

Research Article

Exploring Gender Differences of Business Owners in Relation to Marketing Campaigns and Strategic Orientations

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Abstract.

This paper aimed to analyze gender differences of business owners when adopting marketing campaigns through social media in Micro, Small and Medium Enterprises (MSMEs) in Indonesia. The Strategic Orientations of MSME owners lead to sales and business development, which is comparable between the genders of the business owners. The study used a self-administered questionnaire to find responses from 100 male and female business owners of MSMEs. In the study, all the MSME owners, both male and female, have used social media in marketing and product promotion. The data was analyzed using the SPSS software program. The findings indicated that the way business owners adopt marketing campaigns is different between males and females which also influences their sales and business development. Male business owners are more likely to adopt the entrepreneurial and technological orientations while female business owners are more active in using social media in their marketing campaign. This study contributes to the evaluation of MSME business owners' gender differences to serve their consumers in this digital era.

Keywords: Gender Differences, Marketing, Strategic Orientation

1. Introduction

In a collectivist culture, people love to have an interpersonal relationship with other people (1). Social media is one of the ways to stay close with the 'online community'. Nowadays, social media helps people to build new ways of interpersonal relationships. People love to share their opinions on online platforms and social media and discuss their ideas with other people who have the same interest. They volunteer to review a product or share their experience on a product for other customers in social media pages. These new ways of communicating with customers would also benefit a company. Thus, Micro and Small Medium Enterprise (MSME) s' choice to participate in a social media platform is a strategic step. However, not all business owners are ready with the business environment changes (2). Studies also show that male and female

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have different ways in handling and making strategies for their businesses (3). MSMEs need to combine several strategic orientations in order to be able to direct strategies on social media.

Dutot and Bergeron (2016) found that Strategic Orientation in this social media era consists of Entrepreneurial Orientation, Customer Orientation and Technological Orientation. Entrepreneurial orientation is known as a new approach in updating company performance. Covin and Wales (2012) define entrepreneurial orientation as the processes, practices, and activities that enable companies to create value by engaging entrepreneurial efforts. Entrepreneurial orientation is a significant contributor to the success of a company, because the success of a company is strongly influenced by the level of ability of the leadership of an entrepreneurially oriented company (6). Entrepreneurial orientation, which is reflected in an attitude full of innovation, pro-activeness and the courage to take risks, is believed to be able to boost the company's performance. This is corroborated by several studies which explain that entrepreneurial orientation has been shown to have a positive and significant influence on company performance (7); (8); (4); (9).

The basis of a well-formed market orientation is a strong customer relationship or what is commonly called customer orientation (10). According to Dutot and Bergeron (2016), customer orientation is a sufficient understanding of buyers, target buyers who are able to create better value for them in a sustainable manner, and create a superior appearance for the company. Retaining customers can be obtained through providing more value to a product to consumers, so that customers will feel satisfied and want to buy it again (11). That is, customer orientation is involved in aiming to obtain information about consumers in the target market. Research from Wulandari (2012) explains that customer orientation has a positive effect on the marketing performance of MSMEs. Ali, Leifu and Rehman (2016) also found that customer orientation has a positive effect on company performance.

Technological orientation is defined as the company's tendency to use technology, products or innovations to achieve business success (13). Ali, Leifu and Rehman (2016) found in their research that technological orientation makes a significant contribution to the performance of a company. Micro, Small and Medium Enterprises or so-called MSMEs also aim to build relationships through interaction and collaboration in social media (14). In Indonesia, there are 175.4 million internet users in 2020 (15). Furthermore, the latest data states that mobile phone ownership in Indonesia is 338.2 million which exceeds the total population and there are 160 million active users of social media. Thus, social media has become part of important marketing communications in the business

world. However, based on the results of McKinsey's research, only 30% of MSMEs in Indonesia use social media to develop their businesses (9). Of the 30%, MSMEs in Indonesia that use social media, most of them have low performance on social media. In fact, MSMEs can use social media to promote new products, establish relationships with customers, and seek customer-related information for either male or female business owners. Based on the explanation of the literature and the phenomenon, the authors are interested in conducting a research entitled "Exploring Gender Differences of Business Owners in Adopting Marketing Campaign and Strategic Orientation in Indonesia". The researches problems that we attempted to answer in this study were:

1. Does *entrepreneur orientation* of male and female business owners have a positive effect on *sales and business development* on MSMEs?
2. Does *customer orientation* of male and female business owners have a positive effect on *sales and business development* on MSMEs?
4. Does *technological orientation* of male and female business owners have a positive effect on *sales and business development* on MSMEs?

