Al-Haddad, Hadeel B.; Al-Amad, Amjad H.; Al Smadi, Sami et al.

**Periodical Part**

# The effect of brand heritage on social commerce site privacy risk, brand equity, and brand advocacy

Journal of electronic commerce in organizations

**Journal of Electronic Commerce in Organizations**
Volume 22 • Issue 1 • January-December 2024

# The Effect of Brand Heritage on Social Commerce Site Privacy Risk, Brand Equity, and Brand Advocacy

Hadeel B. Al Haddad
https://orcid.org/0000-0002-2576-7262
*Yarmouk University, Jordan*

Amjad H. Al-Amad
https://orcid.org/0000-0002-1101-8287
*Yarmouk University, Jordan*

Sami AlSmadi
*Yarmouk University, Jordan*

Khaled Qassem Hailat
https://orcid.org/0000-0002-2234-0853
*Yarmouk University, Jordan*

Mohammad Hasan Galib
https://orcid.org/0000-0002-5255-5644
*Tennessee State University, USA*

Fadi Herzallah
https://orcid.org/0000-0001-8589-7950
*Palestine Technical University, Kadoorie, Palestine*

## ABSTRACT

This study applies the Stimuli-Organism-Response (S-O-R) Theory to examine the impact of brand heritage of social commerce sites on consumers' perceived privacy risk, and the impact of this perceived risk on brand equity and brand advocacy. This study extends brand heritage research by exploring brand heritage in a new context (social commerce sites). To test the hypotheses, an online survey was conducted, and a total of 321 responses were collected from Amazon users in the US. The data were analyzed by using the Partial Least Squares-Structural Equation Modelling (PLS-SEM). Findings revealed that the brand heritage of social commerce sites has a significant negative influence on consumers' perceived privacy risk, which in turn has a significant negative impact on brand equity and brand advocacy.

## KEYWORDS

Brand Heritage, Social Commerce, Brand Equity, Brand Advocacy, Privacy Risk

## INTRODUCTION

Social commerce is a new business model that has added commercial features to the regular Web 2.0 tools and social media pages; consumers can now have social and commercial interactions (Pham et al., 2023). More precisely, social commerce applies social media tools to create a business. Notably, many social media sites and online communities have started to engage in e-commerce business instead of relying solely on online ads (Wang et al., 2023). In addition, they have added shopping tools to their websites, such as the buying button on Facebook (Chen et al., 2018). Therefore, it is found that social commerce exists in two main types: an e-commerce website that allows users to interact and share information or a social media site with promotional and transactional features (Chiu et al., 2023). It is also worth mentioning that social commerce differs from e-commerce in that it has four layers: commerce, users, transformation among them, and communities. In contrast, e-commerce has only two: commerce and users (Tseng, 2023). Thus, social commerce is considered an advanced

DOI: 10.4018/JECO.349941

form of e-commerce that allows users to engage in selling products in the online marketplace (Pham et al., 2023).

Social commerce research is growing and has been examined in various disciplines, especially in social sciences. The literature shows that social commerce-based consumer behavior has captured researchers' attention in many contexts, such as consumer decision making, consumer purchase intention, consumer purchase behavior, and consumer engagement (Chiu et al., 2023; Cuomo et al., 2020; Wang et al., 2023; Wang & Qian, 2023). Conversely, brand-related research has been limited to issues concerning brand equity (Pham et al., 2023), brand loyalty (Zhang et al., 2016), and brand engagement (Bazi et al., 2020). Brand heritage is one of the branding concepts that has been gaining considerable attention over the years, but very little is understood about the role of brand heritage in the context of social commerce. This research contributes to the brand heritage literature by adopting the stimulus-organism-response (SOR) model to explore the influence of brand heritage of social commerce sites on consumers' privacy risk and how the latter affects brand equity and brand advocacy as shown in Figure 1.

The methodology of this study was based on a quantitative approach for data collection and analysis. The study targeted Amazon website users in the United States, and online surveys were employed to collect their responses. The findings of this study are useful to the managers of social commerce sites as they expand their knowledge about brand heritage and how it would lessen consumers' privacy risk and improve the brand equity and brand advocacy of their companies. The remainder of this research is organized into four sections: Section 2 reviews the literature and introduces the research hypotheses. Section 3 explains the research methodology. Section 4 contains the analysis methods and results. Section 5 discusses the findings and illustrates the study's theoretical and practical implications as well as its limitations and future research recommendations.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

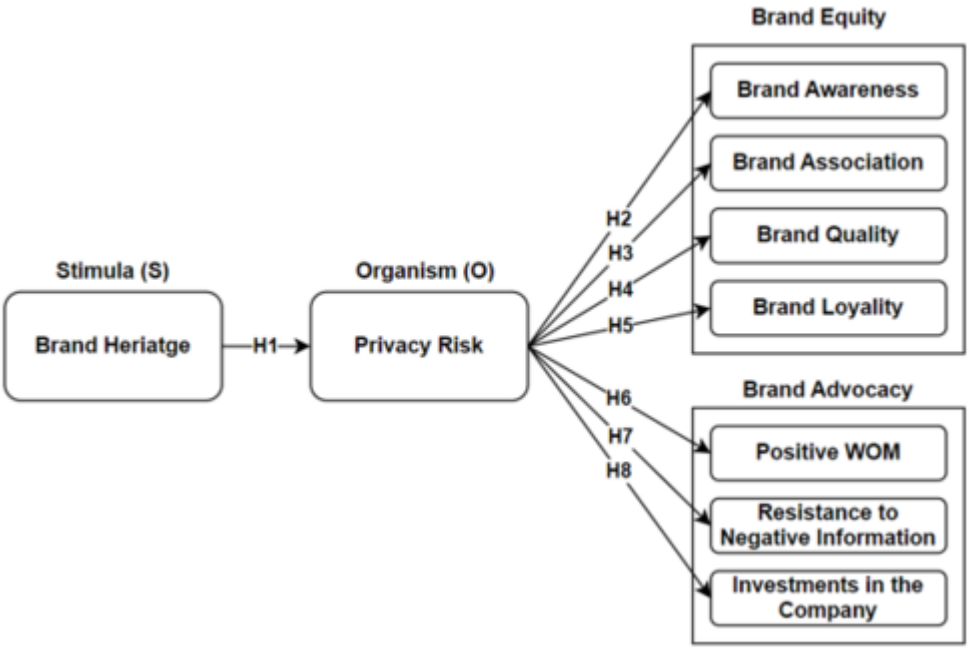
### The Stimulus-Organism-Response Model

Social commerce is a significant sales channel for an increasing number of the world's population ("Social Commerce," 2024), and thus it has many effects on consumer behavior. The SOR paradigm, as proposed by Mehrabian and Russell (1974), serves as the foundational framework for this study model. The primary objective of employing this paradigm is to elucidate the manner in which individuals respond to the environment of social commerce. This approach facilitates a comprehensive understanding of user behavior within this specific context. It states that environmental stimuli (S) lead to an emotional or cognitive response (O), which then leads to a behavioral response (B) from the consumer (R). This model was first used to explain consumer behavior in the 1970s. Since then, it has been used to explain how people act on social media, where many studies have looked at the different effects of technological environment cues (Cheung et al., 2021).

The stimulus, in accordance with Jacoby (2002), is the environment that the person is exposed to at a specific time. The organism component was defined as "previous experiences, information, beliefs, attitudes, predispositions, intentions, values, cognitive networks, schema, scripts, motives, the individual's personality, and feelings" (Jacoby, 2002, p. 54). Customer response is essentially the urge to enter or exit a specific setting, that is, behavior including approach or avoidance (Vieira, 2013). Eroglu et al. (2003) proved that the framework was useful for online shopping.

Laato et al. (2020) applied the SOR model to online information sources. In their model, online information source exposure is considered the "stimulus," information overload, perceived severity, and cyberchondria as the "organism," and self-isolation self-efficacy, self-isolation intention, the intention to make unusual purchases, and purchasing self-efficacy as the "response." Bigne et al. (2020) used the SOR model on a social commerce website (Tripadvisor). In their model, the stimulus is conflicting reviews. The organism is online review credibility, online review informativeness, online review persuasiveness, online review helpfulness, empathy, and emotions, and the response is trust and

**Figure 1. Research model**




behavioral intention. Building on the above, this research considers brand heritage as a stimulus (S), consumers' privacy risk as an organism (O), and brand advocacy and brand equity as responses (R).

## Brand Heritage (S)

While Aaker (2004) was the first to allude to value that might be engendered by going back to a "brand's roots," J. Balmer and J. M. T. Balmer and colleagues were the pioneers in explicating and demonstrating this value (Balmer et al., 2006; Balmer, 2011a; Urde et al., 2007). Their research showed that brand heritage is a precious institutional resource that purposefully draws on an institution's copious past to accord it a competitive edge presently and prospectively. Thus, in addition to being of a retrospective nature similar to other corporate past-related concepts, brand heritage is also prospective as it focuses on traits and aspects of an institutional brand that link its past, present, and future meaningfully and relevantly (Burghausen & Balmer, 2014). Brand heritage is an element of a brand identity (Urde et al., 2007)). A glance at their respective literature would reveal that both are very impactful elements of the general marketing environment and have significant influences on a variety of consumer-related outcomes. As mentioned earlier about the SOR model, stimuli are embedded in the environment. Accordingly, brand heritage is considered here as a stimulus.

