



# Enhancing Business Growth and Engagement: Combining Social Media Marketing and Franchising Synergies

<sup>1</sup>Mr. Damtew, <sup>2</sup>Dr. Ravikumar M\*, <sup>3</sup>Dr. Chandini R

<sup>1</sup>Faculty, Department of Marketing, Bedelle campus, Mattu University, Ethiopia.

<sup>2</sup>Professor, Department of Marketing, Bedelle campus, Mattu University, Ethiopia.

<sup>3</sup>Assistant Professor, Department of Commerce, SRM University, Vadapalani Campus, India.

\*Corresponding author

DoI: <https://doi.org/10.5281/zenodo.8339742>

## Abstract

The merger of social media marketing and franchising has emerged as a dynamic and potent strategy in the modern world of fast-paced and interrelated company dynamics. This strategy is capable of driving corporate expansion and pushing customer interaction to unprecedented levels. The arrival of the digital revolution has rewritten the rules for how communication and engagement take place, and at the same time, franchising has shown that it is an effective method for growing the visibility of a brand. This research paper delves into the mutually beneficial relationship between social media marketing and franchising, illustrating how their seamless integration not only accelerates business growth but also revolutionizes the landscape of customer relations and loyalty in an ever-evolving market milieu. The relationship between social media marketing and franchising has been the subject of this research paper. The purpose of this study is to investigate the synergistic effects of these two different dynamic techniques by collecting and evaluating data from 243 individuals. The digital age is reshaping the fundamental paradigms of business, and franchising is emerging as a recognized framework for expanding brand reach because of these shifts. This inquiry sheds light on the strategic advantages, challenges, and ideal practices related with this strong amalgamation through a thorough examination. It provides significant insights for businesses that are looking for novel approaches to sustainable success. For the analysis of the quantitative data, statistical methods were used, and for the study of the qualitative data, thematic analysis was used. This helped to foster a full understanding of the results of this integration. The merger resulted in increased brand exposure, accurate local

targeting, increased customer interaction, amplified satisfaction, and increased loyalty, all of which contributed to considerable progress in the expansion of the business and the improvement of engagement. This exemplifies the truly revolutionary power that may be unleashed by combining franchising with social media marketing.

**Keywords:** Synergy, Social Media Marketing, Franchising, Business Growth, Customer Engagement.

---

## 1. Introduction

In the modern and ever-changing world of business, the combination of social media marketing and franchising has emerged as a potent catalyst, pushing corporate growth and promoting enhanced consumer involvement. This has been made possible by the combination of two previously distinct business models. This convergence of strategic methods offers businesses a unique opportunity to extend their sphere of influence, create a powerful brand identity, and develop significant connections with the consumers they are trying to reach. This tactical combination capitalizes on the inherent benefits offered by social media platforms as well as the franchising model, fusing the two into an all-encompassing structure that directs companies in the direction of achieving success in the era of digital technology. This chapter delves deeper into the complex dynamic at play between social media marketing and franchising. It takes a close look at how the combination of these two business models enhances market awareness and cultivates long-lasting relationships with customers. The purpose of this research is to shed light on the revolutionary capabilities that are released when social media marketing and franchising are combined within the context of the modern-day business landscape by conducting an exhaustive review of the merits and potential of each of their individual components and their capacity to work together.

---

The idea that social media marketing and franchising, when combined in a way that is harmonious, having the power to synergistically increase their impact served as the impetus for the conception of the notion of amalgamating the two marketing approaches into a single strategy. This integration recognizes the inherent localization and personalized nature of franchises, both of which may be skilfully enhanced by the extensive reach and interaction capabilities of social media platforms. Consequently, organizations are able to not only increase brand awareness and consumer engagement by capitalizing on the strengths of both paradigms, but they are also better able to successfully manage the hurdles that are posed by the modern business environment.