2. Literature Review

2.1. Strategic Orientation (SO)

Strategic orientation is the fundamental rule that influences company activities and creates behaviors that are important for company performance (13). Solikahan and Mohammad (2019) stated that *strategic orientation* is a concept that is widely used in research on strategic management, entrepreneurship and marketing. Venkatraman (1989) defines *strategic orientation* as a general pattern of means used to achieve business objectives, with particular emphasis on the business unit level of the organizational hierarchy. *Strategic orientation* reflects the strategic direction taken by a company to create the right behavior to obtain a superior performance (18). *Strategic orientation* is the principle that directs and influences the company's activities and produces behavior that is intended to ensure its continuity and performance (19).

2.2. Entrepreneurial Orientation (EO)

Entrepreneurial orientation or entrepreneurial orientation at this time is very important for the sustainability of a company. Vidal et al (2023) explain that *entrepreneurial orientation* can be defined as enterprise decision-making procedures, practices and

activities that are used to increase the value of products and services in response to customer needs that can lead to improved performance. *Entrepreneurial orientation* is also defined as the decision-making styles, processes, and practices that determine how a company intends to operate and compete (21). Al- Hakimi, Saleh and Borade (2021) stated that companies that have *entrepreneurial orientation* will have the ability to innovate. Furthermore, companies that have *entrepreneurial orientation* will not only stick to previous business strategies (23).

2.3. Customer Orientation (CO)

Customer orientation is one of the components of *market orientation*. Dutot and Bergeron (2016) mention that *customer orientation* is the most important and the highest priority of corporate culture. *Customer orientation* can be understood as actions or corporate activities that create behaviors that lead to better performance (24). Dutot and Bergeron (2016) define *customer orientation* as the company's understanding of the target customer's purchase to be able to create more value for them in a sustainable manner. Furthermore, Ghouri, et al (2012) explained that *customer orientation* is how the company understands customers well on an ongoing basis which aims to create added value for the company. *Customer orientation* can shape customer orientation and perception of the value created and will result in increased customer satisfaction (25).

2.4. Technological Orientation (TO)

Technology is one of the factors that influence the success of a product, where by using sophisticated technology, companies can create products that are more innovative and have competitive advantages. The adoption of new technologies is a determining factor in the development of new products. *Technological orientation* is interpreted as a company's tendency to use technology, products or innovations to achieve company success (13). Dutot, et al (2016) explained that *technological orientation* is referred to as a behavior which has a focus on *research and development* (R&D) and emphasizes acquiring and incorporating new technologies in product development. *Technological orientation* is also defined as an organization's openness to new ideas and its tendency to adopt new technologies during product development (26).

2.5. Social Media Orientation

Social media orientation refers to the company's strategic orientation towards social media. Dutot and Bergeron (2016) define *social media orientation* as a set of principles and goals that direct and influence a company's activities on social media for better performance. Durkin et al (2013) explain that different approaches to social media often vary according to the organizational context, customer profile, internal resources and level of competence. In the social media adoption model for small companies or SMEs, Durkin et al (2013) identify two basic perspectives, namely *Sales and Business Development (SBD)* and *visibility*. This study only uses *Sales and Business Development (SBD)* because it is adjusted to the condition of the object of research.

2.6. Sales and Business Development (SBD)

Sales and business development aims to increase sales, *e-commerce* and deepen business relationships. *Sales and business development* integrates the notions of profitability, commitment and loyalty (28) and focuses on new customer collection, sales and after-sales service. Social media is a new communication channel that a company can use to make direct or indirect sales. Indeed, on such platforms, where consumers experience social interaction, members can become familiar with each other, and provide a possible source of trust (29). Dutot and Bergeron (2016) stated that such trust can greatly influence the user's intention to buy.

