees on specific research topics (Gill, Stewart, Treasure, & Chadwick, 2008). The qualitative approach with one-to-one semi-structured interviews permits to explore in depth all the facets and perceptions of marketing executives within social media adoption process (Nah & Saxton, 2012).

The interviewees were purposely chosen, since they were in a position to decide the allocation of marketing resources (such as media investment and human resources), thus providing relevant insights to understand usage and adoption of social media. The executives had a middle or senior managerial position within the marketing function (or overlook marketing, for instance, a VP of sales and marketing) and worked for a large corporation. Employing purposeful selection gives the researcher a better chance of answering his research question, as it centers upon specific know-how and commonality of interviewee experience (Royle & Laing, 2014).

The starting point for gathering research participants came from the researcher professional network and, as it is a conceptually driven sampling, new informants were included as information needed to be explored from a different perspective, so new managers

were invited to take part in the research. The research development process has a constant flow between data collection and analysis, leading to concepts and back to data collection in a permanent cycle that only ends when there is theoretical saturation (Corbin & Anselm, 2014). This process leads the researcher to keep collecting data until no new evidence emerges from data (Glaser & Strauss, 1967; Goulding, 2001). Theoretical sampling is especially important when doing explorative research of new areas because it allows for the uncovering of new aspects and facets of the study phenomenon.

Access to interviewed executives was either initiated via telephone contact (closest interviewees), a direct email request or in form of a referral by a common professional contact between researcher and interviewee. Between March 2014 and May 2016, a total of seventeen marketing executives were interviewed. Aiming depth rather than breadth, the sample size in the qualitative phase was consistent with the qualitative research paradigm in which relatively small sample sizes are employed to generate information-rich data (Patton, 1990). Table 1 presents the interviewee list.

Table 1: Interviewee list

Sector	Gender	Age	Job Title
Fast Moving Consumer Goods	Female	54	Marketing Manager
Retail	Female	45	Marketing Manager
Fast Moving Consumer Goods	Male	42	Marketing Manager
Finance	Female	43	Marketing Manager
Retail	Male	58	Marketing Director
Real State	Male	50	Marketing Director
Fast Moving Consumer Goods	Female	50	Senior Marketing Manager
Retail	Male	38	Head of Marketing
Telecom	Male	45	Marketing Director
Retail	Male	53	New Business and Marketing Director
Finance	Male	46	Marketing and Communications Director
Retail	Female	38	Marketing Director
Petrochemical	Female	55	Marketing Director
Tourism and Travel	Female	38	Marketing and Product General Manager
Consumer Goods	Male	42	CMO
Health	Female	39	Sales and Marketing Director
Fast Moving Consumer Goods	Male	38	Global Senior Brand Manager

Source: Elaborated by the author

The interviews took place in the interview's company office (except one that was made by Skype call) and lasted, on average, 43 minutes. Each interview was audiotaped and

recorded with the explicit permission of the interviewee. Interviews were transcribed verbatim. The text was transported into the Atlas-TI software (version 7.5) for qualitative analysis and hand-coded paragraph-by-paragraph. The coding process is explained in the next section.

The interviews were aimed to understand the determinant factors of social media adoption by companies. So, the interview guide was composed of questions based on: (i) existing literature on social media adoption and organizational decisions for the adoption of innovative technologies; (ii) field experience of the author. New points that emerged during each interview were captured, added to the remaining interviews, and reanalyzed with previous interview (Appendix A details the interview guide).

Considering that the first minutes are critical to set the tone and confidence between interviewer and interviewee, the interview began with a briefing where interviewer contextualizes the conversation and broadly explain the research purpose (Kvale, 2007). After that, the interview started with questions related to the executive professional background and current role. This part was aimed to be a smooth start to set a positive tone and to make the executives feel comfortable.

After this initial “chat”, it was asked questions regarding marketing investments resource allocation, aiming to understand what variables and factors were considered when allocating resources in different marketing initiatives. Also, it started to put the interviewee to reflect about resource allocation practices and adoption of specific marketing channels.

Once, a broad resource allocation process was discussed, the interviewee was questioned more specifically about digital marketing investments. Finally, the questions moved to social media marketing: (i) opportunities and challenges their organization faced when using social media; (ii) determinant factors for the adoption of social media, and how the marketing mix allocation process encompass Social Media. Also, often it was questioned about an apparent paradox between the importance attributed to social media and the low investment level allocated to it.

At the end of the interview, it was asked the executive if he desired to complement or further discuss any point that was not debated. For each interview, different aspects were explored more in depth depending on the insights and opportunities that were presented.

2.3.2 Data Analysis

The data was analyzed using thematic analysis. The thematic analysis encompasses identifying in a data set – be that a number of interviews or focus groups, or a range of texts – repeated patterns of meaning (Braun & Clarke, 2006).

The development of themes and codes was done using a “theoretical” thematic analysis approach. According to Braun & Clarke (2006), this approach is directed by the researcher’s theoretical or analytic interest in the topic and is, therefore, more explicitly analyst-driven. Also, for these authors, this practice of thematic analysis tends to offer a comprehensive analysis of some part of the data considering a quite specific research question.

With this approach, the codes were initially developed based on the existing literature and the researcher’s own field experience. As the research progress, transcripts were read several times to identify the key themes and categories. This constant revision led to both mapping of recurring patterns of social media adoption, and also new codes. As new interviews were made, the codes were checked during the interviews and, if necessary, the coding and categories were modified.

It was done a thematic analysis with a semantic approach, meaning that the themes and codes were recognized within the obvious or surface meanings of the data, thus the research did not consider anything beyond what a participant has said for coding or analysis purposes.

From the content analysis, different factors and relations emerged. These factors were confronted with the existing literature of social media adoption, of technology adoption but the research recognized that many elements from the Institutional Theory were present in the data.

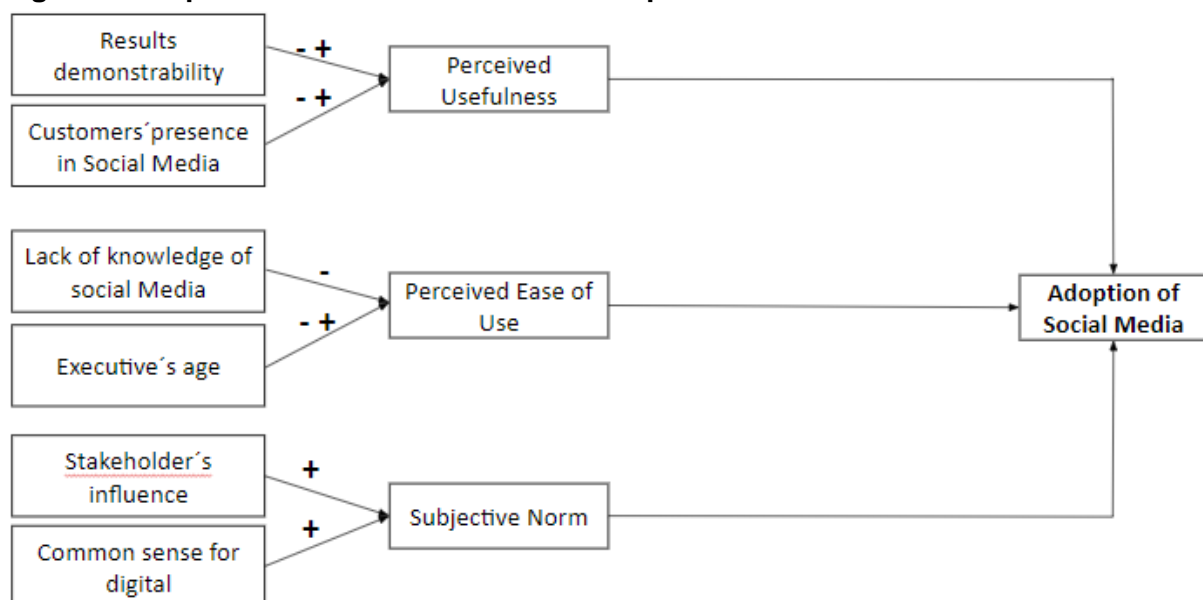
So, the analysis led to factors and relations that were not previously considered in the literature and to corroborate some already identified factors and relations.

Inter-coder reliability was established by two expert academics that independently reviewed the transcripts and coded the data. Discrepancies in the coding were resolved through discussion.

2.4 Results

A theoretical model for social media adoption was proposed (Figure 3) based on the literature and the field research results. The research model should not be over-complex, allowing a solid research base for future company-level TAM studies but at the same time should not be overly simple in its scope avoiding critical reviews of TAM-related studies (Bagozzi, 2007; Yu & Tao, 2009).

Figure 3: Proposed model of social media adoption



Source: Elaborated by the author

The most common point present in all the interviews is related to social media results, which was defined as “Results Demonstrability” in the proposed model. According to

Venkatesh and Davis (2000), results demonstrability is related to the extent to which the results of using a certain technology are visible within a company and also relates to the challenges employees face in communicating the results to other corporate stakeholders. For these present authors, systems may not be adopted despite being effective, if users have difficulty in relating job performance to the adoption of the system.

TAM proposes that results demonstrability has a positive influence on perceived usefulness. Thus, it is to be expected that users should have a better PU if the relation between system usage and positive results are clearly visible (Venkatesh & Davis, 2000).

For a certain group of the interviewees, there is great uncertainty about return on investment and there are challenges associated with demonstrating the results obtained in social media marketing. This is in line with Jobs & Gilfoil (2014), for whom lack of financial return is the main reason companies make but little investment in social media. From the executives' point of view:

"We pay to advertise, to get more clicks and likes. But at the end of the day, I am always left with that doubt: how much will those likes revert to sales?"

Beauty and cosmetics industry Marketing executive

"I am making a great effort for us to use all the social media performance tools focused on CRM, in client acquisition, but so far we have performed poorly in all the tests." Retail industry Marketing Executive

"I think that commercially [social media] has not proven itself. There are a lot of cool things in digital communication, but when you look at the financial results of the big ecommerce players, you see a negative [cash flow]" Retail Industry Marketing Executive

This is probably due to the facts that social media channels are very recent and that they are more, for most industries, a relationship channel than a direct sales channel. For

Weinberg, Pehlivan, & Street (2011) management has a strong need for “proof” of return on marketing investment (ROI) and an apparent uncertainty about the return on social media.

On the other hand, there is a group of executives that strongly believe in social media results and the ease of demonstrating results. From their point of view:

“What I find very interesting in the online world is that everything is measurable.

The banners that we bought, the media we purchased, all the adds that we bought in Adwords, everything that was done on Facebook, which posts were more engaging... At the most [regarding TV] you would raise questions as to why to invest or not to invest in a certain TV show. But you cannot measure the return in the way that you measure the online.” Retail Industry Marketing Executive

“Int: do you believe that social media marketing produces results for your business?

Exec. Certainly! Many!

Int: How do you see these results?

Exec: When you post something and people are discussing it, you get to know who the person who is buying and is eager to know and buy more is. So it is much quicker to measure things using social media than any other form of stakeholders' communication.” Finance Industry Marketing Executive

So considering the two groups found we propose that results demonstrability have a direct impact, positive or negative, on social media PU.

The presence - or otherwise - of a company's customers on social media platforms was a factor frequently mentioned in the interviews. Sometimes it was mentioned as a determining factor in investment and at others it was mentioned as a barrier to investment. From the interviews:

“Every year we are increasing a bit [social media investment]. And this is related to the fact that our target audience in several products, especially on fiber broadband, is daily more present in the digital world than in the offline/TV world”
Telecom Industry Marketing Executive

“Product A or even Product B can be a product for younger people and can be a category that needs a larger investment in social media. If I want to talk to a younger generation, they are more present in the social media.” Food Industry Marketing Executive

These points of view lead to the following proposition: the degree of the customer's presence on the social media has an impact on the perceived usefulness of the social media.

The knowledge of the social media was also a preeminent topic in the interviews. This is consistent with previous literature that identified managerial knowledge as a key factor in adopting new technologies. Aguila-Obra & Padilla-Meléndez (2006) identified managerial capabilities, together with technological resources, as the main organizational factors that explain Companies' adoption of internet technology tools. Kiron, Palmer, Phillips, & Kruschwitz (2012) found evidence that the main barrier to adoption of social media is a lack of management understanding and knowledge of social media marketing. For Kietzmann et al. (2011), despite social media's importance, many executives eschew or ignore this form of media because they don't understand what it is, the various forms it can take, or how to engage with it and learn. Serra et al. (2013) and Kuikka and Akkinen (2011) also identified this barrier.

Additionally, it seemed that younger executives more accustomed to social media were more inclined to invest in and deploy social media. This is probably related to a better understanding and knowledge of it.

“Exec: I think they [the board] still don’t understand [social media] ... they are at that level where talking about digital marketing means to have a website with all the company’s information.

Inter: And this lack of knowledge could influence investments levels?

Exec: I think so... I think that because when you speak at board level, within this decision-making process of investment allocation, they have an active role.”

Food Industry Marketing Executive

“This online world... I am 42 years old and I have the impression that I am super old and outdated”. Telecom Industry Marketing Executive

“On my part, there is a large gap in the understanding of social media. I feel that I don’t fully understand its metrics and that it is always changing”. Beauty and cosmetics Industry Marketing Executive

Thus, this leads to two propositions: (i) the lack of knowledge of social media impacts the perceived ease of use of social media negatively; (ii) the executive’s age can affect the adoption of social media.