This investigation was prompted by an interest in filling a gap in the existing body of knowledge about the extent to which social media marketing and franchising can be successfully paired together to achieve optimal results. Despite the fact that each tactic has demonstrated its significance on its own, the full potential of the combination of all of them is still only partially exploited. This research endeavors to fill this knowledge void by illuminating the mechanism by which the convergence of these tactics might provide companies with a strategic advantage in the marketplace. This research aims to produce actionable insights for businesses that are seeking to realize sustainable development and increased customer involvement by conducting an analysis of the complexities, advantages, and challenges inherent in the merger of social media marketing and franchising. Specifically, the research will focus on how the merger of social media marketing and franchising can create a "win-win" situation for both parties involved.

Additionally, in this day and age, customers are looking for more personalized and meaningful interactions, which means that businesses need to rethink their approaches in order to remain

---

in step with customers' shifting tastes. This readjustment is essential to maintaining competitiveness in a landscape where obtaining and maintaining the loyalty of customers is a complex task. This study intends to unravel how firms can adeptly traverse this changing landscape, fashioning tactics that resonate seamlessly with their audience on both a global and local scale. This will be done via the prism of the fusion of integrated social media marketing and franchising.

## **2. Background Of The Study**

The convergence of social media marketing and franchising has attracted substantial attention as a formidable strategy capable of stimulating business growth and enhancing consumer engagement in the rapidly changing landscape of contemporary business. This attention has been driven by the belief that this strategy has the potential to increase both business growth and customer engagement. The beginning of the digital era has changed the way in which businesses communicate and interact with their target audience. Social media platforms have emerged as essential tools for building brand visibility and nurturing connections. This has caused a reshaping of the way businesses communicate and interact with their target audience. Concurrently, the franchising model has demonstrated its effectiveness in extending firms across a variety of markets, thereby giving a structured framework for the regulated expansion of their operations.

The fundamental purpose of this study is to look extensively into the complex dynamics at play between social media marketing and franchising. This target was chosen since it has been recognized that there may be possible synergies between these two dynamic techniques. The research aims to uncover how businesses can effectively exploit the joint potential of digital communication and strategic franchising by thoroughly examining this integration. This will

be accomplished by examining it in great detail. The purpose of this synergy is not only to strengthen their position in the market, but also to rethink the dynamics of how customers engage with and remain loyal to a brand. This line of inquiry becomes more important as a result of the growing demand for new tactics that not only promote growth but also appropriately adapt to the ever-changing preferences and behaviors of customers in a world that is becoming more linked. The purpose of the study is to provide significant insights into the strategic benefits, obstacles, and ideal practices connected with this harmonization through an intensive examination. The purpose of this contribution is to encourage the development of a more in-depth awareness of the potential consequences that this synergy may have on the contemporary dynamics of business.

### **3. Need for the Study**

The increasing impact that the digital age is having on the formulation of modern business strategies was the impetus behind the decision to conduct the present research. The combination of social media marketing and franchising has the potential to be a game-changer in an environment that is rapidly undergoing profound change and in which businesses are struggling to keep up with the ever-evolving expectations of customers who want individualized connections and seamless experiences. This fusion gives a distinctive way to exploit the far-reaching scope of social media platforms in conjunction with the established structure of franchising, with the objective of increasing brand prominence, engaging with local audiences, and eventually directing business expansion.

Despite the undeniable impact that social media marketing and franchising have had individually and collectively on the success of businesses, researchers have only scratched the surface of their combined potential. This study investigates the efficacy of harmonizing both

tactics and elucidates the possibility for achieving a competitive edge, with the goal of bridging the gap that currently exists between the two. Businesses have the potential to gather insights that can be used to modify their strategies for reaching a wider audience, creating more intimate customer connections, and sustaining enduring brand loyalties if they get an understanding of the intricate aspects, challenges, and benefits connected with this synergy.

Given the potentially game-changing implications of this amalgamation, it is obvious that there is an urgent need to investigate the dynamics of combining social media marketing with franchising from a more comprehensive perspective. The findings of this study have the potential to provide businesses with insights that can be put into action. These insights will allow businesses to successfully navigate the complex terrain of customer engagement, expansion, and long-term viability in an era that is characterized by digital connectivity and the continuous evolution of consumer behaviors.

