INTENTION TO USE BIKE-BOOKING APPLICATION: THE CASE OF STUDENTS IN HO CHI MINH CITY

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ABSTRACT

This study aims to determine the factors that influence the intention to use the bike-booking application and measure the influence of the elements on the behavior intention to use the bike-booking application for university students in Ho Chi Minh City. Based on the research results, the author gives some managerial implications to increase customers' choice of bike-booking applications to increase the attractiveness of customers to choose apps. With the number of surveyed questionnaires is 200, the author collected 177 valid respondents, and the study results showed that the scales used in the model meet the requirement about reliability and validity. Research has shown that factors such as trust, perceived ease of use, subjective norm, perceived usefulness, perceived price level positively influence the intention to use a bike-booking application for university students in Ho Chi Minh City. In which the perceived usefulness has the most substantial impact, the subjective norm has the lowest effect on behavior intention. The second most effective one is the perceived price level; the third most effective is the ease of use; the fourth most effect is trust.

Keywords: bike-booking; trust; perceived ease of use; subjective norm; perceived usefulness; perceived price level

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1. INTRODUCTION

Ten years ago, the image of foreigners who hold a paper map to explore tourist destinations in Vietnam was ubiquitous. However, at present, this image is scarce, because visitors have a more powerful tool than before; specifically, the smartphone. With the Google Map or another map app on a smartphone, getting directions is easier than ever. Along with that, the paper map is increasingly narrowing the number of users, which means this old navigation method is ending with the rapid development of technology. Especially the popularity of smartphones and the wave of application of technology 4.0 is happening quickly around the world.

The development of e-commerce has led to intense competition between technology applications (Lee and Wong, 2016). An example of e-commerce is the online transport of services that can be accessed via smartphones, such as Uber, Go-Jek, Grab, and Lyft. The Uber app is a new technological advancement in transportation invented by Travis Kalanick and Garrett Camp in 2009.

The first Uber app was initially accessible only via iPhone and then accessible to Android 3 years later. The application has expanded internationally and operates in 377 countries worldwide (MOHAMAD et al., 2016). It has become an increasing trend among those who request to book the bike (or to put it another way, it has another name such as call-bike, technology bike) through smartphones.

Over the past two years, online transportation services in Indonesia are experiencing significant growth. Some applications dominate the online transportation market, namely Uber and Go-Jek. Moreover, according to the research results of Septiani, Handayani and Azzahro (2017) on online call-bike-booking by application, Go-Jek is the first rank and becomes the most popular online transport service inside and outside Java island in Indonesia.

Grab is one of the first bike-booking apps in Vietnam, so Uber and Grab have pioneered the development of online booking applications today, and surely this is the most popular application today. Following the success is the launching of some booking applications such as Vato and Bee. The technology taxi service has become an increasing trend via smartphone. Users need to download the bike-booking application and request a ride with one-touch. For students, the need for travel is to meet learning, playing, and part-time jobs.

So through smartphones, students can easily call the bike and get to their destination quickly. It has opened up opportunities for businesses to invest in the ride-booking application.

Furthermore, as a result, this research explores and measures the factors that impact the behavior of customers, precisely the behavior intention of students when they use the app.

2. LITERATURE REVIEW

Watanabe, Naveed and Neittaanmäki (2016) explain that ride-sharing is on-demand for connecting passengers and vehicle owners (drivers) in real-time using online mobile technology. Ride-sharing or bike-booking services are now becoming a popular service for people to fulfill their travel needs. Bike-booking applications usually include online shipping service, and the shipping service is the part of an e-commerce service defined as a transaction made in a mobile network.

In mobile commerce, customers or users can order products or services over the internet without using a personal computer (CLARKE III, 2001). In short, the use of mobile phones for services in general as well as bike reservations, in particular, brings many benefits for both users and drivers.

The experienced and reliable drivers offer a new way of booking for users or students using a free downloadable application from smartphones. Users can book and monitor the bike-booking service via their mobile application. Services include booking and delivery (TANIMUKTIA et al., 2016). It provides many benefits, such as drivers and customers can know each other's exact location. Customers can view driver and vehicle information, and customers can easily find transportation to go to other places (time-efficient) (FARIN et al., 2016).