Furthermore, an interesting relation between lack of knowledge and the influence of marketing agencies emerged from the interviews. It seems that executives readily acknowledge their lack of knowledge (for themselves and their teams) and rely heavily on external advice from specialists. This finding is corroborated by other studies that have recognized the influence of external expert advice on the companies’ adoption process (Aguila-Obra & Padilla-Meléndez, 2006).

“So, social media was something new to me. It was Agency X which gave me confidence as to how to make investments and how to act on Facebook and

other media as well. Practically the strategy came from the agency ready for us to approve.” Retail Industry Marketing Executive

“I say that we are still learning [social media marketing]. I don’t think that I know anything; I still need to learn a lot to be able to use this tool correctly and assertively. We are still greatly influenced by those who understand it. For instance, the agency that works with us.” FMGC industry Marketing Executive

Besides the specialists, other stakeholders appeared to exercise influence on the decision-making process. They are mainly represented by the younger people in the executive’s team. For instance:

“I have X [a mid-level analyst] on my team. He is an expert, a guru. He is the one who really defines the digital strategy.” Finance Industry Marketing Executive

Some executives argue that they believe in the social media channel but other stakeholders in the company are not aligned with this vision.

“When we present a campaign in digital marketing normally the board says that it is just a complement. An investment in social media will not generate a quick sales result. It will not generate consumption in the retail chain the next morning. We still have this vision at board level”. Food Industry Marketing Executive

Int: “So what prevents you from doubling your investment level in social media?”

Exec: “It is the short-term view. Truly. For you to invest in social media, in building your brand, your perspective has to be longer-term than the quarter. At the end of the day, it boils down to your CEO’s agenda.” Telecom Industry Marketing Executive

Previous research has evidenced that organizational decision-making behavior is not only influenced by the rational and irrational components of individual decisions but is also influenced by the different stakeholders (Nelson & Quick, 2006). Yu & Tao (2009) also corroborate the influence of the Social Norms as a strong influencer of the adoption of business-level technology.

Considering the literature and the evidence provided by the interviews, we propose that: Stakeholders' influence has a positive impact on the Subjective Norm.

In the interviews, a common point of view that digital and social media marketing is the future way ahead was frequently mentioned. Interviewees, to different degrees, seemed confident that there is no going back on investing in digital marketing and that their industry or the market as a whole was moving in that direction. From the interviewees' point of view:

“Everybody is saying that digital media is growing, that it is very important, that it is growing and that it is a much more direct means of conversation with consumers” FMGC Industry Marketing Executive

“Why is it [investment in social media marketing] not zero? There is common agreement that zero investment is wrong because the world is changing in this direction. It is, therefore, something we should invest in.” Telecom Industry Marketing Executive

“Because we so often hear that this [social media marketing] is the way ahead and by seeing the example of big companies... we end up saying ‘ok’.” FMGC Industry Marketing Executive.

In view of the literature and the evidence presented in the interviews, we propose that: a Common Sense for Digital media influences the Subjective Norm positively.

2.5 Conclusions

There is limited research on the adoption of social media at the company level. In this sense, this research contributes to existing theory by building on previous work on models of the adoption of social media. The proposed model of adoption corroborates some of the findings of Siamagka et al. (2015) and, at the same time, proposes that other variables also influence adoption. Specifically, it was identified a variable (common sense for digital) that has not been acknowledged previously in the literature.

From a managerial point of view, this research is relevant for large companies' executives, social media platforms, and agencies as it presents perspectives and insights on levers favorable to social media and barriers to it that marketing executives have. Each stakeholder may use this information to minimize barriers to adoption and to foster levers. For instance, the training and presentation of success stories may be very useful for executives that shy away from social media marketing.

There are limitations to this study. First of all, our results are based on a small sample of interviews, thus they cannot be extrapolated to apply to all companies in the process of adopting and using social media. The interviewees were also handpicked from the researcher's professional network and may thus be biased.

This research can be extended with a quantitative phase to further explore the propositions and relations identified. Other potentially interesting research topics include the evaluation of barriers to adoption in another group of organizations such as the SME business.

3 Article 2: Social Media Marketing Adoption: not sure what for, but I adopt it

Abstract

Some practitioners are unable or reluctant to define strategies and to allocate resources to pursue a relevant social media strategy for their companies. This research aimed to identify factors influencing marketing professionals to adopt social media marketing at company level. A conceptual model, which draws on the Technology Acceptance Model, User Technology Acceptance Unified Theory and Institutional Theory, was developed and tested using quantitative data from marketing professionals in Brazil. A PLS-SEM technique was employed to test the model. Findings suggest that Isomorphic pressures (eg: coercive and mimetic pressures), social influence and facilitating conditions were the key factors driving social media adoption.

Keywords: social media adoption; social media marketing; technology adoption; TAM, UTAUT, Institutional Theory

3.1 Introduction

Beyond just using social media technology for updating pictures and posting status updates, consumers and members of society, in general, have found that social media applications can empower them when considering the flow of information (Andzulis, Panagopoulos, & Rapp, 2012). These new communication platforms have changed the communication patterns between consumers and companies from an old fashion one-way to interactive two-way communication, where brands and customers are communicating with each other frequently without restriction of time and place (Kim & Ko, 2012). Sinclair, and Vogus (2011) affirm that social media has increased consumer power, leading companies to try to offset that by establishing a strong and professional presence.

Its increasing relevance has influenced companies to allocate more investments to quickly create or promote companies' brand and content through social media marketing efforts. Thus, social media has become a central issue for companies and marketers (Kumar, Vikram, Mirchandani, & Shah, 2013). However, previous research showed that some practitioners are unable or reluctant to define strategies and allocate resources to pursue a relevant social media strategy for their companies (Aspasia & Ourania, 2014). For Rydén, Ringberg, & Wilke (2015), companies may adopt social media without a clear understanding of possibilities and potential results, driven only by a vendor-driven environment or by imitation of competitors.

Social media can be considered as an innovation capable of improving companies' process and productivity. Thus it is relevant to comprehend the process of social media adoption by organizations (Araújo & Zilber, 2016). Nonetheless, there have been few studies that specifically consider social media adoption decisions from the marketing professionals' point of view, which are discussed in the Theoretical Review section.

For Dahnil, Marzuki, Langgat, & Fabeil (2014), the trend of social media usage by companies offers a clear research opportunity. For these authors, it is fundamental to understand the factors that support the adoption of social media marketing among companies. For Wamba and Carter (2014), there is a need to identify additional predictors and antecedents of social media adoption.

In this sense, this research aimed to identify factors influencing marketing professionals to adopt social media marketing at company level. This study is a further development of the social media adoption model proposed by Bogea and Brito (2018)

This study is structured into five sections. The first introduces the theme and its importance. In the second section, there is a knowledge review of Social Media company-level adoption, technology adoption theories (TAM and UTAUT) and Institutional Theory. In the third section the methodology employed is described in the qualitative and quantitative phase of the

research. In the fourth, field research results are presented. In the final section the results and the research limitations are discussed.

3.2 Theoretical Background

This section is divided into three parts. The first part contextualizes Social Media Marketing. In addition, it reviews specifically literature in Social Media marketing adoption by companies. It presents current findings and knowledge's gaps. The second part reviews and presents the current knowledge on the adoption of new technologies. More specifically, it reviews the theory of Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT). The last part, presents a review of Institutional Theory (DiMaggio & Powell, 1983), focusing on organizational isomorphism. IT reviews the three types of isomorphism present in an institutional environment: coercive, mimetic and normative.

There are three distinct approaches to research adoption of innovations: individualist, structuralist, and interactive process (Kautz & Nielsen, 2004). Individualist and structuralist approaches research individual actors and organizations as a unit of study. In the first two approaches, past research has focused mainly on variables related to the individual or organizations, like individual characteristics and size of organization (Sarosa, 2012). The present research has an individualist and structuralist approach as well.

Academic researchers have long studied how and why technology adoption by individuals and organizations occur. Several theories have proposed to elucidate acceptance of new technologies and their intention to use. Among those theories but not restricted to it, the Theory of Diffusion of Innovations (DIT) (Rogers, 1995), Decomposed Theory of Planned Behaviour (Taylor & Todd, 1995), the Technology Acceptance Model (TAM) (Davis, 1989), Technology Acceptance Model 2 (TAM2) (Venkatesh & Davis, 2000) and Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh, Morris, Davis, & Davis, 2003).

There is a large number of studies that incorporated new constructs into UTAUT theory, as well the combination with other theoretical models, and on occasion, a re-design of the underlying relationships between UTAUT variables (Williams, Rana, & Dwivedi, 2015).

Our scholarly approach aims to adopt a theoretical framework (eg TAM, UTAUT) where constructs are more responsive to empirical operationalization compared to alternative theories such as Rogers (1995). Following (Siamagka et al., 2015), the present research will employ the concepts and constructs from TAM (Davis, 1989) and UATUT (Venkatesh et al., 2003).

3.2.1 Social Media Adoption

Social media adoption for organizations is a very recent phenomenon, with the very first for-profit companies having started around 2005. Considering this, the research in social media adoption by companies has to be a recent research subject. Not surprisingly, there are very few studies. The present work identified nineteen articles that studied specifically social media adoption (Appendix B – Summary of social media adoption articles). The existing literature studied different aspects of social media adoption: (i) social media adoption level in a particular group of organizations; (ii) factors and barriers influencing adoption, and (iii) the adoption process at company level. This literature review focuses on the factors and barriers to adoption.

Different studies mentioned the relationship between social media marketing results and actual business results as a factor that influenced social media marketing adoption. Curtis et al. (2010) found that social media would be more used by practitioners if they find them credible. Distaso, Mccorkindale, and Wright (2011) interviewees stated mixed beliefs about the results of social media on companies' financial results. Michaelidou, Siamagka, and Christodoulides (2011) identified uncertainty of benefits from using social media platforms as a major barrier for adoption. Also, Kuikka and Akkinen (2011) found evidence of negative attitudes towards social media and economic difficulties (costs x benefits of social media).

Michaelidou, Siamagka, and Christodoulides (2011) identified that perceived lack of relevance of social media platforms within the industry the company operates as a barrier for adoption. Dahnil et al. (2014) identified the difficulty in measuring business results as barrier for adoption. In the opposite direction, Sarosa (2012) study found short term results demonstrability as significant factor supporting adoption.

He, Wang, Chen, and Zha (2017) identified the adopter's perception of social media, comprising PEOU, PU, and perceived enjoyment. Siamagka et al. (2015) used TAM to explain social media adoption by companies. Their results indicate that PU of social media, within B2B companies, is determined by image, perceived ease of use and perceived barriers. Furthermore, they found evidence that organizational innovativeness and PU significantly affect adoption of social media.

Araújo and Zilber (2016) studied social media adoption factors from a Technology, Organization and Environment (TOE) perspective. Their findings indicate that the social media relative advantage and its observability were relevant factors to social media organizational adoption.

Institutional theory was explicitly mentioned by Perrigot et al. (2012). These authors stated that they found strong support for the agency theory and institutional economic theory rationales for franchisor's early adoption of Social Media. Nonetheless, Perrigot et al. (2012) did not explain or explore the evidence for this support.

Other studies found evidence of institutional pressures, but did not explicitly mentioned it. Jobs and Gilfoil (2014) state that the reallocation rate from traditional media to online media depends on several factors: (i) dynamics of different sectors, (ii) the strength of the relationship between companies and their consumers, (iii) user demographics in the target market, (iv) the reach required for target segments.

A factor present in different studies is the perceived presence or absence of customers on the social media platforms. Distaso, Mccorkindale, and Wright (2011) results suggested that the large presence of customers and society in general in social media platforms as the

driving force for companies to adopt social media. For Sinclair and Vogus (2011) the main factor for companies' adoption of social media was the mass adoption of social media by consumers.

Another factor present in several studies are the pressure from peers, competitors or the media. He, Wang, Chen, and Zha (2017) found that social influence from peers and/or media influence adoption. Mergel (2013) encountered three main factors to influence adoption: (i) information about best practices in the director's informal peer networks; (ii) passive observation of other organizations' (public and non-public sectors) perceived best practices; (iii) "market-driven" citizen behavior. Michaelidou et al. (2011) found that lack of social media usage by competitors as a barrier for adoption. Dahnil et al. (2014) identified that the business environment group that focuses on how competitor's behavior may influence adoption.

Other factor also consider by companies' executives were easiness of implementation (Sinclair & Vogus, 2011). Michaelidou, Siamagka, and Christodoulides (2011) identified that unfamiliarity and lack of technical skills of staff and substantial investment in terms of time as barriers for adoption. Harris, Mueller, and Snider (2013) found the presence of specialized staff (PIS) generated more engagement in their social network, thus influencing usage and patterns of results.

Serra, Storopoli, Pinto, and Serra (2013) identified that companies' social media adoption is facilitated by its' easiness of access and the possibility to use it as selling and client relationship channel. On the other side, the barriers were lack of qualified workforce, lack of specific knowledge of social media and the challenge to attract customers to interact with the company on the social media channel. Dahnil et al. (2014) corroborated this perspective as they identified factors related to the end users themselves: training and knowledge on the social media environment and perceived usefulness.

