

YOUTUBE CHANNEL ADOPTION BY THE INDEPENDENT LUXURY HOTELS IN
CANADA AND THE UNITED STATES

by

Nahid Shah

Master of Business Administration, University of Dhaka, 2011

A thesis

presented to Ryerson University

in partial fulfillment of the

requirements for the degree of

Master of Science in Management

in the program of

Master of Science in Management

Toronto, Ontario, Canada, 2019

© Nahid Shah, 2019

Author's Declaration

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

I authorize Ryerson University to lend this thesis to other institutions or individuals for the purpose of scholarly research.

I further authorize Ryerson University to reproduce this thesis by photocopying or by other means, in total or in part, at the request of other institutions or individuals for the purpose of scholarly research.

I understand that my thesis may be made electronically available to the public.

Abstract

YouTube Channel Adoption by the Independent Luxury Hotels in Canada and the US

Master of Science in Management, 2019

Nahid Shah

Ryerson University

The purpose of this study was to examine factors affecting YouTube channel adoption by independent luxury hotels in Canada and the United States (US). Using a sample of 651 independent luxury hotels in Canada and the US from Smith Travel Research (STR), we tested for YouTube channel adoption. The study used organizational factors of Technology-Organization-Environment (TOE) framework and examined five different hotel characteristics; 1) year built, 2) location, 3) size, 4) facilities and 5) room rate. Multiple regression analysis was used to test the relationships between the five different hotel factors and YouTube channel adoption. Results revealed that only size and facilities (golf, convention rooms and spa) were significantly associated with the adoption of a YouTube channel. This research was the first initiative to explore a relationship between hotel characteristics and YouTube channel adoption by hotels. This study made an essential contribution advancing the knowledge on what factors influence YouTube channel adoption by hotels.

Acknowledgements

I am forever grateful to my family- my parents, aunt, husband and sisters. I am also thankful to my faculty supervisor, Dr. Christopher Gibbs, for his guidance, motivation and support through this process. I cannot thank him enough for his patience and time. He not only helped me to conduct my research but also guided me to ensure a better career. He was always there to support me to overcome any challenges. Whenever I faced any problem, personal or professional, I connected with Dr. Gibbs. He helped me to find the right path!

I would also like to thank Dr. Kelly MacKay for assisting me with the development of my thesis topic and for sharing her research experiences.

I also want to thank the course instructors, administrative staff and MScM peers at Ted Rogers School of Management for making my journey an unforgettable one.

Thank you.

Contents

Author's Declaration	ii
Abstract	iii
Acknowledgments.....	iv
List of Tables	viii
List of Figures	ix
1.0 Introduction.....	1
2.0 Literature Review	5
2.1 Social Media	5
2.1.1 Social media adoption by organizations	7
2.2 Online Video.....	10
2.2.1 YouTube.....	10
2.3 TOE Framework and Organizational Technology Adoption.....	27
2.3.1 Technological factors.....	34
2.3.2 Organizational factors.....	35
2.3.3 Environmental factors.....	36
2.3.4 TOE framework and other theoretical models	36
2.4 Hotel	40
2.4.1 Size of the hotels.....	41
2.4.2 Price of the hotels	42
2.4.3 Hotel features	44

2.4.4 Location of the hotel	46
2.4.5 Social media adoption by the hotels	47
2.4.6 Social media adoption by independent hotels	49
3.0 Conceptual Framework	51
4.0 Methodology	54
4.1 Sample	54
4.2 Characteristics of the study sample	55
4.3 Data Analysis	58
4.3.1 Bivariate analysis.....	58
4.3.2 Decision tree.....	59
4.3.3 Multiple logistic regression.....	60
5.0 Results	61
5.1 Bivariate analysis	61
5.2 Decision tree	66
5.3 Multivariate analysis	67
6.0 Discussion.....	73
H1: New hotels are more likely to adopt a YouTube channel.....	73
H2: Location of the hotels has an impact on the YouTube channel adoption.....	74
H3: Hotels with more rooms are more likely to adopt a YouTube channel.....	74
H4: Hotels with different facilities are more likely to adopt a YouTube channel.....	75

H5: Hotels with higher room rate are more likely to adopt a YouTube channel.....	75
Conceptual Framework Revisited.....	75
7.0 Conclusion.....	77
7.1 Contributions.....	77
7.2 Limitations.....	78
7.3 Recommendations for Future Research.....	79
7.4 Conclusion.....	80
References.....	82

List of Tables

Table 1: Summary of some studies on TOE Framework.....	29
Table 2: TOE Framework and other theories.....	37
Table 3: Characteristics of location and facilities in this study.....	56
Table 4: Characteristics of year built, size and room rate in this study.....	57
Table 5: Adoption of YouTube channel by general characteristics of hotels.....	61
Table 6: Adoption of YouTube channel by presence of facilities in hotels.....	63
Table 7: Adoption of YouTube channel by rates of rooms and suites.....	65
Table 8: Logistic regression model.....	70
Table 9: Hypotheses summary.....	73

List of Figures

Figure 1: Framework of YouTube channel adoption.....	53
Figure 2: Decision Tree.....	68
Figure 3: Odds ratio among hotels without spa.....	71
Figure 4: Odds ratio among hotels with spa.....	71
Figure:5 Conceptual framework revisited for the YouTube channel adoption.....	76

1.0 Introduction

Today social media usage has turned into an everyday activity. Social media offers its users the benefit of maintaining electronic communication with other people by sharing ideas, messages, images, and videos (Baruah, 2012). Social media instills in its users the sense of engagement and loyalty (Zhang, Lu, Gupta & Zhao, 2014). Various motivational factors lead people to indulge in social media usage. Parveen, Jaafar, & Ainin (2015) stated that social media has helped to improve communication within organizations. However, social media has not only developed communication system within the organizations but also affected various other operations, including the decision-making by the upper-management and the delivery of the products or services introduced by the organizations. On top of that, customer-organization interaction has become easier through different types of social media. YouTube is one of the leading social networks which has 1900 million number of users (Statista, 2018). Followed by Facebook, Score (2018) identified YouTube as the most popular social network channel among three generations

YouTube has exceptional value for the marketers to increase a pipeline of the interested customers. As consumers are very conscious nowadays, organizations are facing difficulties to convince them to buy products (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). An organization can solve these challenges through uploading videos on YouTube through engaging the customers and getting their feedback. Customers can get proper information through the videos uploaded by the organizations as well as other stakeholders (Waters & Jones, 2011). YouTube has become a useful marketing tool for the hospitality industry (Reino & Hay, 2014). Top 100 Brands in the Interbrand are uploading a YouTube video every 18.5 minutes. From the perspective of YouTube channel, similar brands have 2.4 channels on an average (Smith, 2019). Hotels are using

YouTube videos to encourage customers to increase their knowledge, and thus to make better-informed decisions (Snelson, 2011). The link of YouTube videos has been added to many hotels' corporate websites (e.g. Marriott). Adopting YouTube channels is one of the best solutions to attract potential customers and make the customers aware of different features of hotels (Pulizzi & Handley, 2016). As a result, These YouTube videos become a useful tool for the hospitality sector (Snelson, 2011).

Adopting technologies is an essential decision for the productivity and growth of an organization (Arpaci, Yardimci, Ozkan, & Turetken, 2012). Different aspects influence these types of adoption. Organizational factor is one of those aspects. Organizational factors involve the internal environment of the organization (Premkumar, 2003). Many researchers have identified the organizational factors as very much important to adopt new technology. Law & Ngai (2007) mentioned senior management support is the most important factors influencing ERP systems adoption by the organizations. Damanpour (1987) found that organizational size and administrative intensity have a stronger association with adoption of innovations. Organizational factors also have a close relationship with the e-business systems adoption (Lin & Lee, 2005).

Many researchers focused on the importance of adopting YouTube channels for different industries (e.g., Wieling & Hofman 2010- education sector). Some studies are based on the comparison of YouTube with other social media (Lanz, L. H., Fischhof, B. W., & Lee, 2010). Some other papers are written based on the adoption of the Information Technology by the hotels (e.g., O'Connor & Murphy, 2004) and the impact of social media on hotels (e.g., Verma, Stock, & McCarthy, 2012). There are also many articles based on the Information Technology adoption trends of hotels in different countries (Siguaw, Enz, & Namasivayam, 2000). Previous studies are also based on different broader aspects of the hospitality industry (e.g., Wang & Jing, 2009). For

example, Olsen, Tse, and West (1998) identified the criteria of the strategic management in the hospitality industry, whereas Saleh & Ryan (1991) focused on the service quality of this field. Studies also determined the specific or narrower issues of this industry like turnover intentions of the hotels' employees (Nadiri & Tanova, 2010). Some of the prior studies provided some direct and indirect direction for conducting future research on YouTube channel adoption by the independent luxury hotels in Canada and the US. For instance, Wang, Li, Li & Zhang (2016) identified one scope for future research in a paper which focused on the factors affecting hotels' adoption of mobile reservation systems in Taiwan. They mentioned that further studies could be conducted on examining the analytical power of technological adoption from the point of view of a different country. From this perspective, one research focused on the technology adoption (e.g., YouTube channel) by any industry (e.g., independent luxury hotels) in any cities or countries rather than Taiwan (e.g., Canada and the US) can be conducted.

Rodgers (2015) mentioned that “88% of YouTube Travel Searches Focus on Destinations. This is where the hotel becomes extremely important. When people know their destination, the next step is to find a great hotel.” He also said when there is a video tour option, bookings are 67% more likely to take place. Hotel personnel can upload videos on hotel property to ensure large number of bookings. From the point of view of return on investment, YouTube videos are one of the best ways to reach the goals (Rodgers, 2015). Dickey (2013) stated that a few people had ever heard the name YouTube when it was founded. As a result, there was less focus on YouTube compared to other social media. Many studies are based on social media and hospitality industry. Though there are studies on social media and hotels, no study was focused on YouTube and hotels. A research on YouTube and hotels can help the hotel personnel to know more about different perspectives of this video site and thus to implement successful marketing strategies. Moreover,

this type of research will also act as a literature review source for the researchers on YouTube in the hospitality industry. To serve the purpose of both researcher and hotel personnel, this study aims to take the initiative to focus on the YouTube channel adoption by the hotels. The purpose of this quantitative deductive study is to get the answer to the research question: What factors are affecting YouTube channel adoption by independent Luxury hotels in Canada and the US? This research utilizes the organizational context of Technology-Organization-Environment (TOE) framework to integrate different perspectives (Tornatzky & Fleischer, 1990). The remainder of this study is organized as follows. The next section is the literature review, which includes social media, online video, YouTube video, hotel and Information Technology adoption. The third section of this paper describes the conceptual framework. Methodology and results are then discussed, followed by discussion and conclusion.

Definitions:

Online video can be defined as the video transmission in the Internet in different formats. (“Internet Video,” 2017).

YouTube is a video sharing website which allows the users to upload, share, view and comment on videos (Pace, 2008). People from different parts of the world broadcast their talents through YouTube by creating their profiles that are commonly known as **YouTube channels** (Kruitbosch & Nack, 2008).

A **hotel** offers lodging on a short-term basis for the specific amount of payment (Campbell, 1982). Hotels are accommodations that are let out by the proprietor to offer the food, drinks and over-night accommodation to any active traveler who is willing to pay a reasonable amount for

these services (Ivanova & Rahimi, 2016). Although various other types of buildings provide food and accommodation to people including hostels, prisons, and hospitals they are not regarded as hotels because hotels individually take care of the unique needs of the travelers (Baker, Bradley & Huyton, 2011).

2.0 Literature Review

The purpose of this literature review is to find relevant studies of social media, online video, YouTube, hotels and overall technology adoption by organizations. The literature review will establish a foundation of for the research topic and identify areas of prior scholarship. This section will focus on social media trends in various organizations, types of tools used by those companies and the limitations or motivational factors that compel these businesses to adopt social media. It will then outline online video and YouTube adoption by different organizations. The remainder will discuss organizational technology adoption and classification of hotels based on the difference in their price, location, size and features.

2.1 Social Media

Ortutay (2012) stated that social networking was actually introduced to the world in the current century due to emergence of certain commercially supported websites such as Friendster (2002), LinkedIn (2003), Facebook (2004) and YouTube (2005). Social media can be classified into different forms such as blogging, discussion forums, social networks, photo sharing, virtual worlds, video sharing, wikis, and bookmarking. People and organizations throughout the world are operating their businesses through different social networks including Facebook, YouTube, WhatsApp, Instagram, Pinterest, Reddit, LinkedIn, Skype and others (Fuchs, 2017). With the

arrival of social media, organizations do not have to spend a huge amount of money on advertising their products (Tucker, 2014).

Communication or interaction is a feature that creates a distinction between social media sites and other websites. People communicate through social media by sharing experiences, opinions, locations, images and knowledge (Bregman, 2012). According to the argument made by McLoughlin & Lee (2007), social media encourages the users to participate, connect, collaborate and share knowledge actively. Social media mainly dwells on the idea of dialogue or a two-way discussion that brings people closer together and enables them to share information. Mersham, Theunissen, & Peart (2009) defined social media in detail by stating that social stands for communicative activities, whereas media refers to the platform that people use to communicate with each other. According to this definition, social media is simply a web that contains ever-continuing clusters of conversation moving beyond traditional boundaries of space and time. It also helps to create and share user-generated content within community settings. Blackshaw & Nazzaro (2004) claims that social media is a consumer-generated media through which the creation, initiation and circulation of online information sources take place. The consumers then use this online information in order to educate others about different brands, personalities, issues, products and services (Mangold & Faulds, 2009).

Social media sites allow people to communicate and socialize with each other without leaving their homes. A study was conducted by Sago (2013) on the factors influencing the adoption of social media by individuals. The researcher used the TAM (Technology Acceptance Model) to conduct the study. The factors that were revealed during the research were enjoyment, involvement, awareness and gender. The researcher concluded that entertainment or enjoyment always remain one of the leading causes that motivate people to use technology. If the user feels

satisfaction levels increase due to the use of any technology, it means the users are getting entertained by that technology. The intensity of a user's involvement in using the technology is also considered to be an essential factor as it compels the person to use the technology frequently. Last but not least, gender differences also played an essential role in determining a person's motivation for the adoption of social media. Social media is not only used by individuals but also by organizations (Treem & Leonardi, 2013). Even companies existing before the origination of social media have adopted different social networks in order to promote their products and services.

This literature review will discuss studies considering the adoption of social media in different types organizations. These organizations include hotels, health organizations, Small and Medium-sized Enterprises (SMEs), and government agencies. For this literature review, various studies of qualitative and quantitative nature have been selected and reviewed to identify the motivational factors that lead organizations to use social media.

2.1.1 Social media adoption by organizations

Various factors influence social media adoption by different types of organizations such as the increase in revenue generation because social media provides an opportunity to widen marketing strategies (Dahnil, Marzuki, Langgat & Fabeil, 2014). Bogeia & Brito (2018) identified the factors affecting social media adoption by large companies from the point of view of Technology Acceptance Model (TAM). A semi-structured interview was conducted with 17 executives in Brazil. Their findings revealed that there are six variables which are significantly associated with adoption of social media: a) demonstrability of the results, b) knowledge of social media, c) executive's age, d) digital marketing knowledge, e) stakeholder influence and f)

customers' presence on social media. They mentioned stakeholders can use their developed model to minimize barriers to social media adoption. Small and Medium-sized Enterprises' nature in terms of social media adoption is discussed by Toker et al. (2016). In this study, a model for social media adoption was established on the pillars of: a) internal and external stakeholders and b) information and relationship-based implementation.

Different organizations are adopting social media for various reasons. Organizations these days happily connect with their customers and ask about their feedback on the products or services through different types of social media. For customer service, sales and marketing, 77% small businesses in US use social media (Score, 2018). According to research conducted by Lovejoy & Saxton (2012), non-profit organizations connect with their stakeholders and the public by sharing their latest plans through social media. During this study, researchers collected data from the 100 largest non-profit organizations of the US. The organizations selected for this research were charitable organizations. The finding of this study was social media had offered these organizations with the opportunity to engage in interactivity and interpersonal dialogue. The results revealed that organizations use social media to achieve three objectives-information, community and action.

Just like business organizations, government agencies also rely heavily on social media usage these days in order to run their day-to-day business. In a research conducted by Bertot, Jaeger & Hansen (2012), it was identified that government uses social media to ensure democratic participation and provide public with the means to engage in participatory dialogue. Through social media, the public gets to have a say in the discussions related to the development and implementation of policies. The government also uses social media for co-production, which helps to collaborate on designing, developing and delivering services. This entire process helps

government to improve the level of responsiveness and quality of services. Social media has also helped the government in seeking the solution to societal issues by asking the public to provide innovative ideas. McGowan et al. (2012) identified the factors that encouraged social media adoption in hospitals and clinics. The research was conducted through a survey based on the Technology Acceptance Model. The results were calculated by responses received from 485 physicians. Almost 24% of the physicians used social media on a daily basis. The reasons for the usage of social media were usefulness and perceived ease of use. They mentioned age or gender do not have an impact on adoption of social media.

Belicove (2012) mentioned that large organizations are more likely to adopt social media to create brand awareness. He stated that YouTube is used by 62% of biggest organizations. However, many large companies are still not confident to handle customer complaints through social media. There are also some barriers to adopting social media. Organizations don't like to adopt social media for: a) cost, b) fear of unproven tech, c) waiting for better tech, d) fear of negative impacts, e) don't understand benefits, f) management apathy, g) IT apathy, h) biz culture counter to social media, and i) business unit apathy.

Overall, social media are more likely adopted by larger organizations. Organizations do not have a set of commonalities amongst factors influencing social media adoption. Some organizations adopt for usefulness and perceived ease of use. On the other hand, other organizations adopt for demonstrability of the results, knowledge of social media, executive's age, digital marketing knowledge, stakeholder influence and customers' presence on social media. Though social media plays an essential role to create brand awareness, there is no research on social media adoption by hotels in Canada and the US.

2.2 Online Video

The audience for online video sharing sites is increasing day-by-day (Chowdhry, 2018). From the point of view of 18-29 years age group internet users, 90% use different types of video sharing sites. 67% of the 30-49 years age group also uses these sites (Madden, 2009). Customers' attitude towards a specific brand or organization is affected by the online videos. For example, travellers can search to know the essential features of the hotels or past experiences of customers through online video. The percentage of viewers as the users of online video (62%) for different purposes is more than that of social networking sites (46%), podcast downloading (19%) and Twitter (11%) (Madden, 2009).

The existence of online video can be seen on different platforms (e.g., YouTube, Vimeo, Vine, streaming live events). Among all these categories, YouTube is the most popular one (Bullas, 2014). Millennials watch two-thirds of the online videos on YouTube (Smith, 2019). YouTube was first introduced as a promotional tool by Nike (Snelson, 2011). Since then, many organizations have used YouTube to promote products and services. As a result, it becomes a useful promotional tool for different types of industries.