2.7. Micro, Small and Medium Enterprises (MSMEs)

In the context of Indonesia, Small Business is a business unit with an asset value of more than IDR 50 million to IDR 500 million excluding land and buildings for business premises and annual sales of more than IDR 300 million up to a maximum of IDR 2.5 billion, and Medium Enterprises are units of businesses whose assets value is more than Rp500 million to Rp100 billion excluding land and buildings for business premises and annual sales (turnover) of more than 2.5 billion to 50 billion rupiahs.

2.8. Hypothesis Development

Based on the explanation above, it is possible to develop a hypothesis regarding the relationship between variables as follows:

2.8.1. Entrepreneurial Orientation and Sales and Business Development

Several studies have examined the relationship between *entrepreneurial orientation* with *sales and business development*. Dutot and Bergeron (2016) in their research stated that *entrepreneurial orientation* has a positive effect on *sales and business development* of SMEs on social media. The results of Permadi's research (2018) also show that the higher the level of *entrepreneurial orientation* will have an effect on increasing *sales and business development* on SMEs. Thus:

Hypothesis 1: Entrepreneurial orientation has a positive effect on sales and business development of MSMEs

2.8.2. Customer Orientation and Sales and Business Development

Customer orientation can be defined as a set of beliefs that puts the interests of the customer first, while excluding the interests of all other stakeholders, to develop profitable and long-term profitable companies (4). *Customer orientation* is the effort made by employees to identify the dimensions of customer satisfaction (12). *Customer orientation* has a positive influence on company performance. *Customer orientation* may increase *sales and business development* in SMEs (9). The research of Dutot and Bergeron (2016) found that *customer orientation* has a positive effect on *sales and business development* of SMEs in social media.

Hypothesis 2: Customer orientation has a positive effect on sales and business development of MSMEs

2.8.3. Technological Orientation and Sales and Business Development

Technological orientation refers to the tendency to invest in monitoring and adopting technological innovations as well as the tendency of companies to engage frequently with new technologies. Batra, et al (2015) stated that technology-oriented companies have a greater chance of maintaining good returns and performance by combining customer value innovation with technological innovation. Previous research has also explained the relationship between *technological orientation* and *sales and business development*. Permadi (2018) in his research shows that *technological orientation* has a positive effect on *sales and business development* for MSMEs.

Hypothesis 3: Technological orientation has a positive effect on sales and business development of MSMEs

2.9. Research Framework

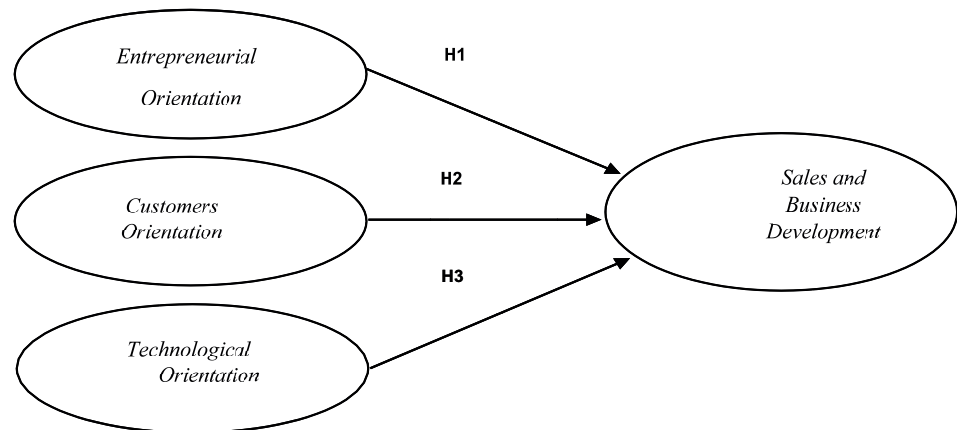


Figure 1: Research Framework.

3. Research Methods

This study aims to find out the effect of *entrepreneurial orientation, customer orientation, and technological orientation* on *sales and business development*. This study uses surveys to collect data. The data was analyzed by using the SPSS software program. The population in this study is Micro Small and Medium Enterprise business owners in Indonesia. All the MSMEs owners in the present study have used social media in marketing and promoting products. The result for male and female where compared by using Cross Tab and Mean Score for each variable. Table 1 shows the Operational Variable in this study as well as the definition and indicators. The indicators of the present study where adapted from a study of Dutot and Bergeron (2016) as can be seen in Table 1.