#### **4. Significance of the Study**

The significance of the present research lies in the fact that it investigates a contemporary business approach that has a sizeable potential to transform the way businesses broaden their spheres of influence and engage with their clientele. The combination of franchising, which has proven to be an effective way for controlled expansion, and the digital age, which we are currently living in, where online platforms have become vital to communication and the development of brands, the combination of these two aspects gives a different path for the success of businesses. This research addresses a significant knowledge gap about the ways in which the combination of social media marketing and franchising can propel business growth and modify the dynamics of consumer engagement by diving into the potential benefits and drawbacks associated with the combination of these two business models.

---

In order for businesses to preserve their level of competitiveness in the face of increased customer expectations for customized connections and seamless experiences, businesses need to evolve and propose new ideas. The results of this research offer useful insights into effectively leveraging on the vast reach of social media and the strategic framework of franchising in order to build coherent strategies that are centered on the client. Recognizing the significance of this synergy enables businesses to position themselves at the forefront of adapting to changing preferences and behaviors of their target demographic, which ultimately results in continuous expansion, strengthened brand allegiance, and a more profound influence on the constantly shifting business landscape.

## **5. Statement of the Problem**

The convergence of social media marketing and franchising, as exemplified in the research paper introduces a variety of opportunities and challenges into the modern-day landscape of business. The combination of these approaches provides a varied array of queries that require in-depth study because each tactic on its own holds great promise for accelerating expansion and expanding client involvement. However, each tactic can be used individually to achieve these goals. The special challenge comes in determining the most effective strategy to exploit the capabilities of social media platforms within the structural framework of franchising, with the goal of providing consistent brand communication, localized connection, and customer satisfaction.

Also, difficulties associated with control methods, scalability, and the preservation of a consistent brand image across a variety of franchise outlets provide sophisticated impediments that call for careful inspection. As more and more organizations work toward maximizing the benefits of this synergy, it is becoming increasingly important to address the aforementioned

---

factors in order to derive the most possible benefit from the combination of social media marketing and franchising. This thorough study, in the grand scheme of things, ultimately leads to sustainable business expansion and improved techniques for engaging customers.

## 6. Review of Literature

**Liu Dunnan et al (2022)** The purpose of this study is to explore the influence of social media marketing activities, often known as SMMAAs, on the intents of consumers with regard to continuing to participate, making purchases, and continuing to participate. In addition, the research investigates the ways in which social identification and enjoyment are mediated by intermediary functions. The people who took part in this study were knowledgeable users of Facebook and Instagram from Pakistan by way of a self-administered survey. The dataset contained the answers provided by 353 different people. The findings of the investigation shed light on the major influence that SMMAAs have on the user intentions. In addition, the research shows that the connection between engaging in activities on social media platforms and feeling satisfied is mediated by a sense of belonging to a group. In a similar vein, pleasure acts as a moderating factor in the connection between activity on social media platforms and the intentions of users. These findings have important repercussions for marketers that want to successfully engage customers and foster their intents. This study is notable for taking a novel method, making it the pioneering effort to investigate user intentions in the setting of Pakistan while taking into account the complex dynamic that exists between SMMAAs, social identification, and satisfaction. This is what gives the study its distinctive quality.

**Simona Vinerean and Allin Opreana,(2021)** The significance of customer involvement has become increasingly important in the field of social media marketing strategies, attracting the attention of both marketing practitioners and academic scholars. The current investigation



examines the notion of customer engagement (CE) using a systematic framework that includes three antecedents and a core outcome, specifically customer loyalty. The suggested approach is evaluated among users of social media platforms through the utilization of a survey methodology. The assessment of data involves the utilization of exploratory and confirmatory factor analyses, as well as structural equation modeling, to assess the hypotheses, in addition to conducting multi-group analyses. The results of the study provide evidence that customer involvement is a complex concept and validate all the proposed hypotheses in the theoretical framework. The study emphasizes that involvement is a particularly strong factor in predicting and fostering customer engagement, thereby highlighting the importance of consumer engagement in predicting and cultivating customer loyalty. This research study makes a substantial contribution by identifying the primary factors that influence customer involvement in digital environments, therefore enhancing the current body of knowledge on customer-brand relationships. The study closes by providing management insights with the objective of enhancing social media marketing strategies to increase customer engagement.