2.2.1 YouTube

Launched in December 2005, YouTube was created by the three partners Jawed Karim, Chad Hurley and Steven Chen as a platform where people could upload, watch and share videos (Rowell, 2011). YouTube's 'Broadcast Yourself' slogan clearly depicts the intention behind the creation of YouTube (Pereira, Moura & Filloi, 2018). YouTube allows users to view the ratings, shares, likes or dislikes of the videos on the site (Kopacz & Lawton, 2013). The videos of the sites can be professionally produced or user-generated (Smith, Fischer, & Yongjian, 2012). It is possible

to watch YouTube videos on web pages outside their website because of having a separate piece of HTML (Zibreg, 2010).

YouTube has turned into a giant entertainment hub for thousands of people throughout the world (Burgess & Green, 2018). YouTube became the third most visited website (Kousha, Thelwall, & Abdoli, 2012). YouTube offers a win-win situation for both the business and the customer. Different types of organizations have YouTube channels to connect with their customers through uploading videos focusing on their product and services where consumers can also provide feedback. Bärthl (2018) mentioned “older channels have a significantly higher probability to garner a large viewership, but also show that there has always been a small chance for young channels to become successful quickly, depending on whether they choose their genre wisely”.

Due to the availability of millions of entertaining videos at the viewer’s convenience, this website replaced the need for a television (Dijck, 2007). YouTube gained acceptance as a video-sharing website at a very fast pace because of its ability to display the user-generated content without any cost. Apart from being an entertainment website, YouTube also became an educating website for thousands of people out there by offering educational videos and step-by-step tutorials on everyday topics (Briones, Nan, Madden & Waks, 2012). Whether a person wants to learn any language or how to use any item, YouTube contains many videos that can quickly provide guidance. Due to its feature of user-generated content, YouTube also proved to be a great marketing and consumer-guiding website for millions of viewers and business organizations throughout the world (Wu, 2016).

Thousands of organizations have switched to YouTube in order to market their business brand, products and services at extremely low costs in comparison to traditional marketing

strategies. Consumers search on YouTube to get fair and reliable product reviews (Mir & Rehman, 2013). Many Vloggers are also earning money by selling their skills or product reviews through YouTube. In short, YouTube has turned into a mandatory business, educational and entertainment tool for individual and organization. The use of YouTube is not limited to for-profit organizations and Vloggers only. Even the hospitals, nursing homes and different government agencies are also running their own YouTube channels (Huang, 2013). However, despite the unlimited benefits of this website, there are also many people and organizations who are reluctant in adopting YouTube.

Various scholars have raised questions on the possibility of the virtual community. Gertz (2011) claimed that the concept of internet community had led various people to speculate whether a genuine community could thrive through computers or not. Despite all the doubts, YouTube has indeed instilled in its users the sense of belonging to a community. Thousands of videos are uploaded on the YouTube community every single day (Strangelove, 2011). According to a study conducted by Cheng, Dale & Liu (2007), YouTube is not just a popular social media application but also a complete social network that contains lots of groups. White, Hiltz and Turoff (2007) identified that YouTube can not only play the role of a virtual community but also help save human lives by acting as a community response grid. If a disaster strikes an area, people surviving the disaster could use YouTube to tell the entire world about their first-hand experience so other lives could be saved. It would also help the emergency departments like CERT (civilian emergency response teams), fire departments and other emergency response departments cope with the emergency in a much better way. In simple words, YouTube can play the role of a national 911 call. This can make disaster management much easier and organized as many lives could be saved in the areas where access through phones is not possible after the disaster.

Overall, YouTube becomes popular as a video-sharing website. It is not only a source of entertainment but also knowledge. Organizations are reaching customers and creating brand awareness through YouTube.

2.2.1.1 YouTube as a marketing tool

According to the views of Safko & Brake (2009), a video is the best medium to communicate with customers. Through chatting or texting, one cannot convey his expressions. It is easier to develop a long-term relationship with the customers through a reliable YouTube video. The message communicated through a video is powerful. That is why many businesses and industries have realized the power of video-communication and have adopted it (Garcia, 2016).

Marketing through YouTube has turned into a powerful strategy as the number of people spending time on YouTube is increasing with each passing day. Due to the ever-increasing demand for YouTube, different companies are marketing their businesses through this platform. Nike is considered to be the brand that possesses a large number of YouTube channels (Ha, 2018). The company manages all its YouTube channels in order to connect with the customers interested in different types of products offered by Nike. Apart from Nike, some of the other companies that connect with their customers and market their products through YouTube are Coca-Cola and Dell (Yeomans, 2018).

According to research conducted by Garcia (2016), most of the widely recognized brands upload three different types of YouTube content in order to market their business and products. The first type of content uploaded by these brands is known as “Vlogs.” Vlog is a blog, but it is available in the form of a video. Miller (2009) has described a Vlog as a blog where people communicate through videos instead of using written content. He has further stated that most of

the companies use Vlog as an essential part of their marketing strategy. The most significant benefit of a Vlog is that it does not need to be available in a high-quality format. A Vlog can be recorded through a webcam or even through the camera of a smartphone. The most important thing of the vlog is the content (Garcia, 2016). Millar (2009) has revealed that the primary goal of a Vlog is to keep its followers updated through its content consistently. Vlog is a perfect source of information for all the customers who are interested in any brand but don't have the knack to read about its upcoming products and deals. Most of the YouTubers have gained fame by uploading their Vlogs on a daily basis and keeping their followers updated about the latest happenings in their lives. Vlogging is not only an effective way to market product but also helps remove boundaries and turn this world into a virtual community (Gatica-Perez, Sanchez-Cortes, Do, Jayagopi & Otsuka, 2018). The second type of YouTube content uploaded by different brands and companies is available in the form of video tutorials. Video tutorials are the most effective form of marketing strategy as they help people to use any product by providing step-by-step guidance. Miller (2009) claims that through tutorials, brands can market their products by creating something new and then adding a backlink of that product to the tutorial video uploaded on YouTube. Three different types of tutorials are available on YouTube including the "how to" tutorials, guided tours and tutorials to provide training (Garcia, 2016). The third type of marketing content available on YouTube is available in the form of reviews. Most of the YouTubers release their videos where they have made a critical analysis of different products such as cosmetics, clothing, food items, and even movies. These reviews play an essential role in the marketing of any object as most of the people tend to check product reviews before they are about to purchase any product (Abuljadail, Bi, Fisher, Joa, Kim, Wen and Zhang, 2018).

Garcia (2016) has mentioned that in order to succeed on social media, companies need to create attractive content. Video content available in the form of stories will attract people towards the brand and compel them to come back for more and more videos. This is the reason that companies must be well-versed in the art of storytelling. A Vlog, available in the form of an inspiring and relatable story, will force people to buy that product in order to relate their story. Miller (2009) has further stated that another significant aspect of digital or video information is that it can be transferred to other devices and social networks so that it can easily be marketed at a broader level (Garcia, 2016).

Another study was conducted by Reino & Hay (2011) on the use of YouTube as a Marketing Tool within the Tourism industry. During this study, the researchers analyzed the use of YouTube from the perspective of tourists and various tourism organizations. The research was conducted with the assistance of web analysis and through the selection of 32 different European travel destinations as a sample. The researchers analyzed the tourism videos uploaded on YouTube during the tenure of 2006-2010. During the research, the analysis was aimed at determining whether YouTube was used as a marketing tourism platform and the sort of marketing strategies used. After comprehensive research, it was identified that almost 93 videos from the list of 320 videos contained the information that was termed as the tourist information. The highest number of videos belonged to Prague whereas not a single tourism-related video was found for Berlin, Lyons, Torino, and Barcelona. The average number of tourism videos per city was around 2.9 which strongly signified the presence of tourism videos. The results further revealed that amateurs created many videos, whereas professional companies created only 33%. The results proved that stakeholders involved in the tourism industry are still striving hard to understand the potential of YouTube and other social networks when it comes to tourism marketing (Reino & Hay, 2011).

Thus, there is a need to conduct research on the YouTube adoption to help the stakeholders to have a clear idea.

Overall, YouTube is necessary from the point of view of the customers. They are now creating their own set of knowledge (Yoo & Kim, 2013). They can share their opinions and know about the perceptions of others through uploading and watching videos in YouTube (Kuppelwieser, Simpson, & Chiummo, 2013). They can enjoy the freedom to criticize the weak points of any organization through YouTube comments.

2.2.1.2 YouTube adoption by organizations

Andzulis, Panagopoulos, & Rapp (2012) stated that YouTube becomes one of the best solutions for the organizations to communicate with the customers and get their opinion. Various organizations have been marketing their business on YouTube including Apple, Best Buy, Blendtec, Bed, Bath and Beyond, Dell, Pepsi and Coca-Cola. Organizations are running quite an informative channel on YouTube containing a long list of its YouTube videos focused on healthcare technology, social media, cloud computing and dell special events. YouTube is indeed a great place for the organizations to not only market their products and services but also keep in touch with their customers. However, research conducted by Coursaris & Van Osch (2016) claimed that brands control only 3% of the total content available on YouTube. This means that most of the videos promoting or marketing the products of different brands are prepared and uploaded by the Vloggers instead of the brand organizations. A vlogger is a person who posts short videos. Different organizations, after understanding the impact of these amateur Vlogs on their brands, have started investing heavily in marketing their products through their own YouTube channels. This entire scenario raises questions on the credibility of the product reviews provided

through the videos uploaded by Vloggers. To determine the trustworthiness of the videos available on YouTube, both researchers conducted research on the credibility of Apple Watch videos available on YouTube. During their research, they emphasized on specific features of the content conveyed through the Apple Watch videos including the credibility of the source, usefulness of the information, the satisfaction level achieved through that information, the quality of the information presented through the videos and the way information is adopted. The researchers further claimed that they have determined the credibility of the information conveyed through the videos based on the trust, belief and competency level acknowledged by the recipients of that information.

In order to conduct the research, both researchers opted for two different types of experiments including the “Brands vs. Vloggers experimental design” and “Product presentation vs. tutorials experimental design”. The participants were required to answer the research questions after viewing any one type of these videos. The Vloggers were selected by their popularity determined through the number of views of their videos and the number of channel subscribers. Apple Watch brands were selected based on their ranking by the number of videos posted on YouTube. Where the content credibility was determined by belief, and both researchers determined the accurate perception of the information recipients, the quality of the information through its accuracy, validity and timely nature. The researchers concluded their study by stating that the credibility of the source has a positive effect on the adoption of the information.

As there is lack of studies on for-profit organizations, specific studies related to the YouTube adoption by the non-profit organizations have been included in this literature review. Waters & Jones conducted a study in 2011 in order to analyze the use of YouTube videos by non-profit organizations. Both researchers highlighted the fact that even though most of the

organizations have their websites where they embed the videos for their services, they get infrequent traffic on their websites. They can overcome this challenge by adopting YouTube. According to Ferguson (2008), not only non-profit organizations but also the government agencies and for-profit organizations have adopted social media in order to keep their customers updated regarding the latest happenings in the organization. The most-preferred social network used by these organizations is YouTube. YouTube is considered to be the most suitable marketing website for non-profit organizations because that it is free, and it is the fourth American site that receives heavy traffic. Every seven in ten American adults visit this site on a regular basis in order to watch YouTube videos (Waters & Jones, 2011).

The general perception that most of the people visit YouTube just for the sake of entertaining videos is entirely false. The viewer interest in educational videos has elevated by 22% to 38% since 2007 (Waters & Jones, 2011). There are also a certain number of factors that have contributed to the increase in the traffic of YouTube videos. These factors include the increase in the use of social networking sites, the widespread use of broadband, higher number of status updates through Twitter and Facebook and embedding the link to YouTube videos. These factors have not only helped the non-profit organizations create awareness about their cause, but they have also helped the for-profit organizations to enjoy free brand marketing (Macarthy, 2018).

Most of the nonprofit organizations use YouTube videos in order to convey their mission statement, information about the latest campaigns, and to make public service announcements. Apart from creating awareness about their mission, these videos are also used in order to stress the need for fundraising. Through social media, these nonprofit organizations are not only able to upload their videos, but they can also embed the link to their website with the video. By uploading

a video on YouTube, they can urge their followers to share the video on Facebook and Twitter and other social media so that their message could be spread at a fast pace.

YouTube becomes a useful marketing tool for the different sectors since it offers to promote products and services through promotional videos (Reino & Hay, 2014). As consumers are very much conscious nowadays, organizations are facing difficulties to convince them to buy the products (Kietzmann et al., 2011). On the top of that, customers do not like to realize that they are targeted to sell something. Organizations can solve these types of problems through uploading real-life videos. Moreover, customers can also get proper information through the videos uploaded by the organizations as well as other stakeholders (Waters & Jones, 2011). As a result, it becomes possible for the customers to get the snapshot of the official and unofficial images of the organizations. YouTube videos are also used for social welfare. For examples, videos are uploaded to YouTube to motivate the customers to donate the organs (e.g., Tian, 2010) or create awareness among the people about obesity (e.g., Yoo & Kim, 2012).

To conclude, whether it is the for-profit organizations or nonprofit organizations, both types of organizations create awareness about their brand through the art of storytelling. Storytelling through videos help these organizations connect with their customers emotionally and powerfully (Choi, 2018).

2.2.1.3 YouTube adoption by the tourism organizations and hotels

YouTube was not regarded seriously at the start by the large organizations because the amateurs uploaded most of the user-generated content. However, things have changed now as due to its viral power, most of the small or large businesses, tourism organizations and hotels are using this video-sharing website to market their brands and running their PR campaigns without

spending a single penny. YouTube has not helped the tourism organizations in marketing their businesses, but it has also helped them to create a brand community just by integrating the video-sharing site into their communication strategy (Lanz, Fischhof & Lee, 2010). Marriot Resort and Stellaris Casino are confidently using YouTube as a “YouTube Concierge.” This channel requires the guests to provide their reviews about the resort and casino by sharing their personal experience in a small video. This 30-second video is then uploaded on the live channel and shared with the world. As it involves the personal experience of the people staying at the resort, the tourists seeking reviews about Marriot Resort and Stellaris Casino feel special attraction after watching the videos on the live YouTube channel of San Juan Marriot. Similarly, the Best Western International hotel is also using YouTube to market its brand through its channel “Best Western TV” (Lanz et al., 2010).

As YouTube becomes the second largest search engine and reaches 91% of Canadians, it becomes cost effective medium to share information about different services of hotels (Snelson, 2011). A study was conducted by Susarla, Oh & Tan (2012) focused on how YouTube plays a significant role in the marketing of tourism organizations and hotels. According to the research, YouTube users cannot only express themselves by creating a personalized page or channel on YouTube, but they can also communicate with other YouTube users. When a channel is functioning on YouTube, it allows the users to display the content that has been uploaded by them. Susarla et al. (2012) have discovered that three different types of relationships incur social influence on YouTube. The first type of relationship exists between the networks of friends that dwell inside the YouTube community. As these friends carry mutual interests so this type of friendship is regarded as the local friendship. The second type of relationship exists where these local community friends develop a friendship with the YouTube users outside their community.

This type of friendship is considered to be a non-local friendship. The third type of relationship could be seen in the case of a network of subscribers that is based on mutual interests. The researchers further studied the communication pattern that existed among these three types of relationships. It can safely be assumed that if any tourism organization or hotel wants to conduct its marketing through YouTube, it can easily do it by opting for these three types of relationships.

Another study was conducted Sambhanthan, Thelijjagoda & Tan (2013) on the use of YouTube by the tourism organizations and hotels for different types of marketing. The study was conducted by performing a detailed analysis of the YouTube videos. The researchers selected Sri Lankan Tourism for this study. They randomly selected five videos appearing the search results. Although there were five different user groups including novice users, proficient users, frequent users, expert users, and knowledgeable users, researchers did not divide the users into any of these groups as they aimed to study the YouTube-based community marketing in relation to destination marketing. There was no need to divide the users into groups. The researchers studied almost 137 user comments from YouTube during their research. The results from the study were categorized into five main themes including Purpose, Place, Platform, Population and Profit model. The researchers at first evaluated the focus of UGC (user-generated content), the accuracy level and the effectiveness of the content that is exchanged through the discussions held on YouTube under then theme of Purpose. When the researchers analyzed the Purpose in the user comments regarding the Sri Lankan Tourism, they learned that most of the users discussed the weather conditions of Sri Lanka just because they were planning on going to this country. When the researchers analyzed whether the content displayed in the videos is useful or not, they learned that users discussed certain points on YouTube that were not related to tourism or hospitality industry in any way. They further learned that users were making impromptu remarks about each other's country. The users

also made similar suggestions to other users about preferably better tourism destinations. The entire discussion between the users revealed that most of the users conducted a comparison between different destinations in order to select the one that provided them with better facilities and entertainment. The researchers suggested that while marketing their services through YouTube, hotels must also focus on these types of conversations. The researchers also stated that due to the comparative analysis of different travel destinations by the users on YouTube, the hospitality industry could experience various challenges. The users will not only discuss different tourism products, but they will select the ones that possess high quality in comparison to the rest of the tourism products. Researchers have warned the hotels that the power of spreading reviews about any hotel through user-generated content on YouTube is another dangerous power. If a customer is not satisfied with the hotel services, he can quickly spread it on the YouTube through UGC. When he uploads a video on YouTube stating his remarks about a hotel, the other users will start a thread under his video and will also start spreading negative word of mouth.

Even though these word of mouth discussions could also be used for the purpose of promoting the positive image of any tourism destination but the most significant risk for the hotels is that these discussions can quickly change the mind of the user from one hotel to another which can incur negative impact on the hotel marketing. In order to prevent any such situation, the social media managers of the hotels must keep this scenario in mind and must always upload useful content. If the content uploaded by any user is more effective than the hotel team, then the other users might consider that content seriously. Apart from the content being active, the accuracy of the content also matters a lot when it comes to hotel/tourism marketing (Sambhanthan & Good, 2013).

If a video has been uploaded about any country presenting wrong information, it can cause quite an uproar on the YouTube discussion thread. The users might get into an argument with each other, and none of them will be able to prove whether the information is, in fact, right or wrong. Such information can cause quite a confusion among the users wanting to travel to that country because they will not know whether to believe that information or not. The researchers suggested that video owners should demonstrate positive behaviour on YouTube in order to avoid this situation and always upload actual content (Sambhanthan & Good, 2013).

The researchers also deduced the elements of geographical diversity and trust from the YouTube comments they studied during the research. They learned that discussion threads on YouTube supported the geographical diversity due to which users belonging to different parts of the world participated in discussion with other users. This way, people learned a lot about the culture of other countries and the hotels in other countries. Due to this exchange of discussion, most of the people developed trust in other users and asked them to clarify the content presented in the videos about their countries. These things could either increase the reliability of the content in the video or could challenge its reliability, so tourism organizations must adopt a careful strategy while marketing their brand through YouTube (Sambhanthan & Good, 2013).