4. Results and Discussion

4.1. Entrepreneurial Orientation (X1) for Male and Female

The present study tried to find out which elements that are considered important for both male and female business owners in handling their business. In terms of Entrepreneurial Orientation, the finding indicated that both male and female are agree that all indicators in creating a better value are important. The most important thing for female respondents is to find ways in dealing with changes and distribute products through social media. This is in line with previous studies which also found that women are very in touch with

TABLE 1: Operational Variable.

No.	Variable	Definition	Indicator
1.	<i>Entrepreneurial Orientation(X1)</i>	Processes, practices and activities that allow the company to create value by involving entrepreneurial endeavors which include trend, risk taking, innovation and being proactive	Monitor social media trends. Looking for ways to deal with changes Be the first to introduce a new product that is appropriate for the situation. Generating new ideas in promoting products through social media. Distribute products through social media. Company emphasis on technology and innovation Dare to enter a different new market Willingness to take risks to achieve profit.
2.	<i>Customers Orientation(X2)</i>	The understanding to create value for customers	Always committed to satisfying what the customer wants. Committed to fulfill what customers want. Measuring customer satisfaction regularly Respond to complaints from customers quickly
3.	<i>Technological Orientation(X3)</i>	The use of technology or product innovation for achieving company success	Can develop new technology High technological knowledge. Technological innovations.
4.	<i>Sales and Business Development(Y)</i>	Focus on new customer, sales and after-sales service , as well as integrate ideas about profitability, commitment and loyalty	Presence on social media makes it possible to improve management of customer relations. Presence on social media allows the ability to increase our customer database. Presence on social media makes it possible to increase company sales.

Source of indicators: Adapted from Dutot and Bergeron (2016)

social media (1). However, most male also agreed that social media is is very crucial in today’s era to strengthen their businesses process, thus male also monitor the social media trends related to their business and prospective customers as well as to distribute their products in social media. However, both male and female business owners were not nominating themselves to be the first in the marketplace. It seems that female tend not to be the first in introducing something new to the market, they prefer to wait and see before starting their own businesses or creating new products.

Figure 2 indicates that both and female have almost similar score in terms of Agreeing about doing their Entrepreneurial Orientation in the handling their business. Almost all of them agree and even strongly agree to find ways in helping their business and the female claim to have slightly higher number than male. This is interesting to see that almost all respondents agree and strongly agree that social media is good for their business thus they use social media to distribute their products.

TABLE 2: Mean Score of *Entrepreneurial Orientation's Indicators* for Male and Female.

Code	Mean Score	Gender	
		Male	Female
	Indicator Items for Entrepreneurial Orientation		
X1.1	Monitor social media trends	4.12	4.06
X1.2	Looking for ways to deal with changes	4.12	4.22
X1.3	Be the first to introduce a new product that is appropriate for the situation	3.69	3.47
X1.4	Generating new ideas in promoting products through social media	3.87	3.63
X1.5	Distribute products through social media	4.12	4.13
X1.6	Company emphasis on technology and innovation	4.03	3.97
X1.7	Dare to enter a different new market	3.79	3.72
X1.8	Willingness to take risks to achieve profit	3.97	3.69

Source: Data Analysis (2023)