In particular, the continuity of brand promise has been highlighted as a distinguishing feature of corporate heritage brands: "Corporate heritage brands refers to a distinct category of institutional brands where there is a degree of continuity in terms of the brand promise as expressed via the institution's identity, behavior and symbolism" (Balmer, 2011b, p. 1,385). While there is some variation as to the constituent qualities of brand heritage, there is more consensus that it is the continuity and consistency of some brand aspects that make a brand so distinctive (Gill & Broderick, 2014; Hakala et al., 2011; Urde et al., 2007). As such, brand heritage was initially conceptualized as a dimension of brand identity represented in the continuity and consistency of brand core values, symbols, and track record and in the belief that history is important and relevant to the brand's present and future (Urde et al., 2007). Similarly, others conceptualized brand heritage as a composite of company history

and the continuity and consistency of its core values, product brands, and use of symbols (Gill & Broderick, 2014; Hakala et al., 2011). With little difference, others postulated that brand heritage adds value through the longevity and stability of a brand (Pecot & Barnier, 2017).

Brand heritage has been repeatedly demonstrated to be a construct reflective of specific meanings conducive to effective and long-lasting relationships with consumers, namely, trustworthiness, authenticity, and affinity (Balmer, 2011a, 2011b; Balmer & Burghausen, 2015; Balmer & Greyser, 2006; Rose et al., 2016; Urde et al., 2007). In this vein, research revealed that a corporate heritage brand enjoys bilateral trust with its customers and stakeholders (J. Balmer, 2011b). This trust depends on the authenticity of the corporate heritage brand and the customer and stakeholders' affinity toward it. Authenticity foremostly stems from the perseverance of salient heritage identity traits (Balmer & Balmer, 2013), while affinity results from these traits remaining meaningful to customers and stakeholders (Balmer, 2011b).

## The Heritage of Amazon.com

Amazon.com is the oldest e-commerce site that is still active (George, 2024). Provided with some of the social media websites' features, Amazon.com is not only an e-commerce website but also a social commerce platform (Chiu et al., 2023; Zhang et al., 2016). Notably, it is the leading e-commerce website in the United States ("Top Online Stores in Canada," 2022) and around the globe ("Top Online Stores in the Netherlands," 2022). With approximately 354 million different products on its virtual shelves, Amazon.com is indisputedly the biggest retailer in the history of humankind ("How Many Products Does Amazon Actually Carry?" 2016). Since its inception in 1994 in the United States as an online bookseller, Amazon has been keen on continually and consistently communicating and embodying four core values. These are customer obsession, long-term thinking, pride in operation excellence, and eagerness to invent (Gallo, 2021). In fact, innovation at Amazon.com has been a very influential factor in the unique experience and value that customers gain every time they shop on this unparalleled e-commerce website. Major representations of this innovation are the advanced artificial intelligence utilization (i.e., Amazon Alexa, highly effective prediction of buyer behavior) and the sophisticated logistics (i.e., two days or less delivery, free delivery, Prime Air) (McAfee, 2021). Thus, innovation at Amazon constitutes a corporate heritage brand trait (Balmer & Balmer, 2013). Previous research revealed that innovation could be a key strand of the heritage of a corporate brand (Sammour et al., 2020).

Amazon.com now has a successful track record that is 30 years long, represented in a massive customer base that is arguably among the biggest that a company has ever had, great expansion both virtually and physically, and tremendous increases in net sales revenue across the years amounting to 514 billion U.S. dollars in 2022 ("Annual Net Sales Revenue," 2023). The track record and longevity of Amazon.com is unmatched within its relatively young sector, even among all the internet-based business models and platforms. A glance at the available brand heritage literature can lead the incautious reader to believe that only generations-old brands can have heritage. Early brand heritage research indicated that a brand could qualify as a heritage one within a generation or two (Urde et al., 2007). Moreover, research noted that relatively new brands operating in innovative markets increasingly emphasize their heritage (Pecot & Barnier, 2017). Furthermore, recent research indicated that consumers' perceptions of a brand's longevity are greatly influenced by the longevity of the brand's respective product category or business sector (Pecot & Barnier, 2017). Accordingly, a brand that has existed for more than 50 years but operates in a business sector that is a couple of thousands of years old would not be strongly perceived as one of longevity and heritage. By the same token, a brand that is 30 years old and operates in a product category or business sector that is less than 50 years old should be perceived with the aura of both longevity and heritage.

Brand heritage was found to be valuable in different contexts, various situations, and in relation to a variety of stakeholder groups (Balmer & Balmer, 2013; Blombäck & Brunninge, 2016; Curran et al., 2016; Gill & Broderick, 2014). Notably, the topic is increasingly attracting more and more

research interest, particularly during the last few years (Al-Amad et al., 2024; Al-Amad & Balmer, 2023; Brunninge, 2023; Mencarelli et al., 2020; Sacco & Conz, 2022). A major stream of this research focuses on brand heritage impact on various consumer-related outcomes such as buying intentions (Rose et al., 2016; Wiedmann et al., 2015; Zeren & Kara, 2021), brand authenticity perceptions (Rindell & Santos, 2021), perceived brand quality (Pecot et al., 2018), customer satisfaction (J. Balmer & Chen, 2017), perceived value (Wiedmann et al., 2018), positive brand attitudes (Pizzi & Scarpi, 2019), and brand attachment, commitment, and trust (Rose et al., 2016). Notably, limited research has been conducted to examine brand heritage in online research contexts such as social commerce. The few available studies on this topic have a narrow focus on the fashion brands' communities on social media (Nesi et al., 2017) and a specific social media website (Butcher & Pecot, 2022). Additionally, this research has overlooked the impact of brand heritage on consumers' perceived privacy risk. In light of the above discussion of the brand heritage concept, consumers seem to be less concerned with the privacy risk that social commerce websites entail if these websites belong to heritage brands. Therefore, we hypothesize:

H1. Brand heritage negatively influences the privacy risk of social commerce sites.

## Privacy Risk (O)

Privacy risk refers to people's ability to control the use of data about themselves (Tseng, 2023). Information misuse and disclosure are significant issues that raise consumer concerns on social commerce sites. Consumers' limited control over their information and irresponsible information practices by organizations can increase users' concerns about privacy risks (Wang et al., 2020). As defined earlier, an organism in the SOR theory refers to the cognitive or emotional response to stimuli, and the privacy risk in this study is the organism (O) as it reflects the feelings of uncertainty that consumers may feel when sharing their information. For instance, Wang et al. (2020) found that privacy risk influences individuals' continual usage of social networking sites. Moreover, Karwatzki et al. (2022) argued that privacy risk in digital services is multidimensional and has seven consequences, as illustrated in Table 1: "physical, social, source-related, psychological, prosecution-related, career-related, freedom related" (p. 13). This study adopts these seven dimensions to investigate the impact of consumers' privacy risk of social commerce sites on brand equity.

## Brand Equity (R)

Brand equity is the consumer's knowledge about a brand (Keller, 1993). It is the consumers' subjective evaluation of a brand rather than its objectively assessed value (Shuyi et al., 2022). Brand equity is considered a combination of financial brand equity and consumer-based brand equity. Consumer-based brand equity is the brand's associations and familiarity with consumers, whereas financial brand equity is the accounting objectives (Wang & Li, 2012) or the asset value of the brand (Lim et al., 2020). This study adopts customer-based brand equity, defined as "the differential effect of brand knowledge on consumer response to the marketing of the brand" (Keller, 1993, p. 2). Throughout the literature, brand equity has been considered a multidimensional concept that consists of four main factors, as shown in Table 1.

Despite the tremendous studies that addressed brand equity, the relationship between privacy risk and brand equity has yet to be examined. Few previous studies have looked at the effect of privacy risk on one or two components of brand equity, such as brand image or brand loyalty. For instance, a study by Aslam et al. (2020) found a positive correlation between privacy protection and building consumers' trust and loyalty. Wang (2019) and Chang and Chen (2014) confirmed that there is a negative relationship between privacy risk and brand image. It is possible to predict that a high level of privacy risk may weaken the social commerce site's strength. Thus, privacy risk may have

negative consequences on all dimensions of brand equity (strength). Hence, the following hypotheses are proposed:

H2. Privacy risk negatively influences brand awareness of social commerce sites.
H3. Privacy risk negatively influences brand associations of social commerce sites.
H4. Privacy risk negatively influences brand-perceived quality of social commerce sites.
H5. Privacy risk negatively influences brand loyalty of social commerce sites.

### Brand Advocacy (R)

Brand advocacy is a favorable declaration about a brand (Wong & Hung, 2023). It comes in different forms, such as positive word of mouth, consumers' defense and recommendations of a brand to others (Choi et al., 2021), and investment in a company (Kim et al., 2023). Advocate is a term used to describe consumers who are committed and emotionally connected to a brand and defend it against criticism (Ahmadi & Ataei, 2022). Building on the previous definitions of brand equity and brand advocacy, it is apparent that both reflect consumers' behavioral responses (R). For instance, the dimensions of brand equity, such as brand image, brand association, brand perceived quality, and brand loyalty, reflect consumers' responses to the strength of the brand. On the other side, brand advocacy is represented through behavioral consumers' responses such as Word of Mouth (WOM), brand defense, and recommendations. Thus, both variables were considered R based on the SOR theory.

The correlation between privacy risk and brand advocacy in the literature has not yet been examined. However, some studies have tested the effect of privacy risk on consumers' intentions to use or purchase on social commerce sites (Zhou, 2020a). For instance, a study by Featherman and Hajli (2016) on e-services found that higher levels of privacy risk negatively affect usage intention and service evaluations. They also found that consumers rely more on their referents' evaluations of risk and ease of use rather than their own evaluations. This means that consumers are more affected by others' opinions on social commerce sites than anything else. Hence, it is possible to expect that consumers who consider these sites risky will not advocate them to others. Accordingly, the following hypotheses are proposed:

H6. Privacy risk negatively influences consumers' positive word of mouth.
H7. Privacy risk negatively influences consumers' resistance to negative information.
H8. Privacy risk negatively influences consumers' investment in the company.