Overall, Different types of hotels are now using YouTube video to spread their unique features and competitive advantage. YouTube is a useful tool for the accommodation sector because of creating promotional videos (Reino & Hay, 2014). The typical marketing tools are not very much successful to provide customized information to customers of the tourism and hospitality industry (Maswera, Dawson, & Edwards, 2008). YouTube can solve this problem by directly involving the customers through creating a reliable product image (Chen, 2013). For this reason, different hotels (e.g. Hilton) are now using YouTube video to spread their unique features

and competitive advantage. One of the main advantages of YouTube video from the marketing point of view is that it adds richness to the organization's website.

2.2.1.4 YouTube adoption by the independent hotels

According to the definition provided by Peacock (1993), small or independent hotels contain the team of maximum 30 employees whereas, the number of employees hired by small hotels ranges up to 80 people. Friel (1999) has presented a slightly different depiction of the small hotels. According to him, micro-enterprises include maximum ten people and small enterprises employee maximum of 49 people (Shang, 2014).

During research conducted by Lim (1998), the researcher discovered that YouTube incurs much more benefits on the independent hotels apart from increasing the ROI. YouTube does carry its costs, but they are minimal if compared to the costs of traditional marketing. However, measuring the costs of YouTube marketing could be quite challenging especially in the case of independent hotels. Apart from calculating the cost, time also creates many issues when it comes to marketing the brand through YouTube. In the chain or large-size hotels, measuring time spent on YouTube marketing is not considered a serious issue as they have hired a large team to manage the YouTube marketing activities competitively (Lim, 1998). This issue has raised many complications for the independent hotels where the maximum staff consists of only 10 to 20 people. However, many independent hotels in Canada have adopted YouTube channels to capture the market. For instance, Bayview Resort has its YouTube channel focusing on the rooms' features, food, and real experiences of customers. Another example is Blind Channel Resort which has YouTube Channel to attract new customers and to spread electronic word-of-mouth. The videos of this hotel focus on the history of the hotel and features in winter and summer. Thirdly,

Benmiller Inn and Spahas adopted YouTube channel where different types of videos based on food, spa and music were posted. Lastly, Brentwood Bay Lodge and Spa also has YouTube channel to promote food and rooms' features since January 2012.

Overall, YouTube is cost effective than traditional marketing for independent hotels. What is more, it is less complex and more convenient to manage a YouTube channel. As independent hotels do not have many employees, it is better to capture market through managing a YouTube channel than the traditional promotional tools.

2.2.1.5 Factors influencing YouTube adoption

Various factors influence the YouTube adoption by the different type of organizations. For instance, in his research on hotels of China, Shang (2014) interviewed eight participants belonging to eight different hotels. Each of the participants was either owner of that hotel or was working at the managerial position. According to the data extracted from the interviews, motivational behaviour of the owner play an essential role in the YouTube adoption of that organization. When it comes to small sized business or independent businesses, the owners incur direct influence on every little activity going on in the organization because they are the main decision-making body in the organization. If the owners want to create a difference in their organization by introducing innovative technology, then they will introduce it (Shang, 2014). Another factor that influences the YouTube adoption of hotels is the lack of clear objectives or organizational goals. Most of the owners have adopted YouTube for their organization since YouTube is creating wonders for the large and small organizations by saving the marketing costs and spreading the word about their brand to faraway places. However, the failure to recognize the precise objectives of the organization has prevented some of the business owners from adopting social media. Most of the

small business owners have also opted for the “wait and watch” which means they will adopt YouTube after seeing its effects on other small organizations (Shang, 2014).

Some of the hotel managers have claimed that the costs occurring due to the adoption of YouTube have prevented them from adopting this strategy. At first sight, it seems that YouTube marketing is a cheap substitute for traditional marketing. However, once an organization opts for YouTube marketing then it also has to bear certain costs including operating costs, training costs, hiring social media expert cost, development and maintenance cost, and consultation costs. These costs require a vast amount of investment which might be possible for large organizations, but it is not possible for the small-sized organizations. All eight of the participants made it quite clear that they do not possess the necessary skills to conduct YouTube marketing through their in-house force (Shang, 2014).

According to the study conducted by Sago (2013), one of the significant factors that influence the use of YouTube in different organizations and people is the “perceived ease of use.” The user-friendly mode of social media networks and e-commerce websites has attracted many people and organizations. Another factor is the “perceived usefulness” which means the level of satisfaction a website could provide to the consumers and the video-posting organizations. For different organizations, this perceived usefulness will be available in the form of successful marketing and increase in business whereas this perceived usefulness will be available in the form of practical and honest product reviews for people (Sago, 2013).

To conclude, the success of marketing procedure through YouTube is heavily dependent on the relationships built through this website, the size of the network and engaging in the conversations about the brand. Moving all these things successfully requires much time and a large

team of dedicated workers who can keep an eye on all the marketing accomplishments and generate content that impresses the viewers. Just like other social media platforms, the success rate at YouTube is also measured through the number of views, followers, subscribers, likes, comments and shares (Lim, 1998). Despite YouTube's popularity, there is no research on YouTube channel adoption by the luxury independent hotels in Canada and the US.

2.3 TOE Framework and Organizational Technology Adoption

Different types of factors influence the adoption of organizational technology across different industries. Tornatzky & Fleisher (1990) created technology-organization-environment (TOE) framework. TOE explains the process through which an organization adopts and uses technological innovations. Wang et al. (2016) identified the applicability of the TOE Framework to different types of industries' adoption of technology. Racherla & Hu (2008) explained different criteria of the elements of the TOE Framework. Racherla & Hu (2008) used the TOE Framework to identify the impact of different factors on eCRM system adoption. They assumed that the perception of both direct and indirect benefits of CRM is an essential driver of technology adoption by hospitality firms. The researchers also tried to identify the relationship between adoption of CRM systems with compatibility, technical skills, financial resources, top management support, customer knowledge management, firm size threat from competitors, pressure from partners and customer expectations.

Borgman, Bahli, Heier, & Schewski (2013) focused on TOE framework to identify the factors influencing cloud computing adoption. TOE framework is also used in SMEs. Ifinedo (2011) conducted one research based on the e-business technologies acceptance in Canada's SME's and conducted survey to collect data. Along the same lines, Ramdani, Kawalek, Lorenzo

(2009) studied the prediction related to the SME's adoption of enterprise systems. They identified the predicted factors (relative advantage, top management support, organizational readiness) influencing the adoption of enterprise systems.

TOE framework was also used by the scholars (e.g., Lin & Lin, 2008, Oliveira & Martins, 2011, Zhu et al., 2006) of e-business. Lin & Lin (2008) identified that the technological, organizational and environmental factors affecting e-business diffusion. Their sample included 163 firms. Oliveira & Martins (2011) had a large sample size (2,459 firms) and suggested that four elements of TOE framework are most important for e-business. The focus point of the study of Zhu, Kraemer, & Xu (2006) is also e-business which identifies the independent variables of e-business initiation and e-business adoption and suggested to give less emphasize on too much competition. Przechlewski & Strzała (2009) proposed a conceptual model for open Source Software adoption based on TOE framework. TOE framework has also been applied in the studies focusing on the adoption of ERP (e.g., Pan & Jang, 2008; Raymond & Uwizeyemungu, 2007).

Through applying TOE framework on ERP, Pan & Jang (2008) identified the specific aspects of the constructs which are salient in the context of adoption. On the other hand, Raymond & Uwizeyemungu (2007) focused on the broader view including understanding of the nature and antecedents of ERP implementation in SMEs. The study of Schaupp & Bélanger (2014) is based on small businesses and identified technology competence, customer pressure, and the criteria of the mobile environment as the most important points. This study has four outputs from the point of view of social media value which are: a) perceived impact on internal operations, b) perceived impact on marketing, c) perceived impact on customer service, and d) perceived impact on sales.

Different studies focused on the factors affecting technology adoption by various organizations. In order to better understand the application of the TOE framework, a systematic review of research related to organizational technology adoptions was conducted.

Table 1:
Summary of some studies on TOE Framework

Author	Title	Dependent Variable	Independent Variables
Wang, Li, Li, & Zhang, 2016	Factors affecting hotels' adoption of mobile reservation systems: A technology-organization-environment framework	Hotels' adoption of mobile reservation systems	<p><u>Organizational Context:</u> Relative advantage, compatibility, complexity, firm size, top management support,</p> <p><u>Technological Context:</u> Technology competence, critical mass</p> <p><u>Environmental Context:</u> Competitive pressure, Information intensity</p>
Yan Xin, Ramayah, Soto-Acosta, Popa, & Ai Ping, 2014	Analyzing the Use of Web 2.0 for Brand Awareness and Competitive Advantage: An Empirical Study in the Malaysian Hospitality Industry	The use of Web 2.0 for branding activities and competitive advantage	<p><u>Technological Context:</u> Perceived benefit and barriers</p> <p><u>Organizational Context:</u> Management style, top management, and organizational readiness</p> <p><u>Environmental Context:</u> Competitive pressure, customer power, and government support</p>
Racherla & Hu, 2008	eCRM System Adoption by Hospitality Organizations: A Technology-	eCRM System Adoption	<p><u>Technological Context:</u></p>

	Organization- Environment (TOE) Framework		<p>Perceived Benefits of eCRM System, compatibility with existing structures & technology</p> <p><u>Environmental Context:</u></p> <p>Intensity of competition, customer expectations, perceived System Usage</p> <p><u>Organizational Context:</u></p> <p>Organizational Readiness, customer Knowledge Management</p>
Borgman, Bahli, Heier, & Schewski, 2013	Cloudrise: Exploring Cloud Computing Adoption and Governance With the TOE Framework	Cloud Computing Adoption and Governance	<p><u>Technological Context:</u></p> <p>Perceived advantage, perceived complexity, perceived compatibility</p> <p><u>Organizational Context:</u></p> <p>Firm size, top management support, skills of non-IT employees</p> <p><u>Environmental Context:</u></p> <p>Competition intensity and regulatory environment</p>
Ifinedo, 2011	Internet/e-business technologies acceptance in Canada's SMEs: an exploratory investigation	Internet/e-business technologies acceptance	<p><u>Technological Context:</u></p> <p>Perceived benefits, organizational IT competence</p> <p><u>Organizational Context:</u></p> <p>Management commitment, and support External pressure, firm size and firm age</p> <p><u>Environmental Context:</u></p> <p>IS vendor support, financial support availability, IEBT adoption and industry competition</p>

Lin & Lin, 2008	Determinants of e-business diffusion: A test of the technology diffusion perspective	E-business diffusion	<u>Technological Context:</u> IS infrastructure and IS expertise <u>Organizational Context:</u> Organizational compatibility and expected benefits of e-business <u>Environmental Context</u> Competitive pressure and trading partner readiness
Pan & Jang, 2008	Determinants of the Adoption of Enterprise Resource Planning within the Technology-Organization-Environment Framework: Taiwan's Communications Industry	Adoption of Enterprise Resource Planning	<u>Technological Context:</u> IT infrastructure, technology readiness <u>Organizational Context:</u> Size, perceived barriers, production and operations improvement, enhancement of products and services <u>Environment Context:</u> Competitive pressure and regulatory policy
Ramdani, Kawalek, & Lorenzo, 2009	Predicting SMEs' adoption of enterprise systems	SMEs' adoption of ES	<u>Technological Context:</u> Information Systems experience <u>Organizational Context:</u> Multi-items, compatibility, complexity, trialability, observability, top management support, organizational readiness <u>Environmental Context:</u> Competitive advantage

Schaupp & Bélanger, 2014	The Value of Social Media for Small Businesses	Social media usage	<u>Technological Context:</u> Technology competence <u>Organizational Context:</u> Customer pressure <u>Environmental Context:</u> Competitive pressure and mobile environment
Troshani, Jerram, & Hill, 2011	Exploring the public sector adoption of HRIS	Adoption of HRIS	<u>Technological Context:</u> Perceived benefit-costs trade-off <u>Organizational Context:</u> Technology competency, management commitment, organization size, degree of centralization <u>Environmental Context:</u> Regulatory compliance, successful adoptions
Przechlewski & Strzała, 2009	Determinants of Open Source Software Adoption – An Application of TOE Framework	Open Source Software Adoption	<u>Technological Context:</u> Direct and indirect benefits <u>Organizational Context:</u> Satisfaction, organizational barriers and size
Raymond & Uwizeyemungu, 2007	A profile of ERP adoption in manufacturing SMEs	ERP adoption	<u>Technological Context:</u> CIM systems assimilation <u>Organizational Context:</u> Size, administrative intensity, type of production, operational capacity,

			<p>innovation capacity, Financial capacity</p> <p><u>Environmental Context:</u> Commercial dependence, Networking intensity</p>
Lin, 2014	<p>Understanding the determinants of electronic supply chain management system adoption: Using the technology–organization–environment framework</p>	<p>Electronic supply chain management system adoption</p>	<p><u>Technological Context:</u></p> <p>Perceived benefits and perceived costs)</p> <p><u>Organizational Context:</u></p> <p>Firm size, top management support, and absorptive capacity</p> <p><u>Environmental Context:</u></p> <p>Trading partners and competitive advantage</p>
Low, Chen, & Wu, 2011	<p>Understanding the determinants of cloud computing adoption</p>	<p>Cloud computing adoption</p>	<p><u>Technological Context:</u></p> <p>Technology readiness</p> <p><u>Organizational Context:</u></p> <p>Relative advantage, complexity, compatibility, top management support, firm size</p> <p><u>Environmental Context:</u></p> <p>Competitive pressure, and trading partner pressure</p>
Sharif, Davidson, & Troshani, 2013	<p>Exploring Social Media Adoption in Australian Local Government Organizations</p>	<p>Social Media Adoption</p>	<p><u>Organizational Context:</u></p> <p>Perceived security, management drive, social media policies</p> <p><u>Environmental Context:</u></p> <p>Community demand and bandwagon effects</p>

Overall, there are some common organizational factors which influence technology adoption by organizations: firm age, size, complexity, compatibility, organizational readiness, top management and relative advantage. Organizations must have a positive association between these factors and technology adoption. There are also some common technological and environmental factors such as perceived benefit and barriers and competitive pressure.

2.3.1 Technological factors

There are three factors related to the technological adoption in an organization (Tornatzky and Fleischer, 1990): a) incremental (adoption of new features of present technologies), b) synthetic (combination of the current technologies), and c) discontinuous changes (adoption of something new).

There is no doubt that technological factors are very much influential in the case of adopting YouTube videos by the independent hotels. There are different types of technological factors: a) relative advantage, b) compatibility, c) complexity, d) observability (Rogers, 2003). Firstly, relative advantage indicates the degree to which an innovation is perceived as a better option than the other ideas (Rogers, 2003). Some previous studies (e.g. Grandon & Pearson, 2004) found out that relative advantage is positively related to the innovations. If any adoption of technology ensures the relative advantage over the organizations current practice, it's likely to be adopted. When an independent hotel identifies the YouTube channel adoption as a more profitable and cost effective medium for any specific purpose, then it will adopt it. Secondly, compatibility indicates the degree to which an adoption is consistent with the current norms, previous experiences, and demands of potential customers (Rogers, 2003). Premkumar (2003) also determined compatibility as an important determinant of any technology adoption by any organization. Thirdly, complexity

determines the degree to which an innovation is perceived as relatively difficult to apply or understand (Rogers, 2003). Finally, observability focuses on the degree to which the outputs of innovation are visible to others (Rogers, 2003). These factors play an important role to convince the authority of the independent hotels to adopt YouTube channels. Moreover, Colin (1982) also identified that different hotels compare perceived benefits with perceived barriers while taking a decision on YouTube adoption. There are also other technological factors. For example, Wang et al, (2016) mentioned that there are two other technological factors which are very essential: a) technology competence, and b) critical mass.

2.3.2 Organizational factors

There are organizational factors affecting independent hotels through focusing on top management support, organizational readiness, and the size of the hotels. Firstly, the top management support is essential to create an encouraging environment for the adoption of new technologies like YouTube adoption (e.g., Premkumar, 2003). It's not possible to adopt YouTube channel without the support of the decision makers. The next relevant factor is the organizational readiness which indicates the availability of the needed organizational resources for adoption (Thong, 1999). Thirdly, Premkumar (2003) identified organizational size as one of the best predictors of the adoption of any new thing (e.g., YouTube channels). Similarly, other studies also found that there is a significant relationship between firm size and adoption of Information Systems or technology (Al-Qirim, 2007; Huang, Janz, & Frolick, 2008; Teo, 2007; Jeyaraj Rottman, & Lacity, 2006; Li, Lai, & Wang, 2010). On the other hand, other studies revealed different result (e.g. Gibbs & Kraemer, 2004; Goode & Stevens, 2000). Finally, some studies mentioned that firm age is associated with technology adoption by organizations (e.g., Simpson &

Doherty, 2004; Lai, 1994). However, Chatterjee et al. (2002) and Li et al. (2010) did not agree with this.

2.3.3 Environmental factors

Environmental factors are also essential to adopt YouTube channels by the independent hotels in Canada. Some previous studies identified the importance of the environmental factors to adopt technology (Goode & Stevens, 2000). There are different types of environmental factors (such as market scope, competitive pressure, and external support) which are influential for YouTube channel adoption. Prior studies focus on the influences of environmental factors on different industries. For example, hotel industries, which depend on the information processing, rely on the environmental factor (Goode & Stevens, 2000). Moreover, Maha (2015) determined the competitive pressure as a significant tool to be involved with online activities. When an independent hotel faces a competitive market, the possibility to adopt YouTube channel will be increased to spread the promotional features more quickly.

To conclude, organizational adoption of technology should consider three factors: technological, organizational and environmental. Some researches use this framework with other theories to better discuss technology adoption by organizations.

2.3.4 TOE framework and other theoretical models

The TOE framework is used with some other related theories at the organizational level. The following table represents some of the studies based on the TOE Framework and other theoretical models.