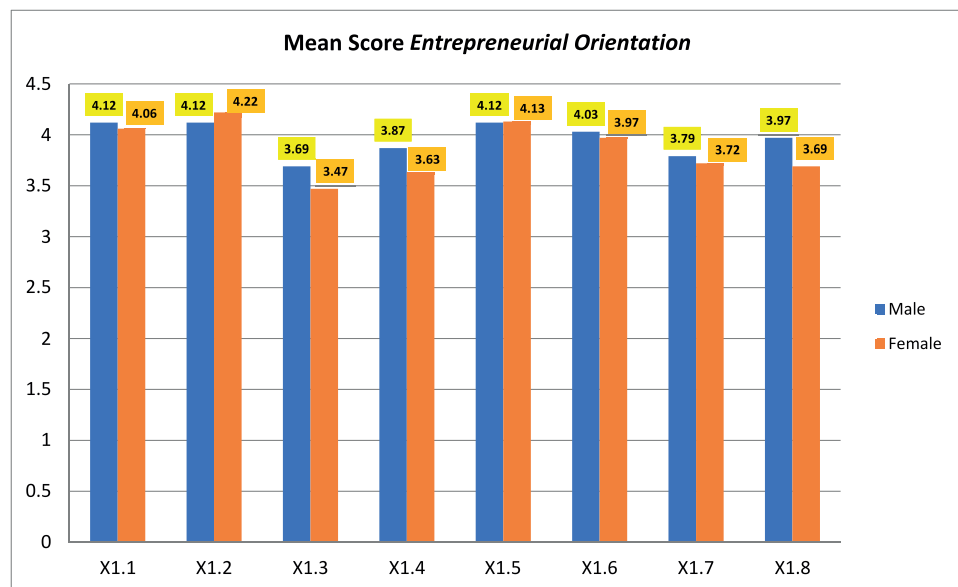


Figure 2: Mean Score for Each Indicator in Entrepreneurial Orientation.

4.2. Customers Orientation (X2) for Male and Female Business Owners

In terms of customers orientation, both male and female claim that they committed to satisfying and fulfill what customers want. They also agree that they measure customers satisfaction regularly and also pay attention on customers complaints quickly as can be seen in Table 3. Furthermore, Figure 3 also shows that female's diagrams are slightly higher than male's diagram given situation that females business owners agree and

strongly agree that customers orientation is very important to keep their customers. They know how important it is and try their best to look after their customers.

TABLE 3: Mean Score *Customers Orientation*.

	Mean	Gender	
		Male	Female
	Customers Orientation		
X2.1	Always committed to satisfying what the customer wants	4.54	4.56
X2.2	Committed to fulfill what customers want	4.51	4.56
X2.3	Measuring customer satisfaction regularly	4.19	4.28
X2.4	Respond to complaints from customers quickly	4.09	4.22

Source: Author

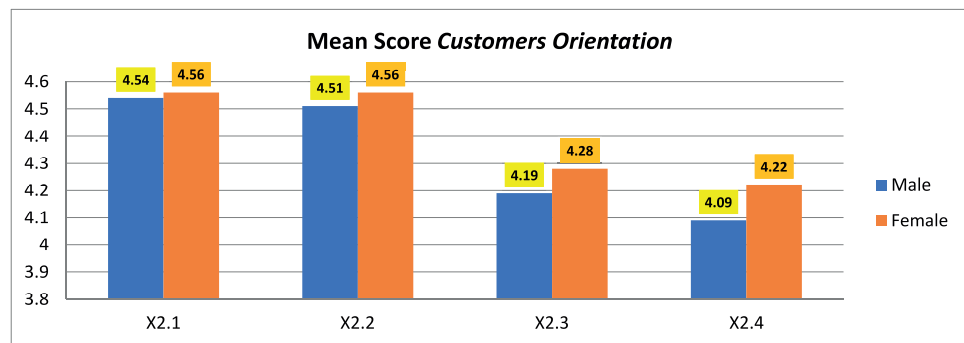


Figure 3: Mean Score for Each Indicators in Customers Orientation for Male and Female.

4.3. Technological Orientation (X3) for Male and Female Business Owners

The use of technology in business has now becoming a must for business owners. However, Table 4 indicated that for male and female in the present study still did not see the importance of using a sophisticated technology for their business. Most respondents were neutral in answering whether they need an advance technology. Female respondents have a slightly better score compared to male.

4.4. Sales and Business Development (Y)

In terms of Sales and Business Development both female and male agreed the importance of using social media to stay connected with their customers. However, male respondents seem no too sure about the connection between the increase of their company sales and the presence on social media. Male and female business owners

TABLE 4: Mean Score *Technological Orientation*.