## RESEARCH METHODOLOGY

### Sample and Data Collection

This study population was customers who have used, bought from, and experienced the Amazon website across different products and services. This study followed several previous studies that focused on Amazon.com (Hsieh & Lee, 2021; Jia et al., 2022; Sheth, 2022). An online survey was employed to collect data through an online market research community (https://www.prolific.co). Target sample was U.S. Amazon users.

We conducted a multiple regression power analysis to estimate the minimum number of participants needed to evaluate structural equation modeling using the G*Power program (Erdfelder et al., 2009). With two predictors, two-tailed test, a medium effect of 15%, an alpha level of 5%, and power level of 95%, the minimum required sample size was 89 participants. We conducted a number of quality control during the data collection. First, to ensure the accuracy of collected data, we selected only participants who had used, bought from, and experienced the Amazon website in

**Table 1. Dimensions of privacy risk and brand equity**

| Construct | Definition |
|---|---|
| Privacy risk dimensions (Karwatzki et al., 2022, p. 10) | |
| Physical privacy risk | "Individuals' loss of physical safety due to accessing their information" |
| Social Privacy risk | "Changes in social status that may arise after accessing personal information" |
| Resource-related privacy risk | "Individuals' loss of resources due to accessing their personal information" |
| Psychological privacy risk | "Negative influence on an individual's peace of mind that may happen because of accessing personal information" |
| Prosecution-related privacy risk | "Legal action against users that may arise from accessing their information" |
| Career-related privacy risk | "Negative influences on users' careers that may happen due to accessing their personal information" |
| Freedom-related privacy risk | "Individuals' loss of freedom that may arise after accessing their personal information" |
| Brand equity dimensions (Keller, 1993; Wang & Li, 2012; Yoo & Donthu, 2001) | |
| Brand association | Anything linked in the consumer's mind about a brand |
| Brand loyalty | The attachment that a customer has to a brand |
| Brand perceived quality | Consumer's subjective evaluation of product's superiority |
| Brand Awareness | The strength of the brand in the consumer's mind and the ability to recognize it in different conditions. |

the last six months. Second, we excluded incomplete answers higher than 15% of the survey. Third, we removed data with exceptionally short answer times to ensure that we obtained reliable data and to ensure that the respondents had carefully thought about the questions and scales while they were completing the questionnaire. This allowed us to validate that the respondents had carefully thought about the questions and scales while they were completing the questionnaire. Out of 1,354 eligible participants in the population pool, 339 participants entered the questionnaire, and 18 of them were disqualified after undergoing the questionnaire quality control check that was stated earlier. The complete sample consisted of 321 participants. The sample's demographic profile is shown in Table 2.

## Measurement Items

The survey was broken up into three sections. The first section consisted of goods/services name the participant purchased in the last 6 months. In the second section, all of the measurement items for the model's constructs were presented. In the third and last part of the survey, demographic information was gathered as well.

All of the constructs' measurement items were derived from earlier research and published studies. Brand heritage was precisely measured by 12 items from Merchant and Rose (2013). This study's privacy risk measurements were adapted from Karwatzki et al. (2022), and privacy risk was treated as reflective-formative order, consisting of seven first-order constructs, namely, physical privacy risk (four items), social privacy risk (four items), resource-related privacy risk (four items), psychological privacy risk (four items), prosecution-related privacy risk (four items), career-related risk (four items), and freedom-related privacy risk (four items). Brand advocacy consisted of three constructs, positive WOM was measured by three items and adapted from Xie et al. (2019), resistance to negative information was measured by four items and adapted from Eisingerich et al. (2011), and investment in the company construct was measured by two items and adapted from Xie et al. (2019). Brand equity involved brand loyalty (three items), perceived quality (three items), brand association

**Table 2. Sample profile**

| Variables | Items | Frequency | Percentage(%) |
|---|---|---|---|
| Gender | Female | 155 | 48.3 |
| | Male | 163 | 50.8 |
| | Prefer not to say | 3 | 0.9 |
| Age group | 18-24 | 14 | 4.4 |
| | 25-34 | 84 | 26.2 |
| | 35-44 | 105 | 32.7 |
| | 45-54 | 59 | 18.4 |
| | 55-64 | 38 | 11.8 |
| | Over 64 | 21 | 6.5 |
| Annual Income (US$) | Less than $10,000 | 14 | 4.4 |
| | $10,000 - $19,999 | 19 | 5.9 |
| | $20,000 - $29,999 | 33 | 10.3 |
| | $30,000 - $39,999 | 30 | 9.3 |
| | $40,000 - $49,999 | 26 | 8.1 |
| | $50,000 - $59,999 | 32 | 10.0 |
| | $60,000 - $69,999 | 25 | 7.8 |
| | $70,000 - $79,999 | 33 | 10.3 |
| | $80,000 - $89,999 | 13 | 4.0 |
| | $90,000 - $99,999 | 19 | 5.9 |
| | $100,000 - $149,999 | 49 | 15.3 |
| | More than $150,000 | 28 | 8.7 |
| Occupation | Employed full time | 221 | 68.8 |
| | Employed part time | 36 | 11.2 |
| | Unemployed looking for work | 12 | 3.7 |
| | Unemployed not looking for work | 27 | 8.4 |
| | Retired | 23 | 7.2 |
| | Student | 23 | 0.6 |
| Education | Less than high school | 1 | 0.3 |
| | High School graduate | 28 | 8.7 |
| | Some college | 53 | 16.50 |
| | 2 year degree | 37 | 11.50 |
| | 4 year degree | 149 | 46.4 |
| | Professional degree | 49 | 15.3 |
| | Doctorate | 4 | 1.2 |

(three items), and brand awareness (five items) and were all adapted from Yoo and Donthu (2001) and Christodoulides et al. (2015).

In light of the fact that Amazon.com served as the context for the data collection that was conducted for this study, every measuring item was modified to reflect the brand of Amazon.com. For each measurement, we utilized a scale of the Likert-type with seven points, ranging from 1 (strongly disagree) to 7 (strongly agree). The elements on the scale for investment in a company's construct ranged from 1 (extremely likely) to 7 (extremely unlikely). The secrecy of the respondents' identities was ensured in order to cut down on measurement errors. Table 3 provides a concise description of the various measurements and sources.

## Data Analysis and Results

The structural equation model (SEM) was used as the foundation for the data analysis that was conducted. The variance-based PLS-SEM technique was employed in this work due to three reasons: (a) the structural model was complex; (b) the research purpose was theory creation; and (c) a variance-based PLS-SEM required modest assumptions on the distribution of data (Ringle, 2022). The analysis was conducted using Smart-PLS software 4.

## Reflective Measurement Model

First, we assessed the reflective measurement model of the reflective measurement constructs, namely, brand heritage, physical privacy risk, social privacy risk, resource-related privacy risk, psychological privacy risk, prosecution-related privacy risk, career-related risk, freedom-related privacy risk, brand loyalty, brand association, perceived quality, brand awareness, positive WOM, resistance to negative information, and investment in the company, in terms of indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. When the item loadings are more than 0.708, indicator reliability has been attained (Hair et al., 2021). All items' loadings were above the threshold of 0.708, except three items measuring brand heritage, BH1, BH2, and BH10, which were removed due to very low loadings. We assessed the internal consistency reliability by two criteria: Cronbach's alpha (CA) and composite reliability (CR). Table 3 presents the indicator reliability (items loadings), CA, and CR, and the results confirm the cut-off value of 0.70, thus confirming reliability of the constructs (Henseler et al., 2009).

Next assessment was the convergent validity by measuring the average variance extracted (AVE), the cut-off value of all constructs' AVE are higher than 0.50, which explains more than half of the constructs' variance (Hair et al., 2021).

Finally, discriminant validity is a reflection of the amount to which the measure that is being utilized is singular and is not simply a reflection of other variables. Comparison of item loadings with item cross-loadings and comparison of the variance extracted from the construct with shared variance are the two criteria that are utilized in the process of determining whether a discriminant function is present. The fact that the items loaded more heavily on their intended construct (>0.70) demonstrates that they meet the first requirement. This is illustrated in Table 3. The findings of the Fornell–Larcker and heterotrait–monotrait (HTMT) criterion (Fornell & Larcker, 1981; Henseler et al., 2015) assessments are presented in Table 4, with the square root of the reflective constructs' AVE displayed on the diagonal, and the correlations between the constructs are displayed. The analysis revealed that the square roots of the AVEs for the reflective constructs are greater than their correlations with other latent variables in the model, showing that the constructs are legitimate measurements of distinct concepts. Also, the HTMT ratio for all the reflective constructs are lower than the cut-off value of 0.85 (Henseler et al., 2015). Hence, it can be deduced that discriminant validity has been established when each indicator is strongly loaded on the construct it is measuring. The evaluations of the convergent validity, construct reliability, and indicator reliability all provide excellent findings. As a result of this, we discovered that the constructs of this study can be utilized to further evaluate the structural model.

