

The future is in the (h)air.

A qualitative study examining the decision-making process of hair salon owners to adopt digital communication technologies for their hair salon.

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Master's Thesis

June 2020

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ABSTRACT

The rise of new technologies and a shift towards digitization has led to a technological retail revolution which stimulated the increase of media technologies available for retail experiences. As a consequence, digital communication technologies such as social media platforms, tablets, mobile phones, window screens, websites, and webshops have become more important than ever before and are increasingly adopted by hair salon owners for internal and external purposes. Earlier academic research has identified four main drivers that hair salon owners and managers consider during the decision-making process of adopting a digital communication technology. Two of these identified drivers, being the Perceived Usefulness and Perceived Ease of Use of a technology, derive from the Technology Acceptance Model, a model that explains a user's technology acceptance process. Further, the potential business (dis)advantages and threats that are considered by hair salon owners are linked to the driver business considerations. Likewise, the last driver, being creative considerations, is also recognized as an important driver within the adoption process of a digital communication technology. This current research aims to examine how hair salon owners decide to adopt a digital communication technology for their hair salons. By conducting a qualitative research based on nine semi-structured expert interviews, this research paper aims to investigate how hair salon owners decide to adopt digital communication technologies for hair salons. Results have shown that three out of four drivers are recognized to be important factors during the decision-making process, whereas there is one driver that is unconsciously considered by the hair salon owners. Further, hair salon owners affirmed that offering an omnichannel shopping experience by utilizing digital communication technologies has led to various financial business benefits, such as a bigger reach and an increase in product sales. With this, the majority of hair salon owners acknowledged the importance of creativity within the hair salon, thereby arguing that service-oriented creativity and organization-oriented creativity are regarded as equally important as they complement each other. Remarkably, findings have shown that seven out of nine participants perceived the technology as easy to use before adoption, but this positive perceived ease of use changed after adoption for four participants as they stated that the technology was in reality rather hard to use. In conclusion, the findings derived from the interviews show that the four drivers specified in earlier research are also considered to be important factors to consider during the decision-making process of adopting a technology. The four drivers are thereby also recognized as factors to measure whether the adopted technology can be considered as successful and valuable for the salon.

KEYWORDS: *digital media use, Technology Acceptance Model, expert interviews, decision-making process, hair industry*

Acknowledgments

I would like to thank all hair salon owners and managers who have taken the time and effort to participate in an interview and helped me carry out my research, especially during this very uncertain and difficult time due to the COVID-19 virus, which affected the hair industry within the Netherlands drastically. The conversations with every participant have been very inspiring and interesting.

Further, I would also like to thank my supervisor Matthijs Leendertse, who has not only supported and guided me throughout the entire process but has also inspired me to keep a positive attitude after a few setbacks.

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1. Introduction

The retail industry has greatly changed due to the rise of new technology (Balaji, Roy, Sengupta & Chong, 2018; Tomar & Saha, 2016), leading to a technological retail revolution whereby there are progressively more media technologies available for retail experiences (Grewal, Noble, Roggeveen and Nordfalt, 2020). This increasing availability of these technologies is also seen in the service industry, an industry that is mostly concerned with earning revenue through intangible services and products (Dubey, 2016). A profession belonging to the service sector is hairdressing, as it demands individual and client-oriented services including personal contact (Juul & Byskov, 2019). However, hairdressing also entails retail aspects as it concerns selling take-home products, such as professional hair care products that are offered by hair salons for consumers to buy and use at home (Cenere, 2019). Hairdressing is concerned with advising clients on services and products, therefore making it an interesting combination of both the service and retail industry (Cenere, 2019).

Media technologies can enhance the consumer experience (Grewal et al., 2020), as earlier research has stated that these forms of new technology have caused changes within the service and retail industry, such as mobile payment, digital displays, or smart mirrors (Journée & Weber, 2016; Yu et al., 2018). Besides this form of digital technology, a range of technologies is presented to stimulate external communication as well, also known as Digital Communication Technology. A digital communication technology can be defined as technologies that are specifically designed to allow for digital data and signals, thus leading to digital communication, and include social media platforms such as Instagram, Facebook or Pinterest, messaging platform WhatsApp, apps, online websites and webshops (Das, 2010).

Researchers are generally concerned with the technology acceptance of consumers, as there is an extensive amount of literature written on this topic (Koufaris, 2002; Kulviwat, Bruner II, Kumar, Nasco & Clark, 2007; Pantano & Di Pietro, 2012). Increasingly more literature can be found on technology acceptance and the retailers' behaviour and attitude towards digital communication technology. The behaviour and attitude are examined by using the Technology Acceptance Model, a model specifically designed to explain the user acceptance process of technology (Alexander & Cano, 2019; Lewis & Loker, 2017; Renko & Druzijanic, 2014). The adoption of digital communication technology in hair salons gives evidence to the usefulness of media technology in stores and salons for customers to increase their experience. In order to dive deeper into this topic, the research question of this paper is as follows:

RQ: How do hair salon owners decide to adopt a digital communication technology for their hair salon?

In order to find an answer to the question, this research dives deeper into four drivers that have frequently been mentioned in literature (Koufaris, 2002; Lewis & Loker, 2017; Renko & Druzijanic, 2014), being the retailer's perceived usefulness of a technology, the potential and actual business considerations for technology adoption, the creative considerations and the perceived ease of use of a technology. Drawing upon the Technology Acceptance Model that has been thoroughly examined in previous literature, this research dives deeper into the two main concepts of this model and focuses on the perceived usefulness as well as the perceived ease of use of a technology (Lee, Kozar and Larsen, 2003; Vogelsang, Steinhüser & Hoppe, 2013). To examine the perspective of hair salon owners and managers on the perceived usefulness of a technology before and after the actual adoption, the first sub-question concerns:

SQ1: What role does perceived usefulness play in the decision-making process of hair salon owners to adopt a digital communication technology for their hair salon?

Closely linked to the perceived usefulness of a technology is the financial aspect of adopting a technology. Previous literature has found that hair salon owners and managers also think about the business considerations of a digital communication technology before adopting one (Betzing, Hoang & Becker, 2018; Morgan & Inks, 2001; Pantano & Naccarato, 2010). Emphasizing how this form of technology has potentially lead to various business (dis)advantages (Baden-Fuller & Haeflinger, 2013; Betzing, Hoang & Becker, 2018), this paper aims to analyse the owner's perspective on the business considerations of such a technology, leading to the second sub-question:

SQ2: What role do business considerations have in the decision-making process of hair salon owners to adopt a digital communication technology for their hair salon?

Besides recognising business considerations as a driver to adopt a digital communication technology, Sethi, Smith and Park (2001) recognise a third driver to adopt digital communication technology, as they state creative considerations are taken into consideration during the decision-making process. Madjar and Ortiz-Walters (2008) distinguish two levels of creativity, being service-oriented creativity and organization-oriented creativity. Whereas service-oriented creativity entails the possibilities of delivering different services creatively, organization-oriented creativity is concerned with the establishment and atmosphere within

the salon (Madjar & Ortiz-Walters, 2008). Thereby, the value of a digital communication technology for customers is also touched upon, examining both advantages as well as disadvantages (Berry et al., 2002). Therefore, the third sub-question is concerned with:

SQ3: What role do creative considerations play in the decision-making process of hair salon owners to adopt a digital communication technology for their salon?

As aforementioned, this research aims to examine the perspective of hair salon owners on the perceived usefulness of digital communication technology as well as on their perspective on the ease of use of the technology. The perceived ease of use describes the ease of an individual when using a technology, which also influences the perspective and attitude towards using this technology (Raza, Umer & Shah, 2017; Roy, Balaji, Quazi & Quaddus, 2018). This research aims to closely examine this perceived ease of use by answering the following sub-question:

SQ4: What role does the perceived ease of use have in the decision-making process of hair salon owners to adopt a digital communication technology for their salon?

With these four sub-questions, this research will not only examine the four drivers that are proposed in previous literature but is also open to finding any other driver or reason for hair salon owners and managers to adopt digital communication technology for their hair salon.

1.1 Scientific relevance

There is a lot of existing literature to be found on the technology acceptance of consumers (Nasco & Clark, 2007; Pantano & Di Pietro, 2012) and in comparison less literature written on the technology acceptance and decision-making process of retailers (Kulviwat, Bruner II, Kumar, Nasco & Clark, 2007; Renko & Druzijanic, 2014). Therefore, this paper aims to investigate the perspective of hair salon owners and examine their drivers for adopting digital communication technology, thereby emphasizing the four drivers that are acknowledged in earlier studies. It is very noticeable that existing literature that did dive into this topic acknowledges that there are four specific drivers for retailers and hair salon owners to adopt a digital communication technology, respectively being the perceived usefulness of a technology (Kirby, 2004; Raza, Umer & Shah, 2017), the business considerations that come along (Betzing, Hoang & Becker, 2018; Morgan & Inks, 2001; Pantano & Naccarato, 2010), the creative considerations that are thought of, (Grewal Noble, Roggeveen & Nordfalt, 2019; Sethi, Smith, & Park, 2001; Shalley, Zhou & Oldham, 2004) and the perceived ease of use of

a technology (Raza, Umer & Shah, 2017; Roy, Balaji, Quazi & Quaddus, 2018). Taking into account that the combination of these four aspects has not yet been thoroughly discussed within one academic paper, one could argue that this research has great scientific relevance. Moreover, this research aims to find new perspectives and theories on digital communication technology, which can be added to the already existing academic research.

1.2 Social relevance

As aforementioned, there is comparably not as much literature discussing the perspective of retailers. Remarkably, Pantano and Vannucci (2019) argue that retailers are not fully aware of the advantages of new technologies but rather have a certain level of hesitation about adopting as they just have too little knowledge about the technologies and their possibilities. As this research aims to examine the drivers of hair salon owners who already have adopted a digital communication technology, this research could serve as an explanation and example to other hair salon owners who are still hesitant about adopting a certain technology. Considering this, the current research can be regarded as socially relevant as it aims to help hair salon owners to understand what possible benefits or disadvantages this form of smart technology could bring.

Besides being relevant for other hair salon owners and retailers in general, this research also has high social relevance for haircare suppliers as it aims to examine how hair salon owners decide to adopt digital communication technology for their hair salon, which could be relevant for haircare suppliers as the results of this research can give them more insights into the decision-making process of hair salon owners, thereby specifying the role suppliers could potentially have within this decision-making process. Further, this research could clarify the needs and wishes of hair salon owners regarding digital communication technology, thereby possibly serving as an example of what future steps can be taken by haircare suppliers to adapt to the hair industry and needs of hair salon owners.

2. Theoretical framework

This chapter will use existing literature to dive deeper into the drivers for hair salon owners to adopt a digital communication technology in and for hair salons. First, digital communication technology will be explained in the context of the retail and service industry, thereby specifically focussing on the hair industry. Four motivators to adopt a digital communication technology are identified, whereby the Technology Acceptance Model is used to explain the first two motivators, being perceived ease of use and perceived usefulness. Additionally, business considerations and creative considerations are identified as the other two drivers in the decision-making process of adopting a technology.

2.1. Changes in retail and the service industry

As both the retail- and service industry have experienced some changes over the past decade, this section aims to dive deeper into these developments and give a clear outline of the competitive retail market and modifications in customer satisfaction. It will define the concept of omnichannel shopping and explain why this phenomenon is from great importance within the retail industry, thereby also touching upon the specific technologies that are used in both the retail- and service industry, and highlights social media platforms, online reservation systems, M-commerce and QR codes in specific as these are frequently used in retail (Kiba-Janiak, 2014; Trivedi, Teichert & Hardeck, 2019).

2.1.1 Customer satisfaction in a highly competitive retail market

As the hair industry has always been a fast-changing and highly competitive environment, a lot of effort is required in order to survive (Chow, Tan, Thiam & Wong, 2012). To keep up with the changes in the industry, service quality, customer satisfaction, perceived value and loyalty of customers are concepts which may help retailers, hair salon owners and employees to make successful decisions in a highly competitive market (Chow, Tan, Thiam & Wong, 2012; Ehigie, 2006). These four concepts are closely related and often intertwine, meaning that they also influence each other. As described by Ehigie (2006), service quality within a hair salon must be excellent to achieve and remain customer loyalty, which again is mostly reliant on customer satisfaction (McDougall & Levesque, 2000). Following Oliver (2010), customer loyalty can best be explained as the commitment formed for being a customer or purchasing a product or service again in the future, regardless of the marketing efforts or situational effects. Drawing upon this definition, Chow, Tan, Thiam and Wong (2012) argue that customer loyalty is possibly influenced by a customer's perceived value and relational

benefits, whereby relational benefits are especially valuable for customers to differentiate hair salons and decide which one to visit, whereas a solid customer's value is mostly obtained by building a quality relationship. A consumer's perceived value can be considered as a personal and subjective concept as it is concerned with the way a consumer evaluates the comparison between utility and benefits obtained from a specific product or service and the perceived costs that have been made (Parasuraman, Zeithaml & Berry, 1985). In detail, this perceived value is thus mainly identified as the benefit one receives in exchange for a price or service, whereby attention is mostly paid to the level of pricing, quality for the price one pays and receiving the product or service a consumer has paid for (Caruana, Money & Berthon, 2000).

2.1.2 Omnichannel shopping

According to Betzing, Hoang and Becker (2018), the digital era transformed the shopping behaviour of consumers drastically leading to a shift from physical to digital in the retail industry. With this, the preference of digital channels grew which led to an increasing amount of retailers integrating digital communication technologies into the physical stores in order to leverage the needs of consumers (Betzing, Hoang & Becker, 2018). These needs are closely related to both the benefits of e-commerce, being online reviews, recommendations, and multimedia product presentations as well as the actual benefits of a physical store, such as personal service, touch and feel with products and instant availability (Betzing, Hoang & Becker, 2018).

As a consequence of digitization, the path to purchasing a product can not anymore be considered as a linear process, as various platforms are crossed (Iyadurai & Subramanian, 2016), also known as omnichannel shopping. Omnichannel shopping can be described as the shopping behaviour of a consumer, whereby consumers are constantly switching channels where they receive their information from; they retrieve information from a physical store, online websites, (social) media platforms and friends and family (Iyadurai & Subramanian, 2016). Interestingly, this also means that their shopping experience can start online and end in a physical store, or vice versa. A consumer's experience across the various touchpoints should feel as seamless as possible, thus emphasizing the importance of a well-working omnichannel. With this, the lines between physical and virtual are blurred for both retailers and consumers, showing that in order to experience benefits, retailers should focus on creating an experience that includes both on- and offline options (Iyadurai & Subramanian, 2016).

2.1.3 Technology used in the retail and service industry

As specified by Betzing, Hoang & Becker (2018), digital communication technologies used in retail can be described as bundles of soft- and hardware that can enhance and change the interface between a retailer and a customer. Besides soft- and hardware, social media platforms are also frequently used for marketing purposes within the retail industry (Yahia, Al-Neama & Kerbache, 2018). According to Kim, Lee, Mun and Johnson (2016), digital communication technologies that are frequently used in retail often regard so-called smart technologies, which include smartphones, tablets, apps, smart tags and virtual catalogues. These smart technologies are specifically interesting when looking at the possibilities for digital communication technology as applications, mobile phones, social media platforms, tablets, online reservation services, and QR codes are frequently used in retail stores and salons. As social media platforms, online reservation services, m-commerce, and QR codes are thoroughly discussed in literature, the following sub-sections will dive deeper into these tools (Chou, Chuang & Shao, 2016; Dou & Li, 2008; Yahia, Al-Neama & Kerbache, 2018).

Social media platforms

Over the past few years, social media platforms have increasingly been used within the retail and service industry as platforms for content marketing purposes, such as sharing information or opinions about products and services (Yahia, Al-Neama & Kerbache, 2018). Progressively, a rise in social commerce can be found, which Liang and Turban (2011) describe as a sub-set of e-commerce that involves using social media to assist in e-commerce activities or transactions. Following Ramanathan, Subramanian and Parrot (2017), the rise of social media platforms has led to changes in the buyer and seller dynamics within the retail industry, as the consumer is provided with greater purchasing options to choose from when buying a product, whereas the retailer can retrieve more information on its customers. Adding to this, Nash (2019) states that social media platforms aid the interaction between a retailer and a consumer and that this form of digital communication influences consumer behaviour as well as attitudes and awareness. This increase in digital interaction allows retailers to segment and target their consumers effectively, thereby getting a better understanding of consumer behaviour. Remarkably, smaller businesses are known to use social media mainly for external use, whereby they often have not thought about a proper business or marketing strategy when applying social media (Charoensukmongkol & Sasatanun, 2017).