## **7. Objectives of the Study**

The objectives of the study are as follows:

- Analyzing the combined effects of integrating social media marketing and franchising.
- Exploring the potential improvement in brand loyalty through this integrated methodology.
- Discerning the inherent challenges and opportunities when merging social media marketing with franchising.
- Offering actionable insights and recommendations for businesses aiming to effectively combine these strategies.

## 8. Research Methodology

The study employed a comprehensive research methodology that combined both quantitative surveys and qualitative interviews to obtain a thorough understanding of the subject. Initially aiming for 250 participants, the research successfully collected data from 243 respondents.

Quantitative data, focusing on variables like brand visibility, customer engagement, and growth outcomes, were gathered through structured surveys. These surveys were distributed among businesses that had integrated both social media marketing and franchising, ensuring a diverse representation of industries and franchise models. Statistical techniques were applied to analyze the quantitative data, unveiling relationships and correlations between the integrated strategies and business performance.

Concurrently, semi-structured interviews were conducted to delve deeper into the participants' personal experiences and viewpoints. The qualitative insights garnered from these interviews enriched the quantitative findings, providing contextual depth and a comprehensive grasp of the phenomena under scrutiny.

Ethical considerations were rigorously upheld throughout the research process, prioritizing participant confidentiality and informed consent. This meticulous methodology was designed to uncover insightful perspectives on how the fusion of social media marketing and franchising impacts business growth and customer engagement. The results contribute to both academic understanding and practical applications in the business domain.

## 9. Limitations of the Study

1. **Impact of Limited Respondents:** The study's outcomes could be affected by the restricted number of participants, potentially influencing the extent to which the results can be generalized.
2. **Geographic Focus:** The study's concentration on a specific geographic region might constrain the broader relevance of the conclusions for other markets or areas.
3. **Reliance on Self-Reported Data:** Depending on self-reported information from surveys may introduce response bias, potentially curbing the precision of the collected data.
4. **Study Duration and Long-Term Effects:** The duration of the study might not encompass sufficient time to capture prolonged impacts, potentially missing emerging trends and changing dynamics.
5. **Omission of Relevant Variables:** Due to limitations, certain pertinent factors influencing business growth and engagement might be omitted from the study.