**Table 3. Measurement items, consistence reliability and convergent reliability**

| Constructs and measurement items | Item's loading |
|---|---|
| **Brand heritage (Merchant & Rose, 2013) (á = 0.931 CR = 0.953; AVE = 0.697)** | |
| BH3: Amazon is a stable brand. | 0.742 |
| BH4: Amazon is a respected brand. | 0.814 |
| BH5: Amazon is a reputable brand. | 0.889 |
| BH6: Amazon is a solid brand. | 0.860 |
| BH7: Amazon is a dependable brand. | 0.878 |
| BH8: Amazon is a brand with heritage. | 0.785 |
| BH9: Amazon is a trustworthy brand. | 0.893 |
| BH11: Amazon is a reliable brand. | 0.864 |
| BH12: Amazon is an authentic brand. | 0.777 |
| **Physical privacy risk (Karwatzki et al., 2022) (á = 0.982; CR = 0.986; AVE = 0.948)** | |
| PP1: My physical safety might be impacted. | 0.961 |
| PP2 I might be exposed to physical threats . | 0.974 |
| PP3: the chance of being physically harmed would be increased. | 0.974 |
| PP4: It might endanger my physical safety. | 0.984 |
| **Social privacy risk (Karwatzki et al., 2022) (á = 0.946; CR = 0.961; AVE = 0.861)** | |
| SP1:It might impact the perception that others have of me. | 0.929 |
| SP2: It might change the way people think about me. | 0.954 |
| SP3: My social status might be influenced. | 0.918 |
| SP4: My peer group might think differently of me. | 0.910 |
| **Resource-related privacy risk (Karwatzki et al., 2022) (á = 0.946; CR = 0.961; AVE = 0.861)** | |
| RP1: It might consume my time or my money. | 0.943 |
| RP2: It might cost me time or money. | 0.965 |
| RP3: It might require efforts or expenditures. | 0.942 |
| RP4: It might affect my resource (e.g., time, money) negatively. | 0.919 |
| **Psychological privacy risk (Karwatzki et al., 2022) (á = 0.967; CR = 0.967; AVE = 0.910)** | |
| YP1: It might give me a feeling of anxiety. | 0.924 |
| YP2: It might cause inner restlessness. | 0.962 |
| YP3: I might experience mental tension. | 0.968 |
| YP4: It might burden me mentally. | 0.962 |
| **Prosecution-related privacy risk (Karwatzki et al., 2022) (á = 0.942; CR = 0.955; AVE = 0.843)** | |
| OP1: I might become judicially indictable, either wrongly or rightfully. | 0.860 |
| OP2: I might be persecuted due to wrongful or rightful suspicious. | 0.955 |
| OP3: I might be held legally accountable due to incorrect or correct suspicious. | 0.930 |
| OP4: I might be held responsible due to incorrect or correct suspicious. | 0.924 |
| **Career-related privacy risk (Karwatzki et al., 2022) (á = 0.973; CR = 0.980; AVE = 0.925).** | |

*continued on following page*

**Table 3. Continued**

| Constructs and measurement items | Item's loading |
|---|---|
| CP1: It might reduce my career prospects. | 0.929 |
| CP2: It might affect my career negatively. | 0.970 |
| CP3: It might make it difficult to be successful in my job. | 0.975 |
| CP4: It might result in negative shift in my career. | 0.971 |
| **Freedom-related privacy risk (Karwatzki et al., 2022) (á = 0.977; CR = 0.983; AVE = 0.935).** | |
| FP1: My opinions or behaviour might be manipulated in a way that is against my free will. | 0.945 |
| FP2: My thoughts or actions might be influenced externally in a way that is against my free will. | 0.979 |
| FP4: My mindset or my resulting behaviour might be influenced in a way that is against my free will. | 0.980 |
| FP4: My attitude or behaviour might be influenced in a way that is against my free will. | 0.963 |
| **Positive WOM (Xie et al., 2019) (á = 0.916; CR = 0.947; AVE = 0.857).** | |
| PW1: I intend to say positive things about Amazon to friends, relatives and other people. | 0.948 |
| PW2: I intend to recommend Amazon to my friends, relatives and others who are looking for job vacancies. | 0.852 |
| PW3: I intend to speak well of Amazon to friends, relatives and other people. | 0.972 |
| **Resistance to negative information (Eisingerich et al., 2011) (á = 0.888; CR = 0.922; AVE = 0.748).** | |
| RN1: Negative information about Amazon does not change my general view of the firm. | 0.873 |
| RN2: readily change my view of Amazon based on negative information about it (reversed). | (-)0.825 |
| RN3: Negative information about Amazon has no effect on me. | 0.881 |
| RN4: Negative information about Amazon changes the way I think of the firm (reversed). | (-)0.879 |
| **Investment in the company (Xie et al., 2019) (á = 0.881; CR = 0.944; AVE = 0.893).** | |
| IV1: How likely would you invest in Amazon (e.g., buy stock)? | 0.939 |
| IV2: How likely would you encourage other people (e.g., your family members, friends) to invest in Amazon (e.g., buy stock)? | 0.951 |
| **Brand loyalty (Christodoulides et al., 2015; Yoo & Donthu, 2001) (á = 0.798; CR = 0.813; AVE = 0.592).** | |
| BL1: I would consider myself to be loyal to Amazon. | 0.753 |
| BL2: Amazon would be my first choice. | 0.760 |
| BL3: I will not buy a product from other websites if it isn't available on Amazon. | 0.796 |
| **Perceived quality (Christodoulides et al., 2015; Yoo & Donthu, 2001)(á = 0.881; CR = 0.907; AVE =0.767).** | |
| PQ1: Amazon is a good quality brand. | 0.970 |
| PQ2: Amazon has excellent features. | 0.828 |
| PQ3: Compared to other social commerce websites, Amazon is of very high quality. | 0.822 |
| **Brand associations (Christodoulides et al., 2015; Yoo & Donthu, 2001) (á = 0.827; CR = 0.903; AVE = 0.706).** | |
| BA1: Amazon has strong associations. | 0.803 |
| BA2: Amazon has favorable associations. | 0.791 |
| BA3: It is clear what Amazon stands for. | 0.921 |
| **Brand awareness (Christodoulides et al., 2015; Yoo & Donthu, 2001) (á = 0.812; CR = 0.878; AVE = 0.653).** | |
| BW1: I can recognize Amazon among other competing brands. | 0.845 |

*continued on following page*

**Table 3. Continued**

| Constructs and measurement items | Item's loading |
|---|---|
| BW2: I'm aware of Amazon. | 0.723 |
| BW3: Some characteristics (e.g., slogan, jingles, package) of Amazon come to my mind quickly. | 0.864 |
| BW4: I can quickly recall the symbol or logo of Amazon. | 0.776 |
| BW5: I have difficulty in imagining Amazon in my mind (reversed). | (-) 0.826 |

## Privacy Risk: Higher-Order Construct as Reflective-Formative Measurement

The hierarchical component model, also known as HCM, was utilized in this research to model the privacy risk construct (Karwatzki et al., 2022). Given that the number of indicators across the lower-order components that form the higher-order component (privacy risk) are the same, thus satisfying the recommended requirement of Becker et al. (2012), the repeated-indicators' approach was chosen to model privacy risk in this study. The lower-order components include physical privacy risk, social privacy risk, resource-related privacy risk, psychological privacy risk, prosecution-related privacy risk, career-related risk, and freedom-related privacy risk. In accordance with Diamantopoulos and Siguaw (2006), an attempt was made to evaluate the measurement quality using the privacy risk as a formative Higher –Order-Components (HOC), determining the degree to which Lower –Order –Components (LOC) are correlated with one another, as seen in Table 5. In accordance with Pavlou and El Sawy (2006), the findings indicated that the privacy risk should be modeled more effectively as a formative HOC. When a reflecting higher-order component shows unusually strong correlations among its lower-order components, a formative higher-order component will lessen the correlations between the lower-order components (all above 0.8). In terms of the links between the privacy risk and the higher-order components that it contributes, all of the lower-order components had similar effects and, as a result, they had equal relevance in the process of constructing the HOC.

In order to determine whether or not the common bias would appear in the formative measurement, the variance inflation factor (VIF) was determined for each LOC. If the VIF value is greater than 5, this suggests that there is an excessive amount of multicollinearity, which calls into doubt the validity of the formative structure (Diamantopoulos & Winklhofer, 2001). In this investigation, as shown in Table 6, the VIF values for physical privacy risk (1.67), social privacy risk (1.64), resource-related privacy risk (2.05), psychological privacy risk (2.10), prosecution-related privacy risk (2.41), career-related risk (2.80), and freedom-related privacy risk (2.23) were all within the satisfactory limits of below 5 (VIF) and above 0.1 (tolerance). Additionally, these values fulfilled the conservative values of J. F. Hair et al. (2012) in PLS-SEM analysis. Finally, bootstrapping with 5,000 subsamples was performed to examine the significance and relevance of LOCs' weights on privacy risk. All of the seven LOCs significantly relate to privacy risk at p-value of 0.000 as illustrated in Table 7. Therefore, the assessment of formative measurement model meets the satisfactory standards of reflective-formative LOC and HOC models (Sarstedt et al., 2019).