Nah and Saxton (2012) suggested a relationship between digital marketing presence and social media adoption. Organizational adoption of social media seems to depend on preexisting resources and to web capabilities. Supposedly, the capacities that an organization

develops to build and maintain a relevant/influential website are positive for the adoption and effective use of new emergent digital technologies like social media.

A few studies related professionals or company characteristics with social media marketing adoption. He, Wang, Chen, and Zha (2017) adopter's profile, comprising age and familiarity with social media. Wamba and Carter (2014) researched both organizational and individual factors that could drive social media adoption by SMEs. Their results indicated that manager's age, company size, innovativeness, and industry sector had a positive relation to adoption. Aspasia and Ourania (2014) results sustained that manager's education level has a positive correlation on the adoption of social media tools. Harris, Mueller, and Snider (2013) concluded that Local Healthy Department size and geographic region influenced adoption of social media.

Top management was mentioned in the literature as influencing factor. Dahnil et al. (2014) related company's leader's attitude toward social media as an adoption factor. Leaders with higher positive attitude will foster adoption. Additionally, top management allocation of resources to social media marketing, such as money, time and personnel also fostered adoption. In the same direction, Sarosa (2012) identified top management influence as a key adoption factor.

In sum, the existing literature on social media adoption from a company's perspective presents multiple angles over adoption factors and supporting theories that are employed to explain it. There is little consensus among the authors, and it seems that is scarce the studies that build on previous studies specific to social media adoption. Another complexity is the fact that there is a lack of standardization among factors, which means that two articles are describing a similar factor, but using a different name for it. Appendix B summarizes the literature review.

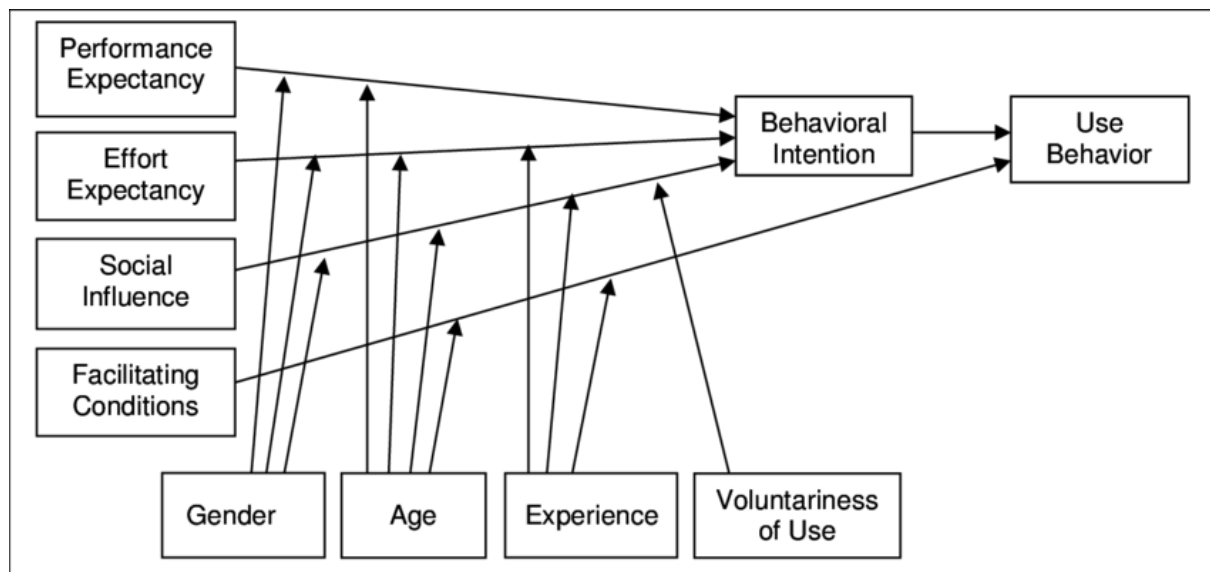
3.2.2 Unified Theory of Acceptance and Use of Technology (UTAUT)

Since its conception, UTAUT (Venkatesh et al., 2003) has been used widely as a theoretical lens by researchers aiming to explain technology acceptance and use (Dwivedi et al., 2017).

Venkatesh et al. (2003) noticed that researchers of technology adoption were confronted with a choice among a multitude of models and had to choose constructs across models or choose a preferred model, consequently ignoring the contribution from the remaining ones. In this sense, Venkatesh et al. (2003) aimed to synthesize eight prominent theoretical models to formulate a unified theory (UTAUT) that would parsimoniously explain technology adoption without the necessity to add auxiliary theories.

The best predictors of technology acceptance from each of the eight models were empirically tested and seven constructs were identified as significant direct determinants of technology adoption. Among the seven constructs, four were defined as being direct determinants of user acceptance and use: performance expectancy, effort expectancy, social influence, and facilitating conditions.

UTAUT model also has four moderators that were hypothesized to strengthen or reduce the overall effect of different direct determinants on either behavioral intention to use or actual user behavior (Figure 4). The moderators included are gender, age, experience, and voluntariness of use. A relevant difference between UTAUT and alternative models was that UTAUT proposed four moderators (i.e., gender, age, experience, and voluntariness) to improve even more the model's predictive power (Dwivedi et al., 2017). Figure 4 illustrates the UTAUT model and its' associated relationships.

Figure 4: UTAUT Model

Source: Venkatesh et al. (2003)

The constructs in the model were defined and associated with similar variables as follows. Performance Expectancy (PE) is the perception that an individual has that employing the system will aid him/her to obtain gains in job performance. In other models, the constructs associated to performance expectancy are perceived usefulness (TAM), extrinsic motivation (MM), job-fit (MPCU), the relative advantage (DOI), and outcome expectancy (SCT) (Venkatesh et al., 2003). This construct, within each model, was the strongest predictor of intention and remained significant at all points of measurement in both voluntary and mandatory settings (Venkatesh et al., 2003).

Effort Expectancy (EE) is the degree of “ease associated with the use of system”. The constructs in the other models that capture the same concept are perceived ease of use (TAM), and complexity (DOI and MPCU). Based on the literature, the influence of effort expectancy on behavioral intentions is hypothesized to be moderated by gender, age, and experience (Venkatesh et al., 2003).

Social Influence (SI) is the degree to which the individuals believe that significant persons in their network believe that they should use the technologies. Analogous constructs are represented in different models: subjective norms (TRA, TAM2, TPB/DTPB, and combined TAM-TPB), social factors (MPCU), and image (DOI). The effect of social influences on

behavioral intentions is theorized to be moderated by gender, age, voluntariness and experience (Venkatesh et al., 2003).

Facilitating Conditions (FC) is the degree to which an individual believes that organizational and technical infrastructure to support the use of the technologies exist. In other models, this definition captures three different constructs: perceived behavioral control (TPB/DTPB and combined TAM-TPB), facilitating conditions (MPCU), and compatibility (DOI). The influence of facilitating conditions on usage is hypothesized to be moderated by age and experience (Venkatesh et al., 2003).

Venkatesh et al., (2003) results showed strong support for UTAUT. The model explained 70% of the variance in usage intention, which is considered a significant enhancement over the original models where the maximum was near 40%

Nevertheless, a high proportion of explained variance is not regularly found in other works. Different studies have found explained variances as low as 35% to 45% (Thomas, Singh, & Gaffar, 2013), while a few others have found larger explained variances in the range 50% to 65% (Tibenderana, Ogao, Ikoja-Odongo, & Wokadala, 2010). Still, the validity and reliability of the UTAUT measurements and the utility of the model in explaining BI are broadly acknowledged (Thomas et al., 2014).

On a critical perspective, Bagozzi (2007) stated that UTAUT could be a strong model as a result of its parsimonious structure and higher explanatory power (R^2), nevertheless the model did not observe direct effects which might disclose new relationships as well as significant factors from the research which were absent by subsuming under the existing predictors.

In a recent study Fortes, Pereira, & da Costa (2016), studied the adoption of cloud computing by Portuguese companies. The authors employed UTAUT model adding marketing efforts as a predecessor variable to the four main constructs (EP, EE, SI, FC). Their model explained 46% of the variation.

3.2.3 Institutional Theory

As innovation is widely adopted, a threshold is reached beyond which adoption gives only legitimacy instead of enhancing performance (Meyer & Rowan, 1977). For Liang, Saraf, Hu, & Xue (2007) Institutional Theory is an important framework when researching the influence of external social, technical, and political environments on organizational behavior such as adoption of innovations.

NCSU (2008) corroborate this view, as this author stated that innovations might begin for efficiency motives and organizational desire to be seen as innovator and vanguardist, later in the diffusion process innovations are adopted for legitimacy goals and uncertainty reduction, instead of motives for actual performance enhancement.

According to Institutional Theory, organization's isomorphism is undertaken not aiming to increase competitiveness or operational efficiency, but to obtain legitimacy to survive and consolidation of survival chances (Zhang & Hu, 2017). As Scott (2001) states, isomorphism is considered as the degree to which companies conform to specific norms and standards that are established and institutionalized within a particular environment. On a social media context, Naraine & Parent (2016) found that isomorphic pressures (Mimetic, Coercive, and normative) explain the social-media content similarities found and social media performance among Canadian national sports organization (CNSOs).

Uncertainty is identified as a strong force, which influences organizations to mimic other similar organizations within their environment (DiMaggio & Powell, 1983). Copying is most common in an environment which actors are not sure of the outcomes of the adoption of different processes or systems (Ashworth, Boyne, & Delbridge, 2007).

On a social media adoption context, (He et al., 2017) interviewed SMEs and found that several owners adopted social media only because they found that their competitors had adopted social media and had added new customers. In the same direction, Aspasia & Ourania (2014) suggests that competitive pressures prompt companies to adopt social media

marketing to avoid the impression of being outdated with innovative technologies compared to similar organizations.

Coercive isomorphism results from a company experiencing institutionalized pressure from another organization to which they are dependent on, to behave in a specific way (DiMaggio & Powell, 1983). DiMaggio and Powell (1991) proposed that coercive pressures are made by organizations or other actors with which the recipient company has a relationship because it depends on the resource the partners can delivery.

An example of coercive pressure from customers is the work of Khalifa (2016). In the electronic brokerage market, coercive pressures are made by clients demanding the brokerage to adopt the ETS. Clients perceive that ETS adoption will enhance the quality of the trading process, thus indirectly bring them benefits. Considering the low switching costs in electronic business, retaining clients is of paramount concern for the successful e-brokerage. Therefore, client's perception on ETS can be considered to work as a form of resource-controlling entity, and e-brokerages must cope with the coercive pressures exerted by clients to secure their survival.

Normative pressure is passed through the acceptable behaviors and norms that academic and educational institutions instill on students through formal training and also throughout a person's association with professional networks (DiMaggio & Powell, 1983; Mizruchi & Fein, 1999). Also, normative pressures can be present when companies use an equivalent professional resource pool, such as consultants, university graduates, and conferences (Washington & Patterson, 2011). Furthermore, for Edwards et al. (2009) professional knowledge can be carried from one organization to another through a professional's experience in other organizations.

3.3 Methodology

This study is explanatory and exploratory, since it is concerned with understanding and explaining factors related to social media adoption by companies.

Currently, social science research often combines interviews with other forms of data collection and analysis (Kvale, 2007). According to Belk (2013), when dealing with a complex phenomenon, quantitative and qualitative methods are complements of great value. Additionally, a multi-stage, multi-method research design employing qualitative and quantitative methods can lead to a richer understanding of the phenomenon (Eisenhardt, 1989). For Mingers (2001), different paradigms and methods focus attention on distinct aspects of the phenomenon, thus a multi-method research is essential to handle effectively with the full complexity and richness of the real world.

In this direction, this research was conducted in two distinct phases: the first phase (qualitative) was primarily composed by analysis of the semi-structured interviews with senior marketing executives. The second phase (quantitative) was based on the results of a survey with marketing professionals, aiming to test the adoption model developed based on the theory and the qualitative phase.

Thus, the research process was intermingled with inductive and deductive approaches along the way. Final discussion considers results from both research phases.

3.3.1 Qualitative methodology

The qualitative phase purpose was to understand the complex phenomenon of social media adoption by companies, from the marketing executives' perspectives. The qualitative approach allows to investigate the phenomenon in its context and with all its complexity (Creswell & Creswell, 2017). Although companies' social media presence is publicly available in the Internet, companies' internal debate leading to the adoption and investment in social media platforms are not publicly and seldom shared outside the companies (Bogea & Brito, 2018).

In this phase of the research, the data come from the participant's experience in adopting social media networks for their companies. The qualitative approach with one-to-one semi-structured interviews possibilities to explore deeply different prisms and perceptions of

marketing executives within social media adoption process (Nah & Saxton, 2012). The interviews explored the determinant factors (barriers and levers) of social media adoption by companies. Appendix A details the interview guide.

The interviewees were purposely chosen (Table 2) considering their management positions in the marketing department, which allow them to provide relevant insights to understand usage and adoption of social media. The research participants were selected from the researcher professional network. Between March 2014 and May 2016, a total of seventeen marketing executives were interviewed. They held a middle or senior managerial marketing position or overlook marketing, for instance, a VP of sales, and marketing, and worked for a large company. According to Royle and Laing (2014) purposeful selection possibilities the researcher a better chance of answering his research question, since it focus in specific know-how and commonality of interviewees experiences.