Online reservation services

According to Schaarschmidt and Höber (2017), digitization has led to various changes within the retail industry, including the increasing availability of online reservation services.

Whereas booking a flight or a hotel via an online service is something that is considered to be 'normal' by many, industries that are currently not that permeated by digitization now also offer the option of online booking services, such as booking restaurant tables, doctors appointments or hairdresser appointments online. In specific, an online reservation service for a hair salon allows for more effective service as the hairdresser is not completing phone reservations during an appointment, but rather customers are now able to self-book an appointment online (Schaarschmidt & Höber, 2017). Other advantages for retailers that are closely linked to offering an online reservation service are service productivity and operational efficiency (Schaarschmidt & Höber, 2017). However, some disadvantages are linked to this form of self-service technology, as the findings of Schaarschmidt and Höber (2017) have shown that online reservation services are associated with a potential higher performance risk and consequently a lower intention to actually use the service. Meuter, Ostrom, Roundtree and Bitner (2000) state that customer satisfaction might be lower because service personnel is missing when online reservation services are adopted, whereby Dong, Evans and Zou (2008) argue that customers often attribute a successful service experience to themselves, whereas an unsuccessful outcome is attributed to the service provider.

M-Commerce

As discussed by Kiba-Janiak (2014), the use of mobile phones in retail is also specified as mobile commerce or m-commerce which can be defined as the transactions that are provided through all sorts of mobile devices such as laptops or other handheld terminals. Applications that are used in m-commerce are shopping, also referred to as m-shopping, mobile banking, known as m-pay, entertainment, and ticketing. In specific, m-shopping allows consumers to purchase items per mobile phone, whereas m-pay enables consumers to use their mobile phones to make payments (Kiba-Janiak, 2014). Drawing upon the notion of m-commerce, Chou, Chuang and Shao (2016) identify mobile retail services as a development of mobile-oriented websites or applications that are specifically designed and optimized to be used on mobile devices. Noticeably, the authors state that m-commerce can be regarded as a unique opportunity for retailers to serve customers in a better way, by creating synergies between their physical outlets and mobile services, thereby exploiting multi-channel formats. For example, these cross-channel services can function for hairdressers in a way that all products

bought via m-commerce can be picked up, exchanged, or returned in the physical hair salon. This form of a multi-channel format also allows consumers to check a website and in-store inventories at any time or place, and visit the physical salon to try or see the product and immediately buy it without having to wait for delivery (Chou, Chuang & Shao, 2016). As m-commerce allows for additional information on products, as well as the current in-store inventory, and can be done at any place and time it can be considered as a useful form of digital communication technology.

QR Codes

Closely related to mobile advertising, social media platforms and product information technology is the Quick Response (QR) code, which is a two-dimensional barcode that, when scanned with a mobile device, enables consumers to access additional information on a product, a web page or a social media profile (Trivedi, Teichert & Hardeck, 2019). As described by Trivedi, Teichert and Hardeck (2019), QR codes are tools that provide more detailed and relevant information and are used to for example retrieve more information on products. The tool is especially interesting for retailers as it provides new opportunities to blur the line between offline and online and are useful for omnichannel purposes. Albastroiu and Felea (2015) state that the additional information retrieved via QR codes enhances a consumer's overall shopping experience, thereby helping consumers to build more knowledge about the products. As the QR scanning is a consumer-based engagement process and thus fully initiated by the user, it is considered to be a more engaging form of marketing (Dou & Li, 2008). Considering that QR codes provide additional information about products that are perceived as valuable, one can argue that they are also an interesting form of digital information and communication technology.

2.1.4 Hair industry: a combination of retail and service industry

The service industry

The hair industry can be linked to two industries, being the service industry and the retail industry. Diving deeper into the service industry, there are three different distinct groups when it comes to classifying services, being high contact customized, moderate contact non-personal, and moderate contact customized (Bowen, 1990). Hairdressers can be classified as the highly contact customized group as hair salon employees are constantly in touch with customers and their services are directed at people. Within the highly contact customized category, consumers value employees as important and perceive customer contact and

customization to be valuable, but a certain amount of personal saying regarding the creation of the service should be allowed by the employees (Chow, Tan, Thiam & Wong, 2012). Considering these aspects, one can argue that hairdressing is service-oriented and therefore belongs to the service industry. Adding to the fact that the hair industry is concerned with a high amount of personal contact, Garzaniti, Pearce and Stanton (2011) argue that people working within the service industry are becoming an integral part of a customer's service experience as the employee offering the service most often also is the service.

The retail industry

Besides conducting the actual service of a haircut or hair styling, a hairdresser often also has the task to sell hair related products that are used in the hair salon, such as hairspray, shampoo, conditioner or any other hair care, which thus makes the profession also retail-related. Although the aforementioned findings show that hairdressing is concerned with selling a service (Chow, Tan, Thiam & Wong, 2012; Garzaniti, Pearce & Stanton, 2011), Coleman, Wu and Luther (2014) interestingly argue that a haircut or hair styling can be considered as a product rather than a service. More specifically, the authors state that the total product of a hairstylist includes ambiance, parking availability, the actual haircut or styling, and anything else that happens during a client's visit to a hair salon. Together, it is the experience and final product, being the haircut or styling, that is being sold at a hair salon (Coleman, Wu & Luther, 2014).

2.2 Drivers of retailers to adopt digital communication technologies

The previous section has shown that the retail industry, and specifically the hair industry, have experienced some changes that have led to the increasing availability of digital communication technologies for retail purposes. To examine how hair salon owners decide to adopt a digital communication technology for their salon, this sub-section dives deeper into the theory that explains the motivators of retailers to adopt such a technology.

As specified in previous studies, individual intentions can measure the actual consumer behaviour in the context of technology acceptance (Kim, Lee & Law, 2008; Sia, Lim, Leung, Lee, Huang & Benbasat, 2009). According to Morgan and Inks (2001), the initial decision to adopt a technology is often made at the organizational level, whereas the decision to actually use the technology is decided by an individual. As this research is primarily interested in the intentions of a retailer and a retailer's behaviour in the context of technology

acceptance, the Technology Acceptance Model will be used to examine the individual's acceptance of digital communication systems.

2.2.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) is originally proposed by Davis in 1986 and can be considered as the most influential and frequently employed theory for describing an individual's acceptance of information systems (Lee, Kozar & Larsen, 2003). The Technology Acceptance Model is known to be one of the most significant acceptance models that is present in current literature on the management of information systems which explains the user acceptance process (Lee, Kozar and Larsen, 2003; Vogelsang, Steinhüser & Hoppe, 2013).

As explained by Lee, Hsieh and Hsu (2001), the TAM exists of two specific attitudes, being Perceived Usefulness (PU) and Perceived Ease of Use (PEOU), which accordingly determine one's technology acceptance and explain the behavioural intentions for a person to use information technology. Perceived usefulness is defined as the degree to which a person believes that the technology system could enhance job performance, especially within an organizational context, whereas perceived ease of use is the degree to which the use of a system would be free of effort (Davis, 1989). Both concepts also affect the attitude of an individual towards the acceptance of technology (Vogelsang, Steinhüser & Hoppe, 2013).

Drawing upon the notion of behavioural intention, this research will take constructs from the Technology Acceptance Model to build qualitative research. Whilst this specific model has been more prevalent in quantitative research, the Technology Acceptance Model is now also frequently applied in qualitative research (Vogelsang, Steinhüser & Hoppe, 2013). As stated by the authors, qualitative research allows for results that derive from the TAM that could not have been measured with quantitative research, a process centred around theory building, a richer description of concepts, and a manageable amount of participants. This research recognizes both the perceived usefulness as well as the perceived ease of use as important drivers during the decision-making process of adopting digital communication technologies for hair salons.

2.2.1.1 Perceived Usefulness (PU)

Perceived usefulness (PU) is described as one of the two concepts of the Technology Acceptance Model and is defined as the level to which the performance of an individual is complemented by utilising a specific technology (Evans, Hackney, Rauniar, Rawski, Yang &

Johnson, 2014; Raza, Umer & Shah, 2017). With perceived usefulness, one can examine what drivers affect the actual use as well as the drivers to keep on using a specific technology as it influences the attitude of an individual towards the intention of using a technology (Raza, Umer & Shah, 2017). Concerning this research, perceived usefulness as a motivator will shed a light on the perspective of retailers when it comes to the usefulness of technology before and after adopting a digital communication technology.

As mentioned by Kirby (2004), a business owner or retailer often possesses a high need for achievement, in this case leading to the willingness to adapt to the needs of an emerging market and learn more about the benefits of digital communication technology. The usefulness of a technology is perceived negatively when it comes to uncertainties, as shown by Renko and Druzijanic (2014). The authors argue that retailers are still uncertain about the level of consumer acceptance of new technologies. Besides this, retailers state to be concerned with the acceptance and knowledge of their employees, thereby taking into account the further training of their employees (Renko & Druzijanic, 2014).

2.2.1.2 Perceived Ease of Use (PEU)

Perceived ease of use (PEU) is described as the other factor of the Technology Acceptance Model and is mainly concerned with an individuals' ease when it comes to using a technology (Roy, Balaji, Quazi & Quaddus, 2018), whereby it influences the perspective of individuals towards using a technology (Raza, Umer & Shah, 2017). Similar to this, perceived ease of use is defined as the perception that people have about the use of technology, whereby this usage is desired to be free of mental stress as well as that there should be little allocation of their time and effort while using a technology (Raza, Umer & Shah, 2017). Considering this, perceived ease of use can be described as one of the motivators to adopt a digital communication technology for retailers.

Results of the research done by Robinson, Marshall and Stamps (2005) show that when a retailer believes that new technologies could be useful in physical stores, a rather positive attitude towards this specific technology can be found. Whenever a retailer believes that the new technology is rather easy to implement, one can expect that this person has a more positive attitude towards the technology (Robinson, Marshall & Stamps, 2005). These authors also mention that the more innovative a person is, the more likely they are to perceive no problems for adopting or implementing the technology.

2.3 Business considerations for technology adoption

Following Morgan and Inks (2001), the decision to adopt a technology is made at an organizational level, whereby adopting and implementing a digital communication technology allows for a significant change within the function and form of a company. Implementing this new technology within a physical organization can cause quite some turbulence as it can be rather hard to find a way to work with it in the beginning. Nevertheless, the insecurities and discomfort that are dominating, in the beginning, will be replaced for a better understanding of how the technology works and will eventually turn into a smooth process (Morgan & Inks, 2001). From a business owner's perspective, digital communication technologies within their physical store are adopted in order to enjoy advantages of e-commerce as well as the benefits it brings in their store, such as instant availability and personal service (Betzing, Hoang & Becker, 2018; Brynjolfsson, Hu & Rahman, 2013). This research considers the potential business considerations for technology adoption to be one of the motivators for retailers to adopt a digital communication technology and dives deeper into the three different business considerations in the following paragraphs.

2.3.1 Business consideration: financial benefits

Researchers share similar but also contrasting arguments when it comes to the implementation of these technologies, whereby the improvement of a firms' management, cost reduction, improved consumer service and an increasing sales volume are argued to be benefits as they all lead to financial benefits for a business (Grewal et al., 2009; Pantano & Naccarato, 2010). As stated by Betzing, Hoang and Becker (2018), digital communication technology influences the profit equation of business owners, whereby it is important that the expected total benefits of ownerships, TBO, outweigh the total cost of ownership, TCO. Retail technology such as digital communication technology could potentially decrease retailer's costs and/or increase revenue as it extracts consumer surplus, increases sales volume, and attracts new consumers (Betzing, Hoang & Becker, 2018; Inman & Nikolova, 2017).

2.3.2 Business consideration: data on consumer behaviour

Adding to this is the possibility to gain insights and information on consumer behaviour, as digital communication technologies such as Instagram and Facebook allow retailers to collect, manage and organize all consumer information, such as consumer preferences and shopping experiences, that is retrieved through the social media platform's possibilities (Pantano & Naccarato, 2010). With this, retailers have access to a consumer's online behaviour, as social

media platforms such as Instagram and Facebook give retailers access to data that shows the number of clicks and the level of engagement per post (Pantano & Naccarato, 2010). Similarly, the research by Piotrowicz and Cuthbertson (2014) has found that another driver to adopt technology is the fact that retailers can collect customer-related data through for example Instagram or Facebook, which can be used to target consumers with personalized product offering within the content posted.

2.3.3 Business consideration: improved value proposition

From a service-dominant logic perspective, consumers are buying goods or services because of the value proposition that appeals to them (Turner & Shockley, 2014). Their personal experiences are known to be a great part of the customer journey (Lemon & Verhoef, 2016), whereby in-store and digital technology can function as important touch-points for customers, thereby allowing for a more convenient experience (Grewal, Noble, Roggeveen & Nordfalt, 2019). Earlier research (Berry et al., 2002; van Doorn et al., 2017) has shown that in-store digital technology has a greater value proposition for consumers when there is a certain level of convenience and social presence, as this eases their shopping experience and also makes it more fun.

The implementation of a digital communication technology positively influences the shopping activity and experience of consumers, as this new element can attract, excite and entertain a wider range of customers (Pantano & Naccarato, 2010). As specified by the authors, a digital communication technology improves the point of sale, meaning that the new technology allows consumers to discover new, enjoyable tools of the services or products provided by a hair salon, thereby stimulating consumer interest (Pantano & Naccarato, 2010). Interestingly, this implementation is most successful for hedonic products and services (Khan & Dar, 2004). Hedonic products and services are more likely to successfully adopt technology as they contain more experiential elements, therefore being more likely to encourage consumers to use a digital communication technology that could further enhance their experience (Khan & Dar, 2004).

2.4. Creative considerations for technology adoption

Besides the aforementioned drivers that are present factors within the decision-making process of adopting a digital communication technology, being the perceived usefulness and business considerations, researchers also argue that retailers often regard creative considerations related to the adoption of such a technology (Grewal Noble, Roggeveen & Nordfalt, 2019). Drawing upon earlier research (Sethi, Smith, & Park, 2001; Shalley, Zhou &

Oldham, 2004) creativity is understood as the development of ideas about products, outcomes, or solutions that are seen as potentially useful and original, thereby having practical value and benefit for customers. Similarly, Sok, Sok, Danaher and Danaher (2018) argue that creativity can be associated with producing ideas that are useful, innovative, thereby adding some practical value and benefit for clients, which often lead to service improvements, something that can be done through non-traditional thinking. Following Madjar and Ortiz-Walters (2008), creative ideas contribute to organizational innovation, survival, and effectiveness of a retail store. In specific, the authors argue that the nature of hairdressing allows a hairdresser to express their creativity in a variety of aspects within their job, as they can engage in the creation of new hairstyles for their clientele or think of solutions for clients with distinct needs, such as creatively coping with clients who have hair problems because of a disease or illness (Madjar & Ortiz-Walters, 2008).

Digital communication technology is often used by retailers to help consumers with creating their desired look, thereby, for example, personalizing a product or proposing other styling options. Adding to this is the possibility to upload a picture and use this picture to change a customer's makeup look or hairstyle (Grewal, Noble, Roggeveen & Nordfalt, 2019). As a technology affects the creativity of hairdressers, hair salon owners and managers are known to think of the creative considerations during the decision-making process of adopting a technology. Strandgaard Pedersen, Slavich and Khaire (2020) state that the digitization developments have transformed the traditional, passive consumers of service, retail, and creative industries to active agents in the creation process. Looking at the hair industry, this development is seen at online social media platforms such as Instagram, Facebook or YouTube, which allow hair salon owners to publish and upload their work to clients as well as get into direct contact with them, thus sharing their creative process and creativity with their clients also outside of the hair salon.