This research uses the theory of reasoned action (TRA) of Fishbein and Ajzen (1975), the theory of planned behavior (TPB) behavioral theory of Ajzen (1991), and the technology acceptance model (TAM) of Davis (1989). The technology acceptance model is based on the principles that applied from the attitude model of Fishbein and Ajzen (1975) from psychology, which specifies how to measure the components related to behavior. Besides, it can distinguish between beliefs and attitudes and specify how external stimuli, such as the objective features of an attitude that have a causal relationship to beliefs, attitudes, and behaviors.

Davis (1989) did not consider the norm in behavior prediction because Fishbein and Ajzen (1975) concede that subjective norms are the least understood concept about TRA and have theoretical uncertainty. Second, instead of considering some outstanding personal beliefs, Fishbein and Ajzen (1975) focused on only two aspects: Perceived usefulness and perceived ease of use. The perceived usefulness is considered to be the degree to which a person believes

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that using a specific system will enhance their work performance. Perceived ease of use is defined as the degree to which an individual believes that using a particular system will not require physical and mental exertion (Davis, 1989). Therefore, in the technology acceptance model (TAM), an attitude towards technology usage is proposed. Moreover, the attitude toward use is defined as the degree level in which an individual is associated with the use of the target system in his or her job.

3. HYPOTHESES DEVELOPMENT

According to Tanimuktia et al. (2016), e-commerce is still overshadowed by user doubts about reliability, security, and privacy. They are concerned about the ability of the seller to provide their personal information and money to others without their consent. Not only that, the customer must depend on the driver, so in the future, the customer must bear the risks of driver uncertainty.

Also, belief is the relationship between the two sides. Meanwhile, reliability is a quality that is being possessed by one party. An exchange partner is trustworthy when it is worthy of the trust of another party (SEPTIANI et al., 2017). The tendency to trustworthy, also known as the tendency to the reliability, is generally an individual trait defined as general willingness based on expanded socialization to depend on other attractive people. Trust trends have been shown to have a direct effect on the formation of beliefs. Trust is an essential factor influencing consumer behavior (KOUFARIS; HAMPTON-SOSA, 2004), and it determines the success of adopting technology such as e-commerce (Holsapple and Sasidharan, 2005).

- *H1: Trust has a positive effect on the intention of using bike-booking application.*

Although mobile penetration rates are considered high in developing countries, e-commerce is still considered as a new technology by its users. Many people find e-commerce quite useful, they also feel that e-commerce is quite challenging to use (DAVIS, 1989). According to Rogers (1995), the complexity of a particular system becomes a frustrating inhibitor through innovation. Much research also provides evidence of the significant impact perceived ease of use for the intended purpose (AGARWAL; PRASAD, 1999; DAVIS; BOGOZZI; WARSHAW, 1989; VENKATESH; MORRIS, 2000).

- *H2: Perceived ease of use has a positive effect on the intention of using bike-booking application.*

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The subjective norm refers to the perceived social pressure to perform or not to perform that behavior (AJZEN, 1991). Hsu and Lu (2004) suggest that subjective norms have a significant influence on the intentions and attitudes of individuals involved in certain types of behavior. Many consumers decide to use the bike-booking app if their friends also use it and are advised by them. Mobile applications seem to be very useful if they are user-friendly (WENG el al., 2017). Fan et al. (2005) also suggest that users are more likely to recommend services to other users if they are satisfied with the service.

- ***H3: Subject norm has a positive effect on the intention of using bike-booking application.***

Product usefulness is often referred to as a product's benefits, features, attributes, or functions (GATIGNON; XUEREB, 1997; HONG; LIN; HSIEH, 2017; RENKO; DRUZIJANIC, 2014). Consumers often judge products based on their usefulness. When the product meets their expectations, it will naturally bring positive results (DODDS; MONROE; GREWAL, 1991; THAICHON; QUACH, 2015).

Users need to use the booking app as a useful tool to use transportation more accessible and faster with lower prices, and users can know the payment price and the navigation, license plate number, and driver information via the application. So technology products based heavily on the useful structure. The previous studies have shown that usefulness is significant effect technology adoption of users (MATHIESON, 1991; RAMAYAH; JAAFAR, 2008). Many studies provide evidence that there is a relationship between usefulness and intention (AGARWAL; PRASAD, 1999; DAVIS et al., 1989; VENKATESH; MORRIS, 2000).