Table 2:
TOE Framework and other theories

Model	Author	Title	Dependent Variable	Independent Variables
TOE and Iacovou et al. Model	Kuan & Chau, 2001	A perception-based model for EDI adoption in small businesses using a technology-organization-environment framework	EDI adoption	Perceived direct and indirect benefits, perceived financial cost, perceived technical competence, perceived industry pressure and perceived government pressure
TOE and DOI	Chong, Ooi, Lin, & Raman, 2009	Factors affecting the Adoption level of C-Commerce: An Empirical Study	Adoption level of C-Commerce	Relative advantage; compatibility; complexity, expectations of market trends, competitive pressure, trust, information distribution, information interpretation, top management support, feasibility, project champion characteristics.
TOE and DOI	Wang, Wang, & Yang, 2010	Understanding the determinants of RFID adoption in the manufacturing industry	RFID adoption in	Relative advantage, complexity, compatibility, top management support, firm size, technology competence, competitive pressure, trading partner pressure, information intensity.
TOE and Institutional theory	Soares-Aguiar & Palmares-Reis, 2008	Why Do Firms Adopt E-Procurement Systems? Using Logistic Regression to Empirically Test a Conceptual Model	Adoption of E-Procurement Systems	Technology competence, IT expertise, B2B know how, firm size, firm scope, trading partner readiness, extent of adoption amongst competitors, perceived success of competitor adopters, industry effects.
TOE and the Iacovou et al. model	Oliveira & Martins, 2011	Understanding e-business adoption across industries in European countries	e-business adoption	Perceived benefits and obstacles of e-business, technology readiness, trading partner collaboration, and technology integration

				Environment and external pressure, competitive pressure
--	--	--	--	---

There are some theories which focus on the different perspective of technology adoption at the organizational level rather than individual level. For example, Diffusion of innovations (DOI) identifies the causes, processes and rate of spreading new ideas and technology. This Theory was popularized by Rogers (1962) through the book ‘Diffusion of Innovations’. From the perspective of this theory, the five stages of adoption process are: a) knowledge, b) persuasion, c) decision, d) implementation, and e) confirmation. On the top of that adopters are categorized into five segments: a) innovators, b) early adopters, c) early majority, d) late majority, and e) laggards (Oliveira & Martins, 2011). As innovators take risks and would like to try something new, an innovation is adopted by them first. On the other hand, laggards are the last in this category to adopt innovations. Other researches also identified firm age as an important factor to adopt innovation or technology (e.g., Simpson & Doherty 2004; Lai (1994). As this theory has lack of consistency, it becomes difficult to apply to different types of consistent problems. For this reason, this theory is applied with another theory to overcome the problems (such as identifying the reasons to adopt an innovation by an organization). Both DOI and TOE are applied in some researches (Wang, Wang, & Yang, 2010). What is more, a lack of change can be seen in the TOE Framework. This framework becomes more adaptable because of the freedom to vary the factors or the measurements. The elements of the TOE’s organizational context can be compared to the predictors of the DOI (for example, internal criteria of the organization, and the criteria of individual leader). What is more, TOE’s environment context is similar to the DOI’s external criteria of organization. Besides, this scenario is also true for the technological context. On the other hand, Iacovou, Benbasat, & Dexter (1995) focuses on the factors (perceived benefits, organizational readiness, and external pressure) influencing firms’ adoption of the IT innovations

(Oliveira & Martins, 2011). Moreover, there is another related theory which is known as Institutional theory. This theory is based on the social and cultural factors. It identifies the rules, norms, and other factors related to social behavior. Besides, the Institutional theory represents the importance of the environment of the organizations. There are some examples of the studies that combined Institutional theory with TOE (Soares-Aguiar & Palma-dos-Reis, 2008) or DOI or both of them.

Researchers focus on the combination of the TOE and other theoretical models to overcome the weaknesses of any one theory. For instance, Chong, Ooi, Lin, & Raman (2009) emphasize on compatibility, complexity and relative advantage from the point of view of the DOI theory. They also add information distribution and information interpretation. Wang, Wang, & Yang (2010) combine relative advantage, complexity, compatibility with different factors of the TOE framework. Oliveira & Martins (2011) focused on the TOE Framework, and the Iacovou et al. (1995) model to determine the adoption of e-business by firms of European Union (EU) countries and suggest that four elements are most important for both industries (telecommunications and tourism): the perceived benefits and obstacles of e-business, technological and organizational readiness, competitive pressure, and trading partner collaboration. The researchers select ‘the perceived benefits’ from the Iacovou et al. (1995) model. On the other hand, there are also some dependent variables in this study which are common in both of the theories (such as the technology and organizational readiness). There are also some other studies which are based on the combination of the TOE Framework and the Iacovou et al. (1995) model (e.g., Kuan & Chau, 2001).

There are different theoretical frameworks on IT adoption at the individual level such as Technology Acceptance Model (TAM), Theory of Planned Behaviour (TPB), TAM 2

Unified Theory of Acceptance and Use of Technology (UTAUT). These frameworks could be used if this paper was on factors affecting customer's YouTube video views. But this study cannot be based on these frameworks as this research is on YouTube adoption at the organizational level. From the point of view of TOE framework, technological, organizational and environmental factors influence social media adoption. This is the best framework to explain factors affecting YouTube channel adoption by the hotels. However, there is no study on social media adoption by hotels from TOE perspective. As a result, there is a research gap.

2.4 Hotel

Hotels have been playing an important role in helping people belonging to local communities socialize with the society of a broader scale since the early biblical era. The idea of hotels was first introduced by Greeks purely for the sake of providing a resting place for the travelers. At the start, hotels were called "Inns," and they only provided accommodation to the travelers (Schmid, 2017). Gradually, the trends changed, and hotels started offering other facilities including food, beverages and laundry. Nowadays, hotels are practicing the ideology of hospitality by providing travelers with a "home away from home" (Barr, Shaw, Coles & Prillwitz, 2010).

Hotels throughout the world clearly understand that hotel management is not just the provision of food or shelter. They must provide the best hospitality services to compete with the other hotels thriving in the hotel industry. It can clearly be said that hotels belonging to any region are not just a lodging arrangement, but they are also a package of all the services they provide. This literature review is focused on analyzing the different factors of hotels in different regions of

the world especially in Canada and the US. This section also describes social media as well as YouTube adoption by the hotels.

2.4.1 Size of the hotels

Hotels can also be classified into three different types according to their sizes including small-size hotels, medium-size hotels and large-size hotels. Small size hotels usually contain hundred or less than a hundred rooms. The medium-size hotels have more than a hundred and less than two-hundred rooms whereas the large size hotels include the building structure of more than two-hundred rooms. However, this division by rooms varies according to the location and region of the hotels (Baker et al., 2011). A study was conducted by Chan & Quah (2008) on the small and medium-sized hotels in the hospitality industry. Even though small and medium-sized hotels are suitable for people who have to stay for a short duration or who are travelling without family or acquaintance, still these hotels are not able to compete with the large-sized or luxury hotels due to various reasons. According to Chan & Quah (2008) the small and medium-sized hotels are experiencing a lot of challenges including immensely intensified competition, low quality, coping with new technologies, lack of knowledge, limited capital, not being able to expand due to high cost of infrastructure, cash flow issues, inability to cope with inflation.

Overall, location and region influence the size of a hotel. Small and medium sizes cannot compete with the luxury ones. Large-sized luxury hotels have competitive advantage to attract new guests.

2.4.2 Price of the hotels

Hotels tend to keep many factors in consideration while settling prices for their customers (Espinet, Saez, Coenders & Fluvia, 2003). The most common factors that are directly linked to the pricing decisions are: maximization of profit, creating a difference in the market, increasing the pace of room-bookings (or in some circumstances decreasing the pace of room-bookings), increasing the revenue, achieving the targeted contribution, elevating the market share and letting customers know about the price-value relationship of the hotel room (Doan, 2013). While conducting research on the pricing strategies used in the hospitality industry, Collins & Parsa (2006) discovered that most of the hotel managers settle prices for hotel rooms to send a message to the potential customers about the quality of hotel brand.

Collins & Parsa (2006) further stated in their research that economists have argued the elasticity of demand mostly determines the price of any product. However, there are various other factors in addition to the elasticity of demand that helps in determining the price of any product. One has to keep in mind the costs that incurred during the production of that particular product, the level of quality offered by any organization in comparison to the quality offered by its competitor, the goodwill of the organization, the relationship quality between the seller and the purchaser, the cost of the substitute product available in the market and the pricing strategy used by the organization before deciding upon the final price.

According to another study conducted by Enz, Canina & Liu (2008), location is the only factor that plays most crucial role in determining the price of hotel rooms. Various researchers have stated location as the competitive advantage for the organizations in the hospitality industry. The importance of location can easily be deduced from the differences in the economic

performance demonstrated by different countries, cities and organizations. The most common slogan of the hospitality industry “location, location and location” clearly expresses the significance of this factor. The location also plays an essential role in attracting the customers towards any hotel due to which it has a massive influence on the pricing and promotional strategies practiced by the hotels (Thrane, 2007).

During the research, Enz, Canina & Liu (2008) collected the data from Smith Travel Research which is a research organization that tracks the performance of North American hotels. Almost 15000 hotels were included in the study out of which, 1,162 were independent hotels. The pricing variable stated in the research was the average daily rate charged to the customers. Since hotels tend to offer different price packages to customers with different requirements, the price variable in this research is the average daily rate offered by the hotels. Many control variables that impact the pricing of lodging firms apart from the co-location are also considered during the study. The size of the hotel was also included in the study as a size-based agglomeration variable. The results of the research strongly supported the hypothesis that was put forward by the researchers. In their hypothesis, the researchers predicted that if low-cost hotels co-locate with the hotels of higher quality, their price premiums are also bound to increase. The results revealed that the average daily rate of an economy hotel increases if the proportion of luxury hotel rises in the market. It was also revealed that the average daily rate of the economy hotels did not experience any change when they were co-located with the other economy hotels. The data also showed that luxury hotels did not gain any pricing benefit while co-locating with other luxury hotels. It seems that only the lower-scale hotels were able to enjoy the benefit of teaming up with the high-scale hotels.

During the study conducted by Abrate & Viglia (2016) on different types of pricing decisions in the hospitality industry, the researchers claimed that there are three different types of variables that influence the pricing decisions. They are the real variables, reputational variables and contextual variables. The real variables include the facilities like the number of rooms, size of the rooms or facilities offered by a hotel. If the hotel also offers extra facilities such as a spa, swimming pool or health center, then these attributes will incur a positive effect on the hotel pricing. Reputational variables include the ratings or reviews provided to the hotels by the customers. These reviews or ratings help the potential customers make a booking for the hotel. If a hotel possesses positive online reviews, its customer demand will increase which can lead to an increase in its average pricing. On the other hand, contextual variables include the competitive environment experienced by the tour operator and the location of the hotel. The location of the hotel consists of the beautiful nature of the area whereas; the competitive environment focuses on the booking made by the clients at the peak time.

In conclusion, hotels set their room rate based on their elasticity of demand, competitive advantage, quality offered, location, reputation, cost and profit expectation. Hotels need to decide a suitable room rate to be successful.

2.4.3 Hotel features

Hotels are also distinguished based on their characteristics, the services they offer and the standard of their facilities. Due to the difference in their features, hotels can be classified into three different categories including full-service hotels, self-catering hotels and budget hotels (Tanford, Raab & Kim, 2012). Full-service hotels offer different types of rooms to their guests, and each of their rooms is equipped with a variety of amenities. The guests staying in the full-service hotels

can quickly benefit from food and beverage service. They can also order other services such as room service and laundry service and are entitled to use the business, health and sports facilities (Baker et al., 2011). The self-catering hotels only offer accommodation to their guests. The guests staying at the self-catering hotels buy their food from the outside or cook it, clean the rooms and do their laundry (Nicod, Mungall & Henwood, 2007). Self-catering hotels are commonly known as motels. In some regions, these hotels provide their guests with a microwave and in other areas the guests are also provided with a little stove. Budget hotels provide the people with accommodation and certain other facilities at cheaper rates. Most of the people staying at the budget hotels can benefit from cheap food and beverage services (Baker et al., 2011).

According to a study conducted by Minazzi (2010), hotels are also ranked according to the quality of the features they possess, their location, their size and their service quality. The quality of the hotels is usually classified on the scale of 1 to 5 with the hotel possessing the highest quality regarded as a five-star hotel. The hotels in the United States are ranked with one to five stars by their quality by the Forbes Travel Guide whereas some of the hotels are ranked with diamonds instead of stars by American Automobile Association. The hotels rewarded with five diamonds usually possess luxury infrastructure, top-class accommodation, higher standards of excellence, and personalized services. Four-diamond hotels usually offer their guests with refined accommodation, upscale location, and a high degree of hospitality. The cheapest hotels are considered to be one-diamond hotels because they provide essential items only along with the accommodation.

To sum up, facilities of hotels vary greatly between different star levels (e.g., 1-5), type (e.g., convention, resort) and needs. Hotel facilities may include golf, spa and other features. These types of facility often include restaurant which is an important factor influencing guests' decision.

2.4.4 Location of the hotel

Wuest, Tas, & Emenheiser (1996) claimed that customers' selection of the hotel is heavily based on a customer's satisfaction level. During a study conducted by Baruca & Čivre (2012), both researchers gathered data on the aspects that play an important role in the hotel-selection by a guest. During the research, they analyzed the socio-demographics of the guests, divided them into different groups, determined the reasons behind the hotel-selection and finally tested the hypothesis. The research was conducted while using the survey in quantitative study method. The researchers developed the questionnaire which was specifically focused on the hotels located on the Slovenian Coast. They developed two different types of questions to gather the data on each guest's reasons behind the hotel-selection and his/her socio-demographic data. The questions included in the questionnaire asked for the information on location, facilities offered by the hotel, price, third-party recommendations, and previous experience with the hotel. The questionnaire also contained the questions on socio-demographic data such as age, gender, ethnicity and nationality of the person. Almost 1,520 guests participated in the study; all these guests were staying at ten different hotels. When the respondents were asked to select reasons for their stay in different hotels, almost 31.5% of them claimed that they prefer the location of hotel while making selection. Around 28.8% of the participants claimed that they value the recommendation provided by a third-party. Price was considered by 25.3% of the people, and about 14.4% mentioned that they select the hotel by previous experience. Even though most of the people also select hotels by facilities offered but during this survey, only 16% of the people considered facilities to be an essential factor for the hotel selection (Baruca & Čivre, 2012).

While conducting research on significance of hotel location in the international market selection, Ruuskanen (2008) stated that the area and the dimensions of that location incur a

substantial effect on the business. Companies need to select their location very carefully to compete successfully. When a company is choosing a location for its hotel, it must keep the two sides of location in consideration, i.e. site and the relative location. The site stands for the measure of the size of land whereas, relative location is focused on other relevant factors such as distance to the road or nearest market and other facilities. Ruuskanen (2008) further stated in his study if the location is not good enough for the customers and they do not feel refreshed due to the view around the location, he will not consider staying at that hotel. Certain factors play an essential role in making the location of the hotel an ideal place for the customer including the climate in the hotel's region, the scenery around the hotel, availability of the transport facility and utilities (Yang, Wong & Wang, 2012).

In conclusion, hotels should be conscious enough selecting their location. Guest would like to stay in a hotel with excellent view, climate and transport facility.

2.4.5 Social media adoption by the hotels

Social media plays a significant role in branding hotels (Lanz et al., 2010). The personnel can inform and influence the customers about the organization through social media. After that, the customers and prospects can also share their opinions through providing comments on Facebook, viewing videos on YouTube and influencing their family and friends through providing their opinions. There are some studies which identify the positive relationship between the increasing sales and the right ratings in social media (Kumar, 2015). For this reason, the decision makers of the hotels try to identify the ways to make effective use of applications such as YouTube, Facebook, and Twitter (Kaplan & Haenlein, 2010). What is more, Lim (1998) identified social

media as the potential to spread brand awareness quickly and develop attention and massive amounts of traffic.

A research was conducted by Benea (2018) in order to determine reasons motivating 25 random hotels to use social media. The researcher conducted a face-to-face interview. Out of these 25 hotels, 28% served independently, whereas 72% were a part of the franchise. The interviewees were asked to narrate the company's goals with respect to social media marketing. The respondents also discussed the social media channels they use and their target group. The interviewees stated that the main goals to adopt social media were to create brand awareness among the potential customers. Another reason was to inform the people about latest services or packages such as special discounts, any fun event or special offers. Some of them also declared that their companies used social media to connect with the customers to understand their needs appropriately. What is more, Heitman (n.d.) mentioned that social media can play an important role to promote organization's location through sharing employees' photos, progress updates, and competitive advantage. Organizations can also promote their new locations among the fans and followers through social media. Social media advertisements are also one of the powerful ways to reach the mass audience. As location is an important deciding factor to select a hotel, top management of hotels can promote the specialty of their location through social media. There are also some studies which identified hotel size as an influential determinant of the Information Technology (IT) as well as social media adoption (e.g., Siguaw, Enz, & Namasivayam 2000; Hashim, Murphy, Purchase, & O'Connor, 2010; Schneider & Datta, 2006; Sirirak, Islam & Khang, 2011; Toker et al., 2016). Like non-hotel based studies (e.g., Pan & Jang, 2008; Raymond & Uwizeyemungu, 2007), hotel related studies confirmed that firm size is positively related to technology and social media adoption. Besides, price is also an essential factor. Luxury hotels are more likely to adopt

technology and social media than the economy hotels (Siguaw, Enz & Namasivayam, 2000). BLLA Conference (2018) stated hotels with different facilities (e.g., spa) adopt YouTube channels.

To conclude, organizations can interact with the customers through social media. The purpose of using social media is not only to create brand awareness but also let the people know the available products and services and understand market scenario.

2.4.6 Social media adoption by independent hotels

According to a study conducted by Law, Leung, Au, & Lee (2013) the brand affiliation of any hotel plays a vital role in its trend towards the adoption of social media. There are differences between the usage of social media among the chain hotels and the independent hotels. The difference in the social media usage of both types of hotels was caused due to technical and financial support. Sigala, Christou & Gretzel (2016) conducted a study by going through the websites of the hotels in Hong Kong. In total, 109 hotels were selected for this research out of which 22 were independent hotels and 87 were chain hotels. According to the research, almost 51% of the hotels used social media. However, the ratio of the trend was different between the chain hotels and independent hotels. The adoption rate of chain hotels was much higher in comparison to independent hotels. Further interviews were conducted among the hotel managers in order to find out the reason behind this difference. Managers from chain hotels revealed that they have been using social media because of the perception of their top management. The senior management of chain hotels strongly believed that using social media helped them connect with current clients and find new ones. However, independent hotel managers pointed out they have limited resources. As a result, they were not able to adopt social media. The upper management was not interested in investing money for social media as they did not believe that it could bring

any benefit to the hotel. Top management of the chain hotels believe that adopting social media is a strategic decision which will help them to increase retention of customers. As chain hotels realize that social media can offer them more benefits, they are more likely to adopt it. (Sigala, Christou & Gretzel, 2016). As a result, there is a need to conduct a study on independent hotel's social media adoption to find out relevant factors and understand the scenario. Siguaw, Enz & Namasivayam (2000) mentioned that luxury hotels are more likely to adopt technology than economy and budget hotels. Independent luxury hotels would benefit from creating a competitive advantage to survive in this industry. Social media of independent luxury hotels can play a significant role in branding (Lim, 1998).

Social media not only helps the companies connect with the customers but also enables the clients to interact with companies through different platforms. Through these platforms, customers get the chance to convey their opinions, experiences and ideas about the products or services offered by the organizations. Most of the time, this communication takes place on a public forum so that other customers could also share their experience (Ngai, Tao & Moon, 2015).

Overall, hotels strive hard to accommodate travelers by providing the best facilities and services including food, beverages, comfortable bedrooms, relaxing location and other amenities. These facilities and services are also the standards that classify these hotels into different categories. This literature review is focused not only on the classification of hotels with respect to the difference in their price, location, size and features but also social media adoption by hotels. Hotels are adopting different types of social media to increase retention rate of their customers.