2.4.1. Service-oriented vs. organization-oriented creativity

As discussed by Madjar and Ortiz-Walters (2008), there are two types of creativity to distinguish within the service industry, being service-oriented creativity and organization-oriented creativity. Service-oriented creativity is mainly concerned with the possibilities of delivering different services creatively, ranging from new techniques to cut hair to experimenting with multiple hair colours. With this, service is still prominent which means that customer experience is still very important, possibly affected by the amount of creativity used within a service (Madjar & Ortiz-Walters, 2008). A digital communication technology

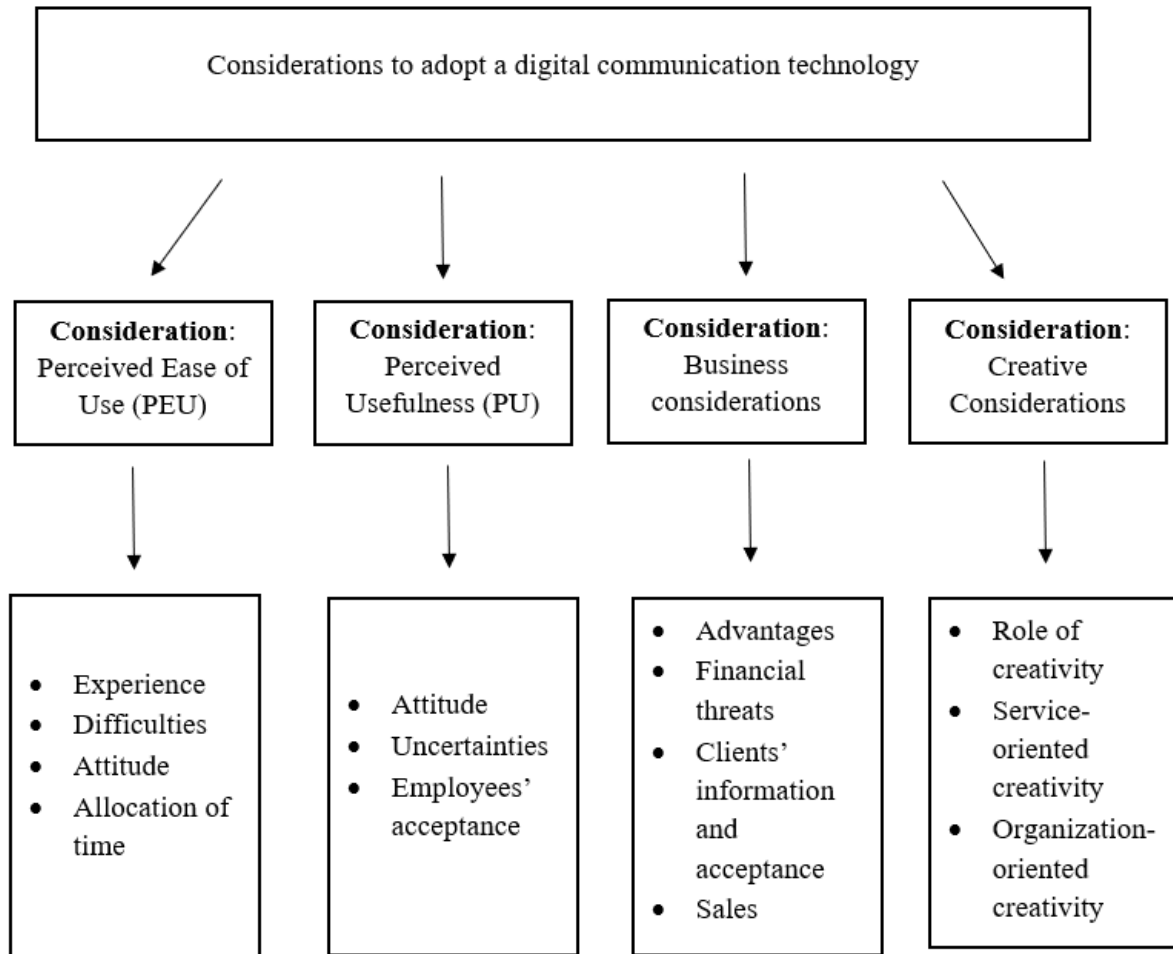
could perhaps influence service-oriented creativity in a way that it can educate and train hairstylists as well as function as a source of inspiration when it comes to styling or colouring the hair.

Organization-oriented creativity is concerned with improving and changing the establishment, meaning that it is more focused on the operational level of the hair salon (Madjar & Ortiz-Walters, 2008). As aforementioned, the main decisions are taken at this level and thus also include creative discussions. At this specific level, possibilities to adopt a digital communication technology are discussed to enhance the store's creativity as a whole, thereby increasing consumer experience as well as consumer attention (Madjar & Ortiz-Walters, 2008).

2.5 Conceptual model

This theoretical overview has created a specific framework that will be used for this research. It has discussed relevant changes within the retail industry whereby it specifically moved towards the hair industry. Because of these changes within the industry, hair salon owners are increasingly more considering to adopt digital communication technologies for their salon. As specified in this theoretical framework, earlier research identifies four motivators that are considered by hair salon owners before deciding whether they want to adopt a digital communication technology for their salon, being the perceived ease of use, the perceived usefulness, business considerations, and creative considerations.

Figure 1: Conceptual model



3. Methodology

In order to find an answer to the research question, this study applies a qualitative approach to investigate how hair salon owners decide to adopt digital communication technologies for their hair salon. As defined by Denzin and Lincoln (2008), a qualitative method investigates human behaviour and dives deeper into underlying motivations, particular assumptions, and personal reasons. A qualitative approach generally takes place in a natural setting and allows the researcher to dive deeper into the specific world of the topic, thus making it a useful method to identify and characterise a specific topic (Denzin & Lincoln, 2008; Matveev, 2002). Qualitative research is known to be particularly useful to get a better understanding of the 'why' behind the behaviour of people, thereby looking for their motivations or personal drivers (Rosenthal, 2016). A qualitative method is most adequate for this specific research as it is concerned with the how and why of hair salon owners when deciding to adopt a digital communication technology. In specific, this research aims to examine the underlying motivations, personal reasons, and experiences of salon owners and managers to adopt a technology, as well as the assumptions they have about this specific technology.

3.1 Research design

To get a better understanding of the drivers of hair salon owners, this research will conduct semi-structured in-depth expert interviews, as this is the only interview method that allows for synchronous communication in place and time (Opdenakker, 2006). This allows the researcher to look at social clues, being body language, or intonation, which could give a lot of extra information to the researcher (Opdenakker, 2006). As argued by Longhurst (2003), semi-structured in-depth interviews are conversational, have an informal tone, and allow for an open response from participants. Adding to this, semi-structured interviews allow the researcher to explore certain themes in more depth and give more freedom when it comes to having side-conversations during the interview. According to Rubin & Rubin (2012), depth within the interview is created by going after the context of a story and to pay extra attention to the specifics of for example meanings, situations, or history. To do so, a researcher must always be flexible and able to adapt to the topic of the conversation (Rubin & Rubin, 2012).

When considering ethical issues of semi-structured in-depth interviews, Longhurst (2003) states that offering the possibility to remain anonymous as well as maintaining confidentiality is important. Therefore, it is a must to assure participants that all information given by participants will remain confidential as well as that they can, if they wish so, remain anonymous and withdraw from the research at any point in research.

3.1.1. Expert interviews

As stated by Dorussen, Lenz and Blavoukos (2005), conducting expert interviews is considered to be a useful data collection method as it allows for control over the aspects that are central to the research, in this case, the hair salon owners and manager's adoption process a digital communication technology. The authors thereby argue that expert interviews are valuable as the experts can provide the researcher with inside information and function as a unique source (Dorussen, Lenz & Blavoukos, 2005). Besides allowing for more inside information, expert interviews are known to have a very dynamic and responsive character, meaning that the two-way conversation can create some sort of relationship or bond between the interviewer and the participant (Rubin & Rubin, 2012).

3.1.2 Semi-structured expert interviews

When it comes to semi-structured in-depth interviews, there are a few guidelines that must be followed in order to maintain structure during the interview and make sure that the research is reliable. In the case of this research, all questions will be prepared and written in advance whereby probes are also included (Kallio, Pietila, Johnson & Kangasniemi, 2016).

Furthermore, Kallio et al. (2016) state that the order of the questions should also be decided before the interview and should be as consistent as possible during every interview. However, as the interviews are from semi-structured nature, there will be room for emerging topics that are not prepared before the interviews.

With posing open-ended questions and possible probes, this research aims to get a better understanding of the experiences, feelings, knowledge, and opinions of the sample group (Flick, von Kardoff & Steinke, 2004). Following the academic requirements as well as the given guidelines for this research, there should be eight to fifteen interviews conducted, whereby each interview will last 45 to 60 minutes. Every interview needs to be audio-recorded in order for the researcher to be able to fully focus on the interaction, whereby notes will be taken as well (Longhurst, 2003). The interviews will be transcribed directly after every interview as a way to collect, process, and analyse all data.

3.1.3 Validity and reliability concerning expert interviews

This research aims to answer the research question: *How do hair salon owners decide to adopt a digital communication technology for their hair salon?*. Golafshani (2003) argues that it is important to make sure that the research measures what was intended to measure, whereby Gilbert (2008) argues that research is valid as soon as it provides a precise and

accurate measurement of the concept it is examining. When it comes to expert interviews, Dorussen Lenz and Blavoukos (2005) state that the validity of a research that collects its data by conducting expert interviews is very dependent on the level of quality of the experts. To guarantee this quality and thus form a highly valid research, the researcher made sure to carefully select the experts and check whether they all met the requirements. Further, this specific research is mainly concerned with the personal drivers of hair salon owners and managers and thus conducts expert interviews to thoroughly examine their personal reasons and assumptions. Through these interviews, the researcher is thus receiving first-hand information of experts in the field that it aims to research, causing that this research can be considered as valid.

On the other hand, reliability is concerned with the extent to which results of the research can be considered as a representation of a total population, whereby it must also be consistent over time (Golafshani, 2003). Furthermore, the author states that all results must be able to be reproduced when conducting a similar methodology. As this research follows a qualitative approach conducting semi-structured in-depth interviews, the research will follow a well-prepared interview scheme and thus be done in a structured manner. This means that every participant will be asked the same questions in the same order. Although the research is set up and will be conducted in a semi-structured way, this also means that some interviews will go into more depth with one specific theme than others might go. Thereby, it allows for more freedom, meaning that the researcher is free to ask certain questions when the conversation allows for it. This could lead to less reliability of the research, as some questions might be asked in just a few interviews. The participants are all unique and differ in their opinions and behaviour, leading to a variety of answers to the set of questions, possibly affecting the reliability of the research.

3.2 Sample selection

In total, this research conducted 9 interviews with hair salon owners or managers that all met the criteria set for this research. This section dives deeper into the case selection process of this research, as well as the criteria created for selecting the experts. As for case selection, potential participants were first screened whether they met all criteria, after which they were contacted via e-mail, phone, or Instagram. Originally, this research was written in collaboration with hair-care giant L'Oréal as they would provide the researcher with their best practices, being high-end salons that have already adopted several digital communication technologies, to be interviewed for this research. However, due to COVID-19 there have been

some changes causing that this research now has a more general sample that is not related to L'Oréal, instead of one consisting out of L'Oréal's best practices.

3.2.1 Expert Criteria

As this research is concerned with the drivers of hair salon owners towards adopting a digital communication technology, this research has set up a few criteria the experts have to meet:

- The participant must either own or full-time manage a hair salon.
- The hair salon owner or manager is preferably also active as a hairdresser within the salon, or present in the salon for at least once a week.
- The hair salon owner or manager must make the decision when it comes to adopting digital communication technologies.
- The hair salon owner or manager must already have adopted a digital communication technologies.
- The hair salon owner or manager must be active on at least two out of the following four online social media platforms: Facebook, Instagram, Pinterest, YouTube.

This research considers online social media platforms such as Instagram, Facebook, YouTube, or Pinterest as digital communication technologies. Besides these social media platforms, a personalized or automated e-mailing system is also considered to be a form of digital communication technology. Furthermore, a website or webshop are both considered to be a digital communication technology, as they function as a tool to communicate with clients and share information. This research also regards online reservation systems, that are sometimes linked to an automated check-out system, as a form of digital communication technology. Besides communication technologies that are used outside of the salon, this research aims to include hair salons that are using digital communication technologies inside the salon too, such as the use of tablets or specialized apps, narrowcasting, or the presence of screens.

3.3 Sample

The following table will give more insights into the expert selection, thereby providing the names of the participants interviewed as well as the name of their hair salon. In one case, the name of the participant and the name of the hair salon is replaced with the words Hairdresser and Hair Salon, as this person preferred his names and hair salon not to be specified. Besides

the name of the participant and the name of the hair salon, the table also indicates whether the participant meets the criteria set for this research.

Table 1. Expert selection

| Name of participant | Hair salon of participant | Meeting criteria |
|----------------------------|----------------------------------|---|
| 1. Mandy Berger | Mogeen | <ul style="list-style-type: none"> • Manager of the hair salon • Not active as hairdresser • Decision-maker • Has adopted more than two different digital communication technologies • Is active on at least two different online social media platforms |
| 2. Marjolein Gelderblom | Set.On Kappers | <ul style="list-style-type: none"> • Owner of the hair salon • Active as hairdresser • Decision-maker • Has adopted more than two different digital communication technologies • Is active on at least two different online social media platforms |
| 3. Wendy van Nielen | Het Haarpand | <ul style="list-style-type: none"> • Owner of the hair salon • Active as hairdresser • Decision-maker • Has adopted more than two different digital communication technologies • Is active on at least two different online social media platforms |
| 4. Hairdresser A | Hair Salon A | <ul style="list-style-type: none"> • Owner of the hair salon • Active as hairdresser • Decision-maker • Has adopted more than two different digital communication technologies |

| | | |
|----------------------|---------------------|---|
| | | <ul style="list-style-type: none"> • Is active on at least two different online social media platforms |
| 5. Mark van Westerop | Pro-Solo | <ul style="list-style-type: none"> • Owner of the hair salon • Active as hairdresser • Decision-maker • Has adopted more than two different digital communication technologies • Is active on at least two different online social media platforms |
| 6. Trisha | TryShy | <ul style="list-style-type: none"> • Owner of the hair salon • Active as hairdresser • Decision-maker • Has adopted more than two different digital communication technologies • Is active on at least two different online social media platforms |
| 7. Daisy Simons | By Daisy Topstylist | <ul style="list-style-type: none"> • Owner of the hair salon • Active as hairdresser • Decision-maker • Has adopted more than two different digital communication technologies • Is active on at least two different online social media platforms |
| 8. Jeanette Hagen | Sjenkels Gouda | <ul style="list-style-type: none"> • Owner of the hair salon • Active as hairdresser • Decision-maker • Has adopted more than two different digital communication technologies • Is active on at least two different online social media platforms |
| 9. Dominic Vleer | Atelier DMNC | <ul style="list-style-type: none"> • Owner of the hair salon • Active as hairdresser |

| | | |
|--|--|---|
| | | <ul style="list-style-type: none"> • Decision-maker • Has adopted more than two different digital communication technologies • Is active on at least two different online social media platforms |
|--|--|---|

3.4 Data Collection

A total of nine interviews were conducted over a period of 1,5 weeks with an average duration of 55 minutes. The interviews were held in a rather short time frame because of the current COVID-19 situation, which caused that all hairdressers in the Netherlands had to close their salons for 7 weeks. Due to this situation, many of the hairdressers did not find the time to participate in the research as they had other things to take care of, which mainly happened in the first 5 weeks. However, the ones that were willing to participate were only able to make an appointment in weeks 6 and 7, as they expected to reopen their doors shortly after. Due to the current situation, all data was collected via video calls, thereby making use of either Skype, Zoom or Facetime to make sure that the participant and researcher could at least see each other whilst conducting the interview, as this leads to more genuine and spontaneous answers (Opdenakker, 2006). With the consent of all participants, every interview was audiotaped during this study.

3.4.1 Operationalization

The interview consisted of an elaborate set of questions based on the conceptual framework, that is presented in the theoretical chapter, and additionally drawing on existing theory. Therefore, the questions were divided into four categories, from which each category was linked to one of the four drivers discussed in theory, being perceived usefulness, financial business benefits, creativity, and perceived ease of use. In order to get a better understanding of the adoption process of the hair salon owner, the questions were formulated in such a way that the opinion of a hair salon owner or manager was first questioned before using or adopting the technology, followed by questions about their opinion after they had adopted the technology. Additionally, an introduction category was created to introduce the participant to the topic and get a better understanding of the digital communication technology used in their salon. This category also aimed to understand their main reason to adopt this technology, as well as future plans to adopt new technologies. To evaluate the interview and look back at

what had been discussed, the questionnaire also included a special evaluation category. The specific operationalization of this research is thoroughly explained in table 2, which is characterized by the theoretical concepts, main themes, and questions.