Table 2: Interviewee list

Sector	Gender	Age	Job Title
Fast Moving Consumer Goods	Female	54	Marketing Manager
Retail	Female	45	Marketing Manager
Fast Moving Consumer Goods	Male	42	Marketing Manager
Finance	Female	43	Marketing Manager
Retail	Male	58	Marketing Director
Real State	Male	50	Marketing Director
Fast Moving Consumer Goods	Female	50	Senior Marketing Manager
Retail	Male	38	Head of Marketing
Telecom	Male	45	Marketing Director
Retail	Male	53	New Business and Marketing Director
Finance	Male	46	Marketing and Communications Director
Retail	Female	38	Marketing Director
Petrochemical	Female	55	Marketing Director
Tourism and Travel	Female	38	Marketing and Product General Manager
Consumer Goods	Male	42	CMO
Health	Female	39	Sales and Marketing Director
Fast Moving Consumer Goods	Male	38	Global Senior Brand Manager

Source: Elaborated by the author

Interviews were conducted in the interview's company office (except one that was made by Skype call) and lasted, on average, 43 minutes. Interviews were transcribed verbatim and transported into the Atlas-TI software (version 7.5) for qualitative analysis.

The data was evaluated using thematic analysis. Themes and codes were developed using a “theoretical” thematic analysis approach. This approach is directed by the researcher’s theoretical or analytic interest in the topic and is, therefore, more explicitly analyst-driven. Also, this type of examination can offer a comprehensive analysis of some part of the data considering a particular research question (Braun & Clarke, 2006).

The data was examined employing a thematic analysis with a semantic approach, thus the themes and codes were acknowledged within the surface meanings of the data. So the research did not consider anything past what a participant has stated for analysis purposes. Two expert academics independently coded the data, ensuring inter-coded reliability. Discrepancies in the coding were solved through discussion.

The codes were first established based on the interviews. As the interviews advanced, new codes and categories emerged, which were evaluated in the following interviews. This continuous revision allowed identifying recurring factors of social media adoption. Afterwards, established codes were confronted with the existing literature and eventually renamed to match pre-existing codes already defined.

The research development process had a continuous process between data collection and analysis, leading to concepts and back to data collection in an ongoing process that only concluded when there was theoretical saturation (Corbin & Anselm, 2014). This continuous flow led the researcher collect data until no new evidence emerged from data (Glaser & Strauss, 1967; Goulding, 2001).

From the content analysis, different factors and relations emerged. These factors were confronted with the existing literature of social media adoption, of technology adoption and Institutional Theory.

3.3.2 Quantitative methodology

In this phase, the goal was to test the hypothesis of relations between constructs, which emerged during the qualitative phase of the study and during the literature review.

In order to collect the data, it was developed a survey. Using a survey instrument is a common means of gathering decision-making data for quantitative studies (Barge & Gehlbach, 2012). The instrument developed was based on the evidence of the qualitative phase and in the literature review. It was considered the literature in social media adoption, technology adoption (TAM, UATUT) and Institutional Theory.

3.3.2.1 Survey instrument development

The quantitative instrument used in this research was a survey. This decision was based on the extensive use within the literature, the necessity to collect data from a large sample of marketing professionals over a limited time frame, ensure anonymity, and minimize intrusion. Also, the nature of the hypotheses, the theory used, and the use of surveys in the reference literature makes it appropriate to the problem under study.

The survey methodology is considered as one of the predominant research strategies for IS research (Lee & Shim, 2007). Additionally, a survey using a Likert-type scale produces a numerical dataset allowing statistical analytical procedures appropriate to the study (Fink, 2013). All construct items were measured using a standard 7-point Likert-type scale, ranging from strongly disagree (1) to strongly agree (7).

The survey instrument was developed based on existing literature (Bharati, Zhang, & Chaudhury, 2014; Khalifa & Davison, 2006; Liang et al., 2007; Messerschmidt & Hinz, 2013; Siamagka et al., 2015; Venkatesh et al., 2003). Previously developed operationalization of constructs was used as a starting point for the measure development. The development of items involved an adjustment of wording to fit the current setting (social media adoption). The items included in the UTAUT instruments are normally adapted for the particular research domain (Thomas et al., 2014). Appendix C presents the definition of the constructs employed in the research. Table 3 presents the constructs and related items employed in the research and Appendix D, presents the items translated in Portuguese.

The constructs were measured reflectively through multiple indicators. All reflective indicators should measure an equivalent underlying construct (called a Latent Variable in a statistical model). When the latent variable fluctuates, all reflective indicators ought to fluctuate, reflecting internal consistency (Bollen, 1984). As a result, all reflective indicators should correlate positively.

As Sarstedt, Hair, Ringle, Thiele, & Gudergan (2016) recommend the constructs were clearly defined and the items closely represent this definition. The constructs and the items employed are detailed in the Table 3.

Table 3: Constructs and related items

Construct	Original sentences	Adapted sentences
Perceived Usefulness (Siamagka et al., 2015)	Using social media improves business performance.	Using social media improves business performance.
	Using social media increases business productivity.	Using social media increases business productivity.
	Using social media enhances effectiveness in business.	Using social media enhances effectiveness in business.
	Social media are useful for businesses.	Social media are useful for businesses.
	Social media has a strong impact on any business.	Social media has a strong impact on any business.
Results Demons. (Siamagka et al., 2015)	Using social media increases problem solving capability.	Using social media increases problem solving capability.
	I have no difficulty telling others about the results of using (or not using) social media for our business.	I have no difficulty telling others about the results of using (or not using) social media for our business.
	I believe I could communicate to others the consequences of using (or not using) social media for our business.	I believe I could communicate to others the consequences of using (or not using) social media for our business.
	The results of using (or not using) social media are apparent to me.	The results of using (or not using) social media are apparent to me.
	I would have difficulty explaining why using (or not using) social media may or may not be beneficial to our company.	I would have difficulty explaining why using social media may or may not be beneficial to our company.
Effort Expectancy (Venkatesh et al., 2003)	My interaction with the system would be clear and understandable.	I consider social media marketing a system easy to employ
	It would be easy for me to get skillful at using the system.	It would be easy for me to get skillful at social media marketing.
	I would find easy to use the system.	I would find easy to use social media marketing.
	Learning to operate the system is easy for me.	Learning to employ social media marketing is easy for me.
Social influence	People who influence my behavior think I should use the system.	People who influence my behavior think I should employ social media marketing.

(Venkatesh et al., 2003)	People who are important to me think that I should use the system.	My team or my manager thinks that I should employ social media marketing.
	The senior management of this business has been helpful in the use of the system.	The senior management of this business has been helpful in the use of social media marketing.
	In general, the organization has supported the use of the system.	In general, the organization has supported the use of social media marketing.
Facilitating conditions (Venkatesh et al., 2003)	I have the resources necessary to use the system.	I have the resources necessary to use social media marketing.
	I have the knowledge necessary to use the system.	I have the knowledge necessary to use social media marketing.
	A specific person or group is available for assistance with system difficulties.	A specific person or group is available for assistance if I have difficulties with social media marketing.
Behavioral intention to use the system (Davis, 1989)	I intend to use the system in the next n months.	I intend to use social media marketing in the next n months.
	I predict I will use the system in the next n months.	I predict I will employ social media marketing in the next n months.
	I plan to use the system in the next n months.	I plan to employ social media marketing in the next n months.
Mimetic pressure (Bharati et al., 2014; Liang et al., 2007; Messerschmidt & Hinz, 2013)	Our main competitors are adopting new technologies.	Our main competitors are adopting social media marketing.
	Our main competitors who have adopted ERP have greatly benefitted.	Our main competitors who have adopted social media marketing have greatly benefitted.
	Our main competitors who have adopted ERP are favorably perceived by others in the industry.	Our main competitors who have adopted social media marketing are favorably perceived by others in the industry.
	Our main competitors that have adopted grid computing are perceived favorably by customers.	Our main competitors that have adopted social media marketing are perceived favorably by customers.
Coercive Pressure (Bharati et al., 2014; Khalifa & Davison, 2006)	My firm major customers are pressuring us to adopt Green IS.	My company major customers are pressuring us to adopt social media marketing.
	Customers that matter to us believe that we should ETS.	Customers that matter to us believe that we should employ social media marketing.
	We may not retain our important customers without ETS.	We may not retain our important customers without social media marketing.
	My firm must maintain a good relationship with customers who are adopting new technologies.	My company must maintain a good relationship with customers who are adopting social media.
Normative Pressure (Khalifa & Davison, 2006)	Our employees believe that using ETS is beneficial to them.	Our employees believe that using social media marketing is beneficial to them.
	Our employees believe that we should use ETS.	Our employees believe that the company should use social media marketing.
	Our employees believe that using ETS is the norm in the industry.	Our employees believe that employing social media marketing is the norm in the industry.

Source: Elaborated by the author

In order to limit potential common method bias, ex-ante procedural was taken (Mackenzie & Podsakoff, 2012). Respondents were informed that there were no correct or wrong answers and that their answers were anonymous at the individual level. Furthermore, the order of the questions was randomized avoiding respondents to find any potential links among constructs.

After the initial development of the questionnaire, the instrument was submitted to marketing experts to further validation of the items (Nunnally & Bernstein, 1994). The instrument was subject to the review of three academic specialists (Netemeyer, Bearden, & Sharma, 2003). Experts evaluated item redundancy, face validity, and content validity. Furthermore, they suggested rewording or exclusion of items to increase clarity.

The survey had two sections. The first measured indicator variables of the constructs to be measured, while the second section collected respondents' demographics and companies' basic data. The respondents' variables included: gender, age, hierarchical position, years of experience, number of employees of the company, companies' revenues, social media investment level (% of total media investment) and email address. This method led to a survey composed of 35 indicators (Appendix D) related to the constructs in the theoretical model and 8 questions related to respondent's profile and companies' profile (Appendix E).

The research instrument was translated from English to Portuguese (Brazil) by the researcher. Two Ph.D. marketing professors checked the terminology of the Portuguese (Brazil) version of the questionnaires. Minor corrections and adjustments were made to increase items comprehension. After translation was completed, a field pre-test was carried out to guarantee comprehension of all questions by subjects.

3.3.2.2 Pre-test

Although the basis for the survey questions was taken from validated studies previously published in different scientific journals, the survey was also first pilot-tested to further validate the questions as they relate to the proposed study. The pre-test was applied via an Internet

survey (already emulating the final survey). The survey had close, multiple-choice questions in a 7 point Likert-type scale.

This preliminary test was conducted using undergraduate students, from an advertising and marketing course in a top tier University in São Paulo, Brazil. This represents a good sample because, although they lack an executive view, they are closed to the target group (marketing professionals) and the majority already started working as marketing interns in large companies. The pre-test sample was composed of thirty-five valid answers.

It was analyzed the distribution of the answers in order to verify if one the item had a skewed distribution or concentrated answer. None of the item had distribution problems.

Following Francis et al. (2004), besides completing the survey, the students were asked to answer three questions: (i) are any item ambiguous or difficult to answer?; (ii) does the questionnaire felt too repetitive?; (iii) are there any annoying features of the wording or formatting? One particular item had minor wording adjustment for clarity improvement.

3.3.2.3 Data collection

Quantitative data collection methods, frequently used in social sciences, are the self-administered structured survey and structured interview (Bryman, 2012). The self-administered structured survey has the advantages of lower costs to administer, speed and larger distribution, lack of interviewer bias, the absence of interviewer variability, and convenience to the respondents. On the other hand, the disadvantages of the self-administered structured survey include lower response rates and the fact that the researcher cannot be certain that the intended person actually answered the survey (Bryman, 2012).

The general population of the quantitative phase was marketing professionals of for-profit companies in Brazil. At this stage, in order to achieve a higher volume of respondents, the eligibility criteria were moved from senior marketing executives to marketing professionals with different experience levels.

The sample was non-probabilistic, reached by author's convenience. A non-probabilistic sample is chosen due to the operational challenges of conducting a probabilistic sample in this case.

It was selected 1.002 professionals to electronically receive an invitation to participate in the research. The contacts of those executives came from three sources: (i) researcher's professional network; (ii) FGV alumni database; (iii) Insead alumni database (that work in Brazil). It was received 111 valid answers, representing a response rate of 11.1%. This return rate is in line with different studies of social media or technology adoption. For example, Michaelidou et al. (2011) studying social media adoption for B2B companies had a 10,2% effective response rate.

3.3.2.4 Data Analysis

After the survey completion, a first filter was done to ensure the quality of the data. The data were evaluated in terms of consistency and missing information. Inconsistent answers (eg: same answers in all items) were removed from the final sample, reducing three respondents from the initial sample

The statistical tests employed, were: descriptive analysis (means and frequencies) and structural equation modeling (SEM) (Schumacker & Lomax, 1996). SEM is a statistical technique for concurrently testing and estimating causal relationships among various independent and dependent constructs (Urbach & Ahlemann, 2010). Structural equation modeling (SEM) has turned almost into the sole standard procedure when to analyzing cause–effect relationships between latent variables (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017).