3.0 Conceptual Framework

Based on the theoretical considerations from the literature reviewed and available data about hotels five hypothesis were developed. A model was developed to explain different factors affecting YouTube channel adoption by independent luxury hotels in Canada and the US. TOE is an important framework utilized by the organizational technology adoption studies (Tornatzky & Fleischer, 1990). In this study, organizational factors of TOE framework are used to discuss YouTube channel adoption by independent luxury hotels. These factors have been selected based on literature discussed in this research. Key factors affecting YouTube channel adoptions are: a) years built, b) location, c) size, d) facilities, and e) room rate.

H1: New hotels are more likely to adopt a YouTube channel.

From the point of view of Diffusion of Innovation (DOI) theory, innovators are those who always want to try something new. On the other hand, laggards do not want to change the existing scenario (Rogers, 1962). In this study, new hotels are the innovators who would like to adopt different types of innovations and technology as well as social media (e.g., YouTube). Old hotels are playing the role of laggards who are not comfortable with any kind of changes. As a result, they are less likely to adopt social media.

H2: Location of the hotels has an impact on the YouTube channel adoption.

Hotels are located in different areas such as airport or interstate, resort, small metro or town, suburban and urban. Guests prefer location of hotel while making decision (Baruca & Čivre, 2012). Heitman (n.d.) stated that social media can promote organization's location through sharing interesting and informative thing. Organizations can promote their locations through social media.

Independent luxury hotels can also use YouTube to promote their location and let guests know what attractions are available for them.

H3: Hotels with more rooms are more likely to adopt a YouTube channel.

Prior research related to organizational technology adoption supports that the larger the firm has more resources, thus has more capacity for adopting new technology. Wang et al, in a study on hotels' adoption of mobile reservation systems confirmed that there is a positive relationship between the social media adoption and hotel size or number of rooms. Sigauw, Enz, & Namasivayam (2000) also identified number of rooms as one of the determinants of the Information Technology (IT) adoption in the US. In non-hotel related studies, Pan & Jang (2008) and Raymond & Uwizeyemungu (2007) confirmed that firm size is positively related to technology adoption. Within hotel studies, Hashim et al, (2010) determined that large hotels adopt different types of technology earlier than the small hotels. From the point of view of efficiency, social media or technology adoption makes sense for the hotels with more rooms (Schneider & Datta, 2006). Overall, number of hotels rooms has an impact on the adoption of social media as well as Information and Communication Technology (ICT) adoption (Sirirak, Islam & Khang, 2011; Toker et al., 2016).

H4: Hotels with different facilities are more likely to adopt a YouTube channel.

Different types of hotels have various types of facilities such as conference, convention, ski, spa, boutique, golf, casino etc. These hotels would like to inform their clients what type of leisure activities they offer. As a result, they always try to find innovative ways to reach the prospects. YouTube becomes one of the best solutions to connect with the customers, share stories

and get feedback (Seraj, 2012). Thus, hotels with different facilities are more likely to adopt a YouTube channel to let the people know competitive advantage they have.

H5: Hotels with higher room rate are more likely to adopt a YouTube channel.

Luxury hotels are more likely to adopt social media or technology than economy and budget hotels (Siguaw et al, 2000). These types of hotels initiate technological adoption and improvements to increase quality of service delivered to guest. On the other hand, economy hotels do not have enough budget to adopt and maintain social media.

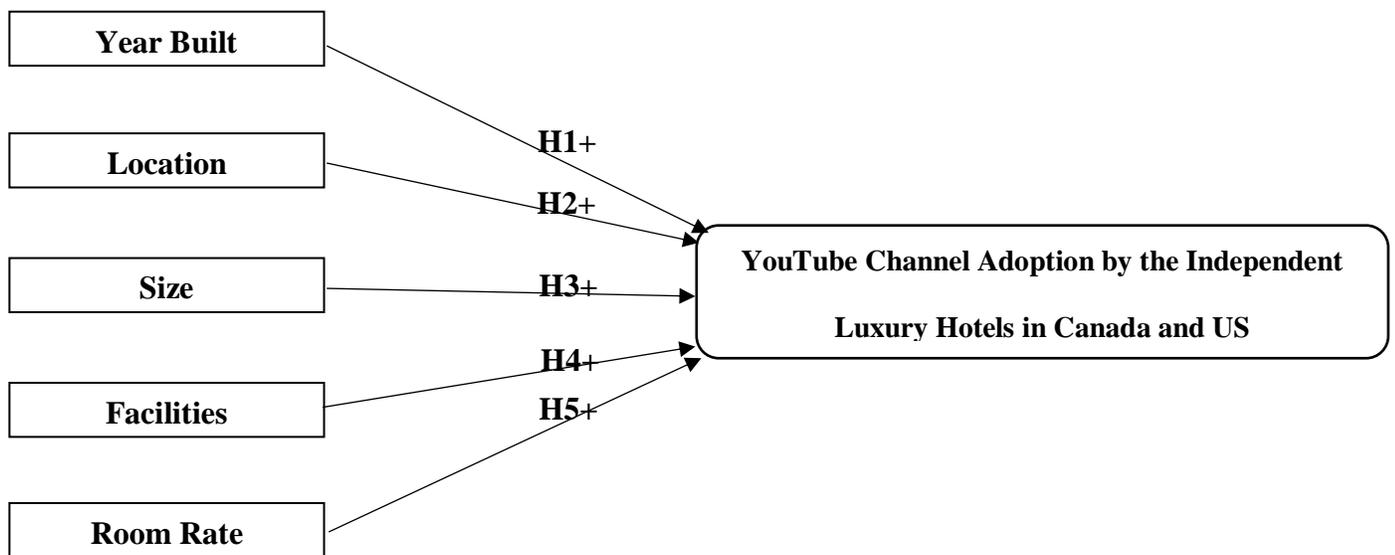


Figure 1: *Organizational context of TOE Framework of YouTube channel adoption*

4.0 Methodology

4.1 Sample

The first step of this descriptive study was to receive a list of luxury hotels data from STR. STR does not have any definition of luxury hotel. However, Hotel Revenue Management provided an excellent definition of luxury hotels. “A Luxury Hotel is considered a hotel which provides a luxurious accommodation experience to the guest. There are no set standards (such as stars) for luxury hotels. Often 4 or 5 star hotels describe themselves as luxury” (Hotel Revenue Management, 2019).

The database extracted from the STR consists of name, type and province of the hotels; the number of rooms, year built, room rate and facilities (e.g., spa, golf) of the hotels. Research on differences between chain and independent hotels identified some significant findings relevant to this study. For instance, Noll conducted (2015) investigated the differences between independent and chain hotels. She pointed on some major phenomenon. Firstly, she stated that independent hotels enjoyed consistent performance metrics in 2014. There is a growing internet, distribution and marketing possibility for independent hotels. Secondly, independent hotels’ have greater flexibility to adopt new situation and change existing policies. Thirdly, the chain hotels have many advantages like having a great asset named customer loyalty programs. However, there is a chance of a shift in the current situation because millennials are going to be the most significant portion of the travelers. They love new experiences and environments. As a result, the independent hotels could attract the millennials through using proper promotional tools. Noll stated that 59% of millennials stayed at different kinds of independent hotels in 2014 which is 20% more than baby boomers. Millennials with their growing economic power and interest in the social media are

choosing independent hotels. For this reason, there is a value in studying at how these hotels are adopting and taking advantage of YouTube channels. In addition, luxury and upscale hotels adopted more IT than economy and budget hotels (Siguaw, Enz, & Namasivayam, 2000). As a result, this study focuses on only independent luxury hotels in Canada and the US.

The second step of this study to finalize the sample size was to remove the chain hotels from the database of 1688. Total number of independent luxury hotels which are actively doing the business was 651. The third step was to visit hotel websites and find out if they have a link to YouTube channel or video on the website. In this case, if the website does not have any link of YouTube channel or video, I searched the name of the hotel on YouTube to confirm if they have YouTube channel. YouTube channels are hotels' YouTube platform where they post videos on their services and unique features. Some hotels have link on their website to direct their target customers to their YouTube channel.

4.2 Characteristics of the study sample

After identifying the total number of independent hotels, author visited websites of the 651 hotels and searched their names on YouTube to identify which hotels have YouTube channels. Finally, author found total 260 hotels which already have YouTube channels. Table 3 and 4 summarize characteristics of the study sample.

Table 3.

Characteristics of location and facilities in this study

Variables	Summary statistic	
	(n=651)	
YouTube adoption	260	(40%)
Location		
<i>Airport or interstate</i>	16	(2)
<i>Resort</i>	169	(26)
<i>Small Metro/Town</i>	182	(28)
<i>Suburban</i>	157	(24)
<i>Urban</i>	127	(20)
Facilities		
Restaurant	487	(75)
Ski	29	(4)
Spa	240	(37)
Golf	56	(9)
Boutique	125	(19)
Casino	13	(2)
Convention hall	34	(5)

Table 4.

Characteristics of year built, size and room rate in this study

Variables	Summary statistic		
	(n=651)		
YouTube adoption	260	(40%)	
Year built^a			
<i>-1988</i>	310	(49)	
<i>After 1988</i>	318	(51)	
No of rooms			
<i>0-74</i>	308	(47)	
<i>75-149</i>	190	(29)	
<i>150+</i>	153	(24)	
Single low rate			
<i>Mdn (IQR) [Min, Max]</i>	219	(134)	[60 , 1600]
Single High Rate			
<i>Mdn (IQR) [Min, Max]</i>	330	(201)	[79 , 2000]
Double Low Rate			
<i>Mdn (IQR) [Min, Max]</i>	230	(126)	[67 , 1815]
Double High Rate			
<i>Mdn (IQR) [Min, Max]</i>	349	(206)	[89 , 2000]

^a23(4%) observations were missing in the STR database.

The eldest hotel was built in 1797 while the latest one was built in 2015. Half of the hotels were built before 1988. The hotels were distributed equally among resorts, small Metro or Town, suburban and urban locations. Only 3% were in airport or interstate. The number of rooms ranging from 6 to 4016, with a median value of 91. Restaurants were the most common facility (75%),

followed by spa (37%) and Boutique (19%). Golf was available in 9% of the hotels. Ski and convention halls were equally common (around 4%). Casino was the least common facility (2%). The median low rate for a single room was 219, ranging from 60 to 1600. The median high rate for a single room was 330, ranging from 79 to 2000. The median rates for double room were 230 and 349 in case of low rate and high rates respectively. The low rate for suite was ranging from 98 to 2500, with a median value of 369. In case of high rate, the range was much wider ranging from 129 to 7100, with a median value of 550.

4.3 Data Analysis

Data analysis was conducted based on the sample and hotel characteristics from STR. Statistical analyses of this study used IBM SPSS® Version 25.0. The distributions of quantitative variables were tested for normality using Kolmogorov-Smirnov test. When the assumption of normality was not met, quantitative data were described using median (Mdn), interquartile range (IQR), minimum and maximum. This study also used Mann-Whitney U test. The aim to use Mann-Whitney U test was to compare quantitative variables between hotels with and without YouTube channels.

To determine the predictors of YouTube channel adoption among the study sample, author used three consecutive steps statistical methodologies. The reasons to do these three steps are explained here:

4.3.1 Bivariate analysis

Author conducted bivariate analysis first to determine the potential predictors and compare every factor between hotels which have YouTube channels and those which have not. Then,

univariate logistic regression was used to determine unique contribution of each factor while controlling other factors. Using univariate logistic regression, author estimated odds ratio (OR) and the corresponding 95% confidence interval (CI) quantify the likelihood of YouTube channel adoption. This study found that 260 hotels adopted YouTube channel and 391 did not.

4.3.2 Decision tree

Decision Tree procedure creates a tree-based classification model. It classifies cases into groups based on values of independent (predictor) variables. We used decision tree for two main reasons:

- a. To identify interaction: Finding relationships that pertain only to specific subgroups and specifying these in a formal parametric model.
- b. To determine the optimal cut-off values for continuous variables. Categorizing continuous variables with minimal loss of information.

Chi-square Automatic Interaction Detection (CHAID) method was used in this study. Association between categorical variables and YouTube channels adoption was tested using Chi-square test. At each step, CHAID chooses the independent (predictor) variable that has the strongest association with the dependent variable. All the variables were entered as dependent predictors into the CHAID model. When more than 20% of the cells have expected count less than 5, correction for chi-square was conducted using Fisher's Exact test or Monte Carlo correction.

The end product of decision tree algorithm is a tree that starts with a "root node". This node contains the observations from which the tree will be grown. The observations are then partitioned into two "child nodes" -each containing a subset of the observations- according to the value of one

of the predictors. Each child node may be further divided again according to the value of one of the predictors. No independent predictor has a statistically significant association with the dependent variable (YouTube channel adoption). The final child nodes are named terminal nodes and they form a complete partition of the observations in the root node.

4.3.3 Multiple logistic regression

Multiple logistic regression models were built to identify the independent predictors of YouTube adoption among hotels. Other studies on the organizational technology adoption also adopted this statistical technique (e.g., Oliveira & Martins, 2011; Lin, 2014) . All the predictors detected by bi-variate analysis and decision tree were included in the final models. Building the models was guided by findings reported by the decision tree. Significance of the test results were quoted as two-tailed probabilities and judged at the 5% level.

According to Szumilas (2010), strength of two events association is quantified by odds ratio (OR). If the OR is 1 then two events are independent. This analysis focuses on the ratio of the odds of an event occurring in one group to the odds of it occurring in another group. The term is also used to refer to sample-based estimates of this ratio. In this research, OR was used to identify the association of independent variables with the dependent variable.

5.0 Results

5.1 Bivariate analysis

Bivariate analysis was summarized in table 5, 6 and 7. Table 5 shows the association between general characteristics of hotels and adoption of YouTube channel.

Table 5.

Adoption of YouTube channel by general characteristics of hotels

Variables	Adoption of YouTube channel				(p-value)	Odds ratio		
	No		Yes			95%CI		
	(n=260)		(n=391)			OR	LL	UL
Year built^a								
<i>Mdn (IQR)</i>	1986	(52)	1988	(38)	(.073)			
<i>(Min, Max)</i>	(1797 to 2015)		(1830 to 2015)					
-1988	119	(48)	191	(50)				
After 1988	127	(52)	191	(50)	(.691)	0.9	0.7	1.3
Location								
<i>Airport or interstate</i>	7	(3)	9	(2)				
<i>Resort</i>	53	(20)	116	(30)	(.316)	1.7	0.6	4.8
<i>Small Metro/Town</i>	78	(30)	104	(27)	(.945)	1.0	0.4	2.9
<i>Suburban</i>	68	(26)	88	(23)	(.990)	1.0	0.4	2.8
<i>Urban</i>	54	(21)	73	(19)	(.925)	1.1	0.4	3.0
No of rooms								
<i>Mdn (IQR)</i>	61	(98)	91	(115)	(<.001)			
<i>(Min, Max)</i>	(8 to 2125)		(6 to 4016)					

<i>0-</i>	145	(56)	163	(42)				
<i>75-</i>	64	(25)	126	(32)	(.003)	1.8	1.2	2.5
<i>150-</i>	51	(20)	102	(26)	(.005)	1.8	1.2	2.7

^a Analysis conducted on available observations only; 9(2%) and 14 (5%) observations were missing in hotels with and without YouTube channels respectively.

YouTube channel adoption did not change across hotels built before or after 1988. Location of the hotel shows no significant association with adoption of YouTube channel. The median number of rooms was significantly higher among hotels with YouTube channel (91 vs 61). The hotels with 75-149 rooms or more than 150 rooms were two times more likely to adopt YouTube channels than hotels with rooms fewer than 75 (OR=1.8; 95% CI: 1.2 to 2.5, p=.003 and OR=1.8; 95% CI: 1.2 to 2.7, p=.005 respectively). Thus, hypothesis 1 and 2 are rejected while hypothesis 3 is accepted.

Table 6 shows the association between presence of certain facilities and adoption of YouTube channel.

Table 6.

Adoption of YouTube channel by presence of facilities in hotels

Variables	Adoption of YouTube channel				χ^2 (p-value)	Odds ratio		
	No (n=260)		Yes (n=391)			95%CI		
					OR	LL	UL	
Restaurant								
<i>N</i>	74	(28)	90	(23)				
<i>Y</i>	186	(72)	301	(77)	(.118)	1.3	0.9	1.9
Ski								
<i>N</i>	249	(96)	373	(95)				
<i>Y</i>	11	(4)	18	(5)	(.821)	1.1	0.5	2.4
Spa								
<i>N</i>	193	(74)	218	(56)				
<i>Y</i>	67	(26)	173	(44)	(<.001)	2.3	1.6	3.2
Golf								
<i>N</i>	253	(97)	342	(87)				
<i>Y</i>	7	(3)	49	(13)	(<.001)	5.2	2.3	11.6
Boutique								
<i>N</i>	204	(78)	322	(82)				
<i>Y</i>	56	(22)	69	(18)	(.218)	0.8	0.5	1.2
Casino								
<i>N</i>	256	(98)	382	(98)				
<i>Y</i>	4	(2)	9	(2)	(.498)	1.5	0.5	4.9
Convention								
<i>N</i>	253	(97)	364	(93)				
<i>Y</i>	7	(3)	27	(7)	(.022)	2.7	1.1	6.3

Hotels with golf was 5 times more likely to adopt YouTube channel (OR=1.5, 95%CI: 2.3 to 11.6). Hotels with convention rooms were around 3 times more likely to adopt YouTube channel (OR=2.7, 95%CI: 1.1 to 6.3). Hotels with spa was two times more likely to adopt YouTube channel (OR=2.3, 95%CI: 1.6 to 3.2). There was no significant association between presence of restaurant, ski, Boutique or casino and YouTube channel adoption. Thus, hypothesis 4 is partially accepted.

Table 7 shows the association between YouTube channel adoption and rates of rooms and suites. The rates were more or less similar between hotels with or without YouTube channels. As a result, hypothesis 5 is rejected.

Table 7.