Table 2. Operationalization

| Introduction | |
|--|---|
| <i>Shift towards digitalization</i> | <ul style="list-style-type: none"> • ‘With all the changes in retail, such as the shift towards digitalization, what steps have you taken in order to make sure that your salon keeps up with these changes?’ |
| <i>Currently adopted technologies</i> | <ul style="list-style-type: none"> • ‘Can you name the types of technology that you have already adopted for your hair salon?’ • ‘Where do you mainly use this technology for?’ • ‘What were your reasons to adopt the technology?’ |
| <i>Future technologies</i> | <ul style="list-style-type: none"> • ‘What types of technology do you still want to adopt for your salon?’ |
| Perceived usefulness | |
| <i>Perceived usefulness before adopting the technology</i> | <ul style="list-style-type: none"> • ‘Before implementing the technology, how what did you think about the usefulness of the technology for your hair salon?’ • ‘Can you tell me about the uncertainties you considered of the usefulness of the technology, before adopting it?’ |
| <i>Consideration of usefulness for clients and employees</i> | <ul style="list-style-type: none"> • ‘How did you consider the opinion of your employees before adopting the technology?’ • ‘How did you consider the usefulness of the technology for your clients?’ |
| <i>Perceived usefulness after adopting the technology</i> | <ul style="list-style-type: none"> • ‘After adopting the technology, how do you think that the technology is actually useful and valuable for your salon?’ |
| Business considerations | |
| <i>Potential benefits, threats or disadvantages</i> | <ul style="list-style-type: none"> • What business considerations did you think of prior to adopting the technology?’ • ‘Prior to adopting the technology, what did you consider to be potential business disadvantages or financial threats of adopting the technology?’ |

| | |
|---------------------------|---|
| | <ul style="list-style-type: none"> • ‘Can you tell me about the actual business benefits you have encountered after adoption?’ • ‘Can you tell me about the financial threats or business disadvantages that you have encountered?’ |
| <i>Product sales</i> | <ul style="list-style-type: none"> • ‘Before adopting the technology, how did you believe that the technology could increase your product sales?’ • ‘How do you believe that your product sales have increased after you have adopted the digital communication technology?’ |
| <i>Client information</i> | <ul style="list-style-type: none"> • ‘Prior to adopting the technology, how did you expect to gain more information on your clients?’ • ‘Do you believe that the technology has increased the amount of visiting clients in your salon and why?’ • ‘How has the amount of knowledge you have on your client’s needs and wishes changed after adopting the technology?’ |

| | |
|---|--|
| Creative considerations | |
| <i>Creativity in the hair salon</i> | <ul style="list-style-type: none"> • ‘Can you explain in your own words what creativity means, with regards to your profession?’ • ‘How would you describe the role that creativity plays in your salon?’ • ‘How did anything related to the creativity in your salon change due to the adoption of the technology?’ |
| <i>Service-oriented creativity vs. organisation-oriented creativity</i> | <ul style="list-style-type: none"> • ‘What type of creativity do you consider to be more important for your salon: service-oriented creativity or organization-oriented creativity, and why?’ • ‘How did you think that the technology could change the service-oriented creativity within the salon?’ • ‘How did the technology actually change this service-oriented creativity?’ |

| | |
|-------------------------------------|--|
| Perceived Ease of Use | |
| <i>Ease of using the technology</i> | <ul style="list-style-type: none"> • ‘How did you think about the ease of use of the technology before adopting it?’ • ‘How do you experience using the technology now?’ |

| | |
|------------------------------------|--|
| | <ul style="list-style-type: none"> • ‘What uncertainties about the usage of the technology did you have before adopting it?’ |
| <i>Attitude towards technology</i> | <ul style="list-style-type: none"> • ‘Can you describe your attitude towards the use of this technology before adopting it?’ • ‘How has your attitude towards the ease of use changed after you adopted the technology?’ |
| <i>Time management</i> | <ul style="list-style-type: none"> • ‘How does the technology help you with your daily tasks?’ • ‘Does the technology give you more time to conduct other tasks?’ |

| Conclusion | |
|------------------------------|---|
| <i>Perceived usefulness</i> | <ul style="list-style-type: none"> • ‘How do you believe that the technology you have adopted is useful?’ <ul style="list-style-type: none"> ○ In what ways? ○ ‘How was it useful, from a creative perspective?’ ○ ‘How was it useful, from a business perspective?’ |
| <i>Perceived Ease of Use</i> | <ul style="list-style-type: none"> • ‘How important is the ease of use of a technology during your decision-making process of adopting a digital communication technology?’ |
| <i>Main drivers</i> | <ul style="list-style-type: none"> • ‘What would you describe to be your main driver(s) or motivation(s) to adopt a new digital communication technology?’ |

3.4.2 Data Analysis method

As this research aims to find reoccurring themes, a thematic analysis will be applied to the interview transcripts, meaning that one will look for classifying themes or patterns within the retrieved data (Maguire & Delahunt, 2017). As described by Fereday and Muir-Cochrane (2006), the process of thematic analysis consist out of carefully reading and examining the collected data in order to find themes, which means for this research that the transcriptions of the interviews will be used as data and will be analysed extensively. According to Braun and Clarke (2006), thematic analysis allows for flexibility and accessibility and stimulates the researcher to organise and describe the dataset, thereby also interpreting multiple aspects of the topic he or she is researching. Drawing upon this, thematic analysis is also a helpful

method to break down all data, thereby facilitating the interpretation and understanding of the researcher (Braun & Clarke, 2006). One can argue that this research perceives the transcripts of the conducted interviews as the unit of analysis, whereby the thematic analysis will be based and characterised on theoretical concepts from existing literature which this research has already touched upon in the theoretical framework, being perceived usefulness, perceived ease of use, financial business benefits and creativity.

The thematic analysis based on the theoretical concepts starts with transcribing the interviews verbatim, as the sample consisted out of less than 20 participants (Gilbert, 2008). Transcribing interviews verbatim is a favourable way of transcribing as it allows the researcher to have a clear overview of all data that has been gathered, as this transcribing method means that the researcher transcribes everything that has been said, thus meaning that no data is lost (Gilbert, 2008). According to the author, verbatim interviews function as a guide for your analysis and can possibly lead to themes that the researcher had not thought of before (Gilbert, 2008). After transcribing and getting familiar with the data, the next step is to reorganize the data into smaller segments, also known as codes. These codes can be understood as the building blocks of the analysis, as they identify and provide a label for a feature of the data that is potentially relevant to the research question (Braun & Clarke, 2006, p. 61). Following Boeije (2009), this research has labelled the data both according to pre-existing theoretical concepts that were mentioned in an earlier chapter as well as *in vivo*. Labelling according to the pre-elaborated theoretical concepts means that the labels that were given to the data are based on theoretical themes that are discussed in the theoretical framework and the conceptual framework, whereas *in vivo* refers to labelling the data in a more general way, whereby the researcher is free to label the data with his or her own expressions or in general terms (Boeije, 2009). Finally, the main and sub-themes are identified and reorganized according to the main- and subthemes that were already identified in earlier literature (Boeije, 2009). During this coding process, Atlas.ti was used to get a better overview of the findings and highlight emerging themes.

4. Results

4.1 Frequently adopted technologies

In order to get a clear view of the digital communication technologies that are currently already adopted by participants of this research, all interviewees were asked to list the technologies that they have adopted. Findings show that the most frequently adopted digital communication technologies are social media platforms Instagram and Facebook as all participants acknowledged to have created a profile on both platforms, whereas only three out of nine participants adopted social media platform Pinterest. Noticeably, Dominic Vleer and Marjolein Gelderblom both highlighted that their target groups are still very active on both Instagram and Facebook, whereas Mandy Berger admitted that her salon is more active on Instagram than Facebook as most of their clients have shifted towards this platform. Jeanette Hagen from Sjenkels Gouda affirmed to not have a personal website for her hair salon, whilst the other eight participants affirmed to have a website. Noticeably, only three out of nine participants have adopted a webshop. Further, six out of nine participants offer an online reservation service via their website.

Four out of nine participants explained to make use of an e-mailing system to communicate with their clients, whilst three hair salon owners affirmed to offer a WhatsApp service. Moreover, Mark van Westerop from Pro-Solo and Jeanette Hagen from Sjenkels Gouda acknowledged to make use of the Wella Assistant Professional app, and Dominic Vleer from Atelier DMNC has adopted the StyleMyHair app from L'Oréal. Other technologies that are used on a less frequent basis were tablets, window screens, narrowcasting within the salon, and Spotify. The table below gives an overview of the technologies adopted by the hair salon owners.

Table 3: Frequently adopted technologies

| Name of participant | Type of digital communication technologies adopted |
|----------------------------|--|
| 1. Mandy Berger | Online <ul style="list-style-type: none">• Instagram• Facebook• Website In the salon <ul style="list-style-type: none">• A screen in the shop window |

| | |
|------------------------------------|---|
| <p>2. Marjolein Gelderblom</p> | <p>Online</p> <ul style="list-style-type: none"> • Instagram • Facebook • Website <p>In the salon</p> <ul style="list-style-type: none"> • SalonHub, this is a special cash register system designed for hair salons. This system also allows online reservations |
| <p>3. Wendy van Nielen</p> | <p>Online</p> <ul style="list-style-type: none"> • Instagram • Facebook • E-mail system • Website <ul style="list-style-type: none"> ○ With the option to book an appointment online <p>In the salon</p> <ul style="list-style-type: none"> • SalonHub, a special cash register system designed for hair salons. This system also allows online reservations. |
| <p>4. Hairdresser A</p> | <p>Online</p> <ul style="list-style-type: none"> • Instagram • Facebook • Pinterest • WhatsApp service • Website <ul style="list-style-type: none"> ○ With the option to book an appointment online <p>In the salon</p> <ul style="list-style-type: none"> • iPad, used for taking pictures and to show their Pinterest boards to clients • Narrowcasting <ul style="list-style-type: none"> ○ Six screens in the salons that are used as a marketing tool |
| <p>5. Mark van Westerop</p> | <p>Online</p> <ul style="list-style-type: none"> • Instagram • Facebook |

| | |
|-------------------|--|
| | <ul style="list-style-type: none"> • Website • Pinterest • E-mail system • App: Wella Assistant Professional System <p>In the salon</p> <ul style="list-style-type: none"> • Tablet, mainly adopted for the usage of the Wella Assistant Professional System app and social media pages. • A tiny microscope that can be attached to the iPad to look closely at the hair and roots. |
| 6. Trisha | <p>Online</p> <ul style="list-style-type: none"> • Online agenda • Instagram • Facebook • Website • Webshop <p>In the salon</p> <ul style="list-style-type: none"> • Tablet <ul style="list-style-type: none"> ○ Used for payments by card. |
| 7. Daisy Simons | <p>Online</p> <ul style="list-style-type: none"> • Facebook • Instagram • Website • Webshop • WhatsApp service <ul style="list-style-type: none"> ○ Used as a tool for clients to make an appointment <p>In the salon</p> <ul style="list-style-type: none"> • iPhone <ul style="list-style-type: none"> ○ Used for the WhatsApp service ○ To book appointments ○ Show pictures to clients • iPad |
| 8. Jeanette Hagen | <p>Online</p> |

| | |
|------------------|--|
| | <ul style="list-style-type: none"> • Instagram • Facebook (owned and updated by the Head Office of Sjenkels) • Website (owned and updated by the Head Office of Sjenkels) • Webshop (owned and updated by the Head Office of Sjenkels) <p>In the salon</p> <ul style="list-style-type: none"> • Tablet <ul style="list-style-type: none"> ○ Used for the Wella Assistant Professional app ○ Used for the Nioxin app |
| 9. Dominic Vleer | <p>Online</p> <ul style="list-style-type: none"> • Instagram • Facebook • E-mail system Mailchimp • WhatsApp service • Pinterest (multiple boards filled with pictures from their work and pictures from Pinterest) <p>In the salon</p> <ul style="list-style-type: none"> • iPad <ul style="list-style-type: none"> ○ To show the Pinterest boards to clients ○ To use the L'Oréal Style My Hair app |

4.1.1. Reasons to adopt technologies

After identifying the current digital communication technologies adopted by the hair salon owners, all participants were asked about their reasons to adopt the technology, whether this was for example to inspire, educate, inform or advise their audience and clients. A variety of opinions were expressed, whereby the reason to inspire clients and colleagues was mentioned the most, as eight participants mentioned to have adopted the technology to inspire their audience. An example of a way to inspire clients was given by Hairdresser A, who explained:

We post before and after pictures on Instagram to show our work to the people who follow us online, whereby we hope to inspire them with possible hairstyles.

Remarkably, this matter of posting before-and-after pictures to inspire (potential) clients was done by all nine participants. Further, seven interviewees mentioned that they adopted the technology as it was a tool to advise their clients, whereby they created videos, such as tutorials on how to use certain hair styling products, and pictures for Instagram, or the adoption of specialized apps that can help a hairdresser with giving product advice. Six out of nine clients stated that their reason to adopt a technology was closely linked to the need to inform their clients, such as informing them about opening hours of the salon, news, events, or the launch of new products.

Noticeably, seven interviewees mentioned to have adopted their Instagram to show the work they created, from which two out of these seven participants referred to their Instagram page as their digital shop window. Screens within the salon were mostly used to attract attention and to stimulate retail, whereas a WhatsApp service was mainly adopted to keep into contact with clients as it, according to Hairdresser A, is a technology that stimulates, eases and fastens communication. Drawing upon this, Daisy from By Daisy Topstylist mentions that the WhatsApp service allows her team to have more time for the clients that are visiting the salon, as they do not have as many phone calls as they used to have before the adoption of the WhatsApp service.

4.1.2 Future technologies

Besides the digital communication technologies that are already adopted, another question asked during the interview concerned what other forms of technology the participants want or wish to adopt. This question led to some insights into the perspective of hair salon owners when it comes to digital communication technology, as eight out of nine participants already thought about a technology they would want to adopt in the future. Three out of the total number of interviewees stated that they would want to design their own app or adopt an already existing app, whereby they argued that it could function as a tool to advise clients on their desired hairstyle or hair care products. Thereby, the app must allow clients to share opinions and pictures within the app to stimulate communication. For Mandy Berger from Mogen explains:

An app would be interesting as it could improve communication between a hairdresser and client, as the client can fill in the questionnaire before visiting the salon, which can help the hairdresser to prepare for the appointment.

Noticeably, all three participants mentioned that this app should not be tied to a specific brand, which is explained by Daisy Simons from ByDaisy TopStylist:

What I find difficult is that you are going to link yourself to one brand .. I am convinced that not one particular product or brand is good for your hair (...). I actually think that a hair salon should be linked to yourself as a hairdresser, not to a brand.

Next to not wanting to be tied to a brand, Mandy Berger from Mogen also argues that apps created by a haircare brand are way too focused on the products that belong to the brand. Besides believing that an app could be a useful technology to stimulate interaction, Daisy Simons also believes that this should be adopted to adjust to the current field.

Besides an app, Hairdresser A from Hair Salon A specified that he really wants to adopt a so-called magic mirror that allows clients to stand in front of a mirror and swipe for different hairstyles, as he believes that this could be an interactive and fun way for clients to find out what hairstyle would fit them best. Another desired future technology that would stimulate or improve communication between hairdressers and clients included a standardized voicemail whereby existing clients are directed towards a WhatsApp service and new clients forwarded to the salon phone. Thereby, Trisha from TryShy mentioned to be currently looking into the benefits of adopting Instagram Shopping, as well as the option to offer booking appointments via Google, as she believed that both forms of technology could possibly ease the buying and appointment-making process of her clients.

4.2 Perceived Usefulness

As aforementioned, the perceived usefulness is one of the two concepts from the Technology Acceptance Model (TAM), that describes the level to which a performance of an individual is complemented by utilising a specific technology (Evans, Hackney, Rauniar, Rawski, Yang & Johnson, 2014; Raza, Umer & Shah, 2017). In order to dive deeper into this subject, this research aimed to answer the following sub-question: *What role does perceived usefulness play in the decision by hair salon owners to adopt digital communication technology for their hair salon?* In this section, the answers to the questions are presented and analysed, thereby discussing re-occurring themes regarding the perceived usefulness of a technology.

4.2.1 Perceived usefulness for the salon

To provide an overview of the technology adoption process of the hair salon owners and managers, the questions for the perceived usefulness were divided into two categories, being

the perceived usefulness of a technology before adoption and after adoption. This research aims to examine whether a hair salon owner's perspective on the usefulness of a technology has changed during or after the adoption process and what caused this certain change.