Its capability to model latent variables while concurrently considering various forms of measurement error makes SEM suitable for multiple research questions, specifically for the marketing field, which usually emphasizes on researching unobservable phenomena like consumer attitudes, perceptions, and intentions (Hair et al., 2017). Yu and Tao (2009) suggested that future studies at company-level TAM of new Internet-based information system

and technology should employ Structured Equation Modeling (SEM) to obtain more sophisticated theoretical models

SEM tests can be considered the second generation of multivariate statistical tests (Fornell, 1987). Contrary to first-generation techniques, like factor analysis, or multiple regressions, SEM permits to concurrently consider relationships among numerous independent and dependent constructs. Therefore, SEM tests a group of interrelated research questions in a sole, systematic, and comprehensive analysis (Gefen & Straub, 2000). When properly employed, SEM-based techniques have substantial advantages over first-generation techniques like principal components analysis or multiple regression due to the greater flexibility that it provides for the interchange between theory and empirical results. (Chin, 1998a).

A structural equation model application comprises two phases – measurement model and structural model. The measurement model or outer model has to be determined for each of the LV within the model. These represent the relationship among the empirically observable indicator variables and the LV. It is fundamental that the measurement model and the structural model have support from an auxiliary theory (Urbach & Ahlemann, 2010). The structural model (or inner model) encompasses the relationships among the Latent Variables.

Researchers need to apply the SEM approach that best suits their research objective, measurement properties, and model setup (Hair et al., 2017). In this sense, the present research decided to use composite-based SEM, specifically partial least squares path modeling (PLS). The reasons for this choice were: (i) the utilization of PLS-SEM in the marketing academic field; (ii) permits the testing of reflective constructs; and (iii) a relatively small sample size combined with a large number of independent latent variable to explain a single dependent variable.

PLS-SEM is considered a robust multivariate data analysis method, even with small samples, due to its remarkable ability to achieve acceptable statistical power under this condition (Hair et al., 2011). Because PLS does not calculate all model relationships

concurrently, the method permits complex models to be calculated with small sample sizes, circumstances in which factor-based SEM frequently does not converge, or generates inadmissible solutions (Hair et al., 2017; Henseler et al., 2014)

To estimate the minimum sample size, the most employed method in PLS-SEM is the “10-times rule” method (Hair et al., 2011). It is generally based on the tenet that the sample size must be greater than 10 times the maximum number of inner or outer model links pointing at any LV in the model (Goodhue, Lewis, & Thompson, 2012). In the present study, this would lead to a minimum sample size of 80. An alternative method to estimate the minimum sample size is minimum R^2 method (Hair, 2014). This method is defined based on three elements: (i) the maximum number of links pointing at a LV in a model; (ii) significance level employed (0.5 is level most used); and (iii) the minimum R^2 in the model (Kock & Hadaya, 2018). In the present study, this would lead to a minimum sample size of 54. Therefore, the sample size of 111 exceeds the minimum threshold for both methods.

IN PLS-SEM, the basis for hypothesis testing is the estimation of path coefficients. Frequently each path coefficient is related to a hypothesis, where each hypothesis is evaluated through the calculation of a p-value associated with the path coefficient. In this test, if a p-value is lower than a specific threshold then the related hypothesis is supported. The most frequent benchmark value is .05, employed in combination with a one-tailed linear test of a directional hypothesis (Kock, 2015).

According to Kock (2018), in PLS-SEM path coefficient p-values estimates generally is a three step process. Initially, a standard error for the path coefficient estimate is defined via resampling. The most common used resampling technique in PLS-SEM is bootstrapping (Goodhue et al., 2012). After that, a t-ratio, which is the ratio between paths coefficient by the estimated standard error, is calculated. The last step is the estimation of the p-value based on the t-ratio, which can be calculated employing the incomplete beta function.

Before discussing the results, it is fundamental to validate the model. This validation is the procedure of systematically testing whether the hypotheses expressed by the structural

model are supported by the data or not. Overall, the model validation is an effort to assess if the measurement models and the structural model satisfy the quality criteria for empirical research. PLS does not have a determined global goodness-of-fit criterion. Nonetheless, there are multiple procedures for evaluating partial model structures (Urbach & Ahlemann, 2010).

The present research will follow the validation process proposed by Urbach and Ahlemann (2010). A two-step systematic process, with several criteria, was carried, including: (i) the assessment of the measurement models; (ii) the assessment of the structural model.

Cronbach alpha was calculated for each variable to evaluate the reliability of the measurement scales developed. For George & Mallery (2010) alpha values higher than .90 point to excellent reliability, alpha values greater than .80 point to good reliability, alpha values greater than .70 point to acceptable reliability, alpha values greater than .60 indicate questionable reliability, and alpha values less than .60 point to unacceptable reliability.

It was found that subscale's alpha level was higher than 0.7 for most variables, which indicates that the subscale has an acceptable level of inter-item reliability. However, for the variable Results Demonstrability the alpha level was 0.612 and it was found that deleting any of the items would not increase the alpha level.

A substitute test to Cronbach's alpha is the composite reliability (CR) (Werts, Linn, & Jöreskog, 1974). Chin (1998b) suggested composite reliability as a valid test since it overcomes some of the Cronbach Alpha's shortages. Cronbach alpha undertakes that all indicators are just as reliable; thus, it has a tendency to strongly underestimate the internal consistency reliability of LV in PLS structural equation models. Differently, composite reliability considers that indicators have different loadings (Henseler, Ringle, & Sinkovics, 2009). Notwithstanding of which coefficient is employed for assessing internal consistency, values above .700 are desirable for exploratory research (Nunnally & Bernstein, 1994). Accordingly, although Results Demonstrability had an Alpha value less than .700 it has a composite reliability greater than .700. Consequently, indicating the internal consistency reliability of the instrument (see Table 4).

Table 4: Internal consistency reliability

Construct	Cronbach	Composite Reliability	AVE
Coercive	0.735	0.847	0.648
Effort	0.783	0.858	0.603
Facilitating	0.724	0.844	0.643
Mimetic	0.904	0.931	0.773
Normative	0.912	0.944	0.850
Results	0.612	0.782	0.548
Social	0.761	0.862	0.676
Usefulness	0.760	0.862	0.677
behaviour	0.906	0.941	0.842

Source: Elaborated by the author

Convergent and discriminant validity were calculated to evaluate that items that ought to be related, are related (convergent) and those that should not be related, are not (discriminant). To evaluate the convergent validity, the average variance extracted (AVE) was measured for each latent variable and compared to the threshold that values should be greater than 0.50 (Fornell & Larcker, 1981). All constructs evaluated had AVE higher than 0.50 (see Table 4).

Indicator reliability evaluates the adherence in which a variable or group of variables is adequately measuring what it intends to measure. The reliability of each construct is independent of and calculated independently from that of other constructs. For reflective variables, indicators' loadings are a metric to assess reliability. Mostly, it is indicated that an LV should explain at least 50% of each indicator's variance. Thus, indicator loadings should be significant at least at the .050 level (Chin, 1998b). In the model, all the indicators' loadings are higher than .707, except of RD_3, which is .637. However, according to Urbach and Ahlemann (2010) for exploratory research designs, lower values are acceptable. Appendix F presents indicator's reliability.

To assess discriminant validity, it was measured the cross-loadings by correlating the component scores of each latent variable with all other items (Urbach & Ahlemann, 2010). Since the loading value of each indicator is greater for its related construct than for any of the

other constructs, and each of the constructs loads greater with its own items, the results indicate the discriminant validity of the instrument. Appendix G details this analysis.

Additionally, evaluate the discriminant validity, correlations of all the constructs were matched to the square root of AVE (Fornell & Larcker, 1981). The results indicate the discriminant validity of the instrument since the square roots of AVE constructs are higher than the correlations with the other constructs in both the column and the row. Table 5 details the results.

Table 5: Discriminant analysis - correlations of Latent Variables and Square Root of AVE

	Coercive	Effort	Facilitating	Mimetic	Normative	Results	Social	Usefulness	Behaviour
Coercive	805								
Effort	244	777							
Facilitating	314	604	802						
Mimetic	577	201	281	879					
Normative	631	208	379	600	922				
Results	578	421	370	472	524	740			
Social	446	150	390	248	446	474	822		
Usefulness	532	358	451	416	374	486	289	746	
Behaviour	595	282	510	524	519	539	501	535	918

Source: Elaborated by the author

3.4 Results and Discussion

3.4.1 Qualitative Phase Results

A prevalent topic in several interviews was the relation of social media marketing investments and the company's results, which was labeled "Results Demonstrability" in the proposed model. This study defines results demonstrability as the "tangibility of the results of using the innovation" (Moore & Benbasat, 1991). Part of the interviewees, expressed uncertainty about investment return and doubts on how to measure the results. In the executives' perspectives:

“Great. You have one million fans in Facebook. A great fanpage. Fans all over the world, and then? What do I gain commercially?” Retail company marketing executive

“The investments ends up small, because I don’t obtain a return [with social media marketing]” Healthcare company marketing executive

“I could advertise in social media but I would not have a minimum notion if that would lead people to visit my sales’ stand” Real State company marketing executive

A strong barrier for adopting social media practices were that marketing professionals were unable to measure or assess the benefits for business (Jussila, Kärkkäinen, & Aramo-Immonen, 2014). TAM2 proposes that results demonstrability is an antecedent of perceived usefulness (Venkatesh & Davis, 2000). This relation has also been previously studied in social media marketing (Siamagka et al., 2015). Thus, the literature and the interviews lead to the following hypotheses:

H1. Results Demonstrability has a positive impact on social media perceived usefulness

H2. Results Demonstrability has a positive impact on the intention to adopt social media marketing

H3. Perceived Usefulness has a positive impact on the intention to adopt social media marketing

Marketing and communications were often mentioned in a context of increased complexity in the past years. Some of the professionals acknowledge an increased complexity in the marketing channel with the advent of the Internet and social media, thus increasing the

effort to effectively manage these platforms were significant. This complexity was intermingled with executives' lack of knowledge of social media marketing.

"Exec: For me, social media can be great, but needs a much greater analysis and knowledge than traditional media. And it is not possible to think a massive single strategy like you have in the traditional" Food Industry company marketing executive

"Today, there is no formula anymore... the difference [from the past] was that the communicator prepared himself and had a formula... now everyone is struggling to find ways." Finance company marketing executive

"I am quite sure that if we knew how to use [social media marketing] it has a tremendous potential. My doubt is that with our current option (agencies and third partners) we are not sure how to extract this value". Healthcare company marketing executive

Previous studies have identified effort expectations and managerial understanding as a key factor of adopting new technologies. Kiron, Palmer, Phillips, and Kruschwitz (2012) found evidence that the main barrier to adopting social media is lack of management understanding, and knowledge. For Kietzmann et al. (2011) although social media importance, many executives eschew or ignore this form of media because they do not understand what it is, the various forms it can take, and how to engage with it and learn. Aguila-Obra & Padilla-Meléndez (2006) identified managerial capability as one of the main organizational factors that explain Companies' adoption of Internet technology tools. Curtis et al. (2010) researched social media marketing adoption in nonprofit organizations and found a correlation between effort expectancy and adoption of social media marketing. Effort expectancy is defined as "the

degree of ease associated with the use of system” (Venkatesh et al., 2003). The combination of interview evidences and literature, lead to the following hypothesis:

H4. Effort expectancy has a positive impact intention to adopt social media marketing

Different executives mentioned pressures and agendas from other stakeholders as influencers in the decision of adopting or investing in social media marketing. In a few of the interviews it clearly appeared a lack of leadership support.

Although some of the executives did not seem very confident in their personal knowledge, they frequently mentioned a network of external experts or younger employees that supported the implementation of social media marketing. In the words of the executives:

Exec: “I think they [board] still don’t understand [social media] ... they are at that level where talking about digital marketing means to have a website with all the company information... within this process of investment allocation decision, they have an active role.” Food Industry company executive

Exec: “For you to invest in social media your perspective has to be longer than the trimester. At the end of the day, it boils down to your CEO agenda. A CEO agenda tends to be free cash flow maximization in the short term, being short term a year. If you are in this foothold, you put less money in social media.” Telecom company executive

“We are still very influenced by who understands it. For instance, the agency that works with us, bring investments alternatives and suggestions...” FMGC Company Marketing Executive

“It is [digital marketing] a challenge to me. That is why I bet in the younger talents of my team to help me gain understanding and traction in this new environment” Petrochemical Company Marketing Executive

Previous studies have shown that contextual factors (i.e., facilitating conditions and social influence) may influence behavioral intention to adopt new technologies, indicating the importance to the facilitating conditions like the experiences of other team members in using the technology (Dwivedi et al., 2017). Mandal and McQueen (2012) correlated facilitating conditions and social influence to social media adoption intention. Different studies have shown evidence of others stakeholders as a strong influencer of business-level technology adoption (Fortes et al., 2016; Yu & Tao, 2009).