Adoption of YouTube channel by rates of rooms and suites

Variables	<i>Adoption of YouTube channel</i>				(p-value)	OR	OR	
	<i>No</i>		<i>Yes</i>				95%CI	
	<i>(n=260)</i>		<i>(n=391)</i>				LL	UL
Single Low Rate								
<i>Mdn (IQR)</i>	220	(130)	91	(125)				
<i>(Min, Max)</i>	(46 to 1597)		(69 to 1600)		(.606)			
-210	132	(51)	193	(49)				
>210	128	(49)	198	(51)	(.725)	1.1	0.8	1.4
Single High Rate								
<i>Mdn (IQR)</i>	339	(199)	329	(219)				
<i>(Min, Max)</i>	(73 to 1597)		(105 to 2000)		(.482)			
-340	125	(48)	202	(52)				
>340	135	(52)	189	(48)	(.370)	0.9	0.6	1.2
Double Low Rate								
<i>Mdn (IQR)</i>	239	(155)	329	(128)				
<i>(Min, Max)</i>	(46 to 1815)		(69 to 1600)		(.669)			
-229	133	(51)	188	(48)				
>229	127	(49)	203	(52)	(.443)	1.1	0.8	1.5
Double High Rate								
<i>Mdn (IQR)</i>	349	(189)	350	(219)				
<i>(Min, Max)</i>	(73 to 1815)		(119 to 2000)		(.808)			
-355	122	(47)	203	(52)				
>355	138	(53)	188	(48)	(.212)	0.8	0.6	1.1

Suite Low Rate^a								
<i>Mdn (IQR)</i>	375	(250)	350	(256)				
<i>(Min, Max)</i>	(94 to 2259)		(110 to 2500)		(.730)			
-369	106	(52)	160	(48)				
>369	98	(48)	172	(52)	(.397)	1.2	0.8	1.6
Suite High Rate^a								
<i>Mdn (IQR)</i>	527	(464)	550	(465)				
<i>(Min, Max)</i>	(129 to 4192)		(199 to 7100)		(.576)			
-550	99	(49)	171	(52)				
>550	105	(51)	161	(48)	(.503)	0.9	0.6	1.3

^a Analysis conducted on available observations only; 59(15%) and 56 (22%) observations were missing in hotels with and without YouTube channels respectively.

5.2 Decision tree

All the tested predictors including; general characteristics, facilities and rates of rooms and suites were included in the decision tree. Based on CHAID growing methodology, the study sample (node 0) was classified according to the presence of spa into two nodes; node 1 and node 2. See Figure 4.

A. Node 1 contained all the hotels without spa (n=411). Fifty-three per cent of them adopted YouTube channels. Node 1 was further subdivided into two nodes; node 3, node 4, according to the year at which the hotel was built.

a. Node 3. It contained all the hotels without spa which were built in before 1968 or when built is unknown. It contains 141 hotels. More than half of these hotels (58%) did not adopt YouTube channel.

b. Node 4. It contained all the hotels without spa which were after 1968. It contains 270 hotels. More than half of these hotels (59%) adopted YouTube channel.

B. Node 2 contained all the hotels with spa (n=240). Seventy-two per cent of them adopted YouTube channels. Node 2 was further subdivided into two nodes; node 5, node 6, according to the presence of golf.

a. Node 5. It contained all the hotels with spa, but without golf. It contains 197 hotels. Sixty-eight per cent of them adopted YouTube channel.

b. Node 6. It contained all the hotels with spa and golf. It contains 43 hotels. The majority of these hotels (91%) adopted YouTube channel.

5.3 Multivariate analysis

As the decision tree showed that the prediction among hotels differed according to the presence of spa, author developed two logistic regression modes; one for hotels without spa and the other for hotels with spa.

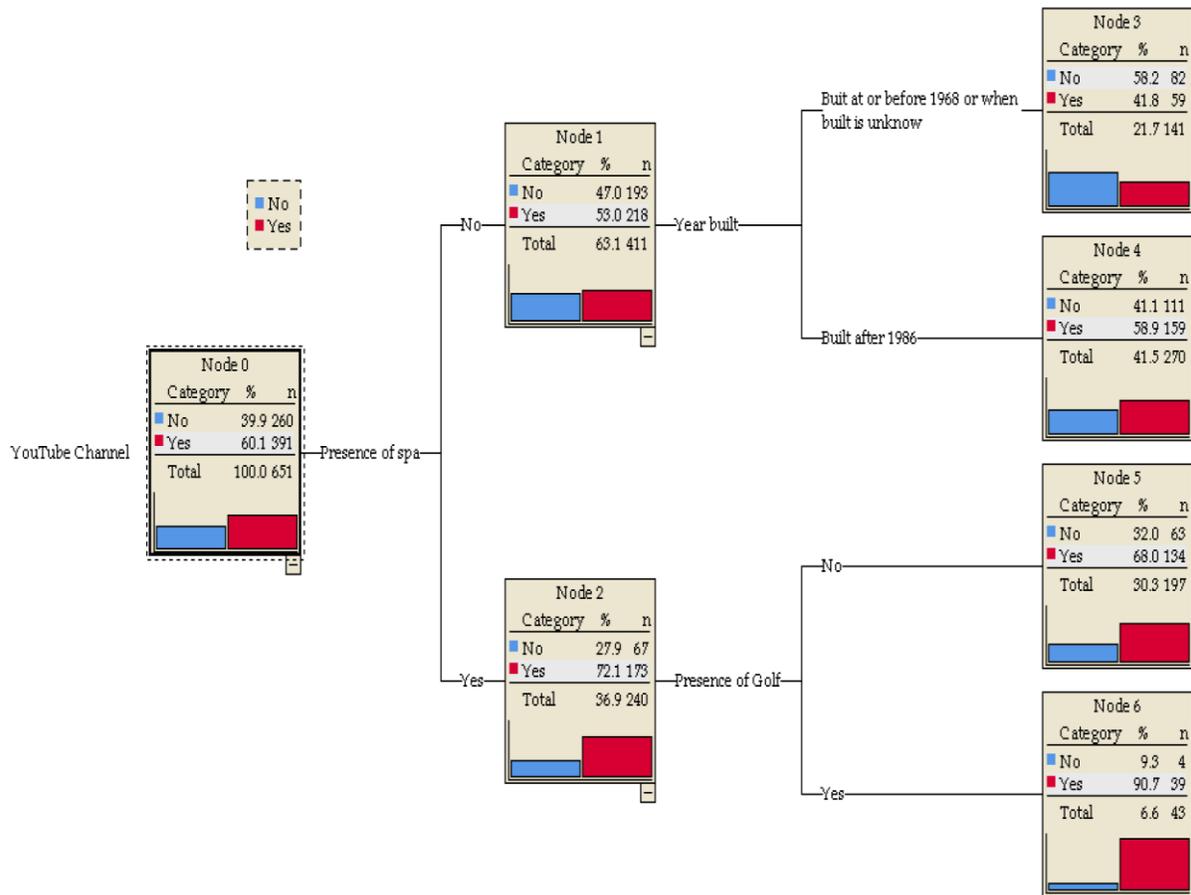


Figure:2 Decision Tree

The two models included all the predictors that show significant association with YouTube adoption in bi-variate analysis and any other predictors identified by the decision tree analysis.

Thus, it included the following predictors:

1. Built after 1986: a categorical predictor coded from the year built. It composed of two categories:

- Category 1. It contains all the hotels which were built after 1986

- Category 0. This is the reference category. It contains two groups of hotels:
 - Hotels which were built in or before 1986
 - Hotels with unknown date of building
2. Presence of Golf: A categorical predictor.
- Category 1. It contains hotels with golf
 - Category 0. This is the reference category. It contains hotels without golf
3. Presence of convention hall
- Category 1. It contains hotels with convention hall
 - Category 0. This is the reference category. It contains hotels without convention hall.
4. Number of rooms
- Category 2. It contains hotels with 150 rooms or more
 - Category 1. It contains hotels with 75 to 149 rooms
 - Category 0. It contains hotels with 74 or less. This is the reference category

The results of the two models are summarized in table 8.

Table 8.

Logistic regression model to determine independent predictors of adoption of YouTube channels among hotels

Hotels	Variables	OR	95% C.I. adjusted OR		(p-value)
			LL	UL	
Without spa	Built after 1986	1.9	1.3	3.0	(.002)
	Presence of Golf	2.7	0.7	10.3	(.139)
	No of rooms	-	-	-	(.221)
	75-	1.5	0.9	2.3	(.090)
	15-	1.3	0.7	2.5	(.430)
	Presence of convention hall	0.8	0.2	3.5	(.722)
With spa	Presence of Golf	5.0	1.6	15.1	(.005)
	Presence of convention hall	3.6	0.9	13.5	(.062)
	No of rooms				(.080)
	75-	1.8	0.8	3.7	(.139)
	15-	0.7	0.4	1.5	(.396)
	Built after 1986	0.8	0.4	1.6	(.612)

The following model shows the odds ratio of the hotels which have golf but does not have spa.

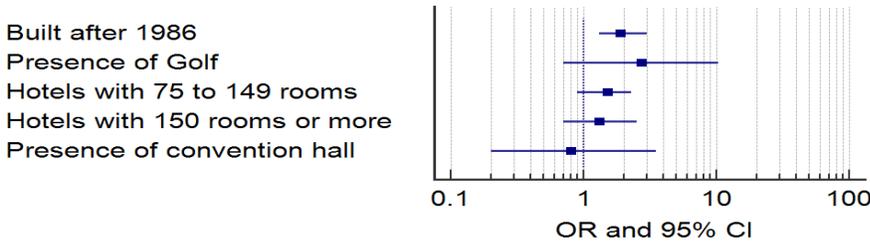


Figure: 3 Odds ratio among hotels without spa

The following model shows the odds ratio of the hotels which have both golf and spa.

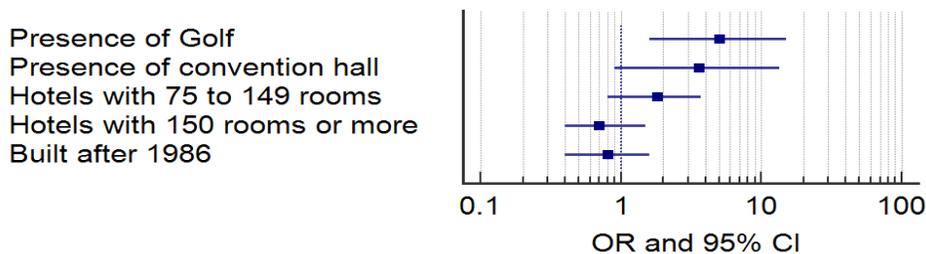


Figure: 4 Odds ratio among hotels with spa

Figure 3 shows that among hotels without spa. Only whether the hotel was built after 1986 or not was an independent predictor of YouTube adoption. The odds of adopting YouTube channel for a hotel built after 1986 is about two times that of a hotel built at or before 1986 or a hotel with unknown date of building (Adjusted OR=1.9; 95%CI: 1.3 to 3.0, $p=.002$). Presence of golf and presence of convention halls did not show any statistically significant association with YouTube adoption among hotels without spa (Adjusted OR=2.7; 95%CI: 0.7 to 10.3, $p=.139$ and Adjusted OR=0.9; 95%CI: 0.2 to 3.5, $p=.722$ respectively). The number of rooms was not a significant predictor of YouTube channel ($p=.221$)

Figure 4 shows that among hotels with spa. Only presence of golf was an independent predictor of YouTube adoption. The odds of adopting YouTube channel for a hotel with a golf was four times that of a hotel without golf (Adjusted OR=5; 95%CI: 1.6 to 15.1, p=.005). “Presence of convention halls” and “whether the hotel was built after 1986 or not” did not show any statistically significant association with YouTube adoption among hotels with spa(Adjusted OR=3.6; 95%CI: 0.9 to 13.5, p=.062 and Adjusted OR=0.8; 95%CI: 0.4 to 1.6, p=.612 respectively). The number of rooms was not a significant predictor of YouTube channel (p=.080).

6.0 Discussion

Discussion section will focus on the results of this study. The results of this research will be contrasted and compared against the existing studies to explain which findings are consistent with previous studies. This section is organized according to the hypotheses. Hypotheses summary of this study is focused here.

Table 9:

Hypotheses summary

Hypotheses	Outcome
Hypothesis 1 H1: New hotels are more likely to adopt a YouTube channel.	Not supported
Hypothesis 2 H2: Location of the hotels has an impact on the YouTube channel adoption.	Not supported
Hypothesis 3 H3: Hotels with more rooms are more likely to adopt a YouTube channel.	Supported
Hypothesis 4 H4: Hotels with different facilities are more likely to adopt a YouTube channel.	Partially supported
Hypothesis 5 H5: Hotels with higher room rate are more likely to adopt a YouTube channel.	Not supported

H1: New hotels are more likely to adopt a YouTube channel.

The result of this study showed that age of hotels did not have any significant influence on the YouTube channel adoption. The eldest hotel of this study's dataset was built in 1797 and latest one was in 2015. Half of the hotels were built before 1988. There is no change in the YouTube channel adoption across hotels built before or after 1988. However, Simpson & Doherty (2004)

mentioned that older SMEs were less likely to adopt e-commerce. What is more, Lai (1994) stated that age of an organization was significantly associated with the success of computer adoption. However, finding of this study supports research conducted by Chatterjee et al. (2002) and Li et al. (2010). They identified age of a firm to be an insignificant factor in the integration of Internet and E-Business Technology (IEBT).

H2: Location of the hotels has an impact on the YouTube channel adoption.

Only a few studies were found to investigate the relationship between location and social media or technology adoption. Those studies mentioned that there is a significant association between location and social media as well as technology adoption (Baruca & Čivre, 2012; Heitman, n.d.). However, location of the hotel does not show any association with adoption of YouTube channel in this research. P-value of location of this study is not less than 0.05 which indicates that there is location is not associated with YouTube channel adoption by the independent hotels.

H3: Hotels with more rooms are more likely to adopt a YouTube channel.

This study found that hotels with more rooms were likely to adopt a YouTube channel. In this study, the hotels with 75-149 rooms or more than 150 rooms were two times more likely to adopt a YouTube channel than hotels with rooms fewer than 75. Similarly, some previous studies found that there is a positive relationship between firm size and adoption of Information Systems or technology (Al-Qirim, 2007; Hashim et al, 2010; Huang et al., 2008; Teo, 2007; Jeyaraj et al., 2006; Li et al., 2010; Pan & Jang, 2008; Raymond & Uwizeyemungu, 2007; Siguaw, Enz, & Namasivayam, 2000). On the other hand, other researchers could not confirm this relationship (e.g. Gibbs & Kraemer, 2004; Goode & Stevens, 2000).

H4: Hotels with different facilities are more likely to adopt a YouTube channel.

This study found that hotels with golf, convention rooms, spa are more likely to adopt YouTube channel. However, other facilities (restaurant, ski, boutique and casino) did not have any association with YouTube channel adoption. Some of the studies also showed that hotels which have different facilities adopt technology (“BLLA Conference,” 2018).

H5: Hotels with higher room rate are more likely to adopt a YouTube channel.

This study revealed different finding than the previous studies from the room rate perspective. Siguaw, Enz & Namasivayam (2000) mentioned that there is a positive relationship between room rate and social media or technology adoption. However, this research did not find any significant relationship between hotel’s room rate and YouTube channel adoption.

Conceptual Framework Revisited

Based on the results of this research the conceptual framework was adjusted. P-value of the year built (year built before or in 1988: .073, year built after 1988: .691) shows no association with the dependent variable- YouTube channel adoption. Moreover, different types of location such as resort (.316), small metro/town (.945), suburban (.990), and urban (.925) do not have any impact on YouTube channel adoption. Though all sizes of hotels are showing significant association with the dependent variables (0-74: .001, 75-149: .003, more than 150: .005), hotels with more rooms are more likely to adopt YouTube channel. Thong (1999) mentioned that “Large firms have more resources and can take greater risks associated with innovation adoptions.” TOE, the theoretical framework of this study, also agrees with this. As a result, this study accepted that hotels with more rooms (more than 74) are more likely to adopt YouTube channels. Different facilities were mentioned in this study. On the one hand, restaurant (.118), ski (.821), boutique (.218) and casino (.498) do not have any influence on the dependent

variable. On the other hand, spa (.001), golf (.001) and convention (.022) have significant association with the YouTube channel adoption. Hotel room rates were divided into six categories and 12 sub-categories. Any of these categories do not have p-values with strong association. Logistic regression model was based on decision tree which spa as the strongest independent variable. This model is divided into two categories: hotels without spa and with spa. In case of hotels without spa, only year built after 1986 has a significant association with Odds Ratio 1.9 (LL 1.3 and UL 3.0). On the other hand, golf is the strongest variable for hotels with spa with Odds Ratio 5.0 (LL 1.6 and UL 15.1).

Overall, results showed that only number of rooms and some facilities (golf, convention rooms and spa) were significantly associated with the YouTube channels adoption by the independent luxury hotels.

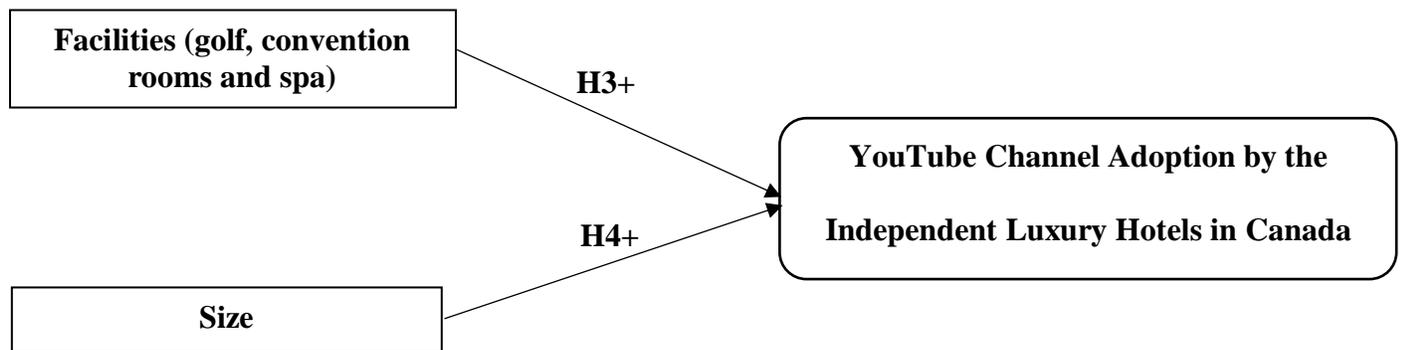


Figure:5 Conceptual framework revisited for the YouTube channel adoption.

7.0 Conclusion

7.1 Scope and Contributions

The investigation into the adoption of the YouTube channels by the independent luxury hotels in Canada and the US started after reading an article by Leung, Law, Hoof, & Buhalis (2013) focusing on the tourism and hospitality industries social media literature. They reviewed and analyzed research articles related to social media published from 2007 to 2011 in academic journals. All articles were based on hospitality and tourism fields. Findings of that study thoroughly explain the strategic necessity of social media for hospitality and tourism competitiveness. Other papers based on the impact of social media on the tourism organizations and hotels were also found at that time (e.g., Callarisa, García, Cardiff, & Roshchina, 2012). But there was no study on the adoption of YouTube by the hospitality industry in Canada and the US. As a result, a scope was identified to conduct research on this topic.

Moreover, there are some papers based on the factors affecting the innovation adoption by chain as well as independent hotels in various countries (e.g., Ottenbacher, Shaw, & Lockwood, 2006). The research gap was that there was no paper on the independent hotels' Information Technology adoption (e.g., YouTube). As a result, this paper can claim new contributions to the Canadian and US independent hotels' YouTube channel adoption literature.