## Common-Method Bias

The data set was subjected to statistical analysis to uncover any potential bias, notably the possible concern of common-method variance. Harmen's one-factor test was conducted using the SPSS factor analysis technique. In addition, the correlation matrix was examined for indications of common-method bias. It was determined that there is no single factor that accounts for more than 50 percent of the covariance among the measurement, so the use of a common approach is not a problem (Podsakoff et al., 2003). In accordance with the discriminant validity analysis in Table 4,

**Table 4. Discriminant validity**

| | BH | IV | BA | BW | BL | CP | FP | PQ | PP | PW | OP | YP | RN | RP | SP |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BH | (0.805) | | | | | | | | | | | | | | |
| IV | | (0.944) | | | | | | | | | | | | | |
| BA | | | 0.840 | | | | | | | | | | | | |
| BW | | | | (0.666) | | | | | | | | | | | |
| BL | | | | | (0.770) | | | | | | | | | | |
| CP | | | | | | (0.962) | | | | | | | | | |
| FP | | | | | | | (0.967) | | | | | | | | |
| PQ | | | | | | | | (0.876) | | | | | | | |
| PP | | | | | | | | | (0.973) | | | | | | |
| PW | | | | | | | | | | (0.926) | | | | | |
| OP | | | 0.05(0.025) | | | | | | | 0.09(0.081) | (0.923) | | | | |
| YP | | | | | | | | | | | | (0.954) | | | |
| RN | | | | | | | | | | | | | (0.861) | | |
| RP | | | | | | | | | | | | | | (0.943) | |
| SP | | | | | | | | | | | | | | | (0.926) |

*Note*. HTMT ratio (Fornell and Larcker correlation value). BA: brand association; BW: brand awareness; BH: brand heritage; BL: brand loyalty; CP: career-related risk; FP: freedom-related privacy risk; IV: investment in the company; PQ: perceived quality; PP: physical privacy risk; PW: positive WOM; OP: prosecution-related privacy risk; YP: psychological privacy risk; RN: resistance to negative information; RP: resource-related privacy risk; SP: social privacy risk.

**Table 5. Correlations between HOC and LOCs**

| | PR | CP | FP | PP | OP | YP | RP | SP |
|---|---|---|---|---|---|---|---|---|
| PR | 1 | | | | | | | |
| CP | 0.810 | 1 | | | | | | |
| FP | 0.897 | -0.668 | 1 | | | | | |
| PP | 0.865 | -0.379 | 0.477 | 1 | | | | |
| OP | 0.890 | -0.743 | 0.620 | 0.397 | 1 | | | |
| YP | 0.892 | -0.258 | 0.389 | 0.49 | 0.321 | 1 | | |
| RP | 0.858 | -0.251 | 0.359 | 0.470 | 0.308 | 0.693 | 1 | |
| SP | 0.806 | -0.488 | 0.488 | 0.465 | 0.402 | 0.347 | 0.370 | 1 |

*Note.* CP: career-related risk; FP: freedom-related privacy risk; PP: physical privacy risk; PR: privacy risk; OP: prosecution-related privacy risk; YP: psychological privacy risk; RP: resource-related privacy risk; SP: social privacy risk.

**Table 6. Collinearity assessment (VIF)**

| | BH | IV | BA | BW | BL | CP | FP | PQ | PP | PW | OP | YP | RN | RP | SP |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| VIF Value | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.82 | 2.23 | 1.00 | 1.67 | 1.00 | 2.41 | 2.10 | 1.00 | 2.05 | 1.64 |

*Note.* BA: brand association; BW: brand awareness; BH: brand heritage; BL: brand loyalty; CP: career-related risk; FP: freedom-related privacy risk; IV: investment in the company; PQ: perceived quality; PP: physical privacy risk; PW: positive WOM; OP: prosecution-related privacy risk; YP: psychological privacy risk; RN: resistance to negative information; RP: resource-related privacy risk; SP: social privacy risk.

**Table 7. LOCs' weights on HOC**

| LOC HOC | Total effect coefficient | t-value | *p*-value |
|---|---|---|---|
| CP PR | 0.202 | 13.127 | 0.000 |
| FP PR | 0.221 | 17.222 | 0.000 |
| PP PR | 0.214 | 16.17 | 0.000 |
| OP PR | 0.18 | 12.751 | 0.000 |
| YP PR | 0.188 | 10.704 | 0.000 |
| RP PR | 0.177 | 10.423 | 0.000 |
| SP PR | 0.190 | 0.621 | 0.000 |

Note. CP: career-related risk; FP: freedom-related privacy risk; PP: physical privacy risk; PR: privacy risk; OP: prosecution-related privacy risk; YP: psychological privacy risk; RP: resource-related privacy risk; SP: social privacy risk.

the correlations between the constructs were not very strong. VIF was examined, as indicated in t. All VIF values are less than 5. Thus, there is no common-bias method in the model.

## Structural Model Analysis and Results

According to J. F. Hair et al. (2021), PLS-SEM model assessment follows a specific criterion, starting with "collinearity (VIF), coefficient of determination (R2) of the endogenous constructs, out-of-sample prediction (Q2predict), and model comparisons" (p. 16). The analysis was run with a bootstrapping procedure with 5,000 subsamples, and it reveals that all VIF values of endogenous constructs are less than 5, which is an ideal value for noncollinearity sign. The analysis demonstrates that the structural model explains 45.4% of brand loyalty variance, 61.1% of perceived quality, 52%

**Table 8. Hypothesis testing**

| H. No | Path | *â* | t-value | *p*-value | 95% BCa confidence intervals | Supported? |
|---|---|---|---|---|---|---|
| 1 | BH PR | -0.127 | 2.315 | 0.010 | [-0.214;-0.032} | YES |
| 2 | PR BL | -0.674 | 19.694 | 0.001 | [-0.61;-0.723] | YES |
| 3 | PR BA | -0.721 | 17.57 | 0.009 | [-0.646;-0.780] | YES |
| 4 | PR PQ | -0.782 | 23.585 | 0.018 | [-0.721;-0.828 | YES |
| 5 | PR BW | -0.454 | 6.397 | 0.009 | [-0.327;-0.564] | YES |
| 6 | PR PW | -0.672 | 16.579 | 0.020 | [-0.597;-0.733] | YES |
| 7 | PR RN | -0.184 | 3.439 | 0.000 | [-0.258;-0.090] | YES |
| 8 | PR IV | 0.081 | 0.801 | 0.212 | [-0.146;0.168] | NO |

*Note.* β: patch coefficient; BA: brand association; BW: brand awareness; BH: brand heritage; BL: brand loyalty; CP: career-related risk; FP: freedom-related privacy risk; IV: investment in the company; PQ: perceived quality; PP: physical privacy risk; PW: positive WOM; OP: prosecution-related privacy risk; YP: psychological privacy risk; RN: resistance to negative information; RP: resource-related privacy risk; SP: social privacy risk.

of the brand association, 20.6% of the brand awareness, 45.1% of positive WOM, 29.3% of resistance to negative information, and 7.9% of the investment in the company.

Based on the PLS-SEM results and hypothesis testing in Table 8, all the proposed hypotheses are significant, except H8 was rejected, while the other seven hypotheses are negatively supported. We found that brand heritage (H1: $\beta = -0.127$, $t = 2.315$) significantly and negatively influences privacy risk. For the impact of privacy risk on brand equity, we found interesting results, that privacy risk (H2: $\beta = -0.127$, $t = 2.315$) significantly and negatively influences brand loyalty, and that brand association (H3: $\beta = -0.721$, $t = 17.57$), perceived quality (H4: $\beta = -0.782$, $t = 23.585$), and brand awareness (H5: $\beta = -0.454$, $t = 6.397$) are significantly and negatively influenced by privacy risk. Privacy risk seems to impact brand advocacy differently than brand equity; we found that privacy risk (H6: $\beta = -0.672$, $t = 16.579$) has a significant and negative impact on positive WOM, and (H7: $\beta = -0.184$, $t = 3.439$) has a significant and negative impact on resistance to negative information. H8 is completely rejected, as we found that privacy risk does not impact investment in company (H8: $\beta = 0.081$, $t = 0.801$, p-value = 0.212). Finally, we ran an out-of-sample prediction power; we used the PLSpredict procedure to assess the prediction power of brand loyalty, brand association, brand awareness, perceived quality, positive WOM, resistance to negative information, and investment in a company. The PLS-predict analysis is presented in Table 9. We compared the root mean squared error (RMAE) values of the PLS-SEM with the linear-modelling (LM) and found that the majority of the indictors in the LM prediction errors are higher than PLS-SEM. Thus, the results show a medium predictive power (Shmueli et al., 2019).

## DISCUSSION

This study has inspected the impact of brand heritage on the privacy risk of social commerce sites and the effect of privacy risk on brand equity and brand advocacy of these sites by applying the SOR model. Based on survey data collected from 321 participants, the findings verify that the brand heritage of social commerce sites has a significant negative influence on privacy risk. Consumers' perceived risk, by all means, is diminished when they deal with social commerce sites with heritage. Further, privacy risk has a significant negative impact on the brand equity of social commerce sites. This implies that when the privacy risk of brand heritage sites is reduced, the brand equity of these sites is enhanced. Therefore, it can be argued that consumers feel more secure using social commerce sites with brand heritage, and this feeling of security positively affects their brand awareness, associations, loyalty, and perceived quality.