## 10. Conceptual Model

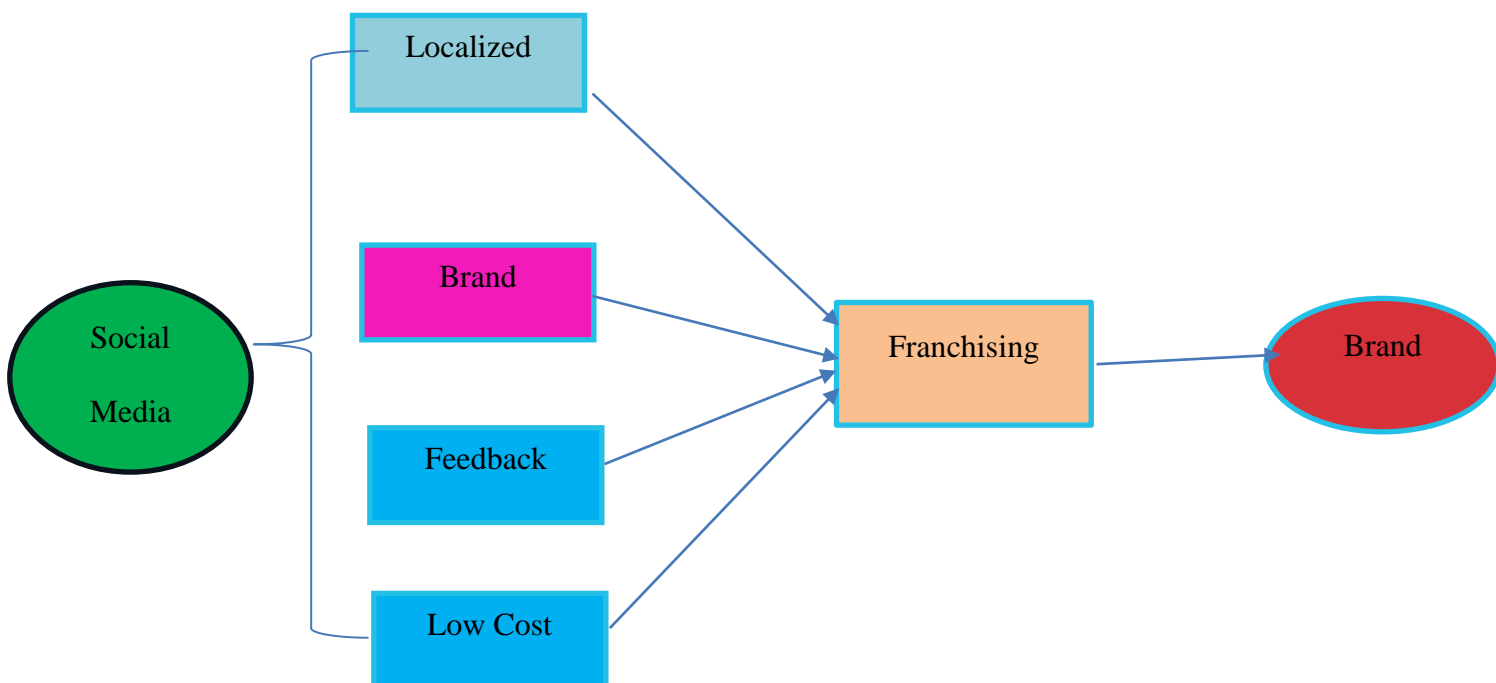


Figure.1. Conceptual Model of the Study

11. Data Analysis & Findings

Table.1. Descriptive Statistics

FACTORS	No of Items	N	Mean		Std. Deviation
		Statistic	Statistic	Std. Error	Statistic
Localised Engagement	5	243	21.2898	.20961	2.09612
Brand Cohesion	2	243	8.3168	.15333	1.53329
Feedback Loop & Adaption	3	243	25.1602	.23070	2.30705
Low Cost Marketing	4	243	19.3548	.26489	1.45958
Franchising	3	243	26.0925	.16780	1.67802
Brand Loyalty	4	243	21.354	.24390	1.35401
Valid N (listwise)		243			