- ***H4: Perceived usefulness have a positive effect on the intention of using bike-booking application.***

Price is defined primarily as the total amount charged to a goods or service or the total value that consumers are willing to exchange for the benefits of using or owning a product (GRACIOLA et al., 2018; KIM, 2019; KOTLER; ARMSTRONG, 2017). Price is one of the main factors that affect everyone if people feel that it is affordable using the bike-booking app. When customers book a bike, and a price will appear. That action can avoid the driver may add unnecessary expenses that the customer does not know.

Price is the perceived value of the goods or services at the time of the transaction. Prices can change quickly (especially compared to features and commitments) (THAICHON et al., 2016), and the price can influence people's buying decisions. (FERRIS; HAUGEN;

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MAKHIJA, 1988; GRACIOLA et al., 2018; GODEY et al., 2012; LICHTENSTEIN; BLOCK; BLACK, 1988; THAICHON et al., 2016).

H5: Perceived price level has a positive effect on the intention of using bike-booking application.
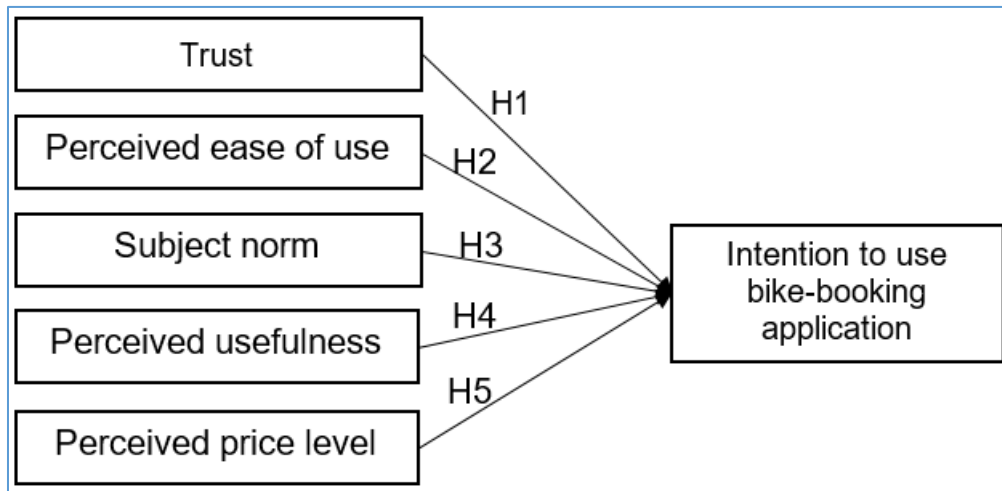

Figure 1: Proposed research model of the author

4. METHODOLOGY

The study applies the mix method, including qualitative and quantitative research methods. The qualitative approach to explore and adjust the scale; also, quantitative research methods to measure the factors affecting the intention to use the bike-booking application in Ho Chi Minh City, Vietnam.

This research uses the qualitative research method via group discussions and expert discussions to build research models, scales, questionnaires, and preliminary surveys to complete research models before issuing the questionnaire. The author surveyed the vice chairman of the Vietnam E-commerce Association (VECOM) and surveyed three members of the Executive Committee of VECOM to complete the group discussion.

Quantitative research method based on information collected from the students of many universities in Ho Chi Minh City (HCMC). The research uses five levels of Likert scale, namely strongly disagree, disagree, neutral, agree, and strongly agree to measure the impact of factors affecting bike-booking adoption, and this research uses the convenient sampling method. Hair et al. (2014) pointed out that when the study uses the Likert scale five levels with the n variables, the study should ensure a minimum sample size of $5*n=5n$. To ensure the quality of the sample, the author decided to distribute a total of 200 questionnaires.

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In particular, this research surveyed five prestigious and reputable universities in economics major in Ho Chi Minh City, such as the Industrial University of HCMC, the University of Economics of HCMC, the University of Economics and Law, University of Economics and Finance, HCMC Open University. For each university, the author directly distributed the survey questionnaires, and the number of questionnaires for each university was 40. So after screening data, there were 177 valid questionnaires to be used in the quantitative analysis (accounting for 88.5%). In quantitative research, the author uses descriptive statistical methods and test reliability through Cronbach's Alpha coefficients. Besides, the author applies the EFA method and regression to determine factors affecting the adoption of bike-booking application.

5.   ANALYSIS AND RESULTS

5.1.   Data description:

After the three months to conduct the survey from August to October in 2019 and perform data analysis in over three weeks of November, the author collected 177 valid respondents out of 200 questionnaires, accounting for 88.5% and the data description is as the following table:

Table 1: Data description

		Frequency	Percent (%)	Accumulation percent (%)
Gender	Male	108	61.0	61.0
	Female	69	39.0	100.0
Student	First-year	59	33.3	33.3
	Second-year	52	29.4	62.7
	Third-year	42	23.7	86.4
	Fourth-year	24	13.6	100.0
Number of uses	< three times	72	40.7	40.7
	From three to five times	81	45.8	86.4
	> five times	24	13.6	100.0

According to the results of the descriptive statistics, the difference in the number of people using the bike-booking application is quite high among men and women. Among 177 people, 108 men use bike-booking applications, accounting for 61%, and 69 women are accounting for 39%.

The results show that the number of first-year students is 59 people, accounting for 33.3%, the highest proportion. Next is a second-year student with 52 people, accounting for 29.4%. As for 3rd-year students, 42 people are accounting for 23.7%. The rest are fourth-year students with 24, it is the lowest rate and accounting for 13.6%. In general, most people who use the bike booking application will most likely be students in the first year and second year.

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Because, at this age, these students have just come to Ho Chi Minh City, students' families may not have bought a bike yet, or the students are not familiar with the road, the bike-booking app is the best service for students. The app is convenient, so most of the first and second-year students choose what is most convenient and easy for students. As for students in the third and fourth years, they may have gone to work a lot, so the selection of the bike-booking application is in case of urgency so that the usage rate will be less.

The analysis results show that the number of using the bike-booking application in the recent month is less than three times with 72 people, accounting for 40.7%. Next is the number of times using the app from three to five times with 81 people, accounting for the highest rate of 45.8%. Finally, the number of times used over five times in recent months has 24 people. It is the lowest target rate, and it is accounting for 13.6%. In general, the number of people using the booking app is quite large, from three to five times a month because travel need is always an important issue. It shows that the bike-booking application is trendy and convenient.

5.2. Reliability test: Cronbach's Alpha

According to Nunnally and Bernstein (1994), the condition to accepting variables is that Corrected Item - Total Correlation is equal or greater than 0.3 and Cronbach's Alpha if item deleted is equal or greater than 0.7. According to Hair et al. (2014), new studies can accept that Cronbach's Alpha if item deleted is equal or greater than 0.6. Therefore, all of the items satisfy the requirement, so this can use the Exploratory Factor Analysis (EFA).

Table 2: Constructs, corrected item – total correlation and Cronbach Alpha

Items	Constructs	Corrected Item – Total Correlation	Cronbach's Alpha if item deleted
Trust - Cronbach's Alpha = 0.791			
TR1	I feel secure with the information I fill out in the application	0.615	0.733
TR2	I feel safe to be driven by drivers through the app (because an organization supervises the drivers)	0.618	0.732
TR3	I believe in the information that the company provides me	0.664	0.683
Perceived ease of use - Cronbach's Alpha = 0.886			
PEU1	The bike-booking app is easy for me to use	0.626	0.904
PEU2	The bike-booking app does not need to spend too much effort to learn how to use it	0.728	0.863
PEU3	The process of using the bike-booking application is straightforward	0.832	0.824
PEU4	I think the bike-booking application is easy to use for everyone	0.840	0.882
Subject norm - Cronbach's Alpha = 0.897			
SN1	Many people around me think that I should use the bike-booking application instead of choosing the traditional way of calling	0.771	0.876

SN2	Many of my friends and colleagues are using the bike-booking application	0.794	0.856
SN3	The environment makes me feel that using the ride-booking app is the future trend	0.826	0.828
Perceived usefulness - Cronbach's Alpha = 0.891			
PU1	I think a bike-booking app is a useful tool	0.621	0.895
PU2	The bike-booking application can help me to book a bike more easily	0.804	0.852
PU3	I think the bike reservation application is required for use	0.765	0.861
PU4	The bike-booking application is more convenient for the ride	0.788	0.855
PU5	The bike-booking app can help me book the bike faster	0.709	0.874
Perceived price level - Cronbach's Alpha = 0.841			
PLL1	Using the bike-booking app puts me at a high data rate	0.666	0.803
PLL2	Using the bike-booking app made me pay more money for my phone	0.678	0.797
PLL3	It is cheaper to book a bike than a traditional bike	0.699	0.787
PLL4	I think the price I paid was in line with the distance	0.656	0.807
Intention to use bike-booking application (behavior intention) **Cronbach's Alpha = 0.923**			
BI1	I will continue to use the bike-booking application in the near future	0.875	0.882
BI2	I will use the bike-booking service via application when I need to move	0.787	0.912
BI3	If I am satisfied, I will use the bike-booking application regularly	0.779	0.916
BI4	I will say/recommend bike-booking application to my friends	0.852	0.890

5.3. Exploratory Factor Analysis (EFA)

Exploratory Factor Analysis (EFA) is an analytical technique which is aimed to reduce data, so it is beneficial for identifying variables by the group. In the exploratory factor analysis, the author used Principal Component Analysis and Varimax rotation to group the components.

5.3.1. Independent variables

The results show that KMO is 0.874 and can make sure the requirement 0.5<KMO<1. Bartlett is 2141.284 with sig = 0.00<0.05, so all of the variables are correlation together in each component. Total variance explained equals 74.034%, and it is greater than 50%; as a result, it can meet the requirement of variance explained. From this one, this research can conclude that variables can explain 74.034% in changing factors. Also, eigenvalues equal 1.111 >1, and it is the fluctuation that can explain for each factor, so the extracted factors have a significant summarize in the best way. The rotated matrix in EFA show that the loading factor is higher than 0.55 and it can divide into five components by the following table:

Table 3: Rotated matrix

Concepts	Items	Component				
		1	2	3	4	5
Perceived usefulness	PU2	0.832				
	PU4	0.821				

	PU3	0.778				
	PU5	0.757				
	PU1	0.705				
Perceived ease of use	PEU3		0.868			
	PEU4		0.855			
	PEU2		0.765			
	PEU1		0.681			
Perceived price level	PLL4			0.762		
	PLL1			0.723		
	PLL3			0.712		
	PLL2			0.689		
Subject norm	SN3				0.866	
	SN2				0.838	
	SN1				0.838	
Trust	TR1					0.847
	TR3					0.820
	TR2					0.797
KMO		0.874 (sig=0.000)				
Bartlett's		2141.284				
Eigenvalues		7.732	1.998	1.709	1.516	1.111
Total Variance Explained		19.025	34.949	49.084	62.669	74.034

5.3.2. *Dependent variable:*

The results show that KMO is 0.775 and can make sure the requirement 0.5<KMO<1. Bartlett is 638.168 with sig = 0.00<0.05, so all of the variables are correlation together in each component. Total variance explained equals 81.415%, and it is greater than 50%; as a result, it can meet the requirement of variance explained. Besides, eigenvalues equal 3.257>1, and it is the fluctuation that can explain for each factor, so the extracted factors have a significant summarize in the best way. Finally, all of the variables have the loading factor that is greater than 0.55 and meet requirement.

Table 4: Dependent variable, and testing

Dependent variable		**Component**
		1
Behavior intention	BI1	.936
	BI2	.922
	BI3	.877
	BI4	.872
KMO		0.775 (sig=0.000)
Bartlett's		638.168
Eigenvalues		3.257
Total Variance Explained		81.415
Cronbach's Alpha		0.923

5.4. Regression

Regression analysis finds out what is the factors that affect the intention of using bike-booking application and measure the affecting levels of these factors. Before doing the regression analysis, the author does compute the mean value of these factors. Whereas:

BI: Behavior intention to use bike-booking application (BI1, BI2, BI3, BI4)

PLL: Perceived price level (PLL1, PLL2, PLL3, PLL4)

PU: Perceived usefulness (PU1, PU2, PU3, PU4, PU5)

SN: Subject norm (SN1, SN2, SN3)

PEU: Perceived ease of use (PEU1, PEU2, PEU3, PEU4)

TR: Trust (TR1, TR2, TR3)

The following formula can describe regression analysis model in this research:

$$BI = \beta_0 + \beta_1*PLL + \beta_2*PU + \beta_3*SN + \beta_4*PEU + \beta_5*TR$$

Whereas, BI is dependent variable and it can measure the intention of bike-booking adoption in Ho Chi Minh City, and PLL, PU, SN, PEU, TR are independent variables which can measure the perceived price level, perceived usefulness, subject norm, perceived ease of use and trust respectively.

Table 5: Regression results

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity	
		Beta	Sd. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-0.010	0.229		-.044	0.965		
	PLL	0.242	0.062	0.263	3.924	0.000	0.505	1.982
	PU	0.289	0.062	0.286	4.646	0.000	0.599	1.669
	SN	0.154	0.055	0.162	2.825	0.005	0.691	1.446
	PEU	0.153	0.053	0.176	2.852	0.005	0.598	1.671
	TR	0.139	0.041	0.170	3.368	0.001	0.890	1.124
R^2				0.612				
Adjusted R^2				0.600				
Sig.				0.000				
Durbin Watson				1.634				

The results of the regression model show that the sig of PLL, PU, SN, PEU, and TR are smaller than 0.05. So it means that the perceived price level, perceived usefulness, subject norm, perceived ease of use, and trust affect the behavior intention to use bike-booking. From the standardized beta, the perceived usefulness is the most influential factor (beta = 0.286), and the subject norm is the least influential factor (beta = 0.162). While, the order of three other factors that affect behavior intention is perceived price level, perceived ease of use, and trust, respectively.

The R2 value is that the percentage of all independent variables can explain the dependent variable (Tabachnick and Fidell, 2014). From the regression, the R2 value is 0.612, and it means that 61.2% of the intention to use the bike-booking application is from 5 factors, and 38.8% of that is from other factors that are outside of the model. The sig value is 0.000,

and it is less than 0.05, so the research model is fit, and the variables which use in the model have a significant statistic. Besides, Durbin – Watson is 1.634, and as a result, there is no autocorrelation between the residuals in the model. What is more, variance inflation factors (VIF) are too small (from 1.124 to 1.982), and these point out that there is no multicollinearity in this model, so all of the independent variables do not correlate together.

The multiple regression model by unstandardized coefficients can be identified:

$$BI = 0.242*PLL + 0.289*PU + 0.154*SN + 0.153*PEU + 0.139*TR$$

5.5. Hypothesis testing:

Table 6: Hypothesis testing

| Hypothesis	Content	Result
H1	Trust has a positive effect on the intention of using bike-booking application	Accepted
H2	Perceived ease of use has a positive effect on the intention of using bike-booking application	Accepted
H3	Subject norm has a positive effect on the intention of using bike-booking application	Accepted
H4	Perceived usefulness have a positive effect on the intention of using bike-booking application	Accepted
H5	Perceived price level has a positive effect on the intention of using bike-booking application	Accepted
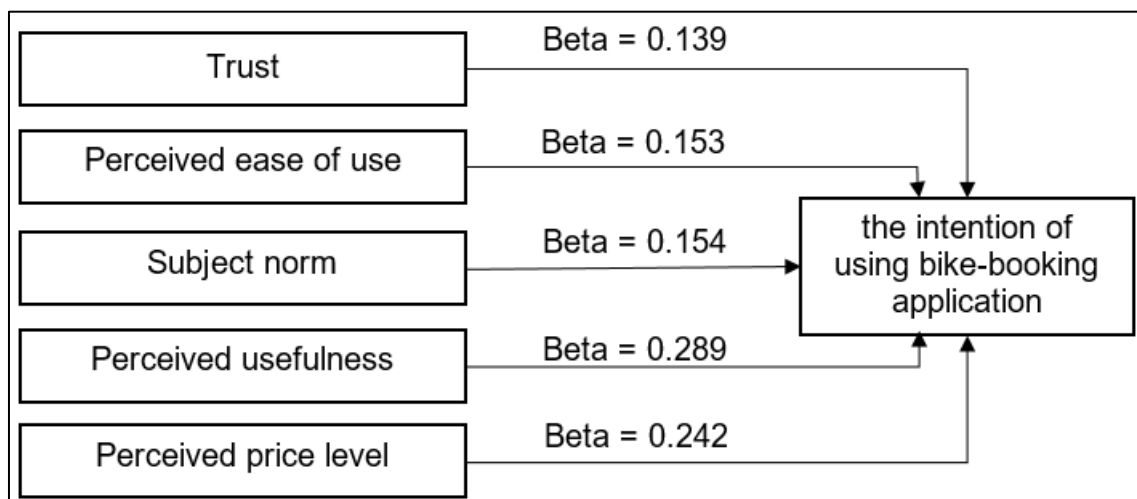
Figure 2: Factors affecting to the intention of using bike-booking application

6. CONCLUSION AND MANAGERIAL IMPLICATION

The purpose of this research is to find the factors that influence the intention to use the bike-booking application for university students in Ho Chi Minh City and provide some managerial implications to improve the quality of the booking application and attract customers. Through the process of analyzing the survey data of 177 university students in Ho Chi Minh City, the research uses the survey results. It applies quantitative analysis techniques

such as statistics and reliability tests, exploratory factor analysis, regression analysis. From this study, it can be concluded that consumers' intention to use the ride-booking application is influenced by perceived ease of use, trust, perceived usefulness, perceived price level, and subjective norm.

Through data analysis, all of the independent variables can use to explain the influence on the ride-booking application. Each variable has a positive influence on the behavior intention of students. In which the perceived usefulness is the most substantial impact because the coefficient of factor impact is highest and equals 0.286. The subjective norm has the lowest coefficient of 0.162. The second most affected factor is the perceived price, with a beta coefficient of 0.263. The third most impact factor is perceived ease of use with a coefficient of 0.176. The beta coefficient of trust is 0.170, so this factor is the fourth most powerful factor that affects intention to use a rike-booking application.

Today, safety is a severe problem in all of country in the world, so the users must pay attention to their security and other issues such as the case of robbery or related issues. Not only that, but the purchase of consumer information is also causing discomfort to customers. Therefore, businesses need to improve the confidentiality of customer information as well as improve the quality of drivers. Drivers need to have a driver's license and transparent information on the application. Besides, companies do double-check for drivers who do not drive anymore to avoid fraud that causing damage to customers.

There are many ways to improve the usefulness of the application. The developer of the company needs to improve in many aspects of the use, such as finding drivers quickly, build applications that do not crash. Besides, the company must expand the market to the other provinces; the reason is that the bike-booking application is only accessible in Ho Chi Minh City and Hanoi. Because of the impact of usefulness, it is necessary to maintain the facilities and complete the development of a few other functionalities to support the customers better.

Customers have to face a problem that is the location of picking up. The application has not been updated and locating exactly where the customer is, so it is not convenient for customers to wait or call the driver for the address of this situation. Businesses need to improve location positioning, as well as upgrade their applications so that customers do not have to spend a lot of time on finding the right location.

The price to book the ride on the application fluctuates greatly. At the peak, the price is very high, much higher than the traditional ride. Meanwhile, technology company promotions

are on the decline, and students feel dissatisfied and lead to less use of the ride-booking app. Currently, there are quite some new bike-booking applications to market. Therefore, businesses want to survive and develop; they need an appropriate discount strategy to attract customers in particular and students in general. Also, companies need to adjust prices to match the distance traveled through the artificially intelligent system of the business.

Businesses need to improve promotions and service quality. The reason is that in the current technological age, electronic word of mouth is fast spread, young people or users can share their feeling by posting on websites or social network pages such as Facebook, Zalo, Instagram, and other ones. It leads to the application can spread fastly and widely if it is excellent. Therefore, this is a significant factor that needs improvement and needs to thrive.

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