**Table 9. PLS predict assessment**

| Item | PLS-SEM | | LM |
|---|---|---|---|
| | RMSE | $Q^2_{predict}$ | RMSE |
| IV1 | 1.941 | 0.011 | 1.896 |
| IV2 | 1.822 | 0.001 | 1.803 |
| BA1 | 1.184 | 0.003 | 0.971 |
| BA2 | 1.338 | 0.001 | 1.031 |
| BA3 | 1.55 | 0.001 | 1.344 |
| BW1 | 1.173 | 0.006 | 1.106 |
| BW2 | 1.136 | 0.006 | 1.071 |
| BW3 | 1.661 | 0.001 | 1.748 |
| BW4 | 0.993 | 0.001 | 0.975 |
| BW5 | 1.122 | 0.003 | 1.172 |
| BL1 | 1.681 | 0.015 | 1.413 |
| BL2 | 1.486 | 0.015 | 1.189 |
| BL3 | 1.52 | 0.005 | 1.531 |
| PQ1 | 1.248 | 0.002 | 0.863 |
| PQ2 | 1.105 | 0.003 | 0.847 |
| PQ3 | 1.226 | 0.005 | 0.977 |
| PW1 | 1.441 | 0.003 | 1.11 |
| PW2 | 1.716 | 0.006 | 1.464 |
| PW3 | 1.476 | 0.002 | 1.155 |
| RN1 | 1.655 | 0.001 | 1.437 |
| RN2 | 1.576 | 0.027 | 1.607 |
| RN3 | 1.647 | 0.005 | 1.492 |
| RN4 | 1.617 | 0.034 | 1.625 |

Additionally, the results prove that privacy risk has a significant negative impact on brand advocacy, but only on two levels (positive WOM and defense against others). Therefore, it is sensible to believe that consumers tend to spread positive WOM about social commerce sites with solid heritage, and they are also eager to defend them against any criticism from others. Unexpectedly, the impact of privacy risk on consumers' investment in the company is insignificant. This indicates that consumers' interest in investing in social commerce sites is not associated only with the level of risk on these sites.

## THEORETICAL IMPLICATIONS

This study contributes to the literature in several ways. First, this study extends the brand heritage literature by shedding light on its vital role in consumers' perception of privacy risk in the context of social commerce sites. Online brand heritage research was limited to social media platforms. Hence, this study is the first to examine brand heritage in this increasingly important research context. Second, most previous studies addressed online privacy risks from a narrow perspective. Conversely, this

research broadened the view and examined seven forms of privacy risk that consumers may face on social commerce sites. Third, the relationship between privacy risk and brand equity has drawn limited scholarly attention, especially in social commerce research. Scholars have been more interested in measuring the impact of privacy risk on one or two dimensions related to brands, such as brand image or brand loyalty. Therefore, this study extends the scope to include the four dimensions of brand equity (brand awareness, brand associations, brand loyalty, and brand perceived quality) which together represent the actual value of a brand. Fourth, brand advocacy is another critical factor that reflects consumers' attachment to a brand. The literature on the relationship between privacy risk and brand advocacy is undeveloped and needs more investigation. In this vein, the findings of this study add value to the literature as it explores the impact of privacy risk on three dimensions of brand advocacy.

## PRACTICAL IMPLICATIONS

Research shows that privacy risk represents a major challenge to social commerce sites. Customers' trust in social commerce platforms (Tseng, 2023) as well as their purchase intentions (Bugshan & Attar, 2020; Zhou, 2020b) have been shown to be negatively influenced by customers' privacy risk concerns. In this vein, our findings reveal that brand heritage is efficacious in reducing consumers' perception of privacy risk on social commerce sites. This should encourage managers of social commerce sites to discover and activate the heritage that their sites could potentially have (Urde et al., 2007), or it could be invented for them (Brunninge, 2023). Moreover, sites usually deal with the issue of protecting users' privacy as a legal liability and precondition for licensing. In this respect, the influential impact that this study reveals for privacy risk on brand equity dimensions invites e-commerce site managers to adopt a different perspective on the issue of users' privacy on their sites. Advanced measures of protecting users' privacy, which can also be content for marketing communications, can be tactically helpful for marketing strategies aiming at enhancing brand equity.

Brand equity represents a crucial and strategic asset for modern businesses. Therefore, organizations are actively exploring innovative approaches to enhance their brand equity (Beig & Nika, 2022). Similarly, brand advocacy holds significant value as it is intricately connected to a multitude of psychological and brand-related impacts (Quaye et al., 2022). Given this, the findings of this study suggest privacy risk as a new route through which the brand equity and brand advocacy of social commerce sites can be enhanced.

## LIMITATIONS AND FUTURE RESEARCH

We acknowledge that this research has some limitations. First, the targeted sample of this study was limited to U.S. Amazon users. Consequently, the results of this study are not generalizable to countries where Amazon is relatively new. Future research could explore how the role of brand heritage in mitigating privacy risk varies across different countries and societies. Second, while our research is a cross-sectional study, future longitudinal studies could examine the long-term effects of brand heritage on brand equity and brand advocacy. Third, there might be other undiscovered privacy risk factors. Therefore, we recommend that marketing scholars conduct qualitative research to discover these possibly hidden components of privacy risk. Fourth, our study investigated consumer-based brand equity. Future research can test the research model on financial-based brand equity. Finally, being established in 1994, the use of big data and machine learning techniques could help to identify patterns in the relationships between brand heritage and privacy risk by applying an unsupervised learning approach.

## CONCLUSION

This study proves the influence of brand heritage on consumers' privacy risk on social commerce sites and how their perceptions of privacy risk would consequently affect social commerce sites' brand advocacy and brand equity. It is evident that consumers' perception of privacy risk is reduced when dealing with social commerce sites with strong brand heritage. Additionally, when consumers' privacy risk is low, the brand advocacy and brand equity of social commerce sites are enhanced. Thus, it is possible to conclude that managers of social commerce sites, particularly those with brand heritage, must be aware that heritage is a substantial asset that must be preserved and utilized, and protecting consumers' privacy should always be a priority.

## AUTHOR NOTE

*Funding details:* This work was supported by the Scientific Research and Graduate Studies at Yarmouk University, Irbid, Jordan, under Grant BD 41/13/120/. Fadi Herzallah would like to thank Palestine Technical University-Kadoorie for supporting this work financially.

Disclosure statement: The authors report there are no competing interests to declare.

## PROCESS DATES

Received: February 20, 2024, Revision: June 13, 2024, Accepted: June 21, 2024

## CORRESPONDING AUTHOR

Correspondence should be addressed to Hadeel Al Haddad; hadeel.haddad@yu.edu.jo

## REFERENCES

Aaker, D. A. (2004). Leveraging the corporate brand. *California Management Review*, *46*(3), 6–18. 10.1177/000812560404600301

Ahmadi, A., & Ataei, A. (2022). Emotional attachment: A bridge between brand reputation and brand advocacy. *Asia-Pacific Journal of Business Administration*, *16*(1), 1–20. 10.1108/APJBA-11-2021-0579

Al-Amad, A. H., Ali, S., & Al-Haddad, H. B. (2024). Listening to unheard voices: Exploring salespeople's perspectives on the value of corporate heritage. *Qualitative Market Research*, *27*(1), 83–107. 10.1108/QMR-03-2023-0036

Al-Amad, A. H., & Balmer, J. M. T. (2023). Augmented role identity saliency of CSR in corporate heritage organizations. *Journal of Business Research*, *155*, 113418. 10.1016/j.jbusres.2022.113418

*Annual net sales revenue of Amazon from 2006 to 2022, by segment*. (2023). Statista. https://www.statista.com/statistics/266282/annual-net-revenue-of-amazoncom/#:~:text=From 2004 to 2022%2C the,billion US dollars in 2021

Aslam, W., Hussain, A., Farhat, K., & Arif, I. (2020). Underlying factors influencing consumers' trust and loyalty in e-commerce. *Business Perspectives and Research*, *8*(2), 186–204. 10.1177/2278533719887451

Balmer, J. (2011a). Corporate heritage brands and the precepts of corporate heritage brand management: Insights from the British monarchy on the eve of the royal wedding of Prince William (April 2011) and Queen Elizabeth II's diamond jubilee (1952-2012). *Journal of Brand Management*, *18*(8), 517–544. 10.1057/bm.2011.21

Balmer, J. (2011b). Corporate heritage identities, corporate heritage brands and the multiple heritage identities of the British monarchy. *European Journal of Marketing*, *45*(9–10), 1380–1398. 10.1108/03090561111151817

Balmer, J., & Balmer, J. M. T. (2013). Corporate heritage, corporate heritage marketing, and total corporate heritage communications: What are they? What of them? *Corporate Communications*, *18*(3), 290–326. 10.1108/CCIJ-05-2013-0031

Balmer, J., & Burghausen, M. (2015). Explicating corporate heritage, corporate heritage brands and organisational heritage. *Journal of Brand Management*, *22*(5), 364–384. 10.1057/bm.2015.26

Balmer, J., & Chen, W. (2017). Corporate heritage brands, augmented role identity and customer satisfaction. *European Journal of Marketing*, *51*(9–10), 1510–1521. 10.1108/EJM-07-2017-0449

Balmer, J. M. T., & Greyser, S. A. (2006). Corporate marketing: Integrating corporate identity, corporate branding, corporate communications, corporate image and corporate reputation. *European Journal of Marketing*, *40*(7–8), 730–741. 10.1108/03090560610669964

Balmer, J. M. T., Greyser, S. A., & Urde, M. (2006). The crown as a corporate brand: Insights from monarchies. *Journal of Brand Management*, *14*(1–2), 137–161. 10.1057/palgrave.bm.2550031

Bazi, S., Hajli, A., Hajli, N., Shanmugam, M., & Lin, X. (2020). Winning engaged consumers: The rules of brand engagement and intention of co-creation in social commerce. *Information Technology & People*, *33*(2), 456–476. 10.1108/ITP-09-2018-0415

Becker, J. M., Klein, K., & Wetzels, M. (2012). Hierarchical latent variable models in PLS-SEM: Guidelines for using reflective-formative type models. *Long Range Planning*, *45*(5–6), 359–394. 10.1016/j.lrp.2012.10.001

Beig, F. A., & Nika, F. A. (2022). Impact of brand experience on brand equity of online shopping portals: A study of select e-commerce sites in the state of Jammu and Kashmir. *Global Business Review*, *23*(1), 156–175. 10.1177/0972150919836041