In UTAUT, the factors related to obtain support for technology adoption (knowledge, resources and support from a specific group of people) are grouped in the construct of facilitating conditions. “The degree to which an individual perceives that an organizational and technical infrastructure exists to support use of the system” (Venkatesh et al., 2003). Social influence is defined as: “the degree to which an individual perceives that important others believe he/she should use the system” (Venkatesh et al., 2003). This lead to the following hypotheses:

H5. Social influence has a positive impact on intention to adopt social media marketing

H6. Facilitating conditions have a positive impact on the intention to adopt social media marketing

Frequently the interviewees mentioned a generic common sense that digital and social media marketing are the future pathway. This perception was connected to the movements of reference companies (eg: competitors or benchmark companies) that were perceived to being strongly moving towards using social media marketing. Also, the opinion of experts and the

media appeared as a factor that contributed to this common sense towards digital and social media marketing.

The presence of the target customer in the social media space was a common factor mentioned in several interviews, as factor determinant of investment. Consumers' strong relation with certain product categories makes them more salient in the social media space about these categories and companies. Also, companies that experimented some problems have experimented consumer's power through social media. In the interviewee's perspectives:

"A few years ago we decided that we should enter [social media marketing] and could not stay out. Why? Because the whole world was there, my competitor's were there with a growing presence." Finance company marketing executive

"By hearing so many times that is the path [social media marketing], by seeing examples of big companies... that you end up saying "ok". So, the path is digital media. Then, there is a huge insecurity in which is the best pathway to follow" FMGC company marketing executive

"The trigger [to invest in social media marketing] was the competitor. How he was growing [in Facebook fans] so fast and we were lagging behind". Finance company marketing executive

"Every year we are increasing a bit [social media investment]. And this is connected to the fact that our target public in several products are each day more present in the digital world than in the offline/TV world" Telecom company marketing executive

"I woke in the morning and learned about the episode [negative event related to the company]. The first person that I called was my social media guy. This is

because the first place that the consumers will react is social media.” Finance company marketing executive

“The new generation will grow older; but still, consume media and news through digital channel. As this generation become more relevant (as buying power), the large retail chain will go after them in the digital space.” Retail company marketing executive

For Shaltoni (2017) competitor’s pressure is one the most studied factors in e-business adoption literature. The authors affirm that in a very competitive scenario, companies continuously strive to keep up with technological evolutions to avoid losing ground to competition. For Durkin, McGowan, and McKeown (2013) a common factor for considering social media adoption was that companies shared an anxiety if they did not adopt something that was perceived to be a new essential tool for business growth. Furthermore, the authors did not find evidence in the adoption of social media marketing of a purposeful or thoughtful agenda for increasing customer experience or value. In line with this results, Wu et al. (2003) found that when the competition environment is intense, companies may adopt e-marketing, not considering its actual benefits but to follow the competitors who have adopted it.

Naraine and Parent (2016) found mimetic pressures in Canadian sports organizations copying the practices of other “successful” organizations. The low and mid-low profile organizations were found to copy the social-media activity of organizations considered high and mid-high profile in the study. Bharati et al. (2014) also related mimetic pressure to social media usage by companies. In this study, mimetic pressure is defined as the: "results as organizations respond to uncertainty by mimicking actions of other organizations" (DiMaggio & Powell, 1983).

The present research defined coercive pressure as: "The formal and informal pressures exerted on organizations by other organizations upon which they are dependent, and the

cultural expectations in the society within which organizations function." (DiMaggio & Powell, 1983).

Considering the literature and the evidence in the interviews, we postulate the following hypotheses:

H7. Mimetic pressure has a positive impact on the intention to adopt social media marketing

H8. Coercive pressure has a positive impact on the intention to adopt social media marketing

Also, considering that the isomorphism behavior by companies is composed by mimetic, coercive and normative pressures (Bharati et al., 2014; DiMaggio & Powell, 1983; Zheng, Chen, Huang, & Zhang, 2013) and that the literature has several examples (Bogo, Schmitt, Henning, & Menegotto, 2017; Johnston, 2013) of normative pressure related to technology adoption in general, it is postulated the following hypothesis:

H9. Normative pressure has a positive impact on the intention to adopt social media marketing

Based on the interviews and the existing literature, I proposed a social media adoption model with eight variables that are antecedents of the behavior intention to adopt social media marketing (see Figure 5).

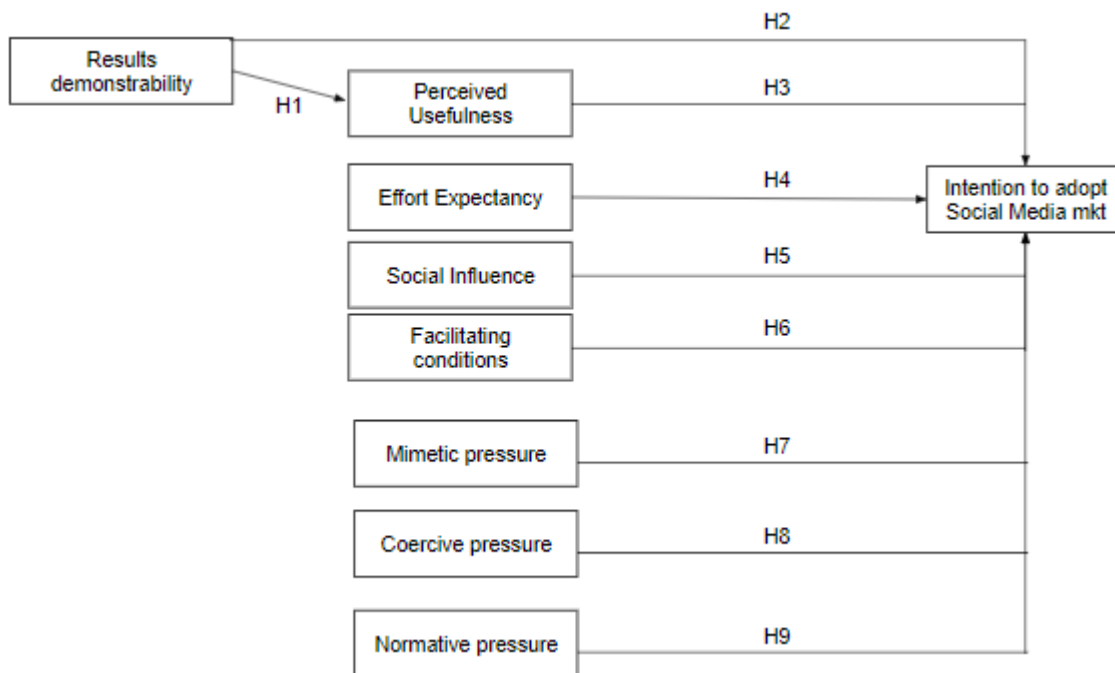


Figure 5: Theoretical model of social media marketing adoption

Source: elaborated by the author

3.4.2 Model Test Results

The tested sample was generally divided in terms of gender, with a slight greater number of women (54% of the sample). The sample had respondents from multiple hierarchical levels (see Table 6). Approximately 20% can be considered juniors (Interns and Analysts), 52% mid-level positions (Coordinators and managers) and 28% top management (Directors/Vps and President/Owners).

Table 6: Managerial hierarchical level distribution in the sample

Position	Frequency	Percent
Intern	2	1,8
Analyst	20	18,0
Coordinator	22	19,8
Manager	36	32,4
Director/VP	13	11,7
President/Owner	18	16,2
Total	111	100.0

Source: Elaborated by the author

Companies' size was distributed evenly, with approximately 30% on each bracket group (small, medium and large) (see Table 7).

Table 7: Companies' yearly revenue distribution in the sample

Revenue level	Frequency	Percent
up to 360k	15	13,5
from 360k - 3.600k	18	16,2
from 3.600k - 12.000k	14	12,6
from 12.000k - 100.000k	24	21,6
Greater than 100.000k	40	36,0
Total	111	100.0

Source: Elaborated by the author

After variables items were cleaned and convergent validity and discriminant validity evaluated, the structural model was analyzed. The R-square was determined along with the load of the paths (see Figure 6). R- square values lower than 0.19 are considered weak and greater values are considered to be medium or substantial (Chin, 1998a). In the model, the latent variables explained 54% of the variance ($r^2 = 0.544$). Second, path coefficients were evaluated. To indicate significant relations path coefficients should be significant at the 0.05 level and the path weights should be more than 0.10 (Urbach & Ahlemann, 2010).

The results indicated that Results Demonstrability had a strong positive effect on Perceived Usefulness ($\beta = 0.398$, $p < .01$), confirming H1. However, Results Demonstrability did not present a significant relation to social media marketing adoption ($\beta = 0.134$, $p > .05$), thus unsporting H2. Unexpectedly, no significant relationship was encountered between Perceived Usefulness and social media marketing adoption, ($\beta = 0.107$, $p > .05$), thus not supporting H3.

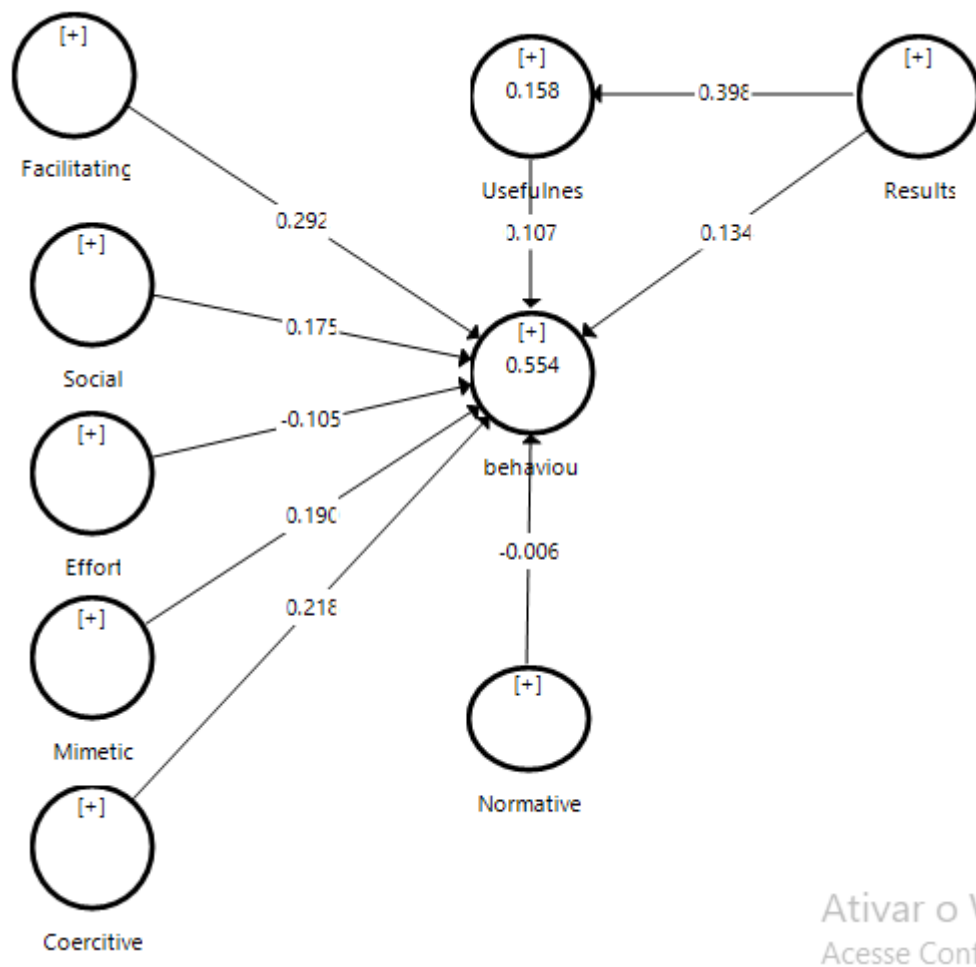


Figure 6: Structural model of social media adoption

Source: Elaborated by the author

The relationship of Effort Expectancy was not found to be a significant antecedent of social media adoption ($\beta = -0.105$, $p > .05$), thus H4 is unsupported. At the same time, the results revealed a statistically significant and positive relationship between adoption and Social Influence and Facilitating conditions ($\beta = 0.175$, $p < .05$ and $\beta = 0.292$, $p < .01$, respectively), therefore supporting H5 and H6.

The hypothesis related to isomorphic pressures that emerged through the interviews (mimetic and coercive pressures) showed a statistical significance ($\beta = 0.190$, $p < .05$ and $\beta = 0.218$, $p < .05$, respectively), consequently supporting H7 and H8. Considering that companies are not obliged by regulations or norms to adopt social media marketing, not surprisingly,

normative pressure that was evidenced only in the literature and not present in the interviews was not significant ($\beta = -0.006$, $p > .10$), unsporting H9. Table 8 summarizes hypothesis' tests results.

Table 8: Hypothesis summary

Hypotheses	Result	Beta
H1. Results Demonstrability has a positive impact on social media perceived usefulness	Supported	0.398
H2. Results Demonstrability has a positive impact on the intention to adopt social media marketing	Not supported	0.134
H3. Perceived Usefulness has a positive impact on the intention to adopt social media marketing	Not supported	0.107
H4. Effort expectancy has a positive impact intention to adopt social media marketing	Not supported	-0.105
H5. Social influence has a positive impact on intention to adopt social media marketing	Supported	0.175
H6. Facilitating conditions have a positive impact on the intention to adopt social media marketing	Supported	0.292
H7. Mimetic pressure has a positive impact on the intention to adopt social media marketing	Supported	0.190
H8. Coercive pressure has a positive impact on the intention to adopt social media marketing	Supported	0.218
H9. Normative pressure has a positive impact on the intention to adopt social media marketing	Not supported	-0.006

Source: Elaborated by the author

3.5 Discussion

Throughout the interviews it emerged a negative perception regarding social media marketing results demonstrability. Part of the executives showed skepticism, while others were

simply uncertain of the bottom line results of social media marketing. This perception appeared as a strong relation between Results Demonstrability and Perceived Usefulness. This result is unique in the literature, since the only study (Siamagka et al., 2015) that specifically considered Results Demonstrability in social media adoption, did not find a significant relation.