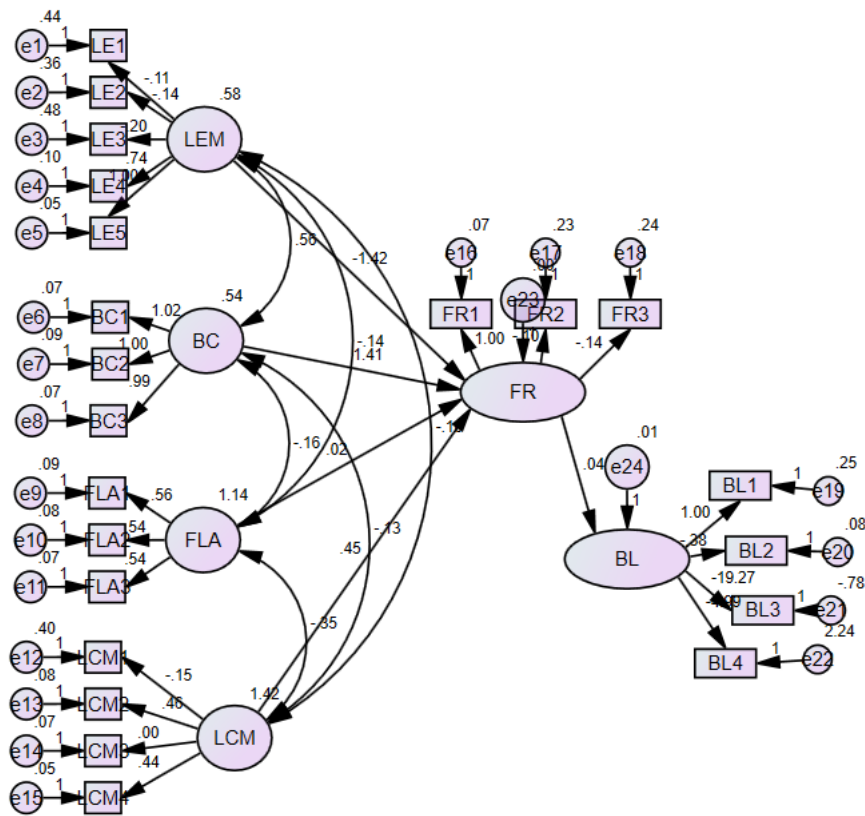


Figure.2. Standardized Estimate of Overall Measurement Model

Figure 2 indicates that all the indices are in the acceptable level and hence it fits the data well as the Goodness of Fit is satisfactory.

**Table.2. Convergent Validity of Overall Measurement Model**

			Estimate	S.E.	C.R.	P	Label
LEM	<-->	BC	.561	.084	6.643	***	par_20
LEM	<-->	FLA	.028	.017	1.669	.095	par_21
LEM	<-->	LCM	.001	.001	.828	.408	par_22
BC	<-->	FLA	-.004	.004	-.857	.391	par_23
BC	<-->	LCM	-.004	.004	-.859	.390	par_24
FLA	<-->	LCM	.023	.016	1.456	.145	par_

**Table.3. FIT Statistics**

Fit Statistic	Bench Mark	Obtained
$\chi^2$	-	860.989
Degrees of Freedom (df)	-	146
$\chi^2$ Significance	p < 0.05	0.000
$\chi^2 / df$	< 5.0	5.897
Goodness of Fit (GFI)	> 0.90	0.924
Modified Goodness of Fit Index (AGFI)	> 0.90	0.919
Normalized Fit Index (NFI)	> 0.90	0.947
Comparative Fit Index (CFI)	> 0.90	1.000
Incremental Fit Index (IFI)	> 0.90	1.000
Tucker Lewis Index (TLI)	> 0.90	1.000
Root Mean Square Error of Approximation (RMSEA)	< 0.05	0.000
Root Mean Square Residual (RMR)	< 0.05	0.029

**Table.4. Relationship Among Latent variables**

<b>Construct</b>	<b>Construct</b>	<b>Std. Beta</b>	<b>Std. Error</b>	<b>Confidence Intervals</b>	<b>CR</b>
Localized Engagement	Brand Cohesion	.811	.063	0.713 - .878	12.244
Brand Cohesion	Feedback Loop & Adaption	.269	.050	.118-.413	3.478
Feedback Loop & Adaption	Low-Cost Marketing	.657	.059	.512-.768	6.891
Localized Engagement	Feedback Loop & Adaption	.539	.048	.478-.655	9.023
Localized Engagement	Low-Cost Marketing	.439	.059	.443- .498	7.127
Brand Cohesion	Low-Cost Marketing	.410	.048	.411-.423	7.009

**Table.5. Summary of Findings**

<b>Hypothesis #</b>	<b>Hypothesis</b>	<b>Decision</b>
H01	Localized Engagement has a positive impact on Franchising	Supported
H02	Brand Cohesion has a positive impact on Franchising	Supported
H03	Feedback Loop & Adaption has a positive impact on Franchising	Supported
H04	Low Cost Marketing has a positive impact on Franchising	Supported
H06	Social Media Marketing Factors have a positive impact on Brand Loyalty	Supported
H07	Franchising has a positive impact on Brand Loyalty	Supported

## 12. Findings and Suggestions

The study's findings shed light on a transformative connection formed through the amalgamation of these two tactics. By thoroughly analyzing data collected from 243 participants, this research highlights the remarkable potential of combining social media marketing and franchising to propel business expansion and enrich customer involvement.