4.2.1.1 Before adoption

A variety of perspectives were expressed on the topic of the perceived usefulness of a technology before adoption, as some of the participants were immediately convinced by the usefulness of the technology and others still hesitated or even thought that it would not be useful to adopt the technology. Although all participants are active on social media platforms such as Instagram, Facebook, or Pinterest, a rather diverse range of opinions was found on the usefulness of social media before adoption. Strikingly, the majority of the participants, being five out of nine, affirmed that they either did not consider the usefulness of the technology or did not believe that the technology would be useful before adopting the technology. Asking about their perspective on the usefulness of social media before adopting it, Marjolein Gelderblom from Set.On Kappers answered:

To be honest, secretly I did not think about the usefulness of social media before adopting it, no (...). I think we more or less started with social media as a joke, as something that we could do besides our job without really paying much attention or effort to it (...). It is just something... You adopt it and try to stay in contact with your clients via this platform.

Together with Marjolein, three other participants admitted that they did not like new technologies such as social media, a tablet, or a window screen, leading to a negative association towards the usefulness of such a technology. On the contrary, Dominic Vleer stated that he did not think about the usefulness of social media platforms before adopting them, but that his attitude towards the technology was very positive and stimulated him to use the technology.

What I posted on my Instagram... I was searching for a way to use my Instagram and gained advice from others (...). In the beginning, I was very enthusiastic so I just posted everything, leading to more than 1000 pictures on my profile. I just did not understand what would be relevant for my salon, so I just did something I thought was correct.

Noticeably, five out of nine interviewees stated that they created their social media pages without considering the potential usefulness of the technology. However, when asked what

reasons they had to adopt the technology, the hair salon owners answered that they saw social media as an important tool to communicate with potential clients, a way to market their brand to a wider audience, engage with their target group or that it was just something everyone else was doing. Considering these answers, one can argue that although the interviewees thought they did not consider the usefulness of a technology before adoption, their reasons to adopt show that they, potentially unconsciously, recognised various forms of usefulness in the technology, thus leading to some discrepancy in the data. Remarkably, all participants stating that they did not think about the usefulness of the technology were already active on social media platforms for private use, which could cause that they were already too familiar with the technology and did not think of it as a business-centred technology.

Although the majority of participants did not consciously recognise or perceive the usefulness of the communication technology before adoption, four participants mentioned that they did consider the usefulness before adoption. One of these interviewees was Jeanette Hagen, who immediately recognised the usefulness of the Wella Assistant Professional app, which consists of a standardized questionnaire that hairdressers can use to gain information on the needs and wishes of clients. Once this questionnaire is filled in by the client, a personalized advice of products is created by the app, which is solely based on the information given by the client and thus fully personalized. Considering the perspective of Jeanette Hagen on the Wella Assistant Professional app prior to adopting, she explains:

I absolutely believed that this app would be useful. I saw that a lot of hairdressers did not really give enough advice to the clients, and I send my team to quite a lot of workshops in order to make sure that everyone is up-to-date about the products we work with. The moment they have been to a training, they use this knowledge to give advice to their clients, but this decreases after a few weeks. When I heard about this specific app, I immediately thought ‘Yes, this could be useful’.

Besides the adoption of social media pages, three participants adopted a so-called WhatsApp service to ease contact with clients and offer them an alternative to booking online appointments or making a phone call. One of the interviewees that immediately acknowledged the usefulness of a WhatsApp service was Daisy Simons from By Daisy Topstylist. She stated:

I started with our WhatsApp service as soon as I started with my own hair salon. I was very positive about the usefulness of a WhatsApp service, purely because I personally

hate it when I have to wait a long time before I receive an answer or before I can speak to someone on the phone or receive a reply to my mail.

This statement again shows that personal experience or knowledge with a technology can affect the attitude towards a technology, but is thereby also in line with the findings of Kirby (2004), who states that a business owner or retailer often possesses a high need for achievement, which can lead to the willingness to adapt to the needs of an emerging market. As the majority of participants acknowledged that the adopted technologies are part of the needs of society and their target market, all interviewees were willing to adapt to this changing market although they might not have thought about the usefulness of the technology for their salon.

4.2.1.2 After adoption

After adopting the digital communication technology, all participants stated that they now understand, have experienced, and believe in the usefulness of the technology. Even participants that stated to doubt the usefulness of a technology before implementing it, now acknowledge that they turned out to be useful. An interesting example is Trisha from TryShy, who first believed that Facebook would be more useful for her salon than Instagram as she was personally more familiar with Facebook. Besides her personal experiences with Facebook, she stated that the social platform offers special groups, which she refers to as communities. Although Trisha mentions that these Facebook groups are still useful as a way to build her community and help her to recognise her client and her needs, she acknowledges that Instagram also offers her opportunities to reach her clients. This reach is not only seen in the number of likes or comments she receives on her content, but also in the conversations that she has with her clients via Direct Messages.

Although the majority of the participants have argued that they now consider the technology adopted to be useful for their salon, five out of nine interviewees mentioned that they believe that they could still do so much more with the technology than they are currently doing. One of the participants explained this as follows:

Social media is extremely important to show what we can do as hairstylists. Where men are more likely to search for cool cars, women will use Instagram to find a new hairstyle or colour. By posting before- and after pictures of the work that we have done, other people can identify themselves with it and are likely to make an appointment with us. So yes, Instagram is very useful for us. However, at a certain point, it becomes a little difficult to post new things. After a while, you have to post so

much content that it is difficult to post new content, but you don't want that your (potential) clients become a bit tired of the content that you post.

As Kirby (2004) stated already, a business owner often possesses a high need for achievement, a concept that is emphasized within this the results of this research when looking at the statement above and the number of participants that believe that the technology is already very useful, but could become even more important and useful.

4.2.2 Uncertainties about the Perceived Usefulness

As specified in a research done by Renko and Druzijanic (2014), the usefulness of a technology is perceived negatively when it comes to uncertainties. Therefore, participants were asked to think about possible uncertainties or difficulties they had encountered before or after adopting a technology. The majority of interviewees, namely five out of seven, reported having encountered uncertainties during their decision-making process about the usefulness of a technology. The results from this research have shown that hesitation about or negative association with the technology before adoption was caused by multiple factors, out of which the loss of personal attention was mentioned by six out of nine interviewees. Other uncertainties discussed concerned the potential reach on social media, the level of engagement owners have with their clients, how to measure the usefulness of a social media platform, language-issues, and the fact that due to the technologies, the owners seem to be available 24/7. When talking about the lack of personal attention and personality, Mark Westerop from Pro-Solo explained:

I hated that all personal attention, which I would normally have one-on-one with a client, would be gone (...). Instagram makes people believe that anything is possible, as the amount of hair content available on Instagram only shows the end result and not the entire process, causing that a big part of the reality just vanishes.

This lack of personal attention was also mentioned by Wendy van Nielen from Het Haarband, as she explains the following about adopting a webshop specialized in hair care products:

I believe that a webshop does not suit me, as I believe that hairdressers are skilled to give personalized advice about products. If we let our clients decide what products they think are best for their hair.. that is just something that goes against my will.

Another interesting result from this study was that the minority of participants, being only one of the interviewees, admitted that they doubted the usefulness of a technology because of the costs that came along when adopting it. Mandy Berger from Mogeem specified to have experienced a negative association with the adoption of a window screen, as she believed that costs were too high. She stated:

I just thought that it really was a lot of money for a window screen and I was not sure if it would make such a difference if we would invest in it. And well, now after it is implemented I believe that it is actually a really good tool and also something that really works and is useful for the salon as it grabs the attention of people passing by.

This finding is partly in line with the results of Renko and Druzijanic (2014), who state that retailers are often negative about the usefulness of a technology as they are concerned about the costs of implementing a technology. Although this finding was emphasized by Mandy Berger, other participants did not mention the fear of implementation costs when talking about the perceived usefulness of a technology.

Interestingly, whereas seven out of nine participants considered some uncertainties or difficulties about the usefulness prior to adopting the technology, there were only two participants who did not encounter any uncertainties or hesitations when it comes to the usefulness of an adopted technology. Rather, Daisy Simons from By Daisy Topstylist mentioned that social media platforms such as Instagram were seen as a new way to communicate with her clients. She stated:

I didn't have any uncertainties about the usefulness of Instagram before I started, because I just saw it as a new form of advertising. You can still be in a newspaper or magazine for €200 or €300 per advertisement, but who are actually still reading this? Our target group, our clients, are mainly online. That's why I did not have any doubts about the usefulness.

When it comes to the impact that uncertainties have on the level of usefulness of a technology, we can see a clear pattern that was also found by Renko and Druzijanic (2014). Whenever some difficulties or uncertainties were already present, the participants tend to be more negative towards the usefulness of a technology in the decision-making phase, whereas when they were more positive and experienced they perceived the technology as very useful.

4.2.3 Consideration of usefulness for employees

Seven out of nine participants confirmed to have more than one employee, with the lowest number of employees being two and the highest number being twenty-two. Out of these seven, all participants stated that they make the final decision to adopt a technology on their own. Five of these participants confirmed that their employees were positive towards the usefulness of the adopted technology, both before adoption as well as after, as their employees were eager to learn more about the technology and to start using it. These five interviewees acknowledged that they did not doubt the perspective of their employees on the perceived usefulness prior to adoption, a finding that is not in line with the results of Renko and Druzijanic (2014) as they state that retailers were known to be afraid of the level of acceptance of employees towards the new technologies.

Besides the aforementioned theme, another reoccurring theme specified the importance of age. All five participants that acknowledged the positive level of technology acceptance of their employees emphasized the fact that their employees were rather young or grew up with newer technologies and social media, therefore assuming that this is also why they learn fast, quickly know all the ins- and outs of new technologies and are open to trying new things. Noticeably, this finding has not been specified in earlier research. The hair salon owners did not doubt the knowledge of their employees on certain technologies, as well as the costs of potential training. Rather, the hair salon owners stimulated their employees to educate themselves on new technologies and send them to workshops to increase this knowledge. Hairdresser A from Hair Salon A explains that he aims to educate his team on technologies such as Instagram. As stated by Daisy Simons from By Daisy Topstylist:

When I started my own salon I was 26, and social media was already part of my daily tasks and interest. The thing is that we are just always busy with social media, so we also grow. Right now I am 29 years old and my youngest team member is 22.. and she now tells me to create TikToks, to start with Snapchat, or introduces other apps to me. If this happens, I feel quite old since I do not know all these apps, but I do believe that these developments are very important for our business and salon to keep up with.

Although Daisy and four other participants affirmed that their employees perceived the usefulness of a technology, Mark Westerop and Jeanette Hagen both stated that some of their employees were a little hesitant about the usefulness of a technology. Whereas Mark's team was rather divided on the usefulness of Instagram as two employees believed that Instagram would be too impersonal and thus not useful for a profession as hairdressing, Jeanette

describes the feeling of constantly having to stimulate her employees to use the technology. Nevertheless, the lack of enthusiasm or perceived usefulness of employees did not withhold them to implement a technology.

4.2.3.1 Training and education

Another concept that was frequently mentioned by the hair salon owners and managers during the conversation about the perceived usefulness of the digital communication technology was the theme of training and educating employees. Out of seven participants who reported having more than one employee, five indicated that their employees' perspective on the usefulness of a technology has increased after receiving education and training on the specific technology. With this, the perspective of employees on the perceived ease of use of the technology also became more positive after being educated on the technology, which will be discussed later in this chapter.

Besides being fully educated about the adopted technologies, three participants also acknowledged the decision to let their employees be in charge of their social media pages, as they believe that the younger generation is better suited for a task like this. Marjolein Gelderblom from Set.On Kappers explained the following about sending her employee to a specific Instagram training instead of attending the workshop herself:

I personally did not attend the workshop because I just don't like Instagram and I think that younger girls not only like it but also know way better what is going on in this field. I believe that I am too old for this and that we can just learn from the younger people, our younger employees. However, I do send our employee who is in charge of our Instagram profile content when I think that it could be suitable for our Instagram.

Renko and Druzijanic (2014) argue that the perspective of retailers on the perceived usefulness of a technology is often negatively influenced by the fear of costs to train employees to work with a certain technology. None of the interviewees have spoken about their fear of costs with regards to educating their employees on technologies that will be or already are adopted by the salon, meaning that this finding deviates from the research of Renko and Druzijanic (2014). Rather, this research has shown that hair salon owners are eager to educate their employees on new digital communication technologies.

4.2.4 Consideration of usefulness for clients

When the participants were asked whether they considered the usefulness of the technology for their clients before adopting it, three participants explained that they did not consider it as

they believed that the technology could already be very valuable for them, or admitted that they were not sure about the level of engagement of their clients when adopting such a technology. The other six participants recognized that the technology that was going to be adopted would be valuable for the clients as it could be an interesting, inspiring or informative tool, but also a way to ease communication and the buying-process of clients. Trisha from TryShy recognized the usefulness for her clients to adopt a webshop very early, which she explained as follows:

The main reason was to ease the buying process for our clients. So, for our clients it's really convenient as the webshop is really clear, they do not have to wait for me to answer their messages, they can buy a product whenever they want, wherever they want. So it is really useful for our clients.

Strikingly, all nine hair salon owners were positive on the usefulness of the technologies for clients after they had adopted it. Daisy Simons from By Daisy Topstylist argues that her WhatsApp service makes it way easier for her clients to make an appointment, a finding that is measured by the amount of positive feedback she receives on the adoption of this technology. Noticeably, Daisy also received some interesting feedback from her clients after adopting her social media pages and her WhatsApp service:

Because of our adopted technologies, people already have the feeling that they know us. I hear from a lot of people that it is quite a difficult step to change from hair salons. I think that if people already know you a little bit, or have an idea of what it is like within your salon, your team, or what type of clients visit our salon, it might be easier to take the risk and go to a different hair salon.

This perspective was also highlighted by Wendy van Nielen from Het Haarpand, who mentioned the following, based on feedback from her clients, about the actual usefulness for clients after adopting Instagram:

I heard from my clients that my Instagram is very valuable for them. They are less scared to change from hairdressers and come to me, as they can see my work on my Instagram and thus already know my skills and what I am capable of.

Drawing upon the aforementioned findings, there is no direct link to be found to the article of Renko and Druzijanic (2014) as six out of nine interviewees were all rather certain about the potential usefulness for clients to adopt the specific technology. Especially after adoption,

results have shown that all interviewees were confident that the adopted technology was valuable and useful for their clients in various ways, especially since they received a lot of positive feedback from their clients.

4.3 Business considerations

Besides the perspective on the perceived usefulness of a technology, this research examined the business considerations of hair salon owners prior to and after adopting a digital communication technology. Besides the business considerations, this research was interested in the uncertainties or disadvantages that hair salon owners link to the adoption of a digital communication technology and aimed to get a deeper understanding of the influence of such a technology on product sales and client information.

4.3.1 Business considerations before adoption

Prior to adopting a digital communication technology, five out of nine hair salon owners affirmed that they thought of specific business considerations, whereas five explained to not have considered the business consequences of a technology before implementation. Mark van Westerop from Pro-Solo was one of the participants who stated to have considered the potential business benefits that a technology could bring. He states the following about the Wella app before adopting it:

Yes, I believed that there would be business benefits because the app gives an outcome of products that is completely tailored to the needs of customers, so they can not ignore this advice and will be more likely to buy these products.

Besides the fact that the technology gives an honest and personalized advice and thus brings a financial business benefit according to Mark van Westerop, Wendy van Nielen explains that she considered some business consequences of adopting an e-mailing system:

Yes, I thought of the business benefits of adopting an e-mailings system. I hoped that I would be able to inform and update my clients about my salon, but I also thought that I would be able to reach more potential clients.

Next to the adoption of an app or an e-mailing system, Daisy from By Daisy Topstylist mentions that she recognized business benefits prior to adopting social media. She states:

Yes, I considered the business benefits of Instagram because I believed that you mainly get all new clients or product sales from social media.

The minority of participants stated to not have any business considerations before adopting a technology. Although Daisy Simons stated that she thought of the business benefits of Instagram prior to adoption, she argues that she did not link the adoption of her WhatsApp service to for example an increase in product sales or more business and states that she rather saw it as an easier way to get into contact with clients. Trisha from TryShy did also not consider the business benefits prior to adopting a technology. She argued:

No, I did not consider the potential business benefits at all. I started with the idea to just try it out, so no, I did not have any intention for potential business advantages.

Remarkably, when asking Trisha whether she also did not consider any business advantages prior to adopting her webshop, she stated:

Yes, I absolutely saw some business benefits that could be linked to the webshop. I really thought that it would ease the process and that placing an order would become so much easier for clients to do.