However, there was not found a significant relation between Results Demonstrability and Intention to Adopt. Considering that the investment necessary to adopt social media is relatively low, the doubts about the results could be reflected in the investment level and not in the adoption itself. There are evidence in the literature relating lack of financial return and low investment in social media marketing (Curtis et al., 2010; Jobs & Gilfoil, 2014; Weinberg, Pehlivan, & Street, 2011).

Perceived Usefulness is an antecedent factor of technology adoption present with significant positive correlations in most of the technology adoption studies. In social media adoption literature, it was found a positive relation in a B2B context (Siamagka et al., 2015). Curtis et al. (2010), employed UTAUT and found a positive relation between performance expectancy and social media adoption. Araújo and Zilber (2016) found a positive relation between relative advantage and social media adoption by companies. Although performance expectancy and relative advantage are a different construct than PU, both also measures the benefits resulting from social media.

Surprisingly, the model results showed a not significant relation between PU and intention to adopt. This evidence suggests that marketing professionals are unsure about the business results that can be deliver through social media marketing. Part of the literature, with qualitative methodologies, has already captured this perception from different prisms. Distaso et al. (2011) interviewed executives expressed mixed beliefs about the results of social media on companies' financial results. In a recent study, small business owners mentioned different reasons that drove social media marketing adoption (low cost, easiness of implementation, peer companies adoption of social media) but no specific reason was related to the expectation of positively increasing their business result (He et al., 2017). This perspective is corroborated

by Jussila et al. (2014), who found, in a B2B context, that approximately 60% of executives perceive social media as being unnecessary.

In this research, effort expectancy was not found to be a significant antecedent of intention to adopt social media marketing. This result diverges from previous literature (Aguila-Obra & Padilla-Meléndez, 2006; Curtis et al., 2010; Kietzmann et al., 2011). However, this divergence can be due to the greater understanding and familiarity of the professionals with social media platforms since these studies were made. As social media platforms become part of the personal routine of marketing professionals, it is plausible that the perceived effort expectancy to adopt it professionally may have decreased. In a more recent study, Siamagka et al. (2015) based in the qualitative interviews, found that social media at a theoretical level are deemed easy to use.

Facilitating conditions appeared as significant antecedents of the intention to adopt social media. The results showed that the internal environment of the company, manifested by the influence of others stakeholders and the supporting and incentive of younger team members or external experts (e.g.: agencies), were a significant antecedent of the intention to adopt social media marketing. The executives often mentioned younger team members as facilitating actors and responsible for understanding and implementing social media marketing. This behavior could be associated to the perception that social media marketing results are unclear. Therefore, it becomes a smaller topic that can be dealt by younger professionals or external advisors. At the same time, Social Influence was also a significant adoption factor. Again, this evidence, combined with the lack of PU indicate that the marketing professionals were adopting social media more influenced by external conditions than actual belief in the platform. Mandal and McQueen (2012) and Curtis et al. (2010) have found a positive relation between social influence, facilitating conditions and intention to adopt social media marketing.

In the same direction, it was found significant evidence that coercive and mimetic pressures influenced the intention to adopt social media marketing. The results indicated that competitor's behavior (mimetic pressure) and the massive presence of customer in the social

media platforms (coercive pressure) were levers for the adoption. He et al. (2017) found that small business owners decided to adopt social media primarily because their peers had already adopted social media. Sinclair and Vogus, (2011) results evidenced that executives were influenced to adopt social networking sites because their customers, competitors and suppliers were using them.

Nonetheless, these results found divergent evidence in the literature. Araújo and Zilber (2016) didn't find a positive and significant relationship between environmental influences and social media adoption. Schaupp and Bélanger (2014) did not find significant relationship between competitor pressure and social media adoption. The authors argued that this finding could be consequence that small business owners focus tends to be mostly on the customer and that frequently the small business does not have a direct competitor geographically close.

3.6 Conclusion and future research

This research contributes to the limited research on social media adoption building on previous work (Bogea & Brito, 2018; He et al., 2017; Siamagka et al., 2015), by modeling determinants of social media adoption, under the light of technology acceptance theories (TAM, UTAUT) and Institutional Theory.

The findings suggest that PU and Results Demonstrability are insignificant antecedents of social media adoption, whilst facilitating conditions, social influence, mimetic, and coercive pressure are the determinant adoption factors. The combination of lack of perceived relevance for social media and the relevance of environmental pressures indicated that marketing professionals are deciding to adopt social media marketing based on the environmental influences and not in their actual belief that social media marketing can drive business results. Coordinated and resolute institutional actions are necessary to combine technology, marketing, and business strategy knowledge and at the same time adjust the organizational processes and technology characteristics in shaping Web initiatives (Chatterjee, Grewal, & Sambamurthy, 2015).

Beyond the theoretical contribution, this study contributes to different business stakeholders: (i) to social media platforms it suggests that those companies should focus on demonstrating the business value of their marketing solutions, (ii) for marketing executives, it suggests that more effort should be put to measure and quantify business results of social media marketing.

In terms of study limitations, the first one is the difficulty of accessing marketing executives, so the current could be bias, since they all came from the researcher professional network. A future study could employ a random group of executives. Also, in order to minimize the effects of the relatively small sample size of our quantitative phase, it could increase the sample size allowing greater confidence in the results.

Future research should use different methods to measure the adoption of social media marketing, besides the interview own perspective. Also, it could consider adoption not as a binary fact, but to employ measures to determine the level of adoption among the companies.

4 General Conclusion

In the past, companies have relied on traditional media such as advertising on TV channels and newspapers. Nonetheless, in the last decade, there has being a significant change in how consumers gather and exchange information about products, services, and companies. In this sense, companies were compelled to change how they communicate with their various stakeholders, including current and prospective customers. Technological innovations and creation of new digital and interactive media (such as online advertising, social media networks and viral marketing) have transformed the ways in which companies can enact their communication strategies, moving from a one way offline communication to a two way online communication (Hennig-Thurau et al., 2010; Perrigot et al., 2012).

In the early days of the Internet, companies wrangled with similar issues as they faced today with social media. They sought to determine precisely what was meant by an Internet presence. Both companies and researchers progressed through many stages of a yet-to-be-

defined Internet adoption life cycle. There were different strategies and tactics as each company struggled to define not only how the Internet could and would change their interaction with customers, but how they wanted it to transform their sales processes. Early adopters frequently blazed a trail, but customers would, in the end, define the path (Andzulis et al., 2012).

For Dahnil, Marzuki, Langgat, & Fabeil (2014), social media marketing is an emerging concept that “refers to the use of social media technology to conduct a company’s marketing activities”. In the social media environment, brand marketers no longer controlled the reach of their messages, consumers did. Exposure was a function not of audience size but consumer volition; a by-product of viewers who voluntarily rated and ranked content shared it with friend networks or reposted it to content-sharing sites like Digg.com. Marketers lost control of their content and the reach, frequency, and timing of the distribution of their messages. Brands could be everywhere on social media and yet still be ignored (Fournier & Avery, 2011).

Social Media is a continuation or subfield of the Internet and, in this sense, it is even newer to organizations. For Nair (2011), social media is relatively new to many parts of the business world, which means that many organizations are experimenting, at least to some degree, when they make their initial effort into social media.

With the advent of social media, consumers are rapidly adopting social networking sites, engaging in micro-blogging, and downloading applications for smartphones and computer tablets to enhance their social lives and promote sharing and communication with friends and family. Social media mass adoption has dramatically transformed the manner in which numerous individual, communities, and organizations communicate and interact (Ngai et al., 2015).

Considering the unlimited possibilities with the effective assimilation of Web technologies, it is relevant to understand how companies can institutionally foster the managerial attitudes and actions that will lead to higher levels of technology adoption and employment (Chatterjee et al., 2015). Institutional “rules” (i.e., common beliefs that have

gained value and social meaning) are established and reinforced repeatedly until they become accepted as appropriate behavior for the organization (DiMaggio & Powell, 1983). Institutions create pressures and limitations on organizations creating boundaries for what is accepted and not accepted. Scott (2001) argued that institutions, informal or formal, generate stability, reduce ambiguity and promotes empowerment.

Institutions impel organization behavior, not mandatorily because they improve organizational performance, but because they provide legitimacy from the various social environments (Boxenbaum & Jonsson, 2008). Organizations exist in social contexts in which the expected appropriate behavior is determined, not by economic rationality, but rather by prevailing myths of appropriate action (Meyer & Rowan, 1977).

The dichotomy between efficiency and legitimacy forces is also considered as a tension between performance and compliance with prevalent managerial practices (Heugens & Lander, 2009)– different forces that leads a company to decide to improve its performance or to conform to social expectations. Compliance and performance decisions do not have a defined boundary, thus managers sometimes decide accordingly to one of these pressures without being fully aware of the force that is leading the decision (Scott, 2003).

This research contributes to the limited research on social media adoption building on previous work (Bogea & Brito, 2018; He et al., 2017; Siamagka et al., 2015), by modeling determinants of social media adoption, under the light of technology acceptance theories (TAM, UTAUT) and Institutional Theory.

The inductive approach adopted in the researched allowed a new framework for social media marketing adoption. A framework that combined technology adoption theories and Institutional Theory. The results strongly suggest an absent perception of connection between social media marketing and business results. Combined with that, different environmental pressures influence the marketing professionals to adopt social media marketing.

Beyond the theoretical contribution, this study contributes to business practice, by stressing the importance to further study the relation between social media marketing and

business results.

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Appendix A – Basic interview guide

INTERVIEWEE HIMSELF

- 1) Tell a lit bit about yourself and basic formation.
- 2) Describe your carrier path: companies and responsibilities you hold along your carrier.
- 3) What is your current role and attributions? What is the size and organization of your team?
- 4) What is the size of your marketing budget?

PROCESS OF MARKETING INVESTMENT DECISION MAKING

- 5) How is your process to decide marketing investment allocation?
- 6) What are the different roles of the stakeholders within this process?
- 7) What are the key factors that influence in your decision?
- 8) Describe a specific example of marketing allocation decision took this year.

DIGITAL MARKETING

- 9) What is your investment allocation between off-line investments and online investments?
- 10) What is your current structure (people, resources) dedicate to online marketing? Do you think you have an optimal structure to online marketing?

SOCIAL MEDIA STRATEGY

- 11) What is the current importance of social media communication within your whole marketing communication? Do you see it as an opportunity or as a risk?
- 12) What are the goals that you try to accomplish with your social media marketing?
- 13) Do you think that your social media marketing brings results to your business? What kind of results?

- 14) How do you measure social media marketing results? Do you have a specific set of KPIs or metrics that you regularly monitor?
- 15) What is your current structure (people and resources) dedicated to social media marketing? Do you think you have an optimal structure to social media marketing? Do you have any service that is done through an external supplier?
- 16) What are the determinant factors to social media marketing adoption?

FUTURE VISION

- 17) How do you think the online marketing will evolve in the future?
- 18) Do you intend to increase your social media investment in the future?
- 19) What social network platforms do you think will gain importance in the future?

Appendix B – Summary of social media adoption articles

Work Title	Authors	Adoption factors	Barriers
Adoption of social media for public relations by nonprofit organizations	Curtis et al. (2010)	Performance expectancy, effort expectancy, social influence, facilitating conditions, voluntariness of use, self-efficacy, and anxiety	not available
Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brands	Michaelidou et al. (2011)	not available	Lack of relevance of SNS within the industry the company operates in; uncertainty of benefits; unfamiliarity and lack of technical skills of staff; large investment in terms of time; competitors do not use SNS.
Determining the Challenges of Organizational Social Media	Kuikka and Akkinen (2011)	not available	Resources limitation; unclear corporate ownership/responsibility over SNS; authorization over social media content; negative attitudes towards SNS; economic challenges (costs x benefits of SNS); company reputation management; potential legal issues; public versus private use of social media.
Adoption of social networking sites: an exploratory adaptive structuration perspective for global organizations	Sinclair and Vogus (2011)	mass adoption of social media by consumers; easiness of implementation; increase ability to communicate with customers.	not available
How public relations executives perceive and measure the impact of social media in their organizations	Distaso et al. (2011)	Presence of relevant stakeholders in social media platforms.	Accepting the lack of control associated with social media; not knowing what people might say or do.
Adoption of Social Media Networks by Indonesian SME: A Case Study	Sarosa (2012)	Top management influence; Results demonstrability	not available
Antecedents of Early Adoption and Use of Social Media Networks for Stakeholder Communications Evidence from Franchising	Perrigot et al. (2012)	Specific characteristics of the franchise system: percentage of company-owned outlets, the advertising royalty rates, and industry type.	not available
Modeling the adoption and use of social media by nonprofit organizations	Nah and Saxton (2012)	Current organizational strategies for raising money; organizational capacities; governance features; external pressures	not available
Adoption of Social Media by Fast-Growing Companies: Innovation Among the Inc. 500	Barnes and Jacobsen (2013)	Trialability; observability; relative advantage; complexity; compatibility	not available
Social Media and Business: a Delphi Study	Serra et al. (2013)	Easiness of access; possibility to use it as selling and client relationship channel	Lack of qualified work force; lack of specific knowledge of SNS; a challenge to attract customers to interact with the company in the SNS.