The study's quantitative examination revealed compelling revelations. The fusion of social media marketing and franchising yielded significant enhancements in the exposure of brands. Survey participants noted that their joint endeavors led to heightened recognition and awareness among their intended audiences, resulting in stronger brand recall and favorable associations. This harmonious impact was particularly pronounced in local targeting, where

---

enterprises could effectively employ social media's precision to reach local customers within the framework of their franchising model.

Furthermore, the investigation established a direct correlation between merged strategies and heightened levels of customer interaction. By merging the interactive nature of social media platforms with the localized presence of franchises, companies were able to cultivate more personalized and captivating interactions. Respondents expressed a feeling of connection and responsiveness from their customer base, indicating that the integrated approach nurtured an authentic and meaningful customer relationship.

Of equal significance, the integration was also connected to increased customer satisfaction. Enterprises that adeptly harnessed both approaches reported elevated customer contentment due to tailor-made experiences and efficient communication. The capacity to offer prompt responses and location-specific solutions via the franchise model, coupled with social media's reach and accessibility, culminated in enriched customer experiences that translated into satisfaction and loyalty.

The study's qualitative analysis delved deeper into these findings, uncovering several key themes. Respondents underscored the importance of coherent brand messaging and the difficulty of upholding consistent quality across diverse franchise locations. Effective communication emerged as a pivotal factor, with successful integration relying on transparent communication channels between franchisors and franchisees. Additionally, the qualitative insights emphasized the necessity of aligning the social media strategy with the distinctive attributes of each franchise location, as local market dynamics play a crucial role in driving engagement.



---

Given these discoveries, the study extends valuable recommendations for businesses striving to optimize the integration of social media marketing and franchising. First and foremost, maintaining a robust brand identity across all franchise locations is of utmost importance. This entails clear directives regarding branding, messaging, and customer experience that transcend both the digital and physical domains. Secondly, enterprises should cultivate a culture of cooperation and communication between corporate entities and franchisees. Regular feedback loops and platforms for sharing knowledge can facilitate a unified approach while accommodating local nuances.

Moreover, the study underscores the significance of tailoring content and engagement strategies to each franchise location. While a centralized approach to social media management can ensure consistency, customizing content to resonate with local audiences amplifies engagement and pertinence. Businesses can explore technology-driven solutions that allow for adaptable content creation while upholding alignment with overarching brand values.

Furthermore, the study suggests that businesses should consistently evaluate the impact of the integrated approach through performance metrics. Regular monitoring of key performance indicators related to brand exposure, customer engagement, and growth can provide invaluable insights into the efficacy of the harmonized strategies.

### **13. Conclusion**

In summary, the extensive results of the research validate the notable correlation between integrating social media marketing and franchising to unlock business growth and improve customer engagement. By leveraging the advantages of both methods, companies can expand their brand's outreach and cultivate deeper connections with their clientele. The study's

observations offer guidance for businesses to effectively navigate the complex process of merging these tactics, presenting actionable recommendations for harnessing their combined capacity and achieving enduring prosperity in an ever-changing business environment.