Code	Mean Technological Orientation	Gender	
		Male	Female
X3.1	Can develop new technology	3.49	3.59
X3.2	High technological knowledge.	3.81	3.94
X3.3	Technological innovations	3.51	3.81

Source: Primary Data Processed (2023)

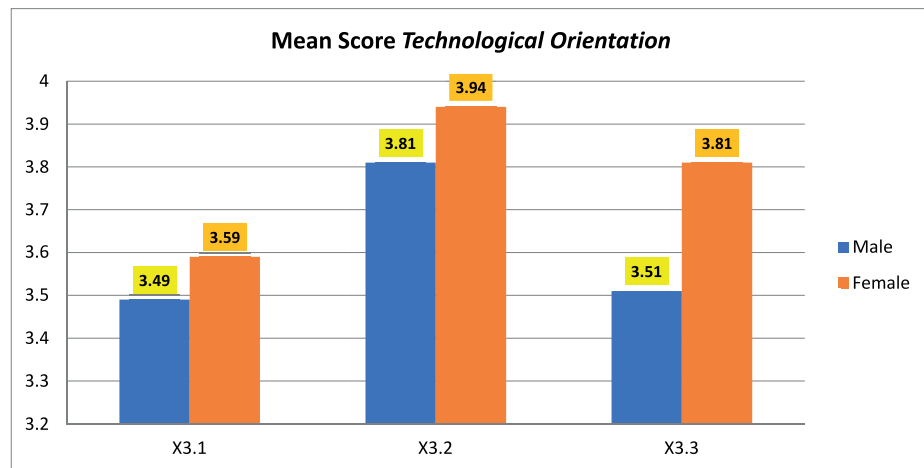


Figure 4: Main score for Male and Female regarding Technological Orientation.

strongly agree to use social media to increase their customer database and manage relationship. The female has slightly higher mean score than male respondents.

TABLE 5: Mean Score *Sales and Business Development*.

Code	Mean Sales and Business Development	Gender	
		Male	Female
X4.1	Presence on social media makes it possible to improve management of customer relations.	4.03	4.19
X4.2	Presence on social media allows the ability to increase our customer database.	4.03	4.28
X4.3	Presence on social media makes it possible to increase company sales.	3.76	4.06

Source: Author

4.5. Characteristics of Respondents

Based on the data in table 6, it shows that MSMEs that have been established for < 5 years have a higher percentage compared to other percentages, namely 54% with a total of 54 MSMEs.:

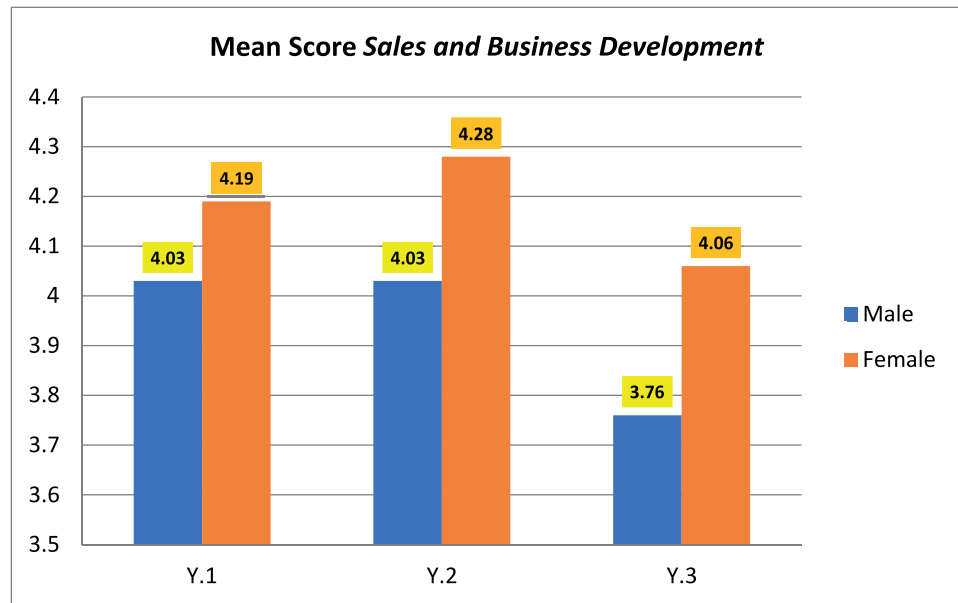


Figure 5: Mean Score for Sales and Business Development.