There are two types of contribution of this paper. One is based on theory and another one on practitioners. Firstly, this paper is source of literature review for hotel YouTube researchers. They can explore different factors affecting YouTube channel adoption by the hotels. This paper will contribute as one of the first initiatives to focus on independent hotels' YouTube channel adoption in Canada and the US. From the perspective of a new model, this study focuses on the TOE

framework to include organizational factors into a proposed model of YouTube channel adoption. Future studies can also use this model. The findings of this study also provide essential practical contributions to the YouTube channels adoption by the independent luxury hotels. This study will motivate large hotels with different types of facilities to create videos and post it on YouTube to survive in the competitive industry. Both size and some of the facilities have significant effect on YouTube channel adoption. To attract more guests towards different types of facilities like spa, large hotels should adopt YouTube channels.

7.2 Limitations

Firstly, this study only focuses on YouTube channel adoption by the independent luxury hotels in Canada and the US. This data sample does not represent global adoption of YouTube channel. Secondly, independent variables were limited to only organizational variables from the STR research such as year built, location, size, facilities, room rate. Having more technological or environmental variables (e.g., technology readiness, competitive pressure, regulatory environment) could have provided more linkages to YouTube channel adoption. Thirdly, this research is only based on the YouTube channel adoption and not on its usage. As a result, this study could not explain overall YouTube scenario of hotels. The fourth limitation centers on the employed statistical technique. Logistic regression (Hair, Black, babin, & Anderson, 2010) was utilized to explore the relationship between YouTube channel adoption and their predictors. However, the relationships between the predictors were not analyzed. Fifthly, this study is based on quantitative data. Brown & Russell (2007) conducted research on factors affecting adoption of RFID. They collected both quantitative and qualitative data to assess all the factors. Lastly, usage (e.g., contents, views, date of the videos) of the channels was not explored in this paper. As a result, it was not possible to check if channels were active or not.

7.3 Recommendations for Future Research

In terms of the future studies surrounding this thesis topic, there are various avenues to be explored. Firstly, there is a scope to explore the YouTube channel adoption by chain hotels in Canada and make a comparison of Canadian chain hotels with that of other countries. It is essential to know overall adoption scenario in different countries in the world. Further study can also focus on the YouTube channel adoption by the independent hotels in different countries. Secondly, there are many studies based on organizational, technological and environmental aspects of technology adoption (e.g., Racherla & Hu, 2008; Schaupp & Bélanger, 2014; Wang, Li, Li, & Zhang, 2016). However, this study only discussed organizational contexts of YouTube channel adoption. Future research can include other technological (e.g., Perceived benefits and perceived costs, Technology competence) and environmental (e.g., competitive advantage, competition intensity, market demand) aspects. Focusing on all the aspects of TOE will ensure to draw a clear picture. Thirdly, further study could be conducted to explore usage of hotels YouTube channels using Content Analysis. Researchers can code YouTube videos on the basis of primary and secondary coding schemes to understand how hotels are using YouTube channels. Content analysis will help to explore the usage of the hotels YouTube channel. Fourthly, relationships between the predictors were not analyzed in this study. Multicollinearity of testing relationships between variables can be conducted to identify factors that are not only correlated to the dependent variable but also to other independent variables. Future research can analyze and discuss this relationship to get a detail finding. Lastly, in addition to quantitative data, future study should collect hotel managers' opinion about the factors affecting YouTube channel adoption by the hotels to dive deeper into the research problem.

7.4 Conclusion

When it comes to hospitality industry, some studies revealed that most of the hotels tend to use social media due to the internal and external pressures. YouTube is an effective tool for the hospitality industry because of the popularity among the customers and creating eye-catching promotional videos (Snelson, 2011). Moreover, streaming live videos has been added to many hotels' corporate websites (e.g. Marriott). Hotels are adopting online videos to encourage customers to increase their knowledge base, and thus to make better-informed decisions through visualizing the overall scenario of a hotel (Snelson, 2011).

The chain hotels have to integrate social media in their system because they receive pressure from their parent organizations. Similarly, small-sized hotels or independent hotels opt for social media when they see their competitors introducing social media in their system. Even though, hotels tend to use Facebook, Instagram and Twitter for their publicity but recently they have started preferring YouTube over other modes of social communication.

YouTube marketing has become the most effective form of marketing because the number of people spending more and more time on YouTube is increasing. Due to the ever-increasing demand of YouTube marketing, different organizations are also opting for this website in order to market their product. The company manages all its YouTube channels in order to connect with the customers interested in different types of products and services. The biggest challenge with the hotel business is that before making bookings people usually check for various features offered by different hotels located in their desired holiday destination. They check the size and type of the hotels and make a comparison according to their demands. People also review other factors such as price, location, year built, and the features offered by different hotels.

This research was a predictive, quantitative, deductive study that examined factors that affect YouTube channel adoption by the independent luxury hotels in Canada and the US. From a statistical analysis of 651 independent luxury hotels, results indicate that number of rooms and facilities (golf, convention rooms and spa) were significantly associated with the adoption of the YouTube channels, but year built, location, facilities (restaurant, ski, boutique and casino) and room rate were not. Hotels with golf, convention and spa can make a video on their facilities and post it on YouTube to attract the target customers. In this case, large hotels are more likely to adopt YouTube channel as they more resources to manage and implement. This paper will contribute to the literature of YouTube adoption as well as organizational technology adoption.

References

- Abrate, G., & Viglia, G. (2016). Strategic and tactical price decisions in hotel revenue management. *Tourism Management*, 55, 123-132.
- Abuljadail, M., Bi, N. C., Fisher, A., Joa, C. Y., Kim, K., Wen, X., & Zhang, F. R. (2018). The Audience and Business of YouTube and Online Videos. *Rowman & Littlefield*.
- Al-Qirim, N. (2007), "The adoption of ecommerce communications and applications technologies in small businesses in New Zealand", *Electronic Commerce Research and Applications*, Vol. 6 No. 4, 462-73.
- Andzulis, J. M., Panagopoulos, N. G., & Rapp, A. (2012). A review of social media and implications for the sales process. *Journal of Personal Selling & Sales Management*, 32(3), 305-316.
- Arpaci, I., Yardimci, Y. C., Ozkan, S., & Turetken, O. (2012). Organizational adoption of information technologies: A literature review. *International Journal of eBusiness and eGovernment Studies*, 4(2), 37-50.
- Baker, S., Bradley, P., & Huyton, J. (2011). Principles of hotel front office operations (7, 8).
- Barr, S., Shaw, G., Coles, T., & Prillwitz, J. (2010). 'A holiday is a holiday': Practicing sustainability, home and away. *Journal of Transport Geography*, 18(3), 474-481.
- Bärthel, M. (2018). YouTube channels, uploads and views: A statistical analysis of the past 10 years. *Convergence*, 24(1), 16–32. <https://doi.org/10.1177/1354856517736979>
- Baruah, T. D. (2012). Effectiveness of Social Media as a tool of communication and its potential for technology enabled connections: A micro-level study. *International Journal of Scientific and Research Publications*, 2(5), 1-10.
- Baruca, P., & Čivrič, Ž. (2012). How do guests choose a hotel?. *Academica Turistica*, 5(1), 75-84. http://www.hippocampus.si/ISSN/2335-4194/5_1_75-84.pdf
- Belicove, M. E. (2012). Big companies are adopting to social media marketing <https://www.entrepreneur.com/article/224386>
- Benea, I. (2014). Influences of Social Media on the Tourism and Hospitality Industry https://www.modul.ac.at/uploads/files/Theses/Bachelor/BBA_thesis_BENEA_Ioana.pdf
- Bertot, J., Jaeger, P., & Hansen, D. (2012). The impact of polices on government social media usage: Issues, challenges, and recommendations. *Government Information Quarterly*, 29(1), 30-40.
- Blackshaw, P., & Nazzaro, M. (2004). Consumer-Generated Media (CGM) 101: Word-of-mouth in the age of the Webfortified consumer. [http:// www.nielsenbuzzmetrics.com/whitepapers](http://www.nielsenbuzzmetrics.com/whitepapers)

- BLLA Conference. (2018). Buying the right technology can increase a hotel assets value. <https://www.hospitalitynet.org/news/4088921.html>
- Bogea, F., & Brito, E. P. Z. (2018). Determinants of social media adoption by large companies. *Journal of technology management & innovation*, 13(1), 11-18.
- Borgman, H. P., Bahli, B., Heier, H., & Schewski, F. (2013). Cloudrise: Exploring cloud computing adoption and governance with the TOE framework. *Proceedings of the Annual Hawaii International Conference on System Sciences*, 4425–4435. <https://doi.org/10.1109/HICSS.2013.132>
- Bregman, S. (2012). Uses of social media in public transportation (p. 6). Washington, D.C.: Transportation Research Board. <https://www.nap.edu/read/14666/chapter/4>
- Briones, R., Nan, X., Madden, K., & Waks, L. (2012). When vaccines go viral: an analysis of HPV vaccine coverage on YouTube. *Health communication*, 27(5), 478-485.
- Brown, I., & Russell, J. (2007). Radio frequency identification technology: an exploratory study on adoption in the South African retail sector. *International Journal of Information Management*, 27(4), 250e265.
- Bullas, Jeff. (2014). 30 Mind Numbing YouTube, Facts, Figures and Statistics. *jeffbullas.com*.
- Burgess, J., & Green, J. (2018). *YouTube: Online video and participatory culture*. John Wiley & Sons.
- Callarisa, L., García, J. S., Cardiff, J., & Roshchina, A. (2012). Harnessing social media platforms to measure customer-based hotel brand equity. *Tourism Management Perspectives*, 4, 73–79. <https://doi.org/10.1016/j.tmp.2012.04.005>
- Campbell, C. (1982). "Singapore Journal; Back to Somerset Maugham and Life's Seamy Side". *The New York Times. Singapore: The New York Times Company*. p. 6.
- Chan, J., & Quah, W. (2008). Key Issues on Managing Small and Medium-Sized Accommodation Businesses: An Exploratory Study. *TEAM Journal Of Hospitality & Tourism*, 5(1), 13-26. https://teamjournalht.files.wordpress.com/2013/05/vol512008-team-journal-of-hospitality_tourism_2.pdf
- Chatterjee, D., Grewal, R. and Sambamurthy, V. (2002), "Shaping up for e-commerce: institutional enablers of the organizational assimilation of web technologies", *MIS Quarterly*, Vol. 26 No. 2, pp. 65-89.
- Chen, C. (2013). Exploring Personal Branding on YouTube. *Journal of Internet Commerce*, 12(4), 332–347. <https://doi.org/10.1080/15332861.2013.859041>
- Cheng, X., Dale, C., & Liu, J. (2007). Understanding the Characteristics of Internet Short Video Sharing: YouTube as a Case Study. Simon Fraser University, Canada. <https://arxiv.org/pdf/0707.3670.pdf>

- Choi, G. Y. (2018). Learning through digital storytelling: exploring entertainment techniques in lecture video. *Educational Media International*, 55(1), 49-63.
- Chong, A. Y.-L., Ooi, K.-B., Lin, B., & Raman, M. (2009). Factors Affecting the Adoption Level of C-Commerce: an Empirical Study. *The Journal of Computer Information Systems*, 50(2), 13–22. <https://doi.org/10.1080/08874417.2009.11645380>
- Chowdhury, A. (2018). Study: Relevant Video Content Drives More Engagement And Revenue. <https://www.forbes.com/sites/amitchowdhury/2018/09/18/study-relevant-video-content-drives-more-engagement-and-revenue/#2d6923b96b7f>
- Collins, M., & Parsa, H. (2006). Pricing strategies to maximize revenues in the lodging industry. *International Journal Of Hospitality Management*, 25(1), 91-107.
- Coursaris, C., & Van Osch, W. (2016). Exploring the Effects of Source Credibility on Information Adoption on YouTube. *HCI In Business, Government, And Organizations: Ecommerce And Innovation*, 16-25. doi: 10.1007/978-3-319-39396-4_2
- Dahnil, M. I., Marzuki, K. M., Langgat, J., & Fabeil, N. F. (2014). Factors influencing SMEs adoption of social media marketing. *Procedia-social and behavioral sciences*, 148, 119-126.
- Damanpour, F. (1987). The adoption of technological, administrative, and ancillary innovations: Impact of organizational factors. *Journal of management*, 13(4), 675-688.
- Dickey, M. R. (2013). <https://www.businessinsider.com/key-turning-points-history-of-youtube-2013-2>.
- Doan, T. K. D. (2013). Rate strategy and electronic distribution channels in hotel revenue management.
- Enz, C., Canina, L., & Liu, Z. (2008). Competitive Dynamics and Pricing Behavior in US Hotels: The Role of Co-location. *Scandinavian Journal Of Hospitality And Tourism*, 8(3), 230-250.
- Espinet, J. M., Saez, M., Coenders, G., & Fluvià, M. (2003). Effect on prices of the attributes of holiday hotels: a hedonic prices approach. *Tourism Economics*, 9(2), 165-177.
- Ferguson, Rick, (2008), “Word of mouth and viral marketing: taking the Temperature of the hottest trends in marketing,” *Journal of consumer marketing*, Milford, Ohio, USA, 25/3, 179–182.
- Friel, M. (1999). Marketing practice in small tourism and hospitality firms. *International Journal of Tourism Research*, 1(2), 97-109.
- Fuchs, C. (2017). *Social media: A critical introduction*. Sage.
- Garcia, T. (2016). YouTube as a Business (Bachelor’s). JAMK University of Applied Sciences.

https://www.theseus.fi/bitstream/handle/10024/105042/YouTube_as_a_Business_Tania_Islas.pdf?sequence=1

- Gatica-Perez, D., Sanchez-Cortes, D., Do, T. M. T., Jayagopi, D. B., & Otsuka, K. (2018). Vlogging Over Time: Longitudinal Impressions and Behavior in YouTube. In *Proceedings of the 17th International Conference on Mobile and Ubiquitous Multimedia* (pp. 37-46). ACM.
- Gertz, J. (2011). Selection for preservation in the digital age. *Library Resources & Technical Services*, 44(2), 97-104.
- Gibbs, J.L. and Kraemer, K.L. (2004), "A cross-country investigation of the determinants of scope of e-commerce use: an institutional approach", *Electronic Markets*, Vol. 14 No. 2, pp. 124-37.
- Goode, S. and Stevens, K. (2000), "An analysis of the business characteristics of adopters and non-adopters of world wide web technology", *Information Technology and Management*, Vol. 1 Nos 1/2, pp. 129-54.
- Grandon, E. E., & Pearson, J. M. (2004). Electronic commerce adoption: an empirical study of small and medium US businesses. *Information & management*, 42(1), 197-216.
- Ha, L. (2018). Most Popular YouTube Channels. *The Audience and Business of YouTube and Online Videos*, 135.
- Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective* (7th ed.). Upper Saddle River, NJ: Pearson Education.
- Hashim, N. H., Murphy, J., Purchase, S., & O'Connor, P. (2010). Website and email adoption by Malaysian hotels. *International Journal of Hospitality Management*, 29(1), 194–196. <https://doi.org/10.1016/j.ijhm.2009.05.003>
- Hotel Revenue Management. (2019). <https://www.xotels.com/en/glossary/luxury-hotel>
- Heitman. (n.d.). Opening a new location? 7 ways to promote it. <https://localiq.com/blog/marketing/opening-new-location-7-ways-promote-it>
- Huang, E. (2013). US hospitals on YouTube™: a test to the Altruistic marketing approach. *Journal of Communication in Healthcare*, 6(2), 128-134.
- Huang, Z., Janz, B.D. and Frolick, M.N. (2008), "A comprehensive examination of internet-EDI adoption", *Information Systems Management*, Vol. 25 No. 3, pp. 273-86.
- Iacovou, C.L., Benbasat, I. and Dexter, A.S. (1995) Electronic data interchange and small organizations: Adoption and impact of technology, "MIS Quarterly", Vol. 19, No. 4, pp 465-485.
- Ifinedo, P. (2011). Internet/e-business technologies acceptance in Canada's SMEs: an

- exploratory investigation. *Internet Research*, 21(3), 255–281.
<https://doi.org/10662241111139309>
- Internet Video. (2017). https://en.wikipedia.org/wiki/Internet_video
- Ivanova, M., & Rahimi, R. (2016). Nature and definition of hotel chain. *The Routledge Handbook of Hotel Chain Management*, 9.
- Jeyaraj, A., Rottman, J.W. and Lacity, M.C. (2006), “A review of the predictors, linkages, and biases in IT innovation adoption research”, *Journal of Information Technology*, Vol. 21 No. 1, pp. 1-23.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53(1), 59–68.
<https://doi.org/10.1016/j.bushor.2009.09.003>
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, 54(3), 241–251. <https://doi.org/10.1016/j.bushor.2011.01.005>
- Kopacz, M. a., & Lawton, B. L. (2013). Talking About the YouTube Indians: Images of Native Americans and Viewer Comments on a Viral Video Site. *Howard Journal of Communications*, 24(1), 17–37. <https://doi.org/10.1080/10646175.2013.748406>
- Kousha, K., Thelwall, M., & Abdoli, M. (2012). The role of online videos in research communication: A content analysis of YouTube videos cited in academic publications. *Journal of the American Society for Information Science and Technology*, 63(9), 1710–1727. <https://doi.org/10.1002/asi.22717>
- Kruitbosch, G., & Nack, F. (2008, October). Broadcast yourself on YouTube: really?. In *Proceedings of the 3rd ACM international workshop on Human-centered computing* (pp. 7-10). ACM.
- Kuan, K. K. Y., & Chau, P. Y. K. (2001). A perception-based model for EDI adoption in small businesses using a technology-organization-environment framework. *Information and Management*, 38(8), 507–521. [https://doi.org/10.1016/S0378-7206\(01\)00073-8](https://doi.org/10.1016/S0378-7206(01)00073-8)
- Kumar, P. (2015). *Social Media : A Tool for Tourism Marketing*. 1–6.
- Kuppelwieser, V. G., Simpson, M. C., & Chiummo, G. (2013). 1 + 1 does not always equal value creation: The case of YouTube. *Marketing Letters*, 24(3), 311–321.
<https://doi.org/10.1007/s11002-013-9246-1>
- Lai, V.S. (1994), “A survey of rural small business computer use: success factors and decision support”, *Information and Management*, Vol. 26 No. 6, pp. 297-304.
- Lanz, L. H., Fischhof, B. W., & Lee, R. (2010). How are hotels embracing social media in 2010. *HVS Sales & Marketing Services*, (June), 1–28.