#### REFERENCES

- [1]. A. Kankanhalli, H.J. Ye, H.H. Teo, Comparing potential and actual innovators: an empirical study of mobile data services innovation, *Mis Q.* 39 (3) (2015) 667–682.
- [2]. A. Scherer, N.V. Wunderlich, F. von Wangenheim, The value of self-service: longterm effects of technology-based self-service usage on customer retention, *Mis Q.* 39 (1) (2015) 177–200.
- [3]. A.L. Roggeveen, M. Tsiros, D. Grewal, Understanding the co-creation effect: when does collaborating with customers provide a lift to service recovery? *J. Acad. Mark. Sci.* 40 (6) (2012) 771–790.
- [4]. D.L. Roberts, M. Candi, Leveraging social network sites in new product development: opportunity or hype? *J. Prod. Innov. Manage.* 31 (S1) (2014) 105–117.
- [5]. D.V. Thompson, P. Malaviya, Consumer-generated ads: does awareness of advertising co-creation help or hurt persuasion? *J. Mark.* 77 (3) (2013) 33–47.
- [6]. E. Fang, J. Lee, Z. Yang, The timing of codevelopment alliances in new product development processes: returns for upstream and downstream partners, *J. Mark.* 79 (1) (2015) 64–82.
- [7]. H. Ye, A. Kankanhalli, User service innovation on mobile phone platforms: investigating impacts of lead users, toolkit support, and design autonomy, *Mis Q.* 42 (1) (2018) 165–187.
- [8]. H. Zhang, Y. Lu, B. Wang, S. Wu, The impacts of technological environments and cocreation experiences on customer participation, *Inf. Manag.* 52 (4) (2015) 468–482.
- [9]. J. Fuller, H. Mühlbacher, K. Matzler, G. Jawecki, Consumer empowerment through internet-based co-creation, *J. Manag. Inf. Syst.* 26 (3) (2009) 71–102.
- [10]. J.-K. Hsieh, Y.-C. Hsieh, Dialogic co-creation and service innovation performance in high-tech companies, *J. Bus. Res.* 68 (11) (2015) 2266–2271.
- [11]. K. Lang, R. Shang, R. Vragov, Consumer co-creation of digital culture products: business threat or new opportunity? *J. Assoc. Inf. Syst.* 16 (9) (2015) 766–798.
- [12]. K. Trantopoulos, G. von Krogh, M.W. Wallin, M. Woerter, External knowledge and information technology: implications for process innovation performance, *Mis Q.* 41 (1) (2017) 287–300.
- [13]. Khalid Jamil, Liu Dunnan, Rana Faizan Gul, Muhammad Usman Shehzad, Syed Hussain Mustafa Gillani, Fazal Hussain Awan(2022) Role of Social Media Marketing Activities in Influencing Customer Intentions: A Perspective of a New Emerging Era, *Front. Psychol.*, 17 January 2022, Sec. Organizational Psychology, Volume 12 - 2021 | <https://doi.org/10.3389/fpsyg.2021.808525>
- [14]. M. Candi, J.V.D. Ende, G. Gemser, Benefits of customer codevelopment of new products: the moderating effects of utilitarian and hedonic radicalness, *J. Prod. Innov. Manage.* 33 (4) (2016) 418–434.
- [15]. R.F. Lusch, S. Nambisan, Service innovation: a service-dominant logic perspective, *Mis Q.* 39 (1) (2015) 155–176.
- [16]. Simona Vinerean and Alin Opreana,(2021), Measuring Customer Engagement in Social Media Marketing: A Higher-Order Model, *J. Theor. Appl. Electron. Commer. Res.* 2021, 16(7), 2633-2654; <https://doi.org/10.3390/jtaer16070145>
- [17]. T. Kohler, J. Fueller, K. Matzler, D. Stieger, Co-creation in virtual worlds: the design of the user experience, *Mis Q.* 35 (3) (2011) 773–788.
- [18]. T.J.V. Saldanha, S. Mithas, M.S. Krishnan, Leveraging customer involvement for fueling innovation: the role of relational and analytical information processing capabilities, *Mis Q.* 41 (1) (2017) 267–286.
- [19]. W.D. Hoyer, R. Chandy, M. Dorotic, M. Krafft, S.S. Singh, Consumer cocreation in new product development, *J. Serv. Res.* 13 (3) (2010) 283–296.