TABLE 6: Characteristics Based on Years of Established.

No.	MSMEs Established	Frequency	Percentage (%)
1.	< 5 Years	54	54%
2.	5 – 10 Years	28	28%
3.	> 10 Years	18	18%
	Total	100	100%

TABLE 7: Most Used Social Media for both male and female.

No.	Social media	Frequency	Percentage (%)
1.	Facebook	9	9%
2.	Instagram	86	86%
3.	Twitter	0	0%
4.	Whatsapps	4	4%
5.	Line	0	0%
6.	Other	1	1%
	Total	100	100%

Source: Author

Based on the data in table 7, Instagram was the most widely used social media platform. The total percentage for MSMEs that use Instagram is 86% with a total of 86 MSMEs for both male and female.

It can be seen in table 7 that the mean score of respondents' answers in this study for the eight statement indicators is 3.93. The table above shows that our statement

TABLE 8: Entrepreneurial Orientation’s Mean Scores.

No.	Statement	Respondent's Answer					Total	Mean score
		SDA	D	N	A	SA		
1.	We always monitor the development trend of MSMEs.	1	0	14	58	27	100	4.10
2.	We are always looking for ways to deal with changes	1	0	13	55	31	100	4.15
3.	We are the first to introduce a new product	2	5	39	37	17	100	3.62
4.	We came up with new ideas in promoting products through social media	1	4	34	37	24	100	3.79
5.	We distribute products through social media.	1	1	13	55	30	100	4.12
6.	We emphasize technology leadership and innovation rather than just trusting products in doing business	1	0	15	65	19	100	4.01
7.	We dare to enter a different new market.	1	5	30	44	20	100	3.77
8.	In our business, many people are willing to take risks to achieve profit,	1	3	23	53	20	100	3.88
Mean score								3.93

Source: Author

indicators are always looking for ways to deal with changes, which has the highest average of 4.15.

4.6. Customer Orientation

This section shows the frequency for the alternative that has been selected by each respondent. In this section, we will describe the frequency for each statement item for the variable *customer orientation* as seen in the following table:

Based on table 9, it can be seen that the average of respondents’ answers in this study for the four statement indicators is 4.35. The table above shows that our statement indicators are always committed to satisfying what customers want for male and female business owners, which has the highest average of 4.55.

In table 10 it can be seen that the average of the respondents’ answers in this study for the three statement indicators is 3.66. The table above shows that our respondents

TABLE 9: Customer Orientation’s Mean Scores.

No.	Statement	Respondent's Answer					Total	Mean score
		SD	D	N	A	SA		
1.	We are always committed to satisfying what our customers want	0	2	6	27	65	100	4.55
2.	We are committed to fulfill the wishes of customers	0	2	7	27	64	100	4.53
3.	We measure customers satisfaction regularly	0	5	10	43	42	100	4.22
4.	We understand complaints from customers	0	5	10	52	33	100	4.13
Mean Score								4.35

TABLE 10: Technological Orientation’s Mean Scores.

No.	Statement	Respondent's Answer					Total	Mean score
		SD	D	N	A	SA		
1.	We can develop new technologies to respond to changes	0	4	48	40	8	100	3.52
2.	We have good technology knowledge	0	3	26	54	17	100	3.85
3.	The products we offer have technological innovations that are in accordance with customer needs.	1	3	41	44	11	100	3.61
Mean score								3.66

have good technological knowledge, which has the highest average of 3.85. This is because MSMEs have implemented a lot of marketing through social media.

In the table 11, it can be seen that the average of the respondents’ answers in this study for the three statement indicators is 4.01. The table above shows that the indicators of attendance statements on social media make it possible to increase our customer database. It has the highest average of 4.11.

4.7. Coefficient of Determination Test ((R Square or R2)

The coefficient of determination test was conducted to find out how much influence the independent variable (X) had on the dependent variable (Y). The result indicated that *entrepreneurial orientation*, *customer orientation*, and *technological orientation*

TABLE 11: Sales and Business Development's Mean scores.