- Law, C. C., & Ngai, E. W. (2007). ERP systems adoption: An exploratory study of the organizational factors and impacts of ERP success. *Information & Management*, 44(4), 418-432.
- Law, R., Leung, D., Au, N., & Lee, H. A. (2013). Progress and development of information technology in the hospitality industry: Evidence from Cornell Hospitality Quarterly. *Cornell Hospitality Quarterly*, 54(1), 10-24.
- Leung, D., Law, R., van Hoof, H., & Buhalis, D. (2013). Social Media in Tourism and Hospitality: A Literature Review. *Journal of Travel and Tourism Marketing*, 30(1–2), 3–22. <https://doi.org/10.1080/10548408.2013.750919>
- Li, D., Lai, F. and Wang, J.E. (2010), “E-business assimilation in China’s international trade firms: the technology-organization-environment framework”, *Journal of Global Information Management*, Vol. 18 No. 1, pp. 39-65.
- Lim, W. (1998). The effects of social media networks in the hospitality industry. <https://digitalscholarship.unlv.edu/cgi/viewcontent.cgi?article=1694&context=thesesdissertations>
- Lin, H. F., & Lee, G. G. (2005). Impact of organizational learning and knowledge management factors on e-business adoption. *Management Decision*, 43(2), 171-188.
- Lin, H. F., & Lin, S. M. (2008). Determinants of e-business diffusion: A test of the technology diffusion perspective. *Technovation*, 28(3), 135–145. <https://doi.org/10.1016/j.technovation.2007.10.003>
- Lovejoy, K., & Saxton, G. (2012). Information, Community, and Action: How Nonprofit Organizations Use Social Media*. *Journal Of Computer-Mediated Communication*, 17(3), 337-353. doi: 10.1111/j.1083-6101.2012.01576.x Retrieved from <https://academic.oup.com/jcmc/article/17/3/337/4067685>
- Low, C., Chen, Y., & Wu, M. (2011). Understanding the determinants of cloud computing adoption. *Industrial Management & Data Systems*, 111(7), 1006–1023. <https://doi.org/10.1108/02635571111161262>
- Macarthy, A. (2018). *500 Social Media Marketing Tips: Essential Advice, Hints and Strategy for Business Facebook, Twitter, Pinterest, Google+, YouTube, Instagram, LinkedIn, and More!*. CreateSpace Independent Publishing Platform.
- Madden, M. (2009). *The audience for online video-sharing sites shoots up*. Washington, DC: Pew Internet & American Life Project.
- McLoughlin, C., & Lee, M. (2007). Social software and participatory learning: Pedagogical choices with technology affordances in the Web 2.0 era.
- Maha, A. (2015). The Online Visibility of the Romanian Hotels: Emphasis On the Hotels from the North-East Region of Romania. *CES Working Papers (2A)*, 545-554

- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business horizons*, 52(4), 357-365.
- Maswera, T., Dawson, R., & Edwards, J. (2008). E-commerce adoption of travel and tourism organisations in South Africa, Kenya, Zimbabwe and Uganda. *Telematics and Informatics*, 25(3), 187–200. <https://doi.org/10.1016/j.tele.2006.11.001>
- McGowan, B., Wasko, M., Vartabedian, B., Miller, R., Freiherr, D., & Abdolrasulnia, M. (2012). Understanding the Factors That Influence the Adoption and Meaningful Use of Social Media by Physicians to Share Medical Information. *Journal Of Medical Internet Research*, 14(5), e117.
- Mersham, G. M., Theunissen, P., & Peart, J. (2009). Social Media. In G. M. Mersham, P. Theunissen & J. Peart. (Eds.), *Public relations and communication management: an Aotearoa/ New Zealand perspective* (146-161). Auckland, New Zealand: Pearson Education
- Miller, M. (2009). Integrating online multimedia into college course and classroom: With application to the social sciences. *MERLOT Journal of Online Learning and Teaching*, 5, (2). http://jolt.merlot.org/vol5no2/miller_0609.htm
- Minazzi, R. (2010). Hotel Classification Systems: A Comparison of International Case Studies. *Acta Univ Danubius*, 4, 65-88.
http://file:///C:/Users/Dell/Desktop/Hotel_Classification_Systems_A_Comparison_of_Inter.pdf
- Mir, I. A., & Ur Rehman, K. (2013). Factors affecting consumer attitudes and intentions toward user-generated product content on YouTube. *Management & Marketing*, 8(4).
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International journal of hospitality management*, 29(1), 33-41.
- Ngai, E. W., Tao, S. S., & Moon, K. K. (2015). Social media research: Theories, constructs, and conceptual frameworks. *International Journal of Information Management*, 35(1), 33-44.
- Nicod, P., Mungall, A., & Henwood, J. (2007). Self-catering accommodation in Switzerland. *International Journal of Hospitality Management*, 26(2), 244-262.
- Noll, S. (2015). Independent vs. chain hotels: 5 things you need to know. <https://www.linkedin.com/pulse/independent-vs-chain-hotels-5-things-you-need-know-samantha-noll>
- O'Connor, P., & Murphy, J. (2008). Hotel yield management practices across multiple electronic distribution channels. *Information Technology & Tourism*, 10(2), 161-172.
- Ogaro, O. (2014). Impact of Social Media to Corporate Organizations in Kenya: A case of Safaricom Limited (Masters). University of Nairobi.

- Oliveira, T., & Martins, M. (2011). Literature review of Information Technology Adoption Models at Firm Level. *Electronic Journal of Information*, 14(1), 110–121.
- Olsen, M. D., Ching-Yick, T., & West, J. J. (1998). *Strategic management in the hospitality industry* (No. Ed. 2). John Wiley and Sons.
- Ortutay, B (2012). "Beyond Facebook: A look at social network history". *Associated Press*.
- Ottenbacher, M., Shaw, V., & Lockwood, A. (2006). An investigation of the factors affecting innovation performance in chain and independent hotels. *Journal of Quality Assurance in Hospitality & Tourism*, 6(3-4), 113-128.
- Pace, S. (2008). YouTube: an opportunity for consumer narrative analysis? *Qualitative Market Research: An International Journal*, 11(2), 213–226.
- Pan, M.-J., & Jang, W.-Y. (2008). determinants of the adoption of enterprise resource planning within the technology- organization-environment framework: Taiwan’s communications industry. *Journal of Computer Information Systems*, 48(3).
- Parveen, F., Jaafar, N. I., & Ainin, S. (2015). Social media usage and organizational performance: Reflections of Malaysian social media managers. *Telematics and Informatics*, 32(1), 67-78.
- Peacock, M. (1993). A question of size. *International Journal of Contemporary Hospitality Management* 5(4): 29-32.
- Pereira, S., Moura, P. F. R. D., & Fillol, J. (2018). The YouTubers phenomenon: what makes YouTube stars so popular for young people?. *Fonseca, Journal of Communication*, 17, 107-123.
- Premkumar, G. (2003). A meta-analysis of research on information technology implementation in small business. *Journal of organizational computing and electronic commerce*, 13(2), 91-121.
- Przechlewski, T., & Strzala, K. (2009). Determinants of open source software adoption—an application of toe framework. In *Information Systems Development* (pp. 461-469). Springer, Boston, MA.
- Pulizzi, J. & Handley, A. (2016). *B2C Content Marketing: 2016 Benchmarks, Budgets, and Trends – North America (CITY?)*: Content Marketing Institute.
- Racherla, P., & Hu, C. (2008). eCRM System Adoption by Hospitality Organizations: A Technology-Organization-Environment (TOE) Framework. *Journal of Hospitality Marketing & Management*, 17(1), 30–58. <https://doi.org/10.1080/10507050801978372>
- Ramdani, B., Kawalek, P., & Lorenzo, O. (2009). Predicting SMEs adoption of enterprise systems. *Journal of Enterprise Information Management*, 22(1/2), 10–24. <https://doi.org/10.1108/17410390910922796>

- Raymond, L., & Uwizeyemungu, S. (2007). A profile of ERP adoption in manufacturing SMEs. *Journal of Enterprise Information Management*, 20(4), 487–502. <https://doi.org/10.1108/17410390710772731>
- Reino, S., & Hay, B. (2014). The Use of YouTube as a Tourism Marketing Tool. *42nd Annual Travel & Tourism Research Association Conference*, (2002).
- Rodgers, N. (2015). <https://www.e-marketingassociates.com/blog/14-stats-that-show-why-video-marketing-is-important-for-hotels>
- Rogers, E.M. (1995). Diffusion of Innovations, *The Free Press*, New York.
- Rowell, R. (2011). YouTube. Edina, Minnesota: ABDO Publishing Company.
- Ruuskanen, A. (2008). The role of location in the international market selection in hotel business. *Turku School of Economics*.
- Sago, B. (2013). Factors influencing social media adoption and frequency of use: An examination of Facebook, Twitter, Pinterest and Google+. *International Journal Of Business & Commerce*, 3(1), 1-14. <https://www.ijbcnet.com/3-1/IJBC-13-2802.pdf>
- Safko, L., & Brake, D. K. (2009). The social media bible: tactics. *Tools & for Business Success*, Hoboken, New Jersey.
- Saleh, F., & Ryan, C. (1991). Analysing service quality in the hospitality industry using the SERVQUAL model. *Service Industries Journal*, 11(3), 324-345.
- Sambhanthan, A., & Good, A. (2013). Critical success factors for positive user experience in hotel websites: Applying Herzberg's two factor theory for user experience modeling. *International Journal of E-Services and Mobile Applications (IJESMA)*, 5(1), 1-25.
- Sambhanthan, A., Thelijjagoda, S., & Tan, J. (2013). Implications for utilizing YouTube based community interactions for destination marketing: Investigation of a typology approach. 2013 8Th International Conference On Computer Science & Education.
- Schaupp, L. C., & Bélanger, F. (2014). The Value of Social Media for Small Businesses. *JOURNAL OF INFORMATION SYSTEMS American Accounting Association*, 28(1), 187–207. <https://doi.org/10.2308/isys-50674>
- Schmid, S. (2017). English Inns and Hotels in Nineteenth-Century Fiction. In *Anglo-American Travelers and the Hotel Experience in Nineteenth-Century Literature* (pp. 38-57). Routledge.
- Schneider, C., & Datta, P. (2006). Adoption of WLAN's in the Hotel Industry: A Theoretical Costs-Analytic Framework. *Journal of Hospitality and Tourism Management*, 13(2), 189-196.

- Score 2018. <https://www.prnewswire.com/news-releases/77-percent-of-us-small-businesses-use-social-media-for-sales-marketing-and-customer-service-300704921.html>
- Shang, Y. (2014). Adoption of Social Media by SMTEs in China (Doctor of Philosophy in Management Studies.). University of Exeter. <https://core.ac.uk/download/pdf/43093699.pdf>
- Sharif, M., Davidson, R., & Troshani, I. (2013). Exploring Social Media Adoption in Australian Local Government Organizations. *International Conference on Information Resources Management (CONF-IRM)*, 14. <https://doi.org/10.13140/RG.2.1.4761.0405>
- Sigala, M., Christou, E., & Gretzel, U. (2016). Social media in travel, tourism and hospitality (pp. 57, 58, 59, 60). London: Routledge Taylor & Francis Group.
- Siguaw, J. A., Enz, C. A., & Namasivayam, K. (2000). Adoption of Information Technology in U.S. Hotels: Strategically Driven Objectives. *Journal of Travel Research*, 39(November 2000), 192–201. <https://doi.org/10.1177/004728750003900209>
- Simpson, M. and Doherty, A.J. (2004), “E-commerce adoption support and advice for UK SMEs”, *Journal of Small Business and Enterprise Development*, Vol. 11 No. 3, pp. 315-28.
- Sirirak, S., Islam, N., & Ba Khang, D. (2011). Does ICT adoption enhance hotel performance?. *Journal of Hospitality and Tourism Technology*, 2(1), 34-49.
- Smith, A. N., Fischer, E., & Yongjian, C. (2012). How Does Brand-related User-generated Content Differ across YouTube, Facebook, and Twitter? *Journal of Interactive Marketing*, 26(2), 102–113. <https://doi.org/10.1016/j.intmar.2012.01.002>
- Smith, K. (2019). 52 Fascinating and Incredible YouTube Statistics. <https://www.brandwatch.com/blog/youtube-stats/>
- Snelson, C. (2011). YouTube across the Disciplines : A Review of the Literature. *Journal of Online Learning and Teaching*, 7(1), 159–169. http://scholarworks.boisestate.edu/cgi/viewcontent.cgi?article=1010&context=edtech_facpubs
- Soares-Aguiar, A., & Palma-dos-Reis, A. (2008). Why do firms adopt E-procurement systems? Using logistic regression to empirically test a conceptual model. *IEEE Transactions on Engineering Management*, 55(1), 120–133. <https://doi.org/10.1109/TEM.2007.912806>
- Statista. (2018). Most popular social networks worldwide as of July 2018, ranked by number of active users (in millions).
- Strangelove, M. (2011). *Watching YouTube* (p. 103). Toronto: University of Toronto Press.
- Susarla, A., Oh, J., & Tan, Y. (2012). Social Networks and the Diffusion of User-Generated Content: Evidence from YouTube. *Information Systems Research*, 23(1), 23-41.
- Szumilas, M. (2010). "Explaining Odds Ratios". *Journal of the Canadian Academy of Child and*

- Adolescent Psychiatry*. 19 (3): 227–229.
- Tanford, S., Raab, C., & Kim, Y. S. (2012). Determinants of customer loyalty and purchasing behavior for full-service and limited-service hotels. *International Journal of Hospitality Management*, 31(2), 319-328.
- Teo, T.S.H. (2007), “Organizational characteristics, modes of internet adoption and their impact: a Singapore perspective”, *Journal of Global Information Management*, Vol. 15 No. 2, pp. 91-117.
- Tian, Y. (2010). Organ donation on Web 2.0: content and audience analysis of organ donation videos on YouTube. *Health Communication*, 25(3), 238–246.
<https://doi.org/10.1080/10410231003698911>
- Thong, J. Y. (1999). An integrated model of information systems adoption in small businesses. *Journal of management information systems*, 15(4), 187-214.
- Thrane, C. (2007). Examining the determinants of room rates for hotels in capital cities: The Oslo experience. *Journal of Revenue and Pricing Management*, 5(4), 315-323.
- Treem, J. W., & Leonardi, P. M. (2013). Social media use in organizations: Exploring the affordances of visibility, editability, persistence, and association. *Annals of the International Communication Association*, 36(1), 143-189.
- Tornatzky, L.G., & Fleischer, M. (1990). *The Processes of Technological Innovation*. Lexington Books, Lexington, Massachusetts.
- Toker, A., Seraj, M., Kuscü, A., Yavuz, R., Koch, S., & Bisson, C. (2016). Social media adoption: A process-based approach. *Journal of Organizational Computing and Electronic Commerce*, 26(4), 344-363.
- Troshani, I., Jerram, C., & Hill, S. R. (2011). Exploring the public sector adoption of HRIS. *Industrial Management & Data Systems*, 111(3), 470–488.
<https://doi.org/10.1108/02635571111118314>
- Tucker, C. E. (2014). Social networks, personalized advertising, and privacy controls. *Journal of Marketing Research*, 51(5), 546-562.
- Van Dijck, J. (2007). Television 2.0: YouTube and the emergence of homecasting. *Creativity, Ownership and Collaboration in the Digital Age*, Cambridge, Massachusetts Institute of Technology, 27-29.
- Verma, R., Stock, D., & McCarthy, L. (2012). Customer preferences for online, social media, and mobile innovations in the hospitality industry. *Cornell Hospitality Quarterly*, 53(3), 183-186.
- Wang, J.-Z., & Jing, W. (2009). Issues, Challenges, and Trends, that Facing Hospitality Industry. *Management Science and Engineering ISSN Canadian Research & Development Center of*

- Sciences and Cultures*, 3(4), 1913–341.
<https://doi.org/10.3968/j.mse.1913035X20090304.006>
- Wang, Y. M., Wang, Y. S., & Yang, Y. F. (2010). Understanding the determinants of RFID adoption in the manufacturing industry. *Technological Forecasting and Social Change*, 77(5), 803–815. <https://doi.org/10.1016/j.techfore.2010.03.006>
- Wang, Y. S., Li, H. T., Li, C. R., & Zhang, D. Z. (2016). Factors affecting hotels' adoption of mobile reservation systems: A technology-organization-environment framework. *Tourism Management*, 53, 163–172. <https://doi.org/10.1016/j.tourman.2015.09.021>
- Waters, R. D., & Jones, P. M. (2011). Using Video to Build an Organization's Identity and Brand: A Content Analysis of Nonprofit Organizations' YouTube Videos. *Journal of Nonprofit & Public Sector Marketing*, 23(3), 248–268.
<https://doi.org/10.1080/10495142.2011.594779>
- Wieling, M. B., & Hofman, W. H. A. (2010). The impact of online video lecture recordings and automated feedback on student performance. *Computers & Education*, 54(4), 992-998.
- White, C., Hiltz, R., & Turoff, M. (2007). United We Respond: One Community, One Voice. New Jersey Institute of Technology.
http://www.iscram.org/legacy/dmdocuments/ISCRAM2008/papers/ISCRAM2008_White_et_al.pdf
- Wu, K. (2016). YouTube marketing: Legality of sponsorship and endorsements in advertising. *JL Bus. & Ethics*, 22, 59.
- Wuest, B.E.S., Tas, R.F. and Emenheiser, D.A. (1996), "What do mature travelers perceive as important hotel/motel customer service?", *Hospitality Research Journal*, Vol. 20 No. 2, pp. 77-93.
- Yan Xin, J., Ramayah, T., Soto-Acosta, P., Popa, S., & Ai Ping, T. (2014). Analyzing the Use of Web 2.0 for Brand Awareness and Competitive Advantage: An Empirical Study in the Malaysian Hospitality Industry. *Information Systems Management*, 31(2), 96–103.
- Yang, Y., Wong, K. K., & Wang, T. (2012). How do hotels choose their location? Evidence from hotels in Beijing. *International Journal of Hospitality Management*, 31(3), 675-685.
- Yeomans, M. M. (2018). How to show, not tell. In *Trust Inc.*(Vol. 119, No. 129, pp. 119-129). ROUTLEDGE in association with GSE Research.
- Yoo, J. H., & Kim, J. (2012). Obesity in the New Media: A Content Analysis of Obesity Videos on YouTube. *Health Communication*, 27(1), 86–97.
<https://doi.org/10.1080/10410236.2011.569003>
- Yoo, K. H., & Kim, J. R. (2013). How U.S. state tourism offices use online newsrooms and social media in media relations. *Public Relations Review*, 39(5), 534–541.
<https://doi.org/10.1016/j.pubrev.2013.08.005>

Zhang, H., Lu, Y., Gupta, S., & Zhao, L. (2014). What motivates customers to participate in social commerce? The impact of technological environments and virtual customer experiences. *Information & Management*, 51(8), 1017-1030.

Zhu, K., Kraemer, K. L., & Xu, S. (2006). The Process of Innovation Assimilation by Firms in Different Countries: A Technology Diffusion Perspective on E-Business. *Management Science*, 52(10), 1557–1576. <https://doi.org/10.1287/mnsc.1050.0487>

Zibreg, Christian (2010). "Goodbye Flash: YouTube mobile goes HTML5 on iPhone and Android".