4.3.2 Financial Business Benefits after adoption

Although five out of nine participants admitted to having thought about potential financial business benefits before adopting a technology, all participants stated that they have experienced multiple actual financial business advantages after adoption. Business advantages mentioned were the increase in product sales, better and quicker communication with clients, an increased clientele, and more information about clients.

4.3.2.1 Increase in appointments and growth clientele

Out of nine participants, seven hair salon owners acknowledged that the adoption of the technology has lead to more appointments and increased their clientele. Apart from the financial business benefits that were noticed after the adoption of social media, Marjolein Gelderblom from Set.On Kappers mentioned that she also experienced an advantage after adopting an online system to book appointments, which she explains:

The advantage of offering the opportunity to book an appointment online is that people can make an appointment 24/7 (...). If you are watching television in te evening and suddenly think ‘I must not forget to call the hairdresser tomorrow to make an appointment’, people are most likely going to forget this and thus make this appointment a week later when they remember it again. The opportunity to make an online appointment causes that people immediately book the appointment, so they will

visit the salon sooner than when they can only call us. We really saw a difference in our turnover as soon as we offered this option.

Hairdresser A uses his online platforms to communicate to clients that there are still some spots available, after which clients often call to ask whether they could make an appointment. He believes that this form of communication could be considered as a business advantage of social media, as it leads to more work. Trisha from TryShy states the following about Instagram:

Another business advantage is about the reach. We have a very big following and thus reach a lot of clients and we notice that this leads to even more people booking their appointments at our place.

The advantages of an online reservation system are also confirmed by Daisy Simons from By Daisy Topstylist. She has noticed that her WhatsApp number is spread by clients to friends and family, who on their turn also have decided to book an appointment at her salon via this WhatsApp service.

4.3.2.2 Product sales

Besides the increase in appointments and a growing clientele, eight participants have noticed a positive difference in product sales after adopting a digital communication technology. One of the technologies stimulating product sales is Instagram, as explained by Dominic Vleer from Atelier DMNC:

People who follow me on Instagram and come to my salon will see that I have new products, for example, so this encourages product sales. I also notice that when I post a picture or video about a certain product, I immediately sell this product several times, so I really notice that it works. Or, for example, that they have read on my Instagram that I am present in the salon today, after which clients quickly come by to buy a certain product.

The vision that Instagram stimulates product sales is also shared by Wendy van Nielen, but she argues that the increase in product sales in her salon is mostly a combination of Instagram and her mailings system. She specifies that her Instagram page has already stimulated an increase in product sales, but her Instagram in combination with her mailings system leads to an ever higher product sales, as she can reach people via both technologies and thus

emphasize the importance of professional products or new products. Strikingly, Daisy Simons also argues:

I don't think I have a business advantage directly from the WhatsApp service, but that the overall picture ensures that I have business advantages. So that I am active on social media, and can then give a personal answer over the phone (...). You need one to use the other, and to stay in constant contact with your client.

Remarkably, Mandy Berger from Mogeem was one of the participants who did not notice a difference in product sales after the adoption of digital communication technologies. She states:

The personal contact, one-on-one between a hairstylist and a client, is still the most important to see whether the product fits the person and whether they actually need it. And this is only possible via face-to-face contact.

In line with earlier research done by Pantano and Naccarato (2010) and Grewal et al. (2009), results of this specific research have shown that an increasing sales volume is acknowledged as a business benefit of adopting a digital communication technology.

4.3.2.3 Client information

As appointments and product sales are increasing after the adoption of a digital communication technology, this research was interested to find out whether the hair salon owners now also have a better view of the needs and wishes of their clients and if they have gained more client information after adoption. In total, all participants affirmed that they have noticed some sort of increase in client information, meaning that they now know better what their clients desire from them. As explained by Mandy Berger from Mogeem:

Of course, on Instagram you are able to check more things, there are now a lot of possibilities within Instagram. For example, by asking a question to your followers which they can, again, answer.

This phenomenon of asking questions to clients via a digital communication technology such as Instagram is also mentioned by Wendy van Nielen, who states that she wanted to involve her customers by asking them things, such as what they wanted to see in the salon or what magazines they like to read. Daisy Simons explains that she gains more information about her clients via her WhatsApp service, as she argues the following:

So, for example, that new clients explain who they received our number from, explain who they are and where they come from, etc. They will give this information faster via WhatsApp than over the phone, so via WhatsApp, we get much more information than via a phone call.

Three other participants have stated to gain more information about their clients because of their cash register system, as this allows them to not only collect the name, address, date of birth and e-mail address, but also offers them the possibility to fill in the combination of hair colorings they have used or what products were bought by the client.

The results from this research thus show that although only five out of nine participants considered potential financial business benefits prior to adopting a digital communication technology, all nine participants have, after adoption, experienced some sort of financial business advantage because of the adopted technology. In accordance with the aforementioned findings of earlier research, this paper's results show that an increase in product sales, appointments, and the number of visiting clients are benefits that are acknowledged by the participants. In line with with Pantano and Naccarato (2010), this research's results affirmed that digital communication technologies also allow for better insights on consumer behaviour, as all participants affirmed to have collected more client information after adopting a digital communication technology.

4.3.3 Potential negative business considerations

Besides the positive business considerations of adopting a digital communication technology, participants were also asked to elaborate on the negative business considerations, being disadvantages or threats. The following two sub-sections will dive deeper into the findings of this concept.

4.3.3.1 Before adoption

Three participants did not have any negative business considerations before adopting the technology, as they simply did not really think about the disadvantages of a technology but rather just implemented it straight away. The other six participants stated that they did consider some disadvantages of the technology. Wendy from Het Haarband explains:

Yes, well, Instagram is an open platform. Every business owner is afraid of a bad review, as it just won't go away (...). I knew I was going to be more exposed, and people can do and say anything they want. What people comment under your posts, of course, you can delete this, but you don't really want that either.

This disadvantage was also mentioned by Mandy Berger from Mogeem, who explained that it is extremely important to communicate effectively and clearly on a platform as Instagram. In specific, she explained that Mogeem received a lot of negative comments as a lot of English spelling mistakes were made in the beginning. Besides the disadvantages of being visible on an open platform, Wendy van Nielen also argued that a disadvantage she had foreseen prior to adopting Instagram was that she would seem even more accessible.

Although the majority of participants gave examples about their social media platforms when asked about the business disadvantages they thought of before adoption, Marjolein Gelderblom explained that they had thought of a business disadvantage of adopting their cash register system too:

A disadvantage we saw of the cash register system was that it was difficult to make an appointment for coloring hair (...). For instance, when a client wants to go blonde but naturally has black hair, this will take a couple of sessions before this can be done. However, the client might not know this so when given the opportunity to make this appointment online, she will just book it as a regular coloring, leading to some problems within our agenda. So, eventually, we decided to not include the coloring-option in this system before adopting it.

4.3.3.2 After adoption

Although five participants specified to have thought of potential disadvantages prior to adopting a technology, all interviewees confirmed to have experienced some sort of business disadvantage after adopting the technology. Remarkably, six out of these nine participants have stated that the time spent on the technology is considered to be a huge business disadvantage of the adopted technology. Wendy van Nielen from Het Haarpand linked this disadvantage especially to her social media profiles, as she stated to have struggled with the amount of time that she has to be present on these:

In the beginning, I had a lot of problems that there were customers who would send me a message at night (...). Although I had considered this in advance, that I would be much more accessible to people. People have no sense of time and then respond to all kinds of times, this is really a disadvantage of Instagram.

Other participants stated that although the technology that they adopted was very time consuming, which they saw as a business disadvantage, they did believe that it would be worth it in the end and thus kept investing time into the technology.

A disadvantage that was experienced by Hairdresser A after adopting Instagram is that they sometimes invest more in the technology than that they receive out of it. He stated:

Sometimes we really put in a lot of effort to post something, and we invested a lot of money to create something, and it turns out that we got not as much response as we had hoped for.

This is something that also has been emphasized by Mandy from Mogeem, who adds to this that due to Instagram, people now have high expectations of the salon which they have to make sure to live up to, or else it can turn into a big business disadvantage for the salon.

The business disadvantage that Wendy van Nielen from Het Haarband had foreseen before adopting the technology, being that she would be very visible for her audience, was also experienced after adoption by Trisha from Try, who states the following about this:

I also have noticed that our clients see this form of communication as rather approachable and that they thus expect me to answer within one hour.

The notion of offering a form of communication that is seen as rather approachable is something that Daisy Simons from By Daisy Topstylist has also experienced as a business disadvantage. She explains that because of her WhatsApp service, the threshold is much lower for her clients to send her a WhatsApp message whenever it suits them.

As found in previous research, insecurities or discomfort about a certain technology will be dominating especially in the beginning when a technology is just adopted (Morgan & Inks, 2001), a finding that is not in line with this research as participants have stated to still struggle with certain disadvantages, such as the time spend on a technology. However, the majority of participants state that the technologies adopted take some time to become profitable and valuable for the salon, a result reinforcing the findings of Morgan and Inks (2001).

4.4 Creative considerations

Creativity has been identified in existing research as an important factor within a hair salon and is considered to be one of the drivers for hair salon owners and managers to adopt a digital communication technology (Shalley, Zhou & Oldham, 2004). This section aims to examine the findings of this research on the perspective of hair salon owners towards creativity, and the importance of service-oriented creativity and organisation-oriented creativity.

4.4.1 Creativity in the hair salon

When asked to define what creativity means to the hair salon owners as well as for their profession, a variety of interesting answers were given, from which the majority of salon owners described creativity as a way to express themselves as well as a concept that is closely related to innovation, knowledge, and education. The majority of interviewees, being five out of nine, mentioned that creativity is specifically related to education, which is affirmed by Mandy Berger, who defines creativity as follows:

I see creativity as a higher form of intelligence, so creativity is just endless. Creativity is something that allows us to always improve ourselves so that we can come up with new things. Some people are more creative than others, but this also depends on the things they have learned throughout the years which allows them to connect things.

Besides being related to education and knowledge, Trisha from TryShy explains that creativity, for her, can be considered as an opportunity to make a customer happy in their own way. With this, Wendy van Nielen from Het Haarpand states that creativity is not only a way to express herself, but also hopes to touch people and make them experience certain emotions, something she believes can be done with creativity. In contrast, Mark van Westerop has a somewhat different perspective on creativity. He explains:

For me, creativity is about solving problems. When you are working on a color correction, is that creativity, or is that just your knowledge? Because if you have your knowledge in order, you know how to do a color correction. Creativity is about how you deal with certain situations, and how you show that you are a trendsetter.

Following, hair salon owners and managers were also asked to clarify what role creativity plays within the salon. To this question, all nine participants immediately referred to this role as a very important one, with answers ranging from ‘Creativity is one of the most important values within our business’ to ‘creativity is just everything’. Mandy Berger states the following about the role of creativity within her salon:

Creativity plays an essential role, especially because every client is treated as an individual, meaning that we want to send every client out the door as an individual. This needs a lot of creativity because otherwise, all people will just look quite the same, and that is absolutely not what we want.

With this, Marjolein Gelderblom from Set.On Kappers explains the effect creativity has within her salon:

Creativity plays a big role, in everything that is happening within the salon. In cutting and coloring, but also a bit of creativity as in what reading material is there, for example books or magazines that are slightly different than the usual reading material. But also, for example, the appearance and atmosphere of the salon, or the reception.

The findings of this research show that creativity is defined by the hair salon owners in various ways, but matches the definition given in earlier research which states that creativity can be understood as the development of ideas about outcomes, products or solutions that are seen as potentially useful and original, thereby specifically having practical value and benefit for customers (Sethi, Smith, & Park, 2001; Shalley, Zhou & Oldham, 2004). Thereby, all participants acknowledged the tremendous role creativity plays in their salon, as well as that the majority of participants have experienced an influence on creativity within the salon after adopting a digital communication technology.

4.4.1.2 Influence of adopted technologies on creativity

As creativity has been described by all hair salon owners as an important factor within the salon, this research examined whether and how the adopted technologies affected or contributed to the level of creativity within the salon. Out of nine participants, six hair salon owners affirmed to have noticed an influence on creativity after adopting it, from which four mention that the adoption of the technology has increasingly stimulated the creativity of people as it is a tool that not only keeps them and their employees up to date about the newest techniques, products or trends within the industry but also inspires them, their employees and their clients to try out new hairstyles or hair colours. Considering the narrowcasting system implemented by Hairdresser A, he states that by uploading as many new videos on the screens within the salon, both his clients as well as his hairstylists are getting inspired by the content, which leads to more creative advice when it comes to the hairstyle created, but also to more detailed advice on hair products that could fit the hair type of the client. This finding is in line with the one of Strandgaard Pedersen, Slavich and Khaire (2020) who stated that passive consumers have become active agents in the creation process, as hair salon owners can now share their work via online platforms, thereby inspiring clients and involve clients in the creative process.

4.4.2 Service-oriented vs. organisation-oriented creativity

This research distinguished two types of creativity within hair salons, being service-oriented creativity and organisation-oriented creativity. In order to compare and contrast the findings of previous research with this research's findings, this section will analyse the perspective of hair salon owners on both service-oriented as well as organisation-oriented creativity. In response to the question '*What type of creativity do you consider to be more important for your salon: service-oriented creativity of organization-oriented creativity?*', eight hair salon owners answered that they are both equally important. Mandy Berger from Mogeem explains this balanced importance as follows:

They are equally important because one can not go without the other. This means that if you invest less in one of the two, it will be harder to keep up with the other. So you really need both.

As Mandy argues, service-oriented and organisation-oriented creativity stimulate, support, and complement each other, a vision that is also shared by Daisy from ByDaisy Topstylist, who argues the following:

I don't think one is more important than the other. If you have only one of the two, I don't think it will work out well. I believe that you need both to have a successful business.

From these eight hair salon owners, two participants admitted that they were first very focused on one of the two creativity types. Whereas Wendy van Nielen from Het Haarpannd explains that she believes that the aesthetics of her salon are beneficial and stimulate creativity, Trisha from TryShy explains that she was first very focused on the service-oriented creativity within her salon, which has now shifted towards the organisation-oriented creativity. She explains this as follows:

In the beginning, we spent a lot of time focusing on the service-oriented creativity within the salon, making our clients happy with new treatments, new coloring techniques. We have been very busy with that in the beginning. However, I am very aware that this has reached its peak, which is why we have also started with producing our own products, and now suddenly a lot of other ideas that are more related to organisation-related creativity are rising.

There has been one participant who reported to believe in the importance of organization-related creativity, which is Hairdresser A. He argues that it should be a standard within a salon to make people more beautiful and thus use your service-oriented creativity optimally, but if you read the reviews of his salon, around 90% of these are about the experience and just 10% about the hair that has been created. Therefore, he argues:

I can give you the best hairstyle in the world, but if the service or experience isn't right... So maybe if our skills and technique would be a small 7 but your experience in our salon was absolutely amazing, you are going to tell all your friends about it.

Considering the findings of this paper's research, eight out of nine participants state that service and organisation-oriented creativity are equally important factors in the adoption process of a technology, a finding that deviates from the results of Madjar and Ortiz-Walters (2008) as they state that possibilities to adopt digital communication technology are discussed on a organisation-oriented creativity level.

4.5. Perceived Ease of Use

Lastly, the perspectives of the participants on the perceived ease of use of a technology was discussed, whereby a distinction was made between the perceived ease of use before and after adoption. Further, the attitude of the hair salon owner towards the technologies is discussed, as well as how the owners manage the time spend on a technology and whether the technology has eased their daily tasks.

4.5.1 Ease of using the technology

4.5.1.1 Before adoption

In total, seven out of nine participants specified that they perceived the technology that was about to be adopted as easy to use and did not consider any difficulties of using the technology before adopting it. Instead of thinking about the ease of use of a technology before adoption, these participants explained that they rather just started using the technology and learned along the way. Trisha from TryShy highlighted that although a webshop might seem like a technology that is rather difficult to use, the opposite turned out to be true. She already expected it to be easy as she read a lot about it online and heard from other hair salon owners that it is a technology that is actually very easy to use and to learn about.

There were only two participants who doubted the ease of use before adoption, as both

felt as if they did not have enough knowledge of the technology yet. Interestingly, Dominic Vleer also touched upon the concept of learning-by-doing:

I gradually learned along the way. And because this technology develops so fast and of course with algorithms and hashtags .. in the beginning, you just have no idea what you are doing.

Although Dominic was still rather positive about the technology, the perspective of Mark van Westerop was quite the opposite. He explains:

When you don't have all the knowledge about a technology yet, you can be very insecure. For me personally, it was really an emotional matter as I felt like -100 towards technology, I really hated that all personal attention, which I normally have one-on-one with a client, would be gone.