Social media adoption and resulting tactics in the U.S. federal government	Mergel (2013)	Information about best practices in the executives' informal peer networks; observation of other organizations' perceived best practices; "market driven" citizen behavior.	not available
Social media adoption in local health departments nationwide	Harris et al. (2013)	organization size; geographic region.	not available
Social Media adoption and managers' perceptions	Aspasia and Ourania (2014)	Age; Gender; Manager's education Level	not available
Social media tools adoption and use by SMEs : An empirical study	Wamba and Carter (2014)	Company innovativeness; size; geography; industry sector.	not available
Factors Influencing SMEs Adoption of Social Media Marketing	Dahnil et al. (2014)	Knowledge of social media and perceived usefulness; top management allocated resources; technological limitations of the platforms; company's leader's attitude toward SNS; business environment	Knowledge of social media and perceived usefulness; top management allocated resources; technological limitations of the platforms; company's leader's attitude toward SNS; business environment
A Social Media Advertising Adoption Model for Reallocation of Traditional Advertising Budgets	Jobs and Gilfoil (2014)	Dynamics of different sectors; strength of the relationship between companies and their consumers; user demographics in the target market; the reach required for target segments	not available
Determinants of social media adoption by B2B organizations	Siamagka et al. (2015)	PU; PEOU; Innovativeness; Results Demonstrability; Image	Perceived Barriers
What Factors Lead Companies to Adopt Social Media in their processes: Proposal and Test of a Measurement Model	Araújo and Zilber (2016)	Perceived innovation characteristics (relative advantage and observability); Adopter characteristics; Environmental influences	not available
An exploratory investigation of social media adoption by small businesses	He et al. (2017)	The adopter's perception of social media; adopter's profile; social influence from peers and/or media; current business results; business goals comprising marketing and CRM.	not available

Appendix C – Constructs employed in the research

Construct	Definition
Perceived Usefulness	"The degree to which a person believes that using a particular system would enhance his or her job performance." Davis (1989)
Results Demonstrability	"The tangibility of the results of using the innovation." Moore and Benbasat (1991)
Effort Expectancy	"The degree of ease associated with the use of system." Venkatesh et al. (2003)
Social influence	"The degree to which an individual perceives that important others believe he/she should use the new system." Venkatesh et al. (2003)
Facilitating conditions	"The degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system." Venkatesh et al. (2003)
Mimetic pressure	"Results as organizations respond to uncertainty by mimicking actions of other organizations." DiMaggio and Powell (1983)
Coercive Pressure	"The formal and informal pressures exerted on organizations by other organizations upon which they are dependent, and the cultural expectations in the society within which organizations function." DiMaggio and Powell (1983)
Normative Pressure	"The collective struggle of members of an occupation to define the conditions and methods of their work, to control the production of the future member professionals, and to establish a cognitive base and legitimization for their occupational autonomy". DiMaggio and Powell (1983)

Appendix D – Items translated to Portuguese

Construct	Author(s)	Item (Likert a to 7)
Perceived Usefulness	Siamagka et al.(2015)	Utilização de mídias sociais pela empresa aumenta a produtividade do negócio.
	Siamagka et al.(2015)	Utilização de mídias sociais aumenta a produtividade da empresa
	Siamagka et al.(2015)	Utilização de mídias sociais pela empresa melhora sua atuação ou o uso de seus recursos
	Siamagka et al.(2015)	Mídias sociais são muito úteis para o negócio
	Siamagka et al.(2015)	Mídias sociais tem um impacto relevante em qualquer empresa
	Siamagka et al.(2015)	Utilização de mídias sociais aumenta a capacidade de resolver problemas
Results Demons.	Siamagka et al.(2015)	Eu não tenho dificuldade em contar para os outros sobre os resultados de utilizar mídias sociais para o nosso negócio
	Siamagka et al.(2015)	Eu acredito que consigo comunicar para os outros as consequências de usar mídias sociais para o nosso negócio
	Siamagka et al.(2015)	Os resultados de utilizar mídias sociais são evidentes para mim
	Siamagka et al.(2015)	Eu tenho dificuldade de explicar porque usar mídias sociais pode ser benéfico para a nossa empresa
Effort Expectancy	Venkatesh 2003	Considero o marketing nas mídias sociais uma ferramenta de fácil utilização
	Venkatesh 2003	Considero fácil me tornar habilidoso no marketing nas mídias sociais
	Venkatesh 2003	Eu considero fácil fazer marketing nas mídias sociais
	Venkatesh 2003	Aprender como fazer marketing nas mídias sociais é fácil para mim
Social influence	Venkatesh 2003	Pessoas que influenciam meu comportamento acham que eu devo fazer marketing nas mídias sociais
	Venkatesh 2003	Minha equipe na empresa ou meu gestor na empresa acredita que a empresa deve estar presente nas mídias sociais.
	Venkatesh 2003	A alta gerência da empresa tem colaborado na utilização do marketing nas mídias sociais
	Venkatesh 2003	Minha organização apoia o marketing nas mídias sociais
Facilitating conditions	Venkatesh 2003	Eu tenho recursos necessários para fazer marketing nas mídias sociais
	Venkatesh 2003	Eu tenho o conhecimento necessário para fazer marketing nas mídias sociais
	Venkatesh 2003	Eu posso conseguir suporte quando tenho dificuldades com o marketing nas mídias sociais
Behavioral intention to use the system	Davis et al. 1989	Eu pretendo continuar a fazer marketing nas mídias sociais nos próximos meses
	Davis et al. 1989	Eu prevejo que vou continuar a fazer marketing nas mídias sociais no future
	Davis et al. 1989	Eu tenho planos de continuar a fazer marketing nas mídias sociais no future
Mimetic pressure	Baradi et al 2014	Nossos principais concorrentes estão fazendo marketing nas mídias sociais
	Liang et al 2007	Nosso principais concorrentes que adotaram o marketing nas mídias sociais estão sendo muito beneficiado
	Liang et al 2007	Nosso principais concorrentes que adotaram o marketing nas mídias sociais são favoravelmente percebidos por outros na indústria
	Messerschmidt 2013	Nosso principais concorrentes que adotaram o marketing nas mídias sociais são favoravelmente percebidos pelos clientes

Coercive Pressure	Khalifa (2006)	Os nossos principais clientes estão nos pressionando para fazer marketing nas mídias sociais
	Khalifa (2006)	Consumidores que são importantes para nós acreditam que deveríamos usar as mídias sociais
	Khalifa (2006)	Podemos não manter nossos clientes se não usarmos as mídias sociais
	Barahati, (2014)	Minha empresa precisa manter uma boa relação com consumidores que estão usando as plataformas de mídias sociais
Normative Pressure	Khalifa (2006)	Nossos funcionários acreditam que usar as mídias sociais é benéfico para eles
	Khalifa (2006)	Nossos funcionários acreditam que a empresa deveria usar mídias sociais
	Khalifa (2006)	Nossos funcionários acreditam que usar mídias sociais é padrão no mercado

Appendix E – Qualifying questions

Question	Answer options
What is your gender?	Male; Female; Other
What is your age?	Open numeric field
What is your managerial level?	Intern; Analyst; Coordinator/Supervisor; Manager; Director/Vice-president; President/CEO/Owner
How many years of professional experience you have?	Open numeric field
How many employees work at your company?	Open numeric field
What are the yearly revenues of your company?	Up to R\$ 360.000.00; Between R\$ 360.000.01 and R\$ 3.600.000.00; Between R\$ 3.600.000.01 and R\$ 12.000.000.00; Between R\$ 12.000.000.01 and R\$ 100.000.000.00; More than R\$ 100.000.000.00
Considering the investment in marketing midia, what is the percentage of the marketing midia invested in social media marketing?	Less than 5%; Between 5 and 10%; Between 10 and 20%; Between 20 and 25%; Between 25 and 30%; More than 30%
What is your email address?	Open text field

Appendix F – Indicator's reliability

Indicator	Original Sample	STDEV	T Statistics	P-Value
BI_1 <- behaviour	0.878	52	16.899	0.000
BI_2 <- behaviour	0.949	16	61.084	0.000
BI_3 <- behaviour	0.925	31	30.251	0.000
CP_2 <- Coercive	0.819	44	18.805	0.000
CP_3 <- Coercive	0.790	59	13.394	0.000
CP_4 <- Coercive	0.806	42	19.026	0.000
EE_1 <- Effort	0.728	144	5.046	0.000
EE_2 <- Effort	0.803	117	6.889	0.000
EE_3 <- Effort	0.724	151	4.798	0.000
EE_4 <- Effort	0.846	107	7.888	0.000
FC_1 <- Facilitating	0.748	66	11.364	0.000
FC_2 <- Facilitating	0.821	61	13.514	0.000
FC_3 <- Facilitating	0.834	52	15.930	0.000
MP_1 <- Mimetic	0.813	34	24.261	0.000
MP_2 <- Mimetic	0.877	35	25.370	0.000
MP_3 <- Mimetic	0.905	36	25.328	0.000
MP_4 <- Mimetic	0.918	30	30.728	0.000
NP_1 <- Normative	0.909	25	36.086	0.000
NP_2 <- Normative	0.941	14	66.376	0.000
NP_3 <- Normative	0.916	20	45.927	0.000
PU_1 <- Usefulness	0.817	47	17.515	0.000
PU_2 <- Usefulness	0.879	34	25.896	0.000
PU_6 <- Usefulness	0.768	62	12.395	0.000
RD_1 <- Results	0.751	90	8.385	0.000
RD_2 <- Results	0.637	108	5.916	0.000
RD_3 <- Results	0.821	46	17.655	0.000
SI_2 <- Social	0.835	49	17.068	0.000
SI_3 <- Social	0.776	80	9.730	0.000
SI_4 <- Social	0.854	40	21.199	0.000

Appendix G – Discriminant analysis

Item	Behaviour	Coercive	Effort	Facilitating	Mimetic	Normative	Usefulness	Results	Social
BI_1	0.878	0.553	0.229	0.533	0.435	0.414	0.384	0.542	0.553
BI_2	0.949	0.578	0.278	0.406	0.527	0.531	0.463	0.481	0.423
BI_3	0.925	0.503	0.271	0.465	0.480	0.482	0.434	0.458	0.399
CP_2	0.467	0.819	0.204	0.286	0.567	0.596	0.412	0.588	0.471
CP_3	0.363	0.790	0.189	0.197	0.481	0.488	0.370	0.415	0.229
CP_4	0.564	0.806	0.196	0.263	0.371	0.449	0.365	0.398	0.351
EE_1	0.175	0.263	0.728	0.471	0.090	0.156	0.322	0.329	0.151
EE_2	0.195	0.169	0.803	0.450	0.215	0.218	0.320	0.325	0.111
EE_3	0.200	0.157	0.724	0.464	0.046	0.115	0.225	0.342	0.107
EE_4	0.283	0.187	0.846	0.497	0.239	0.162	0.274	0.325	0.110
FC_1	0.363	0.240	0.377	0.748	0.287	0.433	0.283	0.338	0.366
FC_2	0.461	0.290	0.551	0.821	0.235	0.221	0.431	0.341	0.223
FC_3	0.395	0.221	0.509	0.834	0.159	0.284	0.276	0.209	0.370
MP_1	0.579	0.628	0.143	0.233	0.813	0.556	0.306	0.422	0.248
MP_2	0.405	0.478	0.196	0.249	0.877	0.488	0.373	0.429	0.226
MP_3	0.347	0.403	0.206	0.277	0.905	0.492	0.396	0.395	0.156
MP_4	0.429	0.439	0.174	0.230	0.918	0.537	0.410	0.395	0.212
NP_1	0.422	0.570	0.250	0.377	0.549	0.909	0.411	0.474	0.309
NP_2	0.491	0.600	0.146	0.339	0.564	0.941	0.315	0.514	0.497
NP_3	0.513	0.574	0.187	0.337	0.548	0.916	0.243	0.463	0.414
PU_1	0.379	0.394	0.136	0.337	0.389	0.319	0.817	0.394	0.218
PU_2	0.410	0.373	0.354	0.357	0.351	0.302	0.879	0.309	0.172
PU_6	0.358	0.408	0.402	0.340	0.290	0.225	0.768	0.271	0.155
RD_1	0.316	0.358	0.419	0.358	0.369	0.358	0.288	0.751	0.334
RD_2	0.287	0.419	0.177	0.081	0.297	0.317	0.201	0.637	0.232
RD_3	0.526	0.492	0.334	0.339	0.382	0.462	0.356	0.821	0.440
SI_2	0.418	0.371	0.137	0.296	0.229	0.371	0.207	0.428	0.835
SI_3	0.356	0.267	0.096	0.338	0.203	0.317	0.169	0.290	0.776
SI_4	0.454	0.445	0.134	0.332	0.183	0.405	0.170	0.436	0.854