Bigne, E., Chatzipanagiotou, K., & Ruiz, C. (2020). Pictorial content, sequence of conflicting online reviews and consumer decision-making: The stimulus-organism-response model revisited. *Journal of Business Research*, *115*, 403–416. 10.1016/j.jbusres.2019.11.031

Blombäck, A., & Brunninge, O. (2016). Identifying the role of heritage communication: A stakeholder-function framework. *International Studies of Management & Organization*, *46*(4), 256–268. 10.1080/00208825.2016.1140522

Brunninge, O. (2023). Invented corporate heritage brands. *Journal of Brand Management*, *30*(2), 157–169. 10.1057/s41262-022-00304-7

Bugshan, H., & Attar, R. W. (2020). Social commerce information sharing and their impact on consumers. *Technological Forecasting and Social Change*, *153*, 119875. 10.1016/j.techfore.2019.119875

Burghausen, M., & Balmer, J. M. T. (2014). Corporate heritage identity management and the multi-modal implementation of a corporate heritage identity. *Journal of Business Research*, *67*(11), 2311–2323. 10.1016/j.jbusres.2014.06.019

Butcher, J., & Pecot, F. (2022). Visually communicating brand heritage on social media: Champagne on Instagram. *Journal of Product and Brand Management*, *31*(4), 654–670. 10.1108/JPBM-01-2021-3334

Chang, C. H., & Chen, Y. S. (2014). Managing green brand equity: The perspective of perceived risk theory. *Quality & Quantity*, *48*(3), 1753–1768. 10.1007/s11135-013-9872-y

Chen, C. C., Hsiao, K. L., & Wu, S. J. (2018). Purchase intention in social commerce: An empirical examination of perceived value and social awareness. *Library Hi Tech*, *36*(4), 583–604. 10.1108/LHT-01-2018-0007

Cheung, M. L., Ting, H., Cheah, J. H., & Sharipudin, M. N. S. (2021). Examining the role of social media-based destination brand community in evoking tourists' emotions and intention to co-create and visit. *Journal of Product and Brand Management*, *30*(1), 28–43. 10.1108/JPBM-09-2019-2554

Chiu, W., Oh, G. E., & Cho, H. (2023). An integrated model of consumers' decision-making process in social commerce: A cross-cultural study of the United States and China. *Asia Pacific Journal of Marketing and Logistics*, *35*(7), 1682–1698. 10.1108/APJML-01-2022-0029

Choi, Y., Kroff, M. W., & Kim, J. (2021). Developing brand advocacy through brand activities on Facebook. *Journal of Consumer Marketing*, *38*(3), 328–338. 10.1108/JCM-10-2019-3460

Christodoulides, G., Cadogan, J. W., & Veloutsou, C. (2015). Consumer-based brand equity measurement: Lessons learned from an international study. *International Marketing Review*, *32*(3–4), 307–328. 10.1108/IMR-10-2013-0242

Cuomo, M. T., Mazzucchelli, A., Chierici, R., & Ceruti, F. (2020). Exploiting online environment to engage customers: Social commerce brand community. *Qualitative Market Research*, *23*(3), 339–361. 10.1108/QMR-12-2017-0186

Curran, R., Taheri, B., MacIntosh, R., & O'Gorman, K. (2016). Nonprofit brand heritage: Its ability to influence volunteer retention, engagement, and satisfaction. *Nonprofit and Voluntary Sector Quarterly*, *45*(6), 1234–1257. 10.1177/0899764016633532

Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management*, *17*(4), 263–282. 10.1111/j.1467-8551.2006.00500.x

Diamantopoulos, A., & Winklhofer, H. M. (2001). Index construction with formative indicators: An alternative to scale development. *JMR, Journal of Marketing Research*, *38*(2), 269–277. 10.1509/jmkr.38.2.269.18845

Eisingerich, A. B., Rubera, G., Seifert, M., & Bhardwaj, G. (2011). Doing good and doing better despite negative information: The role of corporate social responsibility in consumer resistance to negative information. *Journal of Service Research*, *14*(1), 60–75. 10.1177/1094670510389164

Erdfelder, E., Faul, F., Buchner, A., & Lang, A. G. (2009). Statistical power analyses using G*Power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods*, *41*(4), 1149–1160. 10.3758/BRM.41.4.114919897823

Eroglu, S. A., Machleit, K. A., & Davis, L. M. (2003). Empirical testing of a model of online store atmospherics and shopper responses. *Psychology and Marketing*, *20*(2), 139–150. 10.1002/mar.10064

Featherman, M. S., & Hajli, N. (2016). Self-service technologies and e-services risks in social commerce era. *Journal of Business Ethics*, *139*(2), 251–269. 10.1007/s10551-015-2614-4

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *JMR, Journal of Marketing Research*, *18*(1), 39–50. 10.1177/002224378101800104

Gallo, C. (2021). How Jeff Bezos consistently communicates four core values that made Amazon a success. *Forbes.*https://www.forbes.com/sites/carminegallo/2021/02/11/how-jeff-bezos-consistently-communicates-four-core-values-that-made-amazon-a-success/?sh=af836db6e243%0Ahttps://www.forbes.com/sites/carminegallo/2021/02/11/how-jeff-bezos-consistently-communicates-four

George, W. U. (2024). *History of e-commerce: Facts, stats & tips on what's next*. https://healthcaremba.gwu.edu/history-of-ecommerce

Gill, D., & Broderick, A. (2014). Brand heritage and CSR credentials: A discourse analysis of m&s reports. In *Critical studies on corporate responsibility, governance and sustainability* (*Vol. 6*, pp. 179–199). Emerald Group Publishing Limited., 10.1108/S2043-9059(2014)0000006026

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). A primer on partial least squares structural equation modeling (PLS-SEM). *Sage (Atlanta, Ga.)*.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, 31*(1), 2–24). 10.1108/EBR-11-2018-0203

Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, *40*(3), 414–433. 10.1007/s11747-011-0261-6

Hakala, U., Lätti, S., & Sandberg, B. (2011). Operationalizing brand heritage and cultural heritage. *Journal of Product and Brand Management*, *20*(6), 447–456. 10.1108/10610421111166595

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. 10.1007/s11747-014-0403-8

Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, *20*, 277–319. 10.1108/S1474-7979(2009)0000020014

*How many products does Amazon actually carry? And in what categories?* (2016). Business Wire. https://www.businesswire.com/news/home/20160614006063/en/How-Many-Products-Does-Amazon-Actually-Carry-And-in-What-Categories

Hsieh, S. H., & Lee, C. T. (2021). Hey Alexa: Examining the effect of perceived socialness in usage intentions of AI assistant-enabled smart speaker. *Journal of Research in Interactive Marketing*, *15*(2), 267–294. 10.1108/JRIM-11-2019-0179

Jacoby, J. (2002). Stimulus-organism-response reconsidered: An evolutionary step in modeling (consumer) behavior. *Journal of Consumer Psychology*, *12*(1), 51–57. 10.1207/S15327663JCP1201_05

Jia, H., Shin, S., & Jiao, J. (2022). Does the length of a review matter in perceived helpfulness? The moderating role of product experience. *Journal of Research in Interactive Marketing*, *16*(2), 221–236. 10.1108/JRIM-04-2020-0086

Karwatzki, S., Trenz, M., & Veit, D. (2022). The multidimensional nature of privacy risks: Conceptualisation, measurement and implications for digital services. *Information Systems Journal*, *32*(6), 1126–1157. 10.1111/isj.12386

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, *57*(1), 1–22. 10.1177/002224299305700101

Kim, T., Yang, J., & Yim, M. C. (2023). The effect of institutional CSR on brand advocacy during COVID-19: The moderated mediation effect of CSR expectancy and value-driven motivation. *Journal of Product and Brand Management*, *32*(1), 37–58. 10.1108/JPBM-12-2020-3268

Laato, S., Islam, A. K. M. N., Farooq, A., & Dhir, A. (2020). Unusual purchasing behavior during the early stages of the COVID-19 pandemic: The stimulus-organism-response approach. *Journal of Retailing and Consumer Services*, *57*, 102224. 10.1016/j.jretconser.2020.102224

Lim, J. S., Pham, P., & Heinrichs, J. H. (2020). Impact of social media activity outcomes on brand equity. *Journal of Product and Brand Management*, *29*(7), 927–937. 10.1108/JPBM-03-2019-2298

McAfee, E. (2021). Three reasons why Amazon will likely continue to gain e-commerce market share. *Forbes*. https://www.forbes.com/sites/forbesbusinesscouncil/2021/03/31/3-reasons-why-amazon-will-likely-continue-to-gain-e-commerce-market-share/?sh=3918e5f63ab8

Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. MIT Press.