4.5.1.2 After adoption

Although the majority of participants affirmed to not have considered the ease of use before adopting the technology, their perspectives on this have changed after the adoption. In general, all participants argue that they now understand and have more knowledge about the adopted technologies. For instance, Mandy from Mogen states that she still believes that the implemented technology is easy to use and that they now understand that quality is more important than quantity when it comes to content. Although Jeanette Hagen from Sjenkels affirms that the adopted Wella app is easy to use, she argues that the technology is not used as much within the salon and by her employees, as she had hoped for, although she knows that all of her employees do believe that the technology is easy to use too.

Interestingly, out of the seven participants who stated that they first perceived the usage of the technology as rather easy, four of them confirmed that their opinion has changed after adoption as they now believe that the technology is actually much more difficult to use. This accounts especially for social media platforms such as Instagram and Facebook, as the participants have mentioned that the longer they have worked with these online channels, the more difficult they seem to get as more options are now available. Hairdresser A states that this can be linked to the desired quality of the content. He explains:

This is because you have to make sure that the pictures and texts are from high quality. The problem is, hairdressers are not born as copywriters, and they are also not photographers. This is something that we have learned ourselves and through practice, we have become better at it, but yeah, to do this in the right way it costs a lot of time.

Besides a connection to the desired content quality, Trisha from TryShy explains that Facebook became more difficult to use because of all the options that the platform provides. She states:

The regular features of Facebook are of course quite easy to use. But, if we then look at for example Facebook shopping, advertising, or Facebook catalogue, I must admit that I find this pretty difficult to use. So, my opinion has actually changed and I do not believe that Facebook is very easy to use.

The constantly changing and emerging options on social media channels is also something that was noticed by Dominic Vleer. About this, he says:

I do understand the technology better now, but Instagram is changing all the time. I think the app is different every day, there are different filters, different tunes added to it on a daily basis... A friend of mine could add something under her post that I couldn't do. I find these kinds of things difficult to understand and it also costs a lot of energy.

4.5.2 Attitude towards the adopted technology

In addition, this research has also examined the attitude of participants towards the adopted technology, as earlier literature has found that the attitude of a person towards a technology is dependent on both the perceived usefulness as well as the perceived ease of use of a technology (Robinson, Marshall & Stamps, 2005).

In response to the question: '*Can you describe your attitude towards the use of this technology before adopting it?*', six out of nine participants described their attitude as optimistic and positive towards the digital communication technology that they wanted to adopt. The minority, being the three other participants, referred to their attitude prior to adoption as rather negative or pessimistic. One of the interviewees who considered herself to be rather positive towards the technology, being the Wella app, was Jeanette Hagen from Sjenkels, who explained this as follows:

I would describe my attitude as very positive, I really like these new things and I also just need this. We also have the profession in which everything is continuously renewed. It helps to dive into something with a positive attitude as this makes it easier, and this attitude helps to even better for your clients.

Thus, Jeanette really emphasizes the constant innovation that is going on within the hair industry. Other hair salon owners recognized the possibility to grow via the technology, which caused a positive attitude towards it for Trisha from TryShy. She explains that she was very optimistic, as she believed that the salon could extensively grow bigger because of social media.

Findings have shown that three participants considered their attitude to be rather pessimistic or negative. Mark van Westerop from Pro-Solo argues that this is linked to his personal opinion on social media, as he considers himself as an anti-social media person because he believes that it is all about the end result online, instead of the journey towards this end result. Mandy from Mogen also described her attitude as rather pessimistic towards both social media as the window screen. Although she understood the necessity of adopting social media for the salon, she describes herself as a person who would rather stay in the background. Her attitude towards the adoption of the window screen was rather negative as she considered it to be a lot of money.

Remarkably, all participants affirmed that their attitude towards the digital communication technology after adoption can be described as positive or optimistic, meaning that the opinion of the three participants who stated to be rather pessimistic, shifted towards a positive attitude after adoption. Although Mandy Berger still highlights that she does not like to be in the picture herself and will always be a little pessimistic about Instagram, she now recognizes the benefits of the window screen and believes that it is worth the money. In response to the question of why she now believes that the technology is worth the money, she states:

Because the window screen is something different, not everyone adopts this for the hair salon. We just differentiate ourselves from others with this tool.

Hairdresser A explains that his attitude towards the adopted technologies has not changed and has always been very optimistic, but explains that he has some trouble with the number of technologies that he has to work with in order to keep track of all the changes within the industry:

I am still optimistic but the problem is.. You have to posts something on Facebook, you have to write emails, you have to post content on Instagram... It is just a bit much... We need content for our website because we try to write 6 to 8 blogs that we post on our website. It is just a lot of work and that is something negative.

This hair salon owner thus mentions that although he would still describe his attitude as positive, he does recognise a negative side of the adoption of all technologies. However, some hair salon owners are still as optimistic as they have always been, for instance, Daisy Simons, who argues that she has always been very positive, especially because she saw that the adopted technologies still worked very well and beneficial after a few months. She states that ‘without social media, the salon would not be able to grow as much as it is currently’.

Earlier research describes attitude as an indicator of whether a person perceives a technology as easy to use (Robinson, Marshall & Stamps, 2005). However, when looking at the perspectives of participants on the ease of use before and after the adoption of the technology one can argue that the findings are not really in line with earlier research, as participants who have stated to perceive the technology as easy to use have a different opinion after adoption.

4.5.3 Time management and daily tasks

Next to the attitude of hair salon owners towards a digital communication technology, this research also examined how the technology changed their time management and contributed to their daily tasks. The opinions of the participants are rather divided when it comes to how much the adopted technology helps them with their daily tasks. Whereas Trisha from TryShy describes that Instagram is more a part of her daily tasks rather than that it helps her with her daily tasks, she argues the following about her webshop:

Yes, it helps very much. That works really well as I now know per day what products I have to collect and pack and before what time this should be done. So, it helps me to be organized.

Trisha’s vision about being more organized because of the technology is also shared by Mark van Westerop, who argues that because of social media, he now makes a planning of the content that he wants to post online, which again helps him to work more goal-oriented. With this, Wendy van Nielen from Het Haarpand explains that for her, her e-mailing system helps with her daily tasks as it is an easy way to communicate important things in one e-mail, instead of having to inform every client personally. Besides her e-mailing system, she also regards her Instagram page as a platform where she can inform her audience about for instance her opening hours, leading to fewer phone calls about this topic and thus more time for other tasks.

However, some participants also argue that the adoption of the technology does not

help them with their daily tasks but rather only costs them more time a day. This has already been highlighted by Hairdresser A in the sub-section above, as he had stated that because of the various technologies that he has adopted, it costs him a lot of time per day to actually make sure to update all these technologies. Daisy Simons from By Daisy Topstylist mentions that the adoption of her WhatsApp service has not let to more free time for other things. Rather, she explains:

The WhatsApp service takes away the phone calls during the day, thus the personal contact with the customer which you would normally have during a phone call, but that is not really a daily task. So the technology does not reduce certain tasks, it does not fasten our tasks.

So, the findings of this research have shown that the opinions differ quite a lot when it comes to how the technologies are helpful for daily tasks and whether they give the hair salon owners more time for other things. Interestingly, this deviates from the findings Raza, Umer and Shah (2017), as the participants might spend more than a little allocation of time and effort while using the technology, they all still decided to adopt it.

4.6 Driver to adopt technology

In response to the last question of the interview, being: *'What would you describe to be your main driver(s) or motivation(s) to adopt a new digital communication technology?',* all participants were asked to consider what they perceived as the most important driver in their decision process to adopt a technology. The following sub-sections will dive deeper into the findings to this question.

4.6.1 Importance Perceived Usefulness

The majority of interviewees acknowledged the importance of the usefulness of a technology, as five out of nine stated that their decision to adopt a technology is dependent on their perspective on the perceived usefulness of this digital communication technology.

Interestingly, out of these five participants, only two hair salon owners explained why they believed this driver is so important. For instance, Mark van Westerop explains that the usefulness of a technology is an influential driver as he has argued that when a hair salon owner does not believe in the usefulness of a technology, it is likely that the technology will not be used within the salon. Further, Dominic Vleer argues that this driver is just as important as other drivers, as he states that they should all be equally meaningful to a hair

salon owner as the drivers only really work together.

Remarkably, four interviewees stated that the perceived usefulness of a technology is a less relevant driver. As stated by Daisy Simons, the usefulness of a technology is not very important, but the technology should be something that works for the salon eventually. Other participants did not mention this driver when asked about their main driver to adopt a technology.

4.6.2 Importance of business considerations

Besides the perceived usefulness and the perceived ease of use of a technology, the majority of interviewees confirmed that the consideration of business consequences is an important driver in the decision-making process of adopting a technology. As explained by Wendy van Nielen from Het Haarpand:

If you own a salon, of course, I do it with passion, but I also have to earn something, otherwise I would not have started my own salon but rather still be an employee somewhere.

Her vision is shared by the other hairdressers, as statements such as ‘a technology should definitely bring financial business benefits and be profitable’ and ‘this is very important, because if I decide to adopt it I am going to spend a lot of time and money on it, so it must also be profitable for me’ were mentioned by other hairdressers.

Although the majority of participants have argued that the financial business benefits of a technology play a big part in their decision-making process, Marjolein Gelderblom was the only participant to specify that this driver is currently not as important as other drivers to adopt might be, as she believes that the technology should rather really add value to the salon. Although Daisy Simons has stated that the financial business benefits are from great importance for her during the decision-making process, she explains another factor that is closely related to the financial business benefits driver. She explains:

It is not only important that a technology is profitable. The most important thing is that you can keep in touch with your customer, and this ensures that the company runs smoothly and that you are ultimately profitable. The most important thing about this is that you keep in touch with your customer, but if you invest a lot of time and energy, it must ultimately be profitable.

Interestingly, Daisy thus states the importance of keeping in touch with your customer, something that has not been found in earlier academic research.

4.6.3 Importance creative considerations

The opinions on the importance of creative considerations differ, as four out of nine participants mention that creativity is a decisive driver within the decision-making process of adopting a technology. Remarkably, the participants struggled with explaining why they believed that this is such an important driver. Trisha from TryShy states the following:

If I have to choose the most important driver, I think I would choose the creative benefits, and if you look at the creative benefits... Well... Most technologies are focused on business benefits, but not so many are focused on creative benefits, whilst I do believe that this is very important.

In contrast, Jeanette Hagen, one of the participants who argued that creativity was not one of the most important drivers explained:

In addition, a technology does not necessarily have to add anything to the creativity within our salon, for example, the mapping that we already adopted is not creative. It's not the most important thing, but it would be nice if it helps.

After analyzing the results on what hair salon owners and managers consider as the main drivers or most important drivers to adopt a technology, the perspective of Dominic Vleer from Atelier DMNC explains the vision of many hair salon owners perfectly:

Ultimately, all four drivers must be in proportion or balanced. Because if a technology is very complicated, it will take you longer and it will cost you more time and therefore more money, and more money will cost you more customers. So it is a combination and interaction between the four drivers when it comes to making a decision to adopt a technology.

4.6.4 Importance Perceived Ease of Use

Remarkably, five participants stated that the perceived ease of use of a technology is something they consider before adopting a technology, as explained by Daisy Simons:

Yes, the ease of use of a technology is important to me... It should be easy to use, especially for the target group. It may be a challenge for me to figure out how it works,

but it should be easy for my clients in particular. It must also be in Dutch because all my customers are Dutch.

Adding to this is the opinion of Jeanette Hagen, who argues that the ease of use of a technology is of great importance as she believes that the technology will otherwise not be used within the salon. However, four participants stated that the perceived ease of use is not considered as a decisive driver to adopt a technology. Concerning this, Trisha from TryShy states:

It's great when something is easy to use, but the moment it works well and really contributes something to the salon, I don't mind if it's more difficult or not that easy to use.

Drawing upon the perspective of Trisha, the opinion of Wendy van Nielen from Het Haarpand about the importance of the perceived ease of use is rather similar. To add to this perspective, Wendy explains the following:

I like a challenge. I think it keeps me on my toes, that I can move along with a development within our field. I am open to a challenge .. but I am very busy. This causes that I do not always have the time to figure new technologies out, as I am always busy with my job.

This statement thus shows that the hair salon owner is willing to adopt a technology that is not perceived as rather easy to use, as she likes to challenge herself. Nevertheless, this openness is often restricted because of time, something that has been mentioned before by other hair salon owners.

5. Discussion and conclusion

The main goal of this research paper was to get a deeper understanding of the drivers of hair salon owners and managers to adopt a digital communication technology, thereby testing how the perceived usefulness and perceived ease of use of a technology as well as potential business and creative considerations, all four acknowledged as drivers by previous research, influence the adoption process of a hair salon owner. In this conclusion, the answer to the research question of this paper, being: *How do hair salon owners decide to adopt digital communication technology for their hair salon?* will be discussed, after which this section will also dive deeper into the limitations and give suggestions and recommendations for future research on this topic.

5.1 Significant findings and theoretical implications

A significant finding of this research concerned the growing preference for digital communication tools that caused the hair salon owners to adopt digital communication technologies for their hair salons, a finding that did not come as a surprise since there is already a tremendous amount of literature written on the digitization of the service and retail industry (Chow, Tan, Thiam & Wong, 2012; Ehigie, 2006; McDougall & Levesque, 2000). This research has found that tablets, apps, and smartphones are adopted by the majority of the participants, whereby the findings of this current study have also shown that social media platforms are most frequently adopted in hair salons and are used as a tool to inspire, advise, inform, or communicate with clients. This finding is partly in line with earlier research, as the digital communication technologies specified in this research are also mentioned by Kim, Lee, Mun and Johnson (2016). Further, findings show that the mobile devices are mainly used by the hair salon owners for various transactions, such as m-shopping or m-pay, which has been stated in earlier research too (Kiba-Janiak, 2014).

Another pattern occurring in this research is the importance of omnichannel shopping, as various participants explained how the combination of multiple adopted technologies led to several business benefits. For instance, offering an omnichannel shopping experience by means of in-store and online digital communication technologies has led to an increase in product sales, as well as a growth in reach and visiting clients. This is in accordance with the findings of Iyadurai and Subramanian (2016), who state that by blurring the lines between physical and virtual and creating an experience that includes both on- and offline options, hair salon owners can experience several benefits. However, this study has been unable to demonstrate the findings of Dou and Li (2008) and Albastroiu and Felea (2015), about the

usage of Quick Response Codes within hair salons, as none of the participants has either mentioned the usage of these QR codes or affirmed the adoption of this tool.

Further, this research has shown that the hair salon owners argued to individually decide to adopt a digital communication technology, thereby specifying that they do not consider the opinion of their employees on the technology before adopting it and that their employees do not have a say in this decision. This finding is also reflected in earlier research done by Morgan and Inks (2001), who describe that decisions within the retail and service industry are taken on two levels, being on an organisational level as well as on an individual one, whereby the decision to adopt a technology is made on an organizational level and thus made by the owner of a hair salon.

Besides the levels on which decisions are taken, this research also examined the four drivers that were identified by earlier research as drivers that are considered by a hair salon owner or manager during the decision-making process of adopting a digital communication technology. An interesting pattern within the findings on the perspective of hair salon owners and managers on the perceived usefulness of a technology shows that the majority of participants did not consciously consider the usefulness of a technology before actually adopting it. Interestingly, their reasons to adopt the technology did show that they must have, potentially unconsciously, recognised a form of usefulness in the technology. However, this finding deviates from the findings presented by Renko and Druzijanic (2014), who argue that the perceived ease of use is an important factor that is considered before adoption. Further, this research has found that the uncertainties towards the usefulness of a technology influence the actual perception of the usefulness of the technology, meaning that whenever a participant already thought of some usefulness uncertainties, the hair salon owner was more likely to have a negative relation towards the usefulness of a technology during the decision-making phase, a finding that is consistent with the research of Renko and Druzijanic (2014).

Another significant finding of this specific research is the importance of the business considerations driver, which also turns out to be a very present driver once the technology is adopted. Although the small majority of participants thought about the financial business benefits before actually adopting a technology, all interviewees confirmed to have experienced some sort of financial business benefit after adoption, a finding that is in line with various academic research (Betzing, Hoang & Becker, 2018; Brynjolfsson, Hu & Rahman, 2013; Grewal et al., 2009; Pantano & Naccarato, 2010). Consistent with earlier research, the business benefits that were recognized by the hair salon owners were the increase in product sales, a better understanding of consumer behaviour as well as their needs

and wishes, cost reduction, and an increase in appointments and their clientele. Besides benefits, disadvantages that were acknowledged by the hair salon owners were that the technologies are very time consuming as well as that the participants seem to be approachable 24/7, two findings that are not stated within earlier research.