No.	Statement	Respondent's Answer					Total	Mean Score
		SD	D	N	A	SA		
1.	Presence on social media makes it possible to improve customer relations management	0	1	12	65	22	100	4.08
2.	Presence on social media makes it possible to increase our customer database	0	2	13	57	28	100	4.11
3.	Presence on social media makes it possible to increase our sales	0	8	21	48	23	100	3.86
Mean score								4.0

are able to explain 39.9% as influencing factors of sales and business development. While the remaining 60.1% is explained by other factors.

4.8. T Test (Partial Test)

Statistical T-test can show the extent of the influence of a variable individually in explaining the dependent variable (31). The results in this study shows that:

1. H1 is accepted. It means *entrepreneurial orientation has a significant effect on sales and business development.*
2. H2 is rejected. It means *customer orientation does not have a significant effect on sales and business development.*
3. H3 is accepted. It means *technology orientation has a significant effect on sales and business development.*

4.9. Findings

The findings showed that *entrepreneurial orientation* has a positive and significant effect on *sales and business development*. It is in line with research from Dutot and Bergeron (2016) which emphasized the importance of *entrepreneurial orientation in enhancing MSME business performance*. Furthermore, Permadi (2018) and Sahi et al (2020) also shows that the higher the level of *entrepreneurial orientation*, it will have an effect on increasing *sales and business development* on MSMEs. The results of research

from Ranto (2016) also stated that *entrepreneurial orientation positively* affects MSMEs business performance.

This study found that *customer orientation* did not have a significant effect on *sales and business development*. These results can be seen in the hypothesis test on the t-test, that statistically shows the results of a significance value of 0.555 which is greater than 0.05. Based on these findings, the second hypothesis in this study was not supported. Thus, according to the research results, *customer orientation* has no effect on *sales and business development* of MSMEs.

The result is inconsistent with research from Dutot and Bergeron (2016) and Permadi (2018) which state that *customer orientation* has a positive and significant effect on *sales and business development*. Where, the higher the level of *customer orientation*, then it will increase *sales and business development*. This is a bit surprising because we know the importance of customer orientation in MSMEs, especially in a collective culture society like Indonesia. Perhaps this is because of the intense competition in the market in which MSMEs may have the same level of consumer services in Indonesia. In other words, MSMEs may not see customer orientation as their source of competitive advantage because they see other competitors also trying so hard to attract customers in social media.

Lastly, findings of this study show that *technological orientation* has a positive and significant effect on *sales and business development*. This result can be seen in the t-test result which statistically shows a positive and significant result because it has a significance value of 0.048 which is smaller than 0.05. Thus, *technology orientation* has a positive and significant effect on *sales and business development*. Based on these findings, the third hypothesis in this study was supported. This finding may confirm the fact that MSMEs are now perceiving technology, especially digital innovation, as a key point in enhancing their business performance. They believe that this is an important business aspect as part of their readiness in implementing Strategic Orientation in this social media era.

5. Conclusions

The present study provides some interesting points to consider. First, both technology and entrepreneurial orientation were seen to be important for enhancing SME performance, while this is not the case for customer orientation. This may confirm that in today's rapid and intense market competition, MSMEs see technology as way to innovate and to get attention from their target market. Moreover, entrepreneurial intention may

also be seen as foundation to make changes and tried new ways in attracting the market. Female respondents have a better score than male in talking about the use of social media for their business, especially to stay connected with their customers and to increase the sales. Findings of the present study is not designed to be generalized, but at least it can provide some insight from MSMEs especially in how they are responding to harder tasks in current situations in collective culture society like Indonesia in which people are very attached to their social media pages including in business context. It is imperative for MSMEs which typically have limited resources to fully benefit from technology and enhance their entrepreneurial competence and business networks to deal with greater difficulties now and in the near future.

Authors Biography

1. **Dr. Dessy Kurnia Sari** got her PhD from the UWA Business School, the University of Western Australia in 2016 and a Master of Business (Advanced) from the University of Queensland, Australia in 2008. Her research interests focus mainly on Islamic marketing, cross-cultural consumer studies, Muslim consumers, boycott behaviour as well as Muslim's choices of foreign products and brands. She is currently a Senior Lecturer at the Department of Management, Universitas Andalas, Indonesia. She can be contacted by email at dessyks@eb.unand.ac.id.

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