Mencarelli, R., Chaney, D., & Pulh, M. (2020). Consumers' brand heritage experience: Between acceptance and resistance. *Journal of Marketing Management*, *36*(1–2), 30–50. 10.1080/0267257X.2019.1692057

Merchant, A., & Rose, G. M. (2013). Effects of advertising-evoked vicarious nostalgia on brand heritage. *Journal of Business Research*, *66*(12), 2619–2625. 10.1016/j.jbusres.2012.05.021

Nesi, J., Widman, L., Choukas-Bradley, S., & Prinstein, M. J. (2017). Technology-based communication and the development of interpersonal competencies within adolescent romantic relationships: A preliminary investigation. *Journal of Research on Adolescence*, *27*(2), 471–477. 10.1111/jora.1227428876524

Pavlou, P. A., & El Sawy, O. A. (2006). From IT leveraging competence to competitive advantage in turbulent environments: The case of new product development. *Information Systems Research*, *17*(3), 198–227. 10.1287/isre.1060.0094

Pecot, F., & Barnier, V. (2017). Patrimoine de marque : Le passé au service du management de la marque. [French Edition]. *Recherche et Applications en Marketing*, *32*(4), 77–96. 10.1177/0767370116685542

Pecot, F., Merchant, A., Valette-Florence, P., & De Barnier, V. (2018). Cognitive outcomes of brand heritage: A signaling perspective. *Journal of Business Research*, *85*, 304–316. 10.1016/j.jbusres.2018.01.016

Pham, L. H., Woyo, E., Pham, T. H., & Truong, D. T. X. (2023). Value co-creation and destination brand equity: Understanding the role of social commerce information sharing. *Journal of Hospitality and Tourism Insights*, *6*(5), 1796–1817. 10.1108/JHTI-04-2022-0123

Pizzi, G., & Scarpi, D. (2019). The year of establishment effect on brand heritage and attitudes. *Journal of Consumer Marketing*, *36*(6), 827–834. 10.1108/JCM-05-2018-2665

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *The Journal of Applied Psychology*, *88*(5), 879–903. 10.1037/0021-9010.88.5.87914516251

Quaye, E. S., Taoana, C., Abratt, R., & Anabila, P. (2022). Customer advocacy and brand loyalty: The mediating roles of brand relationship quality and trust. *Journal of Brand Management*, *29*(4), 363–382. 10.1057/s41262-022-00276-8

Rindell, A., & Santos, F. P. (2021). What makes a corporate heritage brand authentic for consumers? A semiotic approach. *Journal of Brand Management*, *28*(5), 545–558. 10.1057/s41262-021-00243-9

Ringle. (2022). *SmartPLS4, SmartPLS GmbH*. http://smartpls.com/

Rose, G. M., Merchant, A., Orth, U. R., & Horstmann, F. (2016). Emphasizing brand heritage: Does it work? And how? *Journal of Business Research*, *69*(2), 936–943. 10.1016/j.jbusres.2015.06.021

Sacco, F., & Conz, E. (2022). Corporate heritage communication strategies of iconic Italian brands: A multiple case study. *Corporate Communications*, *28*(7), 19–43. 10.1108/CCIJ-12-2021-0136

Sammour, A. A., Chen, W., & Balmer, J. M. T. (2020). Corporate heritage brand traits and corporate heritage brand identity: The case study of John Lewis. *Qualitative Market Research*, *23*(3), 447–470. 10.1108/QMR-03-2018-0039

Sarstedt, M., Hair, J. F.Jr, Cheah, J. H., Becker, J. M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, *27*(3), 197–211. 10.1016/j.ausmj.2019.05.003

Sheth, J. N. (2022). Post-pandemic marketing: When the peripheral becomes the core. *Journal of Research in Interactive Marketing*, *16*(1), 37–44. 10.1108/JRIM-03-2021-0074

Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J. H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2019). Predictive model assessment in PLS-SEM: Guidelines for using PLSpredict. *European Journal of Marketing*, *53*(11), 2322–2347. 10.1108/EJM-02-2019-0189

Shuyi, J., Al Mamun, A., & Naznen, F. (2022). Social media marketing activities on brand equity and purchase intention among Chinese smartphone consumers during COVID-19. *Journal of Science and Technology Policy Management*, *15*(2), 331–352. 10.1108/JSTPM-02-2022-0038

*Social commerce penetration rate worldwide from 2018 to 2028*. (2024). Statista. https://www.statista.com/forecasts/1455844/global-social-commerce-penetration-rate

*Top online stores in Canada in 2022, by e-commerce net sales*. (2022). Statista. https://www.statista.com/forecasts/860716/top-online-stores-global-ecommercedb

*Top online stores in the Netherlands in 2022, by e-commerce net sales*. (2022). Statista. https://www.statista.com/forecasts/646030/united-states-top-online-stores-united-states-ecommercedb

Tseng, H. T. (2023). Shaping path of trust: The role of information credibility, social support, information sharing and perceived privacy risk in social commerce. *Information Technology & People*, *36*(2), 683–700. 10.1108/ITP-07-2021-0564

Urde, M., Greyser, S. A., & Balmer, J. M. T. (2007). Corporate brands with a heritage. *Journal of Brand Management*, *15*(1), 4–19. 10.1057/palgrave.bm.2550106

Vieira, V. A. (2013). Stimuli-organism-response framework: A meta-analytic review in the store environment. *Journal of Business Research*, *66*(9), 1420–1426. 10.1016/j.jbusres.2012.05.009

Wang, E. S. T. (2019). Effects of brand awareness and social norms on user-perceived cyber privacy risk. *International Journal of Electronic Commerce*, *23*(2), 272–293. 10.1080/10864415.2018.1564553

Wang, P., Huang, Q., & Yu, Z. (2023). How do social network ties influence purchases in social commerce communities? A lens of attachment theory. *Internet Research*, *33*(4), 1495–1518. 10.1108/INTR-10-2021-0753

Wang, P., & Qian, H. (2023). Digital influencers, social power and consumer engagement in social commerce. *Internet Research*, *33*(1), 178–207. 10.1108/INTR-08-2020-0467

Wang, W. T., & Li, H. M. (2012). Factors influencing mobile services adoption: A brand-equity perspective. *Internet Research*, *22*(2), 142–179. 10.1108/10662241211214548

Wang, X., Tajvidi, M., Lin, X., & Hajli, N. (2020). Towards an ethical and trustworthy social commerce community for brand value co-creation: A trust-commitment perspective. *Journal of Business Ethics*, *167*(1), 137–152. 10.1007/s10551-019-04182-z

Wiedmann, K. P., Labenz, F., Haase, J., & Hennigs, N. (2018). The power of experiential marketing: Exploring the causal relationships among multisensory marketing, brand experience, customer perceived value and brand strength. *Journal of Brand Management*, *25*(2), 101–118. 10.1057/s41262-017-0061-5

Wiedmann, T. O., Schandl, H., Lenzen, M., Moran, D., Suh, S., West, J., & Kanemoto, K. (2015). The material footprint of nations. *Proceedings of the National Academy of Sciences of the United States of America*, *112*(20), 6271–6276. 10.1073/pnas.122036211024003158

Wong, A., & Hung, Y. C. (2023). Love the star, love the team? The spillover effect of athlete sub brand to team brand advocacy in online brand communities. *Journal of Product and Brand Management*, *32*(2), 343–359. 10.1108/JPBM-01-2022-3824

Xie, C., Bagozzi, R. P., & Grønhaug, K. (2019). The impact of corporate social responsibility on consumer brand advocacy: The role of moral emotions, attitudes, and individual differences. *Journal of Business Research*, *95*, 514–530. 10.1016/j.jbusres.2018.07.043

Yoo, B., & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, *52*(1), 1–14. 10.1016/S0148-2963(99)00098-3

Zeren, D., & Kara, A. (2021). Effects of brand heritage on intentions to buy of airline services: The mediating roles of brand trust and brand loyalty. *Sustainability (Basel)*, *13*(1), 1–15. 10.3390/su13010303

Zhang, K. Z. K., Benyoucef, M., & Zhao, S. J. (2016). Building brand loyalty in social commerce: The case of brand microblogs. *Electronic Commerce Research and Applications*, *15*, 14–25. 10.1016/j.elerap.2015.12.001

Zhou, T. (2020a). The effect of flow experience on users' social commerce intention. *Kybernetes*, *49*(10), 2349–2363. 10.1108/K-03-2019-0198

Zhou, T. (2020b). The effect of privacy risk on users' social commerce intention. *International Journal of Networking and Virtual Organisations*, *23*(1), 82–96. 10.1504/IJNVO.2020.107973

*Hadeel B. Al-Haddad is an assistant professor in marketing at Yarmouk University, Jordan. Her research interests are in the areas of consumer behavior, digital marketing, and services marketing. Her research has appeared in the International Journal of Online Marketing, Journal of Theoretical and Applied Electronic Commerce Research, and Qualitative Market Research.*

*Amjad H. Al-Amad is an assistant professor in the Marketing Department of Yarmouk University, Jordan. His research interests are in the fields of corporate identity, corporate heritage, corporate social responsibility, and digital marketing. He has published in the Journal of Theoretical and Applied Electronic Commerce Research, Journal of Business Research, and Qualitative Market Research.*

*Sami Al Smadi is a professor in the Marketing Department of Yarmouk University, Jordan. His current research interests include consumer behaviour, marketing communications, corporate social responsibility, and neuromarketing. His research has appeared in many academic journals, including Journal of Promotion Management, Journal of Business Ethics, and Journal of Information and Knowledge Management.*

*Khaled Qassem Hailat is an associate professor in the Marketing Department at Yarmouk University, Jordan. His research interests include international education policy focused on services marketing: consumer behavior and brand image. He has published many papers in well-known Scopus journals.*

*Mohammad Hasan Galib is an assistant professor of marketing at Tennessee State University. His current research interests include consumers' adoption of innovative technology that focuses on the drivers, barriers, motivational determinants, intentions, and expectations of technology acceptance. He has been working as a full member of the Editorial Review Board of the Journal of Electronic Commerce in Organization. He has published numerous articles in peer-reviewed journals that are listed on ABDC, Scopus, Cabells, and other top indexes.*

*Fadi Herzallah is currently working as an associate professor in the Department of Marketing and E-Commerce and is deputy dean of scientific research at Palestine Technical University-Kadoorei, Palestine. He received his PhD in information science (e-commerce) from the National University of Malaysia. His research interests include e-commerce applications, IS adoption, online social networks, e-government, e-marketing, and cloud computing.*