Another pattern that has been found within the current study is the importance of creativity within a hair salon, as all nine participants stated that creativity has an important and big role within the salon. This research has found that creativity is recognized as a driver in the decision-making process of hair salon owners, a finding that has been mentioned in earlier research done by Grewal, Noble, Roggeveen and Nordfalt (2019). Adding to this is the recognized distinction between service-oriented creativity and organization-oriented creativity, two forms that are both thoroughly touched upon during the interviews. Results have shown that hair salon owners consider both forms of creativity to be equally important, as many believe that the two complement and need each other to offer clients the total creativity package. This is not totally in accordance with the results of Madjar and Ortiz-Walters (2008), as they state that often, one of the two forms of creativity is seen as more dominant.

The discussion on the perceived ease of use of a technology has led to some interesting insights. Findings have shown that before adopting, seven out of nine participants perceived the technology as easy to use and immediately started using the technology, thereby learning about the technology by actually using it. However, the perceived ease of use of four participants changed after adopting the technology, as the technology turned out to be more difficult to use. In contrast with the finding of Raza, Umer and Shah (2017), all participants kept making use of the technologies, regardless of whether they perceived it as easy or difficult to use. Further, a pattern can be found within the attitude of hair salon owners towards the adopted technologies, as six out of nine participants admitted to be very positive and optimistic towards the technology prior to adoption. The other three participants affirmed that their attitude towards the technology has shifted from negative and pessimistic to generally positive and optimistic after adoption, leading to a confirmation of a positive attitude towards the technology of all nine participants. It was very clear that although all participants affirmed to have a positive attitude towards the technology, the majority of participants mentioned to perceive the adopted technology as rather difficult to use, which is in contrast with the findings of Robinson, Marshall and Stamps (2005), who state that a positive attitude towards a technology leads to a positive perception of the ease of use of a technology.

Considering all aforementioned findings, one can confirm that a shift towards digitalization has been happening within the hair industry, whereby hair salon owners consider various aspects during the decision-making process of adopting a digital communication technology. In specific, this research has found that the four drivers mentioned in earlier research are all from great importance for hair salon owners when deciding whether a technology should be adopted for the salon. The four drivers that have been discussed in this research are considered to be important drivers before, during and after the adoption of a technology, and are considered by hair salon owners when deciding to adopt a digital communication technology, as well as to measure the value and success of the technology after adoption.

5.2 Limitations

An unexpected limitation of this Master's Thesis is the sudden rise of the COVID-19 virus, which has caused that a lot of the initial plans of this research had to be adjusted to the rules and regulations around the COVID-19 situation as all hair salons in the Netherlands had to close their doors from March 23rd until May 11th. Consequently, many hair salon owners had to arrange a lot of things and did not have the time to participate in this research. Due to this situation, various hair salon owners were very worried about the future of their salons and not quite open to thinking about possible technologies that could be adopted. Although it is fair to assume that the COVID-19 crisis has caused that the hair salon owners were a little more pessimistic about the future of their salon, this research, therefore, focused on what was already adopted in or for the salon. Besides the possible effect that the COVID-19 crisis has had on the perspective and opinions of hair salon owners and managers, it also caused that the sample group of this research existed out of nine participants instead of the usual 10 to 15 interviewees. As this is a rather small number of interviewees, the point of saturation in terms of answers might not have been reached yet.

This study examined how hair salon owners and managers decide to adopt a digital communication technology for their hair salon in the Netherlands. The decision to have this research solely focus on hair salons in the Netherlands is due to practical reasons, as the researcher is located in this country and has thereby been working in the hairdressing industry in the Netherlands for a couple of years. Further, the initial idea of this Master's Thesis was a collaboration between the research and the Dutch department of the world's largest personal care company, being L'Oréal, causing that information on the current Dutch hair salon market would be from great value for both the company as well as the researcher. Considering that

this research has focused on only one country can possibly lead to a somewhat narrow vision on the topic examined, as well as that the findings are specific to the Dutch culture and market and are likely to vary in other countries.

Another, rather minor, limitation of this research can be related to the questions asked during the expert interviews, as some were not precise or clear enough. This sometimes led to rather superficial answers from the experts, but also caused that participants were in some cases easily drawn off-topic. With this, the participants sometimes tend to not fully answer a question. Although it is the task of the researcher to intervene when this happens, and must make sure to bring the interviewee back to the topic, this was in some cases very difficult to do.

5.3 Recommendations for future research

Building upon the findings of this research as well as the aforementioned limitations, this paper proposes a few recommendations for future research.

Elaborating on the findings of this research, it would be interesting for future research to gain more knowledge of the needs and wishes of hair salon owners when it comes to hair and digital communication technology. Whilst this specific research aimed to gain a better understanding of the decision-making process of hair salon owners and managers to adopt the technology they are currently using by means of discussing the four drivers that are discussed most in academic literature, future research could focus on what the owners or managers would wish to adopt in the salon, thus focussing on technology that still needs to be (further) developed or what they have already seen in other countries. This research has paid little attention to this topic as all interviewees were asked what other technology they would want to adopt or future technologies they would want to see within the industry, but does not go into depth on this topic whilst this could be very interesting for the sector to know.

Besides examining what technologies hair salon owners and managers would wish to adopt in the salon, future research should examine how the adopted technologies influence the level of creativity within the hair salon. As results have shown, creativity is regarded to have a huge role within hair salons, whereby the majority of participants argued to believe that organization-oriented creativity is as important as service-oriented creativity. Although a few hair salon owners specified that they have encountered some changes within the level of creativity in the salon after the adoption of a digital communication technology, this research did not examine this specific concept further. As creativity is thus considered to be an

important factor within the salon, and creative considerations even one of the main drivers to adopt a digital communication technology, future research could take it one step further and examine how the adopted technologies increase or change the level of creativity.

As discussed in the limitations, future research should aim to find a larger sample group to get an even better and more representative understanding of the decision process of hair salon owners to adopt a digital communication technology. Besides a larger sample group, it would be interesting to spread the sample and collect the perspectives of hair salon owners from various countries across the world to see whether a difference in the decision-making process can be found, as well as to examine if the four drivers that are mentioned in academic literature account for all hairdressers worldwide.

6. References

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7. Appendix

Appendix 1: Consent Form

CONSENT REQUEST FOR PARTICIPATING IN RESEARCH

FOR QUESTIONS ABOUT THE STUDY, CONTACT:

Nikki Batenburg

De Grienden 7

3297 WB Puttershoek

Contact: nikkibatenburg@outlook.com / 06-34528652

DESCRIPTION

You are invited to participate in a research about the adoption of digital communication technology in hair salons. The purpose of the study is to understand what the drivers or motivators of hair salon owners and managers are to adopt a digital communication technology, such as an online webshop, social media pages, the use of a tablet in the salon or any other form of technology.

Your acceptance to participate in this study means that you accept to be interviewed. In general terms, the questions of the interview will be related to the type of technology you have adopted or are going to adopt, your experiences with this technology, your perspective on the usefulness and ease of use of this technology, the influence the technology has had on creativity within your salon as well as the potential financial business benefits the technology brings.

Unless you prefer that no recordings are made, I will use a tape recorder for the interview. A transcript of the interview will be produced afterwards.

You are always free not to answer any particular question, and/or stop participating at any point.

RISKS AND BENEFITS

As far as I can tell, there are no risks associated with participating in this research. Yet, you are free to decide whether I should use your name or other identifying information, such as the name of your hair salon, not in the study. If you prefer, I will make sure that you cannot be identified, by using a pseudonym.

I will use the material from the interviews and my observation exclusively for academic work, such as further research, academic meetings and publications.

TIME INVOLVEMENT

Your participation in this study will take 45 to 60 minutes. You may interrupt your participation at any time.

PAYMENTS

There will be no monetary compensation for your participation.

PARTICIPANTS' RIGHTS

If you have decided to accept to participate in this project, please understand your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time without penalty. You have the right to refuse to answer particular questions. If you prefer, your identity will be made known in all written data resulting from the study. Otherwise, your individual privacy will be maintained in all published and written data resulting from the study.

CONTACTS AND QUESTIONS

If you have questions about your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact –anonymously, if you wish— Matthijs Leendertse, (leendertse@eshcc.eur.nl).

SIGNING THE CONSENT FORM

If you sign this consent form, your signature will be the only documentation of your identity. Thus, you **DO NOT NEED** to sign this form. In order to minimize risks and protect your identity, you may prefer to consent orally. Your oral consent is sufficient.

I give consent to be audiotaped during this study:

| Name | Signature | Date |
|------|-----------|------|
|------|-----------|------|

I prefer my identity to be revealed in all written data resulting from this study

| Name | Signature | Date |
|------|-----------|------|
|------|-----------|------|

Appendix 2: Interview Guide

Warm up

1. With all the changes in retail, such as the shift towards digitalization, what steps have you taken in order to make sure that your salon keeps up with these changes?
 - a. Website?
 - b. App?

2. Can you name the types of technology that you have already adopted for your hair salon?
 - a. Can you tell me a little more about this?
 - b. Social media pages - Which platforms are you active on? What kind of content do you post on these channels?
 - c. Website – Webshop? What do you sell?
3. Where do you mainly use this technology for?
 - a. To give advice?
 - b. To inspire?
 - c. To inform?
 - d. To entertain?
4. What were your reasons to adopt the technology?
5. What types of technology do you still want to adopt for your salon?

Perceived Usefulness

6. Before implementing the technology, how did you believe that the technology would be useful for your hair salon?
 - a. Can you explain why or why not?
7. Can you tell me about the uncertainties you considered of the usefulness of the technology, before adopting it?
8. How did you consider the opinion of your employees before adopting the technology?
 - a. How did your employees respond to the technology?
9. How did you consider the usefulness of the technology for your clients?
10. After adopting the technology, how do you think that the technology is actually useful and valuable for you salon?
 - a. Can you explain why?

Business considerations

Prior to adopting

11. What business considerations did you think of prior to adopting the technology?
 - a. Can you give me examples and explain why?
12. What did you consider to be potential business disadvantages or financial threats of adopting the technology?
 - b. Can you give me examples and explain why?
13. Before adopting the technology, how did you believe that the technology could increase your product sales?
 - c. In what way?
14. Prior to adopting the technology, how did you expect to gain more information on your clients?
 - a. Such as needs and wishes?

After adopting

15. Can you tell me about the actual business benefits you have encountered after adoption?
 - d. Can you tell me a bit more about this?
16. Can you tell me about the financial threats or business disadvantages that you have encountered?
17. How do you believe that your product sales have increased after you have adopted the digital communication technology?
 - e. Can you explain why?
18. Do you believe that the technology has increased the amount of visiting clients in your salon?
 - a. Can you explain this?
19. How has the amount of knowledge you have on your client's needs and wishes changed after adopting the technology?

Creative considerations

There are two different types of creativity that can be distinguished within a hair salon. *Service-orientated creativity is mainly concerned with the possibilities of delivering different services creatively, whereas organization-oriented creativity is concerned with improving and changing the establishment, meaning that it is more focused on the operational level of the hair salon.*

20. Can you explain in your own words what creativity means, with regards to your profession?
21. How would you describe the role that creativity plays in your salon?
22. How did anything related to the creativity in your salon change due to the adoption of the technology?
23. What type of creativity do you consider to be more important for your salon: service-oriented creativity or organization-oriented creativity?
 - a. Why?
24. How did you think that the technology could change the service-oriented creativity within the salon?
25. How did the technology actually change this service-oriented creativity?
 - b. In what way?
26. Did anything else related to the creativity in your salon change due to the adoption of the technology?

Perceived Ease of Use

27. How did you think about the ease of use of the technology before adopting it?
 - a. Can you explain this?
28. How do you experience using the technology now?
29. What uncertainties about the usage of the technology did you have before adopting it?
 - a. Where there any difficulties in the first period of using the technology?
30. Can you describe your attitude towards the use of this technology before adopting it?
 - b. More pessimistic or optimistic?
 - c. Can you explain why?
31. How has your attitude towards the ease of use changed after you adopted the technology?

32. How does the technology help you with your daily tasks?
- d. In what way does it help you?
 - e. How often do you use it?
33. Does the technology give you more time to conduct other tasks?

Conclusion

34. How you believe that the technology you have adopted is useful?
- a. How was it useful, from a creative perspective?
 - b. How was it useful, from a business perspective?
35. How important is the ease of use of a technology during your decision-making process of adopting a digital communication technology?
36. What would you describe to be your main driver(s) or motivation(s) to adopt a new digital communication technology?

Appendix 3: Excerpts of coding process

Interviewer: haha, allright. I saw that your salon is very active on Instagram and also on Facebook..

Participant: yes, but we are not that active on Facebook anymore.

Interviewer: No, I saw that, but you still have more than a thousand likes on this page. However, you might have noticed that the hair sector has changed quite a bit and the usual mouth-to-mouth form of advertising has changed quite a bit due to digitalization. What steps has Mogeem taken in order to make sure that your salon keeps up with these changes?

Participant: Well, first of all we invest quite a lot of money and time in Instagram as we have a team of 4 people who work on our Instagram, which exists out of one copywriter, this mainly because our Instagram has an international focus. This is not only because of our work but also because of Hester. There are two important Instagram accounts for Mogeem, which are the official account of Mogeem, and the personal account of Hester. And, with this we try to make sure that anything that is posted on the Mogeem page is also shared at the page of Hester, to make sure that both accounts are posting updates on the same topics. Our entire team is working on the content, and with the COVID-19 situation, we all said that it was important to pay as much attention to it as possible. So, I said to our employees: 'Guys, just take a look what you can do in order to make content. You're at home now, so you have the time, how do you create tutorials for Instagram to upload this on GTV?' And they have all been working on this very hard, everyone has made 4 videos each.

Interviewer: Wow, 4 videos each is quite a lot!

Participant: Yes, absolutely. And with this the first time is always a bit scary, but they

The screenshot shows a coding process interface. On the left, there is a text document with interview excerpts. On the right, there is a list of codes that have been applied to the text. The codes are:

- 1: Current adopted technology
- 1:3: Current adopted technology
- 1:4: Level of activity
- 1: Shift towards digitalization
- 1:6: Multiple Instagram accounts
- 1: Current adopted technology
- 1:8 An... Role of employees

Search Codes

| Name | Grounded | Density | Groups |
|---|----------|---------|--------|
| Business Disadvantage social media | 9 | 0 | |
| Business Disadvantages after adoption | 24 | 0 | |
| Business Disadvantages before adoption | 12 | 0 | |
| Business disadvantages webshop after a... | 1 | 0 | |
| Business disadvantages webshop before... | 1 | 0 | |
| Business Disadvantages WhatsApp service | 1 | 0 | |
| Client contact | 1 | 0 | |
| Client information after adoption | 30 | 0 | |
| Client information before adoption | 8 | 0 | |
| Client information mailing | 3 | 0 | |
| Client information online appointments | 2 | 0 | |
| client information social media | 11 | 0 | |
| Client information through webshop | 1 | 0 | |

Search Codes

| Name | Grounded | Density | Groups |
|-----------------------------------|----------|---------|--------|
| Consideration PU clients | 15 | 0 | |
| Contact with clients | | | |
| Content fatigue | | | |
| content narrowcasting | | | |
| Contribution to the salon | | | |
| creating content social media | | | |
| Creativity definition | | | |
| Creativity increase webshop | | | |
| Current adopted technology | | | |
| Daily tasks | | | |
| Daily tasks social media | | | |
| Daily tasks webshop | | | |
| Dailv tasks WhatsApp service | | | |

59 quotations for Current adopted technology

Search Quotations

| ID | Name |
|-------|--|
| 1:2 | Instagram |
| 1:3 | Facebook |
| 1:7 | IGTV |
| 1:10 | In our window we have a big screen.. |
| 1:12 | website, |
| 1:130 | Whatsapp |
| 1:131 | We have a website, social media, narrowcasting i |
| 1:134 | iPad |
| 1:135 | Pinterest boards |
| 1:154 | By the way, I also have another technology, beca |
| 1:262 | online agenda |
| 1:263 | social media. |
| 1:267 | webshop |
| 1:268 | tablet |
| 1:269 | used the tablet frequently for before and after pi |
| 1:270 | use the tablet for clients who want to pay by carc |

Comment: