

The role of Positive and Negative Brand Engagement on Affective  
Commitment and Self-expression Word-of-mouth, using Extraversion  
as a Moderator: The Brand Communities Context

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*"The fight is won or lost far away from witnesses - behind the lines,  
and out there on the road, long before I dance under those lights." - Muhammad Ali*

## **Abstract**

The main goal of this dissertation is to examine that consumer-brand engagement is not exclusively related to positive processes or interactions between the involved entities. Thus, it tries to demonstrate that individuals who dislike, claim to hate, or develop unfavourable feelings toward the brand, can also be engaged with it and, specifically, with the community he/she is part of. The study also explores the influence of extroversion as moderator in the relationship between brand engagement and affective commitment and between brand engagement and self-expression word-of-mouth. To illustrate these ideas, using a sample of 700 individuals, worldwide, it was possible to collect data from 8 sources: one fan and one anti-brand community of Sporting Clube de Portugal, one fan and one anti-brand community of McDonald's, one fan and one anti-brand community of Starbucks, and one fan and one anti-brand community of Apple Inc.

The findings from this research illustrate that communities have different motivations for engaging with the community and the brand online, and that they influence, to some extent, some communities' affective commitment and self-expression WOM, even with the moderation of extraversion. The findings also provide support for the key arguments proposed and open paths for further exploration of the concept of negative engagement and, specifically, negative online brand engagement – upcoming and fundamental areas of research in the Marketing. Further implications for managers, and future research paths are discussed.

Key-words: Online Brand Engagement, Community engagement, Negative Brand Engagement, Online communities

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## Resumo

O principal objetivo deste estudo é examinar o engajamento entre marca e consumidor, enquanto algo não-exclusivo a interações positivas entre as partes envolvidas. Assim, tenta-se demonstrar que indivíduos que admitem odiar, ou que nutrem sentimentos desfavoráveis para com uma marca, também podem engajar com a mesma e, especificamente, com as comunidades de que fazem parte. É também explorada a influência da extroversão, enquanto moderador, na relação entre o engajamento de marca e de comunidade no comprometimento afetivo e na palavra-de-boca, enquanto auto-expressão. Através de uma amostra de 700 indivíduos, foi possível reunir dados de 8 fontes: uma comunidade de fãs e outra de anti-fãs do Sporting Clube de Portugal, uma comunidade de fãs e de anti-fãs da McDonald's, uma comunidade de fãs e de anti-fãs da Starbucks, e uma comunidade de fãs e de anti-fãs da Apple Inc.

Este estudo ilustra que as comunidades têm diferentes motivações no que toca ao engajamento com a marca e com a comunidade, online, e algumas também influenciam o comprometimento afetivo e a palavra-de-boca enquanto forma de expressão das comunidades, mesmo com a presença do moderador 'extroversão'. Os resultados também dão apoio aos argumentos-chave propostos e contribuem para o entendimento do engajamento negativo de marca e, especificamente, engajamento negativo de marca online – conceitos emergentes na área do Marketing. Implicações do estudo para a gestão, bem como futuros caminhos de pesquisa são discutidos.

Palavras-chave: Engajamento de marca online, Engajamento de comunidade, engajamento negativo de marca, comunidades online

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## Table of Contents

<b>1. Introduction .....</b>	<b>1</b>
<b>2. Literature Review .....</b>	<b>4</b>
<b>2.1 Brand Engagement .....</b>	<b>4</b>
2.1.1 <i>More than Connecting with Brands.....</i>	<i>4</i>
2.1.2 <i>Conceptualizations of Consumer-Brand engagement in the Marketing Literature.....</i>	<i>6</i>
2.1.3 <i>Empirical Studies about Consumer-Brand Engagement in the Marketing Literature .....</i>	<i>12</i>
2.1.4 <i>Types of Customer Engagement behaviours .....</i>	<i>16</i>
<b>2.2 Online Brand-Community Engagement .....</b>	<b>18</b>
2.2.1 <i>Online Brand communities: conceptualization and characteristics .....</i>	<i>20</i>
2.2.2 <i>Previous Studies about Online CBE in the Marketing Literature .....</i>	<i>22</i>
2.2.2.1 <i>OBC belonging, participative belonging and non-participative belonging .....</i>	<i>24</i>
2.2.2.2 <i>Antecedents and consequences of Online Consumer-Brand Engagement .....</i>	<i>25</i>
<b>2.3 Negative Brand Engagement.....</b>	<b>28</b>
2.3.1 <i>Conceptualising NCBE in relation to consumer engagement and negatively-valenced consumer engagement.....</i>	<i>29</i>
2.3.2 <i>Why customers negatively engage: antecedents, triggers, and possible outcomes .....</i>	<i>32</i>
<b>2.4 Traditional WOM and eWOM.....</b>	<b>34</b>
2.4.1 <i>WOM Conceptualization.....</i>	<i>34</i>
2.4.2 <i>WOM in online social settings: electronic WOM (eWOM).....</i>	<i>37</i>
2.4.3 <i>Negative WOM and eWOM.....</i>	<i>39</i>
<b>2.5 Affective Commitment .....</b>	<b>44</b>
2.5.1 <i>Definition and Conceptualization.....</i>	<i>44</i>
2.5.2 <i>Affective Commitment effects on attitudinal and behavioural loyalty, and other outcomes ..</i>	<i>48</i>
<b>2.6 Personality Traits .....</b>	<b>50</b>
2.6.1 <i>Conceptualization and Dimensions .....</i>	<i>50</i>
2.6.2 <i>Personality and social media: Extroversion and Introversion in Online Social Platforms...</i>	<i>51</i>
<b>3. Conceptual Model and Methodology .....</b>	<b>56</b>
3.1 <i>Research Problem and Objectives .....</i>	<i>56</i>
3.2 <i>Conceptual Model .....</i>	<i>58</i>
3.3 <i>Object of Analysis .....</i>	<i>59</i>
3.4 <i>Measurement Variables .....</i>	<i>62</i>
<b>Brand Engagement Scale .....</b>	<b>62</b>
<b>Affective Commitment Scale.....</b>	<b>67</b>
<b>Self-Expression Word-of-Mouth or CSWOM scale .....</b>	<b>67</b>

<b>“Big-Five” Personality Traits scale: Extroversion</b> .....	69
3.5 <i>Data Collection</i> .....	70
3.6 <i>Data Treatment</i> .....	72
<b>4. Results</b> .....	73
<b>Profile of the Communities</b> .....	73
Fan Communities .....	73
Online Community 1: <b>Fórum SCP (Control Group)</b> .....	78
Online Community 2: <b>McDonald’s Portugal – Facebook Page</b> .....	80
Online Community 3: <b>My Starbucks Idea</b> .....	83
Online Community 4: <b>MacRumours (Apple)</b> .....	85
Anti-Brand Communities .....	88
Online Community 5: <b>Sporting Comédia de Portugal (Facebook Page)</b> .....	93
Online Community 6: <b>I Hate McDonald’s – Facebook Page</b> .....	95
Online Community 7: <b>Anti-Starbucks Community</b> .....	98
Online Community 8: <b>I Hate Apple (Facebook Page)</b> .....	100
<b>Brand Engagement in Online Communities</b> .....	103
Fan Brand Communities .....	103
Online Community 1: <b>Fórum SCP (Control Group)</b> .....	105
Online Community 2: <b>McDonald’s Portugal (Facebook Page)</b> .....	105
Online Community 3: <b>My Starbucks Idea</b> .....	105
Online Community 4: <b>MacRumours (Apple)</b> .....	105
Anti-Brand Communities .....	106
Online Community 5: <b>Sporting Comédia de Portugal (Facebook page)</b> .....	108
Online Community 6: <b>I Hate McDonald’s (Facebook Page)</b> .....	108
Online Community 7: <b>Anti-Starbucks Community</b> .....	108
Online Community 8: <b>I Hate Apple (Facebook Page)</b> .....	109
<b>Affective Commitment of members toward Online Communities</b> .....	109
Fan Brand Communities .....	109
Anti-Brand Communities .....	110
<b>Self-expression WOM outside Online Communities</b> .....	111
Fan Brand Communities .....	111
Anti-Brand Communities .....	111
<b>Affective Commitment and Self-expression WOM, per community</b> .....	112
Fan Brand Communities .....	112
Online Community 1: <b>Fórum SCP (Control Group)</b> .....	112
Online Community 2: <b>McDonald’s Portugal (Facebook Page)</b> .....	112



Online Community 3: <b>My Starbucks Idea</b> .....	112
Online Community 4: <b>MacRumours (Apple)</b> .....	112
Anti-Brand Communities .....	113
Online Community 5: <b>Sporting Comédia de Portugal (Facebook page)</b> .....	113
Online Community 6: <b>I Hate McDonald's (Facebook page)</b> .....	113
Online Community 7: <b>Anti-Starbucks Community</b> .....	113
Online Community 8: <b>I Hate Apple (Facebook Page)</b> .....	113
<b>Multiple Linear Regression Analysis - Brand Engagement relation to Affective Commitment toward the community</b> .....	113
Fan Brand Communities .....	113
Online Community 1: <b>Fórum SCP (Control Group)</b> .....	115
Online Community 2: <b>McDonald's Portugal (Facebook page)</b> .....	116
Online Community 3: <b>My Starbucks Idea</b> .....	117
Online Community 4: <b>MacRumours (Apple)</b> .....	118
Anti-Brand Communities .....	119
Online Community 5: <b>Sporting Comédia de Portugal (Facebook page)</b> .....	121
Online Community 6: <b>I Hate McDonald's (Facebook page)</b> .....	122
Online Community 7: <b>Anti-Starbucks Community</b> .....	123
Online Community 8: <b>I Hate Apple (Facebook Page)</b> .....	124
<b>Multiple Linear Regression Analysis - Brand Engagement relation to Self-expression WOM outside the community</b> .....	125
Fan Brand Communities .....	125
Online Community 1: <b>Fórum SCP (Control Group)</b> .....	126
Online Community 2: <b>McDonald's Portugal (Facebook page)</b> .....	127
Online Community 3: <b>My Starbucks Idea</b> .....	128
Online Community 4: <b>MacRumours (Apple)</b> .....	129
Anti-Brand Communities .....	130
Online Community 5: <b>Sporting Comédia de Portugal (Facebook page)</b> .....	132
Online Community 6: <b>I Hate McDonald's (Facebook page)</b> .....	133
Online Community 7: <b>Anti-Starbucks Community</b> .....	134
Online Community 8: <b>I Hate Apple (Facebook Page)</b> .....	135
<b>Multiple Linear Regression Analysis - Brand Engagement relation to Affective Commitment toward the community, with Extroversion as a moderator</b> .....	136
Fan Brand Communities .....	136
Online Community 1: <b>Fórum SCP (Control Group)</b> .....	138
Online Community 2: <b>McDonald's Portugal (Facebook page)</b> .....	138
Online Community 3: <b>My Starbucks Idea</b> .....	138

Online Community 4: <b>MacRumours (Apple)</b> .....	138
Anti-Brand Communities .....	139
Online Community 5: <b>Sporting Comédia de Portugal (Facebook page)</b> .....	141
Online Community 6: <b>I Hate McDonald's (Facebook page)</b> .....	141
Online Community 7: <b>Anti-Starbucks Community</b> .....	141
Online Community 8: <b>I Hate Apple (Facebook Page)</b> .....	141
<b>Multiple Linear Regression Analysis - Brand Engagement relation to Self-expression WOM outside the community, with Extroversion as a moderator</b> .....	142
Fan Brand Communities.....	142
Online Community 1: <b>Fórum SCP (Control Group)</b> .....	144
Online Community 2: <b>McDonald's Portugal (Facebook page)</b> .....	144
Online Community 3: <b>My Starbucks Idea</b> .....	144
Online Community 4: <b>MacRumours (Apple)</b> .....	144
Anti-Brand Communities .....	145
Online Community 5: <b>Sporting Comédia de Portugal (Facebook page)</b> .....	147
Online Community 6: <b>I Hate McDonald's (Facebook page)</b> .....	147
Online Community 7: <b>Anti-Starbucks Community</b> .....	147
Online Community 8: <b>I Hate Apple (Facebook Page)</b> .....	148
<b>5. Main Conclusions and Discussion</b> .....	148
<b>5.1.1 Main Conclusions</b> .....	148
<i>Brand Engagement</i> .....	149
<i>Affective Commitment and Word-of-Mouth</i> .....	154
<i>Online Brand-Community Engagement and Affective Commitment, plus its relation with the presence of Extroversion as a moderator</i> .....	154
<i>Online Brand-Community Engagement and self-expression WOM, plus its relation with the presence of Extroversion as a moderator</i> .....	158
<b>5.1.2 Discussion</b> .....	162
<i>Online Brand-Community Engagement and Negative Brand Engagement through online communities</i> .....	162
<i>Affective Commitment toward the community and Self-expression WOM outside the community</i> ..	169
<i>Online Brand-Community Engagement and their relation to Affective Commitment and self-expression WOM, by moderation of extroversion</i> .....	171
<b>6. Managerial Implications</b> .....	173
<b>7. Limitations and Future Research</b> .....	180
<b>8. References</b> .....	183
<b>9. Appendix</b> .....	190

## Figure Index

<b>Figure 1</b> Structure of the present dissertation .....	3
<b>Figure 2</b> Conceptual Model of positive- and negative-valenced CBE. Adapted from: Hollebeek & Chen (2013).....	31
<b>Figure 3</b> Conceptual Model of the current research.....	59
<b>Figure 4</b> Gender of Fan Brand Communities, in percentage. ....	73
<b>Figure 5</b> Age of Fan Brand Communities, by age groups, in frequency (N=350).....	74
<b>Figure 6</b> Distribution of number of hours on the Internet, per week, between genders, in Fan Brand Communities .....	75
<b>Figure 7</b> Distribution of number of hours on the Community, per week, between genders, in Fan Brand Communities .....	76
<b>Figure 8</b> Distribution of number of posts on the Community, per week, between genders, in Fan Brand Communities .....	77
<b>Figure 9</b> Distribution of number of comments on the Community, per week, between genders, in Fan Brand Communities .....	78
<b>Figure 10</b> Fórum SCP's members' distribution between Extroversion levels.....	79
<b>Figure 11</b> Fórum SCP members' negative remarks and pride in being a fan of the brand, in frequency. ....	80
<b>Figure 12</b> Nationality of the members of McDonald's Portugal community, in frequency. ....	81
<b>Figure 13</b> McDonald's Portugal members' distribution between Extroversion levels .....	81
<b>Figure 14</b> McDonald's Portugal members' negative remarks and pride in being a fan of the brand, in frequency.....	82
<b>Figure 15</b> My Starbucks Idea members' distribution between Extroversion levels.....	83
<b>Figure 16</b> My Starbucks Idea members' negative remarks and pride in being a fan of the brand, in frequency.....	84
<b>Figure 17</b> Nationality of the members of MacRumours community, in frequency. ....	85
<b>Figure 18</b> MacRumours members' distribution between Extroversion levels.....	86
<b>Figure 19</b> MacRumours members' negative remarks and pride in being a fan of the brand, in frequency.....	87
<b>Figure 20</b> Gender of Anti-Brand Communities, in percentage. ....	88
<b>Figure 21</b> Age of Anti-Brand community members, by age groups, in frequency (N=350).....	88
<b>Figure 22</b> Nationality of Anti-Brand Communities, in frequency. ....	89
<b>Figure 23</b> Distribution of number of hours on the Internet, per week, between genders, in Anti-Brand communities. ....	90
<b>Figure 24</b> Distribution of number of hours on the Community, per week, between genders, in Anti-Brand communities. ....	91

<b>Figure 25</b> Distribution of number of posts on the Community, per week, between genders, in Anti-Brand communities. ....	92
<b>Figure 26</b> Distribution of number of comments on the Community, per week, between genders, in Anti-Brand communities. ....	93
<b>Figure 27</b> Sporting Comédia de Portugal members’ distribution between Extroversion levels .....	94
<b>Figure 28</b> Sporting Comédia de Portugal members’ negative remarks and pride in being a fan of the brand, in frequency. ....	95
<b>Figure 29</b> Nationality of the members of I Hate McDonald’s community, in frequency. ....	96
<b>Figure 30</b> I Hate McDonald’s members’ distribution between Extroversion levels .....	96
<b>Figure 31</b> I Hate McDonald’s members’ negative remarks and pride in being a fan of the brand, in frequency. ....	97
<b>Figure 32</b> Anti-Starbucks community members’ distribution between Extroversion levels .....	98
<b>Figure 33</b> Anti-Starbucks community members’ negative remarks and pride in being a fan of the brand, in frequency. ....	99
<b>Figure 34</b> Nationality of the members of I Hate Apple, in frequency. ....	100
<b>Figure 35</b> I Hate Apple members’ distribution between Extroversion levels. ....	101
<b>Figure 36</b> I Hate Apple members’ negative remarks and pride in being a fan of the brand, in frequency. ....	102

## Table Index

<b>Table 1</b> Conceptualizations of Consumer Engagement or CBE in Marketing Literature .....	9
<b>Table 2</b> Overview of previous studies on Consumer Brand Engagement .....	12
<b>Table 3</b> WOM vs. eWOM – Comparison .....	38
<b>Table 4</b> Main Contributions to the Literature on Brand Engagement, and Limitations that contribute to the purpose of this Dissertation. Author elaboration .....	57
<b>Table 5</b> Overview of the communities in analysis .....	60
<b>Table 6</b> Overview 2 of the communities in analysis .....	61
<b>Table 7</b> (Positive) Community-Brand Engagement scale, dimensions and items. ....	63
<b>Table 8</b> (Negative) Community-Brand Engagement scale, dimensions and items .....	65
<b>Table 9</b> Affective Commitment scale and items .....	67
<b>Table 10</b> Self-Expression WOM scale and items .....	68
<b>Table 11</b> Personality dimension “Extroversion” scale and items. ....	70
<b>Table 12</b> Control Groups form of contact and response collection. ....	71
<b>Table 13</b> Starbucks communities form of contact and response collection. ....	71
<b>Table 14</b> McDonald’s communities form of contact and response collection. ....	71

<b>Table 15</b> Apple communities form of contact and response collection.....	72
<b>Table 16</b> Communities in Study.....	73
<b>Table 17</b> Nationality of Fan Brand Communities, in frequency and percentage. ....	74
<b>Table 18</b> Number of hours on the Internet, on average, per week, in frequency and percentage. ....	75
<b>Table 19</b> Number of hours on the Community, on average, per week, in frequency and percentage. ..	76
<b>Table 20</b> Number of posts on the Community, on average, per week, in frequency and percentage. ..	77
<b>Table 21</b> Number of comments on the Community, on average, per week, in frequency and percentage. ....	77
<b>Table 22</b> Age of Fórum SCP members, in frequency and percentage, by age groups. ....	78
<b>Table 23</b> Descriptives of the Extroversion level of Fórum SCP's members .....	79
<b>Table 24</b> Age of McDonald's Portugal members, in frequency and percentage, by age groups. ....	80
<b>Table 25</b> Descriptives of the Extroversion level of McDonald's Portugal members .....	81
<b>Table 26</b> Age of My Starbucks Idea members, in frequency and percentage, by age groups. ....	83
<b>Table 27</b> Descriptives of the Extroversion level of My Starbucks Idea members .....	83
<b>Table 28</b> Age of MacRumours members, in frequency and percentage, by age groups. ....	85
<b>Table 29</b> Descriptives of the Extroversion level of MacRumours members .....	86
<b>Table 30</b> Number of hours on the Internet, on average, per week, in frequency and percentage. ....	89
<b>Table 31</b> Number of hours on the Community, on average, per week, in frequency and percentage. ..	90
<b>Table 32</b> Number of posts on the Community, on average, per week, in frequency and percentage. ..	91
<b>Table 33</b> Number of comments on the Community, on average, per week, in frequency and percentage. ....	92
<b>Table 34</b> Age of Sporting Comédia de Portugal members, in frequency and percentage, by age groups. ....	93
<b>Table 35</b> Descriptives of the Extroversion level of Sporting Comédia de Portugal members.....	94
<b>Table 36</b> Age of I Hate McDonalds members, in frequency and percentage, by age groups. ....	95
<b>Table 37</b> Descriptives of the Extroversion level of I Hate McDonald's members .....	96
<b>Table 38</b> Age of Anti-Starbucks community members, in frequency and percentage, by age groups..	98
<b>Table 39</b> Descriptives of the Extroversion level of the Anti-Starbucks community members .....	98
<b>Table 40</b> Age of I Hate Apple members, in frequency and percentage, by age groups. ....	100
<b>Table 41</b> Descriptives of the Extroversion level of I Hate Apple members .....	101
<b>Table 42</b> Descriptives and Reliability analysis of the (positive) Brand Engagement scale, in Fan Brand Communities. ....	103
<b>Table 43</b> Descriptives and Reliability analysis of the (negative) Brand Engagement scale, in Anti-Brand Communities. ....	106
<b>Table 44</b> Descriptives and Reliability analysis of the Affective Commitment scale, on Fan Brand Communities. ....	109

<b>Table 45</b> Descriptives and Reliability analysis of the Affective Commitment scale, on Anti-Brand Communities .....	110
<b>Table 46</b> Item-total Statistics for the Affective Commitment scale in Anti-Brand Communities. ....	110
<b>Table 47</b> Descriptives and Reliability analysis of the Word-of-Mouth scale, on Fan Brand Communities. ....	111
<b>Table 48</b> Descriptives and Reliability analysis of the Word-of-Mouth scale, on Anti-Brand Communities. ....	111
<b>Table 49</b> Brand Engagement relation to Affective Commitment, in Fan Brand Communities .....	114
<b>Table 50</b> Brand Engagement relation to Affective Commitment, in Fórum SCP.....	115
<b>Table 51</b> Brand Engagement relation to Affective Commitment, in McDonald's Portugal community. ....	116
<b>Table 52</b> Brand Engagement relation to Affective Commitment, in My Starbucks Idea. ....	117
<b>Table 53</b> Brand Engagement relation to Affective Commitment, in MacRumours. ....	118
<b>Table 54</b> Brand Engagement relation to Affective Commitment, in Anti-Brand Communities.....	119
<b>Table 55</b> Brand Engagement relation to Affective Commitment, in Sporting Comédia de Portugal. ....	121
<b>Table 56</b> Brand Engagement relation to Affective Commitment, in I Hate McDonald's. ....	122
<b>Table 57</b> Brand Engagement relation to Affective Commitment, in Anti-Starbucks community. ....	123
<b>Table 58</b> Brand Engagement relation to Affective Commitment, in I Hate Apple. ....	124
<b>Table 59</b> Brand Engagement relation to Word-of-Mouth, in Fan Brand Communities. ....	125
<b>Table 60</b> Brand Engagement relation to Word-of-Mouth, in Fórum SCP.....	127
<b>Table 61</b> Brand Engagement relation to Word-of-Mouth, in McDonald's Portugal community. ....	128
<b>Table 62</b> Brand Engagement relation to Word-of-Mouth, in My Starbucks Idea.....	129
<b>Table 63</b> Brand Engagement relation to Word-of-Mouth, in MacRumours.....	130
<b>Table 64</b> Brand Engagement relation to Word-of-Mouth, in Anti-Brand Communities.....	131
<b>Table 65</b> Brand Engagement relation to Word-of-Mouth, in Sporting Comédia de Portugal. ....	132
<b>Table 66</b> Brand Engagement relation to Word-of-Mouth, in I Hate McDonald's. ....	133
<b>Table 67</b> Brand Engagement relation to Word-of-Mouth, in Anti-Starbucks community. ....	134
<b>Table 68</b> Brand Engagement relation to Word-of-Mouth, in I Hate Apple. ....	135
<b>Table 69</b> Brand Engagement relation to Affective Commitment in Fan Brand Communities, using Extroversion as a moderator – a comparison.....	136
<b>Table 70</b> Brand Engagement relation to Affective Commitment in Anti-Brand Communities, using Extroversion as a moderator.....	139
<b>Table 71</b> Brand Engagement relation to Word-of-Mouth in Fan Brand Communities, using Extroversion as a moderator.....	142
<b>Table 72</b> Brand Engagement relation to Word-of-Mouth in Anti-Brand Communities, using Extroversion as a moderator.....	145

## Abbreviations and Glossary Index

Abbreviation	Explanation
BE	Brand Engagement
CE	Consumer Engagement
CBE	Consumer-Brand Engagement
CEBs	Consumer Engagement Behaviours
OBE	Online Brand Engagement
OBC	Online Brand Community
OBCE	Online Brand Community Engagement
NBE	Negative Brand Engagement
NCBE	Negative Consumer-Brand Engagement
PBE	Positive Brand Engagement
S-D Logic	Service-Dominant Logic
WOM	Word-of-Mouth
CSWOM	Self-Expression Word-of-Mouth
PWOM	Positive Word-of-Mouth
NWOM	Negative Word-of-Mouth
eWOM	Electronic Word-of-Mouth
eNWOM	Electronic Negative Word-of-Mouth
SNS	Social Networking Sites

# 1. Introduction

Consumers do connect with their favorite brands in a diverse way. Several terms have been used by scholars and academia to explain such interactions (eg. Brand love, brand commitment, brand resonance, brand involvement, and brand loyalty) (Goldsmith & Goldsmith, 2012). However, none has gathered such interest nowadays than the concept of Brand Engagement. Brand Engagement is not new in terms of the interest it has attracted, related to the role of the consumer in marketing activities, and the importance it has been given in the latest marketing literature. However, few studies have focused on engagement in online brand communities. Often, they have directed their attention towards objects of engagement such as product or service engagement (Calder et al., 2013), brand engagement (Hollebeek, 2011a), or media engagement (Calder, Malthouse, & Schaedel, 2009). However, the curiosity regarding virtual or online brand communities has grown in the past years, both in academic research and in practice. While brand communities can exist in both offline and online contexts, the virtual arena has been viewed, progressively, as an important environment (McKenna et al., 2002, *referred in* Dessart, Veloutsou, & Morgan-Thomas, 2015).

This work entails an attempt to close the existing gaps by conducting a comprehensive investigation of what motivates consumers, who both seem to love and hate the brand, to participate in brand communities. With that, could consumers who dislike a brand or have unfavourable feelings about it be engaged with brand communities as do those who claim loving a brand or having favourable feelings for it?

The main goal of this dissertation is to examine that consumer-brand engagement is not exclusively related to positive processes or interactions between the involved entities. Thus, it tries to demonstrate that individuals who dislike, claim to hate, or develop unfavourable feelings toward the brand, can also be engaged with it and, specifically, with the community he/she is part of. The study explores in which forms positive and negative Brand Engagement occurs in online Brand Communities as well as online anti-brand communities, respectively.

The model also proposes a relation to two specific constructs, namely Affective Commitment and Self-Expression WOM (or CSWOM). The former intends to assess the level of affective commitment members may feel towards the community and the latter the ways and motives members have in sharing brand's opinions outside the online environment. The study also explores the influence of extroversion as moderator in the relationship between brand engagement and affective commitment and between brand engagement and self-expression word-of-mouth by recurring to already developed and appropriate measurements.



This dissertation follows, first, a literature review on Brand Engagement, Online Brand Engagement and Negative Brand Engagement (Chapters 2.1, 2.2 and 2.3), followed by the study of WOM, Affective Commitment and Personality in online contexts (Chapters 2.4, 2.5 and 2.6). The former section focuses on examining and collecting the present conceptualizations and study regarding CBE, OCBE, and NCBE. We learn that CBE is a relatively recent construct in the business and marketing literatures, of high importance, and that sees itself as the ultimate form of connection between a brand and its consumers or admirers. It is defined as a multidimensional construct that entails cognitive, affective and behavioural aspects.

Accordingly, it is also examined the settings in which that engagement can occur, with a particular focus on online contexts and virtual brand communities. These communities seem of relevance when discussing online brand engagement since virtual brand communities allow for influence and control over brands to change towards the hands of consumers (Brodie *et al.*, 2013). Plus, engaging customers in online brand communities on social networking sites is a crucial strategy for companies to endure, instead of resorting to the otherwise traditional and insufficient marketing strategies (Chan *et al.*, 2014). However, relationships between consumers and brands do not always involve positive engagement and co-creation. Value co-destruction is an important part in defining consumer-brand relationships and is still in need of further conceptualization and definition (Plé & Cáceres, 2010). Consumers can also be engaged with brand in a negative way, thus causing Negative Consumer-Brand Engagement processes. As for the next section, it focuses on examining and collecting the present conceptualizations and study regarding WOM, eWOM, Affective Commitment, and Personality traits applied to online social environments. We learn that WOM, although not being a new construct in the marketing literature, still has some challenges when suggesting a common conceptualization of the construct. Nevertheless, it is established that WOM is defined by positive or negative messages that may or may not include a recommendation, concerning particular, experienced, novel, or memorable events. eWOM picks up from the traditional concept of WOM, however, it is made through online tools and is usually widely available to others on the Internet.

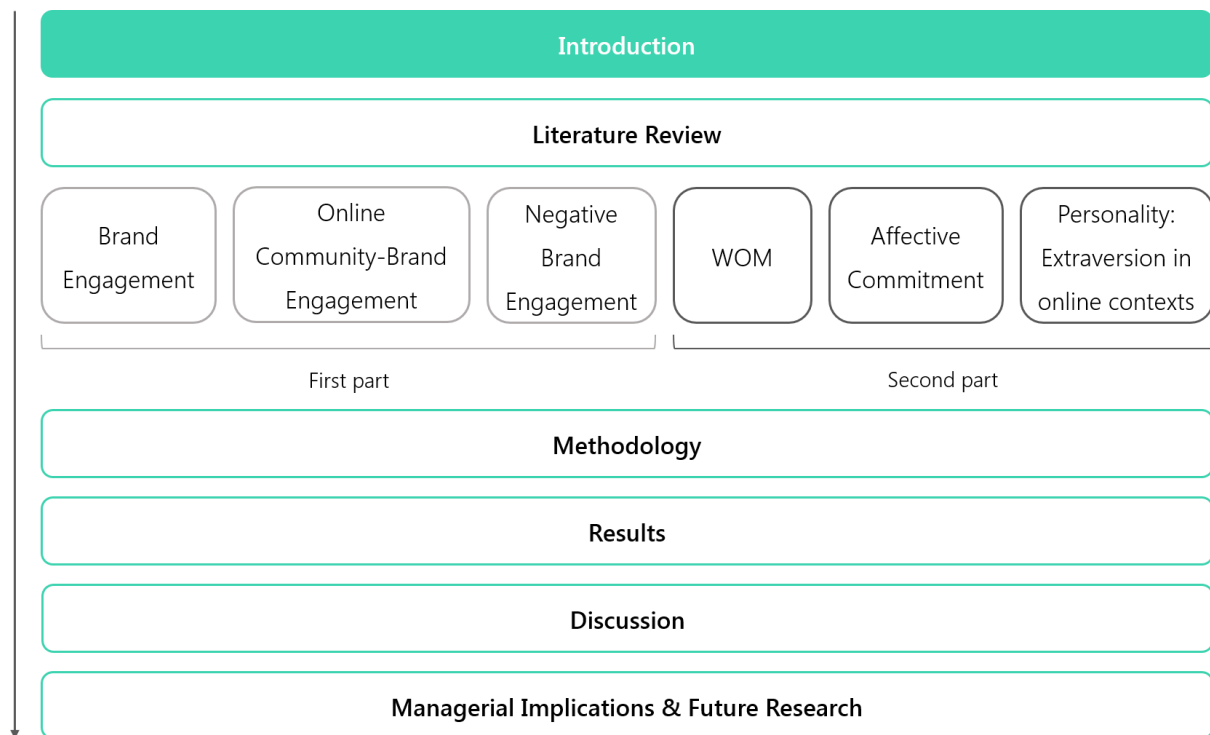
Afterward, by examining the concept of Affective Commitment toward a company or brand it is assessed that the construct has been widely applied to relationships between employees and companies, and is still in need to be fully and empirically applied in the Marketing area and, specifically, in terms of online brand communities.

Lastly, the thematic regarding Personality is presented by displaying the latest and most important work in the area. The chapter begins by defining the construct of personality and its characteristics, mainly focusing on the principal dimensions of the concept (i.e., the Big Five

traits). As a way of providing a first insight as to what this dissertation will focus on, when concerning personality traits, it was further presented what behaviours do extroverts and introverts (the dimension in study) usually portray when interacting and participating in online social environments.

Following the literature review, the next sections focusing on displaying the methods followed by the research, the results gathered and the respective analysis of the results. The dissertation ends by providing insights related to the results' conclusions, managerial implications, as well as implications and future research paths on the subject.

**Figure 1** Structure of the present dissertation



## **2. Literature Review**

### **2.1 Brand Engagement**

#### *2.1.1 More than Connecting with Brands*

Every day the world becomes more and more complex. With that, it is set to comprehend a set of challenges that push brands into revising and applying new strategies, in order to be able to adapt to a progressively disruptive market.

Consumers are becoming more demanding and more aware of their needs and the influence they may have in today's businesses. They are difficult to satisfy, as they are willing to co-create value, in order to build meaningful connections and better relate to brands and their products (Cova et al., 2011). Consumers' recent motivation to become partners in their relations and interactions with brands, makes it no longer possible for firms to just evoke a positive emotional response in consumers or make instant calls-to-action, as companies have been accustomed to (Schultz & Block, 2012). Instead, it makes way for brands to make bigger investments, with bigger efforts, spontaneously and in a credible manner, in order to portray to others a genuine ability to approach consumers in a meaningful way, and that takes into account what consumers view as important and close to them (Brodie et al., 2011). Companies need to make great efforts for consumers to fully engage with their products or brands. Such efforts have the goal of regaining consumers' brand loyalty and prevent the firm's profitability from suffering from the inescapable attrition the current price war has provoked (Schultz & Block 2012, referred in Graffigna & Gambetti, 2015).

More than just mere names, brands are able to capture and deliver an experience related to the usage of a product, therefore giving the grounds for a customer-product connection (Sprott et al., 2009); they also provide the basis for firms to achieve competitive advantage (Dickson & Ginter, 1987); brands, when in platforms, offer a means for growth (Keller & Lehmann, 2009); and, ultimately, brands do have value (Stahl et al., 2012) and are able to build equity (Franzak, Makarem, & Jae, 2014). If used thoughtfully, brands have the ability to personify the customer's experience with the product or service, enabling for involvement and, ultimately, engagement to occur – since brand engagement exists when customers connect with a product or service in a meaningful way (Keller, 2013).

Scholars and marketing professionals have been putting their focus into comprehending and applying “engagement” between brands and consumers, as it is viewed as the ultimate expression of the consumer-brand connection (Brodie et al., 2011).

This notion is particularly observable if we consider the verb “to engage” from a linguistic point of view. The term “engagement” was first used back in the 17<sup>th</sup> century, when it referred to notions such as moral or legal obligations, betrothal, ties of duty, employment, and/or military conflict (Oxford English Dictionary, 2009) (Brodie et al., 2011). Being of a polysemous nature, the verb has more than one meaning to it: while it signifies to grab the interest of another person, it also portrays a sense of being emotionally connected to someone in affective terms (being engaged with someone) in a meaningful, strong and long-lasting manner. Nevertheless, it also relates to the idea of hiring someone for a given organisation, and to make someone become connected to or a part of something that is important to all those involved (OXFORD English dictionary, 2016).

In broad terms, brand engagement is related to branding – an important task and a major facet of marketing theory and practice. First, it is necessary to take into account that brands are shaped by personalities and human-like features, which are crucial in differentiating them from each other. Such anthropomorphic features seem relevant to consumers. Plus, consumers create the ability to engage with brands, given the emotional, symbolic, and special connections they tend to create with specific brands (Goldsmith & Goldsmith, 2012).

Brand engagement can be viewed as both a deep-rooted and new concept among the marketing literature. On one hand, the conceptual study of engagement is not new to the literature, as it has been discussed, over the last twenty years, throughout several fields of study. Wong & Merrilees (2015) refer Psychology (Garczynski et al., 2013), Sociology (Morimoto & Friedland, 2013), organisational behaviour (Kataria et al., 2013), educational psychology (Saveanu & Saveanu, 2012), and marketing (Brodie et al., 2011; Hollebeek, 2011b), or political science, as some of the various fields the concept has been applied to. On the other hand, most of the research regarding the study of brand engagement are often conceptual rather than focusing on providing an empirical support for the consequences or benefits of such construct. (Wong & Merrilees, 2015).

Research regarding the Consumer Engagement (CE) concept has advanced rapidly in the academic marketing literature in the last decade (e.g. Bowden, 2009; Brodie et al., 2011; Van Doorn et al., 2010). Major contributions given to the field comprise the development of specific CE conceptualizations, as well as the study of theoretically related constructs, such as “customer brand engagement” (e.g., Hollebeek, 2011a, 2011b) (Hollebeek, Conduit, & Brodie, 2016).

This specific CE-related construct, Consumer-Brand Engagement, is a subject that has, lately, been the focus of many academic researchers and professionals in the marketing field and

literature (Brodie et al., 2013; Hollebeek, Glynn, & Brodie, 2014). CBE is a construct in marketing literature that expands from the field of relationship marketing (Vivek et al., 2012) and, more specifically, from the domain of consumer-brand relations (Graffigna & Gambetti, 2015). CBE has been defined by Gambetti, et al. (2016, p. 90) as the recent “hot-topic” in branding and marketing strategy.

### *2.1.2 Conceptualizations of Consumer-Brand engagement in the Marketing Literature*

In the recent literature, engagement is viewed as having behavioural, cognitive and emotional traits, subjective to motivational drivers (Malthouse & Peck 2010; Van Doorn et al. 2010), both in conceptual (Brodie et al., 2011) and empirical terms, established by the qualitative studies of Hollebeek (2011b).

According to Keller (2013), brand engagement is conceptually centered on multi-dimensional behaviours and activities consumers partake, as a way of showing loyalty toward the brand. This proactive consumer-brand engagement is described as “the extent to which consumers are willing to invest their own personal resources – time, energy, money – on the brand, beyond those resources expended during purchase or consumption of the brand” (Keller, 2013, p. 320). Other contribution, made by Verhoef et al., (2010), advocates that customer engagement can be influenced by context (the external environment), company initiatives, and customer characteristics, as it can ultimately impact customer equity and product performance. Consumer-brand engagement is also presented as having interactive outcomes such as positive word-of-mouth, loyalty and consumer retention through customers’ value co-creation (Verhoef, et al., 2010). A further theoretical framework, proposed by Vivek et al., (2012), suggests that customer participation and involvement work as antecedents of customer engagement, while word-of-mouth, trust, value, affective commitment, loyalty, and brand community involvement are viewed as consequences of customer engagement. On one hand, Verhoef et al., (2010) build a conceptual model around internal and external issues as impacting customer engagement – therefore working as antecedents. Vivek et al., (2012), in turn, build their framework around the individual connection or association one has with a focal brand or firm.

Other authors, such as Van Doorn et al., (2010), share Verhoef et al., (2010) conceptual model regarding the antecedents of customer engagement. The difference with Van Doorn et al.,’s (2010) work is that the consequences of customer engagement where of a more broad and inclusive nature, by taking into account the customer, the firm, and others as consequences of customer engagement. As for Gambetti and Graffigna (2010), on their thematic analysis, the

focus is given to the interaction between firm's customers and employees and the crucial impact such process has on customer engagement.

Customer-Brand Engagement, although related to some other marketing concepts, is distinct in conceptual ways from them (Hollebeek, 2011a)<sup>1</sup>. In fact, according to Brodie et al., (2011), Customer Engagement goes further beyond concepts like "involvement" or "participation", since it comprehends an active and interactive customer connection with a given engagement object – while "involvement" and "participation" fail to reflect the idea of interactive and value co-creation experiences as systematically as CE.

Customer Satisfaction is another concept in which we can find distinctiveness from engagement: customer satisfaction – described as an evaluation a customer makes on an offering's performance, to date (Gustaffson, Johnson, & Roos, 2005) – is perceived as a consequence of engagement, with a possible positive relation between these constructs (Brodie et al. 2011). "Engagement", as we have assessed, contrary to "satisfaction", focuses on consumers' cognitive, emotional, and behavioural processes during particular brand exchanges, while "satisfaction" possibly occurs afterward (Hollebeek, Glynn, & Brodie, 2014).

Experience is also viewed as a different theoretical entity from engagement. In support of this notion, it is perceived that "In contrast to brand 'involvement' [and thus, CBE]" (Hollebeek, Glynn, & Brodie, 2014) "brand experience does not presume a motivational state;" and "brand experience [as opposed to CBE] is not an emotional relationship concept" (Brakus, Schmitt, and Zarantello, 2009, p. 53-54, referred in Hollebeek, Glynn, & Brodie, 2014).

Several definitions of consumer or customer engagement, as well as consumer-brand engagement, have been presented in the latest literature.

According to Hollebeek (2011a, p. 790), Customer-Brand Engagement is described as "*the level of an individual customer's motivational, brand-related and context-dependent state of mind characterised by specific levels of cognitive, emotional and behavioural activity in direct brand interactions*". Here, "direct brand interactions" is related to direct and physical contact-based interactions between customers and a focal firm or brand, which is contrary to "indirect brand interactions" that may take place, for instance, through the viewing of a brand in the media (Hollebeek, 2011a). Within the 'engagement' concept, CBE mirrors the central theoretical view of "interactive experience".

Yet, the manifestation of particular cognitive, emotional, and behavioural dimensions depends, vastly, on the engagement actors – engagement subjects/objects – and contexts (Brodie,

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<sup>1</sup> See Appendix 1

Hollebeek, Juric, & Ilic, 2011), including media contexts (new online media in contrast to traditional advertising media) (Calder, Malthouse, & Schaedel, 2009). Throughout the last decade, the numerous engagement forms have been submitted to a set of definitions, which give insights to the concept depending on the contextual perspective (online communities or customer behaviour, for instance) and/or stakeholders<sup>2</sup>.

Accordingly, engagement processes are characterised by specific interactions and experiences between a pivotal engagement subject – a customer, for instance – and an object – a brand, product or organisation. Particular engagement objects may take the form of individuals (a specific person) or be collective (an association or a political institution, for example) (Brodie, Hollebeek, Juric, & Ilic, 2011).

A more complete and widely-used definition of Customer Engagement is proposed by Brodie, et al. (2011), where “*Customer engagement (CE) is a psychological state that occurs by virtue of interactive, co-creative customer experiences with a focal agent/object (e.g., a brand) in focal service relationships. It occurs under a specific set of context-dependent conditions generating differing CE levels; and exists as a dynamic, iterative process within service relationships that co-create value. CE plays a central role in a nomological network governing service relationships in which other relational concepts (e.g., involvement, loyalty) are antecedents and/or consequences in iterative CE processes. It is a multidimensional concept subject to a context- and/or stakeholder-specific expression of relevant cognitive, emotional and/or behavioural dimensions.*” (Brodie et al., 2011, p. 260). Such definition is set to be valid to various situations, instead of being limited to a specific setting.

Thus, Brodie et al., (2011), building from Hollebeek (2011a), propose that Consumer Engagement, in its conceptual terms, can be defined by referring to interactive experience and value co-creation that exists in the field of marketing relationships. This view, defined by Vargo & Lusch (2004, 2008) as the “Service-Dominant (S-D) logic” in marketing, proposes a “transcending view of relationships” which, in turn, contrasts with the transactional and traditional perspective of marketing relationships – commonly defined as the “goods-dominant” view (Vargo, 2009). This wider perspective, of relational nature, states that certain consumer behaviour outcomes exist as a result of the interactive and value co-creative experiences consumers have with brands or firms, and other stakeholders (Brodie et al., 2011). Particularly, Lusch, Vargo, & Tanniru (2010) affirm that value co-creative and interactive customer experiences with brands may be seen as engaging actions (Brodie et al., 2011).

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<sup>2</sup> See Appendix 2

Therefore, in the works of Hollebeek, Glynn & Brodie (2014, p.154) CBE is later described as a “*consumer's positively valenced brand-related cognitive, emotional and behavioural activity during or related to focal consumer/brand interactions*”. The first dimension – ‘cognitive processing’ – is viewed as a “*consumer's level of brand-related thought processing and elaboration in a particular consumer/brand interaction*”. Second, the dimension of ‘affection’ relates to the “*consumer's degree of positive brand-related affect in a particular consumer/brand interaction*”. Lastly, ‘activation’ reflects a “*consumer's level of energy, effort and time spent on a brand in a particular consumer/brand interaction*” (Hollebeek, Glynn, & Brodie, 2014, p. 154).

**Table 1** Conceptualizations of Consumer Engagement or CBE in Marketing Literature

Authors	Construct	Definition
Bowden (2009)	Customer engagement process	A psychological process that models the underlying mechanisms by which customer loyalty forms for new customers of a service brand, as well as the mechanisms by which loyalty may be maintained for re-purchase customers of a service brand.
Ilic (2008)	Consumer engagement	A contextual process that consists of interactions with ‘engagement object(s)’ over time and may exist at different levels.
Heath (2007)	Engagement with an ad	The amount of subconscious feeling occurring when an ad is being processed.
Patterson <i>et al.</i> (2006)	Customer Engagement	The level of a customer’s physical, cognitive and emotional presence in their relationship with a service organization.
Sprott <i>et al.</i> (2009)	Brand engagement in self-concept	An individual difference representing consumers’ propensity to include important brands as part of how they view themselves. This conceptualization builds on self-schemas to investigate the role of brands in the self-concept.
Algesheimer <i>et al.</i> (2005)	Brand-community engagement	Positive influences of identifying with the brand community through the consumer’s intrinsic motivation to interact/cooperate with community members.
Vivek, Beatty, and Morgan (2012)	Consumer Engagement	The intensity of an individual’s participation and connection with the organization’s offerings and activities initiated by either the customer or the organization.
Mollen and Wilson (2010)	Online brand engagement	The customer’s cognitive and affective commitment to an active relationship with the brand as personified by the website or other computer-mediated entities designed to communicate brand value.



**Table 1** Conceptualizations of Consumer Engagement or CBE in Marketing Literature (continuation)

<b>Van Doorn <i>et al.</i> (2010)</b>	Customer engagement behaviour	Customers' behavioural manifestations toward a brand or firm, beyond purchase, resulting from motivational drivers such as word-of-mouth activity, recommendations, helping other customers, blogging, writing reviews.
<b>Pham and Avnet (2009)</b>	Engagement behaviour	Finds that engagement 'seems to be inferred from a pattern of action or withdrawal with respect to a target object (p. 116)'.
<b>Higgins and Scholer (2009)</b>	Engagement	A state of being involved, occupied, fully absorbed or engrossed in something (i.e. sustained attention), generating the consequences of a particular attraction or repulsion force. The more engaged individuals are to approach or repel a target the more value is added to or subtracted from it.
<b>Philips and McQuarrie (2010)</b>	Advertising Engagement	'Modes of engagement' are routes to persuasion.
<b>Brodie <i>et al.</i> (2013)</b>	Consumer Engagement	A multidimensional concept comprising cognitive, emotional, and/or behavioural dimensions, which plays a central role in the process of relational exchange where other relational concepts are engagement antecedents and/or consequences in iterative engagement processes within the brand community.
<b>Calder, Malthouse, and Schaedel (2009)</b>	Online engagement	A second-order construct manifested in various types of first-order 'experience' constructs, with 'experience' being defined as 'a consumer's beliefs about how an online site fits into his/her life'.
<b>Abdul-Ghani, Hyde, and Marshall (2010)</b>	Engagement	Requires consumer connection (e.g. with a particular media).
<b>Scott and Craig-Lees (2010)</b>	Audience engagement	Described as: a) cognitive effort, i.e. the level of processing capacity expended on a particular task; and b) affective response, which comprises: pleasure/pleasantness (i.e. versus unpleasantness), which represents differences in the degree of positive (versus negative) feelings, and the overall valence of the mood state toward the film; and arousal, i.e. a feeling state that varies along a single dimension ranging from drowsiness to frantic excitement.

*Source: Autor elaboration - Adapted from: Hollebeek (2011a); Brodie et al. (2011); Hollebeek, Glynn, & Brodie (2014); and Hollebeek & Chen (2014)*

However, Table 1 shows that the relative lack of comprehensive and empirical explorations of engagement in marketing incurs a lack of clarity and consensus regarding the appropriate definition, forms, dimensionality, and thus operationalization of engagement (Hollebeek, 2011a). Additionally, although the vast majority of research regarding Consumer-Brand Engagement have, to date, taken the concept as a multi-dimensional construct that entails

cognitive, behavioural, and affective facets, some of them tend to focus on only one aspect of CBE: the cognitive or the affective or the behavioural element (Graffigna & Gambetti, 2015)<sup>3</sup>. Regarding those that stress the cognitive aspects of CBE, one example is found in Wang (2006) who proposes that, in an advertising context, engagement may be perceived as a way of measuring the contextual importance of the messages presented by the brand and demonstrated based on the surrounding settings (Graffigna & Gambetti, 2015).

As for the research which regards the affective element of CBE, Heath (2009) states that the extent of subconscious feeling which is expressed when an advertisement is processed is what defines CBE. The study reveals a model, based on emotional engagement, which proposes that the level of emotional creativity used to build brands is inversely associated to the amount of attention and rationale it exists when processing and advertisement (Graffigna & Gambetti, 2015).

Other studies focused on CBE behavioural elements, such as Kumal *et al.*, (2010), which highlights three essential behavioural aspects of customer engagement with a brand: the purchase behaviour of the customer, the customer referral, and their influencing behaviour when directed to other customers. Van Doorn *et al.*, (2010), on the other hand, focuses on motivational drivers – such as word-of-mouth, C2C (customer-to-customer) interactions and/or blogging activities – which result in customer engagement behaviours. Lastly, Verhoef *et al.*, (2010) regard CBE as a consumer's behavioural expression with the brand that goes further than mere transactions processes (Graffigna & Gambetti, 2015).

While essential among the contributions for the understanding of the CBE concept, the studies aforementioned lean towards a 'static' view of CBE, establishing constitutive dimensions, antecedents and consequences as detached units, deterministically connected to one another (Graffigna & Gambetti, 2015). The numerous, already described, linguistic facets the term has is what, according to Graffigna & Gambetti (2015), characterizes the conceptual essence of Customer-Brand Engagement as it continuously materializes in the marketing literature, and as it carves its distinctive elements from other concepts (such as involvement, commitment, loyalty, or attachment), as more open, wider, comprehensive and dynamic construct (Brodie *et al.*, 2011). For instance, authors like Bijmolt *et al.*, (2010), when studying potential models to measure CBE, hypothesize that numerous expressions of customer engagement may be created in diverse phases of the customer life-cycle (Graffigna & Gambetti, 2015).

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<sup>3</sup> See Appendix 3

### 2.1.3 Empirical Studies about Consumer-Brand Engagement in the Marketing Literature

Although empirical studies on the subject have been scarce, some authors have worked on diminishing the void the concept currently experiences (see Table 2).

**Table 2** Overview of previous studies on Consumer Brand Engagement

Context	Author	Type of Study (method)	Main Contributions
Social science, Management, and Marketing academic literature, and business applications.	<b>Brodie, Hollebeek, Juric, &amp; Ilic (2011)</b>	Empirical (drawings on relationship marketing theory and the service-dominant (S-D) logic)	(1) CE mirrors a particular psychological state of the consumer; (2) specific CE states befall within broader and dynamic courses typified by the co-creation of value; (3) CE plays a dominant part in service relationships, whereas other relational constructs (such as 'involvement') are taken as engagement antecedents and/or consequences; (4) the manifestations of cognitive, emotional, and behavioural dimensions are dependent on context and/or stakeholder; (5) CE happens within precise sets of conditions, which are context-dependent, resulting in different levels of CE.
Business standpoint analysis (marketing managers and the communication professionals)	<b>Gambetti et al. (2012)</b>	Empirical (qualitative research based on Grounded Theory)	The multi-dimensionality of customer-brand engagement is viewed through the combination of notions such as dialogue, emotions, attention, interaction, immediate activation, and sensorial pleasure. The purpose is to provide a full brand experience for customers.
Consumer standpoint analysis	<b>Graffigna &amp; Gambetti (2015)</b>	Empirical (qualitative research based on Grounded Theory: semi-structured interviews on a theoretical sample of 41 Italian consumers)	The authors highlight the multifaceted experience that is CBE, which is developed in time and suggests a synergy between consumers and brand, where consumers are able to be stimulated in an emotional, cognitive, social, and behavioural way.  Plus the brand has the purpose of being a dream carrier, a relationship facilitator, and a compass for consumers.

**Table 2** Overview of previous studies on Consumer Brand Engagement (continuation)

Australian mobile phone service providers	<b>Leckie, Nyadzayo &amp; Johnson (2016)</b>	Empirical (data collected from Australian consumers of mobile phone service providers using an online survey)	Consumer involvement, customer participation, and self-expressive brand seen as drivers of Consumer-Brand Engagement. They also propose cognitive processing, affection, and activation as CBE dimensions. Also, consumer involvement resulted in a positive impact on all three CBE dimensions, while CBE played a mediating part when it comes to the impact self-expressive brand and consumer participation have on brand loyalty.
Consumers of a particular brand of clothing	<b>Goldsmith &amp; Goldsmith (2012)</b>	Empirical (a survey of 132 U.S. college students)	They propose that some elements of brand personality are linked to brand engagement (being those elements variable, depending on what brand is put into analysis). This association between these two constructs is shown as a crucial explanation of why and how consumers get attached to their favourite brands.

Source: Author elaboration based on the authors cited in the table.

Hollebeek (2011b) was one of the first to conduct an empirical study regarding this subject, in order to further explore brand engagement as a multi-dimensional concept. By following focus group and dual interviewing methods, Hollebeek encountered immersion, passion, and activation as three other dimensions related to Customer-Brand Engagement.

According to the author, immersion refers to “*a customer’s level of brand-related concentration in particular brand interactions*” (Hollebeek, 2011b, p. 566) and it is primarily concerned with the level of individuals’ cognitive interactions with a specific brand, or set of brands. Passion, on the other hand, and as the next level of customer engagement, relates to the magnitude of individuals’ emotional attachment when it comes to particular brand interactions. Lastly, CBE is in its highest phase when Activation occurs, as it is related to the “*level of energy, effort and/or time*” customers give to a brand in specific brand interactions (Hollebeek, 2011b, p. 569). As for the differences between those three dimensions, while immersion and passion are purely cognitive, activation is linked to a behaviour state.

Another contribution to the consumer engagement is the S-D (Service-Dominant) logic perspective, which gives focus to the role of co-created value and interactive customer experience as the conceptual roots of the concept of CE (Brodie *et al.*, 2011). This is relevant,

once more, since engagement is built on the idea of the existence of important interactive experiences between customers and a particular engagement object (e.g., a brand), contrary to other traditional concepts.

The idea that customer brand engagement is a multi-dimensional concept is again reaffirmed by the works of Gambetti *et al.* (2012), through the grounded theory method. The way the study of Gambetti *et al.* (2012) is related to Hollebeek (2011b) is in the sense that they both consider brand engagement as a concept of multi-dimensionality, where cognitive aspects play a crucial part in explaining said construct. Influenced by the works of Gambetti *et al.*'s (2012), Graffigna & Gambetti (2015) research highlights the central aspects which – dependent on the consumers' experiences – a brand ought to have in order to create a meaningful engagement relationship with consumers.

The brand as a dream carrier: According to this notion, the brand – in order to fully play the role of a “dream-carrier” – should reveal itself to consumers as a source of imagination, where consumers experience the brand as a potential scenario (imagined or real) and where they can fully express their selves freely. Engaging brands become carriers of aspirational desires, which are linked to the personal future life plans, commitments and lifestyles of the consumer. All this conditions allow the brand to be empowering, but they enable consumers to freely express their strengths and personality, and where they can portray themselves as fulfilled, capable and admirable (Graffigna & Gambetti, 2015).

The brand as a relationship facilitator: For the brand to play the role as a “relationship facilitator” it should encourage consumers' interactive connections, by assisting them to get connected with other consumers that feel the same passions and interests toward the brand. The brand should, then, be viewed as a communicative network, so that the brand's values, personality and lifestyle could be freely exchanged with the consumers (Graffigna & Gambetti, 2015).

The brand as a compass: Lastly, an engaging brand should also act as a “compass” for consumers by acting as a reference point for them that is constantly noticeable across life periods and time. This pragmatic role of the brand allows for the brand to become a milestone for consumers' way of life. Mainly, consumers seem to attribute to the brand an “inter-generational link”, which is passed from one generation to another as a relevant brand or landmark in its market sector (Graffigna & Gambetti, 2015).

The conditions above-mentioned are what allow for consumers to give a “humanization” factor to the brand, meaning, consumers experience the brand as a “life-mate”, a sort of lifetime partner, or a friend with whom consumers are willing to share present life experiences and future life desires (Graffigna & Gambetti, 2015). This anthropomorphization aspect consumers

give to the brand is the main element that creates the start of an engaging relationship between consumers and brands. Plus, the conceptual framework built in this research demonstrates that CBE develops in 3 development stages (Graffigna & Gambetti, 2015).

*The friendship phase*

Where the affective relationship between brand and consumer and the emotional connection is at the commencement phase, in development terms, despite being already intense. Consumers perceive the brand as trustworthy, as a relevant element of their lives, and as a source of positive emotions and psychological actualization. Likewise, the brand and the consumers engage in sharing stories and adventures with the goal of demonstrating companionship that is embedded in communal knowledge (Graffigna & Gambetti, 2015).

*The intimacy phase*

The second stage is defined by a more intimate connection between consumer and brand and is characterised by a genuine engagement where consumers reveal commitment towards the brand, while viewing it as a relevant element in their personal life. In the “intimacy” phase, consumers perform “rituals” when using the brand and the brand’s products, in a caring manner (Graffigna & Gambetti, 2015).

*The symbiotic phase*

As a final element, the symbiotic stage is perceived as the most intense phase of CBE. It embodies the highest level of engagement, typically solidified through long-standing trust bonds between consumers and brand. In this stage, the brand becomes “indispensable” and an incalculable source of “identification” for the consumer and consumers take for granted their connection and relationship with the brand. Consumers then become ideal users of the brand, and they also become brand activists or ambassadors, often advocating for the brand in their social and personal interactions (Graffigna & Gambetti, 2015).

Plus, being limited to the role of a buyer, receiver and user of a company’s offer is no longer enough for customers. Instead, they are proactive in engaging in offering modification propositions that relate to their personal desires and needs, while searching for other stakeholders (consumers, firms and government organisations, and communities) to engage with the brand, in order to use their assets towards mutual aims. The practice of customers rating services and products, in an online marketplace, is one example that explains such endeavour (Alexander & Jaakkola, 2016).

Such Customer Engagement Behaviours (CEBs) have been reported by scholars to have a significant influence in value creation by the focal firm, the customers and other stakeholders,

as well. Jaakkola & Alexander (2014) proposed four types of CEB and demonstrated their value outcomes.

#### *2.1.4 Types of Customer Engagement behaviours*

Early studies on CEB debated over two kinds of CBE. The first one relates to customer participation in product development and in innovation, and the second to the part customers play in encouraging other potential customers to interact with a brand through word-of-mouth, referral programs, and other forms of customer-to-customer interactions (Kumar *et al.*, 2010; Brodie *et al.*, 2013). In the work of Jaakkola & Alexander (2014), they categorize these first 2 forms of CEB as co-developing behaviour and influencing behaviour, respectively, and propose two additional behaviours, namely augmenting and mobilising behaviours (Alexander & Jaakkola, 2016). This types of CBEs can also be viewed in offline as well as online settings (e.g., social media sites, brand communities, or blogs (Brodie *et al.*, 2011).

##### *Co-developing behaviour*

According to Jaakkola & Alexander (2014, p. 5), this type of behaviour can be described as the “*customer contributions of resources such as knowledge, skills, and time, to facilitate the focal firm’s development of its offering*”. Behaviours which fall in this category may include the participation in design challenges and development contests, contributing with ideas for new products, and attending customer panels or serving as associates in the innovation team. In such cases, the brand’s proposition with the community is to allow customers to fully share their ideas regarding current product improvements and new product developments of the brand. With this, the company can exploit its customers’ resources and assets in order to benefit product development while, at the same time, still remain in control of the degree to which customers assets will be applied when creating the offering (Alexander & Jaakkola, 2016).

Research shows that the reason why customers engage in co-developing relates to the lack of satisfaction they feel with the firm’s present offer, and to their aspiration to improve the development of services and products in order to better meet their needs (Alexander & Jaakkola, 2016). Financial rewards also motivate co-developing (Hoyer *et al.*, 2010), but customers have been known to also seek appreciation and reputation outcomes, by showing their ideas and expertise – i.e. psychological benefits (Füller, 2010).

##### *Influencing behaviour*

Jaakkola & Alexander (2014, p. 6) describe influencing behaviour as the “*customer contributions of resources such as knowledge, experience and time, to affect other actors’ perceptions, preferences or knowledge regarding the focal firm*”. Customers seem to depend

more on each other in order to obtain reliable information for finding and assessing products, services, and brands (Alexander & Jaakkola, 2016). The knowledge exchanged between customers works as resources for other customers' purchase decision-making process. Relying on product experts helps customers lessen the risks in buying and diminish the control the firm's communication may have on them. Above all, the information shared by opinion leaders is extremely influential: experts in the field, through a single blog post or review, may change the likings and purchase intents of a wide range of people (Adjei *et al.*, 2010, *referred in* Alexander & Jaakkola, 2016). Such behaviour can be expressed through WOM, eWOM, referrals and recommendations, customer references and testimonials, and may include the expression of (positive or negative) product- or firm-related experiences (Alexander & Jaakkola, 2016).

For the customer, the benefits derived from engaging in influencing behaviour is connected to the influence they portray when rewarding or punishing a company, respectively, for good or poor service. Satisfied or dissatisfied customers will want to reciprocate the experience, accordingly, by praising the firm or cautioning others to prevent from transacting with the provider (Blazevic *et al.*, 2013, *referred in* Alexander & Jaakkola, 2016).

To the firm, influencing behaviour that is positive, like advantageous WOM, influences the perceived value of the company's offer and customer loyalty. However, when negative influencing behaviour occurs, outcomes such as customers' depreciated brand perceptions can also result in big impacts for the firm (Hollebeek & Chen, 2014).

#### *Augmenting behaviour*

This type of CEB is described as "*customer contributions of resources such as knowledge, skills, labour and time, to directly augment and add to the focal firm's offering beyond that which is fundamental to the transaction*" (Jaakkola & Alexander, 2014, p. 7). Contrary to co-development - where the company holds the control of deciding whether to apply or not customers' ideas and contributions - augmenting behaviour relates to the customers' own perception of offering modification, taking initiative to adapt, change and build new content or uses, irrespective of the preferences of the focal firm (Jaakkola & Alexander, 2014). The value benefits of augmenting behaviour, for customers, include services or products adapted to their personal needs, through personalization, and outcomes related to the social benefit created by the cooperative effort, in addition to the cultural, social, and intellectual significance of cooperating with brand communities (Alexander & Jaakkola, 2016).

These C2C interactions are, according to Sussan (2012), more likely to intensify over time while traditional B2C relationships diminish, opening the way for firms to be more facilitators



(instead of controllers) of engaged behaviours happening between a set of players (Alexander & Jaakkola, 2016).

#### *Mobilizing Behaviour*

The last type of CEB is described as “*customer contributions of resources, such as relationships and time, to mobilize other stakeholders’ actions towards the focal firm*” (Jaakkola & Alexander, 2014, p. 9), either by provoking the focal firm to change a decision, or by creating opportunities for the company to make a positive change. Examples include socially responsible customer actions, where others are organised to act in a certain way towards a focal firm, and may be put into practice through “boycott” activities or “buycotts” – movement of buying the brand’s products to actively support it – of specific products or services (Paek & Nelson, 2009, *referred in* Alexander & Jaakkola, 2016).

By encouraging companies to modify decisions or behaviours, customers gain benefits since they are investing in what they consider to be important to them – which then generate engagement behaviours. For the company, depending on either “boycott” or “buycott” actions, value outcomes may result in negative or positive changes in sales, respectively, and in customer acquisition. Additionally, firms benefit in the sense that they are able to accomplish offering improvements by using customers’ contributions, where they might not be able to achieve on their own (Alexander & Jaakkola, 2016).

As previously mentioned, consumer brand-engagement and consumer engagement behaviours do not solely take place in offline settings or environments. The online world has been growing in use and importance in the last ten years. Many brands have been committed in focusing (sometimes, entirely) in connecting with their consumers through online sites and social media networks. This process is what also allows for consumers to become fully engaged with brands, giving ways for relationships between brands and consumers to be more interactive.

## **2.2 Online Brand-Community Engagement**

Over the last decades, the rising of the Internet as a communication channel has allowed for geographically-dispersed entities, who share mutual interests and values, to converge online (Thomsen *et al.*, 1998). The world of social media, mainly, has given its users a wide and global communication platform that promotes the exchanging of information and knowledge through interacting with each other through social networking sites, blogs, and online brand communities (Chen *et al.*, 2010, *referred in* Zheng *et al.*, 2015). Discussion forums, newsgroups,

chat rooms, e-mail, and personal web pages (De Valck *et al.*, 2009) are examples of tools the Internet has provided for interaction to occur (Brodie *et al.*, 2013).

According to Calder, Malthouse, & Schaedel (2009) – who addressed, in their work, the impact of online engagement on advertising – consumer engagement with a website is a selection of experiences with the site itself. The authors refer to experience as being a consumer's belief about how a specific website suits into her/his life, meaning that consumers trust the site in providing information to advise them about relevant decisions, and to help them achieve something in their lives. Sites can be engaging by contributing with high levels of a functional experience or because they are entertaining for the most part (Calder, Malthouse, & Schaedel, 2009).

In terms of becoming engaged with something or a given engagement object, what the authors Calder, Malthouse, & Schaedel (2009) refer to as 'Personal Engagement' is visible in experiences which are similar to those that people usually have with newspapers and magazines. People participate in social experiences with both online and print content when, for instance, they make references to an article they have read. 'Social-Interactive Engagement', on the other hand, is often related to experiences that are more exclusive to the online context – such as socialising with others through a web forum or site, or by engaging in discussions (Calder, Malthouse, & Schaedel, 2009).

Another example, set by Mollen & Wilson (2010, p. 5), describes consumer engagement within online contexts as "*the cognitive and affective commitment to an active relationship with the brand as personified by the website or other computer-mediated entities designed to communicate brand value.*" This definition involves the dimensions of user's level of perceived relevance and utility ('instrumental value'), 'sustained cognitive processing', and 'experiential value' – which signifies, the amount of emotional consistency with the narrative found in computer-mediated entities (Brodie *et al.*, 2013).

For instance, even though social networking sites, such as Facebook, had initially the goal of helping individuals to interact with their family and friends, they also use them to connect with brands. That is why, more and more, social networking sites have been the place where individuals, who share common interests toward a brand, come together in the form of online brand communities, which then allows them to interact and engage with the brand (Brodie *et al.*, 2013).

Few studies have focused on engagement in online brand communities. Often, they have directed their attention towards objects of engagement such as product or service engagement (Calder *et al.*, 2013), brand engagement (Hollebeek, 2011), or media engagement (Calder,

Malthouse, & Schaedel, 2009), as previously mentioned. However, the curiosity regarding virtual or online brand communities has grown in the past years, both in academic research and in practice. While brand communities can exist in both offline and online contexts, the virtual arena has been viewed, progressively, as an important environment (McKenna *et al.*, 2002, *referred in* Dessart, Veloutsou, & Morgan-Thomas, 2015).

Online brand community engagement, and its incredible potential, is shifting the way companies communicate and interact with consumers (Malthouse, Calder, & Vandenbosch, 2016).

### *2.2.1 Online Brand communities: conceptualization and characteristics*

In the current marketing literature, the multiplication of online brand communities and their effects has gained significant attention by scholars (Chan *et al.*, 2014).

Muniz & O'Guinn (2001, p. 412) were the first ones to define 'brand communities' as '*specialised, non-geographically bound community, based on a structured set of social relationships among admirers of a brand*'. As for the notion of like-minded consumers engaging with a community, it was first introduced by Algesheimer *et al.* (2005) who defined community engagement as the intrinsic motivation felt by community members to cooperate and interact with each other (Dessart, Veloutsou, & Morgan-Thomas, 2015). Following the same path of Muniz & O'Guinn (2001), Bagozzi & Dholakia (2006), as well as Jang *et al.* (2008), also define brand community as a non-geographically-based group, characterised by an organised structure of social relationships between a brand's admirers (*referred in* Royo-Vela & Casamassima, 2011).

In social networking brand communities, fans and consumers can create interactions with other consumers and the brand itself by 'liking' and commenting on posts made in the page, or by sharing user-generated content (Rellina *et al.*, 2016). On Facebook – the biggest online social networking site – each user can have associated one or more profiles, with several types of information, such as photos, liked pages, or lists of personal interests. At the same time, users are also able to participate in public or private conversations and become members of a network of friends and groups (Royo-Vela & Casamassima, 2011).

Being a member of a social networking site such as Facebook allows users to freely join a set of networks depending on the city they live in, region, school, workplace, and university. Only 'friends' as well as those who participate in the same network are able to see the user's detailed profile. Alternatively, users can also be a part of groups or networks depending on mutual social interests – arts, fashion, science, politics, and so on – without being acquainted with each other.

However, members will still use that platform of shared interests to meet new friends, share thoughts and knowledge, as well as emotional support, be entertained, and so on (Royo-Vela & Casamassima, 2011).

In accordance, Hagel & Armstrong (1997) state that virtual communities also allow consumers to establish relationships, and experience their fantasies. They also allow users to exchange resources, in terms of collecting information about a product that will help them make decisions regarding future purchases. This information is usually provided by other users who have acquired the product and who share their thoughts on it. Virtual or online communities also help accomplish hedonic goals, being interaction a means to build a positive as well as convergent experience (Royo-Vela & Casamassima, 2011).

Roy-Vela & Casamassima (2011) determined that users of virtual brand communities (VBCs) tend to register for the community having their real names associated with the account, as well as real email address, phone number, school or university attended, or their home address. They also seem to be extremely motivated in participating in ‘favor-for-favor’ relationships that mirror social interactions in real-life. Many of them engage in enthusiastic conversations, through posting and commenting on the discussion pages, while being entirely motivated to interact with other members, on a daily basis (Royo-Vela & Casamassima, 2011).

Hennig-Thurau *et al.* (2004) offered one of the most outstanding studies related to consumer engagement in online brand communities. Building from the works of Balasubramanian & Mahajan (2001), the authors established five key motivational sets of user participation in online forums, namely, focus-related utility – helping the brand, being concerned about other consumers, exerting power, and social benefits –, consumption utility – seeking advice after purchase –, moderator-related utility – problem-solving and convenience support –, homeostase utility – revealing positive and voicing negative emotions – and, lastly, approval utility – related to economic rewards and self-enhancement motives (Zheng *et al.*, 2015).

Virtual Brand Communities can also be created within an online community that had the sole purpose of being a platform of discussion of general topics. Additionally, online brand communities can also be built by the brand itself as a way of enhancing its brand equity – that is the example of brand communities such as the Nike Talk. Online brand communities can also be created within general social networking sites (e.g., Facebook), where one or more loyal consumers or admirers engage in that task. Often, when it comes to an official online community in a platform like Facebook, brands are the ones who develop such communities (Royo-Vela & Casamassima, 2011).

Zheng *et al.* (2015), building on previous studies about user engagement in online brand communities, describe user engagement in such contexts as “individual participation and promotion behaviour”, while trying to analyse the impact benefit and cost factors have on user engagement in online brand communities.

Overall, an online or virtual brand community, according to Muniz & O’Guinn (2001), is built around three fundamental aspects: 1) a feeling that bonds every member to other community members and to the community brand – “consciousness of kind”; 2) the development of a sense of commitment or moral responsibility between the community members; and 3) the traditions and rituals shared by members of the community, which allow them to exchange and reproduce the community’s meaning and value within and outside the brand community (Royo-Vela & Casamassima, 2011).

### *2.2.2 Previous Studies about Online CBE in the Marketing Literature*

The concept of engagement comprises a highly complex network of interactions where the object of engagement can be fixed in various sites which include platforms, other members or individuals, brands, and others. Given a specific context, engaging with different entities, or objects, can happen simultaneously, can be common, and inter-related – which contrasts with the latest studies, where engagement is often directed toward a specific object, most often a brand, individually (Dessart, Veloutsou, & Morgan-Thomas, 2015).

According to Sung *et al.* (2010), there are six social- and psychological-related motives as to why consumers engage in social networking sites, specifically, interpersonal utility, entertainment seeking, brand loyalty, incentive seeking, information seeking, and convenience seeking (Chan *et al.*, 2014). Other scholars such as Brodie *et al.* (2013) in their attempt to examine the nature and scope of consumer engagement in an online brand community context, suggest that consumers who are engaged reveal greater satisfaction, connection, consumer loyalty, trust, commitment, empowerment, and emotional bonding. Brand communities on social media sites can also bolster obligation towards society, shared consciousness, trust, shared rituals and traditions, and customer loyalty, according to Laroche *et al.* (2012) (Chan *et al.*, 2014).

Goals seem to be an important motivator in understanding why users of online communities engage in active participation (Rellina *et al.*, 2016). Accordingly, it seems that in the marketing area, the primary reasons for individuals to participate in brand communities and for actions such as seeking advice or information, self-expression, helping others, or discussing with similar individuals, are goal-related (Baldus *et al.*, 2015; Dholakia *et al.*, 2004; Hennig-Thurau

*et al.*, 2004). Thus, community members may look at goals as a link or a shared desire between themselves, a motivation that seems to lack in those members who willingly do not participate in an online community (Bishop, 2007, *referred in* Rellinga *et al.*, 2016). This desire to achieve a specific goal is what distinguishes passive from active consumers and brand community participants (Rellinga *et al.*, 2016). Accordingly, Rellinga *et al.* (2016) conclude that the active participation in an online brand community is contingent on the members' perception of how the community will help achieve their objectives.

The authors arrange those goals into categories that are of functional and social nature. Building on those two main types of goal, they determine two key types of social networking brand communities: a) social-goal communities that usually offer social benefits and assist their members in fulfilling social goals; and b) functional-goal communities, that offer, mainly, functional benefits and allow their members to achieve functional goals (Rellinga *et al.*, 2016). Social benefits include benefits of personal integrative and social enhancement nature (for instance, approval and social support of other members), that is achieved by community users through the establishment and maintenance of interaction with like-minded admirers of the brand (Dholakia *et al.*, 2004). Hence, having positive communications (i.e., positive WOM) should be the main interest of members of a social-goal community (Rellinga *et al.*, 2016).

As for those who seek functional-goals, they might be looking for functional benefits that include exchanging brand- or product-related information between community members that may not exist or be comparably reliable outside the community (Rellinga *et al.*, 2016). This also works when there is negative information about a brand, which is considered as being less trustworthy outside the community than inside it, since the latter usually comes from reliable brand admirers or experts (Cheung, Luo, Sia, & Chen, 2009). Therefore, a primary benefit given by a functional-goal community is that users gain more valuable and objective information regarding the brand that is created by the knowledge sharing process of members (Dholakia *et al.*, 2004; Nambisan & Baron, 2007; Zaglia, 2013). This makes seeking any possible negative brand-related communication a primary interest of functional-goal community members (Rellinga *et al.*, 2016).

On the one hand, community participants look for social benefits and the chance to display their passion for the community's object, i.e., the brand (Dholakia *et al.*, 2004; Nambisan & Baron, 2007; Zaglia, 2013). On the contrary, functional benefits seekers share insights and try to obtain informational value from other members' opinions as a way of achieving specific goals – for instance, making decisions about future purchases (Dholakia *et al.*, 2004) (Rellinga *et al.*, 2016).

How and at what level participants engage with online brand communities results from a set of brand-related aspects, such as trust in and satisfaction from the brand (Brodie *et al.*, 2011b) the value users expect to get from group membership (Gummerus *et al.*, 2012), brand identification, and the identification, itself, with the virtual community (Algesheimer *et al.*, 2005) (Dessart, Veloutsou, & Morgan-Thomas, 2015).

According to Brodie *et al.* (2013), consumer engagement in online brand communities requires distinct interactive experiences between a brand and its consumers, or between members of the community. In addition, the authors propose that consumer engagement is a psychological state, dependent on context, and defined by oscillating intensity levels that arise within iterative and dynamic engagement processes (Brodie *et al.*, 2013). Plus, interactions between customers and brands within an online brand community are perceived as exchanges. When the community contributes with valuable service and useful information, and pursues solid relationships with customers, members will mirror such efforts through positive behaviours and attitudes toward the community (Chan *et al.*, 2014).

#### *2.2.2.1 OBC belonging, participative belonging and non-participative belonging*

Participation and belonging have often overlapped or have been wrongly used in the literature. However, some definitions regarding these concepts have been suggested. McWilliams (2000), for instance, describes the idea of belonging to an online brand community by referring to the term ‘affiliation’, proposing that it can be viewed by the consumer and user as a social benefit for social integration and identification purposes (Royo-Vela & Casamassima, 2011). Additionally, individuals seem to participate in virtual communities to be kept in the circle and to maintain relationships with others, regardless of physical location and time issues (Gangadharbatla, 2008). Hence, one can assume that individuals join online brand communities, and engage in its activities, for the simple satisfaction they obtain for belonging to that specific community (Royo-Vela & Casamassima, 2011). Belonging, however, by definition, is prior and a requirement of participation, since the user will have to register, first, in the online community if he/she desires to participate in the community.

McWilliams (2000) suggests that in the participation process is entailed mutual consumption (i.e., review of opinions and thoughts) as well as production (i.e., sharing posts). Even though each individual may be involved in some kind of consumption, not all of them are inevitably engaged in the production part (Balasubramanian & Mahajan, 2001). Accordingly, it seems that participation is characterised by two dimensions, the first one defined as active participation and the second as passive participation – the former involving both consuming and producing activities, and the latter involving just consuming activities (Royo-Vela & Casamassima, 2011).

Roy-Vela & Casamassima (2011), through the conduction of a netnography and online interviews, propose a third dimension. While some members fully participate and interact in the online community, others seem to solely register for psychological motives and rarely (or never) take part in the community's activities (actively or passively). Given the authors belief that such dimension cannot be associated to participation, they name it non-participative belonging, which is described as the sole registration in a virtual community without ever engaging (passively or actively) in its activities. Even though the member is not participating in the group's activities, it is perceived as a means for the individual to display his/her interests, personality, way of life, and so on (Royo-Vela & Casamassima, 2011).

While it has been showed that consumers' participation in an online brand community increases their brand loyalty (Casaló *et al.*, 2007; Benyoussef *et al.*, 2006), it also impacts members' behaviour (*reffered in* Royo-Vela & Casamassima, 2011). Specifically, it appears that community participants feel a need to criticize and belittle the competitors' offering that is similar to the admired brand (Muniz & O'Guinn, 2001) (Royo-Vela & Casamassima, 2011).

#### *2.2.2.2 Antecedents and consequences of Online Consumer-Brand Engagement*

Consistent with Blau (1964), who proposes that people's actions are fundamentally aimed toward self-interest, Zheng *et al.* (2015) suggest that social networking sites' users are inclined to participate and endorse online brand communities when benefits are expected to be given. The reason relates to people contemplating benefits and costs prior to making a decision on their actions.

Nambisan & Baron (2007) propose that, in business-to-consumer contexts (B2C) consumer participation in online brand communities is also triggered, mainly, by the existing expectation in gaining benefits from engaging in those activities (Brodie *et al.*, 2013). This suggests consumers view engaging in mutual and interactive communications and actions as rewarding, in precise ways.

In the works of Hennig-Thurau *et al.* (2004), we can find eight distinctive elements that motivate individuals into engaging with virtual communities: (1) expressing negative feelings; (2) concern for other consumers; (3) self-enhancement; (4) seeking advice; (5) social benefits; (6) economic benefits; (7) site assistance; and, (8) helping the brand. In line with other authors examinations, out of the above-mentioned factors, "social benefits" have also been suggested to influence consumers intensely, hence highlighting the "two-way nature" of consumer engagement (Brodie *et al.*, 2013). Additionally, Hennig-Thurau *et al.* (2004) suggest that users are more motivated to share and participate in online brand communities if economic benefits are provided. On the contrary, costs may discourage members from participating in and



promoting online brand communities if they perceive that the amount of time spent on being committed to engaging is higher than the benefit of participating in the community (Zheng *et al.*, 2015). It is this evaluation of the balance between cost and benefit that may affect consumers' engagement behaviour (Brodie *et al.*, 2013). Hence, consumers engage with virtual communities when they sense that its utility, interest, and value compensate the level of perceived risk.

On the other hand, Chan *et al.* (2014) introduce four community elements – system support, community value, freedom of expression, and rewards and recognition – as antecedents of customer engagement in online brand communities. The authors propose that those community characteristics might perform a crucial role in engaging customers and that they contribute to the online brand community success, on social networking spaces.

According to Brodie *et al.* (2013), the process of consumer engagement is greatly experiential, interactive, and built upon several sub-activities, such as “learning,” “sharing,” “advocating,” “socializing” and “co-developing”. Through promoting focal brands, exchanging personal experiences, influencing others, and suggesting ways to use products, members may impact value-in-exchange and value-in-use (Lusch & Vargo, 2006; Schau *et al.*, 2009).

Through active participation in online brand communities and activities such as posting messages, commenting and sharing positive word-of-mouth, members are able to interact quickly with other like-minded people and be able to establish identical values and norms (Zheng *et al.*, 2015). This allows for the improvement of interpersonal relationships and the development of a sense of community (Kim *et al.*, 2008; Madupu & Cooley, 2010), thus contributing to the creation of online community commitment. Moreover, in an online brand community, users and visitors – by engaging in individual and/or cooperative effort – develop and co-create value for all those involved (the brand, themselves and other users) (Porter & Donthu, 2008; Schau *et al.*, 2009), and feel empowered to do so.

In consumer-to-consumer (C2C) conditions (e.g., in online communities created by consumers and admirers of a brand and not by the brand itself), consumers interaction and engagement in online communities may result in affiliation, bonding, and proximity towards each other (Oldenburg, 1999, *referred in* Brodie *et al.*, 2013). Consumer engagement may also result in consumer satisfaction and loyalty, connection and emotional bonding, commitment and trust, and consumer empowerment (Brodie *et al.*, 2013).

It is through engagement with the brand communities on online social sites that customers demonstrate interest and emotion toward the brand (Cheung *et al.*, 2011), and they participate in promoting positive word-of-mouth and repurchase intentions (Kumar *et al.*, 2010). However,

engagement in online brand communities can also include co-destruction of brand value, or impoverishment of value by customers and providers (Dolan, Conduit, & Fahy, 2016). Such damaging behaviour can be triggered by consumers' perceived reputation of the brand, self-confidence, product involvement, proximity of others and attitudes to the business in general, and perceived worthiness of complaining (Lau & Ng, 2001).

Over the last years, individuals have directed their focus towards online sites to share negative experiences and complain about brands to brands. This happens since social media sites such as Facebook give dissatisfied consumers the opportunity to reach larger audiences (Dolan, Conduit, & Fahy, 2016).

Dolan, Conduit, & Fahy (2016) explore the specific engagement behaviours in social media, building from two key elements: the valence of the behaviour and the intensity at which it is expressed. Particularly, the authors propose that online brand community users exhibit three levels of positively-valence engagement behaviour, such as consumption, contribution, and creation, plus two more levels of negatively-valence engagement behaviour, mainly detachment and destruction.

As an example, in June 2014, a mother turned to a wine brand's Facebook page to demonstrate her anger towards the company, insisting she was forced to breast feed in public after the winery employees deprived her of accessing to a private area during a wine festival. The publication, which also stated a recount of the disappointing way employees treated her, was shared over 10.000 times, leading to substantial negative publicity and national news coverage for the brand. In consequence of the customer's negatively-valence destructive brand engagement behaviour, the wine brand was forced to delete their Facebook page stating "we are not social media experts and were unsure of how to cope with the negativity". This reveals the influence destructive behaviour on social media can have on a brand (Dolan, Conduit, & Fahy, 2016).

Nevertheless, the action of participating in co-destruction of brand value can also be represented by individuals who are highly motivated in damaging the perception one has of a specific brand, its products or, even, its business. These individuals – consumers or non-consumers of a specific brand – do not only share negative feelings and messages toward a specific brand, but also become engaged in doing so – thus opening ways for the study and examination of a new concept in the marketing literature that is Negative Brand Engagement.

## 2.3 Negative Brand Engagement

*“You know, if you want to fly this rag of an airline you are really taking your life into THEIR hands. Just a LITTLE research on your part and I think you will be astounded by the sheer volume of incidents or mechanical mishaps this airline suffers through weekly. Good luck. AND BUY LIFE INSURANCE!”*

As we have been discussing so far, it is certain that consumer-brand engagement, engagement platforms and the various effects engagement has on brands and consumers are subjects that have rightly been of interest to scholars and specialists alike. Still, there is the assumption that consumer-brand engagement entails a positive manifestation between the parts involved. However, not all CBE is made of positive expressions.

The comment above about American Airlines was published by an unwavering advocate against the airline company, who deliberately wanted to punish and damage the company by not only cautioning actual or potential customers of the airline’s poor performance, but also by inciting others to take actions for themselves and, ultimately, boycott the brand and tarnish its reputation. This demonstrates the existence of a darker side in Consumer-Brand engagement, specially, in the presence of communities that have the sole purpose of damaging the brand’s reputation.

Accordingly, online social sites are not exclusively used to express affection or positive expressions toward the brand. More and more customers are using such tools, like forums and blogs, to also manifest their frustrations and negative opinions about specific brands. Often, in a continuous and engaging way. Consumers may utilize those platforms because of the sense of perceived anonymity or greater reach compared to offline contexts. However, the certainty is that brands have been losing control of the ways in which consumers communicate, when compared to the past (Juric, Smith, & Wilks, 2016).

Since a conceptualization on NCBE has been neglected in academic research and marketing practice, the purpose of this section is to give insights into the subject, by providing the latest (yet, minimal) literature contribution to NCBE.

NCBE is perceived as a universal illustration of negative word-of-mouth, revenge-based and complaining actions – known as negative consumer behaviours –, motivated by the perception that a consumer’s exchange with a brand or brands has resulted in value co-destruction (Smith *et al.*, 2013) for the consumer, and that are carried out with the intention to hurt the brand’s value (Juric, Smith, & Wilks, 2016). As a result of the motivators’ nature of NCBE, consumers’ intents concerning the brand, its consequences and effects, and the general characteristics of the

engagement process, Juric, Smith, & Wilks (2016) discuss NCBE as distinct from negatively-valenced customer brand engagement (Hollebeek & Chen, 2014; Van Doorn *et al.*, 2010).

### *2.3.1 Conceptualising NCBE in relation to consumer engagement and negatively-valenced consumer engagement*

Within several subjects, the concept of negative engagement has been discussed. Some examples include educational psychology, childhood psychology, early childhood research, family and abnormal child psychology, information technology, and information system science (Juric, Smith, & Wilks, 2016).

Research within the Marketing field has discussed several aspects regarding negatively-valenced consumer behaviours, cognitive and emotional states and goals, both in offline or online contexts (Juric, Smith, & Wilks, 2016). Thus far, researchers have mostly regarded the advantageous and positive side of consumer brand engagement, both to consumers and firms, while only a small number of studies (for instance, Brodie *et al.*, 2013; Hollebeek & Chen, 2014) have acknowledge the damaging, negative, and unfavourable side of the construct. Still, despite the effort of some scholars, the original and given conceptions on customer engagement fail to provide the potential expression of negative engagement (Juric, Smith, & Wilks, 2016). As previously mentioned within the Brand Engagement section, Consumer Engagement, in the works of Brodie *et al.* (2011), can be defined as a psychological state, that results from interactive and value co-creation experiences consumers share with brands, or other stakeholders. Such conceptualization – although accepted and used by many scholars – adopts a positively-valenced assumption about consumer engagement (value co-creation), instead of making ways for a negative valence to be considered within the construct (value co-destruction) (Juric, Smith, & Wilks, 2016). However, some researches on consumer-brand engagement have highlighted the negative manifestations of brand engagement. Van Doorn *et al.* (2010), for instance, proposed that customer engagement can result in positive and negative behaviours (giving a favourable review about a brand's offering, or acting publicly against a brand, respectively).

Building on that framework, Hollebeek & Chen (2014) have also contributed to the model, by highlighting the possible motivators and effects of positively and negatively valenced brand engagement. Building from the model of consumer engagement by Hollebeek (2011b), Hollebeek & Chen (2014) start by working on the three key aspects of immersion, passion, and activation (previously discussed), into the concept of consumer brand engagement, in order to involve the negative side of the construct. Thus, they extend and improve Hollebeek's (2011b)

work by defining “immersion” as “*the level of a consumer’s positively/negatively valenced brand-related thoughts, concentration and reflection in specific brand interactions*”. Secondly, the authors describe “passion” as “*the degree of a consumer’s positively/negatively-valenced brand-related affect exhibited in particular brand interactions*”, therefore introducing the emotional aspect of engaging with specific brands. Lastly, the manifestation of a “*consumer’s positively/negatively-valenced level of energy, effort and time spent on a brand in particular brand interactions*” is defined by “activation”, thus evoking the behavioural element found in engagement processes (Hollebeek & Chen, 2014, p. 66).

When comparing to Van Doorn *et al.* (2010), both works undertake a positive and negative valence on engagement, while stating, as well, that they are opposite sides of the same concept (Juric, Smith, & Wilks, 2016). Alternatively, some authors such as Smith *et al.* (2013) suggest that the conceptualization of negative engagement can be viewed as a different concept, as a result of distinct sustaining nomological aspects and processes, when compared to brand engagement (Juric, Smith, & Wilks, 2016).

Although consumer engagement is perceived as being a circular and dynamic process-based construct that usually develops within a set of iterations, there is no unanimity on what such process really entails (Juric, Smith, & Wilks, 2016).

Building from (positive) engagement, we can view NCBE as state and a process, as well, since it could be perceived as context-dependent, characterised by fluctuating intensity levels that occur within a dynamic, iterative engagement process (Brodie *et al.*, 2011), made up of a set of states. Plus, NCBE, in spite of having a time frame and being episodic, instead of continuous, is also enduring (Juric, Smith, & Wilks, 2016).

Consumers’ negative cognitive, affective and behavioural reactions – NCBE – can be also motivated either by the occurrence of an unsuccessful consumer-brand resource integration or recuperation, an event or by the remembrance of that event. That event, or its remembrance, may provoke negative emotions and lead consumers to act (Juric, Smith, & Wilks, 2016).

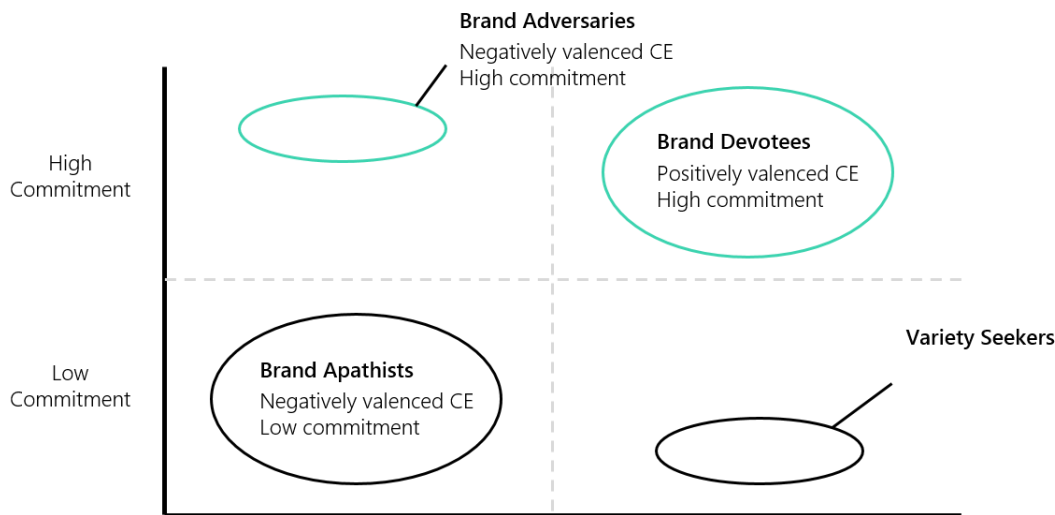
The former statement also shows that the multi-dimensionality aspect has also been proven to exist in NCBE (just like “positive” Brand Engagement”). The cognitive element is present in the form of consumers, in online settings, giving judgements, opinions, making criticisms, comparisons or evaluations, or solving specific problems (Juric, Smith, & Wilks, 2016). Since negative stimuli entails high levels of informative value it evokes greater cognitive work, i.e., information processing and results in more elaborate cognitive manifestations and stronger evaluations (Ito *et al.*, 1998). As an example, an analysis into members’ engagement with an

Air Miles loyalty plan discovered that negatively-valenced publications were, on average, three times longer when compared to other posts (Juric, Smith, & Wilks, 2016).

Affective reactions, on the other hand, are viewed as a set of emotions which are triggered by an experience or group of events. Negative emotions result in behaviours that have the purpose of recovering the disrupted relationship with a given situation, provoked by a specific event. As for behavioural manifestations, they are frequently displayed as the online-initiated activity, itself, of creating a forum or a blog, and the expressed offline actions or any future behaviours (Juric, Smith, & Wilks, 2016). Juric, Smith, & Wilks (2016) suggest that the level of intensity of consumer engagement is manifested by how complex cognitive processes are, the quality of emotional positions, and if consumers initiate and carry out certain behaviours.

Hollebeek & Chen (2013), for instance, try to go further into the conceptualization of negative brand engagement, by proposing a model, ranging from positively- to negatively-valenced displays of customer engagement (Figure 2). In their framework, when in positive valenced consumer engagement, those displaying high commitment toward an object (often, a brand) are viewed as brand devotees, with a strong connection with the specific brand and engaged in co-creating value.

**Figure 2** Conceptual Model of positive- and negative-valenced CBE. Adapted from: Hollebeek & Chen (2013).



However, in the same conditions (high commitment), yet in negative valenced consumer engagement, individuals become brand adversaries, also connected, in a sense, with the focal object, but with the intention to destroy or damage the brand. This also supporting the theory that positive and negative brand engagement are two opposite sides of the same construct (Hollebeek & Chen, 2013).

Nevertheless, contrary to the example above, when comparing to NCBE, negatively-valenced consumer engagement is described as an absence of desire to cause any harm. Rather, the engagement behaviours remain fixated on the intent to co-create value for the firm (Juric, Smith, & Wilks, 2016). When a user says, while complaining and expressing frustration, that a brand should act a certain way or make specific adjustments in order to provide the best experience for consumers, he or she is engaging in co-creation processes. Picking up on the example provided by Juric, Smith, & Wilks (2016), as a Call of Duty user affirmed “*Well, the only way WE can help fix it is to report EVERY player and hammer them with data. I know this doesn’t fix it. It will just show the scope of the problem*”. Although such manifestations may unintentionally damage the brand, the intent to cause harm is not originally present.

Having all the conditions aforementioned in mind, Juric, Smith, & Wilks (2016, p. 285) propose a working definition of NCBE: “*Negative customer brand engagement is a series of mental states and an iterative psychological process, which is catalyzed by perceived threats (or a perceived or reconstructed threat) to self. To reduce dissonance, associated with perceived self-threats, customers take part in premeditated, interactive experiences with or about the brand and associated actors through coping strategies, which result in positive value for the self and intended negative value for the brand*”. Just like consumer engagement, the authors also state that negative customer engagement is a “*complex, contingent, multi-dimensional construct [cognitive, affective, and behavioural aspects]*”. Plus, contrary to “positive” CBE, NCBE behaviours have the purpose to co-destruct value (Juric, Smith, & Wilks, 2016).

### *2.3.2 Why customers negatively engage: antecedents, triggers, and possible outcomes*

Picking up on the works of De Matos & Rossi (2008) and Wangenheim (2005), consumers’ negative engagement behavioural expressions are triggered by negative direct and indirect events or experiences with a brand, dissatisfaction, and concerns with perceived value or quality of service. In general, consumers’ expectations and interactions with a brand are important motivators of NCBE, specially, when a critical experience occurs (Juric, Smith, & Wilks, 2016). Among several subjects, antecedents and how they are defined, however, is dependent on how a specific behaviour is being perceived, defined or conceptualised. As previously stated, within Brand Engagement, Van Doorn *et al.* (2010) propose that antecedents of customer engagement are customer, brand and context-dependent – which may then apply to NCBE.

Juric, Smith, & Wilks (2016) theorize antecedents as circumstances or inclinations to act and triggers as critical events the consumer experiences. Consequently, such events end up resulting

in negative engagement processes that lead the consumer into expressing negative engagement behaviours.

According to these authors, triggers, in the form of critical events, can be simple or full of complexity, unique or cumulative events. For instance, an ex-user of Ryanair developed an entire online site as a result of a singular incident with the airline company, and a Call of Duty player built a blog to write about his or her dissatisfaction regarding a new game performance. Picking on Ryanair's example, others evoked several experiences with the brand, which accumulated over time: *"However, after 3 agonizing and infuriating 'incidents' with Europe's leading discount airline, I finally learned my lesson and firmly put my foot down and refused to fly Ryanair again"* (Juric, Smith, & Wilks, 2016).

The regularity and severity of negative engagement behaviours have also been found to progressively develop when caused by constant incongruence between consumers' expectations and a brand's behaviour (Chylinski & Chu, 2010). Driven by vengeance, concern for other current or potential consumers, and the desire to feel less anxious, consumers act through diverse ways: while some use negative, even malicious and vindictive WOM (Grégoire & Fisher, 2008) to diminish the frustration motivated by dissatisfying experiences, others go beyond and are proactive in attempting to damage the brand (Juric, Smith, & Wilks, 2016).

Plus, the nature of the relationship between consumer and brand is also relevant when predicting the intensity of the interactive actions lead by consumers (Juric, Smith, & Wilks, 2016). Relational consumers may pardon brands easier, for a given and early unethical behaviour or unsatisfactory service, when the risk of harm is not high. However, consumers become gradually displeased as the level of harm tends to rise (Mattila, 2004). Those who express strong and deep attachment toward a brand may feel deceived and respond more intensely than other, transactional consumers, who are not deeply connected with the brand (Grégoire & Fischer, 2008).

In the study of Juric, Smith, & Wilks (2016) other aspects, related more to the individual's self, seem to influence how consumers express negative engagement behaviours. In their analysis on how bloggers manifested their negative engagement behaviours toward a specific brand or service, individuals seemed to display features, such as individualism, opinion leadership, desire for self-enhancement, assertiveness, knowledge, resources, and computer skills – enablers of the interaction between consumers and brands. Individualism, assertiveness, along with altruism, consumers' disposition to attribute culpability or their perceptions of injustice have been viewed as key antecedents of various forms of negative engagement behaviours (Juric, Smith, & Wilks, 2016). Those who seem more prone to express their complaints and



objections to companies, or to friends, in an online context, are consumers who reveal high confidence, self-efficacy and perceived control, and who are risk takers (Juric, Smith, & Wilks, 2016). On the contrary, high levels of politeness, shyness or shame, and self-monitoring have been shown to negatively affect the probability to express and share negative WOM (Bodey & Grace, 2006).

Nonetheless, antecedents are not sufficient in clarifying why consumers react with changing levels of engagement, or why they manifest negative engagement behaviours (Juric, Smith, & Wilks, 2016), given the large amount of possible events and contexts that motivate such attitude and actions toward the brand.

On the other hand, NCBE include a number of effects to consumers – individual and groups – as well as brands. Despite the lack of a greater analysis on the effects and outcomes of negative engagement, Juric, Smith, & Wilks (2016) showed that consumers can experience positive and negative outcomes as a result of the expression of their negative engagement.

According to Djelassi & Decoopman (2013), negative WOM and other negative brand engagement behaviours result in great negative effects to brand equity. Other effects may include efforts to negatively impact current and future consumers, withdrawing, and customers looking for financial compensation. As for companies, because of NCBE behaviours led by customers, there is the probability of them losing relational and financial assets, as well as reputation (Smith, 2013). Plus, other outcomes, of a more relational nature, involve high distrust toward the brand, resulting in behavioural loyalty (instead of attitudinal), or a loss of customer-brand connection, among others (Juric, Smith, & Wilks, 2016). Consumer value destruction and its negative effects (which are damaging to brands) are always precedents of NCBE. Nevertheless, positive outcomes of negative engagement are not exclusive to consumers: if brands pay attention and listen to their negatively-engaged consumers' needs, they can also benefit from NCBE (Juric, Smith, & Wilks, 2016).

## **2.4 Traditional WOM and eWOM**

### *2.4.1 WOM Conceptualization*

Word-of-Mouth is perceived as an informal communication (contrary to formal, such as complaints or seminars), about products or services, and its evaluations, between private entities (Anderson, 1998). A crucial development in WOM literature and conceptualization has been provided by Harrison-Walker (2001). His two-concept model concentrated on WOM activity concerning the firm – such as the detail of the message, frequency, or number of people told –,

and WOM praise toward the firm – pride, preference – as perceived by the sender. The notion of “praise” can be compared to that of “valence”, even though the latter refers solely to a comment being positive or negative (Mazzarol, Sweeney, & Soutar, 2007).

On the other hand, to Anderson (1998) and Herr et al. (1991), WOM communication is defined in the following ways: it is usually either exceptionally positive or negative; an active recommendation may or may not be part of it; concerns specific, experienced, novel, or memorable events; and, when in negative WOM contexts, can comprise rumour, complaining, and product deprecation (Mazzarol, Sweeney, & Soutar, 2007). This indicates that the previous conceptualization of WOM made by Harrison-Walker (2001) lacks completeness and the exploration of the complexity and richness of the WOM construct. Plus, in their study, WOM is observed in terms of the level of WOM activity and praise concerning a particular company, through time. On the other hand, WOM communications toward a company can be provided to a single individual once or several times, to various individuals once or to a number of people different times, by a single customer (Mazzarol, Sweeney, & Soutar, 2007) – which contributes to the complexity of the WOM concept.

Thus, drawing from Harrison-Walker’s (2001) study, Mazzarol, Sweeney, & Soutar (2007) proposed several themes regarding the conceptualization of WOM. With that, they found that, beyond valence or favourability, the content of the WOM message and its richness (i.e., its complexity, and intensity) arose as a relevant theme of WOM. Such richness also involved other aspects including: the language used, given that highly expressive words or sentences define strong WOM; and the level of storytelling, since great stories were perceived as being enjoyable, amusing and social experiences for the parties involved (mainly, the receiver and the giver) (Mazzarol, Sweeney, & Soutar, 2007).

A second theme was the strength of advocacy which refers to the way the WOM message was delivered, instead of its content, and echoed the power of intention of the recommendation. The ways in which the communication occurred – for instance, with firmness, passion, or assertiveness –, along with body language aspects, seemed to enhance message communication (Mazzarol, Sweeney, & Soutar, 2007).

Mazzarol, Sweeney, & Soutar (2007) also highlight a set of motivations, along with contextual and personal conditions, that result in WOM activity. One of the triggers or motivations for people to engage in WOM activity was their perception of the necessity of information of the receiver – either positive or negative information. Plus, WOM appeared to occur in a serendipitous context, i.e., in a particular conversation, something in it triggered in the giver’s memory a reminder of a prior event with the brand or its offering. Other WOM trigger identified

was promotion, although it was generally related to negative, yet noteworthy, advertising (Mazzarol, Sweeney, & Soutar, 2007).

Additionally, conditions were identified as facilitators of WOM – even though they are not seen as motivators of WOM. Such conditions consist of the want to promote a brand or company by reason of positive perceptions developed throughout time. A different condition that worked as a facilitator was the closeness in the relationship between receiver and giver of WOM. This reflects the notion of Engel et al. (1969) where WOM is mostly usual between family and friends, and the theory of homophily (Gilly et al., 1998), where such communications between a giver and those who seek information is mostly expected to occur when the parts are alike (Mazzarol, Sweeney, & Soutar, 2007).

However, distinct from other previously discussed motivations to share WOM is the consumption-focused self-expression motive. Consumers who participate with consumption-focused self-expression word-of-mouth (CSWOM) have no intentional purpose of affecting other consumers' purchase intentions or assist them in making consumption decisions. Whether it may or may not impact other consumers, CSWOM has the sole purpose of informing others of that consumer's consumption behaviour, allowing them to be heard and to manifest their true self. Plus, those involved in spreading WOM for self-expression do not seek to be perceived as more experts or innovative, when compared to others (Saenger, Thomas, & Johnson, 2013).

In addition, those individuals, engaged in CSWOM, may also discuss about that specific brand to which they are loyal, without having any intent to influence that brand and its success. The action of commenting on brands that they like works solely as a way of communicating their self, therefore meeting an emotional need more than the desire to influence the brand (Saenger, Thomas, & Johnson, 2013). The degree to which individuals are motivated to engage in CSWOM is also dependent on personal characteristics, as other studies have discussed (Pagani, Hofacker, & Goldsmith, 2011; Thorbjørnsen, Pedersen, & Nysveen, 2007). Since consumption-focused self-expression WOM has no desire to promote the brand, this type of word-of-mouth communication is sometimes addressed as one of the most influential and credible types of consumer-generated communications with brands (Saenger, Thomas, & Johnson, 2013).

Notwithstanding, in general, WOM is acknowledged as having impacts on attitude (Doh & Hwang, 2009), brand awareness (Davis & Khazanchi, 2008), purchase intentions and decisions (Bickart & Schindler, 2001; Park & Lee, 2009), as well as revenue growth (Reichheld, 2003). However, traditional WOM literature has encountered several challenges in capturing WOM, because of its ephemeral and interpersonal characterization (Kim, Wang, Maslowska, & Malthouse, 2016). This difficulty also occurs due to the conceptualization of WOM being

clouded by two aspects. The first one relates to the perception that WOM is a fragment of a broader construct (for instance, loyalty). Loyalty is contingent on positive purchase or repurchase intentions and on positive attitude, based on cognitive, affective, and behavioural antecedents (Dick and Basu, 1994; Gremler and Brown, 1999, *referred in* Mazzarol, Sweeney, & Soutar, 2007). Hence, this suggests the distinctiveness between loyalty and WOM. Secondly, a widely accepted conceptualization of WOM is yet to be achieved since there is a continuous discussion that suggests, on one hand, that WOM is solely a positive or negative assessment about a brand's offering and, on the other hand, that WOM entails an active endorsement or recommendation (Mazzarol, Sweeney, & Soutar, 2007). Various scholars consider both aspects in their examinations (e.g., Brown et al., 2005; Maxham and Netemeyer, 2002) while others define WOM as being communications about products (e.g., Bayus, 1985; Still et al., 1984), and others assess WOM related to recommendations (e.g., Gremler and Brown, 1999; Hartline and Jones, 1996). The existing difference between recounting experiences with a brand and actively recommending it is, clearly, in need of being addressed (Mazzarol, Sweeney, & Soutar, 2007).

#### *2.4.2 WOM in online social settings: electronic WOM (eWOM)*

Recently, practitioners and scholars alike have demonstrated a renovated interest on the study of word-of-mouth, especially with the appearance of Web 2.0 and social media (Kim, Wang, Maslowska, & Malthouse, 2016).

Social media has changed, significantly, the manner in which particular brand consumers share WOM information. Up to the emergence of online platforms, consumers shared this information and their experiences with a limited group of people, face-to-face (Balaji, Khong, & Chong, 2016). With Internet and social media platforms available, such as brand websites, blogs, or other review sites, consumers freely voice their opinions about a specific brand, to have them be read by other consumers in real time (Pitt, Berthon, Watson, & Zinkhan, 2002). The advancement of electronic WOM (eWOM) has opened ways for new forms of marketing communication, instead of the one-way communication between brands and consumers, via mass communication channels, in which traditional marketing used to operate (Campbell, Pitt, Parent, & Berthon, 2011, *referred in* Kim, Wang, Maslowska, & Malthouse, 2016).

Due to the closeness of traditional online and offline WOM concepts, characteristics that the literature has identified as important in traditional offline contexts can also be perceived as being relevant in an online environment (Hennig-Thurau et al., 2004). Yet, some challenged this notion and suggested that determinants and characteristics of offline WOM may lack

appropriateness when trying to describe eWOM and its effects on consumer behaviour (Fu, Ju, & Hsu, 2015).

Fu, Ju & Hsu (2015) and Brown et al. (2007), for instance, affirmed that online contexts have several events and aspects which are exclusive to such environment (Table 3). In offline contexts, exit (non-purchasing actions) is often perceived as an economic action. Voice, on the other hand, represents a pure political statement (Fornell and Wernerfelt, 1987). In an online setting, however, voice is also a relevant economic action, that can impact other consumers intentions toward the brand (Lee and Lee 2006). Then, online or electronic WOM is an activity that is both social and visible (Mattila and Patterson 2004), as it has been suggested by several studies that the intention to help others is what motivates social behaviour. Those under mutual relationships rules often engage in helping others without any expectations of receiving anything in return (Fu, Ju, & Hsu, 2015).

**Table 3** WOM vs. eWOM – Comparison

	<b>WOM</b>	<b>eWOM</b>
<b>Mode</b>	Often oral or verbal Simultaneous communication as well as one-to-one communication	Several online forms One-to-many and one-to-one communications, as well as simultaneous and non-simultaneous
<b>Receivers</b>	Individuals	Individuals, public or small groups
<b>Senders</b>	Accountable and identifiable	Unidentifiable and identifiable
<b>Scope</b>	Constraints in time and space	Limited constraints in time and space
<b>Connection between receivers and senders</b>	Strong	Strong or weak
<b>Social risk associated with WOM</b>	Low	Low
<b>Speed diffusion</b>	Slow	Fast

*Source: adapted from Balaji, Khong, & Chong (2016)*

According to Hennig-Thurau et al. (2004, p. 39) eWOM is described as “any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet”. It differentiates itself from traditional word-of-mouth in three aspects: first, eWOM is presented in the written form and it can be read; second, it exists in public online forums or websites, available for any user, consumer or brand to observe; third, once online, eWOM is electronically stored and can be used in the future (Andreassen & Streukens, 2009, referred in Kim, Wang, Maslowska, & Malthouse, 2016). Plus, eWOM is a rapid and informal way of

exchanging thoughts and experiences with other geographically-dispersed consumers, concerning goods, brands or services (Cheung & Lee, 2012; East et al., 2007).

According to Sun et al. (2006), eWOM messaging is an activity of “online opinion leadership” in which people – mainly, opinion leaders – affect the behaviour, thoughts and attitudes of friends or others, thus indicating the usefulness individuals may find in eWOM when desiring to influence others. In fact, online conversations between brands and consumers, user-generated content, or eWOM – due to the convenience of these messages – have all the ability to affect consumer behaviour. In view of that, according to a NIELSEN report (2013), consumers trust more opinions found online than ads via mass media (Kim, Wang, Maslowska, & Malthouse, 2016). A more complete definition of the concept, by Hennig-Thurau et al. (2004), proposed that eWOM communications are any positive or negative speech generated by any present, potential, or past consumers regarding a product, service, or brand, that is accessible to a wide range of individuals throughout the Internet (Fu, Ju, & Hsu, 2015).

### *2.4.3 Negative WOM and eWOM*

Drawing from the theory of social sharing of emotion, of Rime (2009), humans are naturally compelled to share with others their emotional experiences. Living in a social setting and environment allows humans to manifest their feelings and emotions to those around them, as a way of seeking support, of venting, bonding or getting validation. Such phenomenon can also be viewed in negative consumption experiences settings (Kim, Wang, Maslowska, & Malthouse, 2016).

A significant amount of research on word-of-mouth (WOM) and electronic WOM (eWOM) investigates negative WOM expressions and behaviours of consumers displeased with a specific brand. Consumers make complaints, voice their dissatisfaction or even take part in sabotage and revenge actions, because of the perception of poor customer service or wrong behaviour by a particular brand (McColl-Kennedy, Sparks and Nguyen, 2011) (Juric, Smith, & Wilks, 2016).

WOM, either positive or negative, can affect consumer loyalty or company revenues (Dellarocas, Awad, & Zhang, 2004; East, Hammond, & Lomax, 2008; Liu, 2006). As an example, positive WOM (PWOM) improves quality perceptions and brand attitude, resulting in consumers recommending others to buy, while negative WOM (NWOM) prompts product deprecation, complaining, rumours, and, consequently, reduces consumers' intention to purchase and sales (Chevalier & Mayzlin, 2006; Huang & Chen, 2006; Mizerski, 1982) (Kim, Wang, Maslowska, & Malthouse, 2016).

In Fu, Ju & Hsu's (2015) study about positive and negative shopping experience, altruism (helping or warning others) is viewed as the primary factor of attitude toward eWOM communication, for both valences. Plus, in a positive shopping experience context, those with higher values of egoism (self-enhancement) usually reveal a more favourable attitude toward eWOM. In negative shopping experiences, when consumers perceive that the brand should "get what it deserves" (reciprocity), they also report more favourable attitudes toward eWOM (Fu, Ju, & Hsu, 2015). Also, attitude seems to be the principal factor of positive eWOM intention, followed by subjective norms, while satisfaction comes last. As for eNWOM, the primary factor seems to be subjective norms, having attitude as the second most important factor. This indicates that the influence of social support and pressure will be more visible when there is a statement that the brand failed its performance, whereas positive eWOM is solely contingent on evaluating the appropriateness of engaging in such (Fu, Ju, & Hsu, 2015).

Individuals who engage in sharing negative experiences on online sites, have been suggested to display more honesty when doing so, since the perceived anonymity such platforms provide mitigates any possible social concerns (Joinson, 2001; Yun & Park, 2011, referred in Verhagen, Nauta, & Feldberg, 2013).

Balaji, Khong, & Chong (2016) define NWOM communications as the effort consumers make into sharing unfavorable or negative thoughts and feedback with others, including family and friends. They can related to services, products and companies, that result from events during or after the consumption was made (Bougie, Pieters, & Zeelenberg, 2003; Lee & Song, 2010). The unpleasant event is often related to failures in product or customer service. For consumers, the problem can persist through time and can be experienced by different consumers, at the same time (Verhagen, Nauta, & Feldberg, 2013). In personal (face-to-face) WOM communications, since individuals are in close interactions with others, they build on contextual and social signals, such as posture, voice intonation and non-verbal communication (Balaji, Khong, & Chong, 2016).

Customers seem to participate in expressing NWOM for several motives: (1) to look for advice on how to resolve the issue in question; (2) to prevent other consumers from undergoing equal experiences; (3) to react against the brand, its products or services; and (4) to express their frustration and anger by using NWOM as a way of decreasing cognitive dissonance (Hennig-Thurau et al., 2004; Sundaram, Mitra, & Webster, 1998, *referred in* Kim, Wang, Maslowska, & Malthouse, 2016). Also, consumers may engage in negative WOM in order to draw attention to the problem which caused their dissatisfaction, with the goal of finding a solution (Thøgersen, Juhl, & Poulsen, 2009), or as a method for anxiety reduction, through venting negative emotions

(Nyer, 1997; Richins, 1984). However, the fact that consumers who experienced a negative event, that caused frustration or disappointment toward the brand, share their feelings online, indicates that negative eWOM can be a relevant factor of response behaviour (Verhagen, Nauta, & Feldberg, 2013). This conclusion challenges Nyer's (1997) findings of consumers only resorting to negative WOM, simple, as a venting mechanism. Since those who share their experiences on the web do it deliberately (Gibbs, Ellison, & Heino, 2006), it is also a prediction of their future behaviour intentions (Verhagen, Nauta, & Feldberg, 2013). However, Fu, Ju & Hsu (2015) suggest that while eWOM may need a feeling of satisfaction or dissatisfaction in order to occur, such conditions are not sufficient for consumers' positive or negative eWOM intentions to be fully understood. Plus, the authors also suggest that consumers tend to consider its implications and possible consequences before partaking in any positive or negative eWOM. In addition, dissatisfied consumers may share their experiences in order to avert others from experiencing equal negative events (Litvin, Goldsmith, & Pana, 2008; Parra-López, Bulchand-Gidumal, Gutiérrez-Tano, & Díaz-Armas, 2011) – such behaviour much more perceived in online communities, because of the common interest in sharing or discussing products and brands. Finally, consumers may also want to use their sharing of negative feelings as a way of allowing the brand to improve (Verhagen, Nauta, & Feldberg, 2013).

Additionally, theories such as cognitive dissonance and social support theories are provided to help understand the role of individual, social, and contextual networking factors of negative WOM on social networking platforms.

#### *Cognitive dissonance theory*

Festinger's (1957) theory of cognitive dissonance is often addressed in the literature as a way of giving reason to the decisions customers make after a negative experience has occurred. This theory is rooted on the notion that consumers may go through cognitive dissonance when brands are not able to deliver an offering that encounters their expectations, or when a brand's general business conduct causes concerns (Andreassen & Streukens, 2009). When such events occur, consumers engage in NWOM as a way of decreasing the levels of cognitive dissonance. Also, in doing so, consumers are able to persuade others about their choice of action (Balaji, Khong, & Chong, 2016).

#### *Social support theory*

The social support theory relates to the support individuals count on and provide in a social networking site, in order to better handle negative experiences (Cohen & Wills, 1985). Additionally, social support works as a crucial interpersonal tool in assisting an individual that is experiencing a stressful situation. However, it seems that the perception of getting social



support is far more relevant to individuals than the support itself that he or she will receive (Balaji, Khong, & Chong, 2016).

This social support can be attained through three features of the social platform: the size and configuration of the network itself; thoughts and beliefs about its members, when relating to their support in positive and negative occasions; and the behaviours members manifest to create social support (Balaji, Khong, & Chong, 2016). Whether the individual will rely on the social support provided by the social network, is contingent on those three factors. Plus, if social support is available, it might also determine members' intentions to share NWOM through those social networking platforms. Lastly, the availability of social support on social networking sites (SNS) has the ability to affect the member's life satisfaction, well-being and social commerce adoption (Liang, Ho, Li, & Turban, 2011; Balaji, Khong, & Chong, 2016)

Literature has also verified that the effect of positive WOM (PWOM) on increasing sales is less than the impact NWOM has on decreasing sales (Mittal, Ross, & Baldasare, 1998; Park & Lee, 2009). In different streams of research, NWOM has also been incorporated as a new kind of consumer complaint behaviour (CCB), picking up from Hirschman's (1970) CCB model of voice (making a complaint), exit (switching brands), and loyalty (keep purchasing from a disappointing seller) (Kim, Wang, Maslowska, & Malthouse, 2016). These scholars also discriminate CCB that manifests in public contexts, where consumers display NWOM to larger audiences (for instance, eNWOM), and CCB that is expressed in private contexts, where consumers voice to others their disappointing experiences with a brand (for instance, traditional NWOM). Academics in this field have also found the necessity of categorising the different entities that take part, actively or passively, in complaint behaviours (Singh, 1990), to better control such events (Kim, Wang, Maslowska, & Malthouse, 2016). However, a wide range of research has focused little on how making online complaints influences the behaviours or attitudes of those who create eNWOM messages. Kim, Wang, Maslowska, & Malthouse (2016) try to extend that research by differentiating from the effects of eNWOM on those who post it (i.e., complainers or senders) and on those who receive it (i.e., viewers).

#### *Differentiating the effect of posting negative eWOM*

The motivations as to why consumers engage in posting negative eWOM can be various. Concerning posting activity and its effects, Kim, Wang, Maslowska, & Malthouse (2016) build from the cognitive dissonance theory of Festinger, (1957) which is, as previously mentioned, a phenomenon that takes place when people are met with inconsistent beliefs or attitudes. This negative state, within one-self, then triggers individuals to try to diminish the unpleasant psychological state. A way of reducing cognitive dissonance is to freely share the negative

experience with others or the brand, and state how they will behave in reaction to the brand's shortcomings. Still, publicly expressing negative emotions can result in two contrasting consequences, as proposed by Kim, Wang, Maslowska, & Malthouse (2016) – self-prophecy and catharsis through venting –, which can subsequently impact purchase intentions.

The self-prophecy approach (Sherman, 1980; Spangenberg & Giese, 1997) states that partaking in cognitive work of revealing a series of behavioural intents results in people becoming loyal to what they had declared – those negative feelings and thoughts thus serving as a cognitive frame for their purchase activities from the brand (Nyer & Gopinath, 2005). Consumers experience self-prophecy by giving details on what caused their negative feelings toward a brand and thus reinforcing their negative behaviours and opinions, which leads to decreases of future purchases (Kim, Wang, Maslowska, & Malthouse, 2016).

Quite the reverse, the venting approach stresses the power of emotional relief through venting (Barclay & Skarlicki, 2009; Blodgett, Hill, & Tax, 1997; Hennig-Thurau et al., 2004). Expressing one-self in a stressful event has been demonstrated to lessen the emotion of the message author. Customer dissatisfaction is also shown to be reduced when consumers engage in complaining behaviour as a result of the release of their emotions – thus creating the catharsis effect that venting offers (Berger, 2014).

Besides the positive effect venting creates, the particular settings in which eNWOM occurs (e.g., online forums), may possibly give another insight as to why eNWOM expressions are able to positively impact message creators. Liu and Shrum (2002), propose that greater levels of interaction allows users to obtain a higher sense of information control, leading to a more positive humor and attitude toward the online platform, and user satisfaction (Kim, Wang, Maslowska, & Malthouse, 2016).

#### *Differentiating the effect of viewing negative eWOM*

Those who read other users' negative posts (observers), assess the specific brand by scanning through negative messages that exist or may exist on the platform where complaints are written. The probability of them taking action is small, unless they acknowledge the importance of the present issue to them (Kim, Wang, Maslowska, & Malthouse, 2016). According to the attribution theory – which can provide an explanatory framework for observers' behaviours – causal examination is necessary for individuals to comprehend social events and adopt a given action as a result (Keller, 2007). In the present context, observers process eNWOM posts as a necessary step for drawing conclusions about the reasons that motivated other consumers to create those messages (Kim, Wang, Maslowska, & Malthouse, 2016). The causal analysis can be accomplished using three types of information: (1) distinctiveness (meaning the extent to

which the message is linked with a specific brand or if it concerns other brands); (2) consistency (if the message creator is committed to his/her position throughout time and events); and (3) consensus (if other consumers approve the poster's negative remarks) (Laczniak, DeCarlo, and Ramaswami, 2001). Usually, consumers retaliate against the brand or the poster when the information provided is, respectively, high on all three dimensions or low (Kim, Wang, Maslowska, & Malthouse, 2016).

According to Kim, Wang, Maslowska, & Malthouse (2016), providing an apology reminding consumers about the brand's value reduces negative purchase intentions for both message creators and observers, even though the influence on post creators was not significant in their research. This can be explained by the fact that eNWOM makers are more involved in eNWOM cognitive processing (Breitsohl et al., 2010). An apology from the brand seems to be sufficient, as an indication of web-care for observers to rebuild their trust. However, for message creators, a simple apology reveals itself unsatisfactory, so they find necessary to have a more solid reminder of the brand's value or to obtain some kind of compensation in return for their high negative involvement with the situation. This difference of effect can also be explained by social learning theory (Bandura, 1977), since consumers also learn from experiences by observing others and replicating their behaviours (Schamari & Schaefer, 2015). Thus, when the discussion between the brand and posters is viewed by other consumers, they may perceive that the brand is making an effort to solve consumers' problems (Kim, Wang, Maslowska, & Malthouse, 2016). In order to prevent a brand's reputation to suffer from the risk negative events usually bring, it is vital for managers to attentively observe and address NWOM messages on SNS.

## **2.5 Affective Commitment**

### *2.5.1 Definition and Conceptualization*

Since people are intrinsically driven to attach themselves to other entities (Bowlby, 1973), they can also develop that same feeling toward brands (Park et al. 2009). Brand, or customer, commitment relates to the psychological, emotional, and economic connection an individual has with a brand (Evanschitzky et al. 2006; Thomson et al., 2005). Given that consumers which are committed to brands are motivated to not only remain in the relationship, but also to actively preserve it, those attachments seem relevant in signalling loyalty (Beatty & Kahle, 1988, *referred in* Turri, Smith, & Kemp, 2013). However, according to Thomson et al. (2005), loyalty and commitment are dissimilar concepts since the latter relates economic, psychological and/or

emotional attachments to the brand, offering or store (Evanschitzky, Iyer, Plassmann, Niessing, & Meffert, 2006).

Nevertheless, commitment can be perceived and materialised as a set of requirements made to maintain the relationship, which is of value, between a brand and its consumer (Shankar, Smith, & Rangaswamy, 2003). In Moorman, Zaltman, & Deshpande's (1992, p. 316) words, it is "*an enduring desire to maintain a valued relationship*" and complemented by Pritchard, Havitz, & Howard (1999), "*a tendency to resist change*". The concept has also been described in terms of business-to-business (B2B) relationships, where it is defined as the feeling of mutual trust and the effort to build it that is necessary to preserve an enduring relationship, stating that it is only when community participants see the importance in their relationships with other members that commitment emerges (Morgan & Hunt, 1994; Jang, Olfman, Ko, Koh, & Kim, 2008).

According to Wiener (1982), commitment is also a motivational factor, resulting from the assessment of considering commitment to be a connector between a given group of primary variables and the subsequent behavioural effects (Wiener, 1982). On the other hand, Staw (1980) states that commitment can be either one of the following processes: attitudinal (since it entails an emotional connection to a community and regularly results in strong community participation); or behavioural (since commitment leads to real behaviours exceeding simple emotional connection) (Jang, Olfman, Ko, Koh, & Kim, 2008).

Drawing from the former descriptions, Jang, Olfman, Ko, Koh, & Kim (2008) state that, in an online community setting, commitment relates to the attitude each member has toward the community, and that it may give insights about possible members' behaviours inside the community – for instance, helping others, the level of community participation, and finding solutions for others' problems.

The concept of commitment is also valuable in understanding a wide range of relationships that go from romantic relationships (Rusbult, 1980), to employee-company relationship (Allen & Meyer, 1990) – which demonstrated a link with turnover and revealed that committed employees are less likely to abandon the company –, and fabricator–supplier relationship (Geyskens et al., 1996) (Evanschitzky, Iyer, Plassmann, Niessing, & Meffert, 2006).

Previous studies on commitment in relationships, discriminates between two forms of commitment: calculative and affective commitment (Bendapudi & Berry 1997; Hansen, Sandvik, and Selnes 2003; Johnson et al. 2001). The calculative, economic, or continuance commitment (Fullerton, 2003) entails a rational and economically-rooted dependence on the offering benefits, rooted on cost-based assessments, which leads to a commitment that is related to the need to remain in the relationship because of the lack of alternatives or the existence of

high switching costs (Allen and Meyer, 1990). Consequently, this causes customers to stay in a relationship with the product or brand, (Evanschitzky & Wunderlic, 2006, *referred in* Iglesias, Singh, & Batista-Foguet, 2011).

As for the study of affective commitment in the literature, the established approach to organisational commitment is the one that primarily discussed the concept of commitment as an emotional or affective connection toward the company, to which the individual is greatly involved and committed to, and happy to be a member of (Allen & Meyer, 1990). Although the construct of affective commitment has been initially applied to employee organisation/ group commitment, it has been suggested that the concept also relates to consumption relations (Gruen, Summers, & Acito, 2000). Therefore, affective commitment is conceptualised as the emotional connection a customer develops toward a given brand or offering, rooted in the identification the customer has with that brand or offering (Allen & Meyer, 1990). This type of commitment entails the need of keeping a relationship with the brand that the consumer views as being valuable (Morgan and Hunt, 1994).

According to Anderson and Weitz (1992), affective commitment concerns the customer's feelings toward a brand or offering, and it is motivated by the customer's self-involvement with the firm. It is due to the closeness of the relationship and the emotional connection between the parties that affective commitment develops (Meyer et al., 1993) and it is through it that the customer will assess if the relationship is to continue (Johnson et al., 2006), in the future (Royo-Vela & Casamassima, 2011).

Affectively committed individuals bring several benefits to the brand (Turri, Smith, & Kemp, 2013): retaining them is less costly; they have no concerns in paying for a higher or premium price; they often engage in brand advocacy and referral, due to the wish of converting others to the brand; and they are less susceptible in becoming non-customers due to competitors' actions, brand errors, or failures (Bolton et al., 2000; Grisaffe & Nguyen, 2011, *referred in* Turri, Smith, & Kemp, 2013). Other concepts have also been used to define similar relationships, such as rapport, friendship, and trust (Fullerton, 2003) (Johnson, Herrmann, & Huber, 2006).

In the literature, concepts such as service quality, satisfaction, and perceived value have been considered to be antecedents of commitment (Grönroos, 1990; Hocutt, 1998; Shemwell, Yavas, & Bilgin, 1998). In addition, others have also suggested that offline activities, leaders' effort into the community, and specific strategies implemented by managers – such as reward programs and rules –, greatly impact users' commitment and motivation to become members of an online community (Koh, Kim, Brian, & Bock, 2007; Yoo, Suh, & Lee, 2002; Jang, Olfman,

Ko, Koh, & Kim, 2008). According to Turri, Smith, & Kemp (2013), affective commitment can include the following antecedents or motivators.

#### *Self-Connection and Identification*

As customers favour products with images that are compatible with their personal-self, their preferred products and brands are regularly used to showcase their self-concept and to demonstrate their self-image to others (Escalas, 2004; Escalas and Bettman, 2003). By doing so, self-connections between consumers and a product or brand are able to occur (Turri, Smith, & Kemp, 2013). These self-connections emerge when brands build brand associations that are perceived as positive and solid by consumers, and that help satisfy psychological needs, allow consumers to connect with each other, and strengthen identity (Escalas 2004, *referred in* Turri, Smith, & Kemp, 2013). Self-connections toward a brand can result in strong attachments which, in turn, allows for customers to be committed to the brand or its offering that enables them to manifest their desired self-identity (Escalas & Bettman, 2003, *referred in* Turri, Smith, & Kemp, 2013)

#### *Brand Intimacy*

According to Gaia (2002), intimacy is described as a feeling of connectedness and closeness in a relationship. In a setting concerning relationships between brands and consumers, brand intimacy is regarded as the consumer perceiving the brand to have a special significance as well has the consumer having a comprehensive knowledge of the brand (Fournier 1998, *referred in* Turri, Smith, & Kemp, 2013).

Plus, it is suggested that the subsistence of a brand or its offering is, to some extent, rooted on its effort to create and maintain intimate relationships with consumers, through exceptional communication, listening abilities, and strategic thinking (Cross, 2000). Therefore, given that intimacy motivates commitment in human relationships, it is proposed that a parallel evolution will be displayed between a brand and its consumers, in an online setting (Turri, Smith, & Kemp, 2013).

According to Turri, Smith, & Kemp (2013), this affective commitment developed through self-connection aspects and brand intimacy, when it is manifested in high levels, can originate consumer loyalty and brand advocacy. Brand intimacy and self-connection seemed to provide the ground in which powerful emotional bonds with brands can be built from, being both considered antecedents of (and positively related to) affective commitment.

Additionally, in light of the same study, the online environment proved to be a great mechanism for enhancing consumer-brand relationships as a result of its high levels of interactivity. In fact, in a VBC context, Casalo et al. (2008) verified that a positive relationship occurs between

affective commitment and the act of participating in a virtual brand community (Royo-Vela & Casamassima, 2011).

In an online setting, emotional relationships develop due to the self-connection and intimacy the consumer feels toward the brand or its offering (Turri, Smith, & Kemp, 2013). Such commitment, when strong, leads to loyalty and brand advocacy. Nevertheless, loyalty may not be solely perceived by repeated purchase behaviours but it may affect, as well, the probability of consumers being tolerant and understanding of a brand's errors and failures, and the likeliness in engaging in harmful behaviour toward the firm (transgressions) (Turri, Smith, & Kemp, 2013).

### *2.5.2 Affective Commitment effects on attitudinal and behavioural loyalty, and other outcomes*

Attitudinal loyalty is expressed by consumers' psychological disposition concerning a given brand or a group of brands (Evanschitzky, Iyer, Plassmann, Niessing, & Meffert, 2006). The affective nature of the connection between a brand and its consumer is reflected by the underlying psychological character that affective commitment integrates (Gundlach et al., 1995; Kumar et al., 1995). In affective commitment, the extent to which the consumer identifies with the brand or company is usually manifested to others through positive feelings about the brand or its offering (Harrison-Walker, 2001). Hence, affective commitment and the emotional attachment it causes converts into strong attitudinal loyalty through the level of the consumer's disposition to form a specific relationship with a brand (attitudinal differentiation) and the strength of the attitude (Dick and Basu, 1994; Fullerton, 2003) (Evanschitzky, Iyer, Plassmann, Niessing, & Meffert, 2006).

When consumers feel attached to and identified with the brand or company it also results in a relationship where the consumer and the brand become partners (Fournier, 1998). Plus, since affective commitment is related to the consumer's desires of attachment, it implicates that the consumer is loyal for the reason that he/she wishes so (behavioural loyalty) (Evanschitzky, Iyer, Plassmann, Niessing, & Meffert, 2006). According to Iglesias, Singh, & Batista-Foguet (2011), affective commitment also portrays a mediating role between brand experience and brand loyalty. That indicates, that when consumers perceive a superior brand experience it will generate true brand loyalty if both entities have already nurtured and developed affective commitment toward each other.

While affective commitment results in a positive, emotional attachment-based, valence toward the brand, continuance commitment may create a favourable affect based on a more economic

and other circumstantial aspects. Additionally, it is showed that affective commitment influences loyalty to a higher extent, when compared to continuance commitment. (Evanschitzky, Iyer, Plassmann, Niessing, & Meffert, 2006).

Yet, besides loyalty, brand advocacy is always suggested as representing an outcome of affective commitment. In fact, according to Keller (1993), positive messages given by consumers about a brand can contribute to the acceleration of new product adoption and acceptance (Turri, Smith, & Kemp, 2013). Advocating for the brand, in the form of positive word-of-mouth, can be perceived as highly influential when purchasing certain products, due to its origin resting on a more impartial and reliable source, helping the consumers minimize feelings of anxiety (Dhar and Chang, 2009; Herr et al., 1991).

Becoming affectively committed to a brand motivates the consumer to become an ambassador of the brand, engaging in activities such as spreading positive word-of-mouth as well as convincing others to purchase from the brand, themselves (Chakravarty et al., 2010, *referred in* Turri, Smith, & Kemp, 2013).

However, according to the research undertaken by Johnson, Herrmann, & Huber (2006), there is a period of time in which brands and their relationships with customers start to impact each other's intentions. As suggested by the authors, affective commitment can take as much as two years before its influence on intentions is significant and visible. Plus, only within four years the same commitment, as well as brand equity, have direct impact on intentions that surpass the direct influence of perceived value (Johnson, Herrmann, & Huber, 2006).

When referring to affective commitment in online brand communities, Roy-Vela & Casamassima (2011) also established that by just belonging to a VBC (i.e., registering without having to participate in it), affective commitment rises, as well as satisfaction, and members are more willing to exchange positive WOM. However, active belonging (i.e., actively participating in VBC), leads to higher levels of affective commitment and satisfaction, when compared to non-participative belonging (for instance, someone who has only registered and does not actively participate in the VBC) (Royo-Vela & Casamassima, 2011).

Thus, in order to effectively succeed in creating affectively committed relationships with consumers, brands should be proactive in fostering intimacy with their public, motivate consumers to participate, exchange messages and information in communities, and manage their emotional states as a way of stimulating affective commitment (Turri, Smith, & Kemp, 2013).



## 2.6 Personality Traits

### 2.6.1 *Conceptualization and Dimensions*

Many researchers have studied the concept of personality for many decades. Generally, personality entails the combination of an individual's response configurations of attitudinal, emotional, and behavioural nature (Balmaceda, Schiaffino, & Godoy, 2014). Additionally, many scholars have also conducted a series of studies in order to define the group of traits that are consistent with the definition of an individual's personality. The first research to identify five determinants in the study of personality was conducted by Tupes and Christal (1961). Later, that work was replicated by Norman (1963), where five traits of personality were originally categorised as: 1) Extroversion or Surgency<sup>4</sup> (assertive, talkative, energetic); 2) Agreeableness (cooperative, good-natured, trustful); 3) Conscientiousness (orderly, dependable, responsible); 4) Emotional Stability versus Neuroticism (not neurotic, calm, not easily upset); 5) Culture (independent-minded, intellectual, polished) (John & Srivastava, 1999).

Nowadays, as a result of the works of John (1990) and John & Srivastava (1999), research proposes that the majority of differences regarding human personality, between individuals, can be categorised into five, newly-denominated, domains or "The Big Five", which serve the purpose of describing the human personality (Costa & McCrae, 1992):

- Extroversion versus Introversion (assertive, sociable, playful vs reserved, distant, shy);
- Emotional stability versus Neuroticism (unemotional, calm vs anxious, insecure);
- Agreeableness versus Disagreeableness (cooperative, friendly vs fault seeking, antagonistic);
- Conscientiousness vs Unconscientiousness (organised, self-disciplined vs careless, inefficient); and
- Openness to Experience (insightful, bright vs unimaginative, shallow) (Balmaceda, Schiaffino, & Godoy, 2014).

Extroversion is defined by an individual's aptitude to experience positive feelings and to their inclination to be sociable (Butt and Phillips, 2008). The extroverted individual is friendly, outgoing, assertive and talkative, seeks company, looks for excitement and is usually very impulsive in his/her actions. Extroverts display self-confidence and competition in their interactions, as well as a high number and level of intensity in their social interactions (McCrae & Costa, 1987) (Kayis, et al., 2016). On the other hand, the introverted individual is reflective,

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<sup>4</sup> Linked to the Big Five personality traits of extroversion in children, it concerns emotional reactivity in which a person tends towards high levels of positive affect.

discreet and quiet, tends to avoid large social events and has preference for his/her own solitude. Plus, the introvert does not desire excitement (Amichai-Hamburger et al., 2002b). Introverts are also, usually, less open-minded, more suspicious of situations and of others, and are less intimate with others (Eysenck, 1991, *referred in* Marbach, Lages, & Nunan, 2016).

Neuroticism is defined by the extent to which individuals experience and express a negative disturb such as embarrassment, sadness, depression, or anxiety, and is directly linked to the propensity to deal with stressful situations (Wehrli, 2008). Emotionally stable individuals, on the contrary, can easily cope with stress and are calm and composed in their actions.

Agreeable individuals are kind, courteous, trusting, flexible and forgiving, are cooperative but also avoid conflicts (Wehrli, 2008). Accordingly, disagreeable individuals display the opposite characteristics. Individuals who are conscientious are responsible in their actions, dependable, organised, thorough, and have a great desire to achieve their goals (Wehrli, 2008). Lastly, people who are open to experience are variety seekers, have a tendency to be imaginative and creative, as well as independent. Usually, those with high openness to experience do not enjoy routines (Wehrli, 2008).

Each dimension is characterised as bipolar (for instance, extroversion versus introversion) and comprises several facets within the dimension (e.g. sociability) which, consecutively, include a large amount of subcategories of more precise traits (for instance, being outgoing or talkative) (Balmaceda, Schiaffino, & Godoy, 2014). Also, personality traits are perceived as being stable throughout time, even though they are susceptible to variations depending on context (Marbach, Lages, & Nunan, 2016), and the definition of an individual's real nature is usually consistent (Ajzen, 2005).

Even though further definition and study of the five traits were not conducted until the 1980s (Balmaceda, Schiaffino, & Godoy, 2014), scholars acknowledge that those traits were relevant dimensions of personality, visible in natural languages, ratings and self-reports, and theory-grounded questionnaires (John, 1990).

Despite the several evidence in literature regarding the presence of five traits in personalities, at present, the five-factor model, or "Big Five", is regarded as accurate in its demonstration of the configuration of the traits (Balmaceda, Schiaffino, & Godoy, 2014).

### *2.6.2 Personality and social media: Extroversion and Introversion in Online Social Platforms*

First, in order to fully examine personality in social media, we must understand that social communications via the Internet have distinctive characteristics. The first one relates to

anonymity, since online relationships can be developed without necessity for physical closeness or presence, particularly to those who feel less comfortable in forming traditional connections with others (Amichai-Hamburger, Wainapel, & Fox, 2002). Secondly, Internet users have the decision of when to log in and off, and are able to repeat and rewrite their opinions and thoughts, something which provides greater control for the individual when compared to the common “real world”/face-to-face relationships (McKenna & Bargh, 2000, *referred in* Amichai-Hamburger, Wainapel, & Fox, 2002)

Although the anonymity online settings provide is still present when people consider using the Internet, as McKenna & Bargh (2000) suggested, people now resort to the Internet to interact with individuals that they are acquainted with and to grow their network of connections (Jones, 2009). Some examples of tools that help them achieve this is through social networking applications or sites and instant messaging. Since millions of people, worldwide, are active users of the Internet, knowing what kind of individuals resort to such kind of online tools in their relationships with others seems relevant (Correa, Hinsley, & Zúñiga, 2010).

The “Big Five” personality model has demonstrated to be related to individual’s behaviours in a wide variety of social settings and has been previously demonstrated to be of high importance in influencing behaviour in social media sites, specifically (Amichai-Hamburger, 2002) – thus backing the original proposition that the difference in terms of Internet use is dependent on personality traits (Kabadayi & Price, 2014). They are also expected to influence people’s inclination to create more or fewer social connections, or to relate to the extent to which individuals develop and preserve relationships with the focal individual or entity (Wehrli, 2008). Some studies have suggested that the position and configuration of an individual in online networking sites is, partly, influenced by their personality (Dolgova et al., 2010) and that it impacts the interactions and relationships with other members. Also, personality, along with demographic determinants and values, have been showed to affect individual’s attainment of dominant positions amongst their groups’ social networks (Klein et al., 2004, *referred in* Balmaceda, Schiaffino, & Godoy, 2014).

In terms of personality dimensions, it has been suggested that out of the five personality traits, extroversion, along with neuroticism and openness to experience (Zywica and Danowski, 2008), seem to strongly impact online consumer behaviour (Kabadayi & Price, 2014).

Nevertheless, the latest studies on personality in online social settings have demonstrated a contrary process in the connection between personality traits and several types of Internet usage (Correa, Hinsley, & Zúñiga, 2010). This phenomena is suggested to be associated to the fact that certain online social sites and applications place several limits on how anonymous the user

can be when using the Internet. The majority of online social sites' users communicate with people they are already familiar with, thus restraining their interactions with unfamiliar users (Lampe, Ellison, & Steinfeld, 2006). As a result, extroverts may feel more attracted to those types of online social sites given that, more and more, anonymity is no longer fully provided – while introverts participate less in online networking sites (Correa, Hinsley, & Zúñiga, 2010). Since the current research and dissertation focus on merely one dimension of the Big Five, the following literature review on personality will focus on examining and presenting the works where Extroversion and Introversion played a significant role in explaining online social behaviour.

Theories such as Social Compensation and Social Enhancement hypothesis have been used to describe the reasoning behind extroverts and introverts use of the Internet (Zywica & Danowski, 2008). The former theory states that, since introverts (along with socially anxious individuals) seem to find it difficult to create friendships, they have higher probability for Internet usage as a way of replacing unwanted offline social connections for online social contacts (Valkenburg et al., 2005). The latter theorizes that outgoing individuals and extroverts enjoy the experience of adding online connections to their large offline network of acquaintances (Valkenburg et al., 2005; Kraut et al., 2002; Walther, 1996, referred in Zywica & Danowski, 2008).

In terms of how introverts and extroverts use the Internet, it has been demonstrated that introverts show signs of high compulsive internet use (CIU: van der Aa et al., 2009) and often resort to online social networks to seek social interaction (McIntyre, Wiener, & Saliba, 2015), as they find it difficult to create social offline relationships (Amichai-Hamburger, Wainapel, & Fox, 2002; Ebeling- Witte, Frank, & Lester, 2007). Accordingly, it seems that bigger uses of specific online activities anticipate higher levels of introversion and low levels of social support (Mitchell, Lebow, Uribe, Grathouse, & Shoger, 2011). Thus, poor social connectedness is what introverts might display which in turn results in concerns regarding the use of Internet when interacting with others, that may result in a bigger risk of developing CIU (McIntyre, Wiener, & Saliba, 2015). In addition, Van der Aa et al. (2009) demonstrated that introverted individuals find it easier to engage in social interaction on the Internet, thus increasing the total time invested in doing so, and, as a result, their face-to-face interactions seem to diminish. In fact, as stated by Lee, Dean & Jung (2008), introverts have the tendency of not connecting socially in the offline, face-to-face context which makes them highly susceptible to negative affect when compared to extroverts (McIntyre, Wiener, & Saliba, 2015).

As for extroversion, in an online communication context, the degree to which individuals are extroverts has been important in showing how those online experiences take place (Butt &

Phillips, 2008). Extroverted people displayed more Facebook groups' membership (Ross et al., 2009), more dominant roles in friendship networks (Wehrli, 2008), and were shown to have more connections with other individuals (i.e. "friends"), via social networking sites (Zywica and Danowski, 2008).

In the works of Ross et al. (2009), it has been demonstrated that even though extroverts do not resort to Facebook as a way of substituting offline social interactions, they use it as well as a social instrument (Kabadayi & Price, 2014). Their use of online networking sites is more directed toward the desire to express their own thoughts and opinions, share knowledge and information, and for research purposes (Amiel and Sargent, 2004).

Since extroverts do not fear any social interaction or experience, evading any form of interaction with others (even strangers) is something they are not likely to do. Additionally, they enjoy and seek the excitement that the attention of a large group of individuals, that they haven't been acquainted to, provides them (Kabadayi & Price, 2014). According to Amichai-Hamburger and Ben-Artzi (2000), extroversion is also related to the concept of self-presentational behaviour, and to Pagani et al. (2013), to expressions of social identity in online social sites – which then may be the cause to extroverts' public behaviour (Kabadayi & Price, 2014).

When compared to extroverts, introverts may also be attracted to different kinds of social activities on the Internet. For instance, while introverts may be satisfied to view their connections' publications on Facebook, they seldom comment or write their own status updates (McIntyre, Wiener, & Saliba, 2015). Resorting to instant messaging, for example, seems to be more likely since it is a direct way of communicating with others and rarely involves a public site (i.e., a forum).

Further, McKenna & Bargh (2000), with the aim of assessing how individuals expressed their personality dimensions in interactions with others, developed an indicator referred to as the "real me". This concept is described by the extent to which individuals can fully express their real self in a social setting (Amichai-Hamburger, Wainapel, & Fox, 2002). According to the authors, when the expression of the self is not accomplished in a direct context, individuals will attempt to discover a social structure where they are able to fully display their personal needs and personality. In the works of Amichai-Hamburger, Wainapel, & Fox (2002), it was discovered that introverts (along with neurotic individuals) usually locate their "real me" on the Internet, since it provides a vital opportunity for them to display their real-self. Extroverts, on the other hand (as well as non-neurotic individuals), were found to place their "real me" in traditional social settings.

In Correa et al. (2010), extroverts seem to look for all kinds of connections as a way of publicly exposing their activities on Facebook. Since they seem to desire the attention they get in one-to-many communications (broadcasting), one-to-one interactions (communicating) seem insufficient to fulfil their wishes of social interaction (Kabadayi & Price, 2014). Therefore, extroverts or broadcasters may enjoy the social benefits that one-to-many opportunities provide them, while introverts or communicators might not have this as their primary motivation at all. On the contrary, others studies have demonstrated that introverts are very private in their online interactions, seldom disclose any personal information (Costa and McCrae, 1992), and usually avoid expressing their thoughts and opinions with other individuals (Pempek et al., 2009). Hence, one-to-one interactions are preferable to introverts, in order to evade high amounts of social interactions and large groups of strangers – except when they interact with those they are personally acquainted with (Wehrli, 2008). This idea comes to challenge van der Aa et al. (2009) and McIntyre, Wiener, & Saliba (2015) who stated (as previously mentioned) that introverts resort to online social interactions since they find it easier to engage in such, and because it is an alternative to offline communications, which they find as difficult to pursue.

Although those previous studies postulated that introverts resorted to online social activities as an alternative for offline connections, the works of other researchers (Mottram & Fleming, 2009; Raja & John, 2010), have demonstrated that introverts might avoid engaging in online interactions since they are not as sociable, in nature, as extroverts (Marbach, Lages, & Nunan, 2016). This to demonstrate the mixed perspectives and conclusions the study of personality traits on online networking sites might have (Kabadayi & Price, 2014).

Nevertheless, in the works of Balmaceda, Schiaffino, & Godoy (2014), individuals with a specific personality dimension value tend to interact with others that display the same personality dimension or value – referred to as homophily. This conclusion was mostly visible amongst individuals with high levels of openness to experience as well as extroversion. This supports the work of Correa et al. (2010), which also demonstrated that extroversion, along with openness to experience, were positively associated with the use of social media.

Wehrli (2008) showed that extroversion plays a crucial part in the creation and development of social ties and that those high in extroversion display a higher propensity for becoming members of an online social community and, consequently, online brand communities. The author concluded that extroversion represented effects three to six times more powerful than any other personality dimension, revealing its importance in the context of large social networks. This is due to extroverts' fast adoption of technology and to their ability to add more friends to their contacts. Consequently, extroverts play more central roles amongst their friendship groups

or networks (Wehrli, 2008). According to the work of Chang, Hsieh, & Lin (2013), extroverts demonstrate higher needs for activity and lower desires for interpersonal relationships (conceivable, since extroverts find it easier to develop new interpersonal connections) – both relevant aspects in predicting high levels of identification with brand communities. Their work confirmed that extroversion predicts information reception and sending for online brand community members, since brand community identification showed to be positively connected with information sending and reception (Chang, Hsieh, & Lin, 2013).

### **3. Conceptual Model and Methodology**

#### *3.1 Research Problem and Objectives*

Brands as distinct as Starbuck's Coffee, General Motors, or Sephora are focused in making important investments in online brand communities, with the goal of nurturing and maintaining solid and meaningful relationships with their consumers. From simple online chats and forums, to platforms created from strategic marketing investments, brands have created opportunities that offer unique and exclusive brand experiences in incredibly interactive online settings (Baldus et al., 2015). These communities allow consumers from all over the world to come together and interact, having in common their preference, affection, or even love, toward the brand. In turn, this phenomenon allows consumers to be positively engaged with the community they belong to, as well as engaged and close to the brand itself.

However, as we have seen earlier, online social sites are not exclusively used to express affection or positive expressions toward the brand. More and more customers are using such tools, like forums and blogs, to also manifest their frustrations and negative opinions about specific brands. Often, in a continuous and engaging way (Juric, Smith, & Wilks, 2016).

Therefore, it only seemed relevant to conduct a research where negative engagement would be the primary focus, as few (and merely recent works) have truly focused on its problematic. So, could consumers who dislike a brand or have unfavourable feelings about it be engaged with brand communities as does who claim loving a brand or having favourable feelings?

The main goal of this dissertation is to examine that consumer-brand engagement is not exclusively related to positive processes or interactions between the involved entities. Thus, it tries to demonstrate that individuals who dislike, claim to hate, or develop unfavourable feelings toward the brand, can also be engaged with it and, specifically, with the community he/she is part of. This study also tries to contribute to solve the limitations posted by previous researches, as Table 4 concludes.

**Table 4** Main Contributions to the Literature on Brand Engagement, and Limitations that contribute to the purpose of this Dissertation. Author elaboration

Authors	Main Contributions	Limitations
Hollebeek <i>et al.</i> (2014)	<ul style="list-style-type: none"> <li>a) The authors develop a CBE conceptualization and an correspondent CBE measurement scale, contributing further into the nature and dimensions of the 'engagement' concept within the area of interactive consumer/brand relations;</li> <li>b) Exploration of specific CBE relationship with consumer brand 'involvement,' 'self-brand connection' and 'brand usage intent';</li> <li>c) The findings propose that consumer-brand 'involvement' plays the role of a CBE antecedent, while consumer 'self-brand connection' and 'brand usage intent' act as CBE consequences.</li> </ul>	<ul style="list-style-type: none"> <li>1) The authors suggest that the analysis of CBE <b>across different types of online settings and different brands</b> is required.</li> </ul>
Wirtz <i>et al.</i> (2013)	<ul style="list-style-type: none"> <li>a) This research examines Online Brand Communities both from a consumer and brand standpoint;</li> <li>b) This study gives insight into the importance of OBCs in enabling relationships between brands, consumers and users who are connected by the value in engaging in a relationship with a brand.</li> <li>c) Four dimensions of OBCs were determined as significantly influencing their nature, namely brand orientation, funding, Internet-use, and governance.</li> </ul>	<ul style="list-style-type: none"> <li>1) Discovering the influence of <b>personality characteristics</b>, personal backgrounds and cultural differences in online brand community' users propensity for OBC is stated.</li> </ul>
Baldus <i>et al.</i> (2015)	<ul style="list-style-type: none"> <li>a) The authors develop and test a type of online brand community engagement (i.e., the captivating intrinsic motivations to keep interacting with an online brand community). They determine 11 independent motivations and test the scale's predictive force for participation in an OBC;</li> <li>b) The first attempt in developing a multidimensional online brand community engagement measure, and the first extensive examination into online brand community engagement since major online advances, such as the launch of Facebook, and of other online-based technologies and applications.</li> </ul>	<ul style="list-style-type: none"> <li>1) Which <b>motivations or dimensions may dominate participation inclinations</b> as well as if specific <b>engagement dimensions will be stronger across different settings</b>.</li> </ul>
Dessart <i>et al.</i> (2015)	<ul style="list-style-type: none"> <li>a) This research tries to determine the conceptual boundaries, meaning and dimensions of consumer engagement (toward the brand and the community members) in online brand communities;</li> <li>b) Dessart <i>et al.</i> (2015) conclude that community users engage in online brand communities, in social networks, both with other members and with brands;</li> <li>c) The paper also recognizes three main engagement dimensions (cognition, affect and behaviour).</li> </ul>	<ul style="list-style-type: none"> <li>1) Same as 1) of Hollebeek <i>et al.</i> (2014);</li> <li>2) Further research is relevant in addressing the difference in engagement valences (positive versus negative engagement) <b>a subject that the research has not discussed</b> and of which little to no empirical work has been done.</li> </ul>



This work entails an attempt to close the existing gaps by conducting a comprehensive investigation of what motivates consumers, who both seem to love and hate the brand, to participate in brand communities. Also, it is this study's goal to examine if and in what manners the engagement they have with the online communities and the brand itself is processed, by recurring to already developed and appropriate measurements.

Ultimately, this dissertation will try to give insights to the marketing literature by creating a support for future researches regarding how consumer's positive and negative engagement in online communities can be used in the brand's advantage, in one hand, and how can they transform negative engagement in positive engagement, in the other.

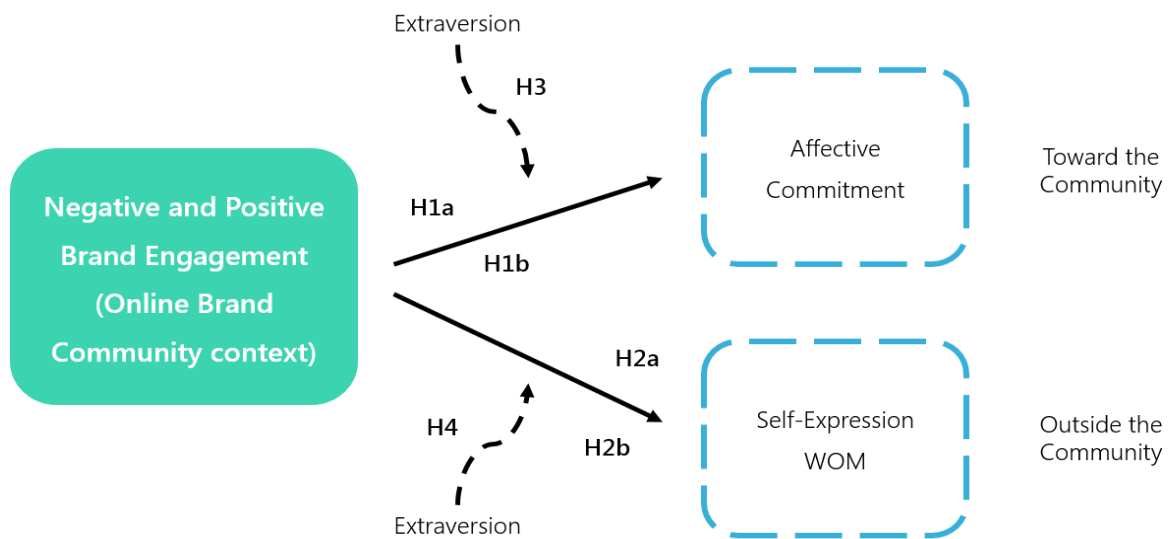
### *3.2 Conceptual Model*

Following the literature examinations and study on the subject, the proposed conceptual model (Figure 3) tries to follow the needs of the literature and of the Marketing area. The conceptual model suggests an assessment of the forms positive Community-Brand Engagement occurs in online Brand Communities as well as the examination of what constitutes the main subject of this dissertation: Negative Engagement in online anti-brand communities.

The model also proposes a relation to two specific constructs, namely Affective Commitment and Self-Expression WOM (or CSWOM). The former intends to assess the level of affective commitment members may feel towards the community and the latter the ways and motives members have in sharing brand's opinions outside the online environment.

Therefore, the model suggests a relation of Community-Brand Engagement to Affective Commitment and Self-Expression WOM, and tries to conclude on negative Brand Engagement in online communities from the comparisons with positive Brand Engagement in the same context.

**Figure 3** Conceptual Model of the current research



A final suggestion is made proposing Extroversion as a moderator of the relationship between the variables. Therefore:

H1: Positive (H1a) and negative (H1b) brand engagement are related with affective commitment into brand community context.

H2: Positive (H2a) and negative (H2b) brand engagement are related with self-expression word-of-mouth outside brand community context.

H3: Extroversion moderates the relationship between brand engagement and affective commitment into brand community context

H4: Extroversion moderates the relationship between brand engagement and self-expression word-of-mouth outside brand community context

### 3.3 Object of Analysis

This dissertation builds from the need of evaluating negative engagement processes in an online context, through the analysis of behaviours inside online communities. This has the ultimate purpose of comparing such processes with the positive engagement behaviours which usually exists among members of online brand communities. Although online activities are merely a fragment of the negative engagement phenomenon, it sees itself as a relevant part nonetheless (Juric, Smith, & Wilks, 2016).

*Hence, having the study a specific research setting, the ensuing step entailed the selection of 6 (six) different online communities, grouped in pairs, each pair belonging to a diverse brand and comprising, within itself, both valences: positive online brand community and negative or anti-brand community. The total of brands studied were 3 (three) and are named as followed: Starbucks, Apple, and McDonald's. However, a further brand was studied, which added two*

more communities to the previous six. Still, this extra brand (“*Sporting Clube de Portugal*”) was considered for analysis control purposes and for testing the legitimacy of the research – therefore, it will be mentioned, from this point on, as the “control group”.

The reasoning preceding the selection of those brands needed to meet the following criteria, by order of importance: (1) the brand has to have an official or/unofficial online brand community that mostly display positive engagement, as well as a negative online community; (2) each brand should have, at least, one type of online community different from the others as well as the social site in which it is built on; (3) the brand’s online communities should reveal activity (i.e., publications, comments, etc); and (4), if possible, the total amount of brands in study should represent no less than two industries.

**Table 5** Overview of the communities in analysis

Brand	Brand Community	Valence (1)	Type of Community (2)	Type of Social Site (2)	Industry (4)
Control Group (SCP)	<i>Fórum SCP</i>	Positive (fans/and or consumers of the brand)	Unbranded	Online website, with a dedicated forum	Sports
	<i>Sporting Comédia de Portugal</i>	Negative (anti-brand)	Social Media Site	Facebook Page	
Starbucks	<i>My Starbucks Idea</i>	Positive (fans/and or consumers of the brand)	Branded	Brand’s own platform open to the public	Coffee Manufacturing
	Anti-Starbucks <sup>a</sup>	Negative (anti-brand)	Unbranded	Online website, with a dedicated forum	
McDonald’s	<i>McDonald’s Portugal</i>	Positive (fans/and or consumers of the brand)	Branded (Social Media Site)	Official Facebook Page	Restaurant
	<i>I Hate McDonald’s</i>	Negative (anti-brand)	Social Media Site	Facebook Page	
Apple Inc.	<i>MacRumors</i>	Positive (fans/and or consumers of the brand)	Unbranded	Online website, with a dedicated forum	Technology and Software
	<i>I Hate Apple</i>	Negative (anti-brand)	Social Media Site	Facebook Group	

<sup>a</sup>Due to anonymity concerns, the brand community will not have disclosed its real denomination.

Source: author elaboration

The identification and characterization of the online communities is displayed in Table 5 and Table 6. As a way of assessing each community meets the criteria aforementioned, some headlines will be followed by the numbers which correspond to the criteria defined (1, 2, and 4), with the exception of criteria 3 that was previously assessed through a netnography.

**Table 6** Overview 2 of the communities in analysis

Brand	Brand Community	Description and/or Mission
Control Group (SCP)	<i>Fórum SCP</i>	<i>"Fórum SCP is a community exclusive for 'Sportinguistas', where Sporting Clube de Portugal is discussed and analysed"</i>
	<i>Sporting Comédia de Portugal</i>	<i>"Laughing since 1906"</i>
Starbucks	<i>My Starbucks Idea</i>	<i>"You know better than anyone else what you want from Starbucks. So tell us. What's your Starbucks Idea? Revolutionary or simple – we want to hear it. Share your ideas, tell us what you think of other people's ideas and join the discussion. We're here, and we're ready to make ideas happen. Let's get started."</i>
	Anti-Starbucks <sup>a</sup>	<i>"Anti-Starbucks site with a guestbook for visitors to voice their opinions."</i>
McDonald's	<i>McDonald's Portugal</i>	<i>"This is the official page of McDonald's Portugal, the meeting point of those who say 'i'm lovin' it'. Welcome."</i>
	<i>I Hate McDonald's</i>	<i>"The biggest collection of anti-McDonald's pictures and links on the internet! Thank you all for helping to build this page, please share!"</i>
Apple Inc.	<i>MacRumors</i>	<i>"MacRumors attracts a broad audience of both consumers and professionals interested in the latest technologies and products of Apple. We also boast an active community focused on purchasing decisions and technical aspects of the iPhone, iPod, iPad, and Mac platforms."</i>
	<i>I Hate Apple</i>	<i>"We hate iPods, iPads, iPhones, iMacs, iLife, iTunes and everything else Apple makes. We also love technology - so we find Apple's repeated pushing to be the market leader with their overpriced, slave-produced, sub-standard crap highly offensive."</i>

<sup>a</sup>Due to anonymity concerns, the brand community will not have disclosed its real denomination.

Source: author elaboration

Building from the work of Baldus et al. (2015), we find mentioned the existence of several types of communities, within the online context: unbranded outlets (forums and media sites), general social media sites, MROCs, and dedicated brand communities.

The choice of which type of communities are most adequate to put into study depended, not only, on the brand but also on the amount of times those types of online communities were studied. Hence, drawing from the work of Baldus et al. (2015), the communities selected were unbranded and branded communities, as well as social media sites. Unbranded communities were not studied in the context of consumer engagement since Calder, Malthouse, & Schaedel (2009) and branded communities were only considered in the work of Baldus et al. (2015). Given the importance and growing use of social media sites, they were also chosen for the research. MROCs were not viewed as practical or adequate for the purpose of the study, therefore not being selected as a part of this dissertation exploratory analysis.

### *3.4 Measurement Variables*

#### **Brand Engagement Scale**

In truth, academic research regarding the creating of brand engagement scales and the consumers' motivations to engage with brands and participate in online brand communities has found it difficult to persevere with the evolving environment of the industry (e.g., Brodie, Ilic, Juric, & Hollebeek, 2013). Even though previous investigations of online brand communities give the literature operational definitions of the investments made and understandings related to initial motivations for community engagement (e.g., Dholakia, Bagozzi, & Pearo, 2004), they lack the ability of fully capturing the true motivations that drive consumer engagement in brand communities. In Baldus et. al., (2015), this failure is described as being set in three reasons: (1) some early investigations are over a decade old, and do not take into account the new modes of interaction caused by technological innovations and brands' investments in their communities; (2) brand communities are now mainstream and it is usual to discover early and late consumers, in equal number, interacting in communities as leads members, thus breaking the process of previous research limiting the analysis to extreme lead users; (3) although some studies have analysed engagement related to brand channels (Hollebeek, Glynn, & Brodie, 2014) engagement in general (Calder, Malthouse, and Schaedel, 2009) and consumer-to-consumer communications (Hennig-Thurau, Gwinner, Walsh, & Gremler, 2004), but no previous work has shown to commit to the understanding of the unique dimensions of engagement, in online community contexts.

As a result, Baldus et al. (2015) is the first study to significantly capture the specific engagement dimensions of online brand communities which, in turn, are able to assess motivations related to the platform itself, other consumers, and the brand, at once. Not considering all the aspects when discussing consumer-brand engagement in online communities reveals itself as nonspecific and incomplete. Given that engagement can be perceived and dependent on a variety of ways, complementing those generic conceptualizations with studies adapted to the context is extremely vital to provide practical insights. Therefore, the scale of Online Brand Community Engagement, developed by Baldus et al. (2015) is relevant for the purpose and context of present research.

Plus, the scale was developed and validated through its implementation in various brand communities, which opens way to the current study's proposition of examining several communities, different from each other.

Given its unique characteristics and applicability, the same scale was also used to assess the responses of negative engagement in online communities, albeit specific modifications were made that allowed for context and valence adaptation but did not cause the essence and reasoning of the original item to be lost in the transformation (from positive to negative).

In the following Tables (7 and 8) the items of the original (positive) and modified (negative) online brand engagement scale is discriminated, respectively.

**Table 7** (Positive) Community-Brand Engagement scale, dimensions and items

Dimension	Scale item
<b>Perceived Brand Influence</b>	LE1a: I am motivated to participate in this brand community because I can help improve the brand and its products
	LE1b: I like to know that my comments and suggestions can influence the brand and its products
	LE1c: Increasing the influence I have on the brand and its products makes me want to participate more in this brand community
	LE1d: I hope to improve the brand or product through my participation and expression in this brand community
<b>Brand Passion</b>	LE2a: I am motivated to participate in this brand community because I am passionate about the brand
	LE2b: I participate in this brand community because I care about the brand
	LE2c: I would not belong to a brand community if I did not have passion for the brand
	LE2d: My passion for this brand's products makes me want to participate in this brand community

**Table 7** (Positive) Community-Brand Engagement scale, dimensions and items (continuation)

<b>Connecting</b>	LE3a: Increasing the strength of the connection I have with this brand community makes me want to participate more in the community
	LE3b: Being part of this brand community makes me feel more connected to the brand
	LE3c: Being part of this brand community makes me feel more connected to other consumers of the brand
<b>Helping</b>	LE4a: I like participating in the brand community because I can use my experience to help other people
	LE4b: I like to share my experience and knowledge with others in this brand community to help them be more educated about the brand
	LE4c: I really like helping other community members with their questions
	LE4d: I feel good when I can help answer other community member's questions
<b>Likeminded Discussion</b>	LE5a: I look forward to discussing my opinions about the brand with others who share the same interest as me
	LE5b: I enjoy conversing with people similar to myself in this brand community
	LE5c: I look to this brand community when I want to discuss a topic with people who have similar interests
	LE5d: Having conversations with people in this brand community who share the same views about this brand is important to me
<b>Rewards (Hedonic)</b>	LE6a: I like participating in this brand community because it is entertaining
	LE6b: Having fun is my main reason for participating in this brand community
	LE6c: I participate in this brand community because I think it is fun
	LE6d: I find participating in this brand community to be very entertaining
<b>Rewards (Utilitarian)</b>	LE7a: I am motivated to participate in this brand community because I can earn money (or "because there's a possibility to earn money/prizes).
	LE7b: If it weren't for the money (or prizes), I wouldn't participate in this brand community
	LE7c: Receiving more money (or prizes) makes me want to participate more in this brand community
	LE8a: I am motivated to participate in this brand community because I can receive help from other community members
<b>Seeking Assistance</b>	LE8b: I am motivated to participate in this brand community because community members can use their knowledge to help me
	LE8c: I like participating in this brand community because it gives me an opportunity to receive help from other community members
	LE8d: It is important to me to be able to use this community to find answers to my questions about the brand
	LE9a: I feel that I can freely share my interests in the brand community
<b>Self-Expression</b>	LE9b: I would express any opinion or idea I had about this brand in this brand community
	LE9c: I can always be myself when interacting with others in this community
	LE9d: This community makes it easy for me to express my true beliefs about the brand

**Table 7** (Positive) Community-Brand Engagement scale, dimensions and items (continuation)

<b>Up-to-Date Information</b>	LE10a: This brand community is my critical connection for new and important information about the brand and its products
	LE10b: When I want up-to-date information about this brand, I look to this brand community
	LE10c: This community keeps me on the leading edge of information about the brand
	LE10d: This community is the best way to stay informed about new developments with this brand
<b>Validation</b>	LE11a: Receiving more affirmation of the value of my comments, makes me want to participate more in the brand community
	LE11b: I feel good about myself when other community members share my ideas
	LE11c: I appreciate when others agree with the ideas I express in this brand community
	LE11d: When others support my ideas and opinions in this brand community, I feel better about myself

Source: "Online Brand Community Engagement: Scale development and validation" Baldus et al. (2015)

**Table 8** (Negative) Community-Brand Engagement scale, dimensions and items

Dimension	Scale item
<b>Perceived Brand Influence</b>	HE1a: I am motivated to participate in this brand community because I feel I can help damage the brand and its products
	HE1b: I like to know that my comments and suggestions can influence the brand and its products, negatively
	HE1c: Increasing the (negative) influence I have on the brand and its products makes me want to participate more in this community
	HE1d: I hope to damage the brand or product through my participation and expression in this brand community
<b>Brand Aversion</b>	HE2a: I am motivated to participate in this brand community because I dislike/hate the brand
	HE2b: I participate in this brand community because I care about the brand
	HE2c: I would not belong to a brand community if I did not have passion for the brand
	HE2d: My aversion for this brand's products makes me want to participate in this brand community
<b>Connecting</b>	HE3a: Increasing the strength of the connection I have with this brand community makes me want to participate more in the community
	HE3b: Being part of this brand community makes me feel more connected to the brand
	HE3c: Being part of this brand community makes me feel more connected to other anti-fans of the brand



**Table 8** (Negative) Community-Brand Engagement scale, dimensions and items (continuation)

<b>Helping</b>	HE4a: I like participating in the brand community because I can use my experience to help other people
	HE4b: I like to share my experience and knowledge with others in this brand community to help them be more educated about the brand
	HE4c: I really like helping other community members with their questions
	HE4d: I feel good when I can help answer other community member's questions
<b>Likeminded Discussion</b>	HE5a: I look forward to discussing my opinions about the brand with others who share the same interest as me
	HE5b: I enjoy conversing with people similar to myself in this brand community
	HE5c: I look to this brand community when I want to discuss a topic with people who have similar interests
	HE5d: Having conversations with people in this brand community who share the same views about this brand is important to me
<b>Rewards (Hedonic)</b>	HE6a: I like participating in this brand community because it is entertaining
	HE6b: Having fun is my main reason for participating in this brand community
	HE6c: I participate in this brand community because I think it is fun
	HE6d: I find participating in this brand community to be very entertaining
<b>Rewards (Utilitarian)</b>	HE7a: I am motivated to participate in this brand community because I can earn money (or "because there's a possibility to earn money/prizes).
	HE7b: If this community gave me rewards for being its member, I would still participate in it even if it didn't.
	HE7c: The idea of possibly receiving rewards or money makes me want to participate more in this brand community
<b>Seeking Assistance</b>	HE8a: I am motivated to participate in this brand community because I can receive help from other community members
	HE8b: I am motivated to participate in this brand community because community members can use their knowledge to help me
	HE8c: I like participating in this brand community because it gives me an opportunity to receive help from other community members
	HE8d: It is important to me to be able to use this community to find answers to my questions about the brand
<b>Self-Expression</b>	HE9a: I feel that I can freely share my interests in the brand community
	HE9b: I would express any opinion or idea I had about this brand in this brand community
	HE9c: I can always be myself when interacting with others in this community
	HE9d: This community makes it easy for me to express my true beliefs about the brand
<b>Up-to-Date Information</b>	HE10a: This brand community is my critical connection for new and important information about the brand and its products
	HE10b: When I want up-to-date information about this brand, I look to this brand community
	HE10c: This community keeps me on the leading edge of information about the brand
	HE10d: This community is the best way to stay informed about new developments with this brand

**Table 8** (Negative) Community-Brand Engagement scale, dimensions and items (continuation)

<b>Validation</b>	HE11a: Receiving more affirmation of the value of my comments, makes me want to participate more in the brand community
	HE11b: I feel good about myself when other community members share my ideas
	HE11c: I appreciate when others agree with the ideas I express in this brand community
	HE11d: When others support my ideas and opinions in this brand community, I feel better about myself

Source: Adapted from "Online Brand Community Engagement: Scale development and validation" Baldus et al. (2015)

### Affective Commitment Scale

Affective Commitment was chosen as a dependent variable in this study, as the purpose is to examine if there is an influence of brand engagement in the way the online community member is committed with both the brand and the community. Plus, the concept of affective commitment has not been used, often, in online brand community settings.

The survey used in this research includes only measures of affective commitment (Table 9), not considering other dimensions of commitment toward the brand and/or community (calculative commitment). Nevertheless, the influence of calculative commitment is expected to occur.

**Table 9** Affective Commitment scale and items

	<b>Scale item</b> (Fans/Anti-fans)	<b>Source</b>
<b>Affective Commitment</b>	*LC/HCa: I want to continue my relationship with the brand community	Adapted from Johnson, <i>et al.</i> (2006)
	LC/HCb: If the brand community were a person, I would like to have him or her as a friend	
	LC/HCc: Occasionally the brand community arranges events or meetings	
	LC/HCd: The community is interested in my views and opinions about the brand	
	LC/HCe: I give feedback about my evaluations of the brand, regularly	

\* LC refers to the Fan Communities mnemonic and HC to the Anti-Brand Communities

Source: author elaboration

### Self-Expression Word-of-Mouth or CSWOM scale

Although measurements of WOM communications have been largely implemented, none has captured WOM regarding consumption activities triggered by the needs to express self-concept

and draw attention. In fact, several WOM scales are constructed to analyse consumers' inclination and likelihood of spreading WOM about a given brand.

Those measures obtain examinations of motivations that are somewhat different, in theory, from CSWOM. They include brand or product-related motivations (Zeithaml, Berry, & Parasuraman, 1996), market mavenism (Feick & Price, 1987), and self-related motivations, for instance, opinion leadership (Flynn, Goldsmith, & Eastman, 1996; King & Summers, 1970; Rogers & Cartano, 1962).

Despite the important contribution in capturing general WOM behaviour, and that concerning specific brands, the present measures and examinations deliver, few of them have grasped what truly motivates consumers' conversations or communications.

As there was a lack of measures in capturing such motivations for spreading WOM that is Consumption-Focused WOM, Saenger et al. (2013) developed a unique measure which is distinctive of word-of-mouth communications that are not motivated by self-expression through consumption-focused aspects. In their research, the CSWOM scale demonstrated structure consistency, acceptable reliability, as well as nomological, convergent, predictive, and discriminant validity. Since the scale was also used in an online networking context, it adds to the reasoning behind the choice of this scale for brand communities' examination, in this research (Table 10).

**Table 10** Self-Expression WOM scale and items

	Scale item (Fans/Anti-Fans)	Source
<b>Self-Expression WOM</b>	*LW/HWa: I like to talk about my opinions about the brand so people can get to know me better	Adapted from Saenger, <i>et al.</i> (2013)
	LW/HWb: I like the attention I get when I talk to people about my opinions of the brand.	
	LW/HWc: I talk to people about my consumption/anti-consumption activities or opinions to let them know more about me.	
	LW/HWd: I like to communicate my consumption/anti-consumption activities and opinions to people who are interested in knowing about me	
	LW/HWe: I like the idea that people want to learn more about me through the my opinions and consumption/anti-consumption activities about the brand	
	LW/HWf: I like it when people pay attention to what I say about my consumption activities.	

\* LW refers to the Fan Communities mnemonic and HW to the Anti-Brand Communities

Source: author elaboration

### **“Big-Five” Personality Traits scale: Extroversion**

The choice in favor of the use of the Big Five measure was due to several aspects: first, this model has gained consensus in the psychology field and it is widely used by researchers and scholars alike. Additionally, the Five-Factor Model (or “Big-Five”) has been shown to have applicability in multiple domains: when organisations recruit personnel; in linking personality to leadership and innovation (Steel et al., 2012), and to job proficiency and performance (Mount and Barrick, 1998). Plus, it has also been demonstrated that personality impacts individuals’ behaviours and engagement in social networks (e.g., Dolgova et al., 2010; Schrammel et al., 2009; Uesugi, 2011). In fact, the choice also results from the works of Juric, Smith, & Wilks (2016) who propose that other aspects, related more to the individual’s self, seem to influence how consumers express negative engagement behaviours – being negative engagement the main focus of this study.

In order to capture personality through the Big-Five measure, there are two manners in which to do accomplish it. The first one, and the most extensively used, is in the form of questionnaires, and a number of measure and rating instruments have been created to examine the personality dimensions. Costa and McCrae’s (1992) revised 240-item NEO Personality Inventory (NEO-PI-R), is largely the most complete instrument, and allows the measurement of the Big Five domains and six precise features within each dimension. Since it takes, in average, 45 minutes to conclude, the Costa and McCrae’s scale is too extensive for several research purposes, which led to the creation of shorter scales and measures also widely used.

Some of those well-established and commonly used instruments are the 60-item NEO Five-Factor Inventory (Costa & McCrae, 1992), the Goldberg’s (1992) instrument which includes 100 trait descriptive adjectives, and the 44-item Big-Five Inventory (Benet-Martínez and John, 1998; John and Srivastava, 1999).

The other path to examine personality is the one that studies the dimensions through natural language, displayed by individuals when communicating. This lexical approach states that all relevant individual differences are programmed into natural language, in terms of personality traits. By deciphering these expressions, the fundamental dimensions of personality can be perceived, through the determination of what feelings the speaker is displaying.

For this dissertation, the first approach was chosen (questionnaires), in the form of online questionnaires. This is due to facilitations in response attainment and for the lack of geographical restrictions. Secondly, the measure of the Big Five dimensions was accomplished by using the 44-item inventory. However, since the purpose of this study is to assess the

influence of the Extroversion dimension, only 8 out of the 44 items were selected which corresponded to the chosen dimension (Table 11).

**Table 11** Personality dimension “Extroversion” scale and items.

	Scale item (Fans/Anti-Fans)	Source
<b>Extroversion Dimension</b> ( <i>I see myself as someone who...</i> )	Is talkative...	John & Srivastava, (1999)
	Is reserved... <i>r</i>	
	Is full of energy...	
	Generates a lot of enthusiasm...	
	Tends to be quiet... <i>r</i>	
	Has an assertive personality...	
	Is sometimes shy, inhibited... <i>r</i>	
	Is outgoing, sociable...	

Source: author elaboration

### 3.5 Data Collection

The questionnaire was prepared in English using the scales mentioned before. Then, a back translation was employed to get the same meaning in the questionnaire in Portuguese. The questionnaire was pre-tested using 6 participants and only few adjustments were made. After that the questionnaire was inserted in an online tool (Google Docs) and was spread in the brand communities. All items of scales were evaluating using a Likert type, of 1 (one) to 7 (seven) were: 1 – Strongly disagree; 2 – Mostly disagree; 3 – Somewhat disagree; 4 – Neither agree nor disagree; 5 – Somewhat agree; 6 – Mostly agree; 7 – Strongly agree. The exception was for the scale of the Extroversion dimension where: 1 – Disagree strongly; 2 – Somewhat disagree; 3 – Neither agree nor disagree; 4 – Somewhat agree; 5 – Agree strongly. The questionnaire also contained socio-demographic variables.

The answers to the surveys were gathered in a variety of ways. The author contacted several brand communities in order to get permission to spread the questionnaire. In order to make the description more comprehensible, the methods in which the responses were obtained will be divided by each brand in study, in the following Tables (12 to 15).

**Table 12** Control Groups form of contact and response collection.

Online Community	Valence	Responses gathered through:
Fórum SCP	Positive	<ul style="list-style-type: none"> <li>• Contact with acquainted and unknown members of the community through personal contact.</li> </ul>
Sporting Comédia de Portugal	Negative	<ul style="list-style-type: none"> <li>• First contact with page administrators revealed itself unsuccessful.</li> <li>• Second, successful, contact with Facebook friends who were fans of the page.</li> </ul>

Source: author elaboration

**Table 13** Starbucks communities form of contact and response collection.

Online Community	Valence	Responses gathered through:
My Starbucks Idea	Positive	<ul style="list-style-type: none"> <li>• Signing in the community and ask members, through publications, to respond to the survey. This first task was unsuccessful as the community specifications made it difficult and complex for users to respond.</li> <li>• Second, successful, contact with members through Twitter, as they were shown to follow the community in that specific social media site.</li> </ul>
Anti-Starbucks <sup>a</sup>	Negative	<ul style="list-style-type: none"> <li>• First contact with page administrators revealed itself unsuccessful</li> <li>• Signing in the community and ask members, through personal messages, to respond to the survey.</li> </ul>

Source: author elaboration

**Table 14** McDonald's communities form of contact and response collection.

Online Community	Valence	Responses gathered through:
McDonald's Portugal	Positive	<ul style="list-style-type: none"> <li>• Contact with Facebook friends who were fans of the page.</li> </ul>
I Hate McDonald's	Negative	<ul style="list-style-type: none"> <li>• Contact with Facebook users who were fans of the page.</li> </ul>

Source: author elaboration

**Table 15** Apple communities form of contact and response collection.

Online Community	Valence	Responses gathered through:
MacRumors	Positive	<ul style="list-style-type: none"> <li>Signing in the community and ask members, through personal messages, to respond to the survey.</li> </ul>
I Hate Apple	Negative	<ul style="list-style-type: none"> <li>Contact with group administrators who gave their permission about publishing the link to my survey on the group, so members could answer it. Total, three publications were made.</li> </ul>

Source: author elaboration

All the questions were delivered in the form of links to access the online survey, due to its lack of costs and due to the range online surveys have. Plus, the convenience of the online surveys and its quick response gathering seemed relevant.

The period to collect the responses to the survey went from February, 2016 until mid June, 2016. For the control groups, the amount of answers required for analysis was of 50 responses, for each community. The remaining communities had a minimum response goal of 100 responses.

### 3.6 Data Treatment

Following the Data Collection, a profile analysis was made to all Fan communities as well as Anti-Brand communities. Therefore, a total of eight communities, comprising 700 members in total, were analysed in terms of profile characterization. Each community had a total of 100 members (350 members for each valence) and 50 members were allocated to each community of the Control Group (a total of 100). The respondents are both of female and male gender, and represent more than 15 different nationalities.

Afterwards, the analysis comprised an examination of the independent variable and dependent variables in terms of general statistical and descriptive values, for each community, in order to access the various levels of community-brand engagement, affective commitment toward the community, and self-expression WOM outside the community. This analysis also entailed the assessment of each scale reliability by means of the Cronbach's Alpha in order to test the internal consistency and coherence of each scale.

Following the reliability assumption, the data was submitted to a Multiple Linear Regression analysis, in order to verify the relation and influence of (positive and negative) Brand

Engagement, and its dimensions, in Affective Commitment and self-expression WOM. For each test, of each community, the Adjusted  $R^2$  was gathered, as well as the Durbin-Watson value. Also, multicollinearity tests were developed for both Fan communities, in general, as well as for Anti-Brand Communities. A final Multiple Regression analysis was made, in order to assess the influence and relation of (positive or negative) Brand Engagement and its dimensions, on the constructs of Affective Commitment and self-expression WOM, having the personality dimension of Extroversion as a moderator of the relation.

The aforementioned calculations, tests and respective analysis and graphics were accomplished by resorting to the IBM Statistical Package for the Social Sciences (SPSS 23).

## 4. Results

In order to build a better understanding of the engagement, affective commitment, and word-of-mouth behaviours each community displays, this research started by conducting an analysis overview of the profile of the communities which compose this study.

**Table 16** Communities in Study

Fan Communities	Anti-brand Communities
<i>Fórum SCP</i>	<i>Sporting Comédia de Portugal</i>
<i>McDonald's Portugal</i>	<i>I Hate McDonald's</i>
<i>My Starbucks Idea</i>	Anti-Starbucks Site
<i>MacRumours</i>	<i>I Hate Apple</i>

### Profile of the Communities

#### Fan Communities

##### Gender

**Figure 4** Gender of Fan Brand Communities, in percentage.

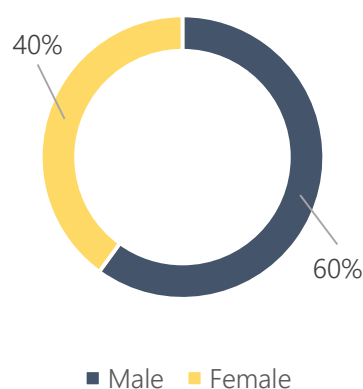
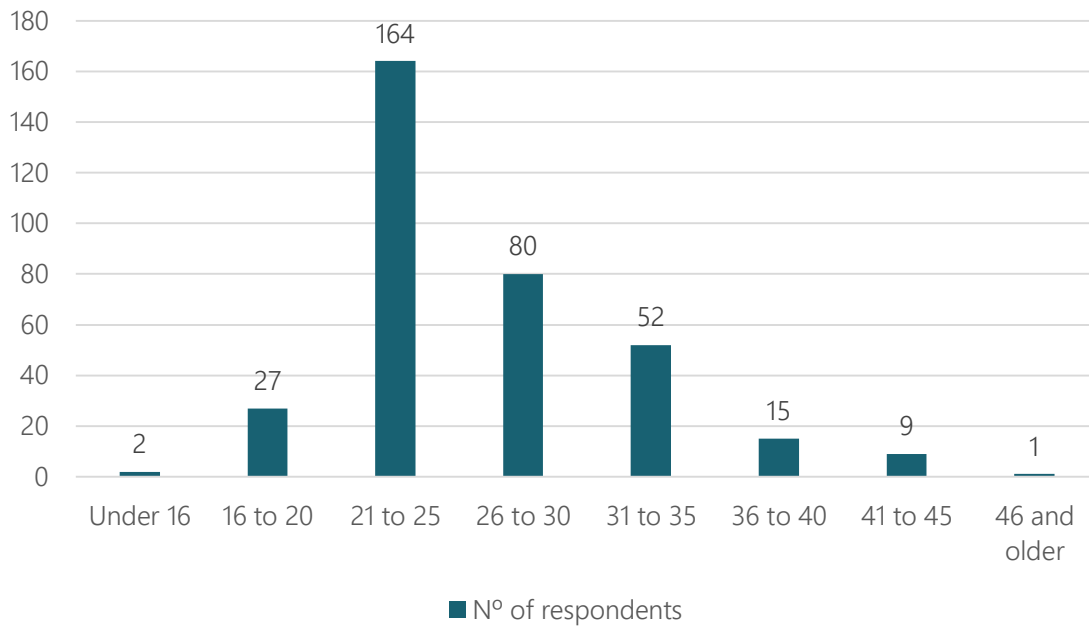


Figure 4 shows the gender of the members of four of the eight communities in study. With a total of 350 respondents (N=100 for each community, except for the control group communities where N=50), Fan-Brand communities are mostly composed by male respondents (210 answers) while females only represent 40% of the answers gathered (140 answers) (Appendix 4).



## Age

**Figure 5** Age of Fan Brand Communities, by age groups, in frequency (N=350)



Analysing Figure 5, it is clear that the majority of the respondents belong to the 21 to 25 age group, followed by the age group of 26 to 30 years old, and 31 to 35 years old. Those respondents under 16 years of age and over 46 years old, amount to 2 and 1, respectively (Appendix 5).

## Nationality

**Table 17** Nationality of Fan Brand Communities, in frequency and percentage.

Country of Origin			Country of Origin (continuation)		
	Frequency	%		Frequency	%
Brazil	1	0.3	New Zealand	1	0.3
Canada	4	1.1	Poland	1	0.3
China	1	0.3	Portugal	148	42.3
Denmark	1	0.3	Russia	1	0.3
Finland	1	0.3	South Africa	1	0.3
France	1	0.3	Switzerland	1	0.3
Germany	2	0.6	UK	10	2.9
Holland	1	0.3	USA	169	48.3
India	5	1.4	Total	350	100.0
Ireland	1	0.3			

Table 17 shows the diversity in nationality of the respondents who compose this research. Almost 49% of the respondents are of American nationality, while the second biggest country in amount of respondents is Portugal, with 148 respondents being of Portuguese nationality (42.3%).

### Online Activity

**Table 18** Number of hours on the Internet, on average, per week, in frequency and percentage.

Hours	Frequency	%
<b>Under 10</b>	19	5.4
<b>11 to 20</b>	41	11.7
<b>21 to 30</b>	102	29.1
<b>31 to 40</b>	91	26.0
<b>41 to 50</b>	34	9.7
<b>51 to 60</b>	35	10.0
<b>61 and more</b>	28	8.0
<b>Total</b>	350	100.0

In order to access the amount of time invested by members in online activities, respondents were asked how many hours they spent online, on average, per week. In Table 18, the group with the most members was 21 to 30 hours per week, followed by 31 to 40 hours, per week (102 and 91 respondents, respectively). However, respondents revealed to be somewhat equally distributed among the categories,

while those who spend no more than 10 hours online, every week, amount to 19 members – being that the group with the smallest number of respondents.

**Figure 6** Distribution of number of hours on the Internet, per week, between genders, in Fan Brand Communities

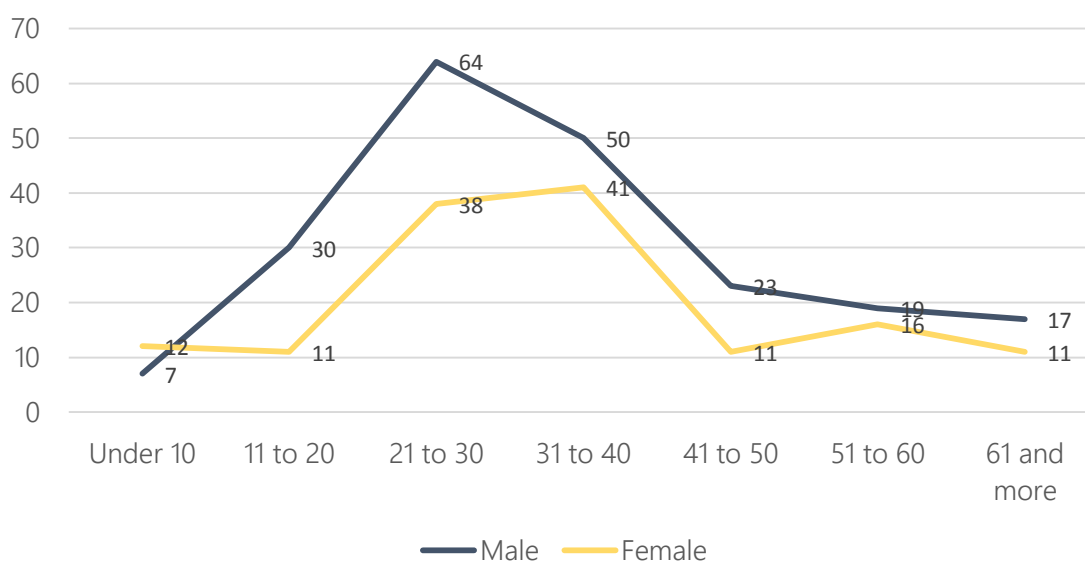


Figure 6 demonstrates that both female and male respondents have, in general, the same pattern concerning the amount of time spent on the Internet, having in mind that female respondents amount to 140 in total and male respondents to 210. Plus, the table above also shows that both female and male respondents seem to spend, the most, between 21 to 40 hours online, when compared to the other time periods (Appendix 6).

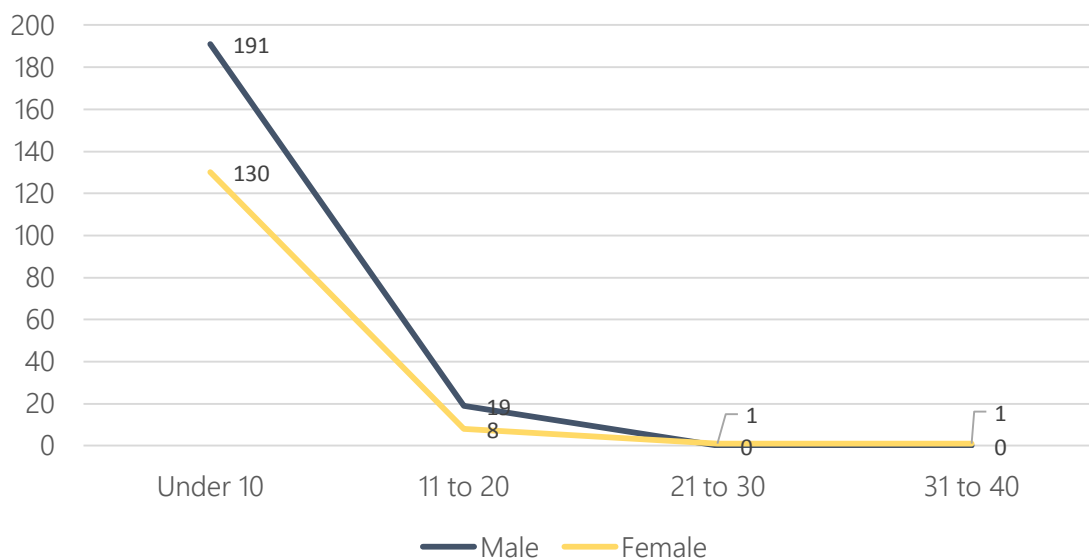
**Table 19** Number of hours on the Community, on average, per week, in frequency and percentage.

Hours	Frequency	%
<b>Under 10</b>	321	91.7
<b>11 to 20</b>	27	7.7
<b>21 to 30</b>	1	0.3
<b>31 to 40</b>	1	0.3
<b>Total</b>	350	100.0

Table 19 displays how much time respondents spend, specifically, on the online community, per week, having the group “Under 10” hours the highest amount of respondents (91.7%). One individual showed to be the most active, spending 31 to

40 hours on the online community, per week.

**Figure 7** Distribution of number of hours on the Community, per week, between genders, in Fan Brand Communities

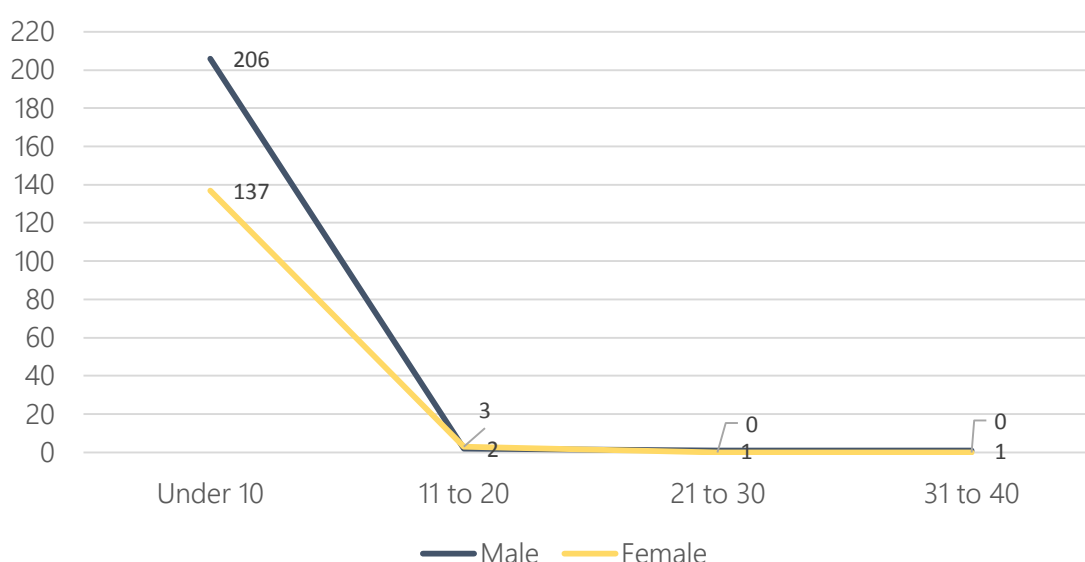


Following the same pattern as the previous analysis, both male and female respondents usually spend no more than 10 hours on their respective community (Figure 7), while two female individuals reveal themselves as the most active in hours spent on the online brand community (21 to 40 hours) (Appendix 7).

**Table 20** Number of posts on the Community, on average, per week, in frequency and percentage.

Nº of Posts	Frequency	%
<b>Under 10</b>	343	98.0
<b>11 to 20</b>	5	1.4
<b>21 to 30</b>	1	0.3
<b>31 to 40</b>	1	0.3
<b>Total</b>	350	100.0

Table 20 reveals that a vast majority of respondents (98%) make less than 10 posts on their online brand community, per week. Only one respondent showed to be the most active in the number of posts made (31 to 40 posts, per week), amounting to 0.3%.

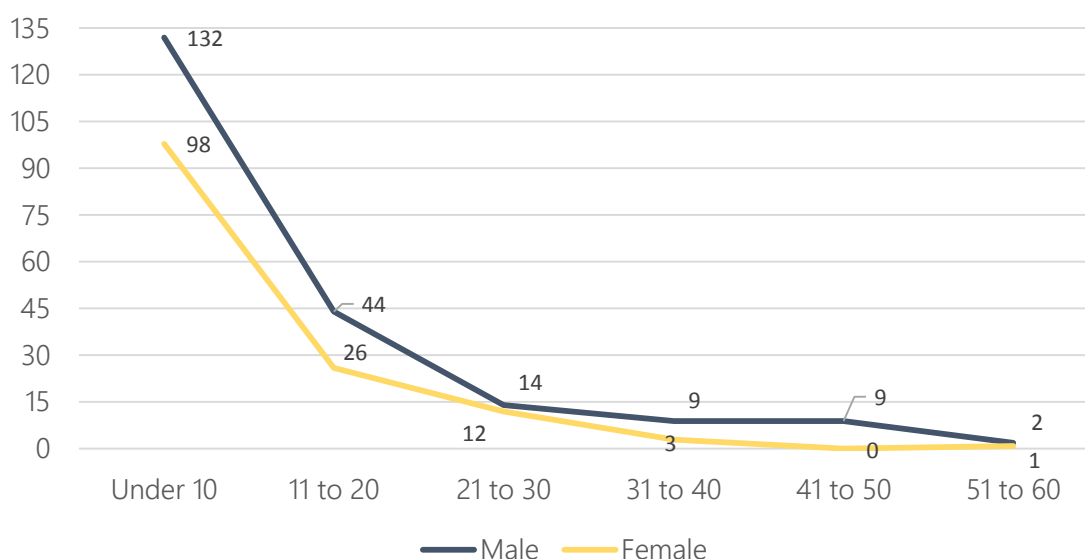
**Figure 8** Distribution of number of posts on the Community, per week, between genders, in Fan Brand Communities

Concerning community participant activities (Figure 8), both male and female also have the tendency of posting no more than 10 publications on their respective online brand communities (i.e. 98%) (Appendix 8).

**Table 21** Number of comments on the Community, on average, per week, in frequency and percentage.

Nº of Comments	Frequency	%
<b>Under 10</b>	230	65.7
<b>11 to 20</b>	70	20.0
<b>21 to 30</b>	26	7.4
<b>31 to 40</b>	12	3.4
<b>41 to 50</b>	9	2.6
<b>51 to 60</b>	3	0.9
<b>Total</b>	350	100.0

Regarding the last analysis on online activity, Table 21 shows that respondents usually make no more than 10 comments on the community's posts, per week – amounting to 65.7% of the total. Only three individuals showed high levels of comment activity (51 to 60 comments, per week), amounting to 0.9% of the total.

**Figure 9** Distribution of number of comments on the Community, per week, between genders, in Fan Brand Communities

Despite respondents still remaining in the category of not making more than 10 comments (a tendency shown in the previous analysis), Figure 9 shows that both females and males are relatively distributed among the different categories of comments made. This also shows that commenting behaviour is the community participation activity that respondents most engage in, when compared to posting behaviour (Appendix 9).

### Online Community 1: Fórum SCP (Control Group)

**Table 22** Age of Fórum SCP members, in frequency and percentage, by age groups.

	Frequency	%
Under 16	0	0
16 to 20	2	4.0
21 to 25	20	40.0
26 to 30	18	36.0
31 to 35	7	14.0
36 to 40	3	6.0
41 to 45	0	0
46 and older	0	0
Total	50	100.0

Composed completely by male respondents (N=50; 100%) of Portuguese nationality, the community of “Fórum SCP” (Appendix 10 and 12) has members who range, in age, from 20 to 40 years old ( $\bar{x} = 26.9$  years of age, Appendix 11). As it can be concluded from Table 22, this community’s members are mostly situated in the 21 to 25 years old group, amounting to 40% of the total sample.

**Table 23** Descriptives of the Extroversion level of Fórum SCP's members

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Extroversion Dimension</b>	50	1.75	4.50	3.3125	0.87600

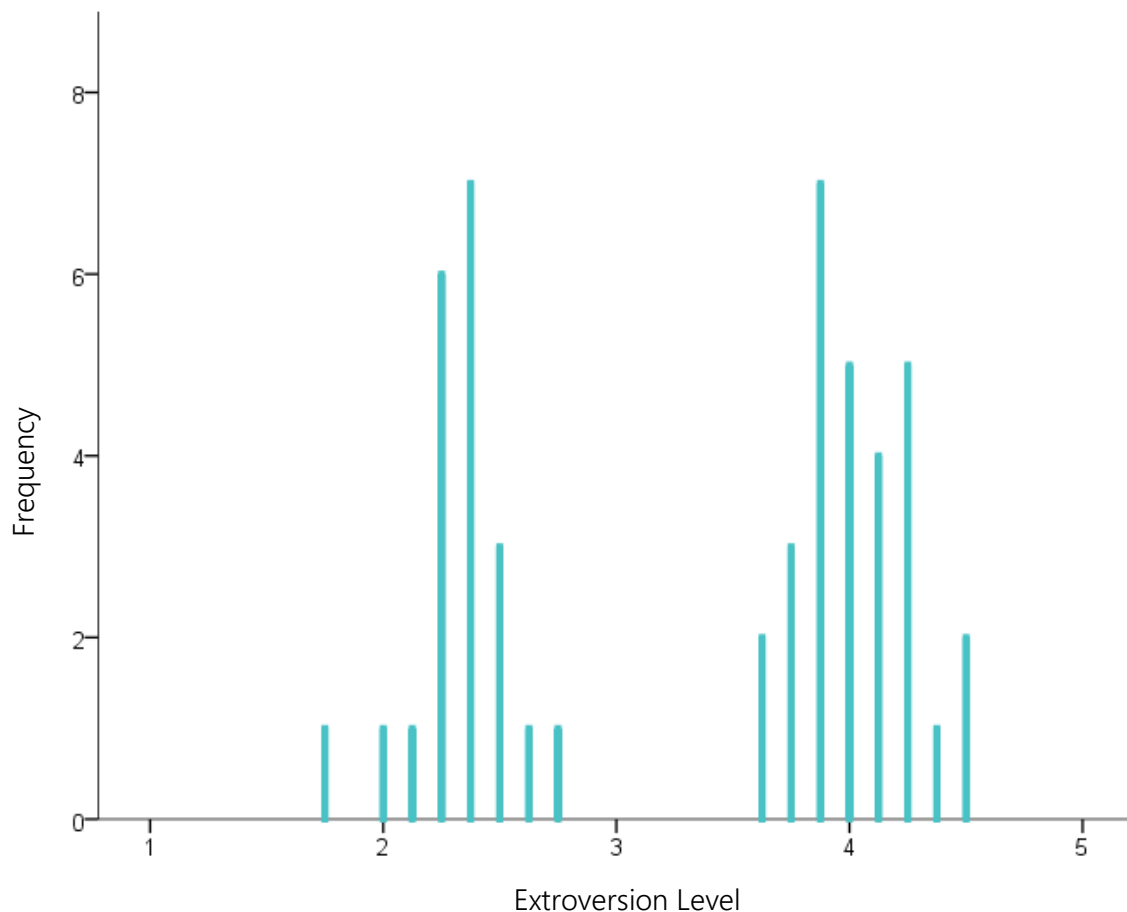
**Figure 10** Fórum SCP's members' distribution between Extroversion levels

Table 23 and Figure 10 represent the analysis of the Extroversion dimension of the “Big-Five” scale of Personality, among the fans of the Sporting brand. In order to better interpret the data, it is set that the values below 3 in Extroversion level correspond to those members who have the tendency of being Introverts. Accordingly, those who remain above the value 3 are considered as Extroverts.

Therefore, Figure 10 demonstrates that the members of the Sporting Fan community have, in general, a tendency for Extroversion (29 members), while Introverts amount to 21 members.

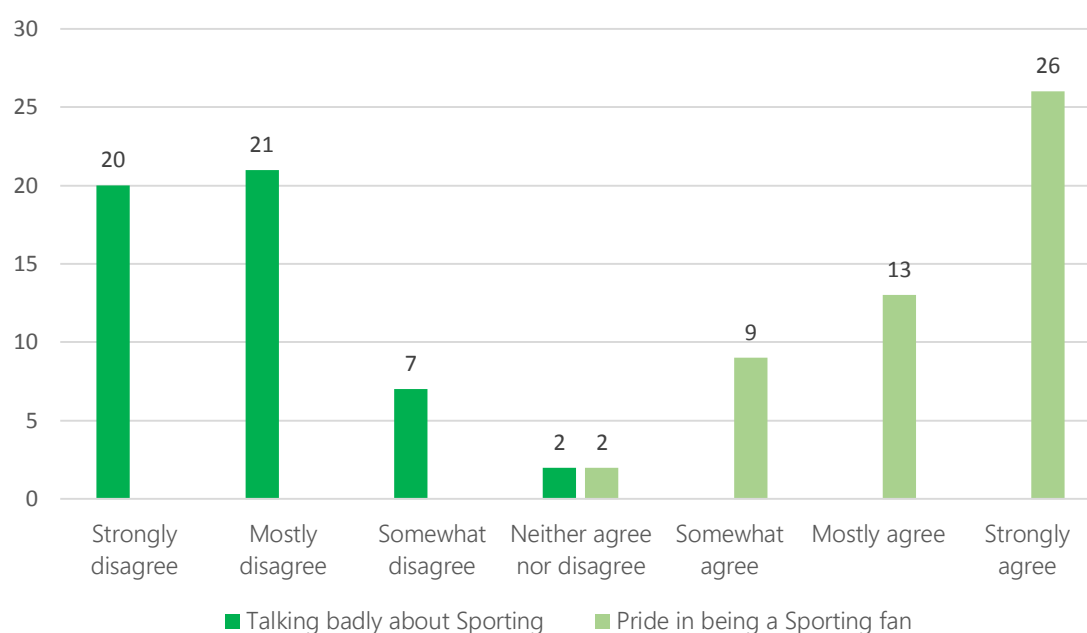
**Figure 11** Fórum SCP members' negative remarks and pride in being a fan of the brand, in frequency.

Figure 11 represent the analysis of the member's negative remarks ("Talking badly about Sporting") and pride in being a fan of the brand. As seen in Figure 8, 82% of the Community's members, when questioned if they have ever made any negative remarks about Sporting, answered with "Strongly disagree" and "Mostly disagree", having no member admitted to having made any negative remarks. On an inverse pattern, 52% of the members (26) admit to being extremely proud of being a fan of Sporting, with no member answering that they do not feel pride in being a fan of the brand. However, in both categories, two respondents neither agreed nor disagreed with the affirmations (Appendix 13, 14 and 15).

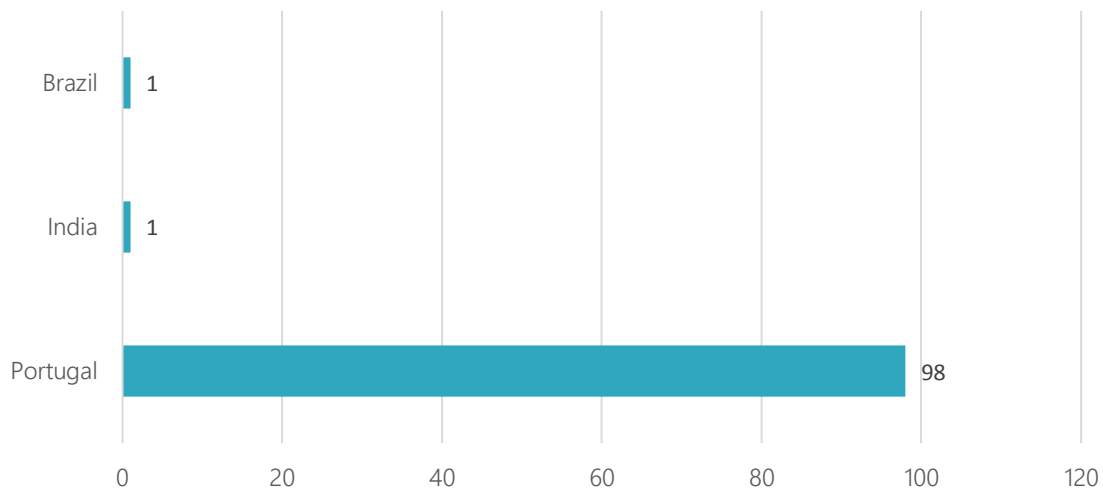
## Online Community 2: McDonald's Portugal – Facebook Page

**Table 24** Age of McDonald's Portugal members, in frequency and percentage, by age groups.

	Frequency	%
Under 16	0	0
16 to 20	5	5.0
21 to 25	83	83.0
26 to 30	10	10.0
31 to 35	1	1.0
36 to 40	1	1.0
41 to 45	0	0
46 and older	0	0
Total	100	100.0

With a sample size of  $N = 100$ , composed in 56% by female respondents and 44% by male respondents (Appendix 16), the community of "McDonald's Portugal" has members who range, in age, from 19 to 36 years old ( $\bar{x} = 23.5$  years of age, Appendix 17). As it can be concluded from Table 24, this community's members are mostly situated in the 21 to 25 years old group, amounting to 83% of the total sample.

**Figure 12** Nationality of the members of McDonald's Portugal community, in frequency.



As seen in Figure 12, the vast majority of respondents are of Portuguese nationality (98%), while the remaining two respondents are of Brazilian and Indian nationality (Appendix 18).

**Table 25** Descriptives of the Extroversion level of McDonald's Portugal members

	N	Minimum	Maximum	Mean	Std. Deviation
Extroversion Dimension	100	1.88	4.88	3.43	0.696

**Figure 13** McDonald's Portugal members' distribution between Extroversion levels

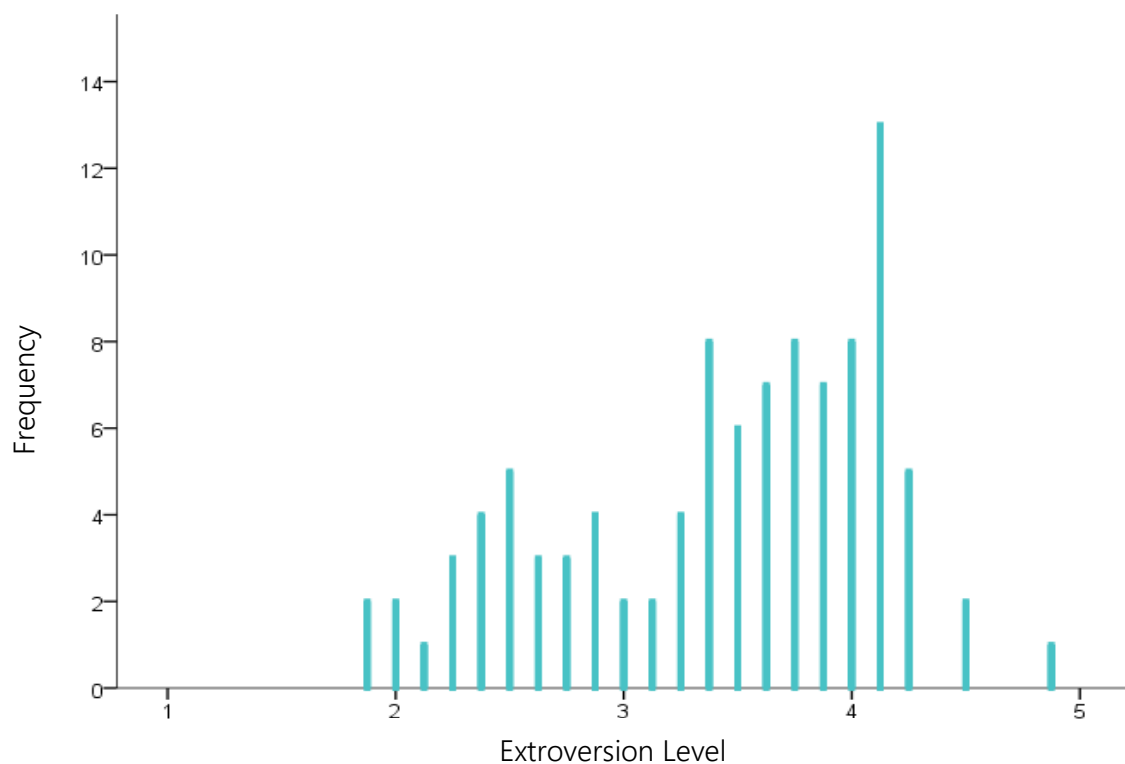




Table 25 and Figure 13 represent the analysis of the Extroversion dimension of the “Big-Five” scale of Personality, among the fans of the McDonald’s brand. In order to better interpret the data, it is set that the values below 3 in Extroversion level correspond to those members who have the tendency of being Introverts. Accordingly, those who remain above the value 3 are considered as Extroverts.

Therefore, Figure 13 demonstrates that 71% of the members of the Sporting Fan community have, in general, a tendency for being Extroverts, while Introverts amount to 29 members.

**Figure 14** McDonald’s Portugal members’ negative remarks and pride in being a fan of the brand, in frequency.

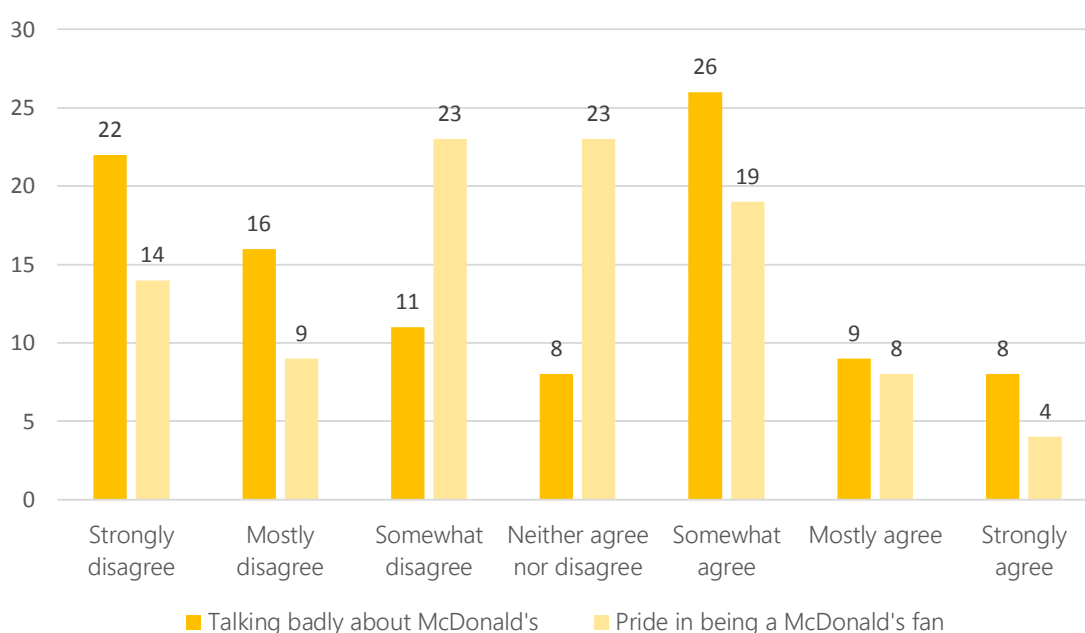


Figure 14 represent the analysis of the member’s negative remarks (“Talking badly about McDonald’s”) and pride in being a fan of the brand. Accordingly, 26% of the Community’s members, when questioned if they have ever made any negative remarks about McDonald’s, answered with “Somewhat agree”, although 49% claim it is not common for them to make negative remarks about the brand. Concerning the pride about being a McDonald’s fan, 19% claim to feel somewhat proud in being a fan, while 23% of the members somewhat disagree when questioned if they feel proud of being a fan of McDonald’s. Most respondents, however, do not feel proud in being a fan of the brand, and 23% neither agree nor disagree with the affirmation (Appendix 19, 20 and 21).

### Online Community 3: **My Starbucks Idea**

**Table 26** Age of My Starbucks Idea members, in frequency and percentage, by age groups.

	Frequency	%
<b>Under 16</b>	1	1.0
<b>16 to 20</b>	10	10.0
<b>21 to 25</b>	31	31.0
<b>26 to 30</b>	26	26.0
<b>31 to 35</b>	22	22.0
<b>36 to 40</b>	5	5.0
<b>41 to 45</b>	4	4.0
<b>46 and older</b>	1	1.0
<b>Total</b>	100	100.0

With a sample size of  $N = 100$ , composed in 61% by female respondents and 39% by male respondents, of American nationality (Appendix 22 and 24), the community of “*My Starbucks Idea*” has members who range, in age, from 15 to 48 years old ( $\bar{x} = 27.7$  years of age, Appendix 23). As it can be concluded from Table 26, this community’s members are mostly situated in the 21 to 25 years old group, amounting to 31% of the total sample, followed by the group of 26 to 30 years old, with 26%.

**Table 27** Descriptives of the Extroversion level of My Starbucks Idea members

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Extroversion Dimension</b>	100	2.00	4.50	3.5	0.787

**Figure 15** My Starbucks Idea members’ distribution between Extroversion levels

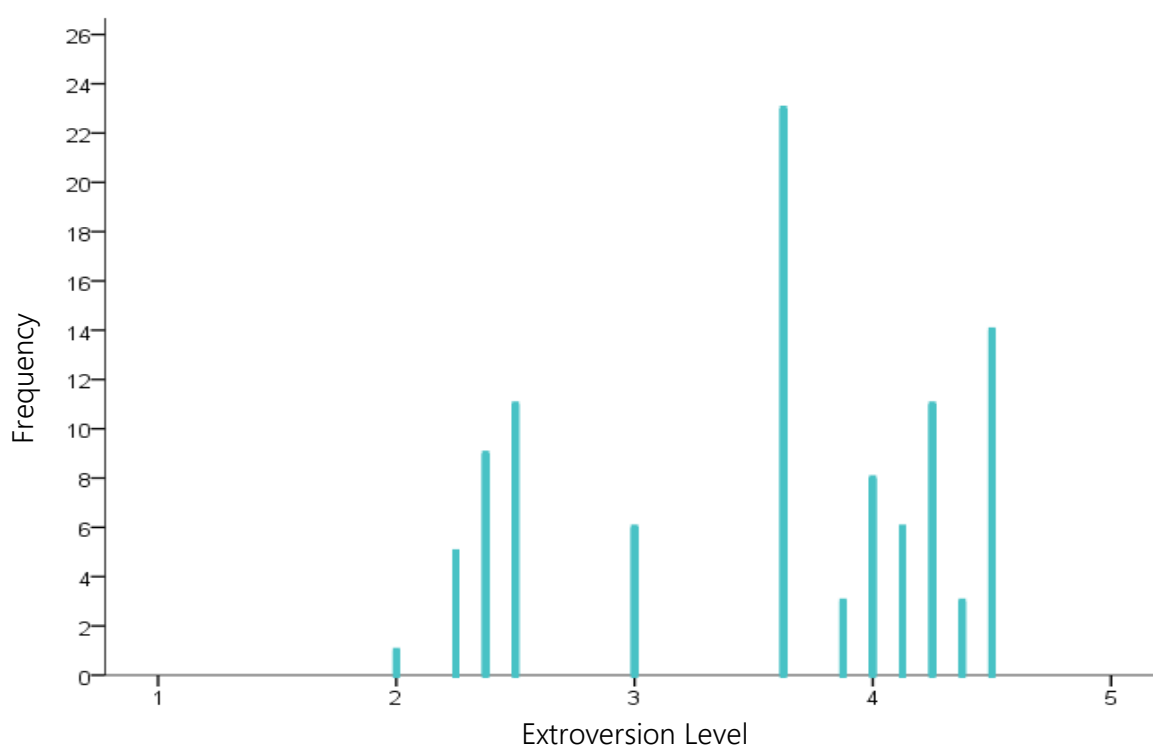


Table 27 and Figure 15 represent the analysis of the Extroversion dimension of the “Big-Five” scale of Personality, among the fans of the Starbucks brand. In order to better interpret the data, it is set that the values below 3 in Extroversion level correspond to those members who have the tendency of being Introverts. Accordingly, those who remain above the value 3 are considered as Extroverts. Therefore, Figure 15 demonstrates that 68% of the members of the My Starbucks Idea community have, in general, a tendency for being Extroverts, while Introverts amount to 32%.

**Figure 16** My Starbucks Idea members’ negative remarks and pride in being a fan of the brand, in frequency.

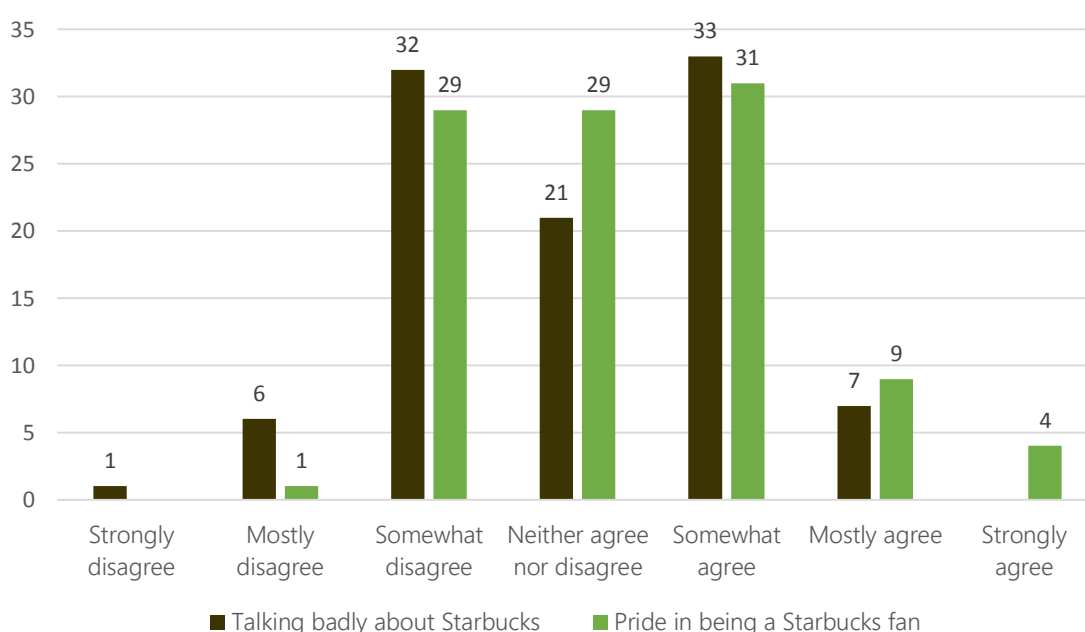


Figure 16 represent the analysis of the member’s negative remarks (“Talking badly about Starbucks”) and pride in being a fan of the brand. Accordingly, 40% of the Community’s members, when questioned if they have ever made any negative remarks about Starbucks, answered with “Somewhat agree” and “Mostly agree”, although 39% claim it is not common for them to make negative remarks about the brand. Concerning the pride about being a Starbucks fan, most claim to feel proud in being a fan (44%), while 29% of the members somewhat disagree when questioned if they feel proud of being a fan of Starbucks. 21% of the respondents neither agree nor disagree with the affirmation of ever talking badly about the brand, while 29% of the respondents neither agree nor disagree to feeling proud about being a fan of the brand (Appendix 25, 26 and 27).

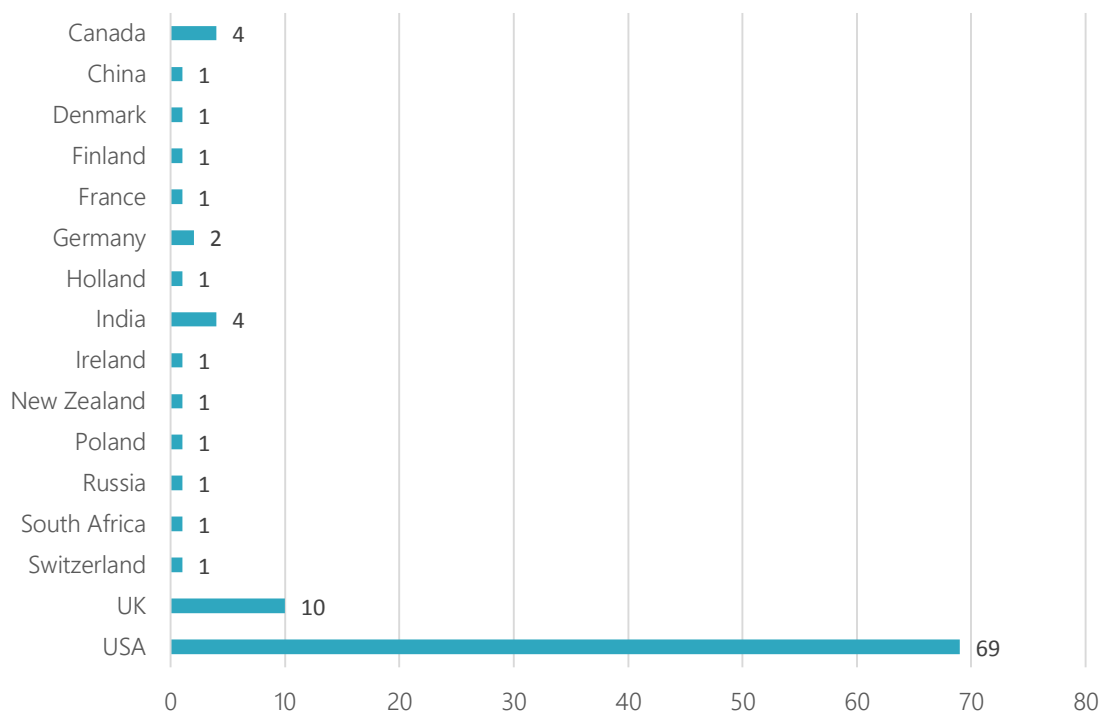
## Online Community 4: MacRumours (Apple)

**Table 28** Age of MacRumours members, in frequency and percentage, by age groups.

	Frequency	%
<b>Under 16</b>	1	1.0
<b>16 to 20</b>	10	10.0
<b>21 to 25</b>	30	30.0
<b>26 to 30</b>	26	26.0
<b>31 to 35</b>	22	22.0
<b>36 to 40</b>	6	6.0
<b>41 to 45</b>	5	5.0
<b>46 and older</b>	0	0
<b>Total</b>	100	100.0

With a sample size of N= 100, composed in 23% by female respondents and 77% by male respondents (Appendix 28), the community of “MacRumours” has members who range, in age, from 15 to 45 years old ( $\bar{x}$  = 27.8 years of age, Appendix 29). As it can be concluded from Table 28, this community’s members are mostly situated in the 21 to 25 years old group, amounting to 30% of the total sample, followed by the group of 26 to 30 years old, with 26%.

**Figure 17** Nationality of the members of MacRumours community, in frequency.



As seen in Figure 17, the vast majority of respondents are of American nationality (69%), followed by the UK with 10% and India and China with 4%. Overall, the community is very diverse in nationality.

**Table 29** Descriptives of the Extroversion level of MacRumours members

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Extroversion Dimension</b>	100	1.75	4.50	3.0	0.897

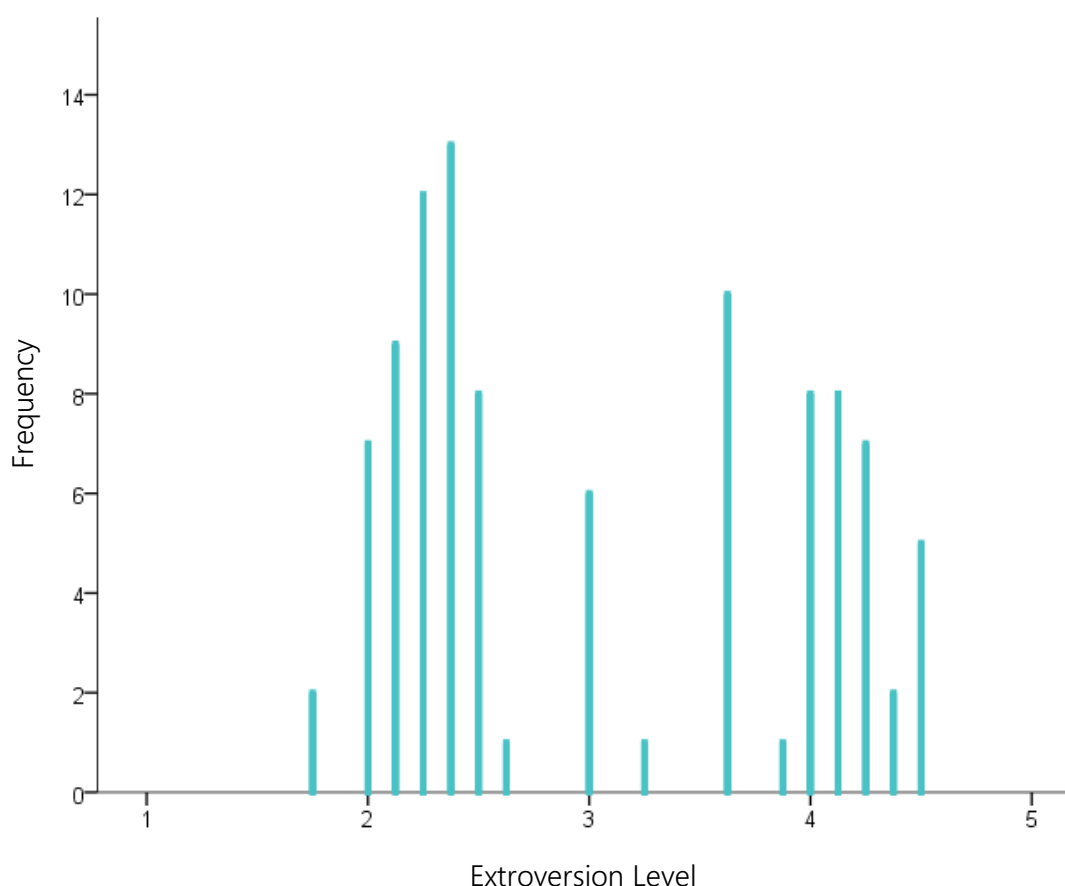
**Figure 18** MacRumours members' distribution between Extroversion levels

Table 29 and Figure 18 represent the analysis of the Extroversion dimension of the “Big-Five” scale of Personality, among the fans of the Apple brand. In order to better interpret the data, it is set that the values below 3 in Extroversion level correspond to those members who have the tendency of being Introverts. Accordingly, those who remain above the value 3 are considered as Extroverts.

Therefore, Figure 18 demonstrates that 52% of the members of the MacRumours community have, in general, a tendency for being Introverts, while Extroverts amount to 40%. 8% of the respondents fall in the middle of the scale.

**Figure 19** MacRumours members' negative remarks and pride in being a fan of the brand, in frequency.

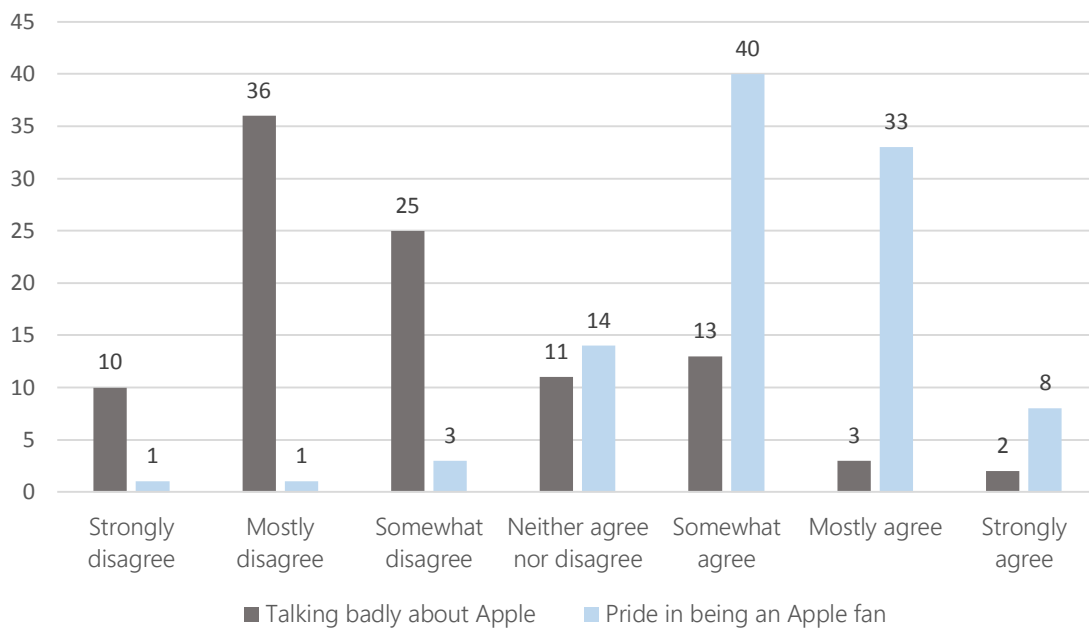


Figure 19 represent the analysis of the member's negative remarks ("Talking badly about Apple") and pride in being a fan of the brand. Accordingly, 71% of the Community's members, when questioned if they have ever made any negative remarks about Apple, answered between "Somewhat disagree" and "Strongly disagree", although 18% claim to have made negative remarks about the brand. Concerning the pride about being an Apple fan, the vast majority claims to feel proud in being a fan (81%), while 4% of the members somewhat disagree when questioned if they feel proud of being a fan of Apple. 11% of the respondents neither agree nor disagree with the affirmation of ever talking badly about the brand, while 14% of the respondents neither agree nor disagree to feeling proud about being a fan of the brand (Appendix 30, 31 and 32).

## Anti-Brand Communities

### Gender

**Figure 20** Gender of Anti-Brand Communities, in percentage.

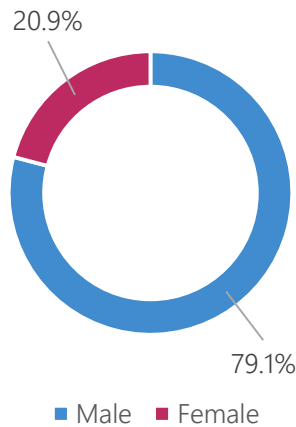
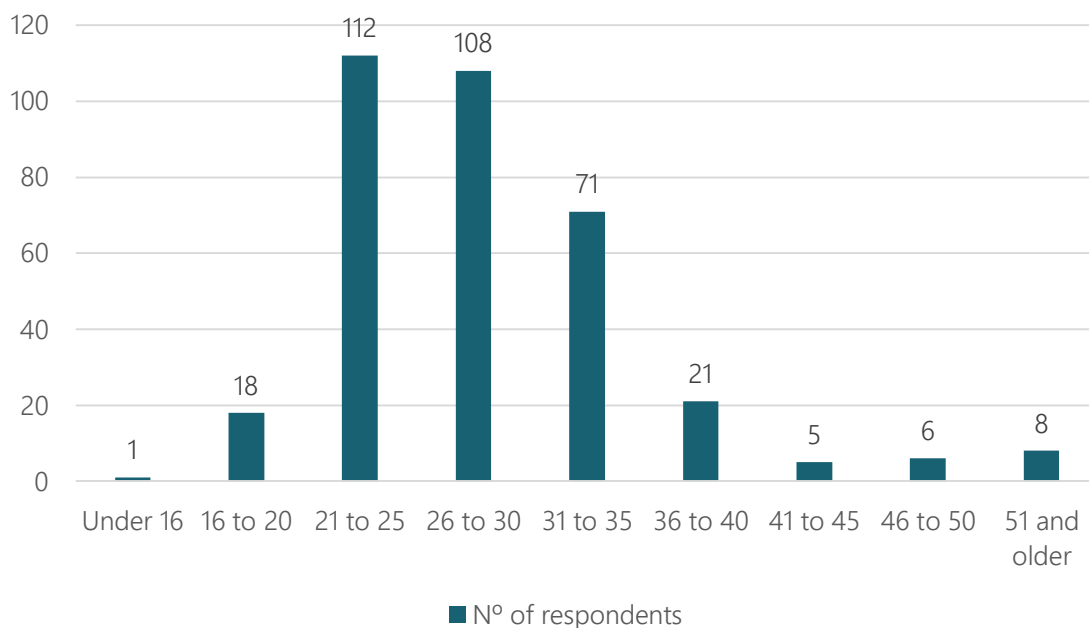


Figure 20 shows the gender of the members of the remaining four of the eight communities in study. With a total of 350 respondents, similar to the results gathered in the profile of the Fan-Brand communities, Anti-Brand communities are mostly composed by male respondents (277 answers) while females only represent 20.9% of the answers gathered (73 answers) (Appendix 33).

### Age

**Figure 21** Age of Anti-Brand community members, by age groups, in frequency (N=350).



Analysing Figure 21, it is clear that the majority of the respondents belong to the 21 to 25 and 26 to 30 age groups, followed by the age group of 31 to 35 years old. Those respondents under 16 years of age amount to 1, while, contrary to Fan-Brand communities, Anti-Brand communities have more members who are 46 or older (Appendix 34).

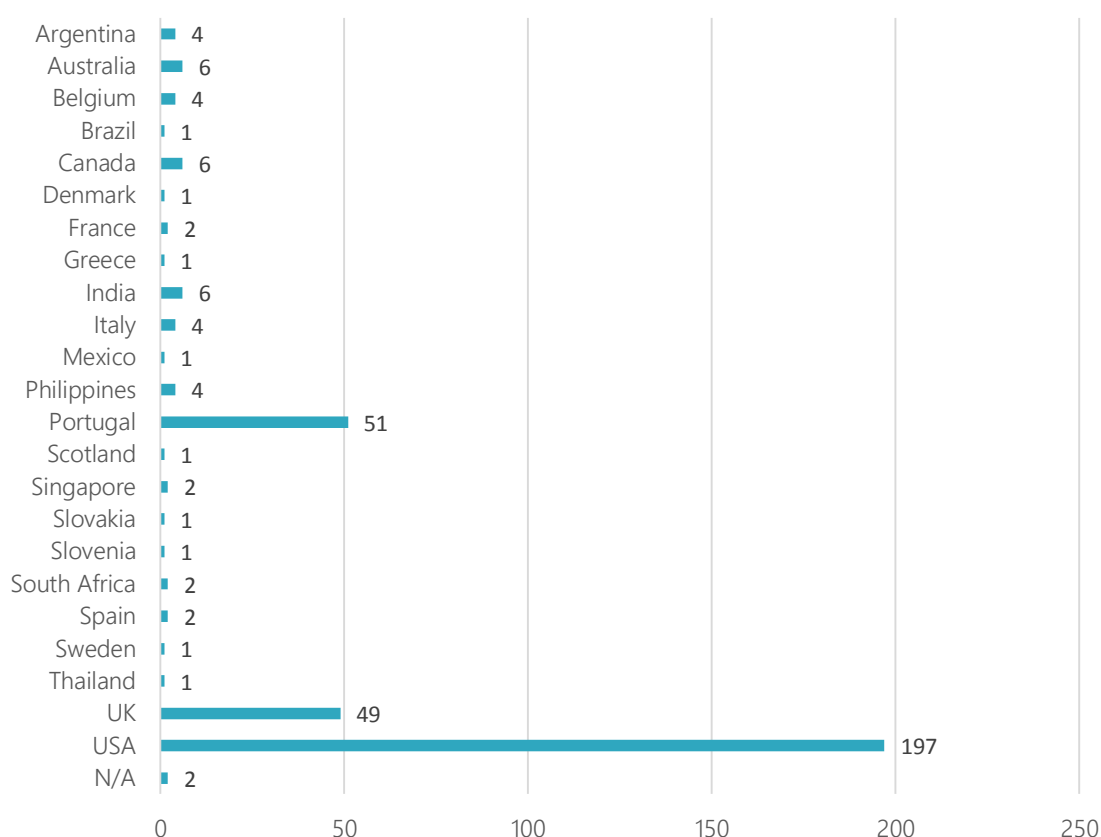
**Figure 22** Nationality of Anti-Brand Communities, in frequency.

Figure 22 shows the diversity in nationality of the respondents who compose this research. More than 55% of the respondents (197) are of American nationality, followed by the Portugal with 14.6% (51), and the United Kingdom with 14% (49). Two respondents did not give an answer acceptable for the analysis.

### Online Activity

**Table 30** Number of hours on the Internet, on average, per week, in frequency and percentage.

Hours	Frequency	%
<b>Under 10</b>	21	6.0
<b>11 to 20</b>	69	19.7
<b>21 to 30</b>	109	31.1
<b>31 to 40</b>	56	16.0
<b>41 to 50</b>	51	14.6
<b>51 to 60</b>	29	8.3
<b>61 and more</b>	15	4.3
<b>Total</b>	350	100.0

category of “61 and more” hours being the group with the smallest number of respondents (15).

In order to access the amount of time invested by members in online activities, respondents were asked how many hours they spent online, on average, per week. In Table 30, the group with the most members was 21 to 30 hours per week, followed by 11 to 20 hours, per week (109 and 69 respondents, respectively). However, respondents revealed to be somewhat equally distributed among the categories, despite the



**Figure 23** Distribution of number of hours on the Internet, per week, between genders, in Anti-Brand communities.

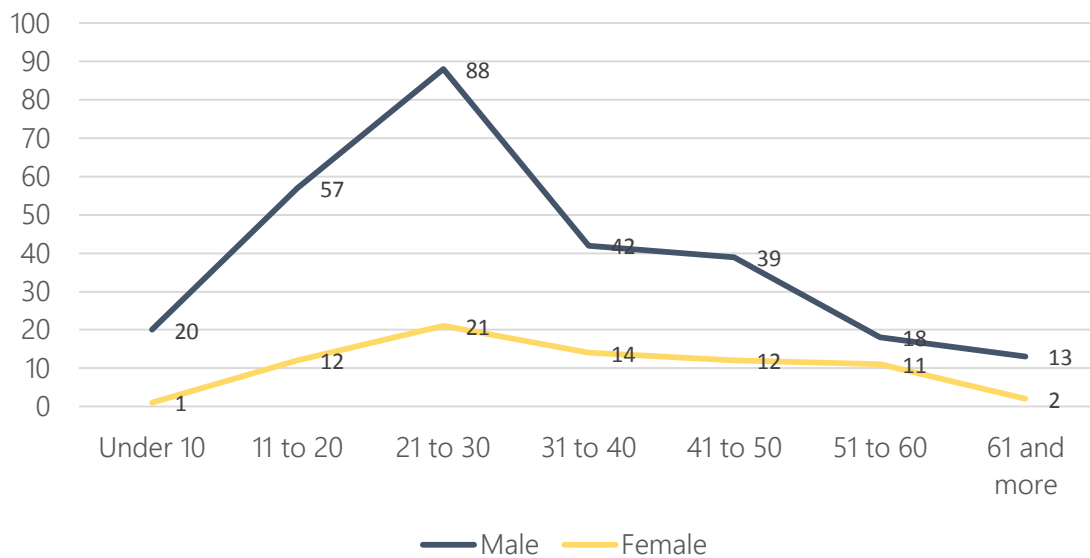


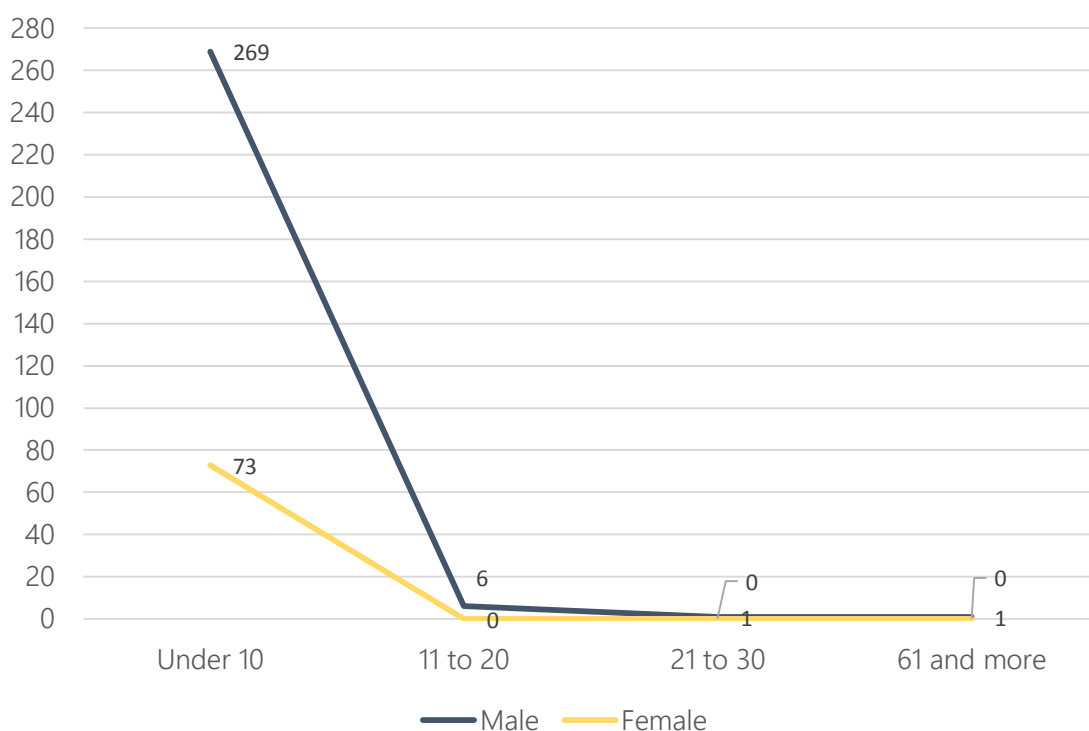
Figure 23 demonstrates that female respondents are, in general, evenly distributed among the various time groups, spending mostly between 21 to 40 hours online. As for male respondents, the time periods of “11 to 20” and “21 to 30” hours represent the most common categories among male individuals (Appendix 35).

**Table 31** Number of hours on the Community, on average, per week, in frequency and percentage.

Hours	Frequency	%
<b>Under 10</b>	342	97.7
<b>11 to 20</b>	6	1.7
<b>21 to 30</b>	1	0.3
<b>61 and more</b>	1	0.3
<b>Total</b>	350	100.0

Table 31 displays how much time respondents spend, specifically, on the online community, per week, having the group “Under 10” hours the highest amount of respondents (97.7%). One individual showed to be the most active, spending 61 or more hours on the online community, per week.

**Figure 24** Distribution of number of hours on the Community, per week, between genders, in Anti-Brand communities.



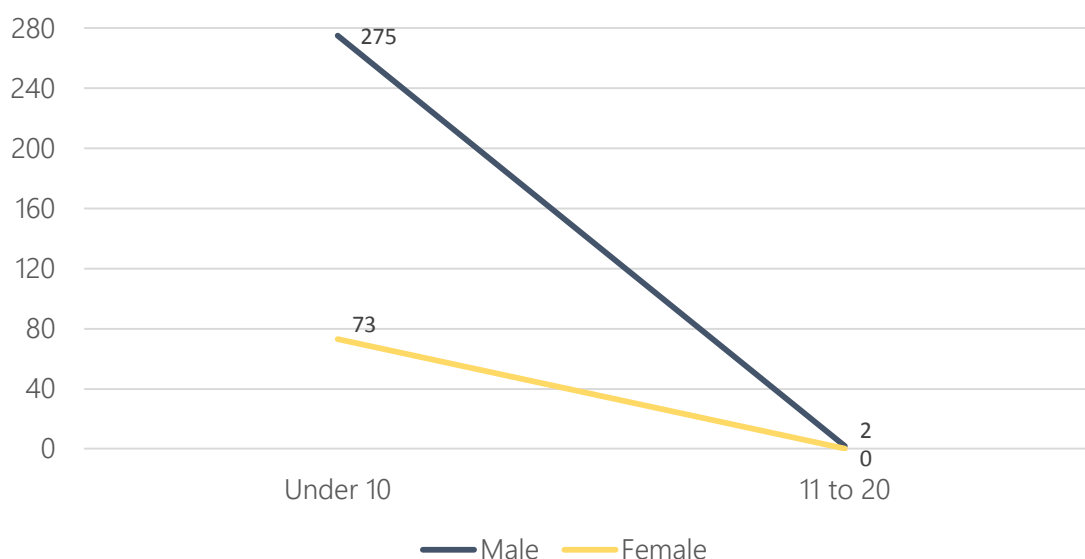
In the case of the number of hours both male and female respondents spend on the community, the totality of female respondents are situated in the “Under 10” hours category, while male individuals are present in all the time categories (Figure 24). The one with the most presence is, also, “Under 10” hours (Appendix 36).

**Table 32** Number of posts on the Community, on average, per week, in frequency and percentage.

Nº of Posts	Frequency	%
<b>Under 10</b>	348	99.4
<b>11 to 20</b>	2	0.6
<b>Total</b>	350	100.0

Table 32 reveals that a vast majority of respondents (99.4%) make less than 10 posts on their online brand community, per week. On the contrary, two respondents showed to make from 11 to 20 comments, each week, on the community.

**Figure 25** Distribution of number of posts on the Community, per week, between genders, in Anti-Brand communities.

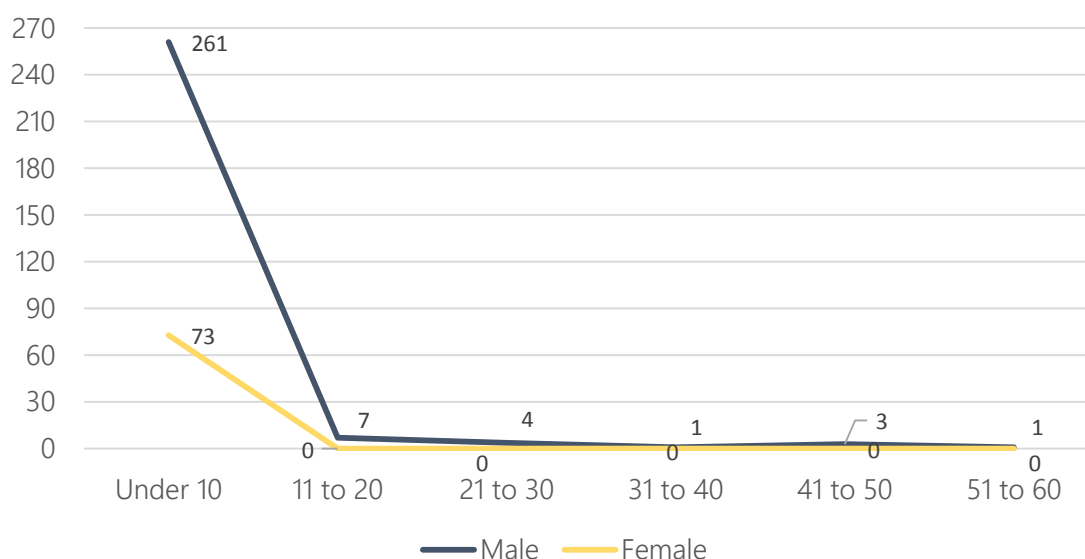


Similar to previous analysis, according to Figure 25, female individuals situate themselves in the first category “Under 10” posts). Male respondents also locate the majority of their answers (99%) on the “Under 10” posts group (Appendix 37).

**Table 33** Number of comments on the Community, on average, per week, in frequency and percentage.

N° of Comments	Frequency	%
<b>Under 10</b>	334	95.4
<b>11 to 20</b>	7	2.0
<b>21 to 30</b>	4	1.1
<b>31 to 40</b>	1	0.3
<b>41 to 50</b>	3	0.9
<b>61 and more</b>	1	0.3
<b>Total</b>	350	100.0

Regarding the last analysis about online activity, Table 33 shows that respondents usually make no more than 10 comments on the community’s posts, per week (95.4%). However, every remaining category has, at least, one respondent.

**Figure 26** Distribution of number of comments on the Community, per week, between genders, in Anti-Brand communities.

In this case (Figure 26), male respondents distribute themselves among all categories, having the most presence in the “Under 10” comments category. Female individuals, on the other hand, revealed to be less active, being all located in the “Under 10” comments group (Appendix 38).

### Online Community 5: Sporting Comédia de Portugal (Facebook Page)

**Table 34** Age of Sporting Comédia de Portugal members, in frequency and percentage, by age groups.

	Frequency	%
Under 16	0	0
16 to 20	2	4.0
21 to 25	27	54.0
26 to 30	16	32.0
31 to 35	4	8.0
36 to 40	1	2.0
41 to 45	0	0
46 and older	0	0
Total	50	100.0

With a sample size of  $N = 50$ , composed by 5 female respondents and 45 male respondents, of Portuguese nationality (Appendix 39 and 41), the community of “Sporting Comédia de Portugal” has members who range, in age, from 20 to 36 years old ( $\bar{x} = 25.5$  years of age, Appendix 40). As it can be concluded from Table 34, this community’s members are mostly situated in the 21 to 25 years old group, amounting to 54% of the total sample,

followed by the group of 26 to 30 years old, with 32%.

**Table 35** Descriptives of the Extroversion level of Sporting Comédia de Portugal members

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Extroversion Dimension</b>	50	2.13	4.63	3.7	0.575

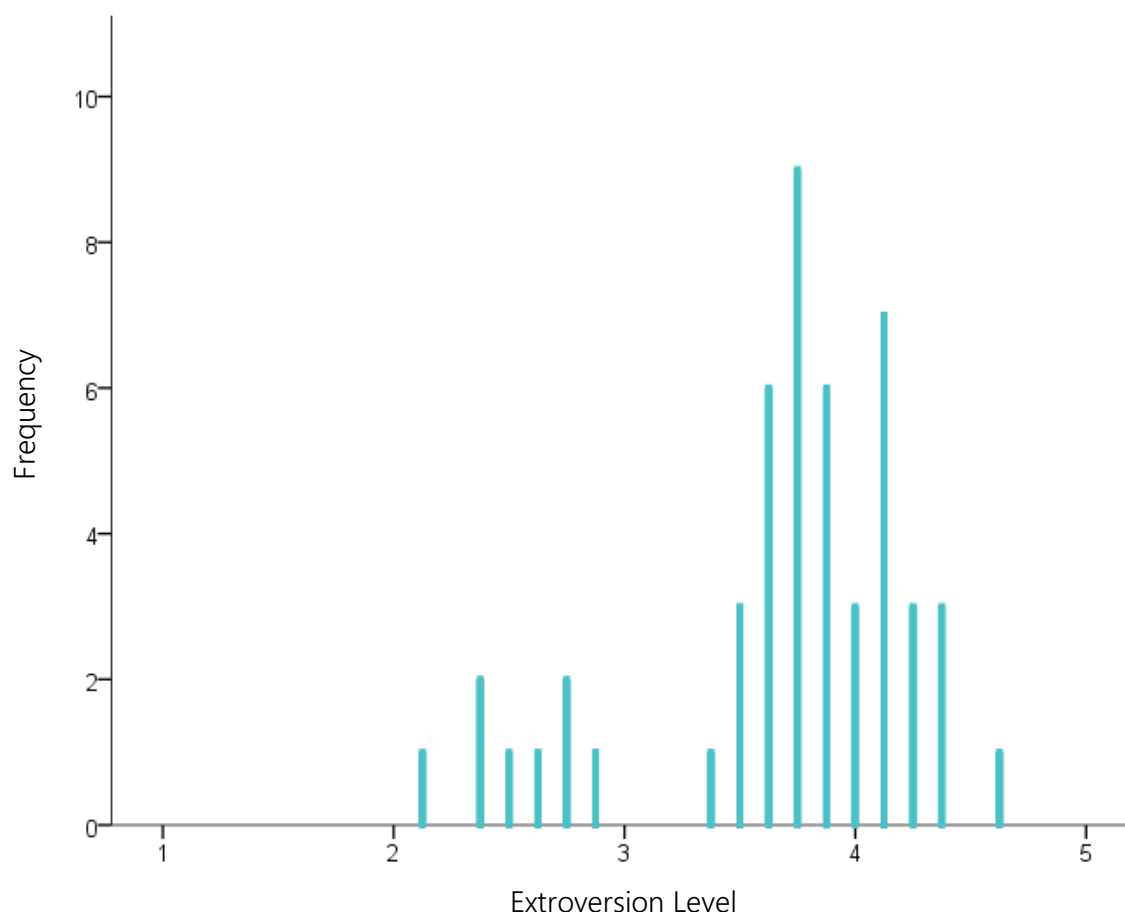
**Figure 27** Sporting Comédia de Portugal members' distribution between Extroversion levels

Table 35 and Figure 27 represent the analysis of the Extroversion dimension of the “Big-Five” scale of Personality, among those who dislike the Sporting brand. In order to better interpret the data, it is set that the values below 3 in Extroversion level correspond to those members who have the tendency of being Introverts. Accordingly, those who remain above the value 3 are considered as Extroverts.

Therefore, Figure 27 demonstrates that the members of the Anti-Sporting community have, in general, a tendency for Extroversion (42 members), while Introverts amount to 8 members.

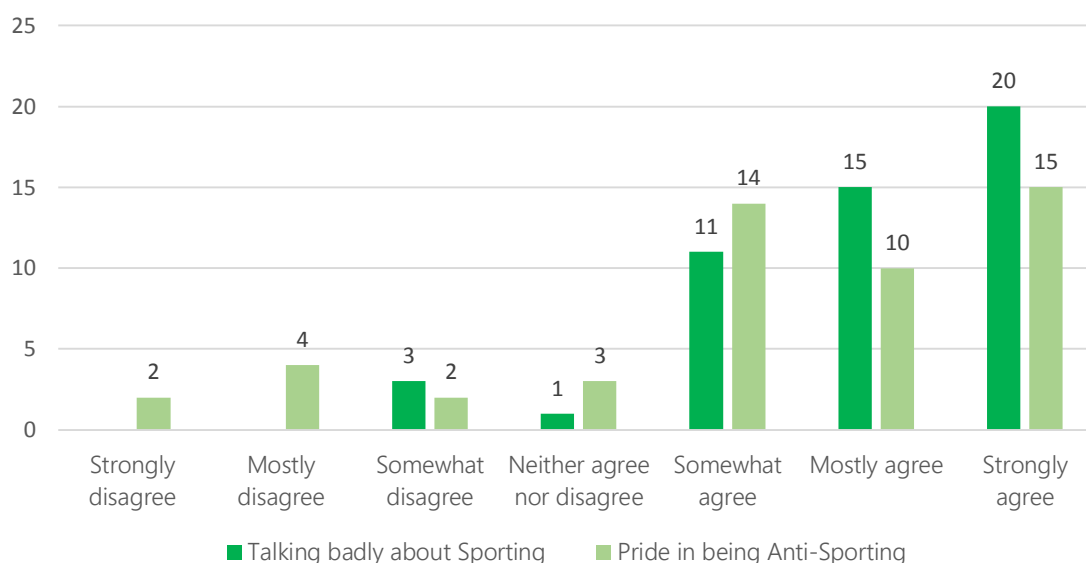
**Figure 28** Sporting Comédia de Portugal members' negative remarks and pride in being a fan of the brand, in frequency.

Figure 28 represent the analysis of the member's negative remarks ("Talking badly about Sporting") and pride in being an Anti-Sporting fan. Accordingly, 92% of the Community's members, when questioned if they have ever made any negative remarks about Sporting, answered with "Somewhat agree", "Mostly agree" and "Strongly agree", while 6% has admitted to somewhat disagreeing with the statement. On a similar pattern, 78% of the members (39 respondents) admit to being proud of being an Anti-Sporting fan, although some members have answered that they do not feel pride in being an Anti-Sporting advocator (Appendix 42, 43 and 44).

## Online Community 6: I Hate McDonald's – Facebook Page

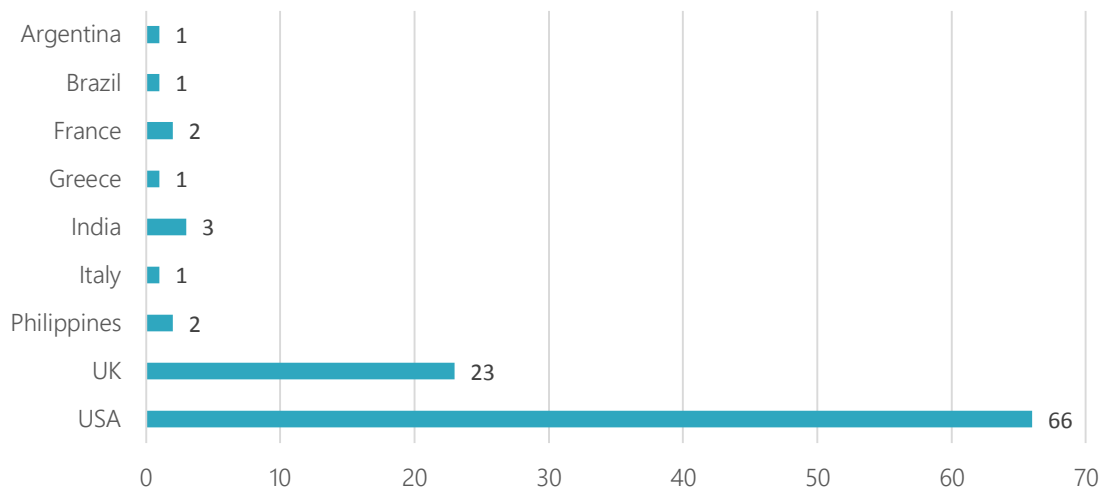
**Table 36** Age of I Hate McDonalds members, in frequency and percentage, by age groups.

	Frequency	%
Under 16	0	0
16 to 20	8	8.0
21 to 25	40	40.0
26 to 30	31	31.0
31 to 35	19	19.0
36 to 40	2	2.0
41 to 45	0	0
46 and older	0	0
Total	100	100.0

group "26 to 30", with 31%.

With a sample size of N= 100, composed in 56% by female respondents and 44% by male respondents (Appendix 45), the community of "I Hate McDonald's" has members who range, in age, from 17 to 36 years old ( $\bar{x}$  = 26.3 years of age, Appendix 46). As it can be concluded from Table 36, this community's members are mostly situated in the 21 to 25 years old group, amounting to 40% of the total sample, followed by the

**Figure 29** Nationality of the members of I Hate McDonald's community, in frequency.



As seen in Figure 29, the vast majority of respondents are of American nationality (66%), followed by UK with 23% of the respondents being of that nationality.

**Table 37** Descriptives of the Extroversion level of I Hate McDonald's members

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Extroversion Dimension</b>	100	1.75	4.50	3.1	0.909

**Figure 30** I Hate McDonald's members' distribution between Extroversion levels

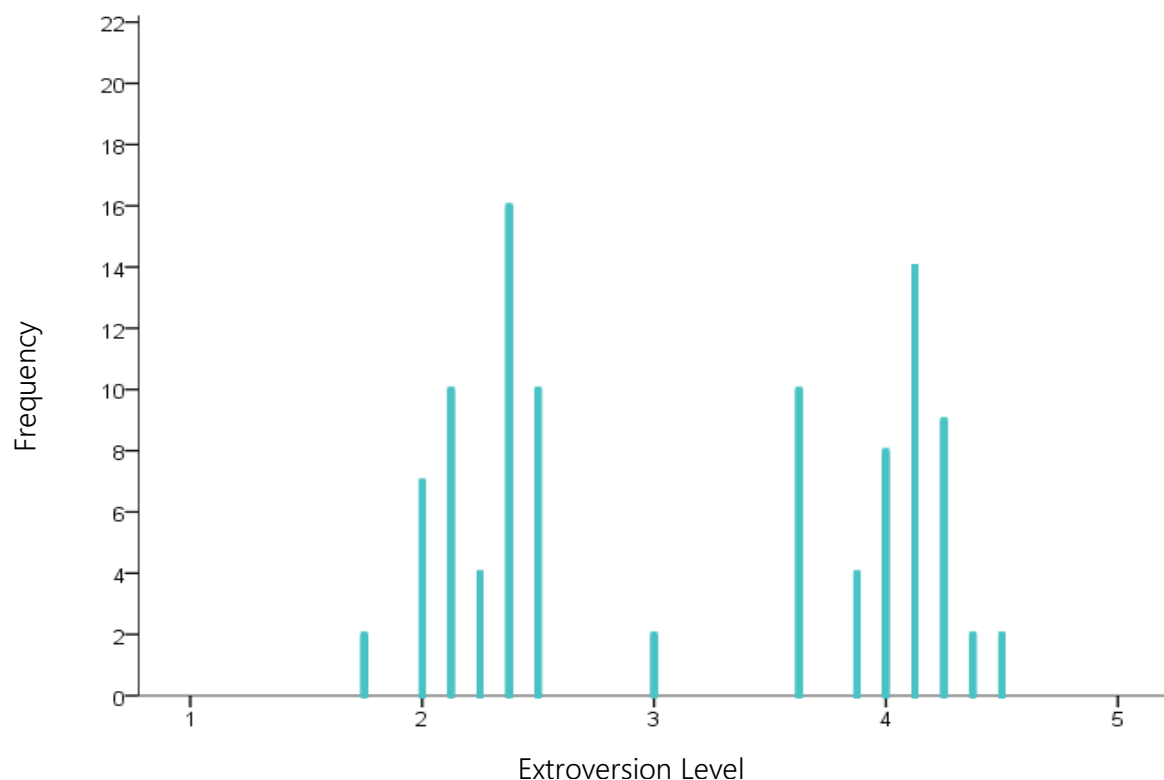


Table 37 and Figure 30 represent the analysis of the Extroversion dimension of the “Big-Five” scale of Personality, among the Anti-McDonald’s fans. In order to better interpret the data, it is set that the values below 3 in Extroversion level correspond to those members who have the tendency of being Introverts. Accordingly, those who remain above the value 3 are considered as Extroverts.

Therefore, Figure 30 demonstrates that the members of the Anti-Sporting community have, in general, a tendency for being both Introverts and Extroverts (each with 49% of attribution).

**Figure 31** | Hate McDonald’s members’ negative remarks and pride in being a fan of the brand, in frequency.

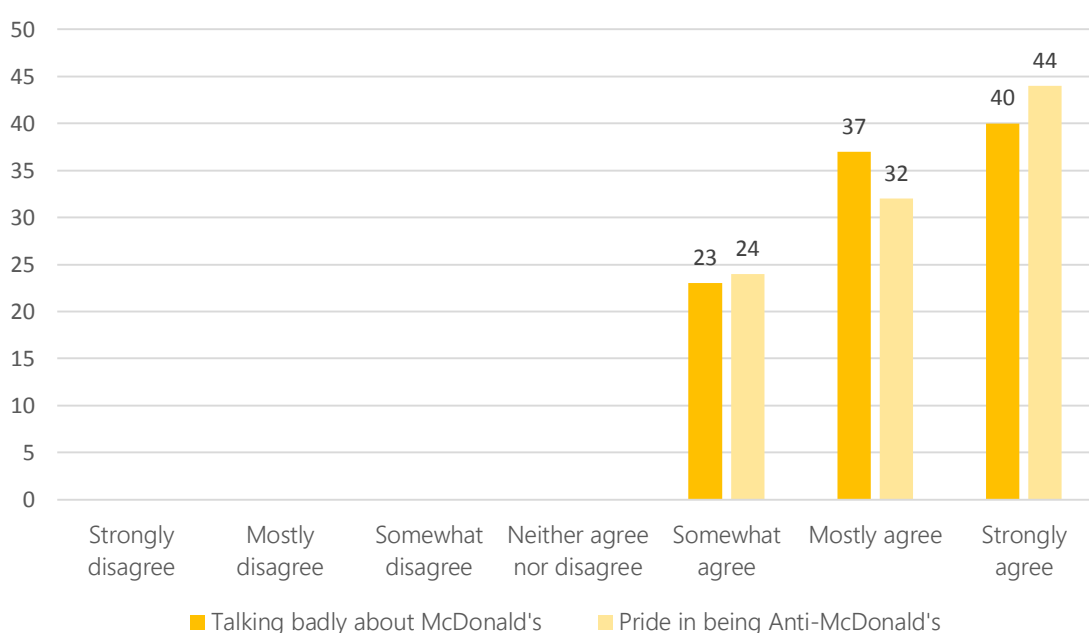


Figure 31 represent the analysis of the member’s negative remarks (“Talking badly about McDonald’s”) and pride in being an Anti-McDonald’s fan. Accordingly, all of the Community’s members (100%), when questioned if they have ever made any negative remarks about Sporting, answered with “Somewhat agree”, “Mostly agree” and “Strongly agree”. On a similar pattern, all members have also admitted to being proud of being an Anti-McDonald’s advocator (Appendix 47, 48 and 49).



## Online Community 7: **Anti-Starbucks Community**

**Table 38** Age of Anti-Starbucks community members, in frequency and percentage, by age groups.

	Frequency	%
<b>Under 16</b>	0	0
<b>16 to 20</b>	1	1.0
<b>21 to 25</b>	26	26.0
<b>26 to 30</b>	34	34.0
<b>31 to 35</b>	28	28.0
<b>36 to 40</b>	9	9.0
<b>41 to 45</b>	2	2.0
<b>46 and older</b>	0	0
<b>Total</b>	100	100.0

With a sample size of N= 100, composed in 7% by female respondents and 93% by male respondents, of American nationality (Appendix 50 and 52), the Anti-Starbucks community has members who range, in age, from 20 to 45 years old ( $\bar{x}$  = 29.3 years of age, Appendix 51). As it can be concluded from Table 38, this community's members are mostly situated in the

26 to 30 years old group, amounting to 34% of the total sample, followed by the group of 31 to 35 years old, with 28%.

**Table 39** Descriptives of the Extroversion level of the Anti-Starbucks community members

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Extroversion Dimension</b>	100	2.00	4.50	3.6	0.792

**Figure 32** Anti-Starbucks community members' distribution between Extroversion levels

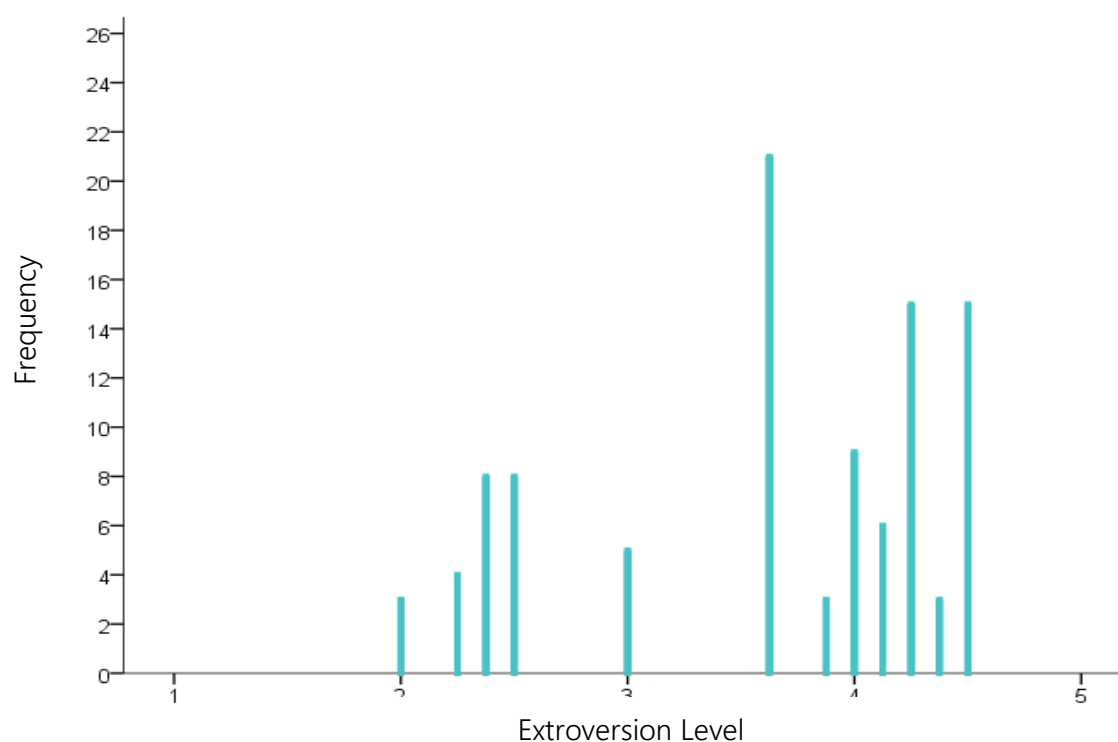


Table 39 and Figure 32 represent the analysis of the Extroversion dimension of the “Big-Five” scale of Personality, among Anti-Starbucks advocates. In order to better interpret the data, it is set that the values below 3 in Extroversion level correspond to those members who have the tendency of being Introverts. Accordingly, those who remain above the value 3 are considered as Extroverts.

Therefore, Figure 32 demonstrates that 72% of the members of the My Starbucks Idea community have, in general, a tendency for being Extroverts, while Introverts amount to 23%.

**Figure 33** Anti-Starbucks community members’ negative remarks and pride in being a fan of the brand, in frequency.

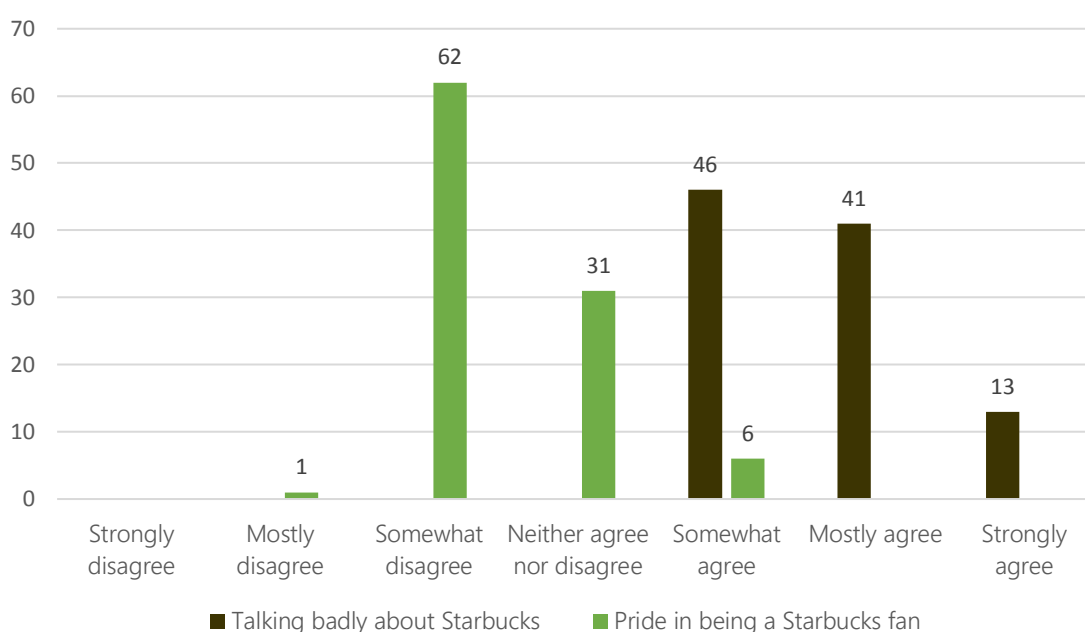
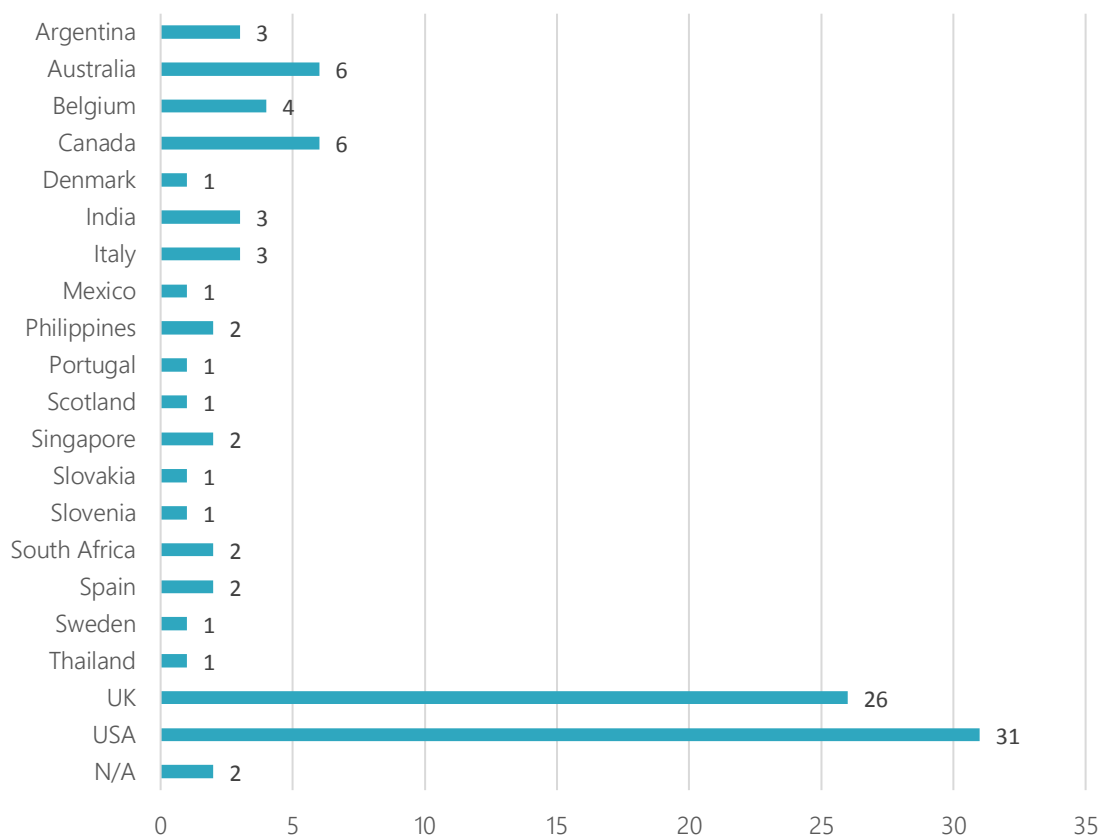


Figure 33 represent the analysis of the member’s negative remarks (“Talking badly about Starbucks”) and pride in being an Anti-Starbucks fan. Accordingly, 87% of the Community’s members, when questioned if they have ever made any negative remarks about Starbucks, answered with “Somewhat agree” and “Mostly agree”, while 13% claim to strongly agree. Concerning the pride about being a Starbucks fan, most claim to not feel proud in being an Anti-Starbucks fan (62%), while 6% of the members somewhat agree when questioned if they feel proud of being a fan of Starbucks. 31% of the respondents neither agree nor disagree with the affirmation of feeling proud about being an Anti-Starbucks advocator (Appendix 53, 54 and 55).

Online Community 8: **I Hate Apple (Facebook Page)****Table 40** Age of I Hate Apple members, in frequency and percentage, by age groups.

	Frequency	%
<b>Under 16</b>	1	1.0
<b>16-20</b>	7	7.0
<b>21-25</b>	19	19.0
<b>26-30</b>	27	27.0
<b>31-35</b>	20	20.0
<b>36-40</b>	9	9.0
<b>41-45</b>	3	3.0
<b>46-50</b>	6	6.0
<b>51 and older</b>	8	8.0
<b>Total</b>	100	100.0

With a sample size of N= 100, composed in 5% by female respondents and 95% by male respondents (Appendix 56), the community of “I Hate Apple” has members who range, in age, from 13 to 67 years old ( $\bar{x} = 32.4$  years of age, Appendix 57). As it can be concluded from Table 40, this community’s members are mostly situated in the 26 to 30 years old group, amounting to 27% of the total sample, followed by the group of 31 to 35 years old, with 20%.

**Figure 34** Nationality of the members of I Hate Apple, in frequency.

As seen in Figure 34, the vast majority of respondents are of American nationality (31%), followed by the UK with 26% and Canada and Australia with 6%. Overall, the community is very diverse in nationality.

**Table 41** Descriptives of the Extroversion level of I Hate Apple members

	N	Minimum	Maximum	Mean	Std. Deviation
Extroversion Dimension	100	1.50	4.63	3.0	0.798

**Figure 35** I Hate Apple members' distribution between Extroversion levels

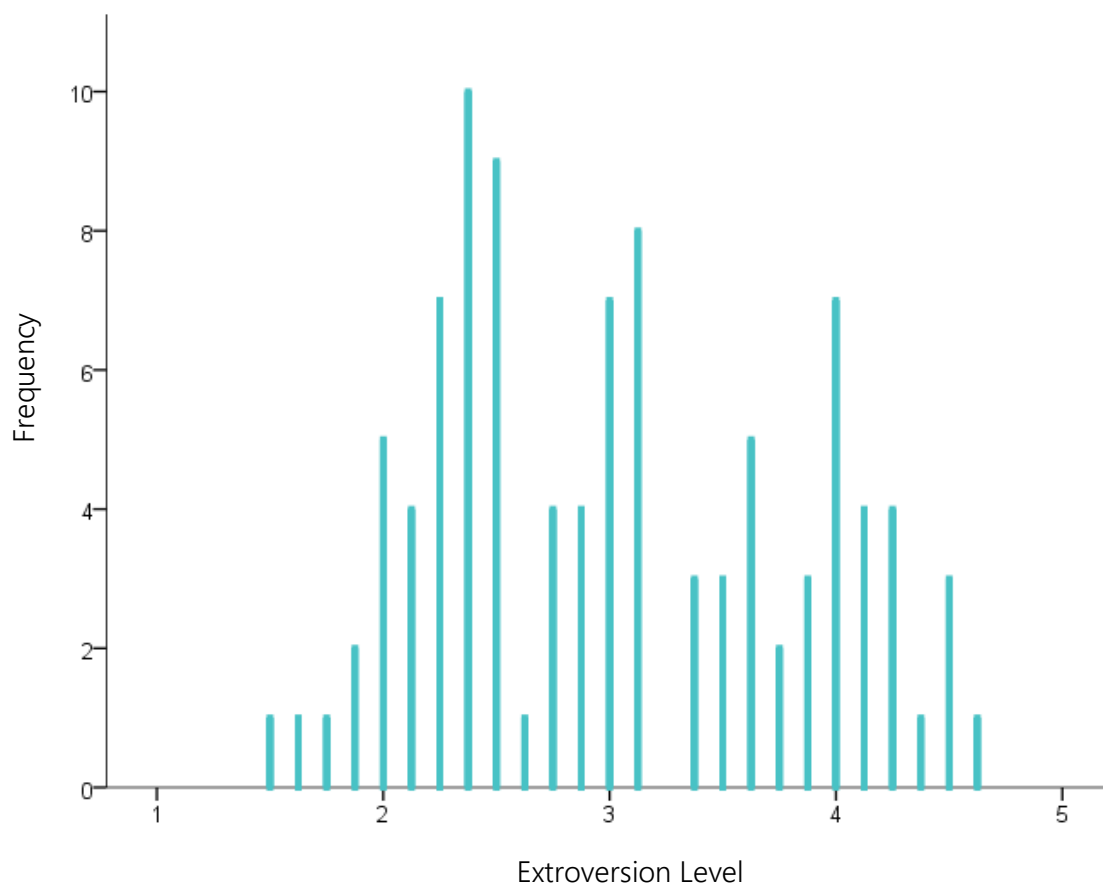


Table 41 and Figure 35 represent the analysis of the Extroversion dimension of the “Big-Five” scale of Personality, among the Anti-Apple fans. In order to better interpret the data, it is set that the values below 3 in Extroversion level correspond to those members who have the tendency of being Introverts. Accordingly, those who remain above the value 3 are considered as Extroverts. Therefore, Figure 35 demonstrates that 49% of the members of the *I Hate Apple*

community have, in general, a tendency for being Introverts, while Extroverts amount to 44%. 7% of the respondents fall in the middle of the scale.

**Figure 36** | Hate Apple members' negative remarks and pride in being a fan of the brand, in frequency.

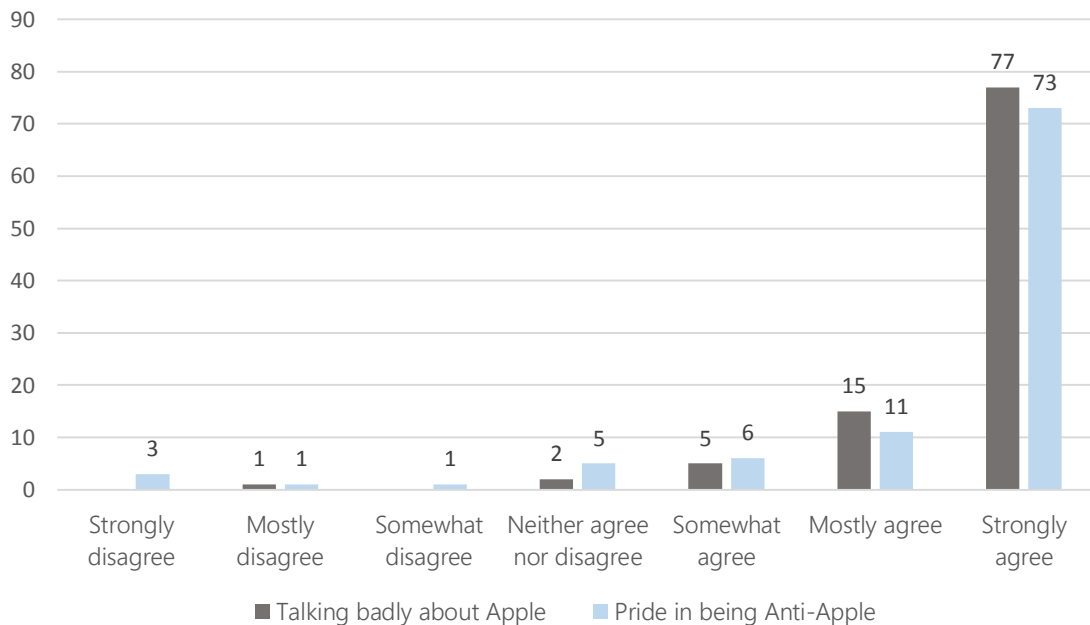


Figure 36 represent the analysis of the member's negative remarks ("Talking badly about Apple") and pride in being an Anti-Apple advocator. Accordingly, 97% of the Community's members, when questioned if they have ever made any negative remarks about Apple, answered between "Somewhat agree" and "Strongly agree", although 1% claims to have not made negative remarks about the brand. Concerning the pride about being an Anti-Apple fan, the vast majority claims to feel proud (90%), while 5% of the members disagree when questioned if they feel proud of being Anti-Apple. 2% of the respondents neither agree nor disagree with the affirmation of ever talking badly about the brand, while 5% of the respondents neither agree nor disagree to feeling proud about being Anti-Apple (Appendix 58, 59 and 60).

## Brand Engagement in Online Communities

### Fan Brand Communities

**Table 42** Descriptives and Reliability analysis of the (positive) Brand Engagement scale, in Fan Brand Communities.

Dimension	Items	N	Mean	Median	Std. Deviation
Brand Perceived Influence	LE1a	350	4.6	5.00	1.74
	LE1b	350	5.0	5.00	1.49
	LE1c	350	4.8	5.00	1.66
	LE1d	350	4.9	5.00	1.60
	Dimension Cronbach's Alpha			0.936	
Brand Passion	LE2a	350	5.2	6.00	1.68
	LE2b	350	5.2	6.00	1.64
	LE2c	350	5.4	6.00	1.38
	LE2d	350	5.2	6.00	1.67
	Dimension Cronbach's Alpha			0.931	
Connecting	LE3a	350	4.6	5.00	1.61
	LE3b	350	4.8	5.00	1.64
	LE3c	350	4.7	5.00	1.80
	Dimension Cronbach's Alpha			0.921	
Helping	LE4a	350	3.9	4.00	1.70
	LE4b	350	3.9	4.00	1.79
	LE4c	350	3.9	4.00	1.64
	LE4d	350	4.0	4.00	1.71
	Dimension Cronbach's Alpha			0.955	
Like-minded discussion	LE5a	350	4.6	5.00	1.91
	LE5b	350	4.6	5.00	1.97
	LE5c	350	4.6	5.00	1.90
	LE5d	350	4.4	5.00	1.95
	Dimension Cronbach's Alpha			0.962	

**Table 42** Descriptives and Reliability analysis of the (positive) Brand Engagement scale, in Fan Brand Communities (continuation).

Rewards (Hedonic)	LE6a	350	4.7	5.00	2.01
	LE6b	350	4.2	4.00	1.96
	LE6c	350	4.8	5.00	1.88
	LE6d	350	4.6	5.00	1.86
	Dimension Cronbach's Alpha			0.967	
Rewards (Utilitarian)	LE7a	350	3.7	3.00	2.60
	LE7b	350	4.6	5.00	2.08
	LE7c	350	4.5	5.00	2.14
	Dimension Cronbach's Alpha			0.677	
Seeking Assistance	LE8a	350	3.9	4.00	2.06
	LE8b	350	3.9	4.00	2.01
	LE8c	350	3.9	4.00	1.99
	LE8d	350	4.3	5.00	2.05
	Dimension Cronbach's Alpha			0.967	
Self-expression	LE9a	350	4.8	5.00	1.51
	LE9b	350	4.7	5.00	1.53
	LE9c	350	4.7	5.00	1.58
	LE9d	350	4.6	5.00	1.55
	Dimension Cronbach's Alpha			0.945	
Up-to-date Information	LE10a	350	4.1	4.00	1.76
	LE10b	350	4.2	4.00	1.77
	LE10c	350	4.0	4.00	1.79
	LE10d	350	4.0	4.00	1.71
	Dimension Cronbach's Alpha			0.962	
Validation	LE11a	350	5.0	5.00	1.72
	LE11b	350	5.0	5.00	1.64
	LE11c	350	5.0	5.00	1.62
	LE11d	350	4.9	5.00	1.66
	Dimension Cronbach's Alpha			0.958	
Scale Cronbach's Alpha (42 items)				0.966	

Table 42 presents the results of the analysis conducted on the responses to the (positive) Brand Engagement scale in Fan Brand Communities. The values for the mean, median, and standard deviation were added to each item of each dimension of the scale, and a reliability analysis of each dimension was also conducted. Given that the value for Cronbach's Alpha was set to be of no less than 0.6, the data shows us that each dimension and the scale, in its entirety, indicate a high level of internal consistency for the (positive) Brand Engagement scale (0.966), with this specific sample (Appendix 61).

### Online Community 1: **Fórum SCP (Control Group)**

In the *Fórum SCP* community, members seems to attribute more importance to brand engagement dimensions such as Brand Passion, Connecting, and Rewards (Hedonic), as well as Like-minded Discussion, Self-Expression, Up-to-date Information and Validation. Utilitarian Rewards is shown as the dimension were members attribute the least importance when it comes to engaging with the brand and the community (Appendix 62).

### Online Community 2: **McDonald's Portugal (Facebook Page)**

In the *McDonald's Portugal* community, members seems to attribute no particular importance to any of the dimensions of the Brand Engagement scale. Rewards (Utilitarian), however, is shown as the dimension were members attribute the biggest importance in engaging with the brand and the community, when compared to the remaining dimensions (Appendix 63).

### Online Community 3: **My Starbucks Idea**

In the *My Starbucks Idea* community, members seems to attribute more importance to brand engagement dimensions such as Perceived Brand Influence, Rewards (Utilitarian), as well as Brand Passion, Like-minded Discussion, and Validation. Up-to-date Information is shown as the dimension were members attribute the least importance when it comes to engaging with the brand and the community (Appendix 64).

### Online Community 4: **MacRumours (Apple)**

In the *MacRumours* community, members seems to attribute more importance to brand engagement dimensions such as Rewards (Hedonic), and Seeking Assistance as well as Brand Passion. The remaining dimensions are also attributed with significant importance, except for



Perceived Brand Influence and Rewards (Utilitarian) – the latter displayed with the smallest importance when it comes to engaging with the brand and the community (Appendix 65).

## Anti-Brand Communities

**Table 43** Descriptives and Reliability analysis of the (negative) Brand Engagement scale, in Anti-Brand Communities.

Dimensions	Items	N	Mean	Median	Std. Deviation
Brand Perceived Influence	LE1a	350	3.2	3.00	1.42
	LE1b	350	3.9	4.00	1.69
	LE1c	350	4.3	4.00	1.73
	LE1d	350	4.1	4.00	1.78
	Dimension Cronbach's Alpha			0.894	
Brand Aversion	LE2a	350	6.5	7.00	1.02
	LE2b	350	6.0	7.00	1.38
	LE2c	350	6.5	7.00	0.89
	LE2d	350	6.4	7.00	0.98
	Dimension Cronbach's Alpha			0.762	
Connecting	LE3a	350	3.8	4.00	1.70
	LE3b	350	1.9	1.00	1.22
	LE3c	350	5.2	5.00	1.38
	Dimension Cronbach's Alpha			0.519	
Helping	LE4a	350	4.7	5.00	1.77
	LE4b	350	5.3	6.00	1.68
	LE4c	350	4.5	5.00	1.52
	LE4d	350	4.8	5.00	1.71
	Dimension Cronbach's Alpha			0.923	
Like-minded discussion	LE5a	350	4.1	5.00	1.89
	LE5b	350	4.3	5.00	1.91
	LE5c	350	4.4	5.00	1.72
	LE5d	350	3.9	4.00	1.78
	Dimension Cronbach's Alpha			0.950	

**Table 43** Descriptives and Reliability analysis of the (negative) Brand Engagement scale, in Anti-Brand Communities (continuation).

Rewards (Hedonic)	LE6a	350	5.1	5.00	1.57
	LE6b	350	4.0	4.00	1.82
	LE6c	350	4.9	5.00	1.61
	LE6d	350	4.8	5.00	1.62
	Dimension Cronbach's Alpha			0.939	
Rewards (Utilitarian)	LE7a	350	1.2	1.00	0.75
	LE7b	350	1.9	2.00	1.12
	LE7c	350	2.0	2.00	1.07
	Dimension Cronbach's Alpha			0.252	
Seeking Assistance	LE8a	350	4.8	5.00	1.61
	LE8b	350	5.3	6.00	1.57
	LE8c	350	4.9	6.00	1.84
	LE8d	350	4.7	5.00	1.69
	Dimension Cronbach's Alpha			0.899	
Self-expression	LE9a	350	5.4	5.00	1.18
	LE9b	350	5.3	6.00	1.45
	LE9c	350	5.2	5.00	1.41
	LE9d	350	5.4	6.00	1.32
	Dimension Cronbach's Alpha			0.892	
Up-to-date Information	LE10a	350	3.5	3.00	1.58
	LE10b	350	3.7	4.00	1.48
	LE10c	350	3.7	4.00	1.43
	LE10d	350	3.5	3.00	1.46
	Dimension Cronbach's Alpha			0.930	
Validation	LE11a	350	4.7	5.00	1.83
	LE11b	350	4.7	5.00	1.60
	LE11c	350	4.9	5.00	1.63
	LE11d	350	4.6	5.00	1.56
	Dimension Cronbach's Alpha			0.944	
Scale Cronbach's Alpha (42 items)				0.946	

Table 43 presents the results of the analysis conducted on the responses to the (negative) Brand Engagement scale in Anti-Brand Communities. Similar to the previous analysis, the values for the mean, median, and standard deviation were added to each item of each dimension of the scale, and a reliability analysis of each dimension was also conducted.

The value for Cronbach's Alpha shows us that the scale, in its entirety, indicates a high level of internal consistency for the (negative) Brand Engagement scale (0.946), with this specific sample. However, the value of Cronbach's Alpha for the dimension "Rewards (Utilitarian)" is inadmissible for consideration, indicating low levels of internal consistency within the dimension. This is due to the underlying differences that each community might demonstrate between each other (Appendix 66).

#### **Online Community 5: Sporting Comédia de Portugal (Facebook page)**

In the *Sporting Comédia de Portugal* community, members seems to attribute more importance to brand engagement dimensions such as Rewards (Hedonic), as well as Brand Aversion, as well as Self-Expression. Seeking Assistance, Rewards (Utilitarian), Connecting, and Helping are shown as the dimensions were members attribute the least importance, when it comes to engaging with the brand and the community (Appendix 67).

#### **Online Community 6: I Hate McDonald's (Facebook Page)**

In the *I Hate McDonald's* community, members seems to attribute more importance to the brand engagement dimension of Brand Aversion. In general, the remaining dimensions have no particular importance attributed, being Connecting and Like-minded Discussion the dimensions with the least importance given by members, when it comes to engaging with the brand and the community (Appendix 68).

#### **Online Community 7: Anti-Starbucks Community**

In the Anti-Starbucks community, members seems to attribute more importance to brand engagement dimensions such as Seeking Assistance and Brand Aversion, as well as Validation, Helping, and Self-Expression. Rewards (Utilitarian) and, specifically, Perceived Brand Influence were the dimensions with the least importance given by members, when it comes to engaging with the brand and the community (Appendix 69).

### Online Community 8: **I Hate Apple (Facebook Page)**

In the *I Hate Apple* community, members seem to attribute more importance to brand engagement dimensions such as Brand Aversion, as well as Self-Expression, Rewards (Hedonic), Helping, Like-minded Discussion, and Validation. Although the remaining dimensions were given relative importance, Connecting and Up-to-date Information were the dimensions with the least importance given by members, when it comes to engaging with the brand and the community (Appendix 70).

### **Affective Commitment of members toward Online Communities** Fan Brand Communities

**Table 44** Descriptives and Reliability analysis of the Affective Commitment scale, on Fan Brand Communities.

	N	Mean	Median	Std. Deviation
LCa	350	5.6	6.00	1.57
LCb	350	4.9	5.00	1.55
LCc	350	3.6	4.00	1.57
LCd	350	4.5	5.00	1.46
LCE	350	4.6	5.00	2.27
Scale Cronbach's Alpha			0.882	

Table 44 presents the results of the analysis conducted on the responses to the Affective Commitment scale in Fan Brand Communities. Similar to the previous analysis, the values for the mean, median, and standard deviation were added to each item of each dimension of the scale, and a reliability analysis of each dimension was also conducted. The value for Cronbach's Alpha shows us that the scale indicates a high level of internal consistency for the Affective Commitment scale (0.882), with this specific sample (Appendix 71).

## Anti-Brand Communities

**Table 45** Descriptives and Reliability analysis of the Affective Commitment scale, on Anti-Brand Communities

	N	Mean	Median	Std. Deviation
HCa	350	5.83	6.00	0.986
HCb	350	1.73	1.00	0.963
HCC	350	1.63	1.00	1.110
HCd	350	4.77	5.00	1.288
HCE	350	3.86	5.00	1.959
Scale Cronbach's Alpha			0.398	

**Table 46** Item-total Statistics for the Affective Commitment scale in Anti-Brand Communities.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- total Correlation	Cronbach's Alpha if Item Deleted
HCa	11.98	10.171	0.240	0.330
HCb	16.08	12.254	-0.078	0.496
HCC	16.18	12.056	-0.082	0.516
HCd	13.04	7.210	0.547	0.045
HCE	13.95	4.894	0.453	0.029

In accordance with the previous table, Table 45 presents the results of the analysis conducted on the responses to the Affective Commitment scale, however in Anti-Brand Communities. Similar to the previous analysis, the values for the mean, median, and standard deviation were added to each item of each dimension of the scale, and a reliability analysis of each dimension was also conducted (Appendix 77).

The value for Cronbach's Alpha shows us that the scale indicates an unacceptable value for consideration, revealing low levels of internal consistency for the Affective Commitment scale (0.398), with this specific sample. Considering Table 46 it can be concluded that the items which would increase the value of the Cronbach's Alpha would be item HCb and HCC, since the nature of the questions related to this mnemonic<sup>5</sup> causes members who dislike a brand to respond differently, when compared to the other scale's questions. Plus, the differences between each community's responses is not considered in this particular analysis.

<sup>5</sup> See Conceptual Model and Methodology, Table 8

## Self-expression WOM outside Online Communities

### Fan Brand Communities

**Table 47** Descriptives and Reliability analysis of the Word-of-Mouth scale, on Fan Brand Communities.

	<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>Std. Deviation</b>
<b>LWa</b>	350	4.2	4.00	1.69
<b>LWb</b>	350	3.8	4.00	1.68
<b>LWc</b>	350	3.7	4.00	1.62
<b>LWd</b>	350	4.5	5.00	1.78
<b>LWe</b>	350	4.2	4.00	1.58
<b>LWf</b>	350	4.9	5.00	1.56
<b>Scale Cronbach's Alpha</b>			0.957	

Table 47 presents the results of the analysis conducted on the responses to the Word-of-Mouth scale in Fan Brand Communities. The values for the mean, median, and standard deviation were added to each item of each dimension of the scale, and a reliability analysis of each dimension was also conducted (Appendix 72).

The value for Cronbach's Alpha shows us that the scale indicates a high level of internal consistency for the Word-of-Mouth scale (0.957), with this specific sample.

### Anti-Brand Communities

**Table 48** Descriptives and Reliability analysis of the Word-of-Mouth scale, on Anti-Brand Communities.

	<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>Std. Deviation</b>
<b>HWa</b>	350	4.47	5.00	1.587
<b>HWb</b>	350	4.31	5.00	1.667
<b>HWc</b>	350	3.65	4.00	1.649
<b>HWd</b>	350	4.61	5.00	1.415
<b>HWe</b>	350	4.23	5.00	1.727
<b>HWf</b>	350	4.94	5.00	1.232
<b>Scale Cronbach's Alpha</b>			0.936	

Table 48 presents the results of the analysis conducted on the responses to the Word-of-Mouth scale in Anti-Brand Communities. The values for the mean, median, and standard deviation were added to each item of each dimension of the scale, and a reliability analysis of each dimension was also conducted (Appendix 78).

The value for Cronbach's Alpha shows us that, similar to the previous table, the scale indicates a high level of internal consistency for the Word-of-Mouth scale (0.936), with this specific sample.

### **Affective Commitment and Self-expression WOM, per community**

#### **Fan Brand Communities**

##### **Online Community 1: Fórum SCP (Control Group)**

As suggested by Appendix 73, in general, members of *Fórum SCP* feel Affectively Committed to the community and the brand, and tend to speak about their opinions of the brand outside the community as well (WOM).

##### **Online Community 2: McDonald's Portugal (Facebook Page)**

As suggested by Appendix 74, in general, members of *McDonald's Portugal* do not feel Affectively Committed to the community and the brand, and normally do not speak about their opinions of the brand outside the community (WOM).

##### **Online Community 3: My Starbucks Idea**

According to Appendix 75, in general, members of *My Starbucks Idea* neither agree nor disagree regarding the level of Affective Commitment toward the community and the brand, as well as when it comes to speaking about their opinions of the brand outside the community (WOM).

##### **Online Community 4: MacRumours (Apple)**

According to Appendix 76, in general, members of *MacRumours* display Affective Commitment toward the community and the brand, while the activity of speaking about their opinions of the brand outside the community (WOM) is less common in comparison.

## Anti-Brand Communities

### Online Community 5: **Sporting Comédia de Portugal (Facebook page)**

According to Appendix 79, in general, members of *Sporting Comédia de Portugal* tend to display slightly low levels of Affective Commitment toward the community and the brand, whereas speaking about their opinions of the brand outside the community (WOM) is relatively more common.

### Online Community 6: **I Hate McDonald's (Facebook page)**

Interpreting Appendix 80, in general, members of *I Hate McDonald's* tend to display low levels of Affective Commitment toward the community and the brand, whereas speaking about their opinions of the brand outside the community (WOM) is a more common activity.

### Online Community 7: **Anti-Starbucks Community**

According to Appendix 81, in general, members of the Anti-Starbucks community tend to display low levels of Affective Commitment toward the community and the brand, as well as of WOM activity, when it comes to sharing their opinions of the brand outside the community.

### Online Community 8: **I Hate Apple (Facebook Page)**

According to Appendix 82, members of *I Hate Apple* tend to display slightly low levels of Affective Commitment toward the community and the brand, whereas speaking about their opinions of the brand outside the community (WOM) is relatively more common.

## **Multiple Linear Regression Analysis - Brand Engagement relation to Affective Commitment toward the community**

### Fan Brand Communities

Table 49 presents the results of the regression analysis conducted of the relation between Brand Engagement and Affective Commitment, in Fan Brand Communities. Accordingly, for the dimensions where values were  $p < 0.05$ , the respective B was highlighted. Therefore, “Brand Passion” ( $B = 0.48$ ;  $p < 0.05$ ), “Connecting” ( $B = -0.16$ ;  $p < 0.05$ ), “Rewards (Hedonic)” ( $B = 0.22$ ;  $p < 0.05$ ), “Seeking-Assistance” ( $B = 0.26$ ;  $p < 0.05$ ), “Self-Expression” ( $B = 0.15$ ;  $p < 0.05$ ), and “Validation” ( $B = 0.14$ ;  $p < 0.05$ ) revealed statistical significance.



**Table 49** Brand Engagement relation to Affective Commitment, in Fan Brand Communities

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Standardised Coefficients						
	Beta	t	Sig.	F (sig.)		Tolerance	VIF
(Constant)	-	1.273	0.204			-	-
Perceived Brand Influence	0.03	0.834	0.405			0.398	2.511
Brand Passion	0.48	10.210	0.000			0.338	2.961
Connecting	-0.16	-2.810	0.005			0.182	5.484
Helping	-0.05	-1.002	0.317			0.276	3.623
Like-minded Discussion	0.05	0.969	0.333			0.199	5.015
Rewards (Hedonic)	0.22	3.599	0.000	130.434 (0.000 <sup>b</sup> )		0.158	6.345
Rewards (Utilitarian)	0.04	1.050	0.294			0.457	2.189
Seeking Assistance	0.26	5.765	0.000			0.280	3.577
Self-Expression	0.15	3.139	0.002			0.237	4.220
Up-to-Date Information	0.05	1.373	0.171			0.397	2.517
Validation	0.14	2.695	0.007			0.200	5.006
Adjusted R <sup>2</sup>				0.803			
Durbin-Watson				1.552			

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

Out of the aforementioned dimensions, “Brand Passion” has the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. On the other hand, “Connection” shows a negative value of Beta ( $B = -0.16$ ), meaning that a positive change of one unit in standard deviation in “Connection” is expected to lead to a negative Beta coefficient change in Affective Commitment, holding all other variables constant. The remaining dimensions, in this case, did not show any statistical significance since their  $p$ -value is larger than 0.05.

Concerning the F-test, this value has the null hypothesis that  $R^2 = 0$ , i.e. that there is no linear relationship between the variables. Given the significance of the F-test, it can thus be assumed that there is a linear relationship between the variables in this model.

Table 49 also checks for multicollinearity in the present multiple linear regression model. Tolerance values should be  $> 0.1$  (or  $VIF < 10$ ) for all variables, which is demonstrated. Lastly, it is observed that the value for the adjusted  $R^2$  of the model is 0.803, meaning that the linear regression explains about 80% of the variance in the data, which also reveals a good model fit. The Durbin-Watson value is 1.552, which is between the two critical values of  $1.5 < d < 2.5$  and therefore we can assume that there is no first order linear auto-correlation in the current multiple linear regression data (Appendix 83).

### Online Community 1: Fórum SCP (Control Group)

**Table 50** Brand Engagement relation to Affective Commitment, in Fórum SCP.

Model	Coefficients <sup>a</sup>			F (sig.)
	Standardised Coefficients	t	Sig.	
(Constant)	-	-0.762	0.451	21.307 (0.000 <sup>b</sup> )
Perceived Brand Influence	-0.094	-0.707	0.484	
Brand Passion	0.018	0.150	0.882	
Connecting	0.360	2.271	0.029	
Helping	-0.132	-0.835	0.409	
Like-minded Discussion	0.387	2.300	0.027	
Rewards (Hedonic)	0.197	1.477	0.148	
Rewards (Utilitarian)	-0.027	-0.362	0.719	
Seeking Assistance	-0.279	-1.817	0.077	
Self-Expression	0.325	2.382	0.022	
Up-to-Date Information	0.129	1.555	0.128	
Validation	0.125	0.725	0.473	
Adjusted R <sup>2</sup>	0.820			

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 50, “Connecting” ( $B= 0.360$ ;  $p < 0.05$ ), “Like-minded Discussion” ( $B= 0.387$ ;  $p < 0.05$ ), and “Self-Expression” ( $B= 0.325$ ;  $p < 0.05$ ), revealed statistical significance. Out of the aforementioned dimensions, “Like-minded Discussion” showed to have the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.820, meaning that the linear regression explains 82% of the variance in the data, which also reveals a good model fit (Appendix 84).

## Online Community 2: McDonald’s Portugal (Facebook page)

**Table 51** Brand Engagement relation to Affective Commitment, in McDonald’s Portugal community.

Model	Coefficients <sup>a</sup>			F (sig.)
	Standardised Coefficients	t	Sig.	
(Constant)	-	1.653	0.102	23.035 (0.000 <sup>b</sup> )
Perceived Brand Influence	-0.265	-2.144	0.035	
Brand Passion	0.379	3.399	0.001	
Connecting	-0.472	-2.775	0.007	
Helping	0.146	0.831	0.408	
Like-minded Discussion	-0.068	-0.505	0.615	
Rewards (Hedonic)	0.066	0.702	0.485	
Rewards (Utilitarian)	0.273	2.987	0.004	
Seeking Assistance	0.148	1.246	0.216	
Self-Expression	0.318	2.885	0.005	
Up-to-Date Information	0.130	1.664	0.100	
Validation	0.343	2.261	0.026	
Adjusted R <sup>2</sup>	0.710			

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 51, “Brand Passion” ( $B= 0.379$ ;  $p < 0.05$ ), “Connecting” ( $B= -0.472$ ;  $p < 0.05$ ), “Rewards (Utilitarian)” ( $B= 0.273$ ;  $p < 0.05$ ), “Self-Expression” ( $B= 0.318$ ;  $p < 0.05$ ),

and “Validation” ( $B= 0.343$ ;  $p < 0.05$ ), revealed statistical significance. Out of the aforementioned dimensions, “Connecting” (although negative) showed to have the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.710, meaning that the linear regression explains 71% of the variance in the data, which also reveals a good model fit (Appendix 85).

### Online Community 3: My Starbucks Idea

**Table 52** Brand Engagement relation to Affective Commitment, in My Starbucks Idea.

Model	Coefficients <sup>a</sup>			F (sig.)
	Standardised Coefficients	t	Sig.	
(Constant)	-	0.428	0.670	3.617 (0.000 <sup>b</sup> )
Perceived Brand Influence	0.079	0.807	0.422	
Brand Passion	0.281	2.680	0.009	
Connecting	0.005	0.026	0.979	
Helping	0.005	0.042	0.966	
Like-minded Discussion	0.251	0.915	0.363	
Rewards (Hedonic)	-0.063	-0.386	0.700	
Rewards (Utilitarian)	0.277	2.223	0.029	
Seeking Assistance	0.047	0.412	0.682	
Self-Expression	0.186	0.846	0.400	
Up-to-Date Information	-0.154	-1.240	0.218	
Validation	0.050	0.349	0.728	
Adjusted R <sup>2</sup>	0.225			

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 52, “Brand Passion” ( $B= 0.281$ ;  $p < 0.05$ ), and “Rewards (Utilitarian)” ( $B= 0.277$ ;  $p < 0.05$ ), revealed statistical significance. Out of the aforementioned dimensions, “Brand Passion” showed to have the biggest influence in the regression analysis since its Beta is the

highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.225, meaning that the linear regression explains 23% of the variance in the data, which also suggests lack of model correctness and fit (Appendix 86).

#### Online Community 4: MacRumours (Apple)

**Table 53** Brand Engagement relation to Affective Commitment, in MacRumours.

Model	Coefficients <sup>a</sup>			F (sig.)
	Standardised Coefficients			
	Beta	t	Sig.	
(Constant)	-	-1.482	0.142	
Perceived Brand Influence	-0.109	-1.279	0.204	
Brand Passion	0.339	3.300	0.001	
Connecting	0.012	0.113	0.910	
Helping	-0.012	-0.139	0.890	
Like-minded Discussion	0.091	0.993	0.323	9.135 (0.000 <sup>b</sup> )
Rewards (Hedonic)	0.299	3.495	0.001	
Rewards (Utilitarian)	0.168	1.933	0.056	
Seeking Assistance	0.105	0.993	0.323	
Self-Expression	-0.009	-0.091	0.928	
Up-to-Date Information	0.121	1.351	0.180	
Validation	0.306	2.385	0.019	
Adjusted R <sup>2</sup>		0.475		

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 53, “Brand Passion” ( $B = 0.339$ ;  $p < 0.05$ ), “Rewards (Hedonic)” ( $B = 0.299$ ;  $p < 0.05$ ), and “Validation” ( $B = 0.306$ ;  $p < 0.05$ ), revealed statistical significance. Out of the aforementioned dimensions, “Brand Passion” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.475, meaning that the linear regression

explains 48% of the variance in the data, suggesting a low model correctness and fit (Appendix 87).

## Anti-Brand Communities

**Table 54** Brand Engagement relation to Affective Commitment, in Anti-Brand Communities.

Model	Coefficients <sup>a</sup>					
	Standardised Coefficients	Collinearity Statistics				
	Beta	t	Sig.	F (sig.)	Tolerance	VIF
(Constant)	-	9.423	0.000		-	-
Perceived Brand Influence	0.024	0.490	0.625		0.468	2.137
Brand Aversion	-0.298	-7.038	0.000		0.633	1.579
Connecting	-0.111	-1.565	0.119		0.227	4.409
Helping	0.475	5.924	0.000		0.176	5.674
Like-minded Discussion	0.026	0.279	0.780		0.128	7.839
Rewards (Hedonic)	0.104	1.952	0.052	49.598 (0.000 <sup>b</sup> )	0.395	2.530
Rewards (Utilitarian)	-0.043	-1.126	0.261		0.788	1.270
Seeking Assistance	0.065	1.272	0.204		0.440	2.272
Self-Expression	0.446	7.869	0.000		0.352	2.838
Up-to-Date Information	-0.026	-0.654	0.514		0.733	1.364
Validation	-0.060	-0.893	0.372		0.254	3.935
Adjusted R <sup>2</sup>				0.605		
Durbin-Watson				1.466		

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

Table 54 presents the results of the regression analysis conducted of the relation between Brand Engagement and Affective Commitment, in Anti-Brand Communities. Accordingly, for the dimensions where values were  $p < 0.05$ , the respective  $B$  was highlighted. Therefore, “Brand Aversion” ( $B = -0.298$ ;  $p < 0.05$ ), “Helping” ( $B = 0.475$ ;  $p < 0.05$ ), and “Self-Expression” ( $B = 0.446$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Brand Aversion” has the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. On the other hand, the same dimension also display a negative value of Beta ( $B = -0.298$ ), meaning that a positive change of one unit in standard deviation in “Brand Aversion” is expected to lead to a negative Beta coefficient change in Affective Commitment. The remaining dimensions, in this case, did not show any statistical significance since their p-value is larger than 0.05.

Concerning the F-test, this value has the null hypothesis that  $R^2 = 0$ , i.e. that there is no linear relationship between the variables. Given the significance of the F-test, it can thus be assumed that there is a linear relationship between the variables in this model.

Table 54 also checks for multicollinearity in the present multiple linear regression model. Tolerance values should be  $> 0.1$  (or  $VIF < 10$ ) for all variables, which is demonstrated.

Lastly, is it observed that the value for the adjusted  $R^2$  of the model is 0.605, meaning that the linear regression explains about 60% of the variance in the data, which also reveals a relatively good model fit. The Durbin-Watson value is 1.446, which is slightly outside the two critical values of  $1.5 < d < 2.5$  and therefore we can assume that there may exist some first order linear auto-correlation in the current multiple linear regression data. However, since SPSS does not provide a  $p$ -value for the Durbin-Watson, and the latter results better in time-series studies, it is not possible to properly analyse d-value of the data collected from surveys or questionnaires (Appendix 88).

Online Community 5: **Sporting Comédia de Portugal (Facebook page)****Table 55** Brand Engagement relation to Affective Commitment, in Sporting Comédia de Portugal.

Model	Coefficients <sup>a</sup>			F (sig.)
	Standardised Coefficients	t	Sig.	
(Constant)	-	5.069	0.000	7.116 (0.000 <sup>b</sup> )
Perceived Brand Influence	0.579	2.267	0.029	
Brand Aversion	-0.548	-1.856	0.071	
Connecting	0.104	0.377	0.708	
Helping	0.371	0.984	0.332	
Like-minded Discussion	-0.258	-0.662	0.512	
Rewards (Hedonic)	-0.424	-1.961	0.057	
Rewards (Utilitarian)	-0.154	-0.668	0.508	
Seeking Assistance	0.145	0.879	0.385	
Self-Expression	0.694	2.300	0.027	
Up-to-Date Information	0.140	1.151	0.257	
Validation	-0.295	-0.627	0.534	
Adjusted R <sup>2</sup>	0.579			

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 55, only “Perceived Brand Influence” ( $B = 0.579$ ;  $p < 0.05$ ), and “Self-Expression” ( $B = 0.694$ ;  $p < 0.05$ ), revealed statistical significance. Out of the aforementioned dimensions, “Self-Expression” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.579, meaning that the linear regression explains 58% of the variance in the data, suggesting a relatively good model correctness and fit (Appendix 89).



## Online Community 6: I Hate McDonald's (Facebook page)

**Table 56** Brand Engagement relation to Affective Commitment, in I Hate McDonald's.

Model	Coefficients <sup>a</sup>				F (sig.)
	Standardised Coefficients				
	Beta	t	Sig.		
(Constant)	-	-0.526	0.600		
Perceived Brand Influence	0.115	1.143	0.256		
Brand Aversion	0.047	1.009	0.316		
Connecting	-0.071	-1.498	0.138		
Helping	0.394	4.281	0.000		
Like-minded Discussion	0.051	0.935	0.353		46.595
Rewards (Hedonic)	-0.039	-0.787	0.434		(0.000 <sup>b</sup> )
Rewards (Utilitarian)	-0.043	-0.966	0.337		
Seeking Assistance	0.156	1.916	0.059		
Self-Expression	0.292	3.041	0.003		
Up-to-Date Information	-0.006	-0.115	0.908		
Validation	0.048	0.853	0.396		
Adjusted R <sup>2</sup>		0.835			

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 56, only “Helping” ( $B = 0.394$ ;  $p < 0.05$ ), and “Self-Expression” ( $B = 0.292$ ;  $p < 0.05$ ), revealed statistical significance. Out of the aforementioned dimensions, “Helping” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.835, meaning that the linear regression explains about 84% of the variance in the data, suggesting a good model correctness and fit (Appendix 90).

Online Community 7: **Anti-Starbucks Community****Table 57** Brand Engagement relation to Affective Commitment, in Anti-Starbucks community.

Model	Coefficients <sup>a</sup>			F (sig.)
	Standardised Coefficients	t	Sig.	
(Constant)	-	3.865	0.000	6.250 (0.000 <sup>b</sup> )
Perceived Brand Influence	0.042	0.372	0.710	
Brand Aversion	-0.168	-1.245	0.217	
Connecting	0.355	2.683	0.009	
Helping	0.363	1.458	0.148	
Like-minded Discussion	0.439	1.675	0.098	
Rewards (Hedonic)	-0.022	-0.222	0.825	
Rewards (Utilitarian)	0.408	2.406	0.018	
Seeking Assistance	-0.376	-3.615	0.000	
Self-Expression	0.055	0.508	0.613	
Up-to-Date Information	0.018	0.159	0.874	
Validation	-0.087	-0.279	0.781	
Adjusted R <sup>2</sup>	0.368			

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 57, only “Connecting” ( $B = 0.355$ ;  $p < 0.05$ ), “Rewards (Utilitarian)” ( $B = 0.408$ ;  $p < 0.05$ ), and “Seeking Assistance” ( $B = -0.376$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Rewards (Utilitarian)” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.368, meaning that the linear regression explains about 37% of the variance in the data, suggesting a low model correctness and fit (Appendix 91).

## Online Community 8: I Hate Apple (Facebook Page)

**Table 58** Brand Engagement relation to Affective Commitment, in I Hate Apple.

Model	Coefficients <sup>a</sup>			
	Standardised Coefficients			
	Beta	t	Sig.	F (sig.)
(Constant)	-	2.580	0.012	
Perceived Brand Influence	0.031	0.282	0.778	
Brand Aversion	-0.026	-0.301	0.764	
Connecting	-0.188	-1.322	0.190	
Helping	0.406	2.403	0.018	
Like-minded Discussion	0.425	2.043	0.044	9.026 (0.000 <sup>b</sup> )
Rewards (Hedonic)	0.120	1.270	0.207	
Rewards (Utilitarian)	-0.083	-0.982	0.329	
Seeking Assistance	0.044	0.404	0.688	
Self-Expression	0.311	2.561	0.012	
Up-to-Date Information	-0.043	-0.469	0.640	
Validation	-0.405	-2.850	0.005	
Adjusted R <sup>2</sup>		0.471		

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 58, only “Helping” ( $B = 0.406$ ;  $p < 0.05$ ), “Like-minded Discussion” ( $B = 0.425$ ;  $p < 0.05$ ), “Self-Expression” ( $B = -0.311$ ;  $p < 0.05$ ), and “Validation” ( $B = -0.405$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Like-minded Discussion” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.471, meaning that the linear regression explains about 47% of the variance in the data, suggesting a low model correctness and fit (Appendix 92).

## Multiple Linear Regression Analysis - Brand Engagement relation to Self-expression WOM outside the community

### Fan Brand Communities

**Table 59** Brand Engagement relation to Word-of-Mouth, in Fan Brand Communities.

Model	Coefficients <sup>a</sup>					
	Standardised Coefficients			Collinearity Statistics		
	Beta	t	Sig.	F (sig.)	Tolerance	VIF
(Constant)	-	0.129	0.898		-	-
Perceived Brand Influence	0.087	1.851	0.065		0.398	2.511
Brand Passion	0.511	10.059	0.000		0.338	2.961
Connecting	0.045	0.651	0.515		0.182	5.484
Helping	0.046	0.826	0.409		0.276	3.623
Like-minded Discussion	0.096	1.459	0.145		0.199	5.015
Rewards (Hedonic)	-0.209	-2.806	0.005	73.615 (0.000 <sup>b</sup> )	0.158	6.345
Rewards (Utilitarian)	-0.212	-4.852	0.000		0.457	2.189
Seeking Assistance	0.024	0.423	0.673		0.280	3.577
Self-Expression	0.075	1.234	0.218		0.237	4.220
Up-to-Date Information	0.071	1.523	0.129		0.397	2.517
Validation	0.225	3.401	0.001		0.200	5.006
Adjusted R <sup>2</sup>				0.696		
Durbin-Watson				1.411		

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

Table 59 presents the results of the regression analysis conducted of the relation between Brand Engagement and Word-of-Mouth, in Fan Brand Communities. Accordingly, for the dimensions where values were  $p < 0.05$ , the respective  $B$  was highlighted. Therefore, “Brand Passion” ( $B =$

0.511;  $p < 0.05$ ), “Rewards (Hedonic)” ( $B = -0.209$ ;  $p < 0.05$ ), “Rewards (Utilitarian)” ( $B = -0.212$ ;  $p < 0.05$ ), and “Validation” ( $B = 0.225$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Brand Passion” has the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. On the other hand, “Rewards (Hedonic)” and “Rewards (Utilitarian)” show a negative value of Beta ( $B = -0.209$ ;  $B = -0.212$ , respectively), meaning that a positive change of one unit in standard deviation in both dimensions is expected to lead to a negative Beta coefficient change in Word-of-Mouth, holding all other variables constant. The remaining dimensions, in this case, did not show any statistical significance since their  $p$ -value is larger than 0.05.

Concerning the F-test, this value has the null hypothesis that  $R^2 = 0$ , i.e. that there is no linear relationship between the variables. Given the significance of the F-test, it can thus be assumed that there is a linear relationship between the variables in this model.

Table 59 also checks for multicollinearity in the present multiple linear regression model. Tolerance values should be  $> 0.1$  (or  $VIF < 10$ ) for all variables, which is demonstrated.

Lastly, it is observed that the value for the adjusted  $R^2$  of the model is 0.696, meaning that the linear regression explains about 70% of the variance in the data, which also reveals a good model fit. The Durbin-Watson value is 1.411, which is slightly outside the two critical values of  $1.5 < d < 2.5$  and therefore we can assume that there may exist some first order linear autocorrelation in the current multiple linear regression data. Nevertheless, similar to the previous analysis, since SPSS does not provide a  $p$ -value for the Durbin-Watson, and the latter results better in time-series studies, it is not possible to properly analyse  $d$ -value of the data collected from surveys or questionnaires (Appendix 93).

### Online Community 1: **Fórum SCP (Control Group)**

According to Table 60, “Helping” ( $B = 0.374$ ;  $p < 0.05$ ), “Self-Expression” ( $B = 0.687$ ;  $p < 0.05$ ), and “Validation” ( $B = -0.445$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Self-Expression” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.778, meaning that the linear regression explains about 78% of the variance in the data, suggesting a good model correctness and fit (Appendix 94).

**Table 60** Brand Engagement relation to Word-of-Mouth, in Fórum SCP.

Model	Coefficients <sup>a</sup>			F (sig.)
	Standardised Coefficients	t	Sig.	
(Constant)	-	-.762	0.451	16.641 (0.000 <sup>b</sup> )
Perceived Brand Influence	-0.181	-1.234	0.225	
Brand Passion	0.193	1.420	0.164	
Connecting	0.268	1.526	0.135	
Helping	0.374	2.127	0.040	
Like-minded Discussion	0.088	0.469	0.642	
Rewards (Hedonic)	-0.028	-0.192	0.849	
Rewards (Utilitarian)	0.045	0.548	0.587	
Seeking Assistance	-0.027	-0.158	0.875	
Self-Expression	0.687	4.536	0.000	
Up-to-Date Information	0.012	0.127	0.900	
Validation	-0.445	-2.318	0.026	
Adjusted R <sup>2</sup>		0.778		

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

### Online Community 2: McDonald's Portugal (Facebook page)

According to Table 61, only “Rewards (Hedonic)” ( $B = -0.383$ ;  $p < 0.05$ ), and “Validation” ( $B = 0.656$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Validation” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.534, meaning that the linear regression explains about 53% of the variance in the data, suggesting a reasonable model correctness and fit (Appendix 95).

**Table 61** Brand Engagement relation to Word-of-Mouth, in McDonald's Portugal community.

Model	Coefficients <sup>a</sup>				F (sig.)
	Standardised Coefficients				
	Beta	t	Sig.		
(Constant)	-	-0.067	0.947		
Perceived Brand Influence	-0.088	-0.559	0.578		
Brand Passion	0.188	1.332	0.186		
Connecting	-0.106	-.491	0.625		
Helping	0.047	0.212	0.833		
Like-minded Discussion	0.315	1.836	0.070		11.319 (0.000 <sup>b</sup> )
Rewards (Hedonic)	-0.383	-3.215	0.002		
Rewards (Utilitarian)	0.119	1.022	0.309		
Seeking Assistance	-0.224	-1.488	0.140		
Self-Expression	0.105	0.753	0.453		
Up-to-Date Information	0.129	1.308	0.194		
Validation	0.656	3.417	0.001		
Adjusted R <sup>2</sup>		0.534			

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

### Online Community 3: My Starbucks Idea

According to Table 62, “Perceived Brand Influence” ( $B = 0.483$ ;  $p < 0.05$ ), “Brand Passion” ( $B = 0.220$ ;  $p < 0.05$ ), “Seeking Assistance” ( $B = -0.278$ ;  $p < 0.05$ ), and “Validation” ( $B = 0.273$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Perceived Brand Influence” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.440, meaning that the linear regression explains about 44% of the variance in the data, suggesting a low model correctness and fit (Appendix 96).

**Table 62** Brand Engagement relation to Word-of-Mouth, in My Starbucks Idea.

Model	Coefficients <sup>a</sup>				F (sig.)
	Standardised Coefficients				
	Beta	t	Sig.		
(Constant)	-	-1.057	0.294		
Perceived Brand Influence	0.483	5.839	0.000		
Brand Passion	0.220	2.469	0.015		
Connecting	0.139	0.820	0.415		
Helping	0.080	0.774	0.441		
Like-minded Discussion	-0.070	-0.302	0.763		8.085 (0.000 <sup>b</sup> )
Rewards (Hedonic)	-0.142	-1.016	0.312		
Rewards (Utilitarian)	-0.148	-1.396	0.166		
Seeking Assistance	-0.278	-2.876	0.005		
Self-Expression	-0.038	-0.201	0.841		
Up-to-Date Information	0.103	0.971	0.334		
Validation	0.273	2.231	0.028		
Adjusted R <sup>2</sup>		0.440			

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

#### Online Community 4: MacRumours (Apple)

According to Table 63, “Brand Passion” ( $B = 0.403$ ;  $p < 0.05$ ), “Connecting” ( $B = 0.217$ ;  $p < 0.05$ ), and “Like-minded Discussion” ( $B = 0.216$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Brand Passion” presented the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.517, meaning that the linear regression explains about 52% of the variance in the data, suggesting a reasonable model correctness and fit (Appendix 97).



**Table 63** Brand Engagement relation to Word-of-Mouth, in MacRumours.

Model	Coefficients <sup>a</sup>				F (sig.)
	Standardised Coefficients	Beta	t	Sig.	
(Constant)	-	-1.131	0.261		
Perceived Brand Influence	0.023	0.278	0.782		
Brand Passion	0.403	4.086	0.000		
Connecting	0.217	2.069	0.041		
Helping	-0.029	-0.353	0.725		
Like-minded Discussion	0.216	2.473	0.015		10.627 (0.000 <sup>b</sup> )
Rewards (Hedonic)	0.032	0.395	0.694		
Rewards (Utilitarian)	0.016	0.197	0.844		
Seeking Assistance	-0.009	-0.087	0.931		
Self-Expression	0.080	0.814	0.418		
Up-to-Date Information	-0.015	-0.174	0.862		
Validation	0.173	1.406	0.163		
Adjusted R <sup>2</sup>		0.517			

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

## Anti-Brand Communities

Table 64 presents the results of the regression analysis conducted of the relation between Brand Engagement and Word-of-Mouth, in Anti-Brand Communities. Accordingly, for the dimensions where values were  $p < 0.05$ , the respective  $B$  was highlighted. Therefore, “Brand Perceived Influence” ( $B = 0.364$ ;  $p < 0.05$ ), “Brand Aversion” ( $B = 0.447$ ;  $p < 0.05$ ), “Connecting” ( $B = -0.174$ ;  $p < 0.05$ ), “Rewards (Hedonic)” ( $B = 0.243$ ;  $p < 0.05$ ), and “Rewards (Utilitarian)” ( $B = 0.091$ ;  $p < 0.05$ ) revealed statistical significance.

Out of the aforementioned dimensions, “Brand Aversion” and “Brand Perceived Influence” have the largest influence in the regression analysis since their Beta are the highest when compared to the other dimensions.

**Table 64** Brand Engagement relation to Word-of-Mouth, in Anti-Brand Communities.

Model	Coefficients <sup>a</sup>					
	Standardised Coefficients			Collinearity Statistics		
	Beta	t	Sig.	F (sig.)	Tolerance	VIF
(Constant)	-	-3.465	0.001		-	-
Perceived Brand Influence	0.364	6.853	0.000	38.151 (0.000 <sup>b</sup> )	0.468	2.137
Brand Aversion	0.447	9.798	0.000		0.633	1.579
Connecting	-0.174	-2.285	0.023		0.227	4.409
Helping	-0.043	-0.501	0.617		0.176	5.674
Like-minded Discussion	-0.193	-1.902	0.058		0.128	7.839
Rewards (Hedonic)	0.243	4.203	0.000		0.395	2.530
Rewards (Utilitarian)	0.091	2.220	0.027		0.788	1.270
Seeking Assistance	0.070	1.275	0.203		0.440	2.272
Self-Expression	0.035	0.575	0.566		0.352	2.838
Up-to-Date Information	0.077	1.813	0.071		0.733	1.364
Validation	0.000	0.007	0.995		0.254	3.935
Adjusted R <sup>2</sup>				0.539		
Durbin-Watson				1.733		

<sup>a</sup> dependent variable: WOM<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

On the other hand, “Connecting” displays a negative value of Beta ( $B = -0.174$ ), meaning that a positive change of one unit in standard deviation in this dimension is expected to lead to a negative Beta coefficient change in Word-of-Mouth. The remaining dimensions, in this case, did not show any statistical significance since their  $p$ -value is larger than 0.05.

Concerning the F-test, this value has the null hypothesis that  $R^2 = 0$ , i.e. that there is no linear relationship between the variables. Given the significance of the F-test, it can thus be assumed that there is a linear relationship between the variables in this model.

Table 64 also checks for multicollinearity in the present multiple linear regression model. Tolerance values should be  $> 0.1$  (or  $VIF < 10$ ) for all variables, which is demonstrated. Lastly, it is observed that the value for the adjusted  $R^2$  of the model is 0.539, meaning that the linear regression explains about 54% of the variance in the data. The Durbin-Watson value is 1.733, which is between the two critical values of  $1.5 < d < 2.5$  and therefore we can assume that there is no first order linear auto-correlation in the current multiple linear regression data (Appendix 98).

### Online Community 5: Sporting Comédia de Portugal (Facebook page)

**Table 65** Brand Engagement relation to Word-of-Mouth, in Sporting Comédia de Portugal.

	Coefficients <sup>a</sup>			
	Standardised Coefficients	t	Sig.	F (sig.)
Model	Beta			
(Constant)	-	1.382	0.175	44.191 (0.000 <sup>b</sup> )
Perceived Brand Influence	0.055	0.456	0.651	
Brand Aversion	0.820	5.901	0.000	
Connecting	-0.353	-2.711	0.010	
Helping	-0.089	-0.499	0.620	
Like-minded Discussion	0.078	0.427	0.672	
Rewards (Hedonic)	-0.170	-1.672	0.103	
Rewards (Utilitarian)	-0.066	-0.605	0.549	
Seeking Assistance	0.213	2.741	0.009	
Self-Expression	0.359	2.523	0.016	
Up-to-Date Information	0.058	1.002	0.323	
Validation	-0.026	-0.118	0.906	
Adjusted R <sup>2</sup>	0.907			

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 65, “Brand Aversion” ( $B = 0.820$ ;  $p < 0.05$ ), “Connecting” ( $B = -0.353$ ;  $p < 0.05$ ), “Seeking Assistance” ( $B = 0.213$ ;  $p < 0.05$ ), and “Self-Expression” ( $B = 0.359$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Brand Aversion”

clearly presents the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.907, meaning that the linear regression explains about 91% of the variance in the data, suggesting a good model correctness and fit (Appendix 99).

### Online Community 6: I Hate McDonald's (Facebook page)

**Table 66** Brand Engagement relation to Word-of-Mouth, in I Hate McDonald's.

Model	Coefficients <sup>a</sup>			F (sig.)
	Standardised Coefficients	t	Sig.	
(Constant)	-	0.094	0.925	5.323 (0.000 <sup>b</sup> )
Perceived Brand Influence	-0.593	-2.907	0.005	
Brand Aversion	0.089	0.935	0.353	
Connecting	-0.086	-0.903	0.369	
Helping	0.592	3.178	0.002	
Like-minded Discussion	0.027	0.243	0.808	
Rewards (Hedonic)	0.122	1.204	0.232	
Rewards (Utilitarian)	0.038	0.424	0.673	
Seeking Assistance	0.155	0.938	0.351	
Self-Expression	0.173	0.889	0.376	
Up-to-Date Information	0.089	0.841	0.402	
Validation	0.187	1.630	0.107	
Adjusted R <sup>2</sup>	0.324			

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 66, only “Perceived Brand Influence” ( $B = -0.593$ ;  $p < 0.05$ ), and “Helping” ( $B = 0.592$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Perceived Brand Influence” (although negative) presents the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.324, meaning that the linear

regression explains about 32% of the variance in the data, suggesting a low model correctness and fit (Appendix 100).

## Online Community 7: **Anti-Starbucks Community**

**Table 67** Brand Engagement relation to Word-of-Mouth, in Anti-Starbucks community.

Model	Coefficients <sup>a</sup>				F (sig.)
	Standardised Coefficients				
	Beta	t	Sig.		
(Constant)	-	5.864	0.000		
Perceived Brand Influence	-0.340	-3.405	0.001		
Brand Aversion	0.459	3.869	0.000		
Connecting	-0.379	-3.261	0.002		
Helping	-1.134	-5.187	0.000		
Like-minded Discussion	0.104	0.451	0.653		10.477 (0.000 <sup>b</sup> )
Rewards (Hedonic)	0.274	3.224	0.002		
Rewards (Utilitarian)	-0.678	-4.551	0.000		
Seeking Assistance	0.146	1.599	0.113		
Self-Expression	-0.104	-1.088	0.279		
Up-to-Date Information	-0.008	-0.083	0.934		
Validation	0.259	0.940	0.350		
Adjusted R <sup>2</sup>		0.513			

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 67, “Perceived Brand Influence” ( $B = -0.340$ ;  $p < 0.05$ ), “Brand Aversion” ( $B = 0.459$ ;  $p < 0.05$ ), “Connecting” ( $B = -0.379$ ;  $p < 0.05$ ), “Helping” ( $B = -1.134$ ;  $p < 0.05$ ), “Rewards (Hedonic)” ( $B = 0.274$ ;  $p < 0.05$ ), and “Rewards (Utilitarian)” ( $B = -0.678$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Helping” (although negative) presents the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. “Brand Aversion”, on the other hand, presents the biggest positive impact in the model. Also, it is observed that the value for the adjusted  $R^2$  of

the model is 0.513, meaning that the linear regression explains about 51% of the variance in the data, suggesting a reasonable model correctness and fit (Appendix 101).

### Online Community 8: I Hate Apple (Facebook Page)

**Table 68** Brand Engagement relation to Word-of-Mouth, in I Hate Apple.

Model	Coefficients <sup>a</sup>				F (sig.)
	Standardised Coefficients				
	Beta	t	Sig.		
(Constant)	-	-3.201	0.002		
Perceived Brand Influence	0.045	0.402	0.688		
Brand Aversion	0.337	3.780	0.000		
Connecting	0.009	0.063	0.950		
Helping	-0.333	-1.941	0.056		
Like-minded Discussion	0.634	2.998	0.004		8.525 (0.000 <sup>b</sup> )
Rewards (Hedonic)	0.097	1.015	0.313		
Rewards (Utilitarian)	0.221	2.588	0.011		
Seeking Assistance	0.230	2.071	0.041		
Self-Expression	-0.101	-0.820	0.415		
Up-to-Date Information	-0.130	-1.388	0.169		
Validation	0.147	1.022	0.309		
Adjusted R <sup>2</sup>		0.455			

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (Hedonic), Rewards (Utilitarian), Seeking Assistance, Self-Expression, Up-to-Date Information, Validation

According to Table 68, “Brand Aversion” ( $B = 0.337$ ;  $p < 0.05$ ), “Like-minded Discussion” ( $B = 0.634$ ;  $p < 0.05$ ), “Rewards (Utilitarian)” ( $B = 0.221$ ;  $p < 0.05$ ), and “Seeking Assistance” ( $B = 0.230$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Like-minded Discussion” presents the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.455, meaning that the linear regression explains about 46% of the variance in the data, suggesting a relatively low model correctness and fit (Appendix 102).

## Multiple Linear Regression Analysis - Brand Engagement relation to Affective Commitment toward the community, with Extroversion as a moderator

### Fan Brand Communities

**Table 69** Brand Engagement relation to Affective Commitment in Fan Brand Communities, using Extroversion as a moderator – a comparison.

Model	Coefficients <sup>a</sup>					
	Standardised Coefficients			Collinearity Statistics		
	Beta	t	Sig.	F (sig.)	Tolerance	VIF
<b>(Constant)</b>	-	1.277	0.202	68.497 (0.000 <sup>b</sup> )	-	-
Perceived Brand Influence	0.005	0.132	0.895		0.363	2.756
<b>Perceived Brand Influence*Ext</b>	-0.090	-2.412	0.016		0.392	2.553
Brand Passion	0.362	8.284	0.000		0.285	3.507
<b>Brand Passion*Ext</b>	-0.062	-1.463	0.144		0.299	3.343
Connecting	-0.145	-2.609	0.009		0.177	5.635
<b>Connecting*Ext</b>	0.081	1.496	0.136		0.184	5.427
Helping	-0.063	-1.349	0.178		0.248	4.031
<b>Helping*Ext</b>	-0.025	-0.567	0.571		0.285	3514
Like-minded Discussion	0.76	1.362	0.174		0.176	5.695
<b>Like-minded Discussion*Ext</b>	0.046	0.833	0.405		0.183	5.468
Rewards (Hedonic)	0.255	4.077	0.000		0.139	7.174
<b>Rewards (Hedonic)*Ext</b>	-0.053	-0.839	0.402		0.135	7.385
Rewards (Utilitarian)	0.47	1.224	0.222		0.373	2.679
<b>Rewards (Utilitarian)*Ext</b>	-0.022	-0.556	0.578		0.345	2.896
Seeking Assistance	0.233	4.867	0.000		0.237	4.217
<b>Seeking Assistance*Ext</b>	-0.014	-0.310	0.757		0.265	3.767
Self-Expression	0.189	3.634	0.000		0.202	4.943

**Table 69** Brand Engagement relation to Affective Commitment in Fan Brand Communities, using Extroversion as a moderator – a comparison (continuation)

<b>Self-Expression*Ext</b>	0.063	1.308	0.192	0.235	4.255
Up-to-Date Information	0.68	1.691	0.092	0.340	2.942
<b>Up-to-Date Information*Ext</b>	0.030	0.776	0.438	0.374	2.675
Validation	0.135	2.164	0.031	0.140	7.156
<b>Validation*Ext</b>	-0.002	-0.032	0.974	0.174	5.761
<b>Adjusted R<sup>2</sup></b>	0.810				
<b>Durbin-Watson</b>	1.652				

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence\*Extroversion, Brand Passion\*Extroversion, Connecting\*Extroversion, Helping\*Extroversion, Like-minded Discussion\*Extroversion, Rewards (Hedonic)\*Extroversion, Rewards (Utilitarian)\*Extroversion, Seeking Assistance\*Extroversion, Self-Expression\*Extroversion, Up-to-Date Information\*Extroversion, Validation\*Extroversion

Table 69 presents the results of the regression analysis conducted of the relation between Brand Engagement and Affective Commitment, in Anti-Brand Communities, having Extroversion as a moderator. It also compares the new values with the previous analysis where Extroversion was not present. Accordingly, for the dimensions where values were  $p < 0.05$ , the respective  $B$  was highlighted. Therefore, “Perceived Brand Influence\*Ext” ( $B = -0.090$ ;  $p < 0.05$ ) revealed statistical significance. However, it displays a negative value of Beta, meaning that a positive change of one unit in standard deviation in these dimensions is expected to lead to a negative Beta coefficient change in Affective Commitment, having Extroversion as a moderator. The remaining dimensions, in this case, did not show any statistical significance since their  $p$ -value is larger than 0.05.

Concerning the F-test, this value has the null hypothesis that  $R^2 = 0$ , i.e. that there is no linear relationship between the variables. Given the significance of the F-test, it can thus be assumed that there is a linear relationship between the variables in this model. Table 69 also checks for multicollinearity in the present multiple linear regression model. Tolerance values should be  $> 0.1$  (or  $VIF < 10$ ) for all variables, which is demonstrated.

Lastly, it is observed that the value for the adjusted  $R^2$  of the model is 0.810, meaning that the linear regression explains about 81% of the variance in the data. The Durbin-Watson value is 1.652, standing inside the two critical values of  $1.5 < d < 2.5$  and therefore we can assume the



non-existence of first order linear auto-correlation in the current multiple linear regression data (Appendix 103 to 105).

### Online Community 1: **Fórum SCP (Control Group)**

According to the analysis for Fórum SCP (Appendix 106), in the presence of Extroversion as a moderator, for a value of  $p < 0.05$ , no dimension revealed statistical significance. Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.816, meaning that the linear regression explains about 82% of the variance in the data, suggesting a good model correctness and fit. However, looking at the value of *Sig.* (0.952), it shows that the model is not significant for analysis and consideration.

### Online Community 2: **McDonald's Portugal (Facebook page)**

For McDonald's Portugal community, in the presence of Extroversion as a moderator, for a value of  $p < 0.05$ , no dimension revealed statistical significance (Appendix 107). Despite that conclusion, the value of *Sig.* (0.036) shows that the model and analysis is significant. Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.712, meaning that the linear regression explains about 71% of the variance in the data, suggesting a good model correctness and fit.

### Online Community 3: **My Starbucks Idea**

In My Starbucks Idea community (Appendix 108 to 110), in the presence of Extroversion as the moderator, only "Self-Expression\*Ext" ( $B = -0.480$ ;  $p < 0.05$ ), revealed statistical significance (although negative). However, it is observed that the value for the adjusted  $R^2$  of the model is 0.221, meaning that the linear regression explains about 22% of the variance in the data, suggesting a very low model correctness and fit. Also, the value of *Sig.* also reveals a lack of significance for the analysis (0.350).

### Online Community 4: **MacRumours (Apple)**

As for the last of the Fan communities, MacRumours, in the presence of Extroversion as a moderator, for a value of  $p < 0.05$ , no dimension revealed statistical significance (Appendix 111). Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.436, meaning that the linear regression explains about 44% of the variance in the data. However, looking at the value of *Sig.* (0.457), it shows that the model is not significant for analysis and consideration.

## Anti-Brand Communities

**Table 70** Brand Engagement relation to Affective Commitment in Anti-Brand Communities, using Extroversion as a moderator.

Model	Coefficients <sup>a</sup>					
	Standardised Coefficients			Collinearity Statistics		
	Beta	T	Sig.	F (sig.)	Tolerance	VIF
<b>(Constant)</b>	-	8.806	0.000		-	-
Perceived Brand Influence	0.026	0.487	0.626		0.407	2.456
<b>Perceived Brand Influence*Ext</b>	-0.009	-0.182	0.856		0.433	2.311
Brand Passion	-0.294	-5.767	0.000		0.431	2.318
<b>Brand Passion*Ext</b>	0.049	0.988	0.324		0.458	2.185
Connecting	-0.105	-1.465	0.144		0.220	4.540
<b>Connecting*Ext</b>	0.134	1.853	0.065		0.216	4.631
Helping	0.417	5.015	0.000		0.162	6.158
<b>Helping*Ext</b>	0.147	1.778	0.076	25.630 (0.000 <sup>b</sup> )	0.164	6.097
Like-minded Discussion	0.088	0.894	0.372		0.116	8.608
<b>Like-minded Discussion*Ext</b>	-0.192	-1.795	0.074		0.098	10.170
Rewards (Hedonic)	0.086	1.516	0.130		0.349	2.864
<b>Rewards (Hedonic)*Ext</b>	-0.012	-0.226	0.822		0.427	2.340
Rewards (Utilitarian)	-0.050	-1.299	0.195		0.750	1.333
<b>Rewards (Utilitarian)*Ext</b>	-0.010	-0.265	0.791		0.737	1.356
Seeking Assistance	0.088	1.634	0.103		0.386	2.590
<b>Seeking Assistance*Ext</b>	-0.067	-1.257	0.210		0.395	2.532
Self-Expression	0.462	7.788	0.000		0.319	3.132
<b>Self-Expression*Ext</b>	-0.061	-1.009	0.314		0.309	3.237

**Table 70** Brand Engagement relation to Affective Commitment in Anti-Brand Communities, using Extroversion as a moderator (continuation)

Up-to-Date Information	-0.045	-1.139	0.256	0.706	1.416
<b>Up-to-Date Information*Ext</b>	0.054	1.347	0.179	0.695	1.439
Validation	-0.093	-1.345	0.179	0.237	4.228
<b>Validation*Ext</b>	0.042	0.584	0.560	0.212	4.712
<b>Adjusted R<sup>2</sup></b>	0.608				
<b>Durbin-Watson</b>	1.585				

<sup>a</sup> dependent variable: Affective Commitment

<sup>b</sup> predictors: (Constant), Perceived Brand Influence\*Extroversion, Brand Passion\*Extroversion, Connecting\*Extroversion, Helping\*Extroversion, Like-minded Discussion\*Extroversion, Rewards (Hedonic)\*Extroversion, Rewards (Utilitarian)\*Extroversion, Seeking Assistance\*Extroversion, Self-Expression\*Extroversion, Up-to-Date Information\*Extroversion, Validation\*Extroversion

Table 70 presents the results of the regression analysis conducted of the relation between Brand Engagement and Affective Commitment, in Anti-Brand Communities, having Extroversion as a moderator. It also compares the new variables with those of the analysis where Extroversion was not present. Accordingly, for the dimensions where values were  $p < 0.05$ , no dimension revealed statistical significance, since their  $p$ -value is larger than 0.05.

Concerning the F-test, this value has the null hypothesis that  $R^2=0$ , i.e. that there is no linear relationship between the variables. Given the significance of the F-test, it can thus be assumed that there is a linear relationship between the variables in this model.

Table 70 also checks for multicollinearity in the present multiple linear regression model. Tolerance values should be  $> 0.1$  (or  $VIF < 10$ ) for all variables, which is demonstrated, except for “Like-Minded Discussion\*Ext”, suggesting the presence of multicollinearity in this dimension. Lastly, is it observed that the value for the adjusted  $R^2$  of the model is 0.608, meaning that the linear regression explains about 61% of the variance in the data, revealing a good model fit. The Durbin-Watson value is 1.585, standing slightly within the two critical values of  $1.5 < d < 2.5$  and therefore we can assume the non-existence of first order linear auto-correlation in the current multiple linear regression data (Appendix 112).

### Online Community 5: **Sporting Comédia de Portugal (Facebook page)**

For Sporting Comédia de Portugal (Figures 39 to 42), in the presence of Extroversion as the moderator, “Rewards (Hedonic)\*Ext” ( $B = -1.339$ ;  $p < 0.05$ ), and “Seeking Assistance\*Ext” ( $B = -1.442$ ;  $p < 0.05$ ) revealed statistical significance regression analysis (although negative). Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.660, meaning that the linear regression explains about 66% of the variance in the data, suggesting a reasonable model correctness and fit (Appendix 113 to 117).

### Online Community 6: **I Hate McDonald’s (Facebook page)**

For the analysis of I Hate McDonald’s community (Figures 43 and 44), in the presence of Extroversion as the moderator, “Like-minded Discussion\*Ext” ( $B = -0.380$ ;  $p < 0.05$ ), is the only dimension to reveal statistical significance (although negative). Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.855, meaning that the linear regression explains about 86% of the variance in the data, suggesting a good model correctness and fit. However, the value for *Sig.* (0.399) shows that the analysis is not statistically significant (Appendix 118 to 120).

### Online Community 7: **Anti-Starbucks Community**

For Anti-Starbucks community, in the presence of Extroversion as the moderator, no dimension revealed statistical significance regression analysis (Appendix 121). Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.362, meaning that the linear regression explains about 36% of the variance in the data, suggesting a relatively low model correctness and fit. However, by observing the value of *Sig.* for the model (0.035), it is shown that the analysis is statistically significant.

### Online Community 8: **I Hate Apple (Facebook Page)**

For the last of the Anti-Brand communities, I Hate Apple (Figures 45 to 48), in the presence of Extroversion as the moderator, “Seeking Assistance\*Ext” ( $B = -0.301$ ;  $p < 0.05$ ) (although negative), and “Up-to-Date Information\*Ext” ( $B = 0.338$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, “Up-to-Date Information\*Ext” presents the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimension. It is also observed that the value for the adjusted  $R^2$  of the model is 0.496,

meaning that the linear regression explains about 50% of the variance in the data (Appendix 122 to 126).

### Multiple Linear Regression Analysis - Brand Engagement relation to Self-expression WOM outside the community, with Extroversion as a moderator Fan Brand Communities

**Table 71** Brand Engagement relation to Word-of-Mouth in Fan Brand Communities, using Extroversion as a moderator.

Model	Coefficients <sup>a</sup>					
	Standardised Coefficients	Collinearity Statistics				
	Beta	t	Sig.	F (sig.)	Tolerance	VIF
<b>(Constant)</b>	-	-0.361	0.718	43.159 (0.000 <sup>b</sup> )	-	-
Perceived Brand Influence	0.064	1.375	0.170		0.363	2.756
<b>Perceived Brand Influence*Ext</b>	0.023	0.518	0.605		0.392	2.553
Brand Passion	0.451	8.612	0.000		0.285	3.507
<b>Brand Passion*Ext</b>	-0.185	-3.624	0.000		0.299	3.343
Connecting	0.065	0.984	0.326		0.177	5.635
<b>Connecting*Ext</b>	0.085	1.302	0.194		0.184	5.427
Helping	0.041	0.732	0.465		0.248	4.031
<b>Helping*Ext</b>	0.046	0.872	0.384		0.285	3.514
Like-minded Discussion	0.145	2.176	0.030		0.176	5.695
<b>Like-minded Discussion*Ext</b>	-0.049	-0.752	0.452		0.183	5.468
Rewards (Hedonic)	-0.230	-3.068	0.002		0.139	7.174
<b>Rewards (Hedonic)*Ext</b>	-0.089	-1.175	0.241		0.135	7.385
Rewards (Utilitarian)	-0.199	-4.354	0.000		0.373	2.679
<b>Rewards (Utilitarian)*Ext</b>	0.020	0.428	0.669		0.345	2.896

**Table 71** Brand Engagement relation to Word-of-Mouth in Fan Brand Communities, using Extroversion as a moderator (continuation)

Seeking Assistance	0.004	0.077	0.939	0.237	4.217
<b>Seeking Assistance*Ext</b>	0.044	0.804	0.422	0.265	3.767
Self-Expression	0.112	1.803	0.072	0.202	4.943
<b>Self-Expression*Ext</b>	0.079	1.366	0.173	0.235	4.255
Up-to-Date Information	0.083	1.734	0.084	0.340	2.942
<b>Up-to-Date Information*Ext</b>	0.138	3.008	0.003	0.374	2.675
Validation	0.236	3.153	0.002	0.140	7.156
<b>Validation*Ext</b>	0.065	0.971	0.332	0.174	5.761
<b>Adjusted R<sup>2</sup></b>	0.727				
<b>Durbin-Watson</b>	1.617				

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence\*Extroversion, Brand Passion\*Extroversion, Connecting\*Extroversion, Helping\*Extroversion, Like-minded Discussion\*Extroversion, Rewards (Hedonic)\*Extroversion, Rewards (Utilitarian)\*Extroversion, Seeking Assistance\*Extroversion, Self-Expression\*Extroversion, Up-to-Date Information\*Extroversion, Validation\*Extroversion

Table 71 presents the results of the regression analysis conducted of the relation between Brand Engagement and Word-of-Mouth, in Fan Brand Communities, having Extroversion as a moderator. Therefore, “Brand Passion\*Ext” ( $B = -0.185$ ;  $p < 0.05$ ) (although negative), and “Up-to-Date Information\*Ext” ( $B = 0.138$ ;  $p < 0.05$ ) revealed statistical significance. Since “Brand Passion\*Ext” reveals a negative value of Beta, it indicates that a positive change of one unit in standard deviation in these dimensions is expected to lead to a negative Beta coefficient change in Word-of-Mouth, having Extroversion as a moderator. The remaining dimensions, in this case, did not show any statistical significance since their  $p$ -value is larger than 0.05.

Concerning the F-test, this value has the null hypothesis that  $R^2 = 0$ , i.e. that there is no linear relationship between the variables. Given the significance of the F-test, it can thus be assumed that there is a linear relationship between the variables in this model. Table 71 also checks for multicollinearity in the present multiple linear regression model. Tolerance values should be  $> 0.1$  (or  $VIF < 10$ ) for all variables, which is demonstrated. Lastly, it is observed that the value for the adjusted  $R^2$  of the model is 0.727, meaning that the linear regression explains about 72%

of the variance in the data. The Durbin-Watson value is 1.617, standing inside the two critical values of  $1.5 < d < 2.5$  and therefore we can assume the non-existence of first order linear auto-correlation in the current multiple linear regression data (Appendix 127 to 131).

### Online Community 1: **Fórum SCP (Control Group)**

For Fórum SCP, in the presence of Extroversion as the moderator, no dimension revealed statistical significance regression analysis (Appendix 132). Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.833, meaning that the linear regression explains about 83% of the variance in the data, suggesting a good model correctness and fit. However, by observing the value of *Sig.* for the model (0.175), it is shown that the analysis is statistically insignificant.

### Online Community 2: **McDonald's Portugal (Facebook page)**

In McDonald's Portugal analysis, in the presence of Extroversion as the moderator, only "Rewards (Hedonic)\*Ext" ( $B = -0.966$ ;  $p < 0.05$ ), revealed statistical significance (Figures 49 and 50). Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.606, meaning that the linear regression explains about 61% of the variance in the data, suggesting a relatively good model correctness and fit. However, by observing the value of *Sig.* for the model (0.469), it is shown that the analysis is statistically insignificant (Appendix 133 to 135).

### Online Community 3: **My Starbucks Idea**

For the community of fans of Starbucks, in the presence of Extroversion as the moderator, only "Seeking Assistance\*Ext" ( $B = -0.605$ ;  $p < 0.05$ ), revealed statistical significance (Figures 51 and 52). However, is it observed that the value for the adjusted  $R^2$  of the model is 0.466, meaning that the linear regression explains about 47% of the variance in the data, while the value of *Sig.* (0.097) of the model reveals that the analysis is not statistically significant (Appendix 136 to 138).

### Online Community 4: **MacRumours (Apple)**

For the last of the Fan communities, MacRumours (Figures 53 to 58), in the presence of Extroversion as the moderator, "Perceived Brand Influence\*Ext" ( $B = 0.268$ ;  $p < 0.05$ ), "Rewards (Hedonic)\*Ext" ( $B = 0.649$ ;  $p < 0.05$ ), and "Validation\*Ext" ( $B = 0.416$ ;  $p < 0.05$ ) revealed statistical significance. Out of the aforementioned dimensions, "Rewards

(Hedonic)\*Ext” presents the biggest influence in the regression analysis since its Beta is the highest when compared to the other dimensions. Also, is it observed that the value for the adjusted  $R^2$  of the model is 0.742, meaning that the linear regression explains about 74% of the variance in the data, suggesting a good model correctness and fit. However, the value of *Sig.* (0.709) of the model reveals that the analysis is not statistically significant (Appendix 139 to 145).

## Anti-Brand Communities

**Table 72** Brand Engagement relation to Word-of-Mouth in Anti-Brand Communities, using Extroversion as a moderator.

Model	Coefficients <sup>a</sup>					
	Standardised Coefficients			Collinearity Statistics		
	Beta	T	Sig.	F (sig.)	Tolerance	VIF
<b>(Constant)</b>	-	-3.452	0.001		-	-
Perceived Brand Influence	0.385	6.972	0.000		0.407	2.456
<b>Perceived Brand Influence*Ext</b>	0.081	1.505	0.133		0.433	2.311
Brand Passion	0.399	7.449	0.000		0.431	2.318
<b>Brand Passion*Ext</b>	-0.097	-1.858	0.064		0.458	2.185
Connecting	-0.210	-2.803	0.005		0.220	4.540
<b>Connecting*Ext</b>	-0.106	-1.397	0.163		0.216	4.631
Helping	-0.064	-0.734	0.464	21.799 (0.000 <sup>b</sup> )	0.162	6.158
<b>Helping*Ext</b>	0.007	0.080	0.936		0.164	6.097
Like-minded Discussion	-0.148	-1.429	0.154		0.116	8.608
<b>Like-minded Discussion*Ext</b>	-0.220	-1.963	0.050		0.098	10.170
Rewards (Hedonic)	0.295	4.956	0.000		0.349	2.864
<b>Rewards (Hedonic)*Ext</b>	0.138	2.555	0.011		0.427	2.340
Rewards (Utilitarian)	0.091	2.250	0.025		0.750	1.333



**Table 72** Brand Engagement relation to Word-of-Mouth in Anti-Brand Communities, using Extroversion as a moderator (continuation)

<b>Rewards (Utilitarian)*Ext</b>	0.034	0.834	0.405	0.737	1.356
Seeking Assistance	0.136	2.403	0.017	0.386	2.590
<b>Seeking Assistance*Ext</b>	0.164	2.924	0.004	0.395	2.532
Self-Expression	0.038	0.618	0.537	0.319	3.132
<b>Self-Expression*Ext</b>	0.009	0.141	0.888	0.309	3.237
Up-to-Date Information	0.082	1.951	0.052	0.706	1.416
<b>Up-to-Date Information*Ext</b>	0.038	0.911	0.363	0.695	1.439
Validation	-0.001	-0.011	0.991	0.237	4.228
<b>Validation*Ext</b>	0.118	1.541	0.124	0.212	4.712
<b>Adjusted R<sup>2</sup></b>	0.567				
<b>Durbin-Watson</b>	1.760				

<sup>a</sup> dependent variable: WOM

<sup>b</sup> predictors: (Constant), Perceived Brand Influence\*Extroversion, Brand Passion\*Extroversion, Connecting\*Extroversion, Helping\*Extroversion, Like-minded Discussion\*Extroversion, Rewards (Hedonic)\*Extroversion, Rewards (Utilitarian)\*Extroversion, Seeking Assistance\*Extroversion, Self-Expression\*Extroversion, Up-to-Date Information\*Extroversion, Validation\*Extroversion

Table 72 presents the results of the regression analysis conducted of the relation between Brand Engagement and Word-of-Mouth, in Anti-Brand Communities, having Extroversion as a moderator. It also compares the new variables with the former analysis without the presence of Extroversion. Accordingly, “Like-minded Discussion\*Ext” ( $B = -0.220$ ;  $p < 0.05$ ) (although negative), “Rewards (Hedonic)\*Ext” ( $B = 0.138$ ;  $p < 0.05$ ), and “Seeking Assistance\*Ext” ( $B = 0.164$ ;  $p < 0.05$ ) revealed statistical significance. However, “Like-minded Discussion\*Ext” reveals negative values of Beta, meaning that a positive change of one unit in standard deviation in these dimensions is expected to lead to a negative Beta coefficient change in Word-of-Mouth, having Extroversion as a moderator. The remaining dimensions, in this case, did not show any statistical significance since their  $p$ -value is larger than 0.05.

Concerning the F-test, this value has the null hypothesis that  $R^2 = 0$ , i.e. that there is no linear relationship between the variables. Given the significance of the F-test, it can thus be assumed that there is a linear relationship between the variables in this model. Table 72 also checks for

multicollinearity in the present multiple linear regression model. Tolerance values should be  $> 0.1$  (or  $VIF < 10$ ) for all variables, which is demonstrated, except for “Like-minded Discussion\*Ext”, suggesting the presence of multicollinearity in this dimension. Lastly, it is observed that the value for the adjusted  $R^2$  of the model is 0.567, meaning that the linear regression explains about 57% of the variance in the data. The Durbin-Watson value is 1.760, which is between the two critical values of  $1.5 < d < 2.5$  and therefore we can assume that there is no first order linear auto-correlation in the current multiple linear regression data (Appendix 146 to 152).

#### Online Community 5: **Sporting Comédia de Portugal (Facebook page)**

For Sporting Comédia de Portugal, in the presence of Extroversion as the moderator, only “Like-minded Discussion\*Ext” ( $B = 1.148$ ;  $p < 0.05$ ), revealed statistical significance, having a positive impact on the model (Appendix 153 to 155). Also, it is observed that the value for the adjusted  $R^2$  of the model is 0.908, meaning that the linear regression explains about 91% of the variance in the data, suggesting a good model correctness and fit. However, the value of *Sig.* (0.297) of the model reveals that the analysis is not statistically significant.

#### Online Community 6: **I Hate McDonald’s (Facebook page)**

For I Hate McDonald’s community (Appendix 156 to 162), in the presence of Extroversion as the moderator, only “Perceived Brand Influence\*Ext” ( $B = 0.605$ ;  $p < 0.05$ ), “Helping\*Ext” ( $B = -0.729$ ;  $p < 0.05$ ) (although negative), and “Rewards (Hedonic)\*Ext” ( $B = 0.447$ ;  $p < 0.05$ ) revealed statistical significance. It is also observed that the value for the adjusted  $R^2$  of the model is 0.401, meaning that the linear regression explains about 40% of the variance in the data, while the value of *Sig.* (0.673) of the model reveals that the analysis is not statistically significant.

#### Online Community 7: **Anti-Starbucks Community**

In the analysis of the Anti-Starbucks community, in the presence of Extroversion as the moderator, no dimension revealed statistical significance, since no value of  $p$  was higher than 0.05 (Appendix 163). However, it is observed that the value for the adjusted  $R^2$  of the model is 0.485, meaning that the linear regression explains about 49% of the variance in the data, while the value for *Sig.* (0.000) of the model reveals statistical significance.

### Online Community 8: **I Hate Apple (Facebook Page)**

Regarding the last of the Anti-Brand communities, I Hate Apple (Appendix 164 to 174), in the presence of Extroversion as the moderator, only “Rewards (Hedonic)\*Ext” ( $B = 0.483$ ;  $p < 0.05$ ), “Rewards (Utilitarian)\*Ext” ( $B = -0.196$ ;  $p < 0.05$ ) (although negative), “Seeking Assistance\*Ext” ( $B = 0.408$ ;  $p < 0.05$ ), “Self-Expression\*Ext” ( $B = -0.339$ ;  $p < 0.05$ ) (although negative), and “Validation\*Ext” ( $B = -0.467$ ;  $p < 0.05$ ) (although negative) revealed statistical significance. It is also observed that the value for the adjusted  $R^2$  of the model is 0.598, meaning that the linear regression explains about 60% of the variance in the data, suggesting a good model correctness and fit.

## 5. Main Conclusions and Discussion

### 5.1.1 Main Conclusions

The present research was conducted with the intention of providing some insights on the opposite facet of Brand Engagement, i.e. Negative Brand Engagement, its conceptualization, motives, and practical significances. The main goal of this dissertation was to examine that consumer-brand engagement is not exclusively related to positive processes or interactions between the involved entities. Thus, it tried to demonstrate that individuals who dislike, claim to hate, or develop unfavourable feelings toward the brand, can also be engaged with it and, specifically, with the community he/she is part of. The study explored in which forms positive and negative Brand Engagement occurs in online Brand Communities as well as online anti-brand communities, respectively. Consequently, the idea was to examine if Consumer-Brand Engagement was really a phenomenon that could be observed in individuals who displayed negative feelings toward the brand, but were still engaged in disliking it. Afterward, a regression analysis was conducted in order to examine the relation and influence such constructs could have in Affective Commitment toward the brand and the online community, as well as in Word-of-Mouth activities outside the online environment – which included members sharing their personal opinions (either positive or negative) about a specific brand.

From the research and subsequent data collection, it was possible to examine the responses of a total of 700 individuals, half of them both distributed throughout Fan Communities and Anti-Brand Communities. This responses related to four different types of communities and brands, as a way of assessing the consequences different contexts could provide to the results. Therefore, brands such as Sporting Clube de Portugal (control group), McDonald’s, Starbuck’s, and Apple were studied, and different online contexts were taken into consideration: Facebook pages or

groups, private forums or websites, and branded communities (i.e. created and managed by the brand itself). As a result, that data examination was able to provide interesting conclusions that could help in the process of better understanding what Negative Brand Engagement is, what motivates it in online contexts, and which consequences or impacts it is able to produce.

Starting from a profile analysis standpoint, other than socio-demographic conclusions, one thing this study was able to demonstrate is that not all community members, who claim to be fans of a brand, are in fact loyal to it to a point where they state they have never shared negative remarks about the brand. However, it was clear that such behaviour varies from community to community. For instance, in the case of Fórum SCP (Sporting fans) no member claimed to have shared any negative remarks about the soccer club, while communities such as McDonald's Portugal, My Starbucks Idea and, although slightly, MacRumours have fans who claim to have shared negative remarks about the brand.

Those behaviours and attitudes toward the brand can also be observed when it concerns the feeling of pride for being a fan of a given brand. For instance, similar to the previous analysis, Fórum SCP members claim to feel proud for being a fan of Sporting, while for McDonald's Portugal most members claim to have no pride in being a fan of McDonald's.

As for Anti-Brand communities, a similar yet inverse behaviour can also be concluded. For instance, while those who claim to dislike a brand usually engage in sharing negative remarks about the brand and in feeling pride for being Anti-brand, there are some members who claim the contrary. For instance, in *I Hate McDonald's*, all members claim to not only talk badly about the brand but also feel pride for being Anti-McDonald's. In the Anti-Starbucks community, for instance, while the respondents claim to have shared negative remarks about the brand, most claim to not feel pride for being Anti-Starbucks. This may be due, as it was previously mentioned, to the nature of the community, since it is made up, widely, by dissatisfied employees. Therefore, being a part of the organisation may prevent them from feeling pride in being Anti-Starbucks.

### *Brand Engagement*

Brand Engagement was analysed both in its positive form as well as in its negative form. The former included Perceived Brand Influence, Brand Passion, Connecting, Helping, Like-minded Discussion, Rewards (both Hedonic and Utilitarian), Seeking Assistance, Self-Expression, Up-to-date Information and Validation as the scale's dimensions. The latter included Perceived Brand Influence, Brand Aversion, Connecting, Helping, Like-minded Discussion, Rewards

(both Hedonic and Utilitarian), Seeking Assistance, Self-Expression, Up-to-date Information and Validation as the scale's eleven dimensions.

Analysing and comparing the results gathered in the current research, it was clearly noticeable that some Communities particularly preferred some dimensions of positive or negative Brand Engagement over others, when referring to the manner in which they felt motivated to engage with the brand and the community.

For the Fan communities, analysed through the positive BE scale, the results revealed some similarities as well as interesting differences. For the fans of Sporting ("Fórum SCP"), Brand Passion, Connecting and hedonic Rewards were the dimensions with the highest importance attributed when compared to the remaining dimensions. This shows that members of the Fórum SCP community engage with the brand and the community itself because of the passion they feel toward the brand, the search for connection with other members as well as the hedonic rewards (having fun, being entertained) that such experience provides them. On the contrary, the possibility or the ability to gain any monetary rewards or prizes from engaging with the brand or the community – utilitarian Rewards – was presented as the least important dimension when it comes to brand engagement. Plus, the fact that such community requires an effort of signing in or creating an account to be a part of the forum and of the experience, is what could also help to confirm the idea that those fans really like and feel passionate about Sporting.

As for McDonald's Portugal Facebook page, contrary to the case aforementioned, utilitarian Rewards was the dimension in which members attributed their biggest importance, when compared with the remaining dimensions, even though that significance was not very high. In fact, in general, the surveyed members of McDonald's Portugal fan community (as it is denominated by the brand) give little to almost no importance to the majority of the dimensions. Helping, Like-minded Discussion and hedonic Rewards were the least important categories in explaining why McDonald's fans engage with the brand and the community. This means that members do not seek for entertainment, fun or any other hedonic rewards when engaging with the brand and the community, as they do not seek for help or having conversations with similar fans. In fact, they are more motivated to engage with the brand and the community if they offer monetary rewards or prizes. An explanation that could provide some insight has to why this happens is the fact that McDonald's Portugal often publishes and gives discounts to their fast-food restaurants to the fans of the page. Plus, given that becoming a fan of a brand in Facebook is quickly accomplished through the use of the "Like" button (contrary to what happens in other communities), the easiness of this action may often result in fans not feeling passionate about

the brand but be more interested in the possible rewards (hedonic or, in this case, utilitarian) such “Like” may result in.

In the case of My Starbucks Idea (the official Starbucks community dedicated to Starbucks fans), Perceived Brand Influence, utilitarian Rewards, and Validation were given the most importance in explaining why fans engage with the brand and the online community. This preference might be explained by the particular nature of the community itself.

Given that My Starbucks Idea is a community that fosters the concept of Open Innovation (where all participants can provide with ideas or suggestions for the brand and see them implemented by Starbucks), wanting to contribute to the brand’s development and to the improvement of its products, through comments, posts or discussions with other members (Perceived Brand Influence) seems natural to the community’s members. This, subsequently, also relates to Validation in the sense that members seek affirmation about the value of their contributions and self-well-being, in other members. However, customers and fans of Starbucks are also able to gain rewards or prizes in the community, depending on their membership and contributions to the brand. This could be, in fact, the main reason as to why Perceived Brand Influence and Validation are also important, since it seems that they present a means to obtain the rewards. Plus, although Brand Passion is relatively important for those members, it is not one of the most relevant. The same occurs for Seeking Assistance and Up-to-date Information, meaning that looking for assistance or new information about the brand is not what members of the Starbucks community seek for when engaging with it.

Concerning MacRumours, the community of Apple fans, members seem to attribute most importance to hedonic Rewards, Seeking Assistance, and Brand Passion as the reasons of why they engage with the brand and the community. It seems members of the MacRumours seek for and feel entertained when engaging with the brand and the community, they use it to find assistance and, ultimately, because they feel passionate about Apple. In fact, the community (with more than 2000 active members) allows for members to not only discuss Apple-related subjects, such as product launches, revisions or technical issues, but it also allows users to discuss their favorite shows, music, or movies, in specific “threads” (i.e. specific subjects or topics). This may contribute to the reason as to why being entertained and having fun is the most important thing for members, in order to be engaged with the brand and the community. On an opposite line, the possibility or the ability to gain monetary rewards or any other kind of compensations (Utilitarian Rewards) is what members of MacRumours seek less.

Resorting to the opposite side of Brand Engagement, those communities who exist in order to share their negative feelings and opinions about a brand provided, as well, interesting

conclusions. Sporting Comédia de Portugal Facebook page is a community build for those who are not fans of Sporting or who truly dislike the soccer club. Their surveyed members engage with the community in order to obtain hedonic Rewards and because of their feelings of Brand Aversion. The former dimension may be related to the fact that the page has a comedy purpose, exposing Sporting's flaws and errors, while mocking the brand/soccer club. Therefore, members who "like" and engage with the page may do it because, first and foremost, they seek entertainment and they want to have fun. However, since it is a page that specifically attacks a soccer club, members also feel motivated to engage in it, because of their feelings of hate or aversion toward the brand. On the contrary, Sporting Comédia de Portugal members give less importance to utilitarian Rewards or the possibility of having them in the future and to Seeking Assistance.

In the case of I Hate McDonald's Facebook page, clearly, the dimension with the biggest importance attribution is Brand Aversion. Members do really dislike or hate the brand and that is the main reason as to why the surveyed individuals engage with the community. In fact, analysing the community's publications, it is clear to see that members try to expose McDonald's in a continuous harmful way, with topics mostly related to their treatment of animals, meat and service quality, and with the fast consumption of food. Other than Brand Aversion, members do not attribute any considerable importance to the other dimensions, and attribute the least significance to Like-minded Discussion and Connecting, given that conversing with other members or interacting with them is not their main motivation for engaging with the community.

Concerning the brand Starbucks, the Anti-Starbucks community was a place created by those who dislike the brand and who see on their forum an opportunity for similar anti-Starbucks advocates to come together and share their experiences. This community not only discusses Starbucks service and product quality, but also focuses on the corporate side of the brand, specially its treatment of employees, and tries to help members in solving their problems not only with the company but also with customers, and with service quality aspects. In fact, most members of the community are or were employees of the brand (one of the reasons as to why the real name of the community was not disclosed). Therefore, members who register and enter this Anti-Starbucks community do it with the purpose of Seeking Assistance, due to their Brand Aversion, in order to obtain Validation for their opinions and to seek for and provide Help. The fact that members give the highest importance to those dimensions might also be explained by the aforementioned aspects, where current or former employees of the brand, or customers, seek for assistance in their Starbucks-related issues while sharing experiences online, in order to

advise and help others. On the contrary, members do not engage with the community to cause any negative influence toward the brand – Perceived Brand Influence – nor to seek any kind of utilitarian Rewards. The former may be also due to the nature of the members of the community, and their work relationship with Starbucks, which prevents them from trying to harm or cause any particular damage to the brand.

As to those who dislike Apple, the I Hate Apple Facebook community (Group) claims itself as being fully made up of those who feel hate toward Apple. Therefore, Brand Aversion, hedonic Rewards, and Self-Expression are the dimensions to which surveyed members attribute the most importance to, when it concerns to engaging with the community and the brand, online. Being the most active community of the 8 in analysis, with more than 4000 individuals, members use their hate or aversion toward the brand as a way of expressing their opinions about Apple and interests with the community, stating that they feel that the community makes it easy for members to really be themselves and to express their true feelings about the brand. Accordingly, they do so in very active ways, with at least 5 posts per day, where everybody is free to post, share and comment on each other's publications. One particular characteristic of this page is that members often resort to humor and sarcasm as a way of presenting their views and opinions about Apple (a reason that might explain the importance they attribute to hedonic rewards and to being entertained when engaging with the community).

In general, although the communities in study correspond to opposite valences, they seem to have similar patterns when it comes to engaging (positively or negatively) with the community and the brand they are associated to. In fact, the most common factor for members of each community to engage with it is the passion or aversion they feel toward a brand, which denotes an emotional facet to the reasoning behind their decision to be a part of the community. Plus, other than seeking assistance or help, depending on the community's nature and type, members display different motivations for engaging with the brand and community. For instance, in the case of McDonald's Portugal, members seek more for utilitarian rewards and do not consider any other dimension as a significant motivator for engaging with the community or the brand (not even Brand Passion). On the contrary, communities such as Fórum SCP, My Starbucks Idea, MacRumours, or the Anti-Starbucks community require an extra effort by the user, since he/she has to register and sign in into the community in order to participate (which is why, for instance, Brand Passion or Aversion is, in general, an important dimension in these communities). These conclusions confirm the assumptions of Ouwersloot & Odekerken-Schröder (2008) and Marbach, Lages, & Nunan (2016) that state that brand communities which stand separately from social media sites may result in different outcomes in terms of brand



engagement, since members of such communities tend to be more devoted to them when compared to fans of a social media brand page. In accordance, given the aforementioned necessity of members of closed communities to register and sign in to participate, instead of solely pressing the “like” button, they might show higher levels of community and brand engagement, in comparison (Koh, Kim, & Kim, 2003; Muñiz & O’Guinn, 2001). In branded communities (communities hosted by brands), however, members might be highly engaged since they also contribute, actively, to co-creation of content, and to the community, which provides them with the feeling of responsibility for the group (Andersen, 2005; Paderni et al., 2014), something that is visible in the open-innovation community that is My Starbucks Idea. However, one highly engaging social media group (I Hate Apple) might seem to go against these conclusions since it is, in nature, a social media community. Nevertheless, since it is a close group within Facebook, it requires members to request permission from the group’s administrators to enter the community, which is why this community may be an exception to the rule.

#### *Affective Commitment and Word-of-Mouth*

In the analysis of the communities’ members Affective Commitment toward the community and Word-of-Mouth outside the online environment, the various brand communities revealed the following results.

For those with the highest levels of affective commitment toward the community, Fórum SCP and MacRumours members (Fan communities) represented the ones with the largest values. On the contrary, I Hate McDonald’s and McDonald’s Portugal (Anti-brand and Fan communities, respectively) showed to have the members with the least affective commitment toward the community, followed by I Hate Apple, Sporting Comédia de Portugal, the Anti-Starbucks community, and My Starbucks Idea.

In the case of WOM outside the community, those communities in which members share and discuss, the most, their personal opinions about the brand, in the form of self-expression WOM, are Fórum SCP, I Hate McDonald’s and, moderately, MacRumours, Sporting Comédia de Portugal, I Hate Apple, and My Starbucks Idea. McDonald’s Portugal and the Anti-Starbucks community revealed the lowest results when it comes to self-expression WOM.

#### *Online Brand-Community Engagement and Affective Commitment, plus its relation with the presence of Extroversion as a moderator*

With the multiple linear regression model conducted for this dissertation, it was possible to analyse and identify any potential relationship between Online Brand-Community Engagement

and the response variable of Affective Commitment toward the community. Therefore, conducting that analysis gave opportunity to quantify the strength of the proposed relationship between the variables in case.

For the community of Fórum SCP, the dimensions which displayed the most strength towards affective commitment were Connecting, Like-minded Discussion as well as Self-Expression. This means, that the selected dimensions of online brand engagement are what, ultimately, influence members affective commitment toward the community. In fact, looking at the nature of what affective commitment entails, it is clear that its analysis reflects, mostly, behaviours which are in line with sharing opinions with the community, as well as feeling accepted, heard and validated when doing so. Therefore, members' motivations for connecting with other, discussing topics with similar people, in a community which allows them to freely express themselves seems to portray a strong positive relationship with how affectively committed members are with the community and, subsequently, the brand. However, when the moderation of Extroversion is present, it seems that no dimension was relevant in the analysis of the relationship between online brand-community engagement and affective commitment. This means, that whether members of Fórum SCP community are more extroverts or introverts does not have any impact in their motives for engaging with the brand and the community online, and become affectively commitment to the community.

As for the opposite community regarding the Sporting brand (Sporting Comédia de Portugal), Perceived Brand Influence and Self-Expression are the dimensions with the highest relation to Affective Commitment. Although members do not feel, in general, heavily committed to the community, affectively, the fact that the community exists for those who feel aversion toward the brand is what may explain the relevance Perceived, yet negative, Brand Influence has on members affective commitment toward the community. In a way, by trying to negatively influence the brand, members feel united and directed at a common purpose, which everyone shares. When the moderation of Extroversion is present, hedonic Rewards and Seeking Assistance were the dimensions to portray (a negative) impact on affective commitment. This indicates that the more extrovert members of this community are, the less they value being entertained or seeking assistance from other members as a reason for explaining their affective commitment toward the community. Therefore, it seems that for introverts, they become more affectively committed with Sporting Comédia de Portugal because the community is able to provide them entertainment experiences and allows them to seek help/information from others. In the case of McDonald's Portugal, the dimensions of Brand Passion, utilitarian Rewards, Self-Expression and Validation seem to strengthen the relationship members' engagement has on

affective commitment, in a positive way. Given that members of McDonald's Portugal, has previously stated, engage more with the community and the brand for its utilitarian rewards, than anything else, it is expected that such form of engagement results in members growing affective commitment toward the community. Nevertheless, members Brand Passion also contributes to growing levels of affective commitment, as does Self-Expression and Validation, in comparable terms with the Fórum SCP community. However, Connecting proved to represent a negative impact on the strength of the relationship between the constructs, in the McDonald's Portugal community. Given that connecting with others in the community is not a primary goal to the members, and for all the reasons mentioned above, it seems that being more connected with the community and the brand, results in feeling less affectively committed to the community itself. This may be due to the fact that being given utilitarian Rewards is one of the main reasons for members to engage and feel affectively committed to the community, so the connection, *per se*, may be more related to calculative commitment than affective. However, given that this study only focused on affective commitment, such conclusion is not possible to empirically verify, as of now. However, when the moderation of Extroversion is present, it seems that no dimension was relevant in the analysis of the relationship between online brand-community engagement and affective commitment. This means, similarly to Fórum SCP, that whether members of McDonald's Portugal community are more extroverts or introverts does not have any impact in their motives for engaging with the brand and the community online, and become affectively commitment to the community.

In opposite directions, it was possible to assess that for I Hate McDonald's members, even though they do not feel, in general, highly committed to the brand, what seems to strengthen and contribute to affective commitment is members Helping and Self-Expression behaviours. This may be due to the nature of the community where, as mentioned earlier, identifying wrongdoings in McDonald's, exposing the brand, and getting people to know about it, works as a main purpose for all members. When the moderation of Extroversion is present, Like-minded Discussion was the sole dimension to portray (a negative) impact on affective commitment. Thus, it seems that for extroverted members, having conversations and discussion with people who are similar to them is not the main contributor for them to become affectively committed with the community. Accordingly, it seems that introverts become more affectively committed with the I Hate McDonalds community through their value of having like-minded discussions with other members.

Concerning My Starbucks Idea, members Brand Passion and utilitarian Rewards are what impact the most the relationship between members' online engagement and affective

commitment toward the community. Since one of the largest motivations for My Starbucks Idea members to engage with the community and the brand, online, was the ability to gain prizes or rewards, it seems clear that in order to become more affectively committed toward the community, utilitarian rewards would strengthen that outcome. However, when the moderation of Extroversion is present, Self-expression was the only dimension to portray impact on affective commitment, albeit negative. This means that the more extrovert the members are, the less they value Self-Expression as a motive for being affectively committed to the community. Accordingly, it shows that the more introvert members are the more they will value Self-expression as a reason for becoming affectively committed to the community.

On the other hand, for those who dislike the brand Starbucks, it seems that what makes them engage more with the brand (negatively) and the community, online – Seeking Assistance –, is what impacts affective commitment, negatively. On the contrary, being able to connect with others and create conversations with them, along with the possibility of gaining utilitarian rewards out of the community's membership is what impacts higher levels of affective commitment toward the community. When the moderation of Extroversion is present, it seems that no dimension was relevant in the analysis of the relationship between online brand-community engagement and affective commitment. Thus, whether members of the Anti-Starbucks community are more extrovert or introvert does not have any impact in their motives for engaging with the brand and the community online, and become affectively commitment to the community.

In the case of the Apple, MacRumours members' engagement seems to positively impact affective commitment toward the brand when related to members Brand Passion, hedonic Rewards, and Validation. This means that members' feelings of affection and love toward the brand, the fact that they are able to enjoy being in the community, share experiences and thoughts, and be entertained and valued by others is what contributes the highest for members of the Apple Fan community to become affectively committed. When the moderation of Extroversion is present, it seems that no dimension was relevant in the analysis of the relationship between online brand-community engagement and affective commitment. Thus, whether members of MacRumours community are more extrovert or introvert does not have any impact in their motives for engaging with the brand and the community online, and become affectively commitment to the community.

On the other hand, for members of the I Hate Apple community, the more members value Helping, having Like-minded Discussions and having the possibility for Self-Expression about the brand, the more strength Affective Commitment has. In fact, being that it is the most active

community among all those studied, it was previously established that being able to express oneself was highly valued by I Hate Apple members. Validation, on the contrary, represents a negative impact on the relationship between engagement and affective commitment. Being that feeling validated about their opinions is not important for community's members, this means that the more they value feeling validated by other members, the less it is seen as a reason for them to be affectively committed to the community. However, when the moderation of Extroversion is present, Seeking Assistance (albeit negative) and Up-to-Date Information were the dimensions to portray impact on affective commitment. Given that the former dimension showed a negative impact on the model, it seems that the more extrovert members are, the less they will value seeking assistance from other members as a way for being affectively committed to the community. On the contrary, the more extroverts the members are, the more they value using the community to get new and current information as a way of becoming affectively committed to the community.

*Online Brand-Community Engagement and self-expression WOM, plus its relation with the presence of Extroversion as a moderator*

With the second multiple linear regression analysis, the goal was to identify any potential relationship between Online Brand Engagement and the response variable of self-expression WOM outside the community.

For the community of Fórum SCP, the dimensions which displayed the highest positive strength towards WOM were Helping and Self-Expression. The latter, in particular, is significant to the analysis, since this particular kind of WOM relates to self-expression motives of the members. Behaviours which are in line with easily expressing opinions with the community, as well as feeling accepted and heard when doing so is what, for members of the Fórum SCP, invites them to share their true-self, through WOM about the brand, in contexts outside the community. However, Validation, for members of this community, resulted in a negative association with self-expression WOM. The more members tend to look for validation within the community, the less they are willing to share WOM outside the community. When the moderation of Extroversion is present, it seems that no dimension was relevant in the analysis of the relationship between online brand-community engagement and self-expression WOM. Thus, whether members of the Fórum SCP community are more extrovert or introvert does not have any impact in their motives for engaging with the brand and the community online, and engage in self-expression WOM outside the community.

As for the opposite community, Sporting Comédia de Portugal, Brand Aversion, Seeking Assistance and Self-Expression are the dimensions with the highest relation to self-expression WOM. This means that the more members engage online through their feelings of hate or aversion toward Sporting, the more they look to better understand the soccer thematic and the Sporting brand, and the more they are able to truly express themselves inside the online community (plus the combination of the three) the more they feel motivated to engage in self-expression WOM, outside the online environment. However, Connecting revealed a negative impact in expressing WOM outside the community, meaning that the more members value connecting with others inside the community, the less they feel motivated in sharing WOM, outside the online group. When the moderation of Extroversion is present, only Like-minded Discussion seemed to impact self-expression WOM. Thus, it seems that the more extrovert members of Sporting Comédia de Portugal are, the more they see having discussions with similar people in the community as a reason for engaging in self-expression WOM outside the community. Therefore, introverts demonstrated a contrary behaviour.

In the case of McDonald's Portugal, while the dimension of Validation seems to strengthen the relationship members' engagement has on self-expression WOM, in a positive way, Hedonic Rewards impacts WOM in a negative way. This implies that, first, if more members feel a need for validation from other users about their participation, contributions and behaviours inside the community, the more those members tend to share WOM outside the brand community. On the contrary, having more members interact with the community and the brand for entertainment or hedonic purposes, results in having less motivation to engage in self-expression WOM, outside the community, for those members. However, when the moderation of Extroversion is present, only hedonic Rewards (albeit negative) impacts self-expression WOM. Thus, it seems that the more extrovert members are, the less they will value entertainment and having fun as reasons for engaging in self-expression WOM outside the community.

Opposite, it was possible to assess that for I Hate McDonald's members, what seems to strengthen and contribute to WOM behaviour outside the community are members' Helping behaviours. This may be also due to the nature of the community where, as mentioned earlier, identifying wrongdoings in McDonald's, exposing the brand, and getting people to know about it, works as a main purpose. Therefore, the more members engage in Helping others understand their cause, the more they feel compelled to transpose that behaviour to the offline environment, in the form of self-expression WOM. Perceived Brand Influence, however, relates negatively to WOM behaviours. It seems that, contrary to helping, if more members become aware that their community works toward damaging the brand in an efficient and confident way, the less

they feel the need to take action outside the community. However, when the moderation of Extroversion is present, Perceived Brand Influence, Helping (albeit negative), and hedonic Rewards seemed to impact self-expression WOM. For the first dimension, it seems that the more extrovert members of I Hate McDonald's are, the more they favour the negative influence and contribution they want to give to the brand as a reason for engaging in self-expression WOM outside the community. Accordingly, the same behaviour can be observed for those who seek entertainment and having fun in the community as a way of engaging in self-expression WOM. However, as for Helping, it seems that the more extrovert members are, the less they favour helping others as a way of engaging in self-expression WOM outside the community. Concerning My Starbucks Idea, members Perceived Brand Influence, Brand Passion, and Validation are what impact the most the relationship between members' online engagement and WOM behaviours outside the community. Since one of the largest motivations for My Starbucks Idea members to engage with the community and the brand, online, was the ability the opportunity to impact, with ideas, Starbucks business and products, and having those ideas validated, it seems clear that those criteria are what also strengthens WOM activities outside the community. However, if more members engage with the online community in order to seek assistance, the less they feel motivated to engage in self-expression WOM outside the community. Possibly, since they find the community can meet their seeking assistance needs. When the moderation of Extroversion is present, only Seeking Assistance (albeit negative) seemed to impact self-expression WOM. Thus, it seems that the more extrovert members are, the less they value seeking assistance from members in the community as a reason for engaging in self-expression WOM outside the community. As for introverts, it seems that seeking assistance in the community plays some role in them engaging in self-expression WOM outside the community.

On the other hand, for those who dislike the brand Starbucks, it seems that what strengthens the relationship between online engagement and WOM expression outside the community is Brand Aversion and hedonic Rewards. This means that, for members of this community, if more members engage with the community because of their aversion feelings toward Starbucks or because they seek for entertainment, the more they will be motivated to pursue WOM manifestations outside the community. However, Perceived Brand Influence, Connecting, Helping, and utilitarian Rewards all displayed negative associations with WOM manifestations. Perceived Brand Influence, Connecting, or Helping, specially, may be related also to the nature of the community. Since this community is mostly composed by actual or former employees of the brand, who participate in it under the veil of anonymity, perhaps the more the act of trying

to negatively influence the brand is valued, the less there is a need for exposing themselves to the outside world and to the company, through WOM manifestations. Given that the community works under a specific purpose, also, having more members engage with the community through Connecting or Helping motives, makes them less compelled to share WOM, outside the community. When the moderation of Extroversion is present, it seems that no dimension was relevant in the analysis of the relationship between online brand-community engagement and self-expression WOM. Thus, whether members of the Anti-Starbucks community are more extrovert or introvert does not have any impact in their motives for engaging with the brand and the community online, and engage in self-expression WOM outside the community.

In the case of the Apple, MacRumours members' engagement seems to positively impact WOM manifestations when related to members Brand Passion, Connecting and Like-minded Discussion motives. This means that members' feelings of affection and love toward the brand, their ability to connect, get acquainted with, and talk to others, allied with having conversations that are interesting to them, with similar people, is what contributes the highest to members' self-expression WOM activities outside the community. However, when the moderation of Extroversion is present, Perceived Brand Influence, hedonic Rewards, and Validation seemed to impact self-expression WOM. Thus, this indicates that the more extrovert members are, the more they see the impact and contribution they give to the brand, being entertained, and seeking validation of their opinions as a reason for engaging in self-expression WOM outside the community.

On the other hand, for members of the I Hate Apple community, the more members engage with the community through Brand Aversion, Like-minded Discussion, utilitarian Rewards, and Seeking Assistance, the more members feel compelled in sharing their thoughts and opinions (albeit negative) to the outside world, through self-expression WOM. However, when the moderation of Extroversion is present, hedonic Rewards, Seeking Assistance, utilitarian Rewards (albeit negative), Self-expression (albeit negative), and Validation (albeit negative) seemed to impact self-expression WOM. For the first two dimensions, it seems that the more extrovert members of I Hate Apple are, the more they favour the fun and entertainment they get from the community, as well as the assistance they are able to get from others members, as a reason for engaging in self-expression WOM outside the community. However, for the remaining dimensions, it seems that the more extrovert members are, the less they favour getting prizes and other utilitarian rewards, being able to express their opinions easily, and getting their thoughts validated by others as a way of engaging in self-expression WOM outside the community.



### 5.1.2 Discussion

#### *Online Brand-Community Engagement and Negative Brand Engagement through online communities*

In general, it is clearly that what triggers individuals to engage in online communities, with the brand, depends on many factors. Not only does it depend on the particular goals each members has in participating in the community, but it also seems to depend on the nature and type of the community itself. That is why, by analysing the multiple communities and brands in study, it was clear to conclude that, in spite of the possibility of some similarities, communities and members themselves differ from each other in engagement intensity, type and form (as expected by Dessart *et al.*, 2015). In fact, Juric, Smith, & Wilks (2016) have also settled, in their study of positive and negative brand engagement in blogs, that users' engagement, the intensity of each related dimension, and their intentions toward a brand differed. The same is observed when interpreting the results of self-expression WOM and Affective Commitment.

According to Calder, Malthouse, & Schaedel (2009) – who addressed, in their work, the impact of online engagement on advertising – consumer engagement with a website is a selection of experiences with the site itself. The authors refer to experience as being a consumer's belief about how a specific website suits into her/his life, meaning that consumers trust the site in providing information to advise them about relevant decisions, and to help them achieve something in their lives. Sites can be engaging by contributing with high levels of a functional experience or because they are entertaining for the most part (Calder, Malthouse, & Schaedel, 2009). This, thus, gives reasoning as to why the communities studied valued different dimensions when it came to engaging not only with the brand in an online context, but also with the community itself. While some communities valued more dimensions such as Brand Passion or Brand Aversion in order to engage with the brand and the community online, others seemed to give more importance to Perceived Brand Influence, utilitarian or hedonic Rewards, and others, portraying then the diversity that engaging experiences can have to members.

One other aspect of engaging with a brand online also deals with the possibility of engaging also with the community itself, something that most communities seem to demonstrate, especially when the primary reasons for them to engage in such an environment relates to social aspects. For instance, for Fórum SCP, MacRumours, and the Anti-Starbucks community members, getting help or assistance from members, being able to connect with others, or even engage in conversations with the community members are viewed as important motives for engaging with the brand and the community. This is consistent with former studies where it

seems that individuals who participate in such communities do so by engaging, mostly, in enthusiastic conversations, through posting and commenting on the discussion pages, while being entirely motivated to interact with other members, on a daily basis (Royo-Vela & Casamassima, 2011). Plus, it is also consistent with the work of Dessart, Veloutsou, & Morgan-Thomas (2015), who state that the concept of engagement comprises a highly complex network of interactions where the object of engagement can be fixed in various sites which include brands, platforms, other members or individuals, and others. As it is observable in this research, given a specific context, engaging with different entities, or objects (brand communities or community members), can happen simultaneously, can be common, and inter-related – which contrasts with the latest studies, where engagement is often directed toward a specific object, most often a brand, individually (Dessart, Veloutsou, & Morgan-Thomas, 2015).

However, members can also engage with the brand and the community in many diverse ways and for diverse reasons. For instance, Hennig-Thurau et al. (2004) established five key motivational sets of user participation in online forums, namely, focus-related utility (helping the brand, being concerned about other consumers, exerting power, and social benefits), consumption utility (seeking advice after purchase), moderator-related utility (problem-solving and convenience support), homeostase utility (revealing positive and voicing negative emotions) and, lastly, approval utility – related to economic rewards and self-enhancement motives (Zheng, Cheung, Lee, & Liang, 2015). Such motives can also be seen in communities such as My Starbucks Idea, where influencing or helping the brand (focus-related utility), getting prizes or utilitarian rewards and needing the validation of others of their ideas (approval utility) are the most valued dimensions when it concerns engaging with the brand and the community, online. In MacRumours and in the Anti-Starbucks community it is possible to observe consumption utility motives (Seeking Assistance), while for Anti-Starbucks community members focus-related utility, moderator-related utility, and approval utility are also motives for members to engage with the brand and the community, in the form of helping others, seeking assistance, and looking for validation. In general, all communities engage in homeostase utility, since all seem to express positive and negative emotions toward the brand, in the community).

Picking up the case of My Starbucks Idea and McDonald's Portugal, it seems that obtaining rewards (mostly utilitarian) are also good motives for members to engage in such communities. In fact, this gives proof to other works. Goals seem to be an important motivator in understanding why users of online communities engage in active participation (Rellina, Schnittkab, Sattlera, & Johnena, 2016). Accordingly, it seems that in the marketing area, the

primary reasons for individuals to participate in brand communities and for actions such as seeking advice or information, self-expression, helping others, or discussing with similar individuals, are goal-related (Baldus et al., 2015; Dholakia et al., 2004; Hennig-Thurau et al., 2004). For instance, both McDonald's Portugal and My Starbucks Idea are clearly what we can address as functional-goal communities, which offer, mainly, functional benefits and allow their members to achieve functional goals. As for communities which value connecting with others, assisting others or getting help and support, such as Fórum SCP, or Anti-Starbucks community, it is clear that they represent more a social-goal community that usually offer social benefits and assist their members in fulfilling social goals. As it was previously mentioned in the literature review, by the works of Rellinga, Schnittkab, Sattlera, & Johnena (2016), social benefits include benefits of personal integrative and social enhancement nature (for instance, approval and social support of other members), that is achieved by community users through the establishment and maintenance of interaction with like-minded admirers (or non-admirers also, in this case) of the brand (Dholakia et al., 2004). As for those who seek functional-goals, they might be looking for functional benefits that include rewards or exchanging brand- or product-related information between community members that may not exist or be comparably reliable outside the community (Rellinga, Schnittkab, Sattlera, & Johnena, 2016).

Plus, communities such as My Starbucks Idea or McDonald's Portugal give also reason to studies such as Zheng et al. (2015), who suggest that social networking sites' users are inclined to participate and endorse online brand communities when benefits are expected to be given, and Nambisan and Baron (2007), who propose that consumer participation in online brand communities is also triggered, mainly, by the existing expectation in gaining benefits from engaging in those activities (Brodie, Ilic, Juric, & Hollebeek, 2013) – whether it be social or utilitarian benefits. Additionally, Hennig-Thurau et al. (2004) suggest that users are more motivated to share and participate in online brand communities if economic benefits are provided.

As for the types of behaviour members and communities can demonstrate, we already assessed from the literature review that studies on consumer engagement behaviour were divided into two categories. The first one relates to customer participation in product development and in innovation, and the second to the part customers play in encouraging other potential customers to interact with a brand through word-of-mouth, referral programs, and other forms of customer-to-customer interactions (Kumar et al., 2010; Brodie et al., 2013). In the work of Jaakkola and Alexander (2014), they categorize these first 2 forms of CEB as co-developing behaviour and influencing behaviour, respectively, and propose two additional behaviours,

namely augmenting and mobilizing behaviours (Alexander & Jaakkola, 2016). In the communities which were studied in this dissertation is it possible to assess some behaviours proposed by the aforementioned authors.

In My Starbucks Idea community, for instance, its members often engage in co-developing behaviour, since they contribute with ideas for new products, or serve as associates in the innovation team. The brand's proposition with the community is to allow customers to fully share their ideas regarding current product improvements and new product developments of Starbucks. Plus, that idea is again reinforced by the importance members of this community give to the dimension of Perceived Brand Influence.

However, when the community has not the fundamental purpose of co-creating ideas or contributing to the brand, as My Starbucks Idea has, other communities often engage in influencing behaviour (specially, anti-brand communities). As it was discussed earlier, consumers seem to depend more on each other in order to obtain reliable information for finding and assessing products, services, and brands (Alexander & Jaakkola, 2016). The knowledge exchanged between customers works as resources for other customers' purchase decision-making process. Relying on product experts help customers lessen the risks in buying and diminishes the control the firm's communication may have on them. Above all, the information shared by opinion leaders is extremely influential: experts in the field, through a single blog post or review, may change the likings and purchase intents of a wide range of people (Adjei et al., 2010, *referred in* Alexander & Jaakkola, 2016). Such behaviour can be expressed through WOM, eWOM, referrals and recommendations, customer references and testimonials, and may include the expression of (positive or negative) product- or firm-related experiences (Alexander & Jaakkola, 2016). For the customer, the benefits derived from engaging in influencing behaviour is connected to the influence they portray when rewarding or punishing a company, respectively, for good or poor service. Satisfied or dissatisfied customers will want to reciprocate the experience, accordingly, by praising the firm or cautioning others to prevent from transacting with the provider (Blazevic et al., 2013, *referred in* Alexander & Jaakkola, 2016). This also relates not only to the reason why Anti-Brand communities may exist (advise other users to not use the brand or to punish the brand) but it also concerns the fact that either in fan or anti-brand communities, positive and negative expressions that intend to influence others are always present. Seeking Assistance, Like-minded Discussions, Helping, and other dimensions which include influencing the decision of other members, are indicators of those communities influencing behaviour (for both Fan Brand and Anti-Brand communities)

Looking at the results from the various communities, it is possible to conclude that members engage with the brand and the community due to their concern for other consumers, self-enhancement reasons or validation, for seeking advice, to get social and economic benefits, to seek assistance, and to help the brand, all consistent with the works of Hennig-Thurau et al. (2004). However, as previously debated, one other motive for individuals to engage with a brand and a community online is also related to the needs of expressing negative feelings, something that half of the communities analysed (Anti-Brand communities) have their grounds build upon.

Regarding positive and negative brand engagement, in particular, it is also possible to find some similarities (albeit opposite) in the way members engage with communities and brands. For instance, most Fan communities engage with the community and the brand because they feel, at some level, passionate about the brand and want to connect and interact not only with the brand but also with those who are similar to them. In most Anti-Brand communities this behaviour can also be observed, especially since what seems to compel them the most to participate in such communities are, also, emotional reasons (i.e. Brand Aversion). Plus, they also seem to want to interact with people who think and feel similarly.

It is known that several concepts have been used to define the process in which customer and brand end their relationships: withdrawal, discontinuation, termination, uncoupling, dissolution, and break-up (Stewart, 1998). However, transforming from consumer, or non-consumer, to anti-brand advocator might not mean the end of consumer-brand relationship. In fact, has individuals can become positively engaged with a brand, there are also those who transform their relationship with a brand not into disengagement, but negative engagement – something that Anti-Brand communities seems to suggest.

Since Positive Brand Engagement entails co-creation of value for the brand, Negative Brand Engagement comprises a co-destruction of brand value (which may give reason as to why not only several Fan communities valued Perceived Brand Influence when engaging with the community and the brand, online, and Anti-Brand communities valued the same dimension, although with negative purposes). This is consistent with the works of Dolan, Conduit, & Fahy (2016) who state that engagement in online brand communities can also include co-destruction of brand value, or impoverishment of value by customers and providers. Such damaging behaviour can be triggered by consumers' perceived reputation of the brand, self-confidence, product involvement, proximity of others and attitudes to the business in general, and perceived worthiness of complaining (Lau and Ng, 2001). Consumers' negative cognitive, affective and behavioural reactions – NCBE – can be also motivated either by the occurrence of an

unsuccessful consumer-brand resource integration or recuperation, an event or by the remembrance of that event. That event, or its remembrance, may provoke negative emotions and lead consumers to act (Juric, Smith, & Wilks, 2016). For instance, in the I Hate Apple community, it was clear that some members were consumers of the Apple brand, however, because of dissatisfaction in customer service, the product itself or, even, about the conduct of the company, they decided to be a part of that community and engage in behaviours that would go against the brand. One other aspect that this study was able to conclude is that feeling passionate about the brand is not a necessary requirement in order to be engaged with a fan-brand community, although negative feelings toward a brand (i.e. Brand Aversion) are, in general, necessary to participate, actively, in Anti-brand communities.

Plus, since members of the Anti-Brand communities in study seemed to base their relationship with the brand, through the community, in emotional motives, and in helping or assisting others, as well as interacting with other members through publications and discussion with the community, it is possible to conclude the multidimensionality of negative brand engagement, aspect similar to positive brand engagement. This is congruent with the findings of other studies, who state that such behaviours are able to prove the existence of the cognitive, affective, and behavioural dimensions, in NBE, as it exists in positive CBE. The cognitive element is present in the form of members giving judgements, opinions, making criticisms, comparisons or evaluations, or solving specific problems (Juric, Smith, & Wilks, 2016). Since negative stimuli entails high levels of informative value it evokes greater cognitive work, i.e., information processing and results in more elaborate cognitive manifestations and stronger evaluations (Ito, Larsen, Smith and Cacioppo, 1998). Affective reactions, on the other hand, are viewed as a set of emotions which are triggered by an experience or group of events. As it was assessed, that can be viewed through the dimension of Brand Aversion which relates to emotional views of members about the brand. As for behavioural manifestations, they are frequently displayed as the online-initiated activity, itself, of creating and participating in the community, and the expressed offline actions or any future behaviours, consistent with the work of Juric, Smith, & Wilks (2016).

Anti-Brand communities are, in general, created through premeditation, which suggests that those behind its creation are aware of its purpose and intention in damaging the brand (Juric, Smith, & Wilks, 2016). As in the Anti-Brand communities studied, members often express extreme negative feelings and emotions about the focal brand (investment of emotional resources), while also contributing with time, thoughts and other cognitive resources to hurt the brand, willingly or not. Therefore, resembling the conclusions of Juric, Smith, & Wilks (2016),

since the Anti-Brand communities presented partake in all those behaviours, it is a clear suggestion that, although claiming to hate the brand, they actually feel engaged with the anti-brand community and, subsequently, negatively engaged with the brand itself. These findings are also consistent with Dolan, Conduit, & Fahy (2016) who demonstrated that the action of participating in co-destruction of brand value can also be represented by individuals who are highly motivated in damaging the perception one has of a specific brand, its products or, even, its business. These individuals, and in this particular case, the members of the Anti-Brand communities – consumers or non-consumers of a specific brand – do not only share negative feelings and messages toward a specific brand, but also become engaged in doing so.

It is already known that when in positive valenced consumer engagement, those displaying high commitment toward an object (often, a brand) are viewed as brand devotees, with a strong connection with the specific brand and engaged in co-creating value. However, it seems that most Anti-Brand communities are also highly committed in harming the brand and in doing what is possible to cause lack of reputation for the brand. This is also consistent with the works of Hollebeek & Chen (2013) who state that, in the same conditions (high commitment) of positive brand engagement, yet with a negative valence, individuals become brand adversaries, also connected, in a sense, with the focal object, but with the intention to destroy or damage the brand. This also supporting the theory that positive and negative brand engagement are two opposite sides of the same construct, individuals who are united and committed to cause harm to the brand are, in a sense, engaged with it.

Given that members who engage positively with a brand can achieve high levels of engagement – the symbiotic phase –, thus becoming ideal users of the brand, brand activists or ambassadors, often advocating for the brand in their social and personal interactions (Graffigna & Gambetti, 2015), it seems that a similar phenomenon can be observed in Anti-Brand communities. Given that, as stated by Hollebeek & Chen (2013), those who engage negatively with a brand can also advocate their negative connection with a brand, thus becoming brand adversaries, it seems that the highest phase of consumer-brand engagement, i.e. the symbiotic phase, proposed by Graffigna & Gambetti (2015), can also give ways to the theory that individuals who connected with a brand negatively and are committed to cause harm to it, are also engaged.

As to the profiling of those who may be in these Anti-Brand communities, it was possible to assess that some, or even most members of such communities are former consumers of the brand, while some of them still buy from it. For instance, for I Hate Apple community, it was clear that most members were buyers at one point and some still have an Apple product in possession. This may give insights concerning the characterization of members of Anti-Brand

communities. For instance, as discussed by Juric, Smith, & Wilks (2016) the nature of the relationship between consumer and brand is also relevant when predicting the intensity of the interactive actions lead by consumers. Relational consumers may pardon brands easier, for a given and early unethical behaviour or unsatisfactory service, when the risk of harm is not high. However, consumers become gradually displeased as the level of harm tends to rise (Mattila, 2004). Those who express strong and deep attachment toward a brand may feel deceived and respond more intensely than other, transactional consumers, who are not deeply connected with the brand (Grégoire and Fischer, 2008). Therefore, it seems that highly attached and engaged consumers may be more vulnerable to wrongdoings of the brand, due to their high emotional investment in the brand. It can also indicate that those who participate or form Anti-Brand communities might have been, at some point, highly committed and engaged with a brand, in a positive way, before an unpleasant event arose.

*Affective Commitment toward the community and Self-expression WOM outside the community*

As for affective commitment, it is known that it concerns the customer's feelings toward a brand or offering, and it is motivated by the customer's self-involvement with the firm (Anderson and Weitz, 1992). Also, it has been assessed that, in an online community setting, commitment relates to the attitude each member has toward the community, and that it may give insights about possible members' behaviours inside the community (Jang, Olfman, Ko, Koh, & Kim, 2008)

As for WOM, Anderson (1998) and Herr et al. (1991) define it as a process which is usually either exceptionally positive or negative; concerns specific, experienced, novel, or memorable events; and, when in negative WOM contexts, can comprise rumour, complaining, and product deprecation (Mazzarol, Sweeney, & Soutar, 2007). However, in self-expression WOM (CSWOM), individuals have no intention of influencing others consumers' purchase intentions. Despite the possibility of actually impacting, unknowingly, other consumers, self-expression WOM tends to inform others of that individual's consumption behaviour or opinions toward the brand, as a way of manifesting their true-self through it. Plus, commenting on brands that individuals may like or dislike, in self-expression WOM, has more the purpose of meeting an emotional need than the actual desire to influence the brand itself (Saenger, Thomas, & Johnson, 2013).

The communities' aforementioned results regarding Affective Commitment and self-expression WOM may not only be due to particular opinions and mental states of the members



(which are expected to influence their particular level of affective commitment toward a brand and WOM behaviour). Given that the results show that members engagement towards the community, although within the same context, indicate dissimilarities in engagement intensity, form and type, the same can be expected when it comes to members being affectively committed to the community. In fact, looking closely at the results, it is clear that the level of community and brand engagement play some role in defining the level of affective commitment. For instance, the communities with the lowest levels of affective commitment toward the community (I Hate McDonald's and McDonald's Portugal) were also the groups with the lowest level of engagement toward the community and the brand. The same can be observed concerning those communities with the highest level of affective commitment (Fórum SCP and MacRumours), which displayed overall high engagement levels toward the community and the brand.

We have learned through Roy-Vela & Casamassima (2011) that the act of belonging to an online brand community (i.e. registering without participating) leads to an immediate rise in affective commitment toward the community. This leads to more satisfaction and to members willingly sharing WOM. However, it seems that in the case of self-expression WOM, being affectively committed to the brand does not signify high levels of WOM sharing outside the community. For instance, I Hate McDonald's members manifested low levels of affective commitment toward the community, yet seem to be more willing to share their negative opinions and anti-consumption behaviours about the brand to offline parts.

Analysing WOM activities, in depth, it was concluded that despite similarities between and within communities, manifestations of WOM can be visible not only by members who are fans of a brand but also by those who claim to be anti-brand. In this case, they engage in sharing negative self-expression WOM thoughts. As we have seen negative WOM can be manifested due to several motives: (1) to look for advice on how to resolve the issue in question; (2) to prevent other consumers from undergoing equal experiences; (3) to react against the brand, its products or services; and (4) to express their frustration and anger by using NWOM as a way of decreasing cognitive dissonance (Hennig-Thurau et al., 2004; Sundaram, Mitra, & Webster, 1998, *referred in* Kim, Wang, Maslowska, & Malthouse, 2016). Also, consumers may engage in negative WOM as a method for anxiety reduction, through venting negative emotions (Nyer, 1997; Richins, 1984). This is what may explain why some Anti-Brand communities had dimensions of seeking assistance, helping or self-expression impact their motivation to share WOM outside the community.

*Online Brand-Community Engagement and their relation to Affective Commitment and self-expression WOM, by moderation of extroversion*

Overall, the moderation of Extroversion showed to have some influence in the level of engagement of members and in its relationship with affective commitment and self-expression WOM. However, since as far as the author knows, no previous research was made regarding these relationships, it was not possible to conduct further comparisons to the results presented. However, from what it is known to the literature and taking into consideration the theories and subjects presented regarding extroversion in online contexts, this study was able to assess the variety of behaviours both introverts and extroverts can present.

For instance, the majority of the communities in study revealed that Self-expression, Like-minded Discussion or Seeking Assistance are negatively related to affective commitment toward the community, when it comes to those who seem to be more extrovert (for example, My Starbucks Idea, Sporting Comédia de Portugal, I Hate McDonald's and I Hate Apple community). Therefore, it seems that for extroverts, those dimensions are not valued when it comes to being affectively committed to the community. Accordingly, introverts seem to value the ability to express themselves, to talk with others, and to seek information or assistance from other members as a reason to become affectively committed to the community.

Although studies have proved that introverts are very private in their online interactions, seldom disclose any personal information (Costa and McCrae, 1992), usually avoid expressing their thoughts and opinions with other individuals (Pempek et al., 2009), and might avoid engaging in online interactions since they are not as sociable, in nature, as extroverts (Marbach, Lages, & Nunan, 2016), the contrary has also been observed.

For instance, in the works of Amichai-Hamburger, Wainapel, & Fox (2002), it was discovered that introverts usually locate their “real me” on the Internet, since it provides a vital opportunity for them to display their real-self. Extroverts, on the other hand were found to place their “real me” in traditional social settings. This might explain why, in most of the communities in study, introverts seemed to value more being able to connect with others, to express themselves and to seek assistance, when compared to extroverts who don't value those dimensions as motives to become affectively committed with the community. Although extroverts' use of online networking sites was proved to be more directed toward the desire to express their own thoughts and opinions, share knowledge and information, and for research purposes (Amiel and Sargent, 2004), such behaviours seemed to have a negative impact as to why extrovert members become affectively engaged with the community.

What might also explain this behaviour is the Social Compensation theory, previously approached, which has been used to describe the reasoning behind extroverts and introverts use of the Internet (Zywica & Danowski, 2008). The former theory states that, since introverts seem to find it difficult to create friendships, they have higher probability for Internet usage as a way of replacing unwanted offline social connections for online social contacts (Valkenburg et al., 2005) – thus valuing more the dimensions that imply interacting with others through self-expression, seeking assistance, and like-minded discussions.

Plus, in terms of how introverts and extroverts use the Internet, it has been demonstrated that introverts show signs of high compulsive internet use (van der Aa et al., 2009) and often resort to online social networks to seek social interaction (McIntyre, Wiener, & Saliba, 2015), as they find it difficult to create social offline relationships (Amichai-Hamburger, Wainapel, & Fox, 2002; Ebeling- Witte, Frank, & Lester, 2007). In addition, Van der Aa et al. (2009) demonstrated that introverted individuals find it easier to engage in social interaction on the Internet, thus increasing the total time invested in doing so, and, as a result, their face-to-face interactions seem to diminish.

This to demonstrate the mixed perspectives and conclusions the study of personality traits on online networking sites might have, as previously noted by Kabadayi & Price (2014).

As to who usually participates in online communities, Wehrli (2008) showed that extroversion plays a crucial part in the creation and development of social ties and that those high in extroversion display a higher propensity for becoming members of an online social community and, consequently, online brand communities. In fact, although the results of the current research are not prone to generalisations to the entire community, it has been shown that most respondents have, in fact, a tendency for extroversion. According to the work of Chang, Hsieh, & Lin (2013), extroverts demonstrate higher needs for activity and lower desires for interpersonal relationships (conceivable, since extroverts find it easier to develop new interpersonal connections) – both relevant aspects in predicting high levels of identification with brand communities. This low desire for interpersonal relationships is what might also explain why extroverts from those communities value less self-expression, like-minded discussions, or seeking assistance from other members as reasons for having affective commitment toward the community.

As for self-expression WOM activities, it seems that for most communities, the fact that members are able to be entertained and have fun in the community, is what triggers them the most in sharing self-expression WOM (positive or negative brand-related thoughts, depending on the community they belong to).

## 6. Managerial Implications

Following the discussion, it was clear that members engage with the brand, the community and its members in diverse ways. However, depending on what they value the most, companies should be prepared to invest in what makes consumers engage the most with them, while preventing others to foster value depreciation and lost of reputation.

First and foremost, companies should begin their work toward creating great, engaging brands, when the brand's basic guidelines for business are being created. Referring to Goldsmith & Goldsmith (2012), practitioners and managers should try to achieve the following goals when creating and developing a brand and/or brand strategy. The first (1) goal is to make their product or service distinct from other competitors, while preventing the product or service from becoming a commodity. Secondly (2), brand strategies have the purpose of providing an image and a personality to the product as well as (3) granting the brand with an identity. Another goal (4) is to reinforce the brand's image and reputation and, finally, (5) to create long-term value by allowing consumers to create meaningful relationships with the brand. This, in turn, creates equity, that is accumulated by brands, and leads to long-term profitability while allowing for consumers to promote the brand to others (Goldsmith & Goldsmith, 2012).

It is the brand orientation toward brand engagement, along with brand performance, that results in fruitful financial performance. Brand orientation is the "approach in which the processes of the organisation revolve around the creation, development, and protection of brand identity in an ongoing interaction with target customers with the aim of achieving lasting competitive advantages in the form of brands" (Urde, 1999, cited in Wong & Merrilees, 2015, p. 579). Brand performance, on the other hand, relates to the ability a brand has in achieving success in a given market, therefore emerging as a measure of strategic accomplishment of a brand – whereas financial performance relates to the firm's economic success in the market (Wong & Merrilees, 2015). As suggested by Wong & Merrilees (2015), brand orientation is regarded as the conduct of the firm and prompts brand engagement – which relates with cognitive, behavioural, and emotional connection between the customers and the brands. Brand engagement, in turn, effects brand performance which, consequently, influences financial performance (Wong & Merrilees, 2015). Additionally, the authors conclude that when the firm is entirely dedicated to having the brand as the focal point, employees realize that allowing customers to engage with the brand is imperative for the creation of the company's strategic advantage. Therefore, brand orientation becomes a crucial antecedent for brand engagement and employees and the corporate culture a great catalyzer.

Furthermore, companies need brand orientation and established organisational culture as core competences which will, then, enable customer relationships and product development. This relates to the view of brand-centric companies (i.e., brand-oriented) reaching out to customers through staff that is knowledgeable about the brand, and that is able to use the brand in order to satisfy customers' needs (Wong & Merrilees, 2015). The effective relationship between brand orientation and brand engagement is also confirmed by the effect it has on both brand and financial performance. This impact happens both directly and indirectly: directly, since brands that engage actively, passionately, and emotionally with customers tend to attain superior brand performance as well as brand loyalty; indirectly, given that the effect brand engagement has on financial performance happens through brand performance, i.e., brand engagement directly affects brand performance which, in turn, directly influences financial performance (Wong & Merrilees, 2015).

Therefore, investing highly in engaging consumers with their brands allows companies to not only foster financial results but also to keep customers from departing from the brand, because of their deep emotional and engaging connection with the firm and/or its offering.

Given the proliferation of social networking sites and the growing importance of Internet nowadays, a focus on the context of online brand communities (as studied in this dissertation), is a relevant area for brands to become front-leaders in achieving consumer engagement. For brands, online brand communities can: (1) represent an extra avenue of communication and feedback exchange with and from customers, related to products and services; (2) provide a relationship with present and potential customers, while nurturing and maintaining long-lasting ties with those who are already connected to the brand; (3) enable customers' commitment and brand loyalty (Sung et al, 2010) (Chan, Zheng, Cheung, Lee, & Lee, 2014).

Companies have recently admitted to the importance of brand communities on online social networking arenas, as a mechanism for creating relationships between consumers and brand, and for loyalty to be cultivated (Bagozzi and Dholakia, 2002; Dholakia et al, 2004). Plus, organisations' attention has been focused on online brand communities since they seem to be able to simplify spontaneous interactions and to overstep geographic lines (Chan, Zheng, Cheung, Lee, & Lee, 2014).

Among the various SNS which allow consumer to engage with their favorite brands, Facebook seems to be the one most companies (as well as consumers) favor. These pages created within Facebook can create engagement experience in various ways, especially, the activities of liking and commenting brands' posts. In order to create engaging relationships with consumers and fans, brands must get consumers to interact with them and get them to like (or react) their

publications. By doing this, brands will see their posts reflected on consumers' pages and newsfeed, making it certain that when brands create posts they will be seen by fans and their friends (Wallace et al., 2012). Plus, as it has been suggested by Barnard and Knapp (2011), "likes" on Facebook have showed to be linked with greater brand awareness and engagement, therefore contributing to higher returns on investment. Similar to liking, getting fans and consumers to comment on the brand's post provides consumers and fans with the opportunity to express their thoughts and emotions about the brand's message content, either published by the brand or other consumers. Consumer – brand engagement on Facebook: liking and commenting behaviours - Kabadayi & Price (2014)

It is through the encouragement of customer engagement activity within social networking sites, that brands are able to benefit from enhanced brand loyalty (Brodie et al, 2013), growing sales (Doohwang et al, 2011) and positive word-of-mouth communication (Libai et al, 2010). Online customer engagement stimulates brands' competitiveness because it fortifies long-standing relationships with customers (Stokburger-Sauer, 2010), in the existing adverse and chaotic environment (Chan, Zheng, Cheung, Lee, & Lee, 2014). Nevertheless, a crucial aspect of brand communities in social networks is that interactions occur depending on members' posts in the community and does not happen in real-life, face-to-face. Therefore, brand or community managers have a hard time in controlling messages and communications regarding the brand in a social networking brand community as thoroughly as they do in offline settings (Rellinga, Schnittkab, Sattlera, & Johnena, 2016).

Yet, if brands are attentive and truly oriented toward creating an engaging environment in their online communities, the effects and benefits can be vast. Building from Chan, Zheng, Cheung, Lee & Lee (2014), in order for managers to create opportunities for customers to become engaged with the community, they should develop a community that:

- Enhances system support: Managers should create several channels for customers to exchange knowledge. For instance, site developers should add search functions within the community and use labels for the several existing subjects – this would allow for that exchange of knowledge to occur easily (Chan, Zheng, Cheung, Lee, & Lee, 2014).
- Promotes community value: One of the main motivations for customers to become members of a community is to seek advice on services or products of the brand's offering. Managers, therefore, are ought to meet those members' needs while also encouraging members to communicate with the brand and each other (Chan, Zheng, Cheung, Lee, & Lee, 2014).

- Facilitates freedom of expression: Managers should also engage members into sharing experiences and feedback with them. When experiencing negative feedback, for instance, managers are offered the opportunity for development as they learn and acknowledge their weaknesses. In order to do so, community managers should also refrain from filtering or prohibiting members' comments (Chan, Zheng, Cheung, Lee, & Lee, 2014).
- Offers rewards and recognition: Lastly, managers should create reward systems, within the online community, which acknowledge and recognize active members, based on their engagement levels.

Notwithstanding, when facing negative WOM communications or other negative brand engagement behaviours, brands should be prepared to face the possibility of great negative effects to brand equity (Djelassi and Decoopman, 2013). Other effects may include efforts to negatively impact current and future consumers, withdrawing, and customers looking for financial compensation. As for companies, because of NCBE behaviours led by customers, there is the probability of them losing relational and financial assets, as well as reputation (Smith, 2013). Plus, other outcomes, of a more relational nature, involve high distrust toward the brand, resulting in behavioural loyalty (instead of attitudinal), or a loss of customer-brand connection, among others (Juric, Smith, & Wilks, 2016). Consumer value destruction and its negative effects (which are damaging to brands) are always precedents of NCBE.

Consumers hold, in general, a set of human needs and goals. When they perceive them to be violated, it can motivate NCBE. That is why it is crucial for brands and brand managers to not make consumers and fans feel any kind of damage to those fundamental human needs, during any part of the brand's interaction with the consumer. It is then wise for brands to make an effort to listen to them and develop strategies that can prevent future consumers and fans from feeling similar or to recover those who already felt dissatisfied. In truth, positive outcomes of negative engagement are not exclusive to consumers: if brands pay attention and listen to their negatively-engaged consumers' needs, they can also benefit from NCBE (Juric, Smith, & Wilks, 2016). A parallel suggestion can be made for CBE that focuses on co-creating value for the brand, motivated by a desire to help the brand improve, however with a negative valence. Comprehending different triggers, motivations, or intentions of those who are negatively engaged with a brand can also prepare brands in coping and responding to future behaviours, or even prevent them, as a way of avoiding negative effects on brand value, meaning, and reputation.

For brands to be able to distinguish those who, while in negative ways, still want to help improve the brand, from those who simply plan on damaging it, is crucial for the success of a brand's strategy – since, as previously suggested by Juric, Smith, & Wilks (2016), NCBE and negatively-valence brand engagement are two different constructs that may result in different approaches.

As an example of how brands can better cope with negatively-engaged individuals, brands can begin to act on WOM communications that may be the first step for individuals to become negatively-engaged with the company.

It is already known that PWOM improves quality perceptions and brand attitude, resulting in consumers recommending others to buy, while NWOM prompts product deprecation, complaining, rumors, and, consequently, reduces consumers' intention to purchase and sales (Chevalier & Mayzlin, 2006; Huang & Chen, 2006; Mizerski, 1982; Kim, Wang, Maslowska, & Malthouse, 2016). Since the creation and proliferation of eWOM cannot be controlled, companies are faced with new challenges. Particularly, when consumers experience dissatisfaction toward a brand, its products or services, and decide to share negative thoughts and feelings online, the impact and power of eWOM is amplified (Kim, Wang, Maslowska, & Malthouse, 2016). Previous literature has demonstrated that such messages posted online can negatively impact consumers' behaviours and attitudes (Bickart & Schindler, 2001; Chevalier & Mayzlin, 2006; Davis & Khazanchi, 2008; Doh & Hwang, 2009; Liu, 2006; Park & Lee, 2009; Reichheld, 2003).

When NWOM communications are targeted against the specific brand, they can bring volatility in stock returns and the general erosion of brand value (Bambauer-Sachse & Mangold, 2011; Verhagen, Nauta, & Feldberg, 2013). Furthermore, NWOM manifestations can be used by competition as a way of harming a brand's reputation, and when NWOM, in the form of complaints, proliferates through social networking sites, they may originate a public relations crisis for the brand (Grégoire, Salle, & Tripp, 2015; Daugherty & Hoffman, 2014; Balaji, Khong, & Chong, 2016).

However, other research has revealed that immediate responses to NWOM can help in regaining satisfaction and trust from consumers. By using online feedback instruments, brands are given the opportunity to reconstruct their reputation in NWOM crisis, in an efficient and effective manner. Through listening to consumers complaints and giving them a solution for their dissatisfaction, brands can stop NWOM in online contexts from proliferating, and can even transform negative feelings into positive ones (Kim, Wang, Maslowska, & Malthouse, 2016).



According to Kim, Wang, Maslowska, & Malthouse (2016), providing an apology reminding consumers about the brand's value reduces negative purchase intentions for both message creators and observers, even though the influence of that apology on post creators does not reveal significance. This can be explained by the fact that NWOM makers are more involved in NWOM cognitive processing (Breitsohl et al., 2010). An apology from the brand seems to be sufficient, as an indication of web-care, for observers to rebuild their trust. However, for message creators, a simple apology reveals itself unsatisfactory, so they find necessary to have a more solid reminder of the brand's value or to obtain some kind of compensation in return for their high negative involvement with the situation. This difference of effect can also be explained by social learning theory (Bandura, 1977), since consumers also learn from experiences by observing others and replicating their behaviours (Schamari and Schaefer, 2015). Thus, when the discussion between the brand and posters is viewed by other consumers, they may perceive that the brand is making an effort to solve consumers' problems (Kim, Wang, Maslowska, & Malthouse, 2016). One thing that can moderate the effect of posting NWOM and, especially, electronic NWOM is the nature of the relationship between the message creator and the brand (Chiou, Hsu, & Hsieh, 2013; Gregoire et al., 2009, referred in Kim, Wang, Maslowska, & Malthouse, 2016). If brands put more effort into knowing and listening to their consumers and non-consumers – who are still cautious in using the brand for several reasons – with the goal of creating a meaningful, caring relationship with them, they can experience fruitful results.

Therefore, other set of actions brands can engage in, in order to mitigate the negative effects of NWOM or of NCBE behaviours are as followed: primarily, brands should focus on building a concrete and important relationship marketing. The relationship between a brand and its consumers, especially when the latter perceive the brand as being useful, is a positive mediator that helps to diminish the negative feelings caused by describing the experience (Kim, Wang, Maslowska, & Malthouse, 2016).

When addressing NWOM creators on social platforms, managers should either engage in reactive or proactive web-care, in order to prevent the brand (and the dissatisfied consumer) from experiencing adverse outcomes. Reactive web-care refers to a brand's response following customers' particular requests, present in their NWOM messages (Balaji, Khong, & Chong, 2016), while proactive web-care relates to the strategies adopted, proactively, to respond to NWOM, in order to achieve service recovery. Both strategies have been shown to contribute to consumer satisfaction, loyalty, customer retention, and positive eWOM (Noort & Willemsen, 2012; Balaji, Khong, & Chong, 2016).

Several scholars and practitioners have also proposed that service managers may have to acquire new skills in order to manage NWOM on SNS, and general brand communities, in more effective ways. Resorting to tools such as NWOM monitoring and tracking helps managers get in contact with dissatisfied consumers, since their complaints are not usually directed toward the service provider (Balaji, Khong, & Chong, 2016).

Managers should also focus on creating an environment that motivates positive eWOM while it also mitigates negative eWOM. According to Fu, Ju & Hsu (2015), the judgment of the situation in hand has a high probability of enhancing satisfaction, thus motivating positive eWOM intention. Therefore, for firms trying to motivate positive eWOM, it seems that justice policies and processes, along with polite employee-consumer interactions, affect customers' perceptions of satisfaction. As for negative eWOM, and for brands experiencing such event, it seems that distributive justice is a great contributor for satisfaction to increase. In that sense, companies should invest on offering refunds, compensations, or discounts, as a way of fixing their failures, instead of focusing on improving customer service or employee communication competencies (Fu, Ju, & Hsu, 2015).

Although anti-brand communities are created by and fully composed by former consumers or non-consumers of a brand, most members and creators, themselves, of the anti-brand community were, at some point, experts and buyers of such brand. This being in accordance with the reasoning previously discussed that negative-brand engagement is the opposite side of the same coin that is engaging with brands. Therefore, if brands follow the guidelines aforementioned, they are likely to prevent consumers from turning into negatively-engaged individuals. As for transforming those who partake in negative engagement activities with a brand – in those anti-brand communities, for instance – being attentive to what is said about the brand, online, and to the appearance and motivations of anti-brand communities can help brands to better target their customers' needs. This way, by improving their way of doing business or their offering, they can give an opportunity for negatively-engaged individuals to consider the brand when comparing it to its competitors – thus allowing them to become not negatively-engaged in damaging the brand.

Also, while economic benefits may attract consumers into engaging with brands, managers who only invest in increasing consumers support through economic systems (for instance, financial reward programs or promotion cards) are not able to fully lock consumer loyalty (Evanschitzky, Iyer, Plassmann, Niessing, & Meffert, 2006). If companies wish to increase the number of loyal customers, they ought to invest on the affective, non-economic, aspect of their relationships

with customers, as well as work better when providing brand experience, as a way of generating and strengthen affective relations with customers (Iglesias, Singh, & Batista-Foguet, 2011).

Thus, in order to effectively succeed in creating affectively committed relationships with consumers, brands should be proactive in fostering intimacy with their public, motivate consumers to participate, exchange messages and information in communities, and manage their emotional states as a way of stimulating affective commitment (Turri, Smith, & Kemp, 2013).

## **7. Limitations and Future Research**

This study's findings extend former studies of online brand engagement and contribute to further understanding negative brand engagement through online communities, as well. Is it important to note that by resorting to an online brand engagement scale, which applicability was tested among different types of brand communities, provides a comprehensive and comparable study regarding the different motivations each community has in engaging with the brand and other members, online. However, despite the several and significant contributions this research has provided, it is still bound to several limitations, both theoretical and practical. In theoretical terms, since this study did not focus on contributing to the definition of (positive) CBE and of NCBE, future studies should try to elaborate a wider and largely accepted definition of both constructs. Regarding the definition of CBE, the cognitive, emotional and behavioural dimensions several authors have outlined in their studies, occasionally juxtapose, conceptually, and are not empirically examined in terms of the role each dimension might play in CBE. Plus, rarely are they examined, also, about the impact each of them has in other dimensions or in the construction of the concept itself. Additionally, research so far has developed divergent views of what constitutes the antecedents, dimensions and outcomes of CBE, which fail to assist in evaluating the range of CBE and its conceptual limitations (Graffigna & Gambetti, 2015). It seems relevant that the current literature should find ways to speak with one voice regarding these fundamental conceptual features.

Although the current research focuses, solely, on consumer-brand engagement in online contexts, it would also be interesting to further investigate other antecedents that cause consumer engagement in online brand communities. In the same way, it seems relevant to study, as in CBE, the ways in which each dimension influences each other and contributes to the creation of the OBCE concept. Most importantly, a conceptualization of OBCE that includes the negative facet of engagement seems to be also in need.

As for NCBE, the study conducted in this dissertation also opens up numerous research paths. The literature, so far, has dealt with anti-consumption behaviours or concepts such as brand avoidance to explain what motivates consumers or non-consumers to challenge a brand or its products, in a negative way. This happens, because those concepts also entail cognitive, emotional, and behavioural dimensions which act toward a focal engagement object (a brand, or its offering, for instance) (Lee, Fernandez and Hyman, 2009). Despite the recent works of Hollebeek, & Chen (2014), yet scholars have not worked, fully, the concept of engagement in a more comprehensive way, making it a fragmented construct rather than an inclusive perspective (Van Doorn et al., 2010; Juric, Smith, & Wilks, 2016).

In accordance with Juric, Smith, & Wilks (2016), and as previously mentioned, there is a need for the further development of engagement constructs besides engagement, or CBE. The development of conceptual work on defining NCBE, negatively-valenced engagement, disengagement or, even, non-engagement, is required, in order to better understand each construct differences and limitations when applying them.

Empirically, this study opens ways for the relevance in analysing engagement of anti-brand communities in other relevant industries. Although this study depended on having a brand with both positive and negatively-motivated communities, for comparison purposes, it would still be interesting to solely focus on anti-brand communities, regardless of the existence of positive brand communities associated with the same brand.

Also, it is in need a fuller analysis of anti-brand communities, in the sense that the behaviour of the 100 surveyed members each community had, is not able to be representative of the entire community. Plus, given that some answers were obtained through convenience samples, increasing the number of respondents in order to create a study that may be representative to the entire community seems relevant.

Plus, although this dissertation focused on the motivations for engaging, positively and negatively with a brand, through online communities, there was no possibility of understanding, specifically, what makes anti-brand advocates create and develop a community where those who dislike/hate the brand get together to co-destroy brand and consumer value. It thus seems relevant for further studies to know and understand the specific type of person that usually takes the initiative of creating anti-brand communities. Plus, focusing on what stimulus and triggers the brand may cause that lead such individuals to engage in that behaviour is an interesting path of research. Following Juric, Smith, & Wilks (2016), the impact such events or triggers, perceived self-harm, and other influences on behaviour or antecedents, which may work as moderators, may lead to relevant results.

Building from the works of Van Doorn et al. (2010), there is still a need for understanding the impacts and effects NCBE may have on the brand or company, or other players. Given that, as Juric, Smith, & Wilks (2016) suggested, “valence is in the eye of the beholder”, the complex nature that comprises NCBE gives solid and fruitful ground to this area of research.

Another area of relevance for further empirical studies on consumer-brand engagement and negative consumer-brand engagement is the standpoint in which the analysis is made. The majority of the studies dedicated to brand engagement often takes the view of the consumer, instead of demonstrating the two-sided aspect of the construct (Wong & Merrilees, 2015). It would, then, be relevant to conduct studies on positive or negative brand engagement from a company’s standpoint, since brands also contribute, heavily, to the connectedness consumers feel toward a brand, which allows them to become engaged.

Also, longitudinal studies on engagement in online anti-brand communities seems relevant, in order to assess if members motivations and behaviours toward a brand, in those online channels, are durable and constant over time or if there is a change in behaviour – where members (as previously suggested by Juric, Smith, & Wilks, 2016) from first wanting to harm the brand, turn to altruism and providing others with assistance. Additionally, such analysis could also be a starting point in the pursuit of understanding why some consumers negatively engage with a brand, whereas others might feel disengaged.

As for positive online community engagement, as suggested by Baldus et al. (2015), there is still a need to assess specific outcomes of brand engagement in online contexts in offline environments (for instance, how does being engaged with a brand and a community online affect loyalty outside the community?)

Regarding personality traits, and the work of Extroversion as a moderator of the analysis between OBE and affective commitment, as well as CSWOM, this paper did not test all possible dimensions of personality, instead opting for those dimensions that the literature has shown were relevant.

Commitment, also, was only assessed in its affective nature, while calculative commitment was not considered for the analysis. Given the motivations of some communities in this present work (for instance, those valuing Utilitarian Rewards the most), analysing the influence of both affective and calculative or economic commitment in the analysis seems of relevance.

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## 9. Appendix

### a. Literature Review

#### Appendix 1 Relationships of customer brand engagement to other marketing constructs

Construct	Authors	Definition/Key Findings	Relationship to CBE
Involvement	Mittal (1995); Zaichkowsky (1985)	An individual's level of interest and personal relevance in relation to a focal object/decision in terms of one's basic values, goals, and self-concept.	CBE antecedent required prior to the expression of a customer's relevant CBE level.
Interactivity	Bolton & Saxena-Iyer (2009)	A variable characterised by some form of customer-firm interaction.	CBE antecedent required prior to the expression of a customer's relevant CBE level.
Flow	Csikszentmihalyi (1990)	A state of optimal experience characterised by focused attention, clear mind, mind and body unison, effortless concentration, complete control, loss of self-consciousness, distortion of time, and intrinsic enjoyment.	Although conceptually similar to the cognitive CBE dimension, flow acts as antecedent state to short-term peak experiences not directly captured by the cognitive CBE dimension (Patterson et al., 2006).
Rapport	Brooks (1989); Ashforth and Humphrey (1993)	Perceived level of harmonious, empathetic, or sympathetic connection to another, which is viewed in some way as congruent to the self. A sense of genuine interpersonal sensitivity and concern.	Potential CBE consequence in human-based customer/brand interactions (new and/or existing customers). Potential CBE antecedent (existing customers primarily).
Co-created value	Dall'Omo-Riley & deChernatony (2000); Prahalad & Ramaswamy (2004)	Level of perceived value created in the customer's mind arising from interactive, joint, and/or personalised activities for and with stakeholders.	Potential CBE consequence in cases of human-based customer/brand interactions.
Brand experience	Brakus <i>et al.</i> (2009)	A subjective, internal consumer response (sensations, feelings, and cognitions) and behavioural responses evoked by brand related stimuli (design, packaging, identity, communications, and environment).	Potential CBE consequence, which in contrast to the latter 'does not presume a motivational state; (Brakus <i>et al.</i> , 2009, p. 53).

**Appendix 1** (continuation)

Perceived quality	Parasuraman et al. (1988); Zeithaml (1988)	A consumer's appraisal of a product/service's overall excellence/ superiority.	Potential CBE consequence particularly in service and/or value co-creative contexts.
Customer Satisfaction	Gustaffson et al. (2005); Johnson & Fornell (1991)	A customer's overall evaluation of the performance of an offering to date.	Potential CBE consequence (new and/or existing customers) with a potential positive relationship between these constructs (cf. Saks, 2006). Potential CBE antecedent (existing customers primarily).
Trust	Delgado-Ballester <i>et al.</i> (2003); Rotter (1967)	Consumer-perceived security and reliability in brand interactions, and the belief that the brand acts in the consumer's best interests.	Potential CBE consequence (new and/or existing customers) with a potentially positive relationship between these constructs. Potential CBE antecedent (existing customers primarily).
Commitment	Moorman <i>et al.</i> (1993); Morgan & Hunt (1994)	Valuing an ongoing relationship with a specific other party so as to warrant maximum efforts at maintaining it, that is, a desire to maintain the relationship.	Potential CBE consequence (new and/or existing customers) with a potential positive relationship with the identification dimension of engagement (cf. Saks, 2006). Potential CBE antecedent (existing customers primarily).
Customer Value	Zeithaml (1988)	A consumer's overall assessment of the utility of a product/service based on perceptions of what is received and what is given.	Potential CBE consequence with a potentially positive relationship between these constructs.
Brand loyalty	Day (1969); Guest (1944)	Repeated purchases (behavioural loyalty) prompted by a strong internal disposition (attitudinal loyalty) over a period of time.	Potential CBE consequence with a potential positive relationship between these constructs (Bowden, 2009).

<sup>b.</sup> *Source:* Hollebeek (2011a)

**Appendix 2** Definitions of Engagement in Management and Social Science Literatures

Discipline	Construct	Authors	Definition/Key Findings
Sociology	Civic engagement	Jennings and Stoker (2004)	Involvement in voluntary organizations and the performance of volunteer work, facilitating the development of social networks.
		Mondak <i>et al.</i> (2010)	Civic engagement levels are impacted upon to a significant extent by the Big-Five Personality dimensions.
Political science	State engagement	Resnick (2001)	Iterative process aiming to influence political behavior of a target state through maintained contacts with that state across multiple issue areas (e.g., diplomatic, economic) and focused on generating a relationship of increasing interdependence.
	Comprehensive (state) engagement	Kane (2008)	A comprehensive engagement campaign comprises three key elements: a) mind-set change; b) mechanism for change; and c) possible staff change.
Psychology	Social engagement	Achterberg <i>et al.</i> (2003)	A high sense of initiative, involvement and adequate response to social stimuli, participating in social activities, interacting with others.
		Huo, Binning, and Molina (2009)	Represented by group identification and group-oriented behavior.
	Task engagement	Matthews <i>et al.</i> (2010)	Vigilance performance on a particular task; attentional resource availability, sustained attention, and alertness.
	Occupational engagement	Bejerholm and Eklund (2007)	A lifestyle characteristic that describes the extent to which a person has a balanced rhythm of activity and rest, a variety and range of meaningful occupations/routines and the ability to move around society and interact socially. Levels may vary along a continuum.

**Appendix 2** (continuation)

Educational Psychology	Student engagement	Bryson and Hand (2007)	On a disengaged-engaged continuum, a student may exhibit differing engagement levels to a particular task/assignment, module, course of study and Higher Education.
		Hu (2010)	The quality of effort students put into educationally meaningful activities.
		London, Geraldine, and Shauna (2007)	Students' academic investment, motivation, and commitment to their institutions; erceived psychological connection, comfort, and sense of belonging toward their institution. Engagement comprises institutional, situational and individual aspects.
Organizational Behavior	Employee engagement	Frank, Richard, and Taylor (2004)	Employees' desire/willingness to give discretionary effort in their jobs, in the form of extra time, brain power/energy (includes cognitive, affective, and behavioral aspects).
		Catteeuw <i>et al.</i> (2007)	The degree to which employees are satisfied with their jobs, feel valued and experience collaboration and trust. The result is a high-performing, productive company.
		Luthans and Peterson (2002)	To be emotionally engaged is to form meaningful connections with others (e.g., coworkers/managers) and to experience concern/empathy for others' feelings. Being cognitively engaged refers to the degree of awareness of an employee's mission and role in the work environment. Behavioral engagement plays a less significant role.
		Saks (2006)	The amount of cognitive, emotional, and physical resources an individual devotes in the performance of his or her work roles. It is contingent economic and socioemotional resources received from the organization.
		Macey and Schneider (2008)	A broad construct consisting of state, trait, and behavioral forms that connote a blend of affective energy and discretionary effort directed to one's work and organization.
		Crawford, LePine, and Rich (2010)	The harnessing of organization members' selves to their work roles, which they employ and express physically, cognitively, and emotionally (Kahn, 1990).

*Source:* Brodie, Hollebeek, Juric, & Ilic (2011)



**Appendix 3** Engagement Dimensionality: Multidimensional and Unidimensional views

Engagement Dimensions	Social Science and Management Literatures	Business Practice Literature
<b>Unidimensional</b>		
Emotional	Catteeuw et al. (2007)	Heath (2007)
	Roberts and Davenport (2002)	Campanelli (2007)
		Shevlin (2007b)
		Smith & Wallace (2010)
Cognitive	Blumenfeld and Meece (1988)	
	Guthrie (2001)	
	Guthrie and Cox (2001)	
Behavioral	Balsano (2005)	McConnell (2006)
	Pomerantz (2006)	Peppers and Rogers (2005)
	Downer, Sara, and Robert (2007)	Peterson (2007)
	Saczynski et al. (2006)	Ghuneim (2006)
	Achterberg et al. (2003)	Jasra (2007)
	Grudens-Schuck (2000)	
<b>Multidimensional</b>		
Cognitive/Emotional	Koyuncu, Ronald, and Lisa (2006)	Passikoff (2006)
	London, Geraldine, and Shauna (2007)	Harris (2006)
	Marks (2000)	
	Marks and Printy (2003)	
Emotional/Behavioral	Norris, Jean, and Garth (2003)	Shevlin (2007a)
	Huo, Binning, and Molina (2009)	
Cognitive/Behavioral	Bejerholm and Eklund (2007)	Sedley (2008)
	Kane (2008)	ARF (2006)
	Matthews et al. (2010)	Harvey (2005)
	Hu (2010)	Haven (2007)
		Owyang (2007)
Cognitive/Emotional/ Behavioral	Macey and Schneider (2008)	Appelbaum (2001)
		PeopleMetrics (2010)

*Source:* Brodie, Hollebeek, Juric, & Ilic (2011)

## c. Results

### 1. Profiles

#### Fan Brand Communities

##### **Appendix 4** Frequencies – Gender of Fan Brand Communities

	Frequency	%
<b>Female</b>	140	40.0
<b>Male</b>	210	60.0
<b>Total</b>	350	100

##### **Appendix 5** Frequencies – Age of Fan Brand Community members, in Age Groups

	Frequency	%
<b>Under 16</b>	2	0.6
<b>16-20</b>	27	7.7
<b>21-25</b>	164	46.9
<b>26-30</b>	80	22.9
<b>31-35</b>	52	14.9
<b>36-40</b>	15	4.3
<b>41-45</b>	9	2.6
<b>46 and older</b>	1	0.3
<b>Total</b>	350	100.0

##### **Appendix 6** Distribution of N° of hours on the Internet, between Female and Male, in Fan Brand Communities

Hours	Gender		Total
	Female	Male	
<b>Under 10</b>	12	7	19
<b>11 to 20</b>	11	30	41
<b>21 to 30</b>	38	64	102
<b>31 to 40</b>	41	50	91
<b>41 to 50</b>	11	23	34
<b>51 to 60</b>	16	19	35
<b>61 and more</b>	11	17	28
<b>Total</b>	140	210	350

**Appendix 7** Distribution of N° of hours on the Community, between Female and Male, in Fan Brand Communities

Hours	Gender		Total
	Female	Male	
<b>Under 10</b>	130	191	321
<b>11 to 20</b>	8	19	27
<b>21 to 30</b>	1	0	1
<b>31 to 40</b>	1	0	1
<b>Total</b>	140	210	350

**Appendix 8** Distribution of N° of posts on the Community, between Female and Male, in Fan Brand Communities

N° of Posts	Gender		Total
	Female	Male	
<b>Under 10</b>	137	206	343
<b>11 to 20</b>	3	2	5
<b>21 to 30</b>	0	1	1
<b>31 to 40</b>	0	1	1
<b>Total</b>	140	210	350

**Appendix 9** Distribution of N° of comments on the Community, between Female and Male, in Fan Brand Communities

N° of Comments	Gender		Total
	Female	Male	
<b>Under 10</b>	98	132	230
<b>11 to 20</b>	26	44	70
<b>21 to 30</b>	12	14	26
<b>31 to 40</b>	3	9	12
<b>41 to 50</b>	0	9	9
<b>51 to 60</b>	1	2	3
<b>Total</b>	140	210	350

## Online Community 1: Fórum SCP

### Appendix 10 Frequencies – Gender of Sporting Fan Community members

	Frequency	%
Female	0	0
Male	50	100.0
Total	50	100.0

### Appendix 11 Descriptives – Age of Sporting Fan Community members

Age

N	Valid	50
	Missing	0
Mean		26,94
Median		26,50
Std. Deviation		4,644
Minimum		20
Maximum		40

### Appendix 12 Frequencies – Nationality of Sporting Fan Community members

Country of Origin		
	Frequency	%
Portugal	50	100.0

### Appendix 13 Descriptive – Sporting Fan Community members negative recommendation of and pride for the brand

	N	Mean	Median	Mode	Std. Deviation
Talking badly about Sporting	50	1.82	2.00	2	0.825
Pride for being a Sporting fan	50	6.26	7.00	7	0.899

**Appendix 14** Frequencies of Talking badly about Sporting

		Talking_badly			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	40,0	40,0	40,0
	Mostly disagree	21	42,0	42,0	82,0
	Somewhat disagree	7	14,0	14,0	96,0
	Neither agree nor disagree	2	4,0	4,0	100,0
	Total	50	100,0	100,0	

**Appendix 15** Frequencies of Pride for being a Sporting fan

		Fan_pride			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither agree nor disagree	2	4,0	4,0	4,0
	Somewhat agree	9	18,0	18,0	22,0
	Mostly agree	13	26,0	26,0	48,0
	Strongly agree	26	52,0	52,0	100,0
	Total	50	100,0	100,0	

## Online Community 2: McDonald's Portugal

**Appendix 16** Frequencies – Gender of McDonald's Fan Community members

	Frequency	%
<b>Female</b>	56	56.0
<b>Male</b>	44	44.0
<b>Total</b>	100	100.0

**Appendix 17** Descriptives – Age of McDonald's Fan Community members

N	Valid	100
	Missing	0
Mean		23,47
Median		23,00
Mode		23
Std. Deviation		2,249
Minimum		19
Maximum		36

**Appendix 18** Frequencies – Nationality of McDonald's Fan Community members

Country of Origin		
	Frequency	%
Brazil	1	1.0
India	1	1.0
Portugal	98	98.0
Total	100	100.0

**Appendix 19** Descriptive – McDonald's Fan Community members negative recommendation of and pride for the brand

	N	Mean	Median	Mode	Std. Deviation
Talking badly about McDonald's	100	3.59	4.00	5	1.985
Pride for being a McDonald's fan	100	3.64	4.00	3 <sup>a</sup>	1.618

a. Multiple modes exist. The smallest value is shown

**Appendix 20** Frequencies of talking badly about McDonald's

Talking_badly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	22	22,0	22,0	22,0
	Mostly disagree	16	16,0	16,0	38,0
	Somewhat disagree	11	11,0	11,0	49,0
	Neither agree nor disagree	8	8,0	8,0	57,0
	Somewhat agree	26	26,0	26,0	83,0
	Mostly agree	9	9,0	9,0	92,0
	Strongly agree	8	8,0	8,0	100,0
Total		100	100,0	100,0	

**Appendix 21** Frequencies of pride of being a fan of McDonald's

Fan_pride					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	14	14,0	14,0	14,0
	Mostly disagree	9	9,0	9,0	23,0
	Somewhat disagree	23	23,0	23,0	46,0

Neither agree nor disagree	23	23,0	23,0	69,0
Somewhat agree	19	19,0	19,0	88,0
Mostly agree	8	8,0	8,0	96,0
Strongly agree	4	4,0	4,0	100,0
Total	100	100,0	100,0	

### Online Community 3: My Starbucks Idea

#### Appendix 22 Frequencies – Gender of Starbucks Fan Community members

	Frequency	%
Female	61	61.0
Male	39	39.0
Total	100	100.0

#### Appendix 23 Descriptives – Age of Starbucks Fan Community members

Age

N	Valid	100
	Missing	0
Mean		27,68
Median		27,00
Std. Deviation		6,509
Minimum		15
Maximum		48

#### Appendix 24 Frequencies – Nationality of Starbucks Fan Community members

	Country of Origin	
	Frequency	%
USA	100	100.0
Total	100	

#### Appendix 25 Starbucks Fan Community members negative recommendation of and pride for the brand

	N	Mean	Median	Mode	Std. Deviation
Talking badly about Starbucks	100	4.0	4.00	5	1.128
Pride for being a Starbucks fan	100	4.2	4.00	5	1.028

**Appendix 26** Frequencies of talking badly about Starbucks

		Talking_badly			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1,0	1,0	1,0
	Mostly disagree	6	6,0	6,0	7,0
	Somewhat disagree	32	32,0	32,0	39,0
	Neither agree nor disagree	21	21,0	21,0	60,0
	Somewhat agree	33	33,0	33,0	93,0
	Mostly agree	7	7,0	7,0	100,0
	Total	100	100,0	100,0	

**Appendix 27** Frequencies of pride for being a Starbucks fan

		Fan_pride			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mostly disagree	1	1,0	1,0	1,0
	Somewhat disagree	29	29,0	29,0	30,0
	Neither agree nor disagree	29	29,0	29,0	59,0
	Somewhat agree	31	31,0	31,0	90,0
	Mostly agree	9	9,0	9,0	99,0
	Strongly agree	1	1,0	1,0	100,0
	Total	100	100,0	100,0	

**Online Community 4: MacRumours (Apple)**

**Appendix 28** Frequencies – Gender of Apple Fan Community members

	Frequency	%
Female	23	23.0
Male	77	77.0
Total	100	100.0

**Appendix 29** Descriptives – Age of Apple Fan Community members, in Age Groups

Age

N	Valid	100
	Missing	0
Mean		27,81



Median	27,00
Std. Deviation	6,502
Minimum	15
Maximum	45

**Appendix 30** Apple Fan Community members negative recommendation of and pride for the brand

	N	Mean	Median	Mode	Std. Deviation
Talking badly about Apple	100	3.0	3.00	2	1.414
Pride for being an Apple fan	100	5.2	5.00	5	1.060

**Appendix 31** Frequencies of talking badly about Apple

Talking_badly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	10,0	10,0	10,0
	Mostly disagree	36	36,0	36,0	46,0
	Somewhat disagree	25	25,0	25,0	71,0
	Neither agree nor disagree	11	11,0	11,0	82,0
	Somewhat agree	13	13,0	13,0	95,0
	Mostly agree	3	3,0	3,0	98,0
	Strongly agree	2	2,0	2,0	100,0
	Total	100	100,0	100,0	

**Appendix 32** Frequencies of pride for being a fan of Apple

Fan_pride					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1,0	1,0	1,0
	Mostly disagree	1	1,0	1,0	2,0
	Somewhat disagree	3	3,0	3,0	5,0
	Neither agree nor disagree	14	14,0	14,0	19,0
	Somewhat agree	40	40,0	40,0	59,0
	Mostly agree	33	33,0	33,0	92,0
	Strongly agree	8	8,0	8,0	100,0

Total	100	100,0	100,0
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## Anti-Brand Communities

### Appendix 33 Frequencies – Gender of Anti-Brand Communities

	Frequency	%
Female	73	20.9
Male	277	79.1
Total	350	100.0

### Appendix 34 Frequencies – Age of Anti-Brand Community members, in age groups

	Frequency	%
Under 16	1	0.3
16-20	18	5.1
21-25	112	32.0
26-30	108	30.9
31-35	71	20.3
36-40	21	6.0
41-45	5	1.4
46-50	6	1.7
51 and older	8	2.3
Total	350	100.0

### Appendix 35 Distribution of Nº of hours on the Internet, between Female and Male, in Anti-Brand Communities

Hours	Gender		Total
	Female	Male	
Under 10	1	20	21
11 to 20	12	57	69
21 to 30	21	88	109
31 to 40	14	42	56
41 to 50	12	39	51
51 to 60	11	18	29
61 and more	2	13	15
Total	73	277	350

**Appendix 36** Distribution of N° of hours on the Community, between Female and Male, in Anti-Brand Communities

Hours	Gender		Total
	Female	Male	
<b>Under 10</b>	73	269	342
<b>11 to 20</b>	0	6	6
<b>21 to 30</b>	0	1	1
<b>61 and more</b>	0	1	1
<b>Total</b>	73	277	350

**Appendix 37** Distribution of N° of posts on the Community, between Female and Male, in Anti-Brand Communities

N° of Posts	Gender		Total
	Female	Male	
<b>Under 10</b>	73	275	348
<b>11 to 20</b>	0	2	2
<b>Total</b>	73	277	350

**Appendix 38** Distribution of N° of comments on the Community, between Female and Male, in Anti-Brand Communities

N° of Comments	Gender		Total
	Female	Male	
<b>Under 10</b>	73	261	334
<b>11 to 20</b>	0	7	7
<b>21 to 30</b>	0	4	4
<b>31 to 40</b>	0	1	1
<b>41 to 50</b>	0	3	3
<b>61 and more</b>	0	1	1
<b>Total</b>	73	277	350

## Online Community 5: Sporting Comédia de Portugal

### Appendix 39 Frequencies – Gender of Anti-Sporting Community members

	Frequency	%
Female	5	10.0
Male	45	90.0
Total	50	100.0

### Appendix 40 Descriptives – Age of Anti-Sporting Community members

Age\_H

N	Valid	50
	Missing	0
Mean		25,54
Median		25,00
Std. Deviation		3,677
Minimum		20
Maximum		36

### Appendix 41 Frequencies – Nationality of Anti-Sporting Community members

Country of Origin		
	Frequency	%
Portugal	50	100.0
Total	50	

### Appendix 42 Descriptive – Anti-Sporting Community members negative recommendation of and pride for the brand

	N	Mean	Median	Mode	Std. Deviation
Talking badly about Sporting	50	5.96	6.00	7	1.124
Pride for being Anti-Sporting	50	5.26	5.50	7	1.724

**Appendix 43** Frequencies of talking badly about Sporting

		Talking_badly_H			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat disagree	3	6,0	6,0	6,0
	Neither agree nor disagree	1	2,0	2,0	8,0
	Somewhat agree	11	22,0	22,0	30,0
	Mostly agree	15	30,0	30,0	60,0
	Strongly agree	20	40,0	40,0	100,0
	Total	50	100,0	100,0	

**Appendix 44** Frequencies on pride for being Anti-Sporting

		Anti-fan_pride			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	4,0	4,0	4,0
	Mostly disagree	4	8,0	8,0	12,0
	Somewhat disagree	2	4,0	4,0	16,0
	Neither agree nor disagree	3	6,0	6,0	22,0
	Somewhat agree	14	28,0	28,0	50,0
	Mostly agree	10	20,0	20,0	70,0
	Strongly agree	15	30,0	30,0	100,0
	Total	50	100,0	100,0	

**Online Community 6: I Hate McDonald's**

**Appendix 45** Frequencies – Gender of Anti-McDonald's Community members

	Frequency	%
Female	56	56.0
Male	44	44.0
Total	100	100.0

**Appendix 46** Descriptives – Age of Anti-McDonald's Community members

Age_H		
N	Valid	100
	Missing	0
Mean		26,29

Median	26,00
Std. Deviation	4,591
Minimum	17
Maximum	36

**Appendix 47** Descriptive – Anti-McDonald’s Community members negative recommendation of and pride for the brand

	N	Mean	Median	Mode	Std. Deviation
Talking badly about McDonald’s	100	6.2	6.00	7.00	0.779
Pride for being Anti-McDonald’s	100	6.2	6.00	7.00	0.804

**Appendix 48** Frequencies of talking badly about McDonald’s

Talking_badly_H					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat agree	23	23,0	23,0	23,0
	Mostly agree	37	37,0	37,0	60,0
	Strongly agree	40	40,0	40,0	100,0
	Total	100	100,0	100,0	

**Appendix 49** Frequencies on pride for being Anti-McDonald’s

Anti-fan_pride					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat agree	24	24,0	24,0	24,0
	Mostly agree	32	32,0	32,0	56,0
	Strongly agree	44	44,0	44,0	100,0
	Total	100	100,0	100,0	

## Online Community 7: Anti-Starbucks Community

**Appendix 50** Frequencies – Gender of Anti-Starbucks Community members

	Frequency	%
Female	7	7.0
Male	93	93.0

<b>Total</b>	100	100.0
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**Appendix 51** Frequencies – Age of Anti-Starbucks Community members, in Age Groups

Age\_H

N	Valid	100
	Missing	0
Mean		29,31
Median		29,00
Std. Deviation		4,874
Minimum		20
Maximum		45

**Appendix 52** Frequencies – Nationality of Anti-Starbucks Community members

Country of Origin		
	Frequency	%
<b>USA</b>	100	100.0

**Appendix 53** Descriptive – Anti-Starbucks Community members negative recommendation of and pride for the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Talking badly about Starbucks</b>	100	5.7	6.00	5	0.697
<b>Pride for being Anti-Starbucks</b>	100	3.4	3.00	3	0.622

**Appendix 54** Frequencies of talking badly about Starbucks

Talking_badly_H					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat agree	46	46,0	46,0	46,0
	Mostly agree	41	41,0	41,0	87,0
	Strongly agree	13	13,0	13,0	100,0
	Total	100	100,0	100,0	

**Appendix 55** Frequencies on pride for being Anti-Starbucks

		Anti-fan_pride			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mostly disagree	1	1,0	1,0	1,0
	Somewhat disagree	62	62,0	62,0	63,0
	Neither agree nor disagree	31	31,0	31,0	94,0
	Somewhat agree	6	6,0	6,0	100,0
	Total	100	100,0	100,0	

**Online Community 8: I Hate Apple**

**Appendix 56** Frequencies – Gender of Anti-Apple Community members

	Frequency	%
Female	5	5.0
Male	95	95.0
Total	100	100.0

**Appendix 57** Frequencies – Age of Anti-Apple Community members

Age\_H

N	Valid	100
	Missing	0
Mean		32,44
Median		30,00
Std. Deviation		10,648
Minimum		13
Maximum		67

**Appendix 58** Anti-Apple Community members negative recommendation of and pride for the brand

	N	Mean	Median	Mode	Std. Deviation
Talking badly about Apple	100	6.6	7.00	7	0.811
Pride for being Anti-Apple	100	6.4	7.00	7	1.373



**Appendix 59** Frequencies of talking badly about Apple

Talking_badly_H		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mostly disagree	1	1,0	1,0	1,0
	Neither agree nor disagree	2	2,0	2,0	3,0
	Somewhat agree	5	5,0	5,0	8,0
	Mostly agree	15	15,0	15,0	23,0
	Strongly agree	77	77,0	77,0	100,0
	Total	100	100,0	100,0	

**Appendix 60** Frequencies on pride for being Anti-Apple

Anti-fan_pride		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3,0	3,0	3,0
	Mostly disagree	1	1,0	1,0	4,0
	Somewhat disagree	1	1,0	1,0	5,0
	Neither agree nor disagree	5	5,0	5,0	10,0
	Somewhat agree	6	6,0	6,0	16,0
	Mostly agree	11	11,0	11,0	27,0
	Strongly agree	73	73,0	73,0	100,0
	Total	100	100,0	100,0	

## 2. Online Brand-Community Engagement

### *Fan Brand Communities*

**Appendix 61** (Positive) Online Brand-Community Engagement of Fan Brand Communities' members

*Perceived Brand Influence (positive)*

LE1a		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	6,9	6,9	6,9
	Mostly disagree	30	8,6	8,6	15,4
	Somewhat disagree	39	11,1	11,1	26,6
	Neither agree nor disagree	50	14,3	14,3	40,9
	Somewhat agree	76	21,7	21,7	62,6

# Positive and Negative Brand Engagement: The Brand Communities Context

Mostly agree	90	25,7	25,7	88,3
Strongly agree	41	11,7	11,7	100,0
Total	350	100,0	100,0	

**LE1b**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	11	3,1	3,1	3,1
Mostly disagree	15	4,3	4,3	7,4
Somewhat disagree	34	9,7	9,7	17,1
Neither agree nor disagree	40	11,4	11,4	28,6
Somewhat agree	85	24,3	24,3	52,9
Mostly agree	124	35,4	35,4	88,3
Strongly agree	41	11,7	11,7	100,0
Total	350	100,0	100,0	

**LE1c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	24	6,9	6,9	6,9
Mostly disagree	16	4,6	4,6	11,4
Somewhat disagree	33	9,4	9,4	20,9
Neither agree nor disagree	48	13,7	13,7	34,6
Somewhat agree	81	23,1	23,1	57,7
Mostly agree	108	30,9	30,9	88,6
Strongly agree	40	11,4	11,4	100,0
Total	350	100,0	100,0	

**LE1d**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	17	4,9	4,9	4,9
Mostly disagree	19	5,4	5,4	10,3
Somewhat disagree	35	10,0	10,0	20,3
Neither agree nor disagree	43	12,3	12,3	32,6
Somewhat agree	89	25,4	25,4	58,0
Mostly agree	106	30,3	30,3	88,3
Strongly agree	41	11,7	11,7	100,0
Total	350	100,0	100,0	

*Brand Passion*

**LE2a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	5,7	5,7	5,7
	Mostly disagree	21	6,0	6,0	11,7
	Somewhat disagree	14	4,0	4,0	15,7
	Neither agree nor disagree	18	5,1	5,1	20,9
	Somewhat agree	94	26,9	26,9	47,7
	Mostly agree	105	30,0	30,0	77,7
	Strongly agree	78	22,3	22,3	100,0
	Total	350	100,0	100,0	

**LE2b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	5,4	5,4	5,4
	Mostly disagree	17	4,9	4,9	10,3
	Somewhat disagree	12	3,4	3,4	13,7
	Neither agree nor disagree	26	7,4	7,4	21,1
	Somewhat agree	98	28,0	28,0	49,1
	Mostly agree	96	27,4	27,4	76,6
	Strongly agree	82	23,4	23,4	100,0
	Total	350	100,0	100,0	

**LE2c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	2,6	2,6	2,6
	Mostly disagree	15	4,3	4,3	6,9
	Somewhat disagree	8	2,3	2,3	9,1
	Neither agree nor disagree	15	4,3	4,3	13,4
	Somewhat agree	111	31,7	31,7	45,1
	Mostly agree	120	34,3	34,3	79,4
	Strongly agree	72	20,6	20,6	100,0
	Total	350	100,0	100,0	

**LE2d**

## Positive and Negative Brand Engagement: The Brand Communities Context

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	5,7	5,7	5,7
	Mostly disagree	19	5,4	5,4	11,1
	Somewhat disagree	17	4,9	4,9	16,0
	Neither agree nor disagree	22	6,3	6,3	22,3
	Somewhat agree	83	23,7	23,7	46,0
	Mostly agree	116	33,1	33,1	79,1
	Strongly agree	73	20,9	20,9	100,0
	Total	350	100,0	100,0	

### Connecting

**LE3a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	18	5,1	5,1	5,1
	Mostly disagree	24	6,9	6,9	12,0
	Somewhat disagree	38	10,9	10,9	22,9
	Neither agree nor disagree	67	19,1	19,1	42,0
	Somewhat agree	83	23,7	23,7	65,7
	Mostly agree	82	23,4	23,4	89,1
	Strongly agree	38	10,9	10,9	100,0
	Total	350	100,0	100,0	

**LE3b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	22	6,3	6,3	6,3
	Mostly disagree	23	6,6	6,6	12,9
	Somewhat disagree	25	7,1	7,1	20,0
	Neither agree nor disagree	34	9,7	9,7	29,7
	Somewhat agree	118	33,7	33,7	63,4
	Mostly agree	85	24,3	24,3	87,7
	Strongly agree	43	12,3	12,3	100,0
	Total	350	100,0	100,0	

**LE3c**

		Frequency	Percent	Valid Percent	Cumulative Percent
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## Positive and Negative Brand Engagement: The Brand Communities Context

Valid	Strongly disagree	33	9,4	9,4	9,4
	Mostly disagree	25	7,1	7,1	16,6
	Somewhat disagree	25	7,1	7,1	23,7
	Neither agree nor disagree	42	12,0	12,0	35,7
	Somewhat agree	84	24,0	24,0	59,7
	Mostly agree	96	27,4	27,4	87,1
	Strongly agree	45	12,9	12,9	100,0
	Total	350	100,0	100,0	

### Helping

LE4a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	37	10,6	10,6	10,6
	Mostly disagree	47	13,4	13,4	24,0
	Somewhat disagree	55	15,7	15,7	39,7
	Neither agree nor disagree	63	18,0	18,0	57,7
	Somewhat agree	85	24,3	24,3	82,0
	Mostly agree	44	12,6	12,6	94,6
	Strongly agree	19	5,4	5,4	100,0
	Total	350	100,0	100,0	

LE4b

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	45	12,9	12,9	12,9
	Mostly disagree	51	14,6	14,6	27,4
	Somewhat disagree	54	15,4	15,4	42,9
	Neither agree nor disagree	50	14,3	14,3	57,1
	Somewhat agree	69	19,7	19,7	76,9
	Mostly agree	67	19,1	19,1	96,0
	Strongly agree	14	4,0	4,0	100,0
	Total	350	100,0	100,0	

LE4c

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	36	10,3	10,3	10,3
	Mostly disagree	45	12,9	12,9	23,1

## Positive and Negative Brand Engagement: The Brand Communities Context

Somewhat disagree	49	14,0	14,0	37,1
Neither agree nor disagree	80	22,9	22,9	60,0
Somewhat agree	78	22,3	22,3	82,3
Mostly agree	50	14,3	14,3	96,6
Strongly agree	12	3,4	3,4	100,0
Total	350	100,0	100,0	

**LE4d**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	37	10,6	10,6	10,6
Mostly disagree	36	10,3	10,3	20,9
Somewhat disagree	57	16,3	16,3	37,1
Neither agree nor disagree	57	16,3	16,3	53,4
Somewhat agree	87	24,9	24,9	78,3
Mostly agree	56	16,0	16,0	94,3
Strongly agree	20	5,7	5,7	100,0
Total	350	100,0	100,0	

## *Like-minded Discussion*

**LE5a**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	39	11,1	11,1	11,1
Mostly disagree	36	10,3	10,3	21,4
Somewhat disagree	16	4,6	4,6	26,0
Neither agree nor disagree	33	9,4	9,4	35,4
Somewhat agree	78	22,3	22,3	57,7
Mostly agree	102	29,1	29,1	86,9
Strongly agree	46	13,1	13,1	100,0
Total	350	100,0	100,0	

**LE5b**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	46	13,1	13,1	13,1
Mostly disagree	30	8,6	8,6	21,7
Somewhat disagree	14	4,0	4,0	25,7
Neither agree nor disagree	38	10,9	10,9	36,6

## Positive and Negative Brand Engagement: The Brand Communities Context

Somewhat agree	68	19,4	19,4	56,0
Mostly agree	102	29,1	29,1	85,1
Strongly agree	52	14,9	14,9	100,0
Total	350	100,0	100,0	

**LE5c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	44	12,6	12,6	12,6
Mostly disagree	32	9,1	9,1	21,7
Somewhat disagree	10	2,9	2,9	24,6
Neither agree nor disagree	34	9,7	9,7	34,3
Somewhat agree	86	24,6	24,6	58,9
Mostly agree	109	31,1	31,1	90,0
Strongly agree	35	10,0	10,0	100,0
Total	350	100,0	100,0	

**LE5d**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	48	13,7	13,7	13,7
Mostly disagree	36	10,3	10,3	24,0
Somewhat disagree	20	5,7	5,7	29,7
Neither agree nor disagree	46	13,1	13,1	42,9
Somewhat agree	67	19,1	19,1	62,0
Mostly agree	98	28,0	28,0	90,0
Strongly agree	35	10,0	10,0	100,0
Total	350	100,0	100,0	

## *Rewards (Hedonic)*

**LE6a**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	33	9,4	9,4	9,4
Mostly disagree	33	9,4	9,4	18,9
Somewhat disagree	46	13,1	13,1	32,0
Neither agree nor disagree	40	11,4	11,4	43,4
Somewhat agree	41	11,7	11,7	55,1
Mostly agree	73	20,9	20,9	76,0
Strongly agree	84	24,0	24,0	100,0

# Positive and Negative Brand Engagement: The Brand Communities Context

Total	350	100,0	100,0
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**LE6b**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	48	13,7	13,7	13,7
Mostly disagree	39	11,1	11,1	24,9
Somewhat disagree	46	13,1	13,1	38,0
Neither agree nor disagree	48	13,7	13,7	51,7
Somewhat agree	54	15,4	15,4	67,1
Mostly agree	74	21,1	21,1	88,3
Strongly agree	41	11,7	11,7	100,0
Total	350	100,0	100,0	

**LE6c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	30	8,6	8,6	8,6
Mostly disagree	25	7,1	7,1	15,7
Somewhat disagree	33	9,4	9,4	25,1
Neither agree nor disagree	43	12,3	12,3	37,4
Somewhat agree	64	18,3	18,3	55,7
Mostly agree	85	24,3	24,3	80,0
Strongly agree	70	20,0	20,0	100,0
Total	350	100,0	100,0	

**LE6d**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	32	9,1	9,1	9,1
Mostly disagree	25	7,1	7,1	16,3
Somewhat disagree	40	11,4	11,4	27,7
Neither agree nor disagree	51	14,6	14,6	42,3
Somewhat agree	51	14,6	14,6	56,9
Mostly agree	100	28,6	28,6	85,4
Strongly agree	51	14,6	14,6	100,0
Total	350	100,0	100,0	



*Rewards (Utilitarian)***LE7a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	145	41,4	41,4	41,4
	Mostly disagree	26	7,4	7,4	48,9
	Somewhat disagree	11	3,1	3,1	52,0
	Neither agree nor disagree	10	2,9	2,9	54,9
	Somewhat agree	15	4,3	4,3	59,1
	Mostly agree	64	18,3	18,3	77,4
	Strongly agree	79	22,6	22,6	100,0
	Total	350	100,0	100,0	

**LE7b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	59	16,9	16,9	16,9
	Mostly disagree	15	4,3	4,3	21,1
	Somewhat disagree	24	6,9	6,9	28,0
	Neither agree nor disagree	30	8,6	8,6	36,6
	Somewhat agree	73	20,9	20,9	57,4
	Mostly agree	77	22,0	22,0	79,4
	Strongly agree	72	20,6	20,6	100,0
	Total	350	100,0	100,0	

**LE7c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	38	10,9	10,9	10,9
	Mostly disagree	53	15,1	15,1	26,0
	Somewhat disagree	38	10,9	10,9	36,9
	Neither agree nor disagree	37	10,6	10,6	47,4
	Somewhat agree	35	10,0	10,0	57,4
	Mostly agree	58	16,6	16,6	74,0
	Strongly agree	91	26,0	26,0	100,0
	Total	350	100,0	100,0	

*Seeking Assistance*

**LE8b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	44	12,6	12,6	12,6
	Mostly disagree	75	21,4	21,4	34,0
	Somewhat disagree	52	14,9	14,9	48,9
	Neither agree nor disagree	26	7,4	7,4	56,3
	Somewhat agree	43	12,3	12,3	68,6
	Mostly agree	73	20,9	20,9	89,4
	Strongly agree	37	10,6	10,6	100,0
	Total	350	100,0	100,0	

**LE8c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	56	16,0	16,0	16,0
	Mostly disagree	56	16,0	16,0	32,0
	Somewhat disagree	50	14,3	14,3	46,3
	Neither agree nor disagree	39	11,1	11,1	57,4
	Somewhat agree	54	15,4	15,4	72,9
	Mostly agree	59	16,9	16,9	89,7
	Strongly agree	36	10,3	10,3	100,0
	Total	350	100,0	100,0	

**LE8a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	60	17,1	17,1	17,1
	Mostly disagree	52	14,9	14,9	32,0
	Somewhat disagree	54	15,4	15,4	47,4
	Neither agree nor disagree	28	8,0	8,0	55,4
	Somewhat agree	45	12,9	12,9	68,3
	Mostly agree	72	20,6	20,6	88,9
	Strongly agree	39	11,1	11,1	100,0
	Total	350	100,0	100,0	

**LE8d**

## Positive and Negative Brand Engagement: The Brand Communities Context

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	46	13,1	13,1	13,1
	Mostly disagree	45	12,9	12,9	26,0
	Somewhat disagree	46	13,1	13,1	39,1
	Neither agree nor disagree	25	7,1	7,1	46,3
	Somewhat agree	50	14,3	14,3	60,6
	Mostly agree	88	25,1	25,1	85,7
	Strongly agree	50	14,3	14,3	100,0
	Total	350	100,0	100,0	

### *Self-Expression*

**LE9a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	16	4,6	4,6	4,6
	Mostly disagree	16	4,6	4,6	9,1
	Somewhat disagree	29	8,3	8,3	17,4
	Neither agree nor disagree	70	20,0	20,0	37,4
	Somewhat agree	94	26,9	26,9	64,3
	Mostly agree	92	26,3	26,3	90,6
	Strongly agree	33	9,4	9,4	100,0
	Total	350	100,0	100,0	

**LE9b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	17	4,9	4,9	4,9
	Mostly disagree	23	6,6	6,6	11,4
	Somewhat disagree	27	7,7	7,7	19,1
	Neither agree nor disagree	55	15,7	15,7	34,9
	Somewhat agree	122	34,9	34,9	69,7
	Mostly agree	72	20,6	20,6	90,3
	Strongly agree	34	9,7	9,7	100,0
	Total	350	100,0	100,0	

**LE9c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	6,0	6,0	6,0
	Mostly disagree	18	5,1	5,1	11,1
	Somewhat disagree	25	7,1	7,1	18,3
	Neither agree nor disagree	67	19,1	19,1	37,4
	Somewhat agree	93	26,6	26,6	64,0
	Mostly agree	91	26,0	26,0	90,0
	Strongly agree	35	10,0	10,0	100,0
	Total	350	100,0	100,0	

**LE9d**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	5,4	5,4	5,4
	Mostly disagree	24	6,9	6,9	12,3
	Somewhat disagree	24	6,9	6,9	19,1
	Neither agree nor disagree	73	20,9	20,9	40,0
	Somewhat agree	107	30,6	30,6	70,6
	Mostly agree	72	20,6	20,6	91,1
	Strongly agree	31	8,9	8,9	100,0
	Total	350	100,0	100,0	

*Up-to-Date Information*

**LE10a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	7,4	7,4	7,4
	Mostly disagree	52	14,9	14,9	22,3
	Somewhat disagree	62	17,7	17,7	40,0
	Neither agree nor disagree	51	14,6	14,6	54,6
	Somewhat agree	63	18,0	18,0	72,6
	Mostly agree	69	19,7	19,7	92,3
	Strongly agree	27	7,7	7,7	100,0
	Total	350	100,0	100,0	

**LE10c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	32	9,1	9,1	9,1
	Mostly disagree	64	18,3	18,3	27,4
	Somewhat disagree	54	15,4	15,4	42,9
	Neither agree nor disagree	39	11,1	11,1	54,0
	Somewhat agree	78	22,3	22,3	76,3
	Mostly agree	62	17,7	17,7	94,0
	Strongly agree	21	6,0	6,0	100,0
	Total	350	100,0	100,0	

**LE10b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	23	6,6	6,6	6,6
	Mostly disagree	59	16,9	16,9	23,4
	Somewhat disagree	56	16,0	16,0	39,4
	Neither agree nor disagree	39	11,1	11,1	50,6
	Somewhat agree	70	20,0	20,0	70,6
	Mostly agree	80	22,9	22,9	93,4
	Strongly agree	23	6,6	6,6	100,0
	Total	350	100,0	100,0	

**LE10d**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	6,9	6,9	6,9
	Mostly disagree	57	16,3	16,3	23,1
	Somewhat disagree	68	19,4	19,4	42,6
	Neither agree nor disagree	38	10,9	10,9	53,4
	Somewhat agree	80	22,9	22,9	76,3
	Mostly agree	63	18,0	18,0	94,3
	Strongly agree	20	5,7	5,7	100,0
	Total	350	100,0	100,0	

*Validation***LE11a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	5,7	5,7	5,7
	Mostly disagree	22	6,3	6,3	12,0
	Somewhat disagree	27	7,7	7,7	19,7
	Neither agree nor disagree	43	12,3	12,3	32,0
	Somewhat agree	80	22,9	22,9	54,9
	Mostly agree	91	26,0	26,0	80,9
	Strongly agree	67	19,1	19,1	100,0
	Total	350	100,0	100,0	

**LE11b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	5,4	5,4	5,4
	Mostly disagree	14	4,0	4,0	9,4
	Somewhat disagree	30	8,6	8,6	18,0
	Neither agree nor disagree	53	15,1	15,1	33,1
	Somewhat agree	78	22,3	22,3	55,4
	Mostly agree	95	27,1	27,1	82,6
	Strongly agree	61	17,4	17,4	100,0
	Total	350	100,0	100,0	

**LE11c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	5,7	5,7	5,7
	Mostly disagree	18	5,1	5,1	10,9
	Somewhat disagree	16	4,6	4,6	15,4
	Neither agree nor disagree	43	12,3	12,3	27,7
	Somewhat agree	95	27,1	27,1	54,9
	Mostly agree	100	28,6	28,6	83,4
	Strongly agree	58	16,6	16,6	100,0
	Total	350	100,0	100,0	

**LE11d**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	5,7	5,7	5,7
	Mostly disagree	20	5,7	5,7	11,4
	Somewhat disagree	27	7,7	7,7	19,1
	Neither agree nor disagree	40	11,4	11,4	30,6
	Somewhat agree	96	27,4	27,4	58,0
	Mostly agree	92	26,3	26,3	84,3
	Strongly agree	55	15,7	15,7	100,0
	Total	350	100,0	100,0	

### *Online Community 1: Fórum SCP (Control Group)*

**Appendix 62** Sporting Fan Community descriptive analysis regarding the answers provided for the (positive) Brand Engagement scale

Dimension	N	Mean	Median	Mode	Std. Deviation
<b>Perceived Brand Influence</b>	50	4.5100	4.7500	5.00 <sup>a</sup>	1.26870
<b>Brand Passion</b>	50	6.7900	6.7500	7.00	0.26897
<b>Connecting</b>	50	6.1800	6.3333	7.00	0.78017
<b>Helping</b>	50	4.9550	5.0000	5.00	1.09927
<b>Like-minded Discussion</b>	50	5.1550	5.2500	5.00	0.92979
<b>Rewards (Hedonic)</b>	50	6.3150	6.2500	6.25	0.48658
<b>Rewards (Utilitarian)</b>	50	1.7867	1.6667	1.33	0.53350
<b>Seeking Assistance</b>	50	4.8450	5.0000	5.00 <sup>a</sup>	0.94611
<b>Self-Expression</b>	50	5.8600	6.0000	7.00	1.06325
<b>Up-to-Date Information</b>	50	5.7550	5.7500	5.00	0.66334
<b>Validation</b>	50	5.5750	5.7500	5.75	1.02301

a. Multiple modes exist. The smallest value is shown

**Online Community 2: McDonald's Portugal**

**Appendix 63** McDonald's Fan Community descriptive analysis regarding the answers provided for the (positive) Brand Engagement scale

Dimension	N	Mean	Median	Mode	Std. Deviation
Perceived Brand Influence	100	3.8	4.00	4.50 <sup>a</sup>	1.371
Brand Passion	100	3.6	3.75	3.75	1.465
Connecting	100	3.3	3.33	4.33	1.377
Helping	100	2.9	3.00	1.00	1.401
Likeminded Discussion	100	2.5	2.25	1.00	1.337
Rewards (Hedonic)	100	2.7	2.63	1.00	1.343
Rewards (Utilitarian)	100	4.5	4.67	4.67	1.769
Seeking Assistance	100	3.3	3.25	4.00	1.416
Self-Expression	100	3.6	3.75	3.50	1.333
Up-to-Date Information	100	3.6	3.63	2.00	1.679
Validation	100	3.5	3.75	5.00	1.491

a. Multiple modes exist. The smallest value is shown

**Online Community 3: My Starbucks Idea**

**Appendix 64** Starbucks Fan Community descriptive analysis regarding the answers provided for the (positive) Brand Engagement scale

Dimension	N	Mean	Median	Mode	Std. Deviation
Perceived Brand Influence	100	6.1	6.00	5.75	0.556
Brand Passion	100	5.6	5.50	5.50	0.453
Connecting	100	4.8	5.00	6.00	1.446



<b>Helping</b>	100	3.2	3.00	3.00	1.124
<b>Likeminded Discussion</b>	100	5.2	5.75	6.25	1.735
<b>Rewards (Hedonic)</b>	100	3.8	4.25	4.50	1.101
<b>Rewards (Utilitarian)</b>	100	6.1	6.33	6.33	0.553
<b>Seeking Assistance</b>	100	2.0	2.00	2.00	0.772
<b>Self-Expression</b>	100	4.6	5.00	5.75	1.295
<b>Up-to-Date Information</b>	100	2.7	2.75	2.75	0.654
<b>Validation</b>	100	5.8	6.00	6.00	1.215

#### *Online Community 4: MacRumours (Apple)*

**Appendix 65** Apple Fan Community descriptive analysis regarding the answers provided for the (positive) Brand Engagement scale

Dimension	N	Mean	Median	Mode	Std. Deviation
<b>Perceived Brand Influence</b>	100	4.7	5.25	6	1.402
<b>Brand Passion</b>	100	5.9	6.00	6	0.876
<b>Connecting</b>	100	5.3	5.33	5.33	0.876
<b>Helping</b>	100	5.2	5.25	5.25	1.266
<b>Likeminded Discussion</b>	100	5.6	5.75	5.75	0.808
<b>Rewards (Hedonic)</b>	100	6.3	6.25	6.25	0.380
<b>Rewards (Utilitarian)</b>	100	3.4	3.33	3.33	0.580
<b>Seeking Assistance</b>	100	6.2	6.25	6 <sup>a</sup>	0.670
<b>Self-Expression</b>	100	5.3	5.50	5	0.935

<b>Up-to-Date Information</b>	100	5.1	5.25	6	1.316
<b>Validation</b>	100	5.3	5.00	5	1.174

<sup>a</sup> multiple modes exist. The lowest value is shown.

### *Anti-Brand Communities*

#### **Appendix 66** (Negative) Online Brand-Community Engagement of Anti-Brand Communities' members

##### *Perceived Brand Influence (negative)*

**HE1a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	5,4	5,4	5,4
	Mostly disagree	122	34,9	34,9	40,3
	Somewhat disagree	94	26,9	26,9	67,1
	Neither agree nor disagree	64	18,3	18,3	85,4
	Somewhat agree	18	5,1	5,1	90,6
	Mostly agree	21	6,0	6,0	96,6
	Strongly agree	12	3,4	3,4	100,0
	Total	350	100,0	100,0	

**HE1b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	5,7	5,7	5,7
	Mostly disagree	71	20,3	20,3	26,0
	Somewhat disagree	65	18,6	18,6	44,6
	Neither agree nor disagree	55	15,7	15,7	60,3
	Somewhat agree	54	15,4	15,4	75,7
	Mostly agree	70	20,0	20,0	95,7
	Strongly agree	15	4,3	4,3	100,0
	Total	350	100,0	100,0	

**HE1c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	3,1	3,1	3,1

## Positive and Negative Brand Engagement: The Brand Communities Context

Mostly disagree	48	13,7	13,7	16,9
Somewhat disagree	79	22,6	22,6	39,4
Neither agree nor disagree	51	14,6	14,6	54,0
Somewhat agree	44	12,6	12,6	66,6
Mostly agree	78	22,3	22,3	88,9
Strongly agree	39	11,1	11,1	100,0
Total	350	100,0	100,0	

**HE1d**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	5,7	5,7	5,7
	Mostly disagree	56	16,0	16,0	21,7
	Somewhat disagree	86	24,6	24,6	46,3
	Neither agree nor disagree	36	10,3	10,3	56,6
	Somewhat agree	60	17,1	17,1	73,7
	Mostly agree	53	15,1	15,1	88,9
	Strongly agree	39	11,1	11,1	100,0
	Total	350	100,0	100,0	

## *Brand Aversion*

**HE2a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1,1	1,1	1,1
	Mostly disagree	2	,6	,6	1,7
	Somewhat disagree	4	1,1	1,1	2,9
	Neither agree nor disagree	4	1,1	1,1	4,0
	Somewhat agree	22	6,3	6,3	10,3
	Mostly agree	75	21,4	21,4	31,7
	Strongly agree	239	68,3	68,3	100,0
	Total	350	100,0	100,0	

**HE2b\_r**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	,3	,3	,3
	Mostly disagree	3	,9	,9	1,1
	Somewhat disagree	22	6,3	6,3	7,4

## Positive and Negative Brand Engagement: The Brand Communities Context

Neither agree nor disagree	35	10,0	10,0	17,4
Somewhat agree	56	16,0	16,0	33,4
Mostly agree	39	11,1	11,1	44,6
Strongly agree	194	55,4	55,4	100,0
Total	350	100,0	100,0	

**HE2c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	1	,3	,3	,3
Mostly disagree	3	,9	,9	1,1
Somewhat disagree	2	,6	,6	1,7
Neither agree nor disagree	9	2,6	2,6	4,3
Somewhat agree	10	2,9	2,9	7,1
Mostly agree	105	30,0	30,0	37,1
Strongly agree	220	62,9	62,9	100,0
Total	350	100,0	100,0	

**HE2d**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	,9	,9	,9
Mostly disagree	2	,6	,6	1,4
Somewhat disagree	3	,9	,9	2,3
Neither agree nor disagree	8	2,3	2,3	4,6
Somewhat agree	18	5,1	5,1	9,7
Mostly agree	116	33,1	33,1	42,9
Strongly agree	200	57,1	57,1	100,0
Total	350	100,0	100,0	

## Connecting

**HE3a**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	32	9,1	9,1	9,1
Mostly disagree	60	17,1	17,1	26,3
Somewhat disagree	65	18,6	18,6	44,9
Neither agree nor disagree	72	20,6	20,6	65,4
Somewhat agree	57	16,3	16,3	81,7

## Positive and Negative Brand Engagement: The Brand Communities Context

Mostly agree	40	11,4	11,4	93,1
Strongly agree	24	6,9	6,9	100,0
Total	350	100,0	100,0	

**HE3b**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	202	57,7	57,7	57,7
Mostly disagree	37	10,6	10,6	68,3
Somewhat disagree	60	17,1	17,1	85,4
Neither agree nor disagree	43	12,3	12,3	97,7
Somewhat agree	7	2,0	2,0	99,7
Strongly agree	1	,3	,3	100,0
Total	350	100,0	100,0	

**HE3c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	8	2,3	2,3	2,3
Mostly disagree	7	2,0	2,0	4,3
Somewhat disagree	19	5,4	5,4	9,7
Neither agree nor disagree	60	17,1	17,1	26,9
Somewhat agree	116	33,1	33,1	60,0
Mostly agree	71	20,3	20,3	80,3
Strongly agree	69	19,7	19,7	100,0
Total	350	100,0	100,0	

## Helping

**HE4a**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	24	6,9	6,9	6,9
Mostly disagree	41	11,7	11,7	18,6
Somewhat disagree	26	7,4	7,4	26,0
Neither agree nor disagree	16	4,6	4,6	30,6
Somewhat agree	100	28,6	28,6	59,1
Mostly agree	105	30,0	30,0	89,1

# Positive and Negative Brand Engagement: The Brand Communities Context

Strongly agree	38	10,9	10,9	100,0
Total	350	100,0	100,0	

**HE4b**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	13	3,7	3,7	3,7
Mostly disagree	24	6,9	6,9	10,6
Somewhat disagree	20	5,7	5,7	16,3
Neither agree nor disagree	33	9,4	9,4	25,7
Somewhat agree	59	16,9	16,9	42,6
Mostly agree	109	31,1	31,1	73,7
Strongly agree	92	26,3	26,3	100,0
Total	350	100,0	100,0	

**HE4c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	12	3,4	3,4	3,4
Mostly disagree	34	9,7	9,7	13,1
Somewhat disagree	42	12,0	12,0	25,1
Neither agree nor disagree	75	21,4	21,4	46,6
Somewhat agree	101	28,9	28,9	75,4
Mostly agree	57	16,3	16,3	91,7
Strongly agree	29	8,3	8,3	100,0
Total	350	100,0	100,0	

**HE4d**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	14	4,0	4,0	4,0
Mostly disagree	44	12,6	12,6	16,6
Somewhat disagree	30	8,6	8,6	25,1
Neither agree nor disagree	30	8,6	8,6	33,7
Somewhat agree	85	24,3	24,3	58,0
Mostly agree	104	29,7	29,7	87,7
Strongly agree	43	12,3	12,3	100,0
Total	350	100,0	100,0	

*Like-minded Discussion*

**HE5a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	44	12,6	12,6	12,6
	Mostly disagree	58	16,6	16,6	29,1
	Somewhat disagree	19	5,4	5,4	34,6
	Neither agree nor disagree	41	11,7	11,7	46,3
	Somewhat agree	83	23,7	23,7	70,0
	Mostly agree	84	24,0	24,0	94,0
	Strongly agree	21	6,0	6,0	100,0
	Total	350	100,0	100,0	

**HE5b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	6,9	6,9	6,9
	Mostly disagree	80	22,9	22,9	29,7
	Somewhat disagree	26	7,4	7,4	37,1
	Neither agree nor disagree	17	4,9	4,9	42,0
	Somewhat agree	72	20,6	20,6	62,6
	Mostly agree	103	29,4	29,4	92,0
	Strongly agree	28	8,0	8,0	100,0
	Total	350	100,0	100,0	

**HE5c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	5,7	5,7	5,7
	Mostly disagree	58	16,6	16,6	22,3
	Somewhat disagree	32	9,1	9,1	31,4
	Neither agree nor disagree	27	7,7	7,7	39,1
	Somewhat agree	109	31,1	31,1	70,3
	Mostly agree	82	23,4	23,4	93,7
	Strongly agree	22	6,3	6,3	100,0
	Total	350	100,0	100,0	

**HE5d**

# Positive and Negative Brand Engagement: The Brand Communities Context

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	47	13,4	13,4	13,4
	Mostly disagree	56	16,0	16,0	29,4
	Somewhat disagree	31	8,9	8,9	38,3
	Neither agree nor disagree	53	15,1	15,1	53,4
	Somewhat agree	94	26,9	26,9	80,3
	Mostly agree	56	16,0	16,0	96,3
	Strongly agree	13	3,7	3,7	100,0
	Total	350	100,0	100,0	

## Rewards (Hedonic)

HE6a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	,6	,6	,6
	Mostly disagree	12	3,4	3,4	4,0
	Somewhat disagree	55	15,7	15,7	19,7
	Neither agree nor disagree	57	16,3	16,3	36,0
	Somewhat agree	67	19,1	19,1	55,1
	Mostly agree	61	17,4	17,4	72,6
	Strongly agree	96	27,4	27,4	100,0
	Total	350	100,0	100,0	

HE6b

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	3,4	3,4	3,4
	Mostly disagree	86	24,6	24,6	28,0
	Somewhat disagree	73	20,9	20,9	48,9
	Neither agree nor disagree	45	12,9	12,9	61,7
	Somewhat agree	54	15,4	15,4	77,1
	Mostly agree	28	8,0	8,0	85,1
	Strongly agree	52	14,9	14,9	100,0
	Total	350	100,0	100,0	

HE6c

		Frequency	Percent	Valid Percent	Cumulative Percent
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# Positive and Negative Brand Engagement: The Brand Communities Context

Valid	Strongly disagree	6	1,7	1,7	1,7
	Mostly disagree	22	6,3	6,3	8,0
	Somewhat disagree	56	16,0	16,0	24,0
	Neither agree nor disagree	50	14,3	14,3	38,3
	Somewhat agree	85	24,3	24,3	62,6
	Mostly agree	61	17,4	17,4	80,0
	Strongly agree	70	20,0	20,0	100,0
	Total	350	100,0	100,0	

**HE6d**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	1,4	1,4	1,4
	Mostly disagree	30	8,6	8,6	10,0
	Somewhat disagree	56	16,0	16,0	26,0
	Neither agree nor disagree	41	11,7	11,7	37,7
	Somewhat agree	99	28,3	28,3	66,0
	Mostly agree	52	14,9	14,9	80,9
	Strongly agree	67	19,1	19,1	100,0
	Total	350	100,0	100,0	

## *Rewards (Utilitarian)*

**HE7a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	326	93,1	93,1	93,1
	Mostly disagree	9	2,6	2,6	95,7
	Somewhat disagree	3	,9	,9	96,6
	Neither agree nor disagree	8	2,3	2,3	98,9
	Somewhat agree	1	,3	,3	99,1
	Mostly agree	1	,3	,3	99,4
	Strongly agree	2	,6	,6	100,0
	Total	350	100,0	100,0	

**HE7b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	158	45,1	45,1	45,1
	Mostly disagree	125	35,7	35,7	80,9

## Positive and Negative Brand Engagement: The Brand Communities Context

Somewhat disagree	36	10,3	10,3	91,1
Neither agree nor disagree	23	6,6	6,6	97,7
Somewhat agree	2	,6	,6	98,3
Mostly agree	1	,3	,3	98,6
Strongly agree	5	1,4	1,4	100,0
Total	350	100,0	100,0	

**HE7c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	136	38,9	38,9	38,9
Mostly disagree	130	37,1	37,1	76,0
Somewhat disagree	51	14,6	14,6	90,6
Neither agree nor disagree	25	7,1	7,1	97,7
Somewhat agree	4	1,1	1,1	98,9
Mostly agree	3	,9	,9	99,7
Strongly agree	1	,3	,3	100,0
Total	350	100,0	100,0	

## *Seeking Assistance*

**HE8a**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	15	4,3	4,3	4,3
Mostly disagree	21	6,0	6,0	10,3
Somewhat disagree	52	14,9	14,9	25,1
Neither agree nor disagree	23	6,6	6,6	31,7
Somewhat agree	108	30,9	30,9	62,6
Mostly agree	87	24,9	24,9	87,4
Strongly agree	44	12,6	12,6	100,0
Total	350	100,0	100,0	

**HE8b**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	13	3,7	3,7	3,7
Mostly disagree	11	3,1	3,1	6,9
Somewhat disagree	31	8,9	8,9	15,7
Neither agree nor disagree	23	6,6	6,6	22,3
Somewhat agree	65	18,6	18,6	40,9

## Positive and Negative Brand Engagement: The Brand Communities Context

Mostly agree	129	36,9	36,9	77,7
Strongly agree	78	22,3	22,3	100,0
Total	350	100,0	100,0	

**HE8c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	18	5,1	5,1	5,1
Mostly disagree	34	9,7	9,7	14,9
Somewhat disagree	39	11,1	11,1	26,0
Neither agree nor disagree	30	8,6	8,6	34,6
Somewhat agree	50	14,3	14,3	48,9
Mostly agree	106	30,3	30,3	79,1
Strongly agree	73	20,9	20,9	100,0
Total	350	100,0	100,0	

**HE8d**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	21	6,0	6,0	6,0
Mostly disagree	33	9,4	9,4	15,4
Somewhat disagree	30	8,6	8,6	24,0
Neither agree nor disagree	25	7,1	7,1	31,1
Somewhat agree	101	28,9	28,9	60,0
Mostly agree	104	29,7	29,7	89,7
Strongly agree	36	10,3	10,3	100,0
Total	350	100,0	100,0	

## *Self-Expression*

**HE9a**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	1,7	1,7	1,7
Mostly disagree	6	1,7	1,7	3,4
Somewhat disagree	5	1,4	1,4	4,9
Neither agree nor disagree	36	10,3	10,3	15,1
Somewhat agree	126	36,0	36,0	51,1
Mostly agree	118	33,7	33,7	84,9

# Positive and Negative Brand Engagement: The Brand Communities Context

Strongly agree	53	15,1	15,1	100,0
Total	350	100,0	100,0	

**HE9b**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	1,1	1,1	1,1
Mostly disagree	19	5,4	5,4	6,6
Somewhat disagree	29	8,3	8,3	14,9
Neither agree nor disagree	23	6,6	6,6	21,4
Somewhat agree	78	22,3	22,3	43,7
Mostly agree	131	37,4	37,4	81,1
Strongly agree	66	18,9	18,9	100,0
Total	350	100,0	100,0	

**HE9c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	5	1,4	1,4	1,4
Mostly disagree	21	6,0	6,0	7,4
Somewhat disagree	20	5,7	5,7	13,1
Neither agree nor disagree	32	9,1	9,1	22,3
Somewhat agree	110	31,4	31,4	53,7
Mostly agree	108	30,9	30,9	84,6
Strongly agree	54	15,4	15,4	100,0
Total	350	100,0	100,0	

**HE9d**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	,9	,9	,9
Mostly disagree	11	3,1	3,1	4,0
Somewhat disagree	21	6,0	6,0	10,0
Neither agree nor disagree	37	10,6	10,6	20,6
Somewhat agree	85	24,3	24,3	44,9
Mostly agree	127	36,3	36,3	81,1

## Positive and Negative Brand Engagement: The Brand Communities Context

Strongly agree	66	18,9	18,9	100,0
Total	350	100,0	100,0	

### *Up-to-Date Information*

**HE10a**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	29	8,3	8,3	8,3
Mostly disagree	76	21,7	21,7	30,0
Somewhat disagree	87	24,9	24,9	54,9
Neither agree nor disagree	45	12,9	12,9	67,7
Somewhat agree	74	21,1	21,1	88,9
Mostly agree	26	7,4	7,4	96,3
Strongly agree	13	3,7	3,7	100,0
Total	350	100,0	100,0	

**HE10b**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	25	7,1	7,1	7,1
Mostly disagree	51	14,6	14,6	21,7
Somewhat disagree	93	26,6	26,6	48,3
Neither agree nor disagree	56	16,0	16,0	64,3
Somewhat agree	89	25,4	25,4	89,7
Mostly agree	28	8,0	8,0	97,7
Strongly agree	8	2,3	2,3	100,0
Total	350	100,0	100,0	

**HE10c**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	15	4,3	4,3	4,3
Mostly disagree	66	18,9	18,9	23,1
Somewhat disagree	85	24,3	24,3	47,4
Neither agree nor disagree	59	16,9	16,9	64,3
Somewhat agree	94	26,9	26,9	91,1
Mostly agree	23	6,6	6,6	97,7
Strongly agree	8	2,3	2,3	100,0
Total	350	100,0	100,0	

**HE10d**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	6,9	6,9	6,9
	Mostly disagree	85	24,3	24,3	31,1
	Somewhat disagree	75	21,4	21,4	52,6
	Neither agree nor disagree	73	20,9	20,9	73,4
	Somewhat agree	66	18,9	18,9	92,3
	Mostly agree	19	5,4	5,4	97,7
	Strongly agree	8	2,3	2,3	100,0
Total		350	100,0	100,0	

*Validation***HE11a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	4,3	4,3	4,3
	Mostly disagree	48	13,7	13,7	18,0
	Somewhat disagree	41	11,7	11,7	29,7
	Neither agree nor disagree	24	6,9	6,9	36,6
	Somewhat agree	78	22,3	22,3	58,9
	Mostly agree	79	22,6	22,6	81,4
	Strongly agree	65	18,6	18,6	100,0
Total		350	100,0	100,0	

**HE11b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	14	4,0	4,0	4,0
	Mostly disagree	34	9,7	9,7	13,7
	Somewhat disagree	32	9,1	9,1	22,9
	Neither agree nor disagree	45	12,9	12,9	35,7
	Somewhat agree	87	24,9	24,9	60,6
	Mostly agree	112	32,0	32,0	92,6
	Strongly agree	26	7,4	7,4	100,0
Total		350	100,0	100,0	

HE11c

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	3,7	3,7	3,7
	Mostly disagree	22	6,3	6,3	10,0
	Somewhat disagree	46	13,1	13,1	23,1
	Neither agree nor disagree	32	9,1	9,1	32,3
	Somewhat agree	67	19,1	19,1	51,4
	Mostly agree	126	36,0	36,0	87,4
	Strongly agree	44	12,6	12,6	100,0
	Total	350	100,0	100,0	

HE11d

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	4,3	4,3	4,3
	Mostly disagree	32	9,1	9,1	13,4
	Somewhat disagree	44	12,6	12,6	26,0
	Neither agree nor disagree	48	13,7	13,7	39,7
	Somewhat agree	95	27,1	27,1	66,9
	Mostly agree	98	28,0	28,0	94,9
	Strongly agree	18	5,1	5,1	100,0
	Total	350	100,0	100,0	

### *Online Community 5: Sporting Comédia de Portugal (Control Group)*

**Appendix 67** Anti-Sporting Community descriptive analysis regarding the answers provided for the (negative) Brand Engagement scale

Dimension	N	Mean	Median	Mode	Std. Deviation
<b>Perceived Brand Influence</b>	50	4.32	4.7500	5.00	1.79145
<b>Brand Aversion</b>	50	5.88	6.3750	7.00	1.38988
<b>Connecting</b>	50	3.74	4.0000	4.33	1.06328
<b>Helping</b>	50	3.98	4.50	1.00	1.66357
<b>Likeminded Discussion</b>	50	4.06	4.7500	5.25	1.58620

<b>Rewards (Hedonic)</b>	50	6.74	7.00	7.00	0.55549
<b>Rewards (Utilitarian)</b>	50	3.59	3.6667	2.67	1.09065
<b>Seeking Assistance</b>	50	3.34	3.50	3.75	0.99182
<b>Self-Expression</b>	50	5.41	6.00	6.50	1.61852
<b>Up-to-Date Information</b>	50	4.10	5.00	5.00	1.64828
<b>Validation</b>	50	4.61	5.1250	5.00 <sup>a</sup>	1.76060

a. Multiple modes exist. The smallest value is shown

### *Online Community 6: I Hate McDonald's*

**Appendix 68** Anti-McDonald's Community descriptive analysis regarding the answers provided for the (negative) Brand Engagement scale

Dimension	N	Mean	Median	Mode	Std. Deviation
<b>Perceived Brand Influence</b>	100	4.1	4.38	5.50	1.185
<b>Brand Aversion</b>	100	6.9	7.00	7.00	0.144
<b>Connecting</b>	100	2.6	2.67	2.67	0.373
<b>Helping</b>	100	3.9	4.38	2.75	1.263
<b>Likeminded Discussion</b>	100	2.2	2.00	2.00	0.542
<b>Rewards (Hedonic)</b>	100	3.2	3.00	3.00	0.868
<b>Rewards (Utilitarian)</b>	100	3.7	3.67	3.67	0.794
<b>Seeking Assistance</b>	100	4.9	5.00	6.00	1.193
<b>Self-Expression</b>	100	4.9	5.00	6.00	1.338
<b>Up-to-Date Information</b>	100	3.0	3.00	3.00	1.013
<b>Validation</b>	100	3.6	3.00	3.00	1.250



**Online Community 7: Anti-Starbucks Community**

**Appendix 69** Anti-Starbucks Community descriptive analysis regarding the answers provided for the (negative) Brand Engagement scale

Dimension	N	Mean	Median	Mode	Std. Deviation
Perceived Brand Influence	100	2.9	3.00	2.00 <sup>a</sup>	0.685
Brand Aversion	100	5.9	6.00	6.25	0.416
Connecting	100	4.1	4.33	4.33	0.794
Helping	100	5.5	5.75	5.75 <sup>a</sup>	1.074
Likeminded Discussion	100	5.1	5.25	5.75	0.964
Rewards (Hedonic)	100	4.2	4.25	4.50	0.724
Rewards (Utilitarian)	100	3.1	3.00	2.67	0.642
Seeking Assistance	100	6.3	6.00	7.00	0.522
Self-Expression	100	5.4	5.50	5.75	0.469
Up-to-Date Information	100	3.4	3.25	2.25	1.044
Validation	100	5.6	5.75	6.25	1.116

a. Multiple modes exist. The smallest value is shown

**Online Community 8: I Hate Apple**

**Appendix 70** Anti-Apple Community descriptive analysis regarding the answers provided for the (negative) Brand Engagement scale

Dimension	N	Mean	Median	Mode	Std. Deviation
Perceived Brand Influence	100	4.4	4.75	5.25 <sup>a</sup>	1.558
Brand Aversion	100	6.4	6.75	7	0.827
Connecting	100	4.1	4.33	5	0.963

Helping	100	5.3	5.75	6	1.431
Likeminded Discussion	100	5.3	5.50	6	1.234
Rewards (Hedonic)	100	5.6	6.00	6	1.097
Rewards (Utilitarian)	100	4.4	3.33	2.33	2.371
Seeking Assistance	100	4.5	5.00	5.50	1.480
Self-Expression	100	5.7	6.00	6 <sup>a</sup>	1.074
Up-to-Date Information	100	4.2	4.25	4.25 <sup>a</sup>	1.462
Validation	100	5.1	5.38	6	1.312

a. Multiple modes exist. The smallest value is shown

### 3. Affective Commitment and Self-expression WOM

#### *Fan Brand Communities*

**Appendix 71** Frequencies of Affective Commitment toward the community, in Fan Brand communities

LC_a					
					Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Strongly disagree	16	4,6	4,6	4,6
	Mostly disagree	10	2,9	2,9	7,4
	Somewhat disagree	13	3,7	3,7	11,1
	Neither agree nor disagree	16	4,6	4,6	15,7
	Somewhat agree	71	20,3	20,3	36,0
	Mostly agree	114	32,6	32,6	68,6
	Strongly agree	110	31,4	31,4	100,0
	Total	350	100,0	100,0	

LC_b					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	2,9	2,9	2,9
	Mostly disagree	20	5,7	5,7	8,6

# Positive and Negative Brand Engagement: The Brand Communities Context

Somewhat disagree	33	9,4	9,4	18,0
Neither agree nor disagree	63	18,0	18,0	36,0
Somewhat agree	78	22,3	22,3	58,3
Mostly agree	93	26,6	26,6	84,9
Strongly agree	53	15,1	15,1	100,0
Total	350	100,0	100,0	

LC\_c

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	62	17,7	17,7	17,7
Mostly disagree	35	10,0	10,0	27,7
Somewhat disagree	7	2,0	2,0	29,7
Neither agree nor disagree	140	40,0	40,0	69,7
Somewhat agree	76	21,7	21,7	91,4
Mostly agree	29	8,3	8,3	99,7
Strongly agree	1	,3	,3	100,0
Total	350	100,0	100,0	

LC\_d

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	15	4,3	4,3	4,3
Mostly disagree	14	4,0	4,0	8,3
Somewhat disagree	51	14,6	14,6	22,9
Neither agree nor disagree	94	26,9	26,9	49,7
Somewhat agree	72	20,6	20,6	70,3
Mostly agree	84	24,0	24,0	94,3
Strongly agree	20	5,7	5,7	100,0
Total	350	100,0	100,0	

LC\_e

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	65	18,6	18,6	18,6
Mostly disagree	23	6,6	6,6	25,1
Somewhat disagree	23	6,6	6,6	31,7
Neither agree nor disagree	23	6,6	6,6	38,3

## Positive and Negative Brand Engagement: The Brand Communities Context

Somewhat agree	47	13,4	13,4	51,7
Mostly agree	66	18,9	18,9	70,6
Strongly agree	103	29,4	29,4	100,0
Total	350	100,0	100,0	

### Appendix 72 Frequencies of self-Expression WOM in Fan Brand communities

LW\_a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	33	9,4	9,4	9,4
	Mostly disagree	28	8,0	8,0	17,4
	Somewhat disagree	68	19,4	19,4	36,9
	Neither agree nor disagree	49	14,0	14,0	50,9
	Somewhat agree	93	26,6	26,6	77,4
	Mostly agree	55	15,7	15,7	93,1
	Strongly agree	24	6,9	6,9	100,0
	Total	350	100,0	100,0	

LW\_b

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	51	14,6	14,6	14,6
	Mostly disagree	39	11,1	11,1	25,7
	Somewhat disagree	51	14,6	14,6	40,3
	Neither agree nor disagree	76	21,7	21,7	62,0
	Somewhat agree	79	22,6	22,6	84,6
	Mostly agree	45	12,9	12,9	97,4
	Strongly agree	9	2,6	2,6	100,0
	Total	350	100,0	100,0	

LW\_c

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	48	13,7	13,7	13,7
	Mostly disagree	31	8,9	8,9	22,6
	Somewhat disagree	74	21,1	21,1	43,7
	Neither agree nor disagree	71	20,3	20,3	64,0
	Somewhat agree	70	20,0	20,0	84,0

# Positive and Negative Brand Engagement: The Brand Communities Context

Mostly agree	53	15,1	15,1	99,1
Strongly agree	3	,9	,9	100,0
Total	350	100,0	100,0	

LW\_d

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	40	11,4	11,4	11,4
Mostly disagree	18	5,1	5,1	16,6
Somewhat disagree	27	7,7	7,7	24,3
Neither agree nor disagree	54	15,4	15,4	39,7
Somewhat agree	100	28,6	28,6	68,3
Mostly agree	72	20,6	20,6	88,9
Strongly agree	39	11,1	11,1	100,0
Total	350	100,0	100,0	

LW\_e

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	28	8,0	8,0	8,0
Mostly disagree	31	8,9	8,9	16,9
Somewhat disagree	48	13,7	13,7	30,6
Neither agree nor disagree	73	20,9	20,9	51,4
Somewhat agree	93	26,6	26,6	78,0
Mostly agree	65	18,6	18,6	96,6
Strongly agree	12	3,4	3,4	100,0
Total	350	100,0	100,0	

LW\_f

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	18	5,1	5,1	5,1
Mostly disagree	18	5,1	5,1	10,3
Somewhat disagree	21	6,0	6,0	16,3
Neither agree nor disagree	46	13,1	13,1	29,4
Somewhat agree	113	32,3	32,3	61,7
Mostly agree	87	24,9	24,9	86,6
Strongly agree	47	13,4	13,4	100,0
Total	350	100,0	100,0	

***Affective Commitment and Self-expression WOM, per community  
Fan Brand Communities***

***Online Community 1: Fórum SCP (Control Group)***

**Appendix 73** Sporting Community members Affective Commitment toward the brand and the community, and Word-of-Mouth behavior about their opinions and consumption activities regarding the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Affective Commitment</b>	50	5.688	5.8000	6.0 <sup>a</sup>	0.7868
<b>WOM</b>	50	5.7033	5.8333	6.17	0.76063

a. Multiple modes exist. The smallest value is shown

***Online Community 2: McDonald's Portugal – Facebook Page***

**Appendix 74** McDonald's Community members Affective Commitment toward the brand and the community, and Word-of-Mouth behavior about their opinions and consumption activities regarding the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Affective Commitment</b>	100	3.3	3.60	4.00	1.223
<b>WOM</b>	100	2.7	2.17	1.00	1.518

***Online Community 3: My Starbucks Idea***

**Appendix 75** Starbucks Community members Affective Commitment toward the brand and the community, and Word-of-Mouth behavior about their opinions and consumption activities regarding the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Affective Commitment</b>	100	4.5	4.60	4.60	0.486
<b>WOM</b>	100	4.3	4.17	3.50	0.810

*Online Community 4: MacRumours (Apple)*

**Appendix 76** Apple Community members Affective Commitment toward the brand and the community, and Word-of-Mouth behavior about their opinions and consumption activities regarding the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Affective Commitment</b>	100	5.7	5.80	6	0.663
<b>WOM</b>	100	4.9	5.00	5	0.928

*Anti-Brand Communities*

**Appendix 77** Frequencies of Affective Commitment toward the community, in Anti-Brand communities

HC_a					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat disagree	2	,6	,6	,6
	Neither agree nor disagree	35	10,0	10,0	10,6
	Somewhat agree	87	24,9	24,9	35,4
	Mostly agree	122	34,9	34,9	70,3
	Strongly agree	104	29,7	29,7	100,0
	Total	350	100,0	100,0	

HC_b					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	181	51,7	51,7	51,7
	Mostly disagree	114	32,6	32,6	84,3
	Somewhat disagree	33	9,4	9,4	93,7
	Neither agree nor disagree	17	4,9	4,9	98,6
	Somewhat agree	3	,9	,9	99,4
	Mostly agree	1	,3	,3	99,7
	Strongly agree	1	,3	,3	100,0
	Total	350	100,0	100,0	

HC_c					
		Frequency	Percent	Valid Percent	Cumulative Percent

## Positive and Negative Brand Engagement: The Brand Communities Context

Valid	Strongly disagree	248	70,9	70,9	70,9
	Mostly disagree	39	11,1	11,1	82,0
	Somewhat disagree	9	2,6	2,6	84,6
	Neither agree nor disagree	53	15,1	15,1	99,7
	Somewhat agree	1	,3	,3	100,0
	Total	350	100,0	100,0	

### HC\_d

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	1,7	1,7	1,7
	Mostly disagree	17	4,9	4,9	6,6
	Somewhat disagree	29	8,3	8,3	14,9
	Neither agree nor disagree	77	22,0	22,0	36,9
	Somewhat agree	107	30,6	30,6	67,4
	Mostly agree	100	28,6	28,6	96,0
	Strongly agree	14	4,0	4,0	100,0
	Total	350	100,0	100,0	

### HC\_e

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	78	22,3	22,3	22,3
	Mostly disagree	32	9,1	9,1	31,4
	Somewhat disagree	27	7,7	7,7	39,1
	Neither agree nor disagree	26	7,4	7,4	46,6
	Somewhat agree	118	33,7	33,7	80,3
	Mostly agree	50	14,3	14,3	94,6
	Strongly agree	19	5,4	5,4	100,0
	Total	350	100,0	100,0	

## Appendix 78 Frequencies of self-expression WOM in Anti-Brand communities

### HW\_a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	3,7	3,7	3,7
	Mostly disagree	32	9,1	9,1	12,9
	Somewhat disagree	59	16,9	16,9	29,7



# Positive and Negative Brand Engagement: The Brand Communities Context

Neither agree nor disagree	56	16,0	16,0	45,7
Somewhat agree	81	23,1	23,1	68,9
Mostly agree	82	23,4	23,4	92,3
Strongly agree	27	7,7	7,7	100,0
Total	350	100,0	100,0	

HW\_b

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	12	3,4	3,4	3,4
Mostly disagree	56	16,0	16,0	19,4
Somewhat disagree	54	15,4	15,4	34,9
Neither agree nor disagree	50	14,3	14,3	49,1
Somewhat agree	70	20,0	20,0	69,1
Mostly agree	85	24,3	24,3	93,4
Strongly agree	23	6,6	6,6	100,0
Total	350	100,0	100,0	

HW\_c

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	45	12,9	12,9	12,9
Mostly disagree	63	18,0	18,0	30,9
Somewhat disagree	34	9,7	9,7	40,6
Neither agree nor disagree	87	24,9	24,9	65,4
Somewhat agree	81	23,1	23,1	88,6
Mostly agree	28	8,0	8,0	96,6
Strongly agree	12	3,4	3,4	100,0
Total	350	100,0	100,0	

HW\_d

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	16	4,6	4,6	4,6
Mostly disagree	12	3,4	3,4	8,0
Somewhat disagree	36	10,3	10,3	18,3
Neither agree nor disagree	87	24,9	24,9	43,1
Somewhat agree	93	26,6	26,6	69,7
Mostly agree	89	25,4	25,4	95,1

Strongly agree	17	4,9	4,9	100,0
Total	350	100,0	100,0	

HW\_e

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	9	2,6	2,6	2,6
Mostly disagree	86	24,6	24,6	27,1
Somewhat disagree	37	10,6	10,6	37,7
Neither agree nor disagree	30	8,6	8,6	46,3
Somewhat agree	75	21,4	21,4	67,7
Mostly agree	99	28,3	28,3	96,0
Strongly agree	14	4,0	4,0	100,0
Total	350	100,0	100,0	

HW\_f

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	7	2,0	2,0	2,0
Mostly disagree	8	2,3	2,3	4,3
Somewhat disagree	11	3,1	3,1	7,4
Neither agree nor disagree	85	24,3	24,3	31,7
Somewhat agree	141	40,3	40,3	72,0
Mostly agree	58	16,6	16,6	88,6
Strongly agree	40	11,4	11,4	100,0
Total	350	100,0	100,0	

### *Affective Commitment and Self-expression WOM, per community*

#### *Anti-Brand Communities*

#### *Online Community 5: Sporting Comédia de Portugal (Facebook Page)*

**Appendix 79** Anti-Sporting community members Affective Commitment toward the brand and the community, and Word-of-Mouth behavior about their opinions and consumption activities regarding the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Affective Commitment</b>	50	3.7240	3.80	4.20	0.45516
<b>WOM</b>	50	4.8167	5.25	5.50	1.35327

***Online Community 6: I Hate McDonald's – Facebook Page***

**Appendix 80** Anti-McDonald's Community members Affective Commitment toward the brand and the community, and Word-of-Mouth behavior about their opinions and consumption activities regarding the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Affective Commitment</b>	100	3.1	3.00	2.40	0.806
<b>WOM</b>	100	5.2	5.33	5.33	0.784

***Online Community 7: Anti-Starbucks Community***

**Appendix 81** Anti-Starbucks Community members Affective Commitment toward the brand and the community, and Word-of-Mouth behavior about their opinions and consumption activities regarding the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Affective Commitment</b>	100	3.9	4.00	4.00	0.407
<b>WOM</b>	100	3.1	3.00	2.83	0.354

***Online Community 8: I Hate Apple (Facebook Page)***

**Appendix 82** Anti-Apple Community members Affective Commitment toward the brand and the community, and Word-of-Mouth behavior about their opinions and consumption activities regarding the brand

	N	Mean	Median	Mode	Std. Deviation
<b>Affective Commitment</b>	100	3.6	3.60	3.40	0.735
<b>WOM</b>	100	4.5	4.58	6.17	1.521

a. Multiple modes exist. The smallest value is shown

**d. Multiple Linear Regression Analysis – Online Brand-Community Engagement relation to Affective Commitment toward the community Fan Brand Communities**

**Appendix 83** Regression analysis between Online Brand-Community Engagement and Affective Commitment, for Fan Brand communities

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Rewards_Utilitarian, Seeking_Assist, Brand_Passion, Up_to_DateInfo, PBrand_Influence, Likeminded_Disc, Helping, Self_Expression, Connecting, Rewards_Hedonic <sup>b</sup>	.	Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,900 <sup>a</sup>	,809	,803	,5788	1,552

b. Predictors: (Constant), Validation, Rewards\_Utilitarian, Seeking\_Assist, Brand\_Passion, Up\_to\_DateInfo, PBrand\_Influence, Likeminded\_Disc, Helping, Self\_Expression, Connecting, Rewards\_Hedonic

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	480,741	11	43,704	130,434	,000 <sup>b</sup>
	Residual	113,252	338	,335		
	Total	593,993	349			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation, Rewards\_

Utilitarian, Seeking\_Assist, Brand\_Passion, Up\_to\_DateInfo, PBrand\_Influence, Likeminded\_Disc, Helping, Self\_Expression, Connecting, Rewards\_Hedonic

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,217	6,507	4,653	1,1737	350
Residual	-2,2945	1,6025	,0000	,5697	350
Std. Predicted Value	-2,927	1,580	,000	1,000	350
Std. Residual	-3,964	2,768	,000	,984	350

a. Dependent Variable: Affective\_Commit

*Online Community 1: Fórum SCP (Control Group)*

**Appendix 84** Fórum SCP regression analysis between Online Brand-Community Engagement and Affective Commitment

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Rewards_Utilitarian, Up_to_DateInfo, Brand_Passion, Self_Expression, Rewards_Hedonic, PBrand_Influence, Seeking_Assist, Helping, Connecting, Likeminded_Disc <sup>b</sup>		Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,928 <sup>a</sup>	,860	,820	,3337	2,003

a. Predictors: (Constant), Validation, Rewards\_Utilitarian, Up\_to\_DateInfo, Brand\_Passion, Self\_Expression, Rewards\_Hedonic, PBrand\_Influence, Seeking\_Assist, Helping, Connecting, Likeminded\_Disc

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26,101	11	2,373	21,307	,000 <sup>b</sup>
	Residual	4,232	38	,111		
	Total	30,333	49			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation, Rewards\_Utilitarian, Up\_to\_DateInfo, Brand\_Passion, Self\_Expression, Rewards\_Hedonic, PBrand\_Influence, Seeking\_Assist, Helping, Connecting, Likeminded\_Disc

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,811	6,736	5,688	,7298	50
Residual	-,5952	,6017	,0000	,2939	50
Std. Predicted Value	-2,572	1,436	,000	1,000	50
Std. Residual	-1,784	1,803	,000	,881	50

a. Dependent Variable: Affective\_Commit

*Online Community 2: McDonald's Portugal – Facebook Page*

**Appendix 85 McDonald's Portugal regression analysis between Online Brand-Community Engagement and Affective Commitment**

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Up_to_DateInfo, Rewards_Utilitarian, Rewards_Hedonic, Likeminded_Disc, Self_Expression, Brand_Passion, Seeking_Assist, PBrand_Influence, Connecting, Helping <sup>b</sup>		Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,862 <sup>a</sup>	,742	,710	,6588	1,871

a. Predictors: (Constant), Validation, Up\_to\_DateInfo, Rewards\_Utilitarian, Rewards\_Hedonic, Likeminded\_Disc, Self\_Expression, Brand\_Passion, Seeking\_Assist, PBrand\_Influence, Connecting, Helping

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	109,979	11	9,998	23,035	,000 <sup>b</sup>
	Residual	38,195	88	,434		
	Total	148,174	99			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation, Up\_to\_DateInfo, Rewards\_Utilitarian, Rewards\_Hedonic, Likeminded\_Disc, Self\_Expression, Brand\_Passion, Seeking\_Assist, PBrand\_Influence, Connecting, Helping

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,386	5,669	3,284	1,0540	100
Residual	-1,9175	1,5517	,0000	,6211	100
Std. Predicted Value	-1,801	2,262	,000	1,000	100
Std. Residual	-2,911	2,355	,000	,943	100

a. Dependent Variable: Affective\_Commit

### Online Community 3: *My Starbucks Idea*

**Appendix 86** My Starbucks Idea regression analysis between Online Brand-Community Engagement and Affective Commitment

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Rewards_Utilitarian, Brand_Passion, Seeking_Assist, PBrand_Influence, Helping, Up_to_DateInfo, Rewards_Hedonic, Connecting, Self_Expression, Likeminded_Disc <sup>b</sup>		Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,558 <sup>a</sup>	,311	,225	,4276	1,870

a. Predictors: (Constant), Validation, Rewards\_Utilitarian, Brand\_Passion, Seeking\_Assist, PBrand\_Influence, Helping, Up\_to\_DateInfo, Rewards\_Hedonic, Connecting, Self\_Expression, Likeminded\_Disc

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,273	11	,661	3,617	,000 <sup>b</sup>
	Residual	16,087	88	,183		
	Total	23,360	99			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation, Rewards\_Utilitarian, Brand\_Passion, Seeking\_Assist, PBrand\_Influence, Helping, Up\_to\_DateInfo, Rewards\_Hedonic, Connecting, Self\_Expression, Likeminded\_Disc

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,887	5,092	4,480	,2710	100
Residual	-,8517	1,3508	,0000	,4031	100
Std. Predicted Value	-2,190	2,258	,000	1,000	100
Std. Residual	-1,992	3,159	,000	,943	100

a. Dependent Variable: Affective\_Commit

*Online Community 4: MacRumours (Apple)*

**Appendix 87** MacRumours regression analysis between Online Brand-Community Engagement and Affective Commitment

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Rewards_Hedonic, Brand_Passion, PBrand_Influence, Helping, Rewards_Utilitarian, Up_to_DateInfo, Likeminded_Disc, Self_Expression, Seeking_Assist, Connecting <sup>b</sup>		Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,730 <sup>a</sup>	,533	,475	,4804	1,381

a. Predictors: (Constant), Validation, Rewards\_Hedonic, Brand\_Passion, PBrand\_Influence, Helping, Rewards\_Utilitarian, Up\_to\_DateInfo, Likeminded\_Disc, Self\_Expression, Seeking\_Assist, Connecting

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23,193	11	2,108	9,135	,000 <sup>b</sup>
	Residual	20,310	88	,231		
	Total	43,502	99			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation, Rewards\_Hedonic, Brand\_Passion, PBrand\_Influence, Helping, Rewards\_Utilitarian, Up\_to\_DateInfo, Likeminded\_Disc, Self\_Expression, Seeking\_Assist, Connecting

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,931	6,639	5,676	,4840	100
Residual	-1,1444	1,1077	,0000	,4529	100
Std. Predicted Value	-5,671	1,989	,000	1,000	100
Std. Residual	-2,382	2,306	,000	,943	100

a. Dependent Variable: Affective\_Commit



## Anti-Brand Communities

**Appendix 88** Regression analysis between Online Brand-Community Engagement and Affective Commitment, for Anti-Brand communities

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Brand_AversionH, Rewards_UtilitarianH, Rewards_HedonicH, Up_to_DateInfoH, PBrand_InfluenceH, Seeking_AssistH, ConnectingH, Self_ExpressH, HelpingH, Likeminded_DiscH <sup>b</sup>	.	Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,786 <sup>a</sup>	,617	,605	,44713	1,466

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	109,073	11	9,916	49,598	,000 <sup>b</sup>
	Residual	67,574	338	,200		
	Total	176,647	349			

a. Dependent Variable: HAffect\_Commit

b. Predictors: (Constant), Validation\_H, Brand\_AversionH, Rewards\_UtilitarianH, Rewards\_HedonicH, Up\_to\_DateInfoH, PBrand\_InfluenceH, Seeking\_AssistH, ConnectingH, Self\_ExpressH, HelpingH, Likeminded\_DiscH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,9895	4,9768	3,5617	,55904	350
Residual	-1,46614	1,32005	,00000	,44002	350
Std. Predicted Value	-2,812	2,531	,000	1,000	350
Std. Residual	-3,279	2,952	,000	,984	350

a. Dependent Variable: HAffect\_Commit

*Online Community 5: Sporting Comédia de Portugal (Facebook Page)***Appendix 89** Sporting Comédia de Portugal regression analysis between Online Brand-Community Engagement and Affective Commitment**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Up_to_DateInfoH, Seeking_AssistH, Rewards_HedonicH, Rewards_UtilitarianH, PBrand_InfluenceH, ConnectingH, Brand_AversionH, Self_ExpressH, HelpingH, Likeminded_DiscH <sup>b</sup>		Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,820 <sup>a</sup>	,673	,579	,29547	2,241

a. Dependent Variable: HAffect\_Commit

b. Predictors: (Constant), Validation\_H, Up\_to\_DateInfoH, Seeking\_AssistH, Rewards\_HedonicH, Rewards\_UtilitarianH, PBrand\_InfluenceH, ConnectingH, Brand\_AversionH, Self\_ExpressH, HelpingH, Likeminded\_DiscH

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,834	11	,621	7,116	,000 <sup>b</sup>
	Residual	3,317	38	,087		
	Total	10,151	49			

a. Dependent Variable: HAffect\_Commit

b. Predictors: (Constant), Validation\_H, Up\_to\_DateInfoH, Seeking\_AssistH, Rewards\_HedonicH, Rewards\_UtilitarianH, PBrand\_InfluenceH, ConnectingH, Brand\_AversionH, Self\_ExpressH, HelpingH, Likeminded\_DiscH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,8462	4,3578	3,7240	,37345	50
Residual	-,61163	,58214	,00000	,26020	50
Std. Predicted Value	-2,351	1,697	,000	1,000	50
Std. Residual	-2,070	1,970	,000	,881	50

a. Dependent Variable: HAffect\_Commit

**Online Community 6: I Hate McDonald's – Facebook Page**

**Appendix 90** I Hate McDonald's regression analysis between Online Brand-Community Engagement and Affective Commitment

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Rewards_UtilitarianH, Brand_AversionH, Up_to_DateInfoH, ConnectingH, Rewards_HedonicH, Likeminded_Disch, Seeking_AssistH, Self_ExpressH, HelpingH, PBrand_InfluenceH <sup>b</sup>		Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,924 <sup>a</sup>	,853	,835	,32716	1,790

a. Predictors: (Constant), Validation\_H, Rewards\_UtilitarianH, Brand\_AversionH, Up\_to\_DateInfoH, ConnectingH, Rewards\_HedonicH, Likeminded\_Disch, Seeking\_AssistH, Self\_ExpressH, HelpingH, PBrand\_InfluenceH

b. Dependent Variable: HAffect\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54,860	11	4,987	46,595	,000 <sup>b</sup>
	Residual	9,419	88	,107		
	Total	64,280	99			

a. Dependent Variable: HAffect\_Commit

b. Predictors: (Constant), Validation\_H, Rewards\_UtilitarianH, Brand\_AversionH, Up\_to\_DateInfoH, ConnectingH, Rewards\_HedonicH, Likeminded\_Disch, Seeking\_AssistH, Self\_ExpressH, HelpingH, PBrand\_InfluenceH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,8441	4,2003	3,0980	,74441	100
Residual	-,70265	,71638	,00000	,30845	100
Std. Predicted Value	-1,684	1,481	,000	1,000	100
Std. Residual	-2,148	2,190	,000	,943	100

a. Dependent Variable: HAffect\_Commit

## Online Community 7: *Anti-Starbucks Community*

### Appendix 91 Anti-Starbucks community regression analysis between Online Brand-Community Engagement and Affective Commitment

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Rewards_HedonicH, Seeking_AssistH, PBrand_InfluenceH, Self_ExpressH, Up_to_DateInfoH, Brand_AversionH, ConnectingH, Rewards_UtilitarianH, HelpingH, Likeminded_DiscH <sup>b</sup>		Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,662 <sup>a</sup>	,439	,368	,32306	2,189

a. Predictors: (Constant), Validation\_H, Rewards\_HedonicH, Seeking\_AssistH, PBrand\_InfluenceH, Self\_ExpressH, Up\_to\_DateInfoH, Brand\_AversionH, ConnectingH, Rewards\_UtilitarianH, HelpingH, Likeminded\_DiscH

b. Dependent Variable: HAffect\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,175	11	,652	6,250	,000 <sup>b</sup>
	Residual	9,185	88	,104		
	Total	16,360	99			

a. Dependent Variable: HAffect\_Commit

b. Predictors: (Constant), Validation\_H, Rewards\_HedonicH, Seeking\_AssistH, PBrand\_InfluenceH, Self\_ExpressH, Up\_to\_DateInfoH, Brand\_AversionH, ConnectingH, Rewards\_UtilitarianH, HelpingH, Likeminded\_DiscH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,0495	4,2899	3,8600	,26922	100
Residual	-,94793	,75882	,00000	,30459	100
Std. Predicted Value	-3,011	1,597	,000	1,000	100
Std. Residual	-2,934	2,349	,000	,943	100

a. Dependent Variable: HAffect\_Commit

*Online Community 8: I Hate Apple (Facebook Page)*

**Appendix 92** I Hate Apple regression analysis between Online Brand-Community Engagement and Affective Commitment

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Brand_AversionH, Rewards_UtilitarianH, Up_to_DateInfoH, Rewards_HedonicH, PBrand_InfluenceH, Seeking_AssistH, Self_ExpressH, ConnectingH, HelpingH, Likeminded_Disch <sup>b</sup>		Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,728 <sup>a</sup>	,530	,471	,53411	1,331

a. Predictors: (Constant), Validation\_H, Brand\_AversionH, Rewards\_UtilitarianH, Up\_to\_DateInfoH, Rewards\_HedonicH, PBrand\_InfluenceH, Seeking\_AssistH, Self\_ExpressH, ConnectingH, HelpingH, Likeminded\_Disch

b. Dependent Variable: HAffect\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28,324	11	2,575	9,026	,000 <sup>b</sup>
	Residual	25,104	88	,285		
	Total	53,428	99			

a. Dependent Variable: HAffect\_Commit

b. Predictors: (Constant), Validation\_H, Brand\_AversionH, Rewards\_UtilitarianH, Up\_to\_DateInfoH, Rewards\_HedonicH, PBrand\_InfluenceH, Seeking\_AssistH, Self\_ExpressH, ConnectingH, HelpingH, Likeminded\_Disch

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,5326	4,6015	3,6460	,53489	100
Residual	-1,24649	1,39849	,00000	,50356	100
Std. Predicted Value	-3,951	1,786	,000	1,000	100
Std. Residual	-2,334	2,618	,000	,943	100

a. Dependent Variable: HAffect\_Commit

e. *Multiple Linear Regression Analysis - Brand Engagement relation to self-expression WOM toward the community*

*Fan Brand Communities*

**Appendix 93** Regression analysis between Online Brand-Community Engagement and Self-expression WOM, for Fan Brand communities

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Rewards_Utilitarian, Seeking_Assist, Brand_Passion, Up_to_DateInfo, PBrand_Influence, Likeminded_Disc, Helping, Self_Expression, Connecting, Rewards_Hedonic <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,840 <sup>a</sup>	,706	,696	,82774	1,411

a. Predictors: (Constant), Validation, Rewards\_Utilitarian, Seeking\_Assist, Brand\_Passion, Up\_to\_DateInfo, PBrand\_Influence, Likeminded\_Disc, Helping, Self\_Expression, Connecting, Rewards\_Hedonic

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	554,814	11	50,438	73,615	,000 <sup>b</sup>
	Residual	231,582	338	,685		
	Total	786,396	349			

a. Dependent Variable: WOM

b. Predictors: (Constant), Validation, Rewards\_Utilitarian, Seeking\_Assist, Brand\_Passion, Up\_to\_DateInfo, PBrand\_Influence, Likeminded\_Disc, Helping, Self\_Expression, Connecting, Rewards\_Hedonic

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,5856	6,5471	4,2052	1,26084	350
Residual	-2,39248	3,08150	,00000	,81459	350
Std. Predicted Value	-2,871	1,857	,000	1,000	350
Std. Residual	-2,890	3,723	,000	,984	350

a. Dependent Variable: WOM

*Online Community 1: Fórum SCP (Control Group)*

**Appendix 94** Fórum SCP regression analysis between Online Brand-Community Engagement and Self-expression WOM

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Rewards_Utilitarian, Up_to_DateInfo, Brand_Passion, Self_Expression, Rewards_Hedonic, PBrand_Influence, Seeking_Assist, Helping, Connecting, Likeminded_Disc <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,910 <sup>a</sup>	,828	,778	,35812	1,788

a. Predictors: (Constant), Validation, Rewards\_Utilitarian, Up\_to\_DateInfo, Brand\_Passion, Self\_Expression, Rewards\_Hedonic, PBrand\_Influence, Seeking\_Assist, Helping, Connecting, Likeminded\_Disc

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23,476	11	2,134	16,641	,000 <sup>b</sup>
	Residual	4,873	38	,128		
	Total	28,349	49			

a. Dependent Variable: WOM

b. Predictors: (Constant), Validation, Rewards\_Utilitarian, Up\_to\_DateInfo, Brand\_Passion, Self\_Expression, Rewards\_Hedonic, PBrand\_Influence, Seeking\_Assist, Helping, Connecting, Likeminded\_Disc

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4,1093	6,5820	5,7033	,69217	50
Residual	-,96937	,44972	,00000	,31537	50
Std. Predicted Value	-2,303	1,269	,000	1,000	50
Std. Residual	-2,707	1,256	,000	,881	50

a. Dependent Variable: WOM

## Online Community 2: McDonald's Portugal – Facebook Page

### Appendix 95 McDonald's Portugal regression analysis between Online Brand-Community Engagement and Self-expression WOM

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Up_to_DateInfo, Rewards_Utilitarian, Rewards_Hedonic, Likeminded_Disc, Self_Expression, Brand_Passion, Seeking_Assist, PBrand_Influence, Connecting, Helping <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,765 <sup>a</sup>	,586	,534	1,03598	1,850

a. Predictors: (Constant), Validation, Up\_to\_DateInfo, Rewards\_Utilitarian, Rewards\_Hedonic, Likeminded\_Disc, Self\_Expression, Brand\_Passion, Seeking\_Assist, PBrand\_Influence, Connecting, Helping

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133,630	11	12,148	11,319	,000 <sup>b</sup>
	Residual	94,446	88	1,073		
	Total	228,076	99			

a. Dependent Variable: WOM

b. Predictors: (Constant), Validation, Up\_to\_DateInfo, Rewards\_Utilitarian, Rewards\_Hedonic, Likeminded\_Disc, Self\_Expression, Brand\_Passion, Seeking\_Assist, PBrand\_Influence, Connecting, Helping

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,7526	5,0290	2,7083	1,16181	100
Residual	-2,27190	2,43058	,00000	,97673	100
Std. Predicted Value	-1,683	1,997	,000	1,000	100
Std. Residual	-2,193	2,346	,000	,943	100

a. Dependent Variable: WOM



### Online Community 3: *My Starbucks Idea*

**Appendix 96** My Starbucks Idea regression analysis between Online Brand-Community Engagement and Self-expression WOM

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Rewards_Utilitarian, Brand_Passion, Seeking_Assist, PBrand_Influence, Helping, Up_to_DateInfo, Rewards_Hedonic, Connecting, Self_Expression, Likeminded_Disc <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,709 <sup>a</sup>	,503	,440	,60560	1,051

a. Predictors: (Constant), Validation, Rewards\_Utilitarian, Brand\_Passion, Seeking\_Assist, PBrand\_Influence, Helping, Up\_to\_DateInfo, Rewards\_Hedonic, Connecting, Self\_Expression, Likeminded\_Disc

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32,615	11	2,965	8,085	,000 <sup>b</sup>
	Residual	32,274	88	,367		
	Total	64,889	99			

a. Dependent Variable: WOM

b. Predictors: (Constant), Validation, Rewards\_Utilitarian, Brand\_Passion, Seeking\_Assist, PBrand\_Influence, Helping, Up\_to\_DateInfo, Rewards\_Hedonic, Connecting, Self\_Expression, Likeminded\_Disc

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,9236	5,4846	4,3000	,57397	100
Residual	-1,20055	1,24307	,00000	,57096	100
Std. Predicted Value	-2,398	2,064	,000	1,000	100
Std. Residual	-1,982	2,053	,000	,943	100

a. Dependent Variable: WOM

*Online Community 4: MacRumours (Apple)*

**Appendix 97** MacRumours regression analysis between Online Brand-Community Engagement and Self-expression WOM

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation, Rewards_Hedonic, Brand_Passion, PBrand_Influence, Helping, Rewards_Utilitarian, Up_to_DateInfo, Likeminded_Disc, Self_Expression, Seeking_Assist, Connecting <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,755 <sup>a</sup>	,571	,517	,64500	,740

a. Predictors: (Constant), Validation, Rewards\_Hedonic, Brand\_Passion, PBrand\_Influence, Helping, Rewards\_Utilitarian, Up\_to\_DateInfo, Likeminded\_Disc, Self\_Expression, Seeking\_Assist, Connecting

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48,633	11	4,421	10,627	,000 <sup>b</sup>
	Residual	36,610	88	,416		
	Total	85,243	99			

a. Dependent Variable: WOM

b. Predictors: (Constant), Validation, Rewards\_Hedonic, Brand\_Passion, PBrand\_Influence, Helping, Rewards\_Utilitarian, Up\_to\_DateInfo, Likeminded\_Disc, Self\_Expression, Seeking\_Assist, Connecting

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,7200	6,4422	4,8583	,70089	100
Residual	-1,54367	1,55131	,00000	,60811	100
Std. Predicted Value	-5,904	2,260	,000	1,000	100
Std. Residual	-2,393	2,405	,000	,943	100

a. Dependent Variable: WOM

## Anti-Brand Communities

**Appendix 98** Regression analysis between Online Brand-Community Engagement and Self-expression WOM, for Anti-Brand communities

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Brand_AversionH, Rewards_UtilitarianH, Rewards_HedonicH, Up_to_DateInfoH, PBrand_InfluenceH, Seeking_AssistH, ConnectingH, Self_ExpressH, HelpingH, Likeminded_DiscH <sup>b</sup>	.	Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,744 <sup>a</sup>	,554	,539	,91941	1,733

a. Predictors: (Constant), Validation\_H, Brand\_AversionH, Rewards\_UtilitarianH, Rewards\_HedonicH, Up\_to\_DateInfoH, PBrand\_InfluenceH, Seeking\_AssistH, ConnectingH, Self\_ExpressH, HelpingH, Likeminded\_DiscH

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	354,744	11	32,249	38,151	,000 <sup>b</sup>
	Residual	285,717	338	,845		
	Total	640,461	349			

a. Dependent Variable: H\_WOM

b. Predictors: (Constant), Validation\_H, Brand\_AversionH, Rewards\_UtilitarianH, Rewards\_HedonicH, Up\_to\_DateInfoH, PBrand\_InfluenceH, Seeking\_AssistH, ConnectingH, Self\_ExpressH, HelpingH, Likeminded\_DiscH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,7986	6,2940	4,3671	1,00820	350
Residual	-3,52295	3,35357	,00000	,90481	350
Std. Predicted Value	-3,540	1,911	,000	1,000	350
Std. Residual	-3,832	3,648	,000	,984	350

a. Dependent Variable: H\_WOM

*Online Community 5: Sporting Comédia de Portugal (Facebook Page)*

**Appendix 99** Sporting Comédia de Portugal regression analysis between Online Brand-Community Engagement and Self-expression WOM

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Up_to_DateInfoH, Seeking_AssistH, Rewards_HedonicH, Rewards_UtilitarianH, PBrand_InfluenceH, ConnectingH, Brand_AversionH, Self_ExpressH, HelpingH, Likeminded_DiscH <sup>b</sup>		Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,963 <sup>a</sup>	,927	,907	,41379	1,843

a. Predictors: (Constant), Validation\_H, Up\_to\_DateInfoH, Seeking\_AssistH, Rewards\_HedonicH, Rewards\_UtilitarianH, PBrand\_InfluenceH, ConnectingH, Brand\_AversionH, Self\_ExpressH, HelpingH, Likeminded\_DiscH

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83,230	11	7,566	44,191	,000 <sup>b</sup>
	Residual	6,506	38	,171		
	Total	89,736	49			

a. Dependent Variable: H\_WOM

b. Predictors: (Constant), Validation\_H, Up\_to\_DateInfoH, Seeking\_AssistH, Rewards\_HedonicH, Rewards\_UtilitarianH, PBrand\_InfluenceH, ConnectingH, Brand\_AversionH, Self\_ExpressH, HelpingH, Likeminded\_DiscH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,3666	6,2505	4,8167	1,30329	50
Residual	-,82926	,91916	,00000	,36439	50
Std. Predicted Value	-2,647	1,100	,000	1,000	50
Std. Residual	-2,004	2,221	,000	,881	50

a. Dependent Variable: H\_WOM

*Online Community 6: I Hate McDonald's – Facebook Page*

**Appendix 100** I Hate McDonald's regression analysis between Online Brand-Community Engagement and Self-expression WOM

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Rewards_UtilitarianH, Brand_AversionH, Up_to_DateInfoH, ConnectingH, Rewards_HedonicH, Likeminded_DiscH, Seeking_AssistH, Self_ExpressH, HelpingH, PBrand_InfluenceH <sup>b</sup>		Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,632 <sup>a</sup>	,400	,324	,64471	2,508

a. Predictors: (Constant), Validation\_H, Rewards\_UtilitarianH, Brand\_AversionH, Up\_to\_DateInfoH, ConnectingH, Rewards\_HedonicH, Likeminded\_DiscH, Seeking\_AssistH, Self\_ExpressH, HelpingH, PBrand\_InfluenceH

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24,338	11	2,213	5,323	,000 <sup>b</sup>
	Residual	36,577	88	,416		
	Total	60,916	99			

a. Dependent Variable: H\_WOM

b. Predictors: (Constant), Validation\_H, Rewards\_UtilitarianH, Brand\_AversionH, Up\_to\_DateInfoH, ConnectingH, Rewards\_HedonicH, Likeminded\_DiscH, Seeking\_AssistH, Self\_ExpressH, HelpingH, PBrand\_InfluenceH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,9701	6,2408	5,2467	,49582	100
Residual	-2,43103	,97049	,00000	,60784	100
Std. Predicted Value	-2,575	2,005	,000	1,000	100
Std. Residual	-3,771	1,505	,000	,943	100

a. Dependent Variable: H\_WOM

### Online Community 7: *Anti-Starbucks Community*

#### **Appendix 101** Anti-Starbucks Community regression analysis between Online Brand-Community Engagement and Self-expression WOM

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Rewards_HedonicH, Seeking_AssistH, PBrand_InfluenceH, Self_ExpressH, Up_to_DateInfoH, Brand_AversionH, ConnectingH, Rewards_UtilitarianH, HelpingH, Likeminded_DiscH <sup>b</sup>		Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,753 <sup>a</sup>	,567	,513	,24710	1,717

a. Predictors: (Constant), Validation\_H, Rewards\_HedonicH, Seeking\_AssistH, PBrand\_InfluenceH, Self\_ExpressH, Up\_to\_DateInfoH, Brand\_AversionH, ConnectingH, Rewards\_UtilitarianH, HelpingH, Likeminded\_DiscH

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,037	11	,640	10,477	,000 <sup>b</sup>
	Residual	5,373	88	,061		
	Total	12,410	99			

a. Dependent Variable: H\_WOM

b. Predictors: (Constant), Validation\_H, Rewards\_HedonicH, Seeking\_AssistH, PBrand\_InfluenceH, Self\_ExpressH, Up\_to\_DateInfoH, Brand\_AversionH, ConnectingH, Rewards\_UtilitarianH, HelpingH, Likeminded\_DiscH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,3715	3,6430	3,1083	,26660	100
Residual	-,72193	,96180	,00000	,23297	100
Std. Predicted Value	-2,764	2,005	,000	1,000	100
Std. Residual	-2,922	3,892	,000	,943	100

a. Dependent Variable: H\_WOM

*Online Community 8: I Hate Apple (Facebook Page)*

**Appendix 102** I Hate Apple regression analysis between Online Brand-Community Engagement and Self-expression WOM

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_H, Brand_AversionH, Rewards_UtilitarianH, Up_to_DateInfoH, Rewards_HedonicH, PBrand_InfluenceH, Seeking_AssistH, Self_ExpressH, ConnectingH, HelpingH, Likeminded_DiscH <sup>b</sup>		Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,718 <sup>a</sup>	,516	,455	1,12263	1,947

a. Predictors: (Constant), Validation\_H, Brand\_AversionH, Rewards\_UtilitarianH, Up\_to\_DateInfoH, Rewards\_HedonicH, PBrand\_InfluenceH, Seeking\_AssistH, Self\_ExpressH, ConnectingH, HelpingH, Likeminded\_DiscH

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118,185	11	10,744	8,525	,000 <sup>b</sup>
	Residual	110,907	88	1,260		
	Total	229,092	99			

a. Dependent Variable: H\_WOM

b. Predictors: (Constant), Validation\_H, Brand\_AversionH, Rewards\_UtilitarianH, Up\_to\_DateInfoH, Rewards\_HedonicH, PBrand\_InfluenceH, Seeking\_AssistH, Self\_ExpressH, ConnectingH, HelpingH, Likeminded\_DiscH

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,4003	7,3497	4,5217	1,09261	100
Residual	-3,06043	2,33925	,00000	1,05843	100
Std. Predicted Value	-2,857	2,588	,000	1,000	100
Std. Residual	-2,726	2,084	,000	,943	100

a. Dependent Variable: H\_WOM

**f. *Multiple Linear Regression Analysis - Brand Engagement relation to Affective Commitment toward the community, with Extraversion as a moderator***

***Fan Brand Communities***

**Appendix 103** Regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion, for Fan Brand communities

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Seeking_Assist, PBrand_Influence, RUtilitarian_Ext, UpDateInfo_Ext, Rewards_Utilitarian, Self_Expression, Helping_Ext, Brand_Passion, BPassion_Ext, BInfluence_Ext, Up_to_DateInfo, SAssistance_Ext, Likeminded_Disc, SExpression_Ext, Helping, Likeminded_Ext, Connecting_Ext, Connecting, Validation, Rewards_Hedonic, RHedonic_Ext <sup>b</sup>		Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,906 <sup>a</sup>	,822	,810	,5691	1,652

a. Predictors: (Constant), Validation\_Ext, Seeking\_Assist, PBrand\_Influence, RUtilitarian\_Ext, UpDateInfo\_Ext, Rewards\_Utilitarian, Self\_Expression, Helping\_Ext, Brand\_Passion, BPassion\_Ext, BInfluence\_Ext, Up\_to\_DateInfo, SAssistance\_Ext, Likeminded\_Disc, SExpression\_Ext, Helping, Likeminded\_Ext, Connecting\_Ext, Connecting, Validation, Rewards\_Hedonic, RHedonic\_Ext

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	488,081	22	22,185	68,497	,000 <sup>b</sup>
	Residual	105,912	327	,324		
	Total	593,993	349			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation\_Ext, Seeking\_Assist, PBrand\_Influence, RUtilitarian\_Ext, UpDateInfo\_Ext, Rewards\_Utilitarian, Self\_Expression, Helping\_Ext, Brand\_Passion, BPassion\_Ext, BInfluence\_Ext, Up\_to\_DateInfo, SAssistance\_Ext, Likeminded\_Disc, SExpression\_Ext, Helping, Likeminded\_Ext, Connecting\_Ext, Connecting, Validation, Rewards\_Hedonic, RHedonic\_Ext

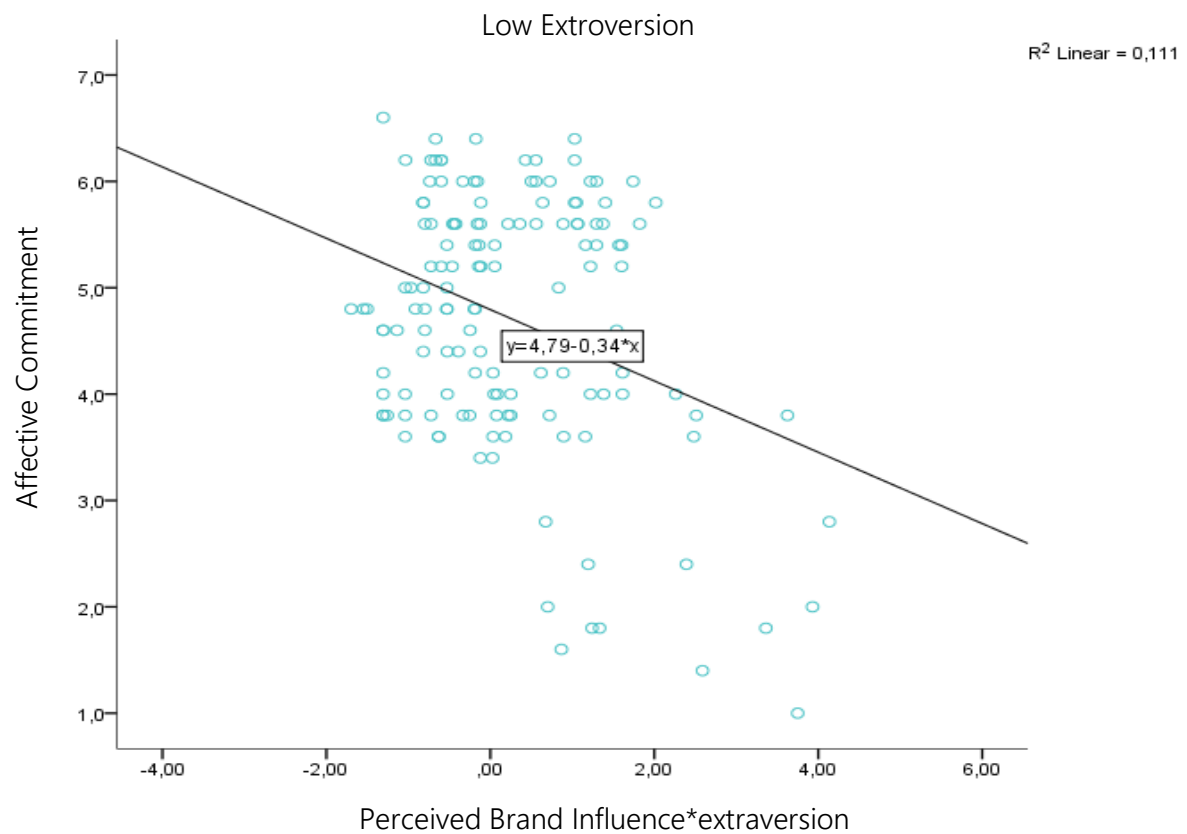


**Residuals Statistics<sup>a</sup>**

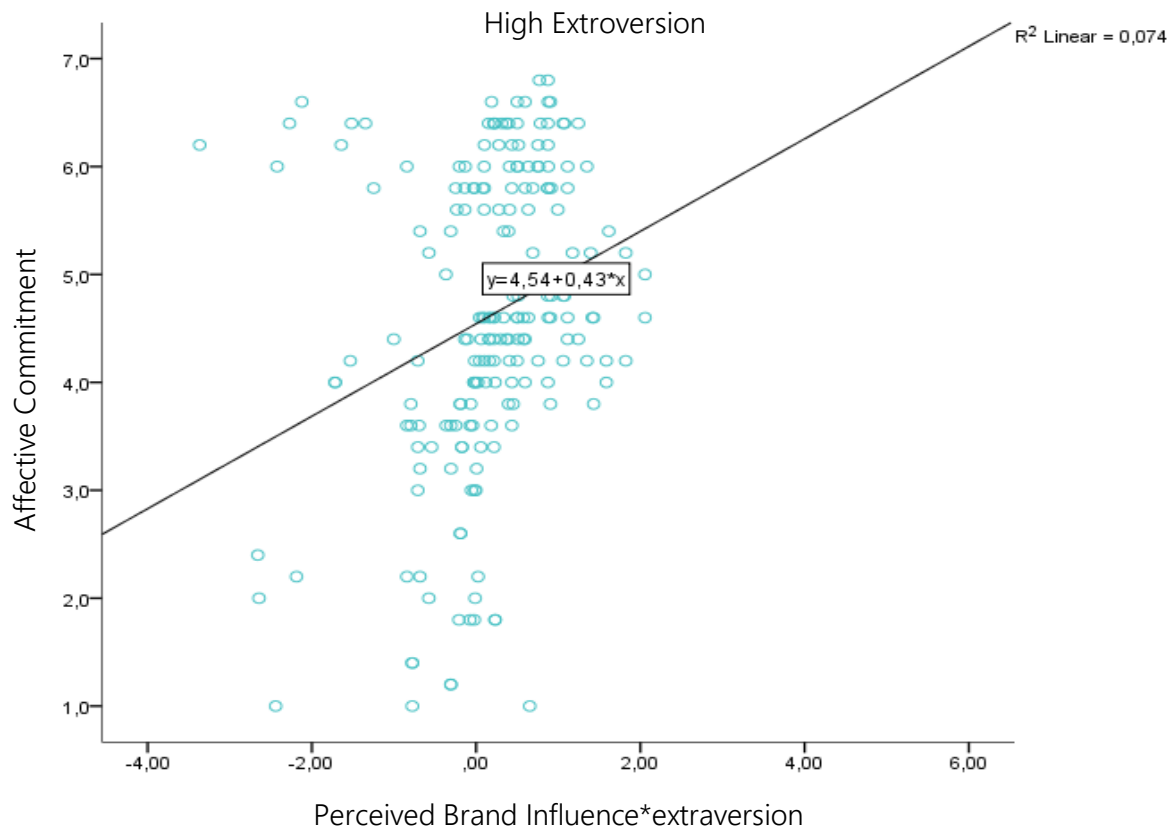
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,082	6,834	4,653	1,1826	350
Residual	-2,2667	1,6181	,0000	,5509	350
Std. Predicted Value	-3,020	1,844	,000	1,000	350
Std. Residual	-3,983	2,843	,000	,968	350

a. Dependent Variable: Affective\_Commit

**Appendix 104** Brand Engagement (dimensions: Perceived Brand Influence) relation to Affective Commitment, with the moderation of extraversion (low extroversion)



**Appendix 105** Brand Engagement (dimensions: Perceived Brand Influence) relation to Affective Commitment, with the moderation of extraversion (high extroversion)



*Online Community 1: Fórum SCP (Control Group)*

**Appendix 106** Fórum SCP regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, PBrand_Influence, Up_to_DateInfo, Rewards_Utilitarian, Brand_Passion, BInfluence_Ext, Seeking_Assist, Rewards_Hedonic, RUtilitarian_Ext, Helping, Likeminded_Ext, SAssistance_Ext, Validation, Connecting, Likeminded_Disc, Self_Expression, Helping_Ext, SExpression_Ext, UpDateInfo_Ext, Connecting_Ext, RHedonic_Ext, BPassion_Ext <sup>b</sup>		Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,948 <sup>a</sup>	,899	,816	,3375

a. Predictors: (Constant), Validation\_Ext, PBrand\_Influence, Up\_to\_DateInfo, Rewards\_Utilitarian, Brand\_Passion, BInfluence\_Ext, Seeking\_Assist, Rewards\_Hedonic, RUtilitarian\_Ext, Helping, Likeminded\_Ext, SAssistance\_Ext, Validation, Connecting, Likeminded\_Disc, Self\_Expression, Helping\_Ext, SExpression\_Ext, UpDateInfo\_Ext, Connecting\_Ext, RHedonic\_Ext, BPassion\_Ext

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	27,257	22	1,239	10,874	,000 <sup>b</sup>
Residual	3,076	27	,114		
Total	30,333	49			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation\_Ext, PBrand\_Influence, Up\_to\_DateInfo, Rewards\_Utilitarian, Brand\_Passion, BInfluence\_Ext, Seeking\_Assist, Rewards\_Hedonic, RUtilitarian\_Ext, Helping, Likeminded\_Ext, SAssistance\_Ext, Validation, Connecting, Likeminded\_Disc, Self\_Expression, Helping\_Ext, SExpression\_Ext, UpDateInfo\_Ext, Connecting\_Ext, RHedonic\_Ext, BPassion\_Ext

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,419	6,674	5,688	,7458	50
Residual	-,5485	,5468	,0000	,2506	50
Std. Predicted Value	-3,042	1,322	,000	1,000	50
Std. Residual	-1,625	1,620	,000	,742	50

a. Dependent Variable: Affective\_Commit

### *Online Community 2: McDonald's Portugal – Facebook Page*

**Appendix 107** McDonald's Portugal regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
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1	Validation_Ext, Rewards_Hedonic, RUtilitarian_Ext, Rewards_Utilitarian, Up_to_DateInfo, Likeminded_Disc, Self_Expression, UpDateInfo_Ext, Brand_Passion, PBrand_Influence, RHedonic_Ext, Seeking_Assist, SAssistance_Ext, SExpression_Ext, Validation, Connecting, Helping, BInfluence_Ext, Helping_Ext, BPassion_Ext, Likeminded_Ext, Connecting_Ext <sup>b</sup>		Enter
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a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,881 <sup>a</sup>	,776	,712	,6561

a. Predictors: (Constant), Validation\_Ext, Rewards\_Hedonic, RUtilitarian\_Ext, Rewards\_Utilitarian, Up\_to\_DateInfo, Likeminded\_Disc, Self\_Expression, UpDateInfo\_Ext, Brand\_Passion, PBrand\_Influence, RHedonic\_Ext, Seeking\_Assist, SAssistance\_Ext, SExpression\_Ext, Validation, Connecting, Helping, BInfluence\_Ext, Helping\_Ext, BPassion\_Ext, Likeminded\_Ext, Connecting\_Ext

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	115,030	22	5,229	12,147	,000 <sup>b</sup>
Residual	33,144	77	,430		
Total	148,174	99			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation\_Ext, Rewards\_Hedonic, RUtilitarian\_Ext, Rewards\_Utilitarian, Up\_to\_DateInfo, Likeminded\_Disc, Self\_Expression, UpDateInfo\_Ext, Brand\_Passion, PBrand\_Influence, RHedonic\_Ext, Seeking\_Assist, SAssistance\_Ext, SExpression\_Ext, Validation, Connecting, Helping, BInfluence\_Ext, Helping\_Ext, BPassion\_Ext, Likeminded\_Ext, Connecting\_Ext

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,812	5,782	3,284	1,0779	100
Residual	-1,8148	1,5349	,0000	,5786	100
Std. Predicted Value	-2,294	2,318	,000	1,000	100
Std. Residual	-2,766	2,340	,000	,882	100

a. Dependent Variable: Affective\_Commit

*Online Community 3: My Starbucks Idea*

**Appendix 108** My Starbucks Idea regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, PBrand_Influence, Rewards_Hedonic, Seeking_Assist, Brand_Passion, Rewards_Utilitarian, RHedonic_Ext, Up_to_DateInfo, Helping, BPassion_Ext, Connecting_Ext, Validation, UpDateInfo_Ext, Connecting, Helping_Ext, SEexpression_Ext, Self_Expression, Likeminded_Ext, BInfluence_Ext, Likeminded_Disc, SAssistance_Ext, RUtilitarian_Ext <sup>b</sup>		Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,628 <sup>a</sup>	,394	,221	,4288

a. Predictors: (Constant), Validation\_Ext, PBrand\_Influence, Rewards\_Hedonic, Seeking\_Assist, Brand\_Passion, Rewards\_Utilitarian, RHedonic\_Ext, Up\_to\_DateInfo, Helping, BPassion\_Ext, Connecting\_Ext, Validation, UpDateInfo\_Ext, Connecting, Helping\_Ext, SEexpression\_Ext, Self\_Expression, Likeminded\_Ext, BInfluence\_Ext, Likeminded\_Disc, SAssistance\_Ext, RUtilitarian\_Ext

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,204	22	,418	2,276	,004 <sup>b</sup>
	Residual	14,156	77	,184		
	Total	23,360	99			

a. Dependent Variable: Affective\_Commit

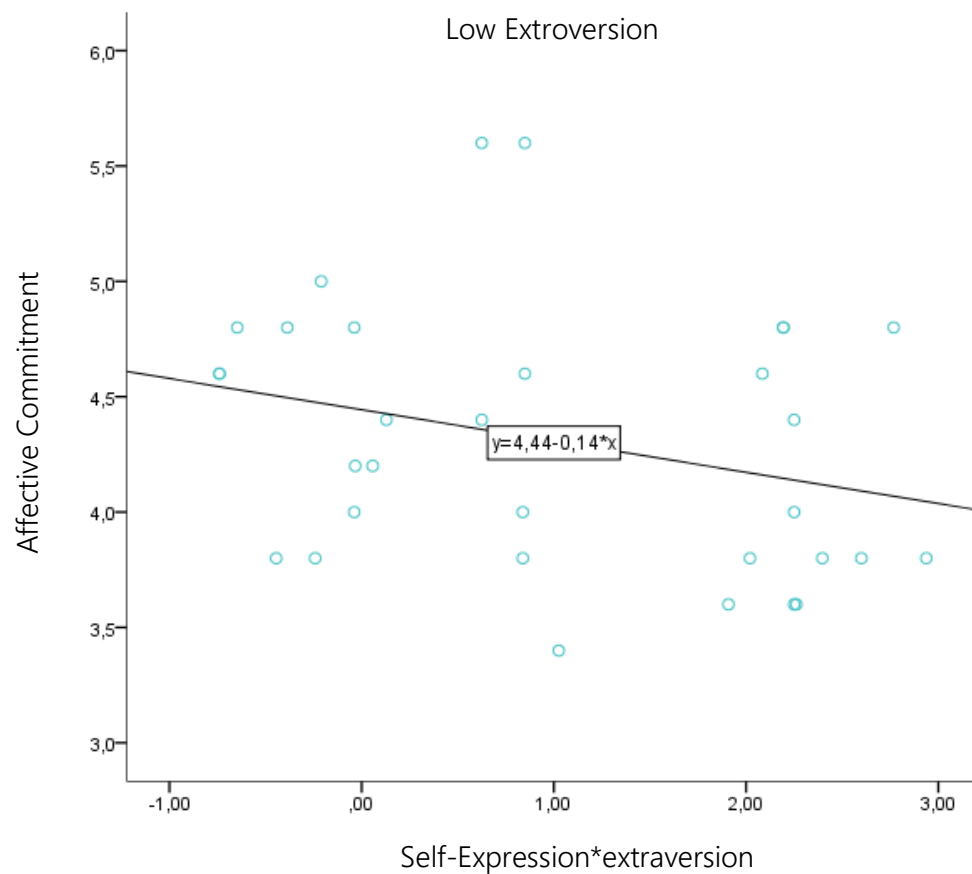
b. Predictors: (Constant), Validation\_Ext, PBrand\_Influence, Rewards\_Hedonic, Seeking\_Assist, Brand\_Passion, Rewards\_Utilitarian, RHedonic\_Ext, Up\_to\_DateInfo, Helping, BPassion\_Ext, Connecting\_Ext, Validation, UpDateInfo\_Ext, Connecting, Helping\_Ext, SEexpression\_Ext, Self\_Expression, Likeminded\_Ext, BInfluence\_Ext, Likeminded\_Disc, SAssistance\_Ext, RUtilitarian\_Ext

**Residuals Statistics<sup>a</sup>**

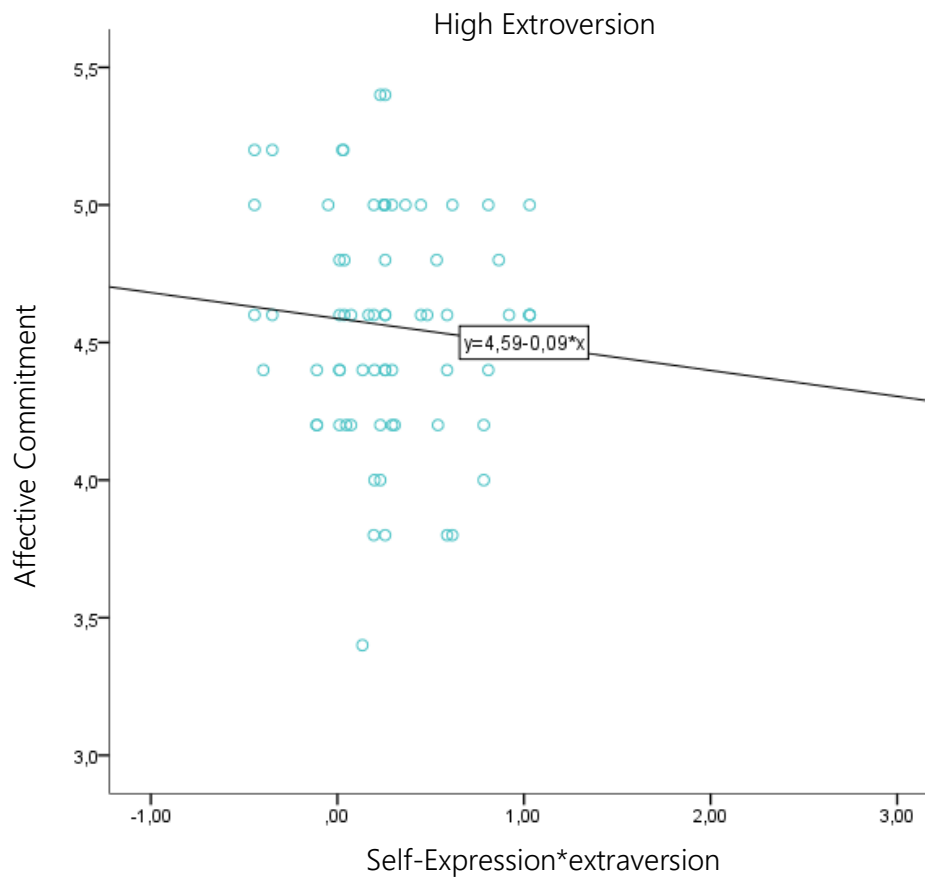
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,596	5,289	4,480	,3049	100
Residual	-,8266	1,3278	,0000	,3781	100
Std. Predicted Value	-2,899	2,652	,000	1,000	100
Std. Residual	-1,928	3,097	,000	,882	100

a. Dependent Variable: Affective\_Commit

**Appendix 109** OBCE (dimension: Self-expression) relation to Affective Commitment, with the moderation of extraversion (low extroversion)



**Appendix 110** OBCE (dimension: Self-expression) relation to Affective Commitment, with the moderation of extraversion (high extroversion)



#### Online Community 4: *MacRumours (Apple)*

**Appendix 111** MacRumours regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Likeminded_Disc, Rewards_Utilitarian, Self_Expression, Brand_Passion, PBrand_Influence, Helping, Up_to_DateInfo, Rewards_Hedonic, BInfluence_Ext, BPassion_Ext, Connecting, SExpression_Ext, UpDateInfo_Ext, Seeking_Assist, Likeminded_Ext, Connecting_Ext, RUtilitarian_Ext, Helping_Ext, Validation, RHedonic_Ext, SAssistance_Ext <sup>b</sup>		Enter

a. Dependent Variable: Affective\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,749 <sup>a</sup>	,561	,436	,4980

a. Predictors: (Constant), Validation\_Ext, Likeminded\_Disc, Rewards\_Utilitarian, Self\_Expression, Brand\_Passion, PBrand\_Influence, Helping, Up\_to\_DateInfo, Rewards\_Hedonic, BInfluence\_Ext, BPassion\_Ext, Connecting, SExpression\_Ext, UpDateInfo\_Ext, Seeking\_Assist, Likeminded\_Ext, Connecting\_Ext, RUtilitarian\_Ext, Helping\_Ext, Validation, RHedonic\_Ext, SAssistance\_Ext

b. Dependent Variable: Affective\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24,405	22	1,109	4,473	,000 <sup>b</sup>
	Residual	19,097	77	,248		
	Total	43,502	99			

a. Dependent Variable: Affective\_Commit

b. Predictors: (Constant), Validation\_Ext, Likeminded\_Disc, Rewards\_Utilitarian, Self\_Expression, Brand\_Passion, PBrand\_Influence, Helping, Up\_to\_DateInfo, Rewards\_Hedonic, BInfluence\_Ext, BPassion\_Ext, Connecting, SExpression\_Ext, UpDateInfo\_Ext, Seeking\_Assist, Likeminded\_Ext, Connecting\_Ext, RUtilitarian\_Ext, Helping\_Ext, Validation, RHedonic\_Ext, SAssistance\_Ext

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,850	6,782	5,676	,4965	100
Residual	-1,2207	1,0858	,0000	,4392	100
Std. Predicted Value	-5,691	2,228	,000	1,000	100
Std. Residual	-2,451	2,180	,000	,882	100

a. Dependent Variable: Affective\_Commit



*Anti-Brand Communities*

**Appendix 112** Regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion, in Anti-Brand communities

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Rewards_UtilitarianH, Rewards_HedonicH, BAversion_Ext, Brand_AversionH, RUtilitarian_Ext, Up_to_DateInfoH, UpDateInfo_Ext, Seeking_AssistH, RHedonic_Ext, BInfluence_Ext, SAssistance_Ext, PBrand_InfluenceH, ConnectingH, Connecting_Ext, Self_ExpressH, Validation_H, SExpression_Ext, HelpingH, Helping_Ext, Likeminded_Disch, Likeminded_Ext <sup>b</sup>		Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,796 <sup>a</sup>	,633	,608	,44529	1,585

a. Predictors: (Constant), Validation\_Ext, Rewards\_UtilitarianH, Rewards\_HedonicH, BAversion\_Ext, Brand\_AversionH, RUtilitarian\_Ext, Up\_to\_DateInfoH, UpDateInfo\_Ext, Seeking\_AssistH, RHedonic\_Ext, BInfluence\_Ext, SAssistance\_Ext, PBrand\_InfluenceH, ConnectingH, Connecting\_Ext, Self\_ExpressH, Validation\_H, SExpression\_Ext, HelpingH, Helping\_Ext, Likeminded\_Disch, Likeminded\_Ext

b. Dependent Variable: HAffect\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111,807	22	5,082	25,630	,000 <sup>b</sup>
	Residual	64,840	327	,198		
	Total	176,647	349			

a. Dependent Variable: HAffect\_Commit

b. Predictors: (Constant), Validation\_Ext, Rewards\_UtilitarianH, Rewards\_HedonicH, BAversion\_Ext, Brand\_AversionH, RUtilitarian\_Ext, Up\_to\_DateInfoH, UpDateInfo\_Ext, Seeking\_AssistH, RHedonic\_Ext, BInfluence\_Ext, SAssistance\_Ext, PBrand\_InfluenceH, ConnectingH, Connecting\_Ext, Self\_ExpressH, Validation\_H, SExpression\_Ext, HelpingH, Helping\_Ext, Likeminded\_Disch, Likeminded\_Ext

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,0893	5,0824	3,5617	,56601	350
Residual	-1,48872	1,21545	,00000	,43103	350
Std. Predicted Value	-2,601	2,687	,000	1,000	350
Std. Residual	-3,343	2,730	,000	,968	350

a. Dependent Variable: HAffect\_Commit

**Online Community 5: Sporting Comédia de Portugal (Facebook Page)**

**Appendix 113** Sporting Comédia de Portugal regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Rewards_UtilitarianH, UpDateInfo_Ext, RHedonic_Ext, Seeking_AssistH, Rewards_HedonicH, Up_to_DateInfoH, Blinfluence_Ext, Connecting_Ext, Self_ExpressH, BAversion_Ext, Brand_AversionH, ConnectingH, SExpression_Ext, HelpingH, Likeminded_DiscH, RUtilitarian_Ext, SAssistance_Ext, Validation_H, PBrand_InfluenceH, Likeminded_Ext, Helping_Ext <sup>b</sup>		. Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,901 <sup>a</sup>	,812	,660	,26554	1,911

a. Predictors: (Constant), Validation\_Ext, Rewards\_UtilitarianH, UpDateInfo\_Ext, RHedonic\_Ext, Seeking\_AssistH, Rewards\_HedonicH, Up\_to\_DateInfoH, Blinfluence\_Ext, Connecting\_Ext, Self\_ExpressH, BAversion\_Ext, Brand\_AversionH, ConnectingH, SExpression\_Ext, HelpingH, Likeminded\_DiscH, RUtilitarian\_Ext, SAssistance\_Ext, Validation\_H, PBrand\_InfluenceH, Likeminded\_Ext, Helping\_Ext

b. Dependent Variable: HAffect\_Commit

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8,247	22	,375	5,317	,000 <sup>b</sup>

Residual	1,904	27	,071		
Total	10,151	49			

a. Dependent Variable: HAffect\_Commit

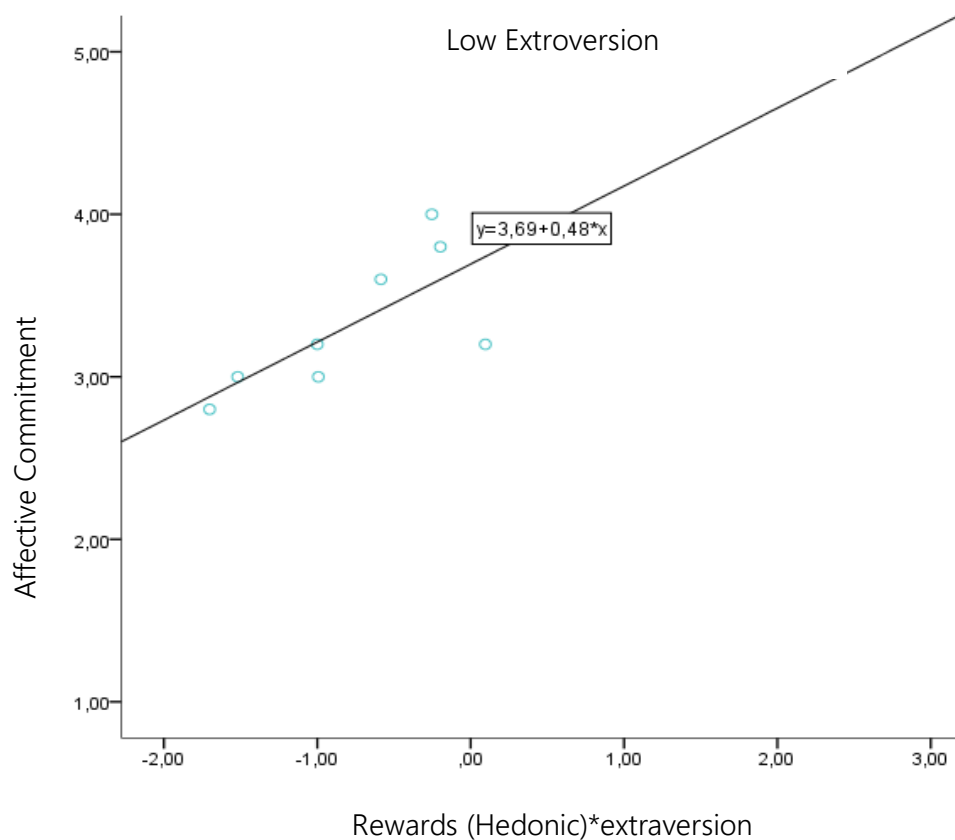
b. Predictors: (Constant), Validation\_Ext, Rewards\_UtilitarianH, UpDateInfo\_Ext, RHedonic\_Ext, Seeking\_AssistH, Rewards\_HedonicH, Up\_to\_DateInfoH, BlInfluence\_Ext, Connecting\_Ext, Self\_ExpressH, BAversion\_Ext, Brand\_AversionH, ConnectingH, SExpression\_Ext, HelpingH, Likeminded\_DiscH, RUtilitarian\_Ext, SAssistance\_Ext, Validation\_H, PBrand\_InfluenceH, Likeminded\_Ext, Helping\_Ext

**Residuals Statistics<sup>a</sup>**

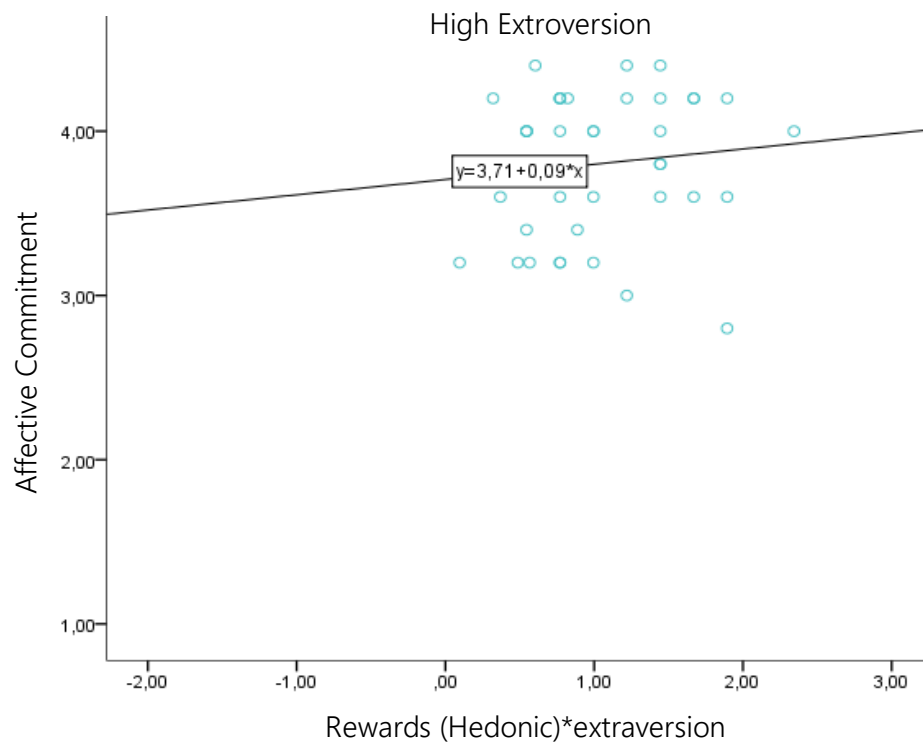
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,8921	4,3793	3,7240	,41026	50
Residual	-,47476	,33630	,00000	,19711	50
Std. Predicted Value	-2,028	1,597	,000	1,000	50
Std. Residual	-1,788	1,266	,000	,742	50

a. Dependent Variable: HAffect\_Commit

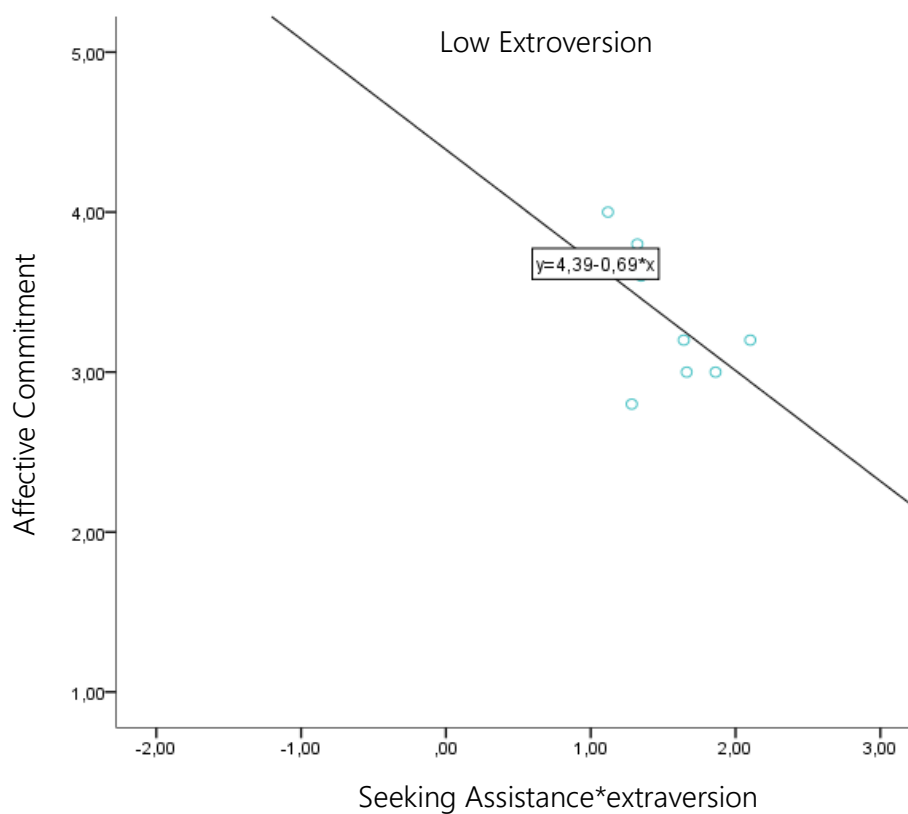
**Appendix 114** OBCE (dimension: Rewards (Hedonic)) relation to Affective Commitment, with the moderation of extraversion (low extroversion)



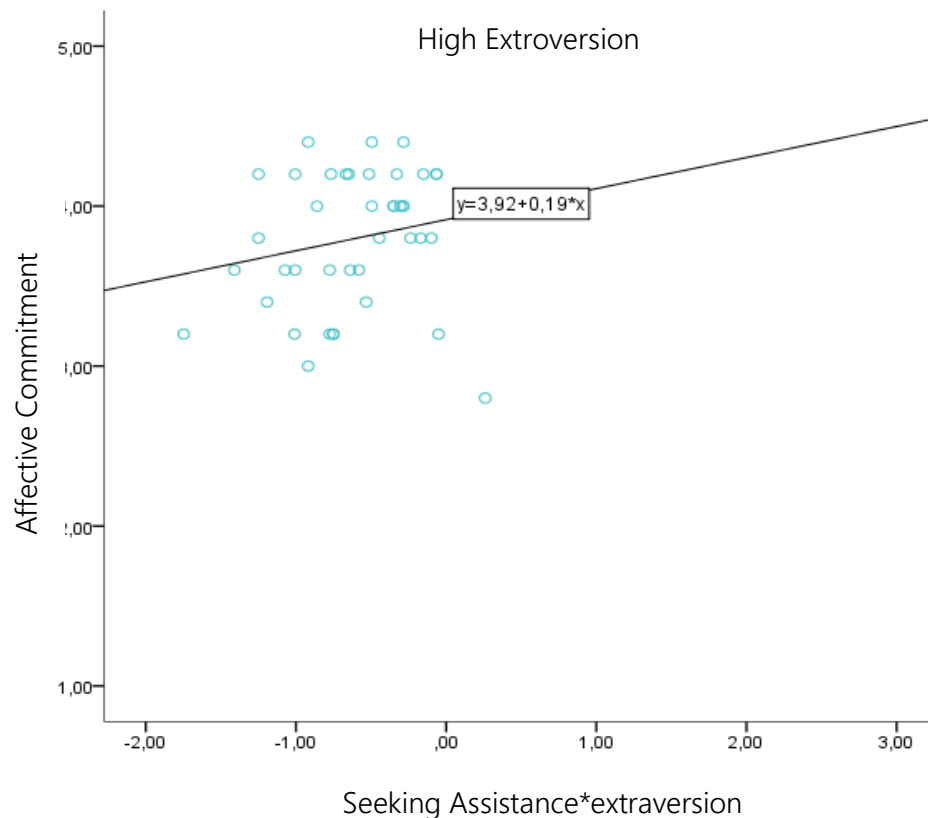
**Appendix 115** OBCE (dimension: Self-expression) relation to Affective Commitment, with the moderation of extraversion (high extroversion)



**Appendix 116** OBCE (dimension: Seeking Assistance) relation to Affective Commitment, with the moderation of extraversion (low extroversion)



**Appendix 117** OBCE (dimension: Seeking Assistance) relation to Affective Commitment, with the moderation of extraversion (high extroversion)



**Online Community 6: I Hate McDonald's – Facebook Page**

**Appendix 118** I Hate McDonald's regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, RUtilitarian_Ext, Brand_AversionH, Up_to_DateInfoH, Rewards_HedonicH, Rewards_UtilitarianH, ConnectingH, BInfluence_Ext, Validation_H, Likeminded_DiscH, UpDateInfo_Ext, SAssistance_Ext, Seeking_AssistH, RHedonic_Ext, Self_ExpressH, HelpingH, SEExpression_Ext, BAversion_Ext, Helping_Ext, PBrand_InfluenceH, Connecting_Ext, Likeminded_Ext <sup>b</sup>		Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,942 <sup>a</sup>	,887	,855	,30723	1,764

a. Predictors: (Constant), Validation\_Ext, RUtilitarian\_Ext, Brand\_AversionH, Up\_to\_DateInfoH, Rewards\_HedonicH, Rewards\_UtilitarianH, ConnectingH, BInfluence\_Ext, Validation\_H, Likeminded\_DiscH, UpDateInfo\_Ext, SAssistance\_Ext, Seeking\_AssistH, RHedonic\_Ext, Self\_ExpressH, HelpingH, SExpression\_Ext, BAversion\_Ext, Helping\_Ext, PBrand\_InfluenceH, Connecting\_Ext, Likeminded\_Ext

b. Dependent Variable: HAffect\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57,011	22	2,591	27,454	,000 <sup>b</sup>
	Residual	7,268	77	,094		
	Total	64,280	99			

a. Dependent Variable: HAffect\_Commit

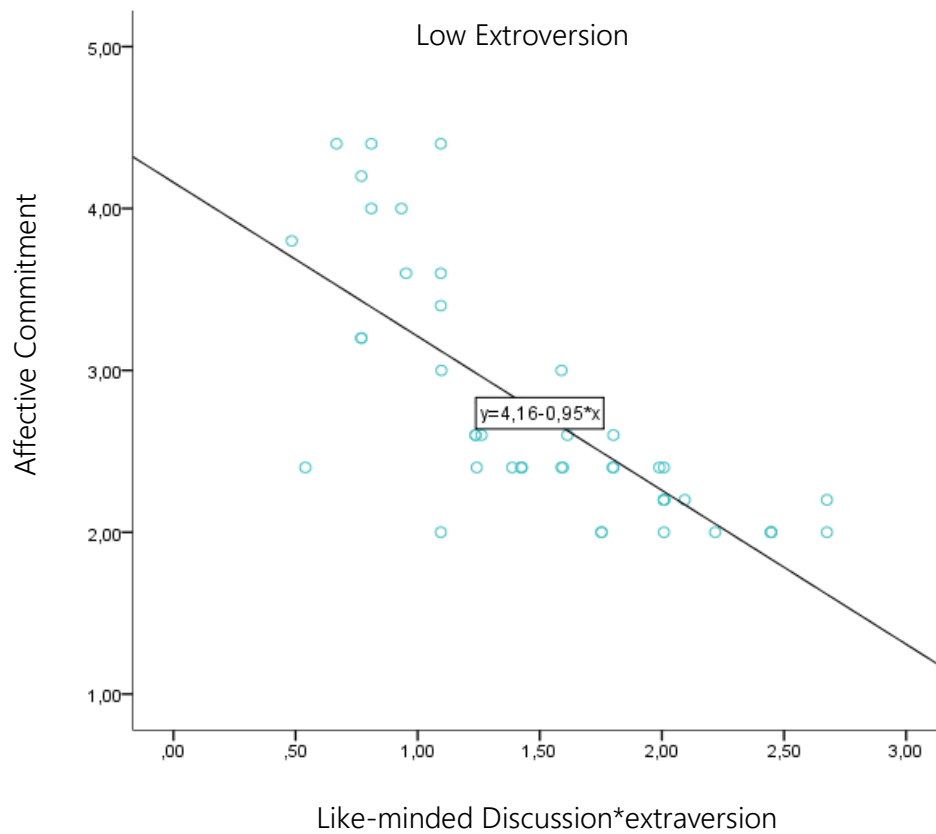
b. Predictors: (Constant), Validation\_Ext, RUtilitarian\_Ext, Brand\_AversionH, Up\_to\_DateInfoH, Rewards\_HedonicH, Rewards\_UtilitarianH, ConnectingH, BInfluence\_Ext, Validation\_H, Likeminded\_DiscH, UpDateInfo\_Ext, SAssistance\_Ext, Seeking\_AssistH, RHedonic\_Ext, Self\_ExpressH, HelpingH, SExpression\_Ext, BAversion\_Ext, Helping\_Ext, PBrand\_InfluenceH, Connecting\_Ext, Likeminded\_Ext

**Residuals Statistics<sup>a</sup>**

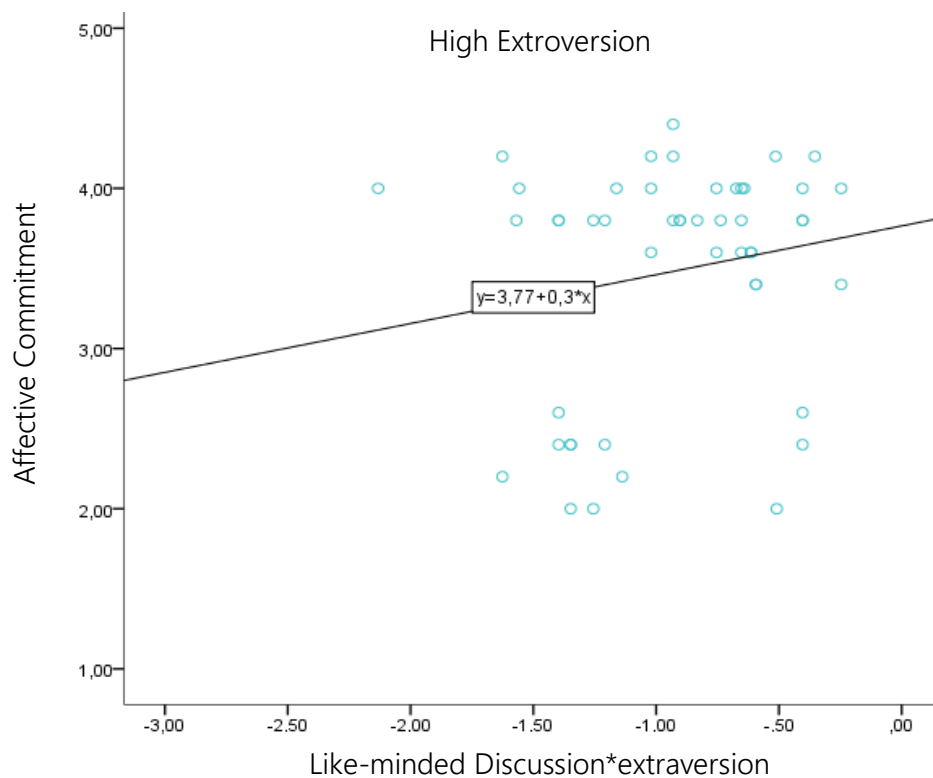
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,8999	4,5344	3,0980	,75886	100
Residual	-,67875	,80002	,00000	,27095	100
Std. Predicted Value	-1,579	1,893	,000	1,000	100
Std. Residual	-2,209	2,604	,000	,882	100

a. Dependent Variable: HAffect\_Commit

**Appendix 119** OBCE (dimension: Like-minded Discussion) relation to Affective Commitment, with the moderation of extraversion (low extroversion)



**Appendix 120** OBCE (dimension: Seeking Assistance) relation to Affective Commitment, with the moderation of extraversion (high extroversion)



*Online Community 7: Anti-Starbucks Community*

**Appendix 121** Anti-Starbucks community regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Rewards_HedonicH, Self_ExpressH, UpDateInfo_Ext, Seeking_AssistH, PBrand_InfluenceH, BAversion_Ext, SExpression_Ext, Up_to_DateInfoH, Rewards_UtilitarianH, RHedonic_Ext, Brand_AversionH, ConnectingH, Connecting_Ext, Likeminded_DiscH, BInfluence_Ext, RUtilitarian_Ext, SAssistance_Ext, HelpingH, Helping_Ext, Validation_H, Likeminded_Ext <sup>b</sup>		Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,710 <sup>a</sup>	,504	,362	,32467	2,159

a. Predictors: (Constant), Validation\_Ext, Rewards\_HedonicH, Self\_ExpressH, UpDateInfo\_Ext, Seeking\_AssistH, PBrand\_InfluenceH, BAversion\_Ext, SExpression\_Ext, Up\_to\_DateInfoH, Rewards\_UtilitarianH, RHedonic\_Ext, Brand\_AversionH, ConnectingH, Connecting\_Ext, Likeminded\_DiscH, BInfluence\_Ext, RUtilitarian\_Ext, SAssistance\_Ext, HelpingH, Helping\_Ext, Validation\_H, Likeminded\_Ext

b. Dependent Variable: HAffect\_Commit

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,243	22	,375	3,555	,000 <sup>b</sup>
	Residual	8,117	77	,105		
	Total	16,360	99			

a. Dependent Variable: HAffect\_Commit

b. Predictors: (Constant), Validation\_Ext, Rewards\_HedonicH, Self\_ExpressH, UpDateInfo\_Ext, Seeking\_AssistH, PBrand\_InfluenceH, BAversion\_Ext, SExpression\_Ext, Up\_to\_DateInfoH, Rewards\_UtilitarianH, RHedonic\_Ext, Brand\_AversionH, ConnectingH, Connecting\_Ext, Likeminded\_DiscH, BInfluence\_Ext, RUtilitarian\_Ext, SAssistance\_Ext, HelpingH, Helping\_Ext, Validation\_H, Likeminded\_Ext



**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,9304	4,5179	3,8600	,28856	100
Residual	-,87547	,66959	,00000	,28633	100
Std. Predicted Value	-3,221	2,280	,000	1,000	100
Std. Residual	-2,696	2,062	,000	,882	100

a. Dependent Variable: HAffect\_Commit

### *Online Community 8: I Hate Apple (Facebook Page)*

**Appendix 122** I Hate Apple regression analysis between Online Brand-Community Engagement and Affective Commitment, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, PBrand_InfluenceH, Rewards_HedonicH, Rewards_UtilitarianH, Brand_AversionH, Up_to_DateInfoH, RUtilitarian_Ext, SAssistance_Ext, SEExpression_Ext, BInfluence_Ext, RHedonic_Ext, Seeking_AssistH, BAversion_Ext, UpDateInfo_Ext, ConnectingH, Validation_H, Helping_Ext, HelpingH, Self_ExpressH, Connecting_Ext, Likeminded_DiscH, Likeminded_Ext <sup>b</sup>		Enter

a. Dependent Variable: HAffect\_Commit

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,780 <sup>a</sup>	,608	,496	,52137	1,485

a. Predictors: (Constant), Validation\_Ext, PBrand\_InfluenceH, Rewards\_HedonicH, Rewards\_UtilitarianH, Brand\_AversionH, Up\_to\_DateInfoH, RUtilitarian\_Ext, SAssistance\_Ext, SEExpression\_Ext, BInfluence\_Ext, RHedonic\_Ext, Seeking\_AssistH, BAversion\_Ext, UpDateInfo\_Ext, ConnectingH, Validation\_H, Helping\_Ext, HelpingH, Self\_ExpressH, Connecting\_Ext, Likeminded\_DiscH, Likeminded\_Ext

b. Dependent Variable: HAffect\_Commit

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32,498	22	1,477	5,434	,000 <sup>b</sup>
	Residual	20,931	77	,272		
	Total	53,428	99			

a. Dependent Variable: HAffect\_Commit

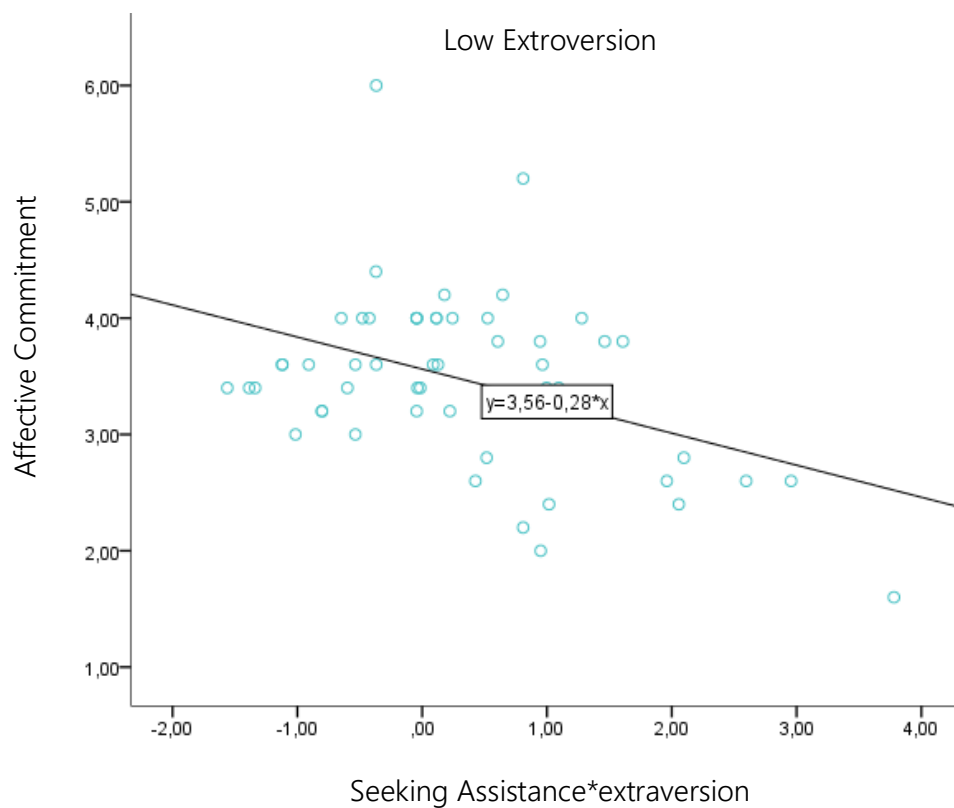
b. Predictors: (Constant), Validation\_Ext, PBrand\_InfluenceH, Rewards\_HedonicH, Rewards\_UtilitarianH, Brand\_AversionH, Up\_to\_DateInfoH, RUtilitarian\_Ext, SAssistance\_Ext, SExpression\_Ext, BInfluence\_Ext, RHedonic\_Ext, Seeking\_AssistH, BAversion\_Ext, UpDateInfo\_Ext, ConnectingH, Validation\_H, Helping\_Ext, HelpingH, Self\_ExpressH, Connecting\_Ext, Likeminded\_DiscH, Likeminded\_Ext

Residuals Statistics<sup>a</sup>

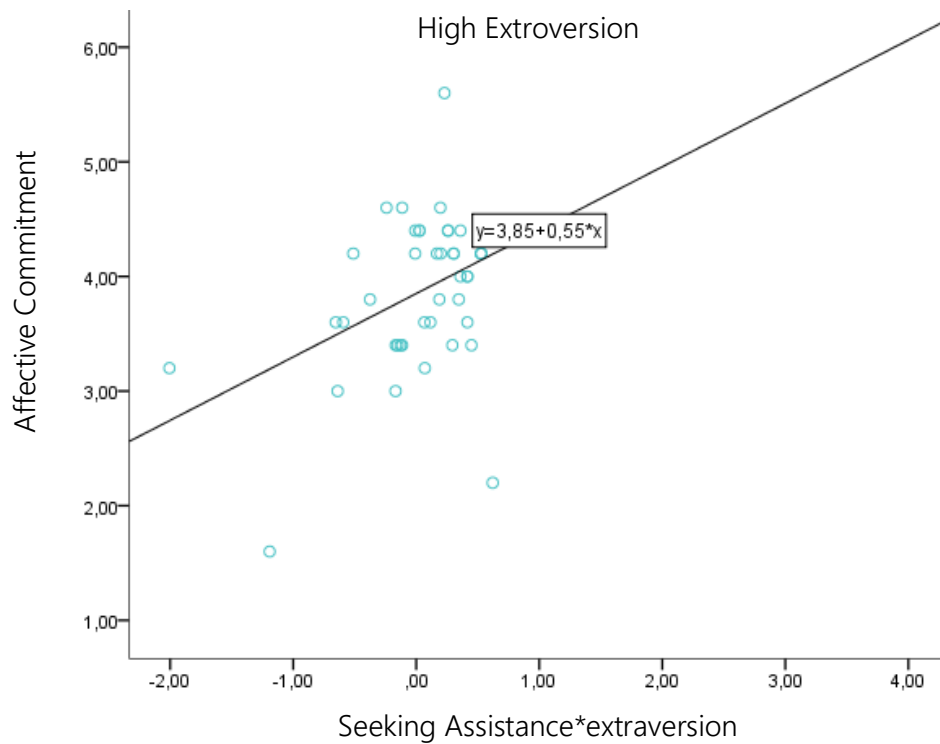
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,7736	4,9552	3,6460	,57294	100
Residual	-1,18300	1,50102	,00000	,45981	100
Std. Predicted Value	-3,268	2,285	,000	1,000	100
Std. Residual	-2,269	2,879	,000	,882	100

a. Dependent Variable: HAffect\_Commit

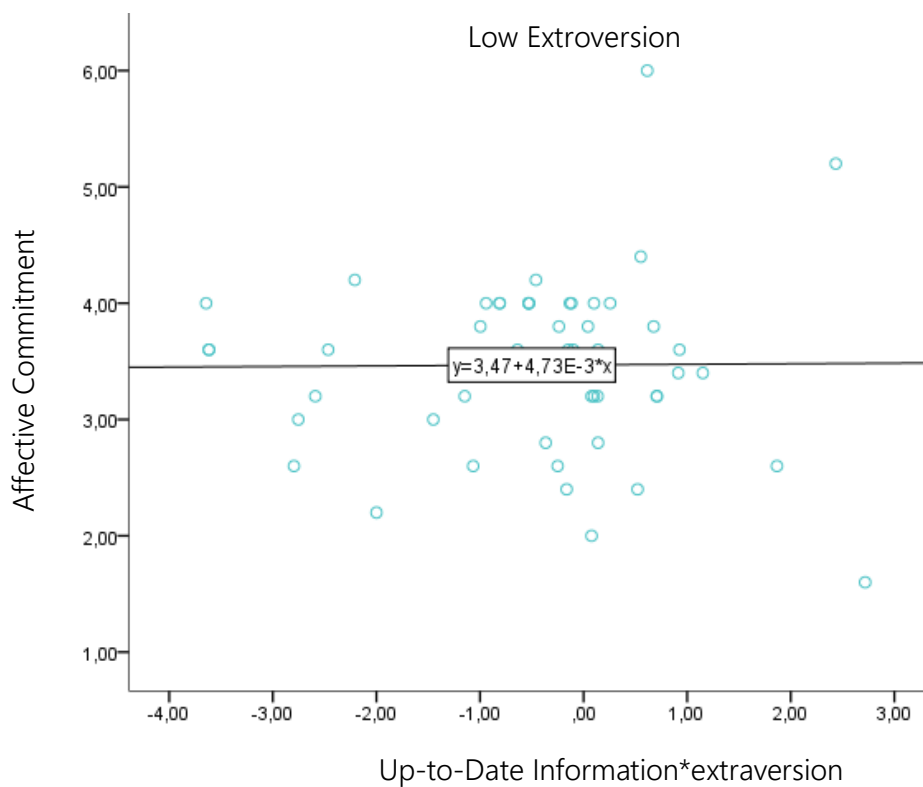
**Appendix 123** OBCE (dimension: Seeking Assistance) relation to Affective Commitment, with the moderation of extraversion (low extroversion)



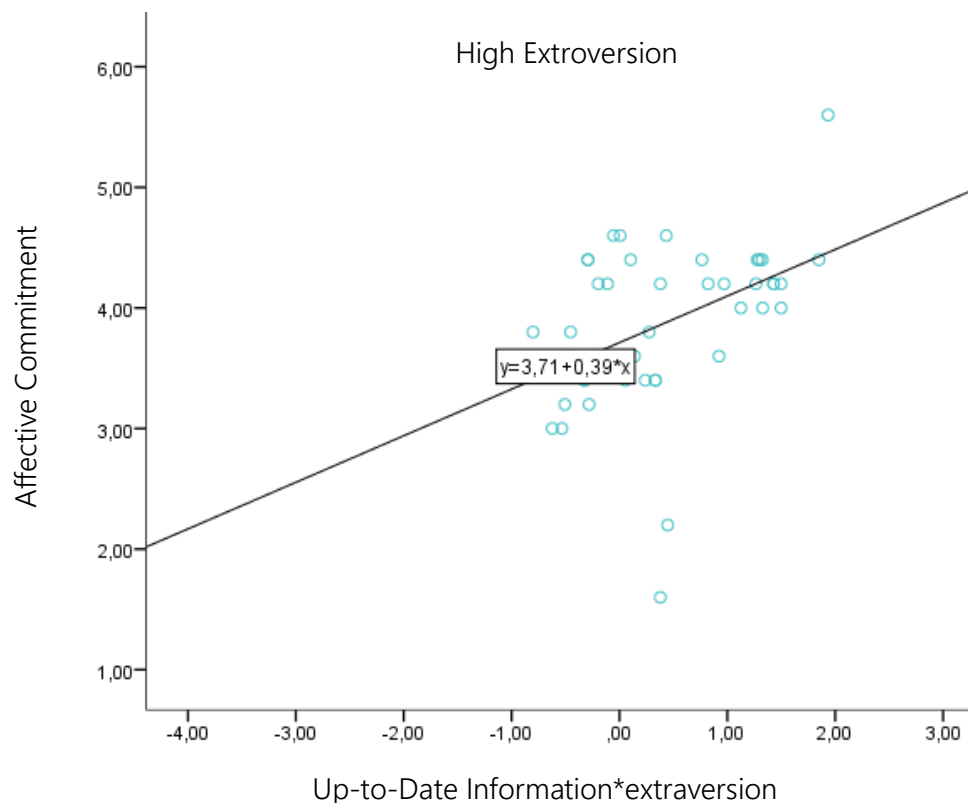
**Appendix 124** OBCE (dimension: Seeking Assistance) relation to Affective Commitment, with the moderation of extraversion (high extraversion)



**Appendix 125** OBCE (dimension: Up-to-Date Information) relation to Affective Commitment, with the moderation of extraversion (low extraversion)



**Appendix 126** OBCE (dimension: Up-to-Date Information) relation to Affective Commitment, with the moderation of extraversion (high extroversion)



**g. Multiple Linear Regression Analysis - Brand Engagement relation to Self-expression WOM outside the community, with Extraversion as a moderator**

**Fan Brand Communities**

**Appendix 127** Regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion, for Fan Brand communities

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Seeking_Assist, PBrand_Influence, RUtilitarian_Ext, UpDateInfo_Ext, Rewards_Utilitarian, Self_Expression, Helping_Ext, Brand_Passion, BPassion_Ext, BInfluence_Ext, Up_to_DateInfo, SAssistance_Ext, Likeminded_Disc, SExpression_Ext, Helping, Likeminded_Ext, Connecting_Ext, Connecting, Validation, Rewards_Hedonic, RHedonic_Ext <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,862 <sup>a</sup>	,744	,727	,78489	1,617

a. Predictors: (Constant), Validation\_Ext, Seeking\_Assist, PBrand\_Influence, RUtilitarian\_Ext, UpDateInfo\_Ext, Rewards\_Utilitarian, Self\_Expression, Helping\_Ext, Brand\_Passion, BPassion\_Ext, BInfluence\_Ext, Up\_to\_DateInfo, SAssistance\_Ext, Likeminded\_Disc, SExpression\_Ext, Helping, Likeminded\_Ext, Connecting\_Ext, Connecting, Validation, Rewards\_Hedonic, RHedonic\_Ext

b. Dependent Variable: WOM

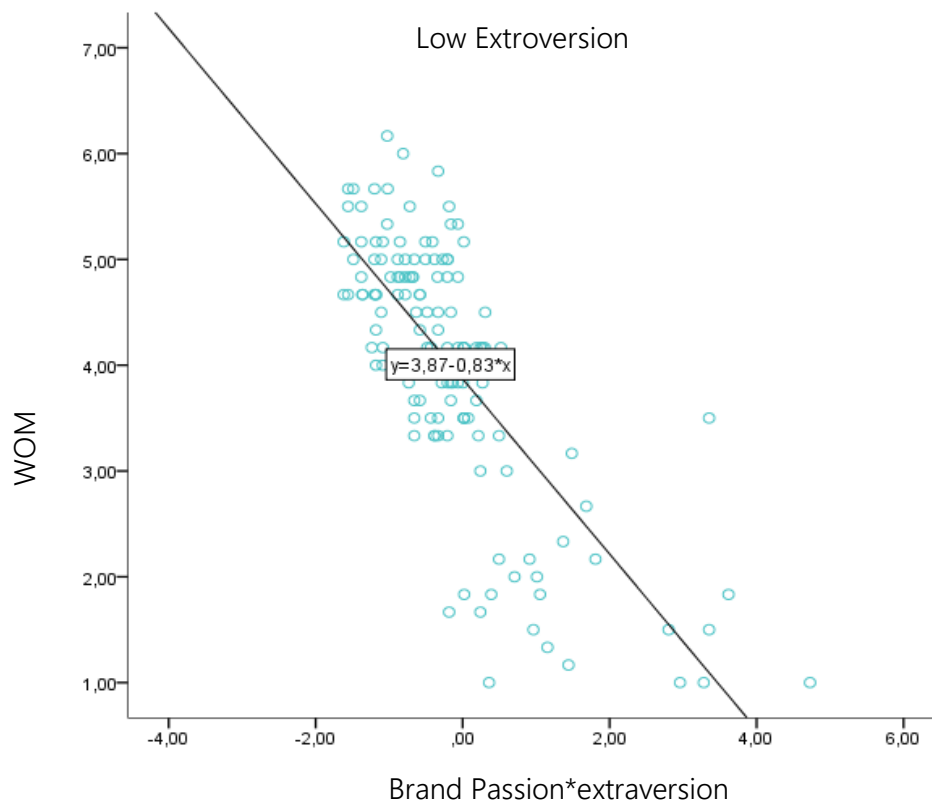
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	584,947	22	26,588	43,159	,000 <sup>b</sup>
	Residual	201,449	327	,616		
	Total	786,396	349			

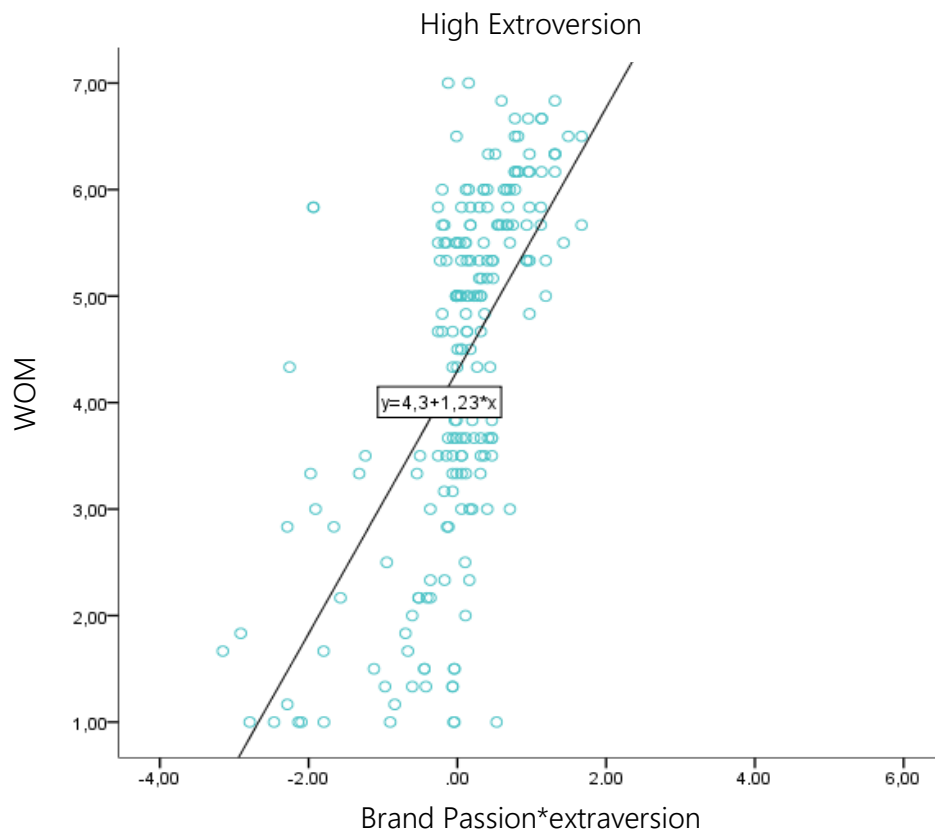
a. Dependent Variable: WOM

b. Predictors: (Constant), Validation\_Ext, Seeking\_Assist, PBrand\_Influence, RUtilitarian\_Ext, UpDateInfo\_Ext, Rewards\_Utilitarian, Self\_Expression, Helping\_Ext, Brand\_Passion, BPassion\_Ext, BInfluence\_Ext, Up\_to\_DateInfo, SAssistance\_Ext, Likeminded\_Disc, SExpression\_Ext, Helping, Likeminded\_Ext, Connecting\_Ext, Connecting, Validation, Rewards\_Hedonic, RHedonic\_Ext

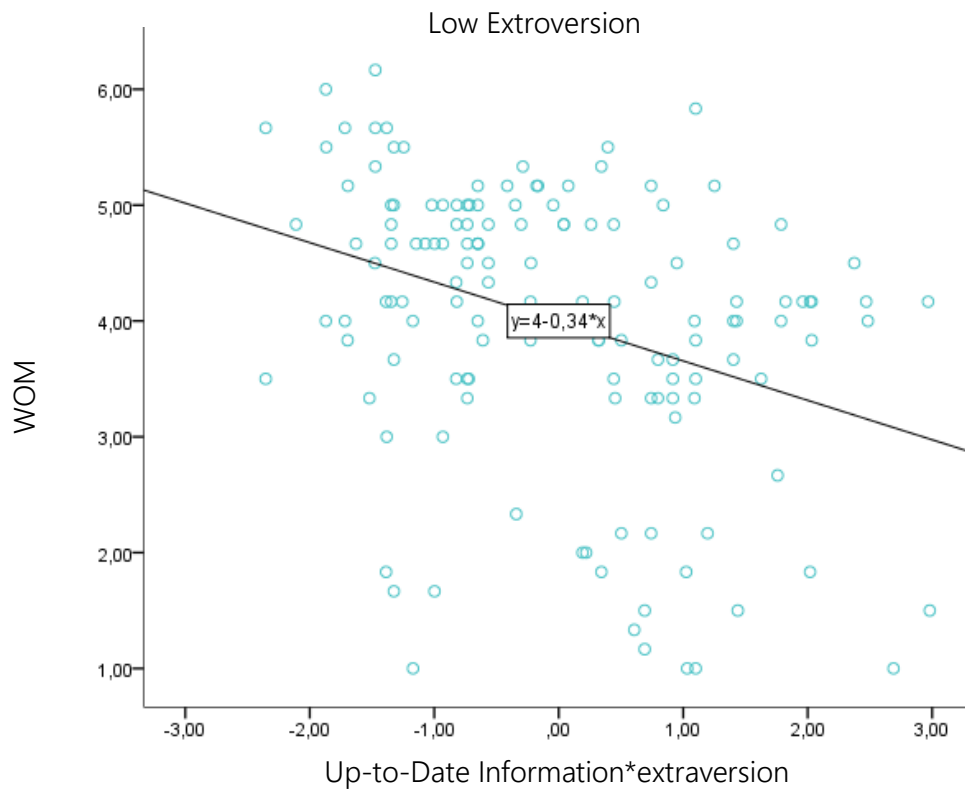
**Appendix 128** OBCE (dimension: Brand Passion) relation to self-expression WOM, with the moderation of extraversion (low extroversion), for Fan communities



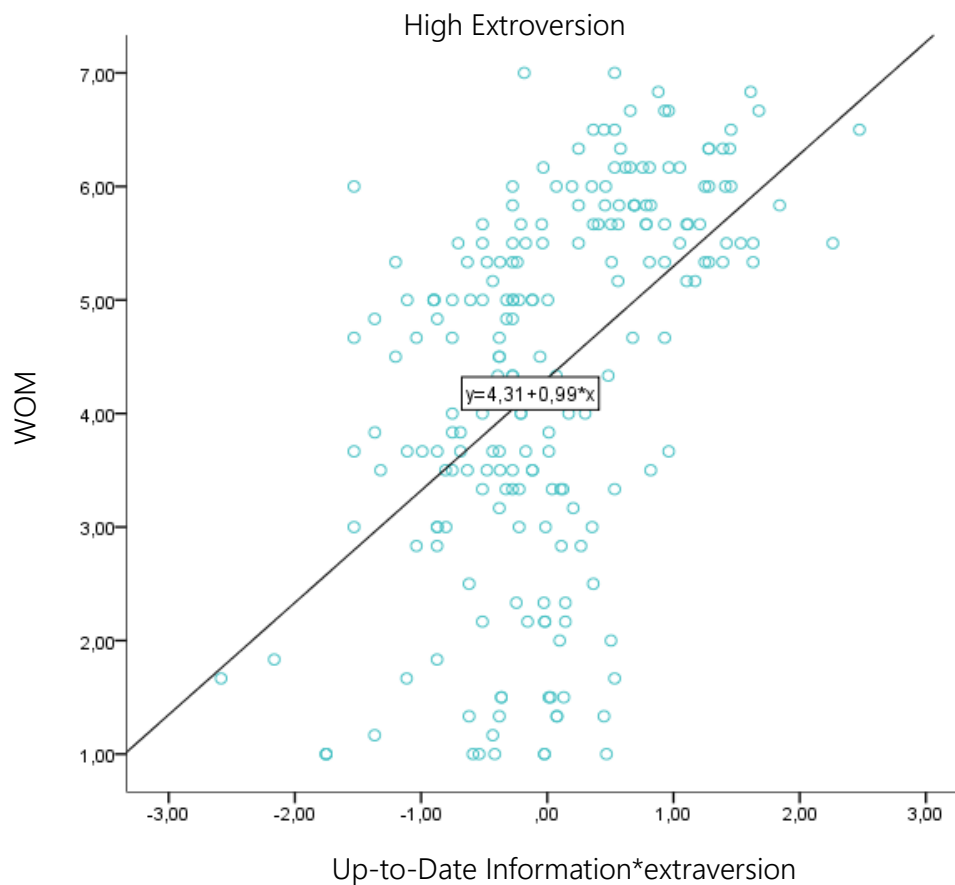
**Appendix 129** OBCE (dimension: Brand Passion) relation to self-expression WOM, with the moderation of extraversion (high extroversion), for Fan communities



**Appendix 130** OBCE (dimension: Up-to-Date Information) relation to self-expression WOM, with the moderation of extraversion (low extroversion), for Fan communities



**Appendix 131** OBCE (dimension: Up-to-Date Information) relation to self-expression WOM, with the moderation of extraversion (high extroversion), for Fan communities



*Online Community 1: Fórum SCP (Control Group)*

**Appendix 132** Fórum SCP regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, PBrand_Influence, Up_to_DateInfo, Rewards_Utilitarian, Brand_Passion, BInfluence_Ext, Seeking_Assist, Rewards_Hedonic, RUtilitarian_Ext, Helping, Likeminded_Ext, SAssistance_Ext, Validation, Connecting, Likeminded_Disc, Self_Expression, Helping_Ext, SExpression_Ext, UpDateInfo_Ext, Connecting_Ext, RHedonic_Ext, BPassion_Ext <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,953 <sup>a</sup>	,908	,833	,31054

a. Predictors: (Constant), Validation\_Ext, PBrand\_Influence, Up\_to\_DateInfo, Rewards\_Utilitarian, Brand\_Passion, BInfluence\_Ext, Seeking\_Assist, Rewards\_Hedonic, RUtilitarian\_Ext, Helping, Likeminded\_Ext, SAssistance\_Ext, Validation, Connecting, Likeminded\_Disc, Self\_Expression, Helping\_Ext, SExpression\_Ext, UpDateInfo\_Ext, Connecting\_Ext, RHedonic\_Ext, BPassion\_Ext

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25,746	22	1,170	12,135	,000 <sup>b</sup>
	Residual	2,604	27	,096		
	Total	28,349	49			

a. Dependent Variable: WOM

b. Predictors: (Constant), Validation\_Ext, PBrand\_Influence, Up\_to\_DateInfo, Rewards\_Utilitarian, Brand\_Passion, BInfluence\_Ext, Seeking\_Assist, Rewards\_Hedonic, RUtilitarian\_Ext, Helping, Likeminded\_Ext, SAssistance\_Ext, Validation, Connecting, Likeminded\_Disc, Self\_Expression, Helping\_Ext, SExpression\_Ext, UpDateInfo\_Ext, Connecting\_Ext, RHedonic\_Ext, BPassion\_Ext

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4,0743	6,9230	5,7033	,72486	50
Residual	-,52617	,54483	,00000	,23051	50
Std. Predicted Value	-2,247	1,683	,000	1,000	50
Std. Residual	-1,694	1,754	,000	,742	50

a. Dependent Variable: WOM

## *Online Community 2: McDonald's Portugal – Facebook Page*

**Appendix 133** McDonald's Portugal regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
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1	Validation_Ext, Rewards_Hedonic, RUtilitarian_Ext, Rewards_Utilitarian, Up_to_DateInfo, Likeminded_Disc, Self_Expression, UpDateInfo_Ext, Brand_Passion, PBrand_Influence, RHedonic_Ext, Seeking_Assist, SAssistance_Ext, SExpression_Ext, Validation, Connecting, Helping, BInfluence_Ext, Helping_Ext, BPassion_Ext, Likeminded_Ext, Connecting_Ext <sup>b</sup>	.	Enter
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a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,833 <sup>a</sup>	,694	,606	,95250

a. Predictors: (Constant), Validation\_Ext, Rewards\_Hedonic, RUtilitarian\_Ext, Rewards\_Utilitarian, Up\_to\_DateInfo, Likeminded\_Disc, Self\_Expression, UpDateInfo\_Ext, Brand\_Passion, PBrand\_Influence, RHedonic\_Ext, Seeking\_Assist, SAssistance\_Ext, SExpression\_Ext, Validation, Connecting, Helping, BInfluence\_Ext, Helping\_Ext, BPassion\_Ext, Likeminded\_Ext, Connecting\_Ext

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158,217	22	7,192	7,927	,000 <sup>b</sup>
	Residual	69,859	77	,907		
	Total	228,076	99			

a. Dependent Variable: WOM

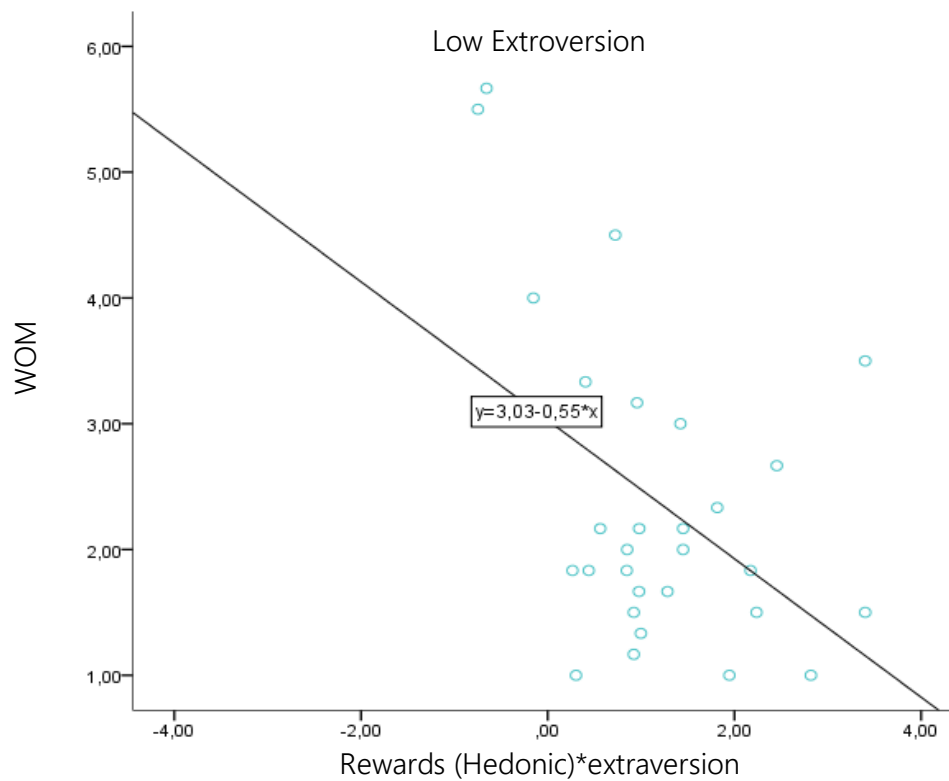
b. Predictors: (Constant), Validation\_Ext, Rewards\_Hedonic, RUtilitarian\_Ext, Rewards\_Utilitarian, Up\_to\_DateInfo, Likeminded\_Disc, Self\_Expression, UpDateInfo\_Ext, Brand\_Passion, PBrand\_Influence, RHedonic\_Ext, Seeking\_Assist, SAssistance\_Ext, SExpression\_Ext, Validation, Connecting, Helping, BInfluence\_Ext, Helping\_Ext, BPassion\_Ext, Likeminded\_Ext, Connecting\_Ext

**Residuals Statistics<sup>a</sup>**

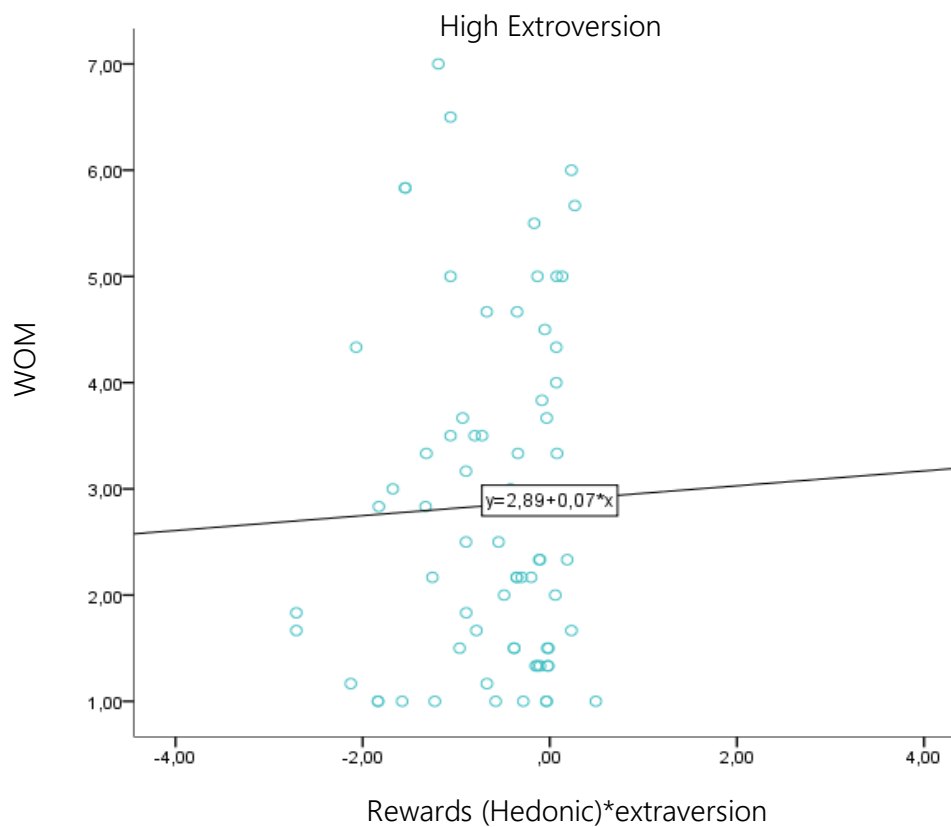
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,6723	5,7019	2,7083	1,26418	100
Residual	-1,60278	1,99504	,00000	,84003	100
Std. Predicted Value	-1,611	2,368	,000	1,000	100
Std. Residual	-1,683	2,095	,000	,882	100

a. Dependent Variable: WOM

**Appendix 134** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (low extroversion)



**Appendix 135** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (high extroversion)



*Online Community 3: My Starbucks Idea*

**Appendix 136** My Starbucks Idea regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, PBrand_Influence, Rewards_Hedonic, Seeking_Assist, Brand_Passion, Rewards_Utilitarian, RHedonic_Ext, Up_to_DateInfo, Helping, BPassion_Ext, Connecting_Ext, Validation, UpDateInfo_Ext, Connecting, Helping_Ext, SExpression_Ext, Self_Expression, Likeminded_Ext, BInfluence_Ext, Likeminded_Disc, SAssistance_Ext, RUtilitarian_Ext <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,765 <sup>a</sup>	,585	,466	,59165

a. Predictors: (Constant), Validation\_Ext, PBrand\_Influence, Rewards\_Hedonic, Seeking\_Assist, Brand\_Passion, Rewards\_Utilitarian, RHedonic\_Ext, Up\_to\_DateInfo, Helping, BPassion\_Ext, Connecting\_Ext, Validation, UpDateInfo\_Ext, Connecting, Helping\_Ext, SExpression\_Ext, Self\_Expression, Likeminded\_Ext, BInfluence\_Ext, Likeminded\_Disc, SAssistance\_Ext, RUtilitarian\_Ext

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37,935	22	1,724	4,926	,000 <sup>b</sup>
	Residual	26,954	77	,350		
	Total	64,889	99			

a. Dependent Variable: WOM

b. Predictors: (Constant), Validation\_Ext, PBrand\_Influence, Rewards\_Hedonic, Seeking\_Assist, Brand\_Passion, Rewards\_Utilitarian, RHedonic\_Ext, Up\_to\_DateInfo, Helping, BPassion\_Ext, Connecting\_Ext, Validation, UpDateInfo\_Ext, Connecting, Helping\_Ext, SExpression\_Ext, Self\_Expression, Likeminded\_Ext, BInfluence\_Ext, Likeminded\_Disc, SAssistance\_Ext, RUtilitarian\_Ext

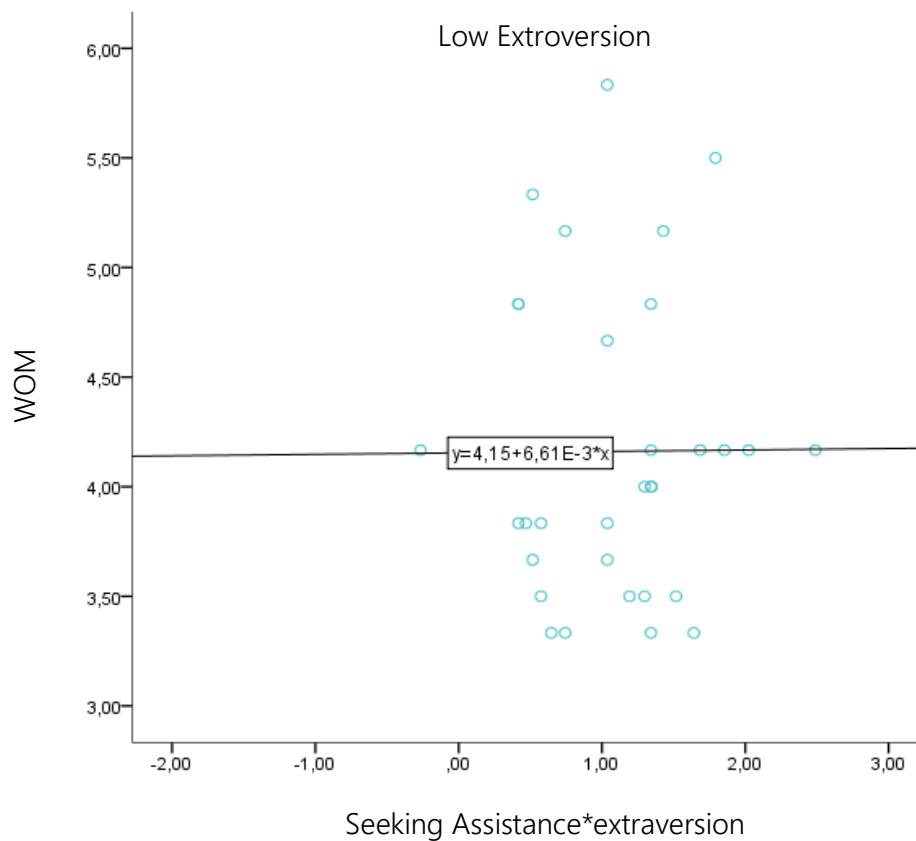
**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
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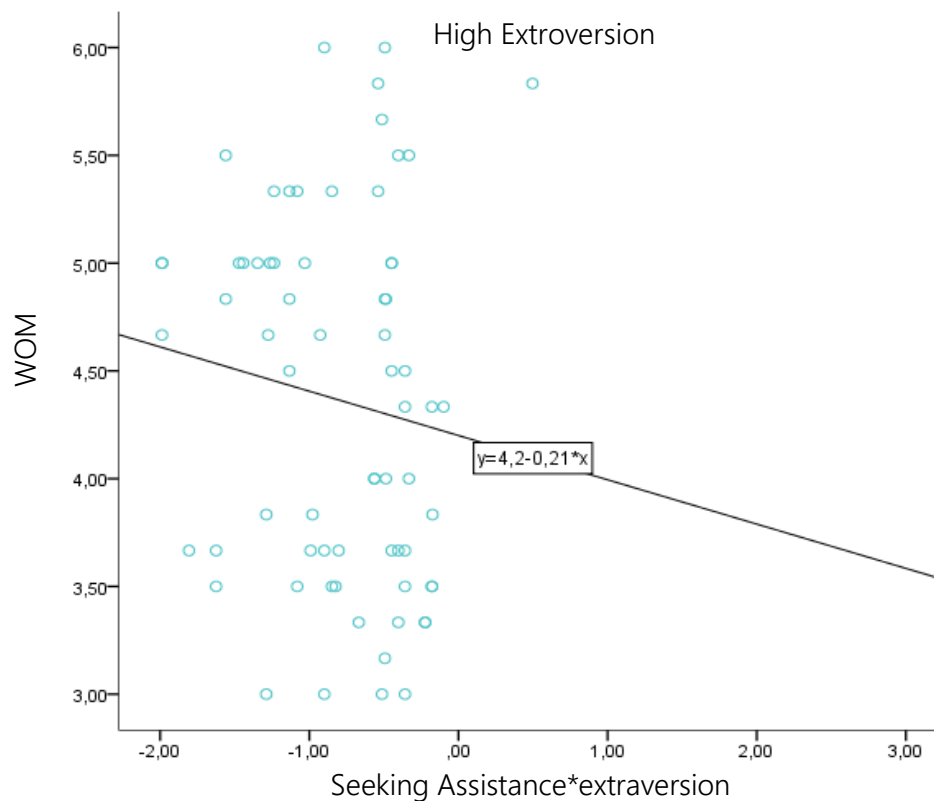
Predicted Value	3,0110	5,6269	4,3000	,61902	100
Residual	-1,13845	1,20680	,00000	,52179	100
Std. Predicted Value	-2,082	2,144	,000	1,000	100
Std. Residual	-1,924	2,040	,000	,882	100

a. Dependent Variable: WOM

**Appendix 137** OBCE (dimension: Seeking Assistance) relation to self-expression WOM, with the moderation of extraversion (low extroversion)



**Appendix 138** OBCE (dimension: Seeking Assistance) relation to self-expression WOM, with the moderation of extraversion (high extroversion)



#### Online Community 4: *MacRumours (Apple)*

**Appendix 139** MacRumours regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Likeminded_Disc, Rewards_Utilitarian, Self_Expression, Brand_Passion, PBrand_Influence, Helping, Up_to_DateInfo, Rewards_Hedonic, BInfluence_Ext, BPassion_Ext, Connecting, SExpression_Ext, UpDateInfo_Ext, Seeking_Assist, Likeminded_Ext, Connecting_Ext, RUtilitarian_Ext, Helping_Ext, Validation, RHedonic_Ext, SAssistance_Ext <sup>b</sup>		Enter

a. Dependent Variable: WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,894 <sup>a</sup>	,799	,742	,47122

a. Predictors: (Constant), Validation\_Ext, Likeminded\_Disc, Rewards\_Utilitarian, Self\_Expression, Brand\_Passion, PBrand\_Influence, Helping, Up\_to\_DateInfo, Rewards\_Hedonic, BInfluence\_Ext, BPassion\_Ext, Connecting, SExpression\_Ext, UpDateInfo\_Ext, Seeking\_Assist, Likeminded\_Ext, Connecting\_Ext, RUtilitarian\_Ext, Helping\_Ext, Validation, RHedonic\_Ext, SAssistance\_Ext

b. Dependent Variable: WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68,145	22	3,098	13,950	,000 <sup>b</sup>
	Residual	17,098	77	,222		
	Total	85,243	99			

a. Dependent Variable: WOM

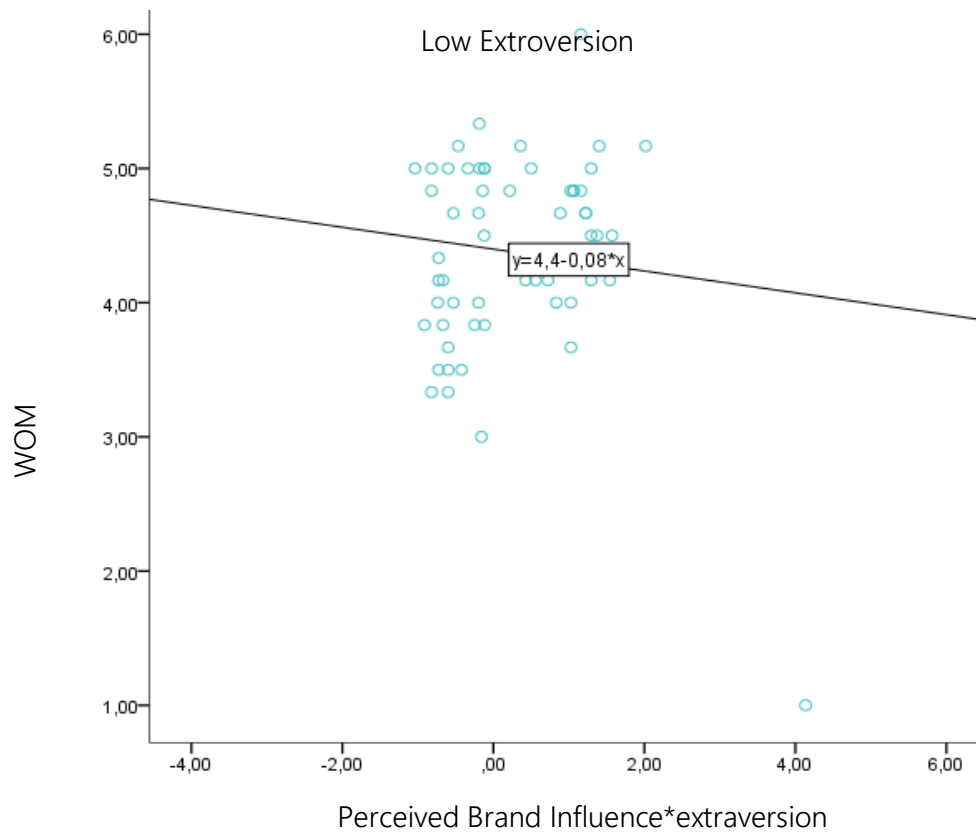
b. Predictors: (Constant), Validation\_Ext, Likeminded\_Disc, Rewards\_Utilitarian, Self\_Expression, Brand\_Passion, PBrand\_Influence, Helping, Up\_to\_DateInfo, Rewards\_Hedonic, BInfluence\_Ext, BPassion\_Ext, Connecting, SExpression\_Ext, UpDateInfo\_Ext, Seeking\_Assist, Likeminded\_Ext, Connecting\_Ext, RUtilitarian\_Ext, Helping\_Ext, Validation, RHedonic\_Ext, SAssistance\_Ext

**Residuals Statistics<sup>a</sup>**

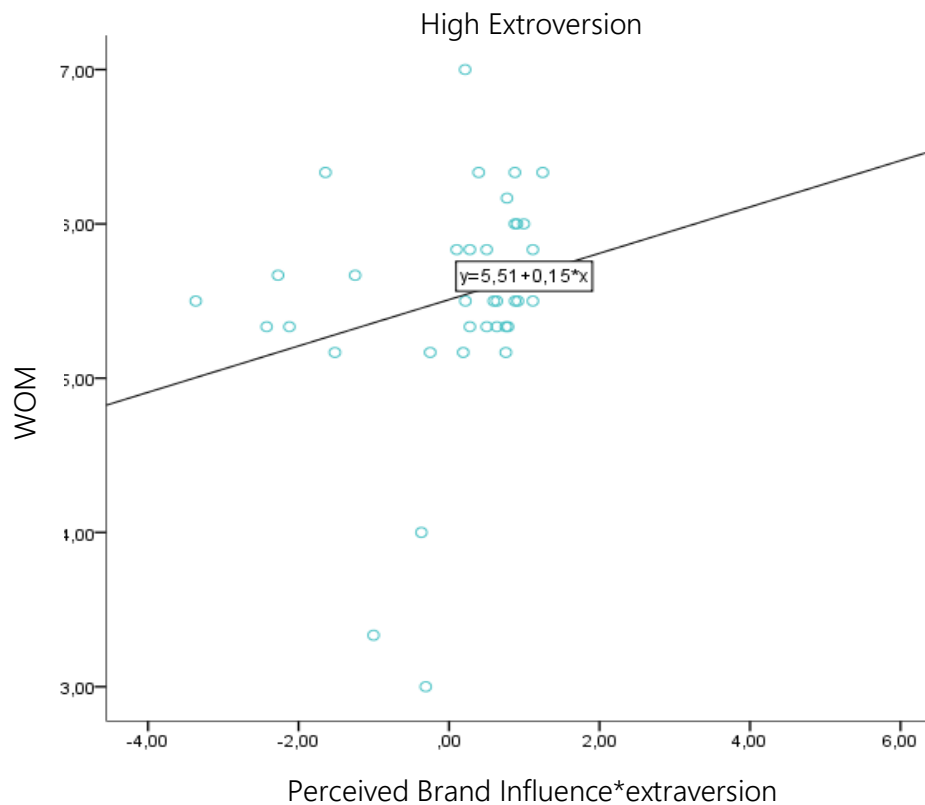
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,8423	6,8090	4,8583	,82966	100
Residual	-1,16776	,92170	,00000	,41558	100
Std. Predicted Value	-4,841	2,351	,000	1,000	100
Std. Residual	-2,478	1,956	,000	,882	100

a. Dependent Variable: WOM

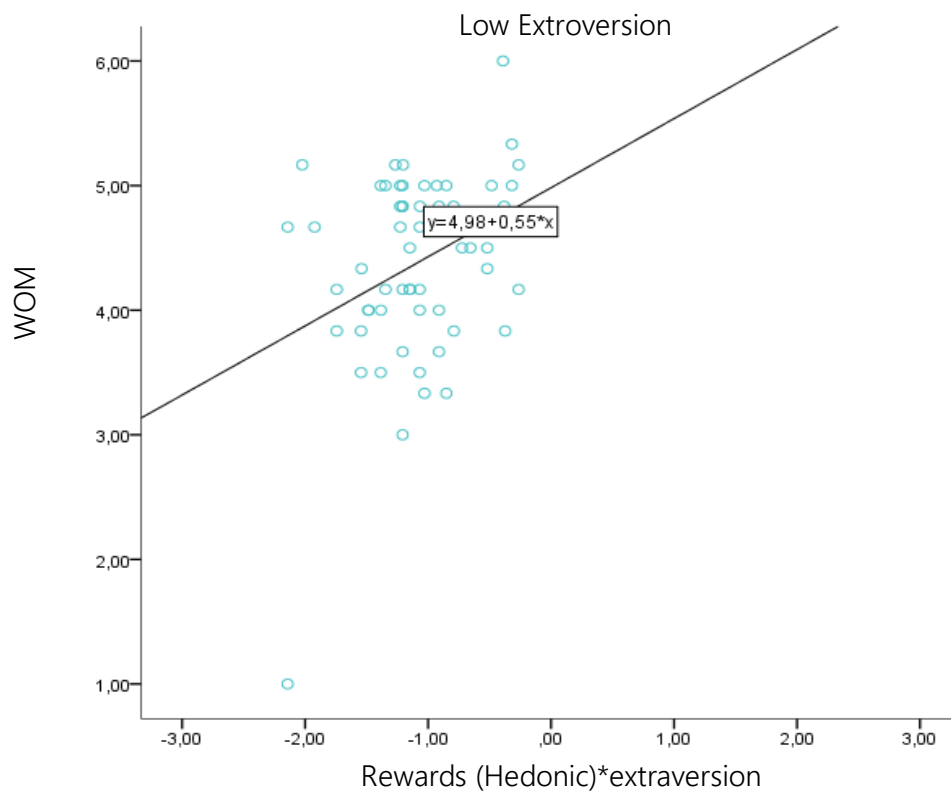
**Appendix 140** OBCE (dimension: Perceived Brand Influence) relation to self-expression WOM, with the moderation of extraversion (low extraversion)



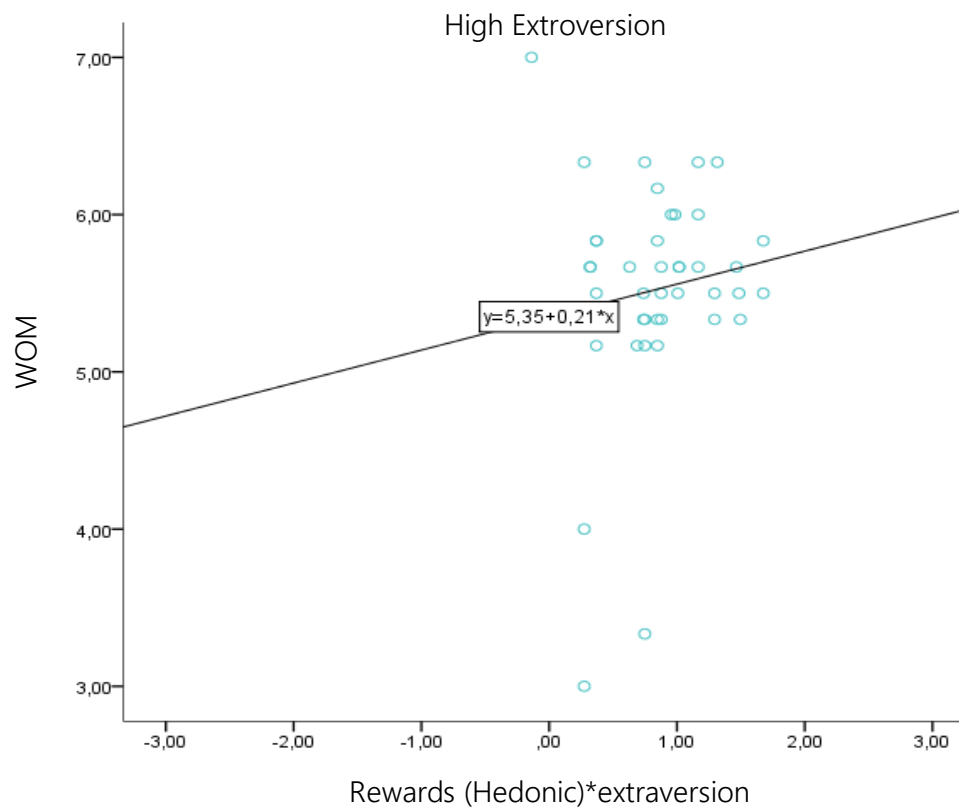
**Appendix 141** OBCE (dimension: Perceived Brand Influence) relation to self-expression WOM, with the moderation of extraversion (high extraversion)



**Appendix 142** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (low extraversion)

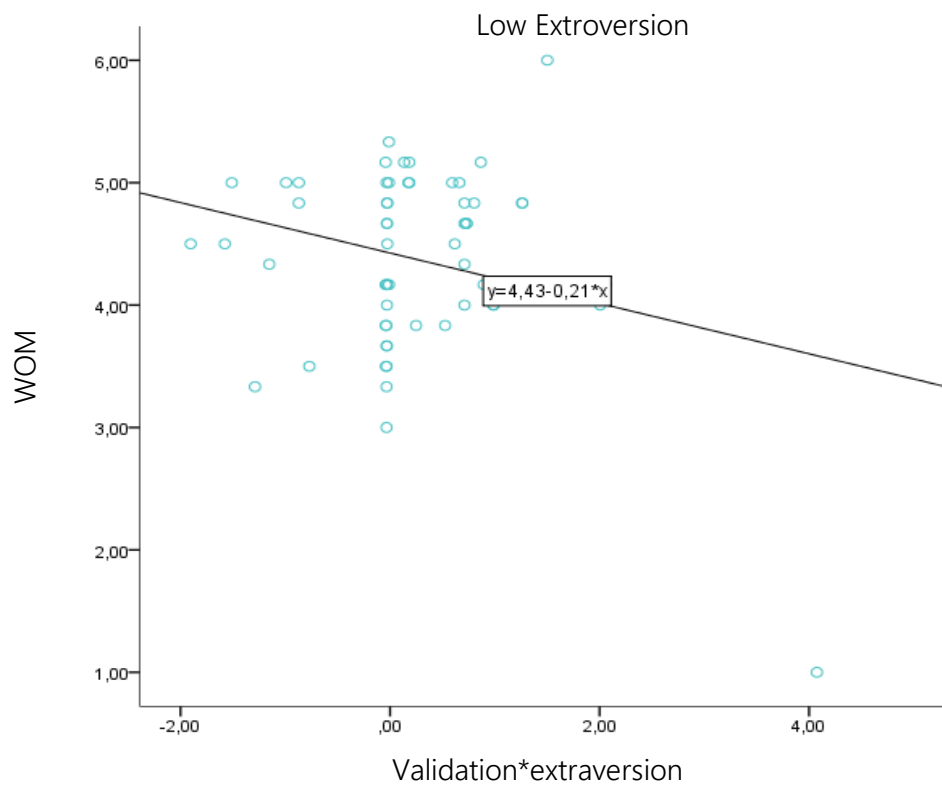


**Appendix 143** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (high extraversion)

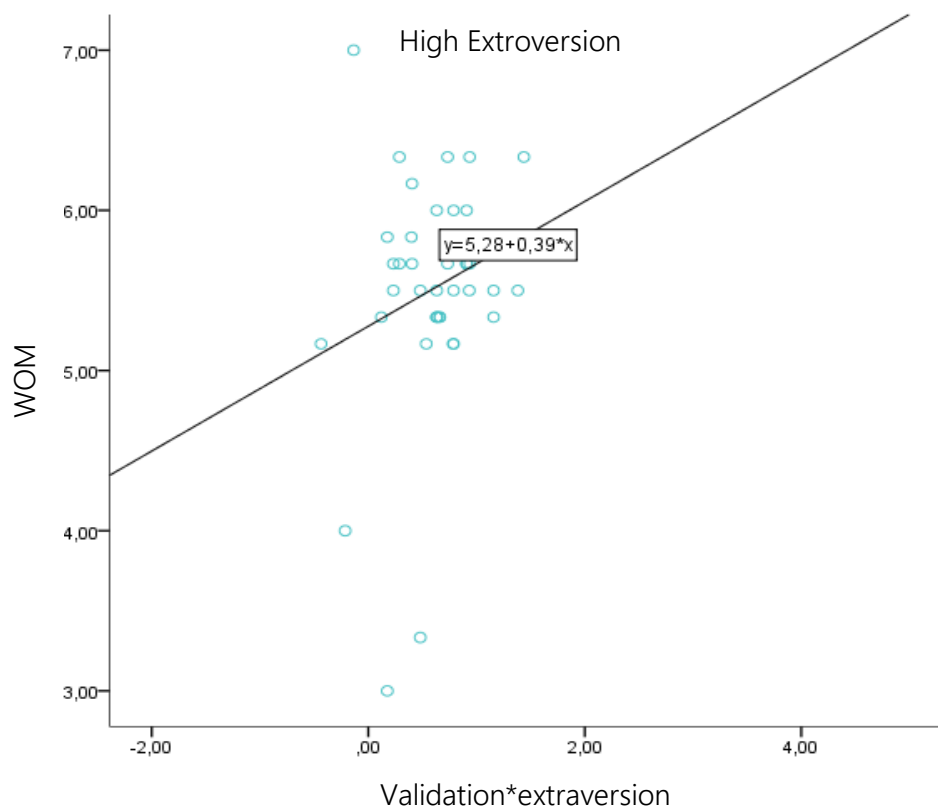




**Appendix 144** OBCE (dimension: Validation) relation to self-expression WOM, with the moderation of extraversion (low extraversion)



**Appendix 145** OBCE (dimension: Validation) relation to self-expression WOM, with the moderation of extraversion (high extraversion)



*Anti-Brand Communities*

**Appendix 146** Regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion, for Anti-Brand communities

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Rewards_UtilitarianH, Rewards_HedonicH, BAversion_Ext, Brand_AversionH, RUtilitarian_Ext, Up_to_DateInfoH, UpDateInfo_Ext, Seeking_AssistH, RHedonic_Ext, BIfluence_Ext, SAssistance_Ext, PBrand_InfluenceH, ConnectingH, Connecting_Ext, Self_ExpressH, Validation_H, SExpression_Ext, HelpingH, Helping_Ext, Likeminded_Disch, Likeminded_Ext <sup>b</sup>		Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,771 <sup>a</sup>	,595	,567	,89109	1,760

a. Predictors: (Constant), Validation\_Ext, Rewards\_UtilitarianH, Rewards\_HedonicH, BAversion\_Ext, Brand\_AversionH, RUtilitarian\_Ext, Up\_to\_DateInfoH, UpDateInfo\_Ext, Seeking\_AssistH, RHedonic\_Ext, BIfluence\_Ext, SAssistance\_Ext, PBrand\_InfluenceH, ConnectingH, Connecting\_Ext, Self\_ExpressH, Validation\_H, SExpression\_Ext, HelpingH, Helping\_Ext, Likeminded\_Disch, Likeminded\_Ext

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	380,810	22	17,310	21,799	,000 <sup>b</sup>
	Residual	259,651	327	,794		
	Total	640,461	349			

a. Dependent Variable: H\_WOM

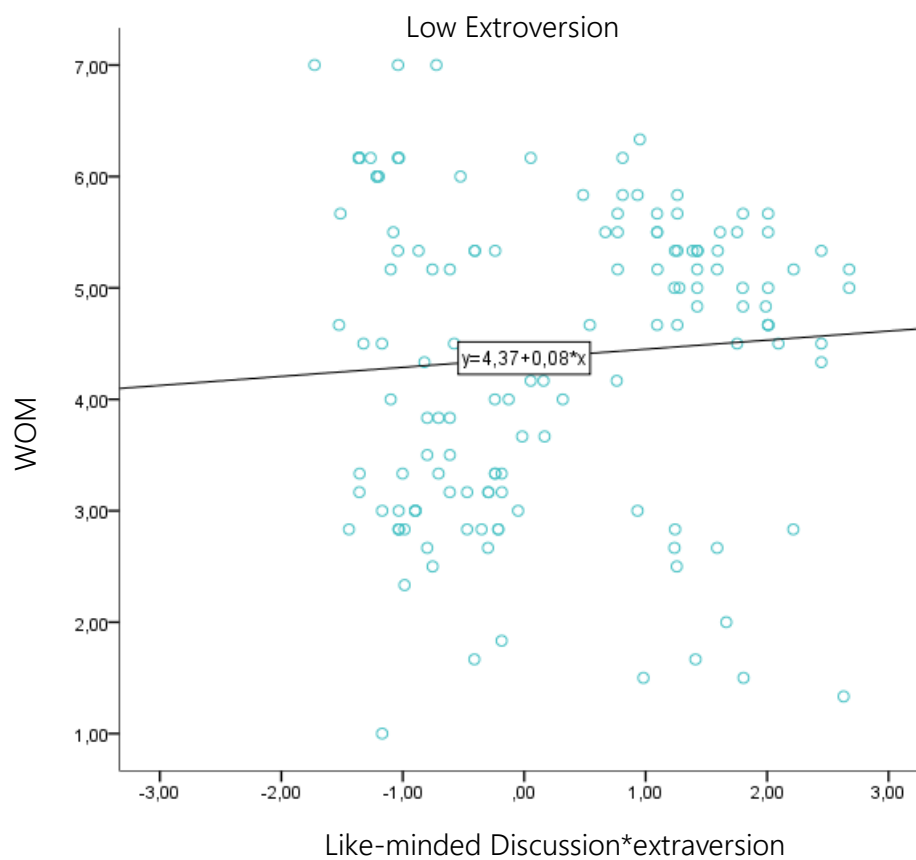
b. Predictors: (Constant), Validation\_Ext, Rewards\_UtilitarianH, Rewards\_HedonicH, BAversion\_Ext, Brand\_AversionH, RUtilitarian\_Ext, Up\_to\_DateInfoH, UpDateInfo\_Ext, Seeking\_AssistH, RHedonic\_Ext, BIfluence\_Ext, SAssistance\_Ext, PBrand\_InfluenceH, ConnectingH, Connecting\_Ext, Self\_ExpressH, Validation\_H, SExpression\_Ext, HelpingH, Helping\_Ext, Likeminded\_Disch, Likeminded\_Ext

**Residuals Statistics<sup>a</sup>**

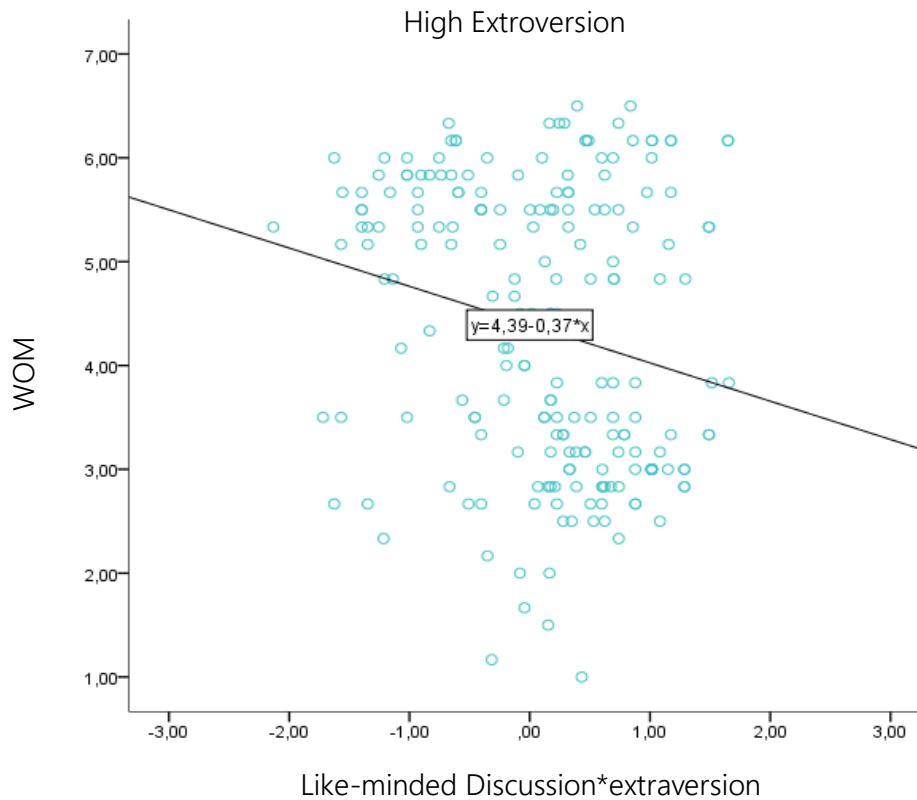
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,5134	6,6891	4,3671	1,04458	350
Residual	-3,40623	2,80883	,00000	,86255	350
Std. Predicted Value	-3,689	2,223	,000	1,000	350
Std. Residual	-3,823	3,152	,000	,968	350

a. Dependent Variable: H\_WOM

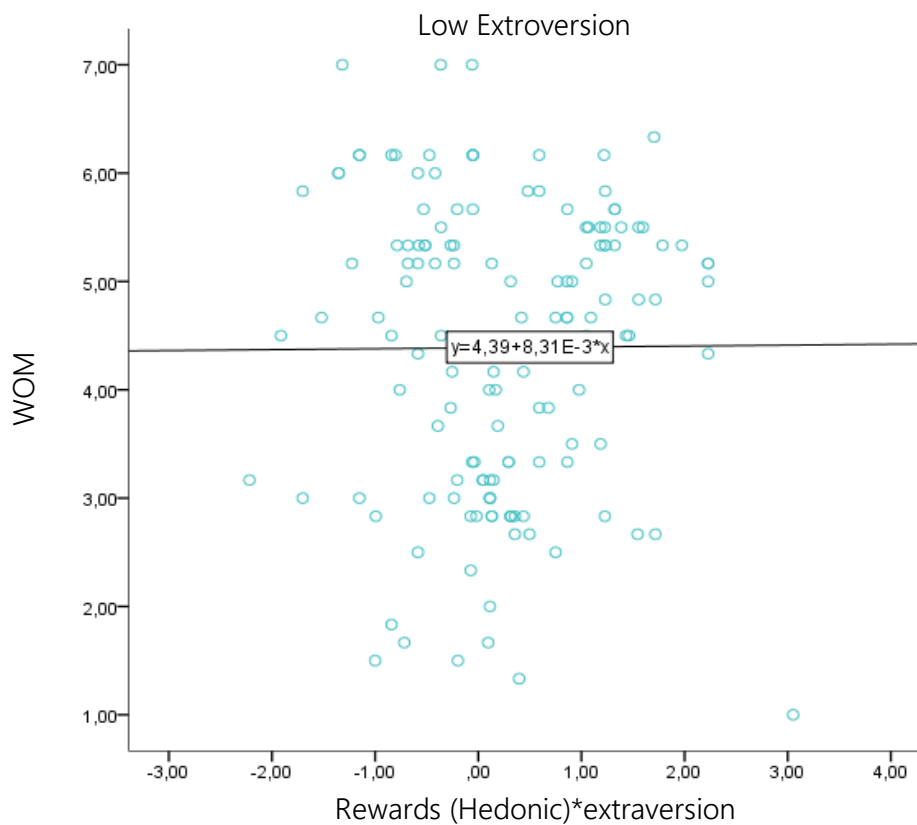
**Appendix 147** OBCE (dimension: Like-minded Discussion) relation to self-expression WOM, with the moderation of extraversion (low extroversion), for Anti-Brand Communities



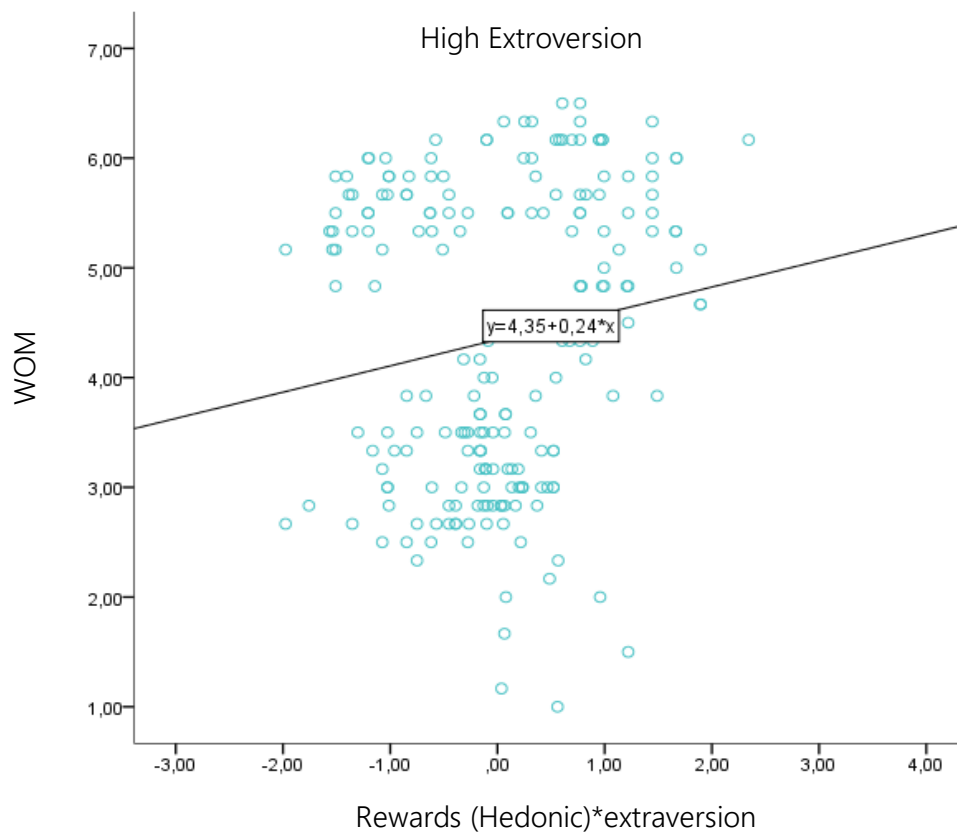
**Appendix 148** OBCE (dimension: Like-minded Discussion) relation to self-expression WOM, with the moderation of extraversion (high extraversion), for Anti-Brand Communities



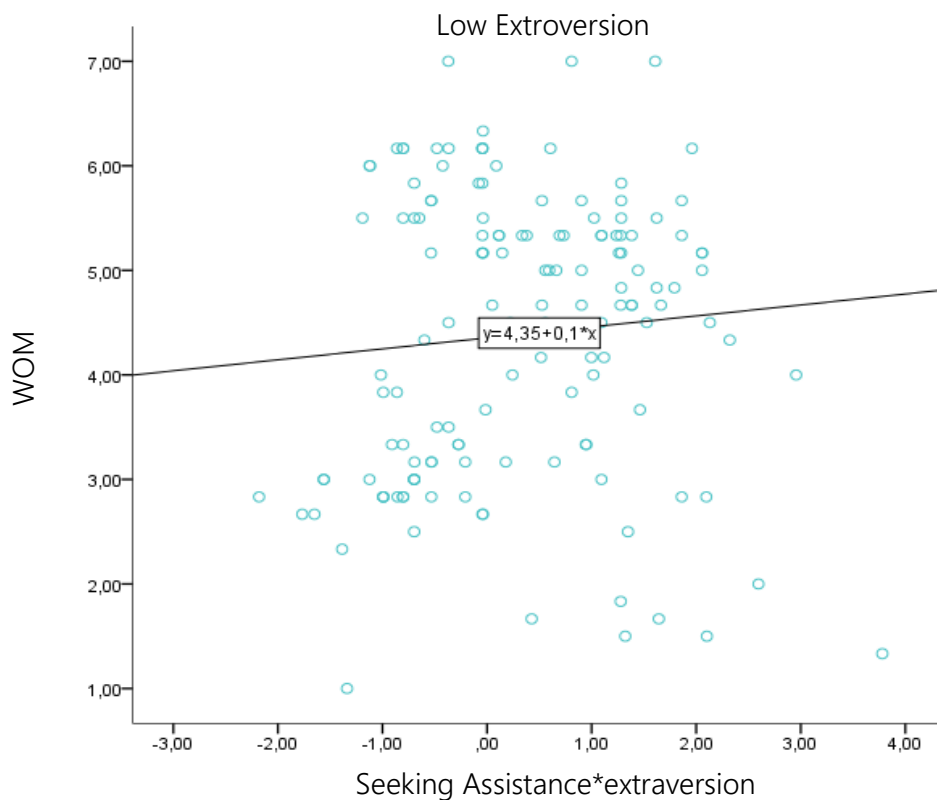
**Appendix 149** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (low extraversion), for Anti-Brand Communities



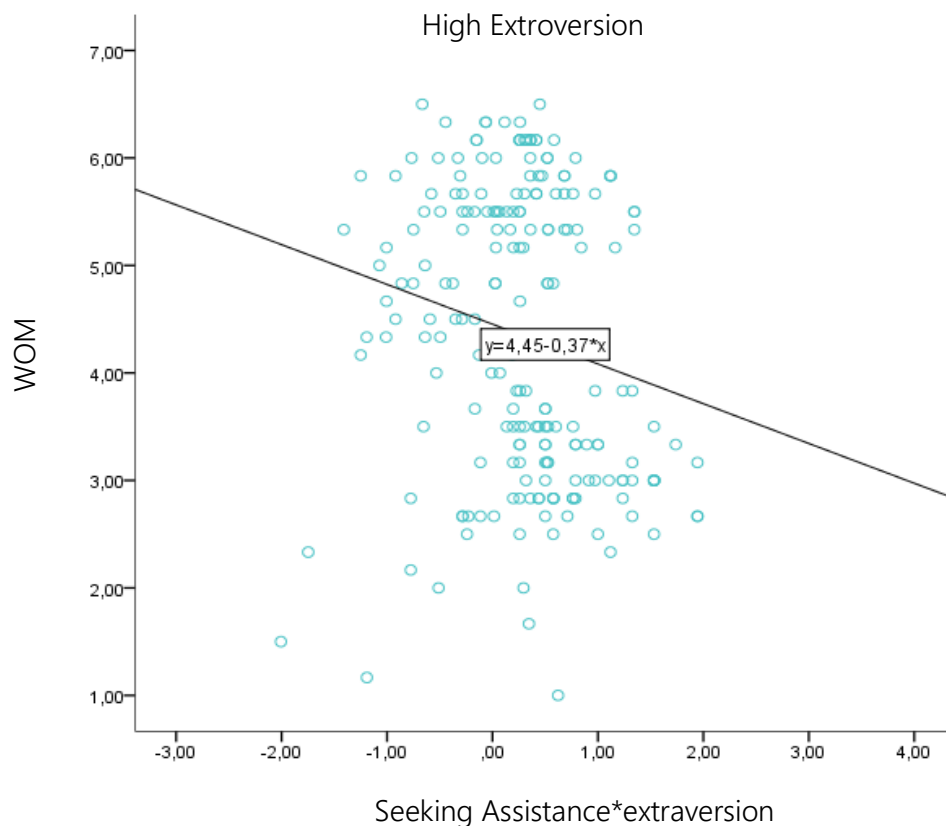
**Appendix 150** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (high extraversion), for Anti-Brand Communities



**Appendix 151** OBCE (dimension: Seeking Assistance) relation to self-expression WOM, with the moderation of extraversion (low extraversion), for Anti-Brand Communities



**Appendix 152** OBCE (dimension: Seeking Assistance) relation to self-expression WOM, with the moderation of extraversion (high extroversion), for Anti-Brand Communities



*Online Community 5: Sporting Comédia de Portugal (Facebook Page)*

**Appendix 153** Sporting Comédia de Portugal regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Rewards_UtilitarianH, UpDateInfo_Ext, RHedonic_Ext, Seeking_AssistH, Rewards_HedonicH, Up_to_DateInfoH, BInfluence_Ext, Connecting_Ext, Self_ExpressH, BAversion_Ext, Brand_AversionH, ConnectingH, SExpression_Ext, HelpingH, Likeminded_DiscH, RUtilitarian_Ext, SAssistance_Ext, Validation_H, PBrand_InfluenceH, Likeminded_Ext, Helping_Ext <sup>b</sup>		Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,974 <sup>a</sup>	,949	,908	,41025	1,855

a. Predictors: (Constant), Validation\_Ext, Rewards\_UtilitarianH, UpDateInfo\_Ext, RHedonic\_Ext, Seeking\_AssistH, Rewards\_HedonicH, Up\_to\_DateInfoH, Blnfluence\_Ext, Connecting\_Ext, Self\_ExpressH, BAversion\_Ext, Brand\_AversionH, ConnectingH, SExpression\_Ext, HelpingH, Likeminded\_Disch, RUtilitarian\_Ext, SAssistance\_Ext, Validation\_H, PBrand\_InfluenceH, Likeminded\_Ext, Helping\_Ext

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85,192	22	3,872	23,008	,000 <sup>b</sup>
	Residual	4,544	27	,168		
	Total	89,736	49			

a. Dependent Variable: H\_WOM

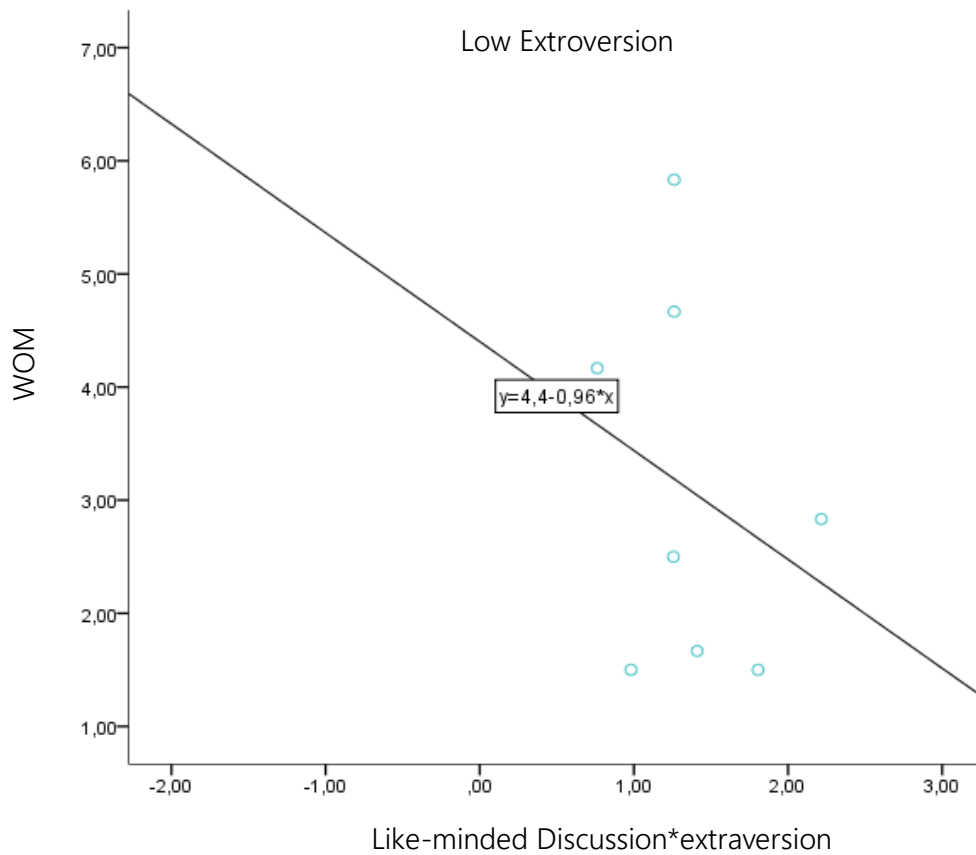
b. Predictors: (Constant), Validation\_Ext, Rewards\_UtilitarianH, UpDateInfo\_Ext, RHedonic\_Ext, Seeking\_AssistH, Rewards\_HedonicH, Up\_to\_DateInfoH, Blnfluence\_Ext, Connecting\_Ext, Self\_ExpressH, BAversion\_Ext, Brand\_AversionH, ConnectingH, SExpression\_Ext, HelpingH, Likeminded\_Disch, RUtilitarian\_Ext, SAssistance\_Ext, Validation\_H, PBrand\_InfluenceH, Likeminded\_Ext, Helping\_Ext

**Residuals Statistics<sup>a</sup>**

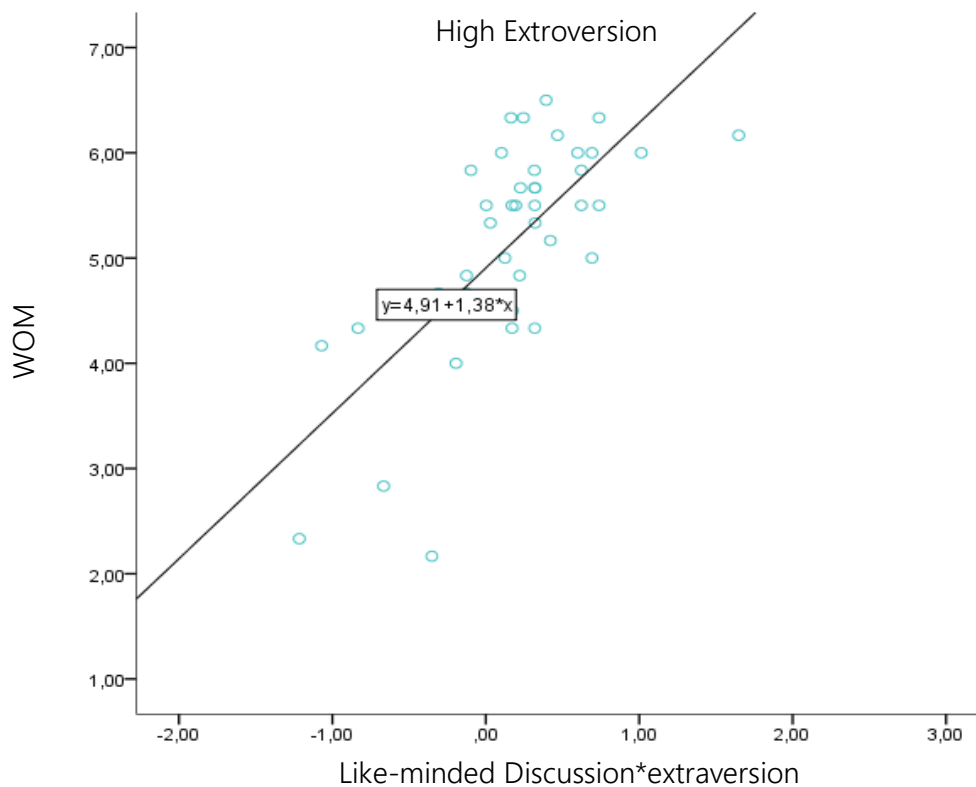
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,4252	6,6391	4,8167	1,31856	50
Residual	-,71764	,87314	,00000	,30453	50
Std. Predicted Value	-2,572	1,382	,000	1,000	50
Std. Residual	-1,749	2,128	,000	,742	50

a. Dependent Variable: H\_WOM

**Appendix 154** OBCE (dimension: Like-minded Discussion) relation to self-expression WOM, with the moderation of extraversion (low extroversion)



**Appendix 155** OBCE (dimension: Like-minded Discussion) relation to self-expression WOM, with the moderation of extraversion (high extroversion)





### Online Community 6: *I Hate McDonald's – Facebook Page*

**Appendix 156** I Hate McDonald's regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, RUtilitarian_Ext, Brand_AversionH, Up_to_DateInfoH, Rewards_HedonicH, Rewards_UtilitarianH, ConnectingH, BInfluence_Ext, Validation_H, Likeminded_DiscH, UpDateInfo_Ext, SAssistance_Ext, Seeking_AssistH, RHedonic_Ext, Self_ExpressH, HelpingH, SExpression_Ext, BAversion_Ext, Helping_Ext, PBrand_InfluenceH, Connecting_Ext, Likeminded_Ext <sup>b</sup>		Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,731 <sup>a</sup>	,534	,401	,60721	2,478

a. Predictors: (Constant), Validation\_Ext, RUtilitarian\_Ext, Brand\_AversionH, Up\_to\_DateInfoH, Rewards\_HedonicH, Rewards\_UtilitarianH, ConnectingH, BInfluence\_Ext, Validation\_H, Likeminded\_DiscH, UpDateInfo\_Ext, SAssistance\_Ext, Seeking\_AssistH, RHedonic\_Ext, Self\_ExpressH, HelpingH, SExpression\_Ext, BAversion\_Ext, Helping\_Ext, PBrand\_InfluenceH, Connecting\_Ext, Likeminded\_Ext

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32,525	22	1,478	4,010	,000 <sup>b</sup>
	Residual	28,390	77	,369		
	Total	60,916	99			

a. Dependent Variable: H\_WOM

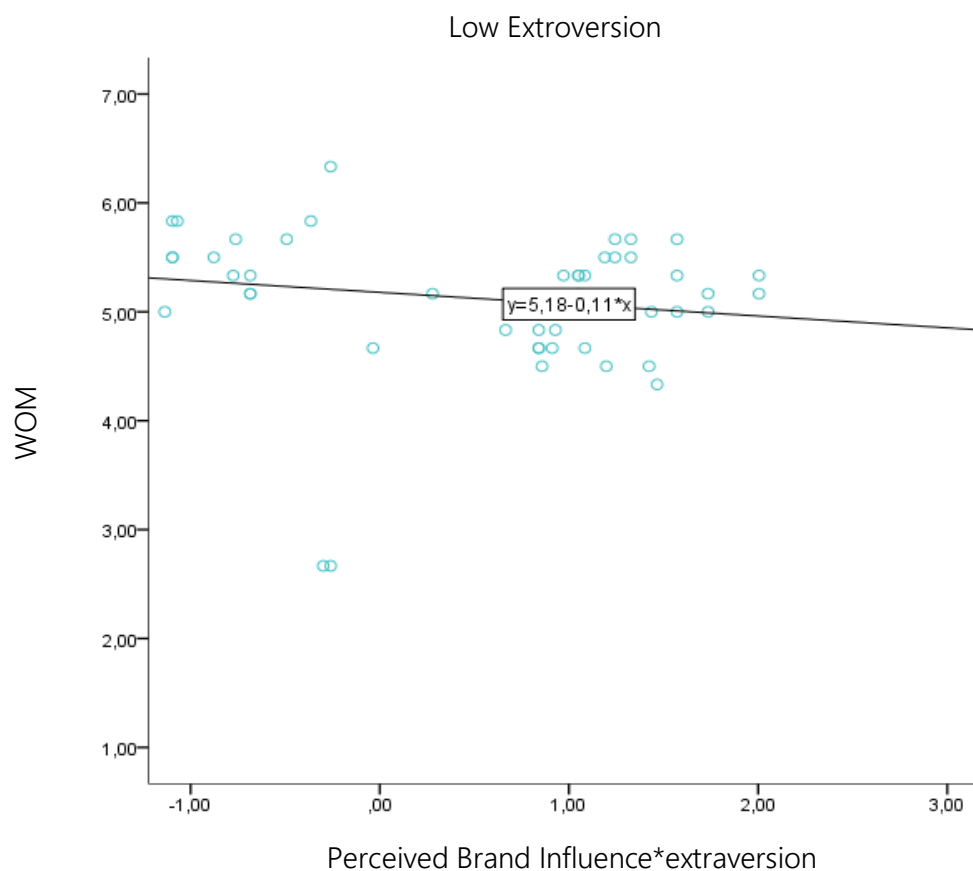
b. Predictors: (Constant), Validation\_Ext, RUtilitarian\_Ext, Brand\_AversionH, Up\_to\_DateInfoH, Rewards\_HedonicH, Rewards\_UtilitarianH, ConnectingH, BInfluence\_Ext, Validation\_H, Likeminded\_DiscH, UpDateInfo\_Ext, SAssistance\_Ext, Seeking\_AssistH, RHedonic\_Ext, Self\_ExpressH, HelpingH, SExpression\_Ext, BAversion\_Ext, Helping\_Ext, PBrand\_InfluenceH, Connecting\_Ext, Likeminded\_Ext

**Residuals Statistics<sup>a</sup>**

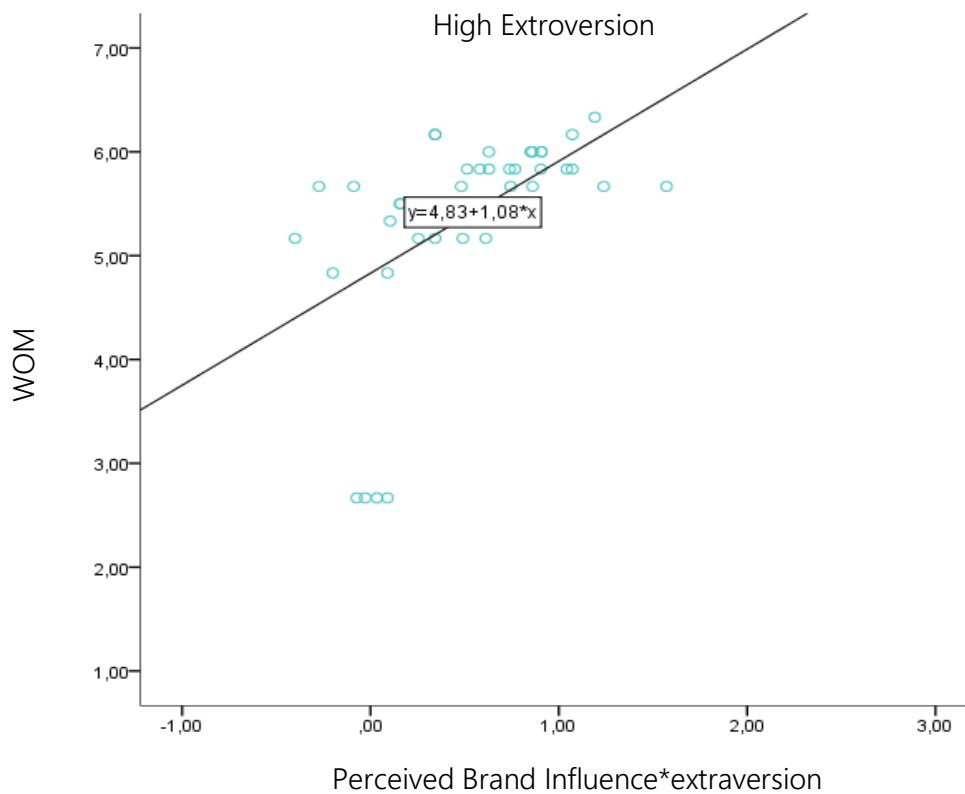
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,7908	6,1962	5,2467	,57318	100
Residual	-1,55512	1,23400	,00000	,53551	100
Std. Predicted Value	-2,540	1,657	,000	1,000	100
Std. Residual	-2,561	2,032	,000	,882	100

a. Dependent Variable: H\_WOM

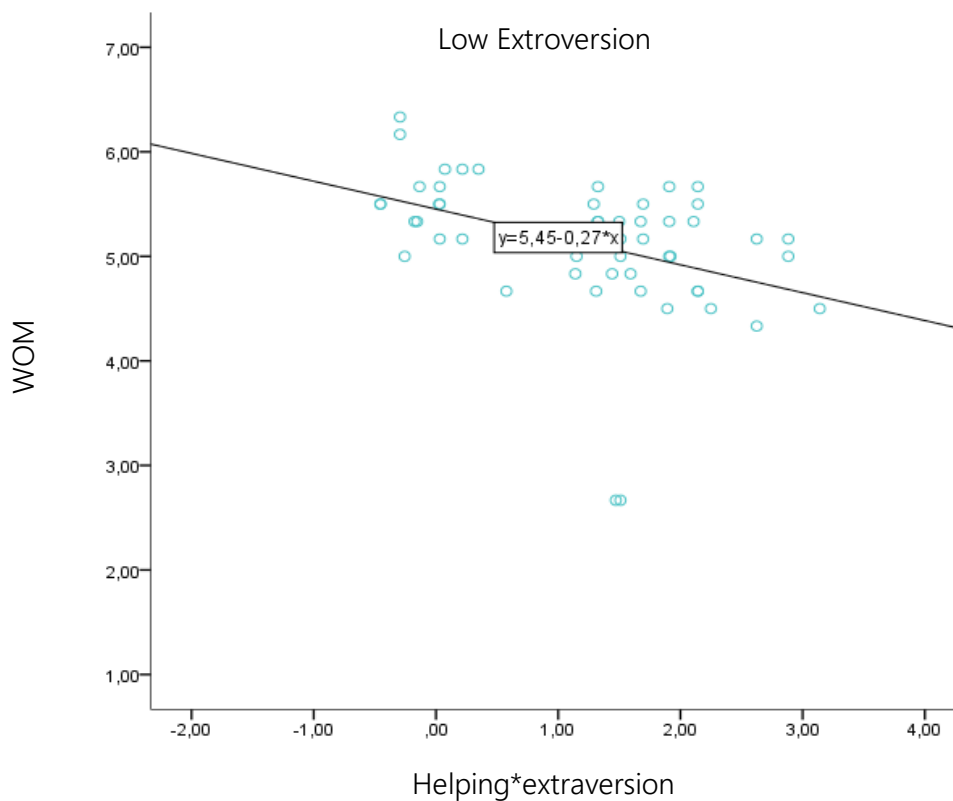
**Appendix 157** OBCE (dimension: Perceived Brand Influence) relation to self-expression WOM, with the moderation of extraversion (low extroversion)



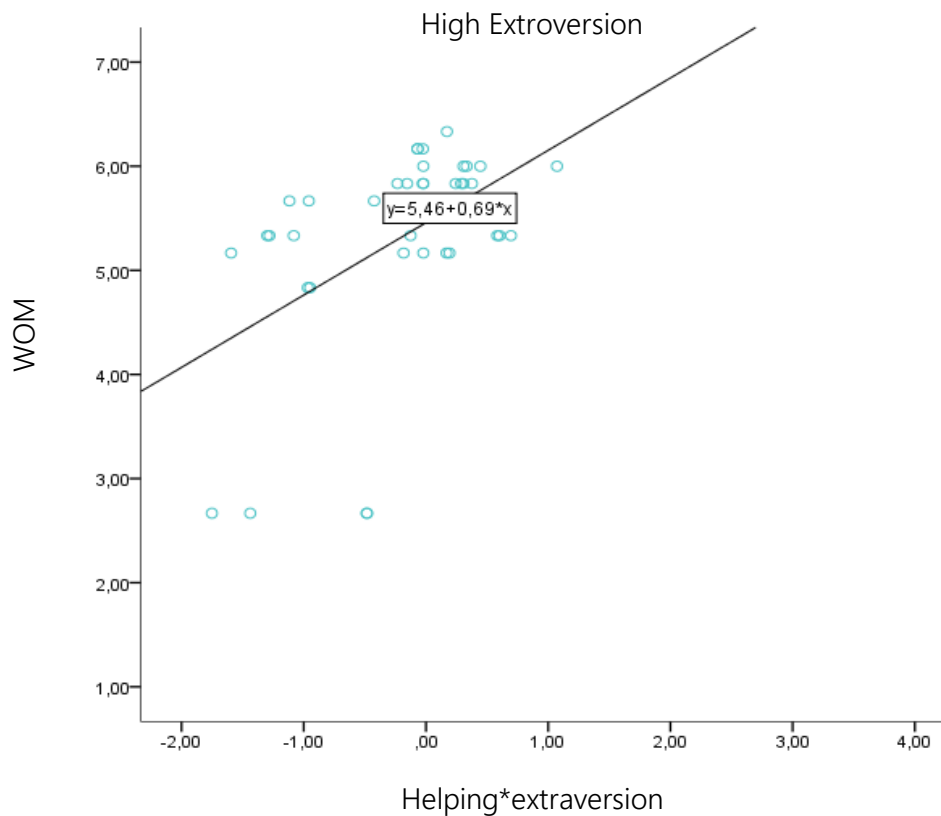
**Appendix 158** OBCE (dimension: Perceived Brand Influence) relation to self-expression WOM, with the moderation of extraversion (high extroversion)



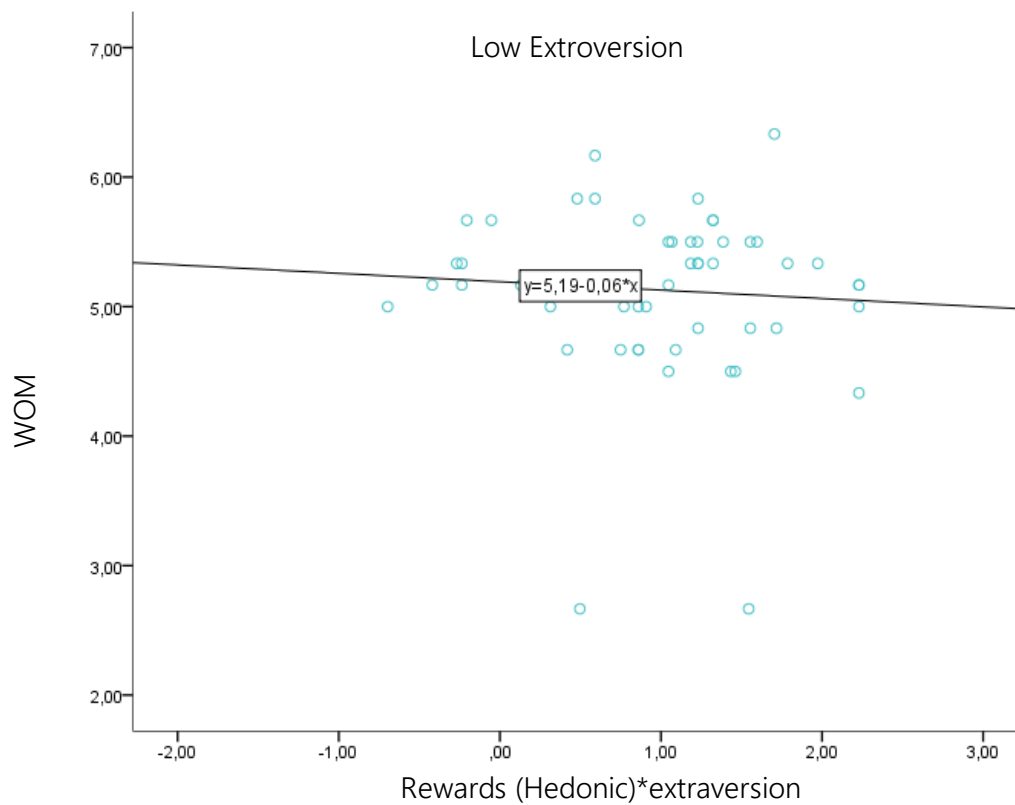
**Appendix 159** OBCE (dimension: Helping) relation to self-expression WOM, with the moderation of extraversion (low extroversion)



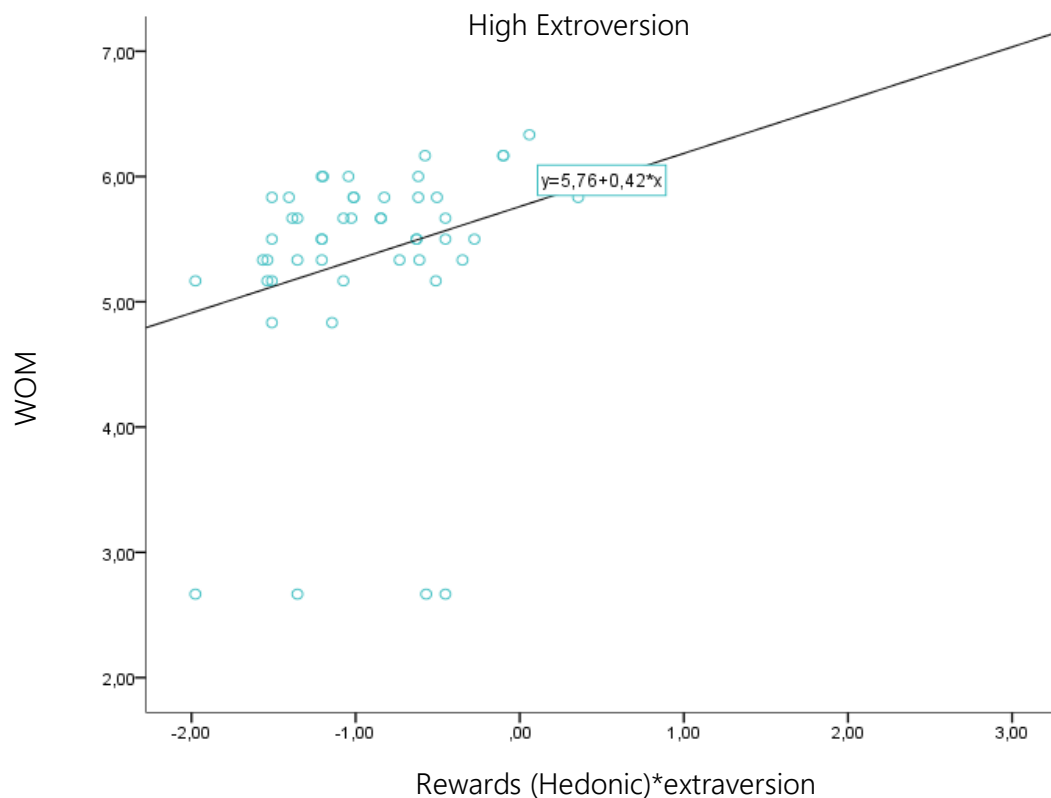
**Appendix 160** OBCE (dimension: Helping) relation to self-expression WOM, with the moderation of extraversion (high extraversion)



**Appendix 161** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (low extraversion)



**Appendix 162** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (high extroversion)



*Online Community 7: Anti-Starbucks Community*

**Appendix 163** Anti-Starbucks community regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Validation_Ext, Rewards_HedonicH, Self_ExpressH, UpDateInfo_Ext, Seeking_AssistH, PBrand_InfluenceH, BAversion_Ext, SExpression_Ext, Up_to_DateInfoH, Rewards_UtilitarianH, RHedonic_Ext, Brand_AversionH, ConnectingH, Connecting_Ext, Likeminded_DiscH, BInfluence_Ext, RUtilitarian_Ext, SAssistance_Ext, HelpingH, Helping_Ext, Validation_H, Likeminded_Ext <sup>b</sup>		Enter

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,774 <sup>a</sup>	,600	,485	,25398	1,764

a. Predictors: (Constant), Validation\_Ext, Rewards\_HedonicH, Self\_ExpressH, UpDateInfo\_Ext, Seeking\_AssistH, PBrand\_InfluenceH, BAversion\_Ext, SExpression\_Ext, Up\_to\_DateInfoH, Rewards\_UtilitarianH, RHedonic\_Ext, Brand\_AversionH, ConnectingH, Connecting\_Ext, Likeminded\_DiscH, BInfluence\_Ext, RUtilitarian\_Ext, SAssistance\_Ext, HelpingH, Helping\_Ext, Validation\_H, Likeminded\_Ext

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,443	22	,338	5,245	,000 <sup>b</sup>
	Residual	4,967	77	,065		
	Total	12,410	99			

a. Dependent Variable: H\_WOM

b. Predictors: (Constant), Validation\_Ext, Rewards\_HedonicH, Self\_ExpressH, UpDateInfo\_Ext, Seeking\_AssistH, PBrand\_InfluenceH, BAversion\_Ext, SExpression\_Ext, Up\_to\_DateInfoH, Rewards\_UtilitarianH, RHedonic\_Ext, Brand\_AversionH, ConnectingH, Connecting\_Ext, Likeminded\_DiscH, BInfluence\_Ext, RUtilitarian\_Ext, SAssistance\_Ext, HelpingH, Helping\_Ext, Validation\_H, Likeminded\_Ext

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,5045	3,6755	3,1083	,27419	100
Residual	-,71804	,80303	,00000	,22399	100
Std. Predicted Value	-2,202	2,068	,000	1,000	100
Std. Residual	-2,827	3,162	,000	,882	100

a. Dependent Variable: H\_WOM

### *Online Community 8: I Hate Apple (Facebook Page)*

**Appendix 164** I Hate Apple regression analysis between Online Brand-Community Engagement and self-expression WOM, with the moderation of Extraversion

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
-------	-------------------	-------------------	--------

1	Validation_Ext, PBrand_InfluenceH, Rewards_HedonicH, Rewards_UtilitarianH, Brand_AversionH, Up_to_DateInfoH, RUtilitarian_Ext, SAssistance_Ext, SExpression_Ext, BInfluence_Ext, RHedonic_Ext, Seeking_AssistH, BAversion_Ext, UpDateInfo_Ext, ConnectingH, Validation_H, Helping_Ext, HelpingH, Self_ExpressH, Connecting_Ext, Likeminded_DiscH, Likeminded_Ext <sup>b</sup>		Enter
---	---	--	-------

a. Dependent Variable: H\_WOM

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,829 <sup>a</sup>	,688	,598	,96418	1,864

a. Predictors: (Constant), Validation\_Ext, PBrand\_InfluenceH, Rewards\_HedonicH, Rewards\_UtilitarianH, Brand\_AversionH, Up\_to\_DateInfoH, RUtilitarian\_Ext, SAssistance\_Ext, SExpression\_Ext, BInfluence\_Ext, RHedonic\_Ext, Seeking\_AssistH, BAversion\_Ext, UpDateInfo\_Ext, ConnectingH, Validation\_H, Helping\_Ext, HelpingH, Self\_ExpressH, Connecting\_Ext, Likeminded\_DiscH, Likeminded\_Ext

b. Dependent Variable: H\_WOM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157,509	22	7,159	7,701	,000 <sup>b</sup>
	Residual	71,583	77	,930		
	Total	229,092	99			

a. Dependent Variable: H\_WOM

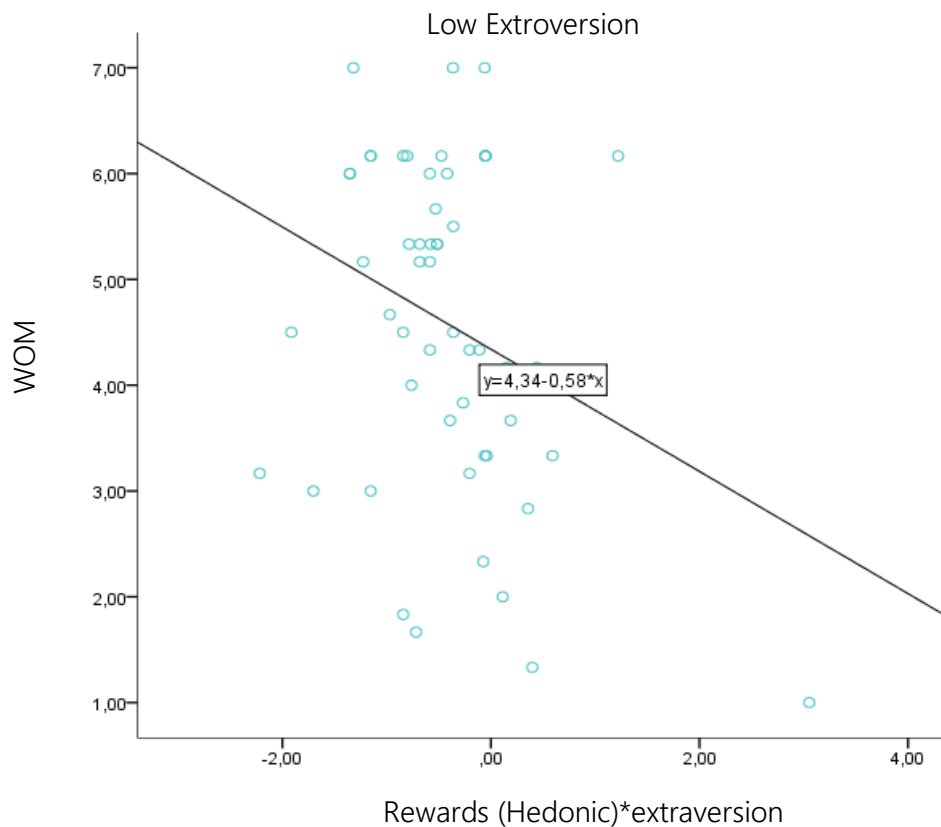
b. Predictors: (Constant), Validation\_Ext, PBrand\_InfluenceH, Rewards\_HedonicH, Rewards\_UtilitarianH, Brand\_AversionH, Up\_to\_DateInfoH, RUtilitarian\_Ext, SAssistance\_Ext, SExpression\_Ext, BInfluence\_Ext, RHedonic\_Ext, Seeking\_AssistH, BAversion\_Ext, UpDateInfo\_Ext, ConnectingH, Validation\_H, Helping\_Ext, HelpingH, Self\_ExpressH, Connecting\_Ext, Likeminded\_DiscH, Likeminded\_Ext

**Residuals Statistics<sup>a</sup>**

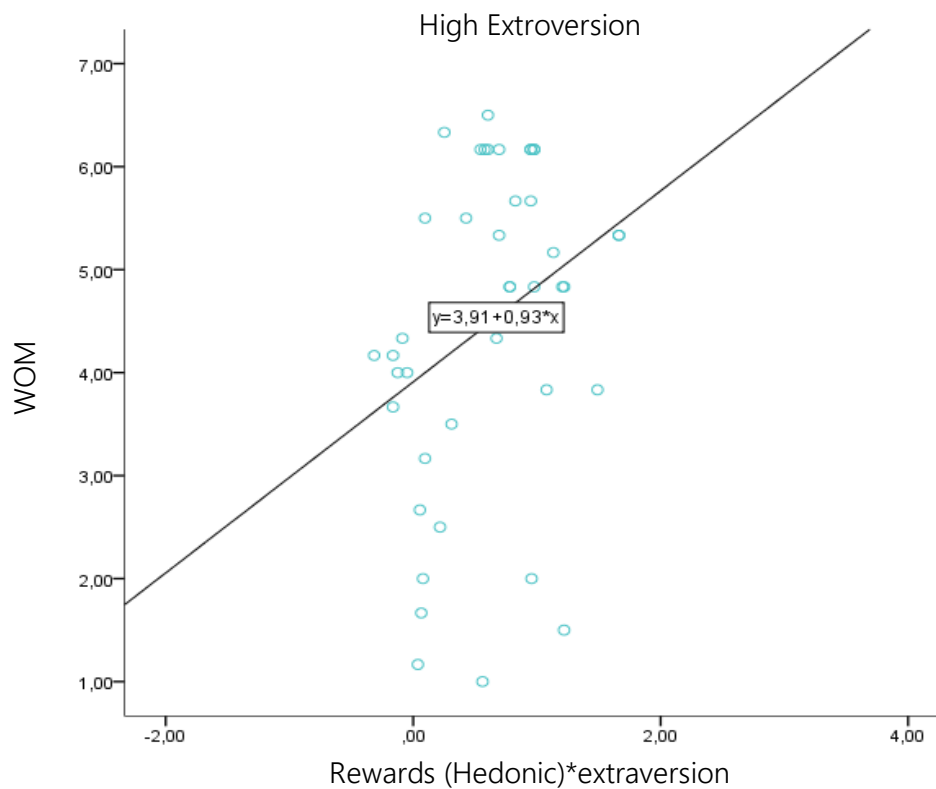
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	,3444	6,9839	4,5217	1,26135	100
Residual	-2,53672	2,31870	,00000	,85033	100
Std. Predicted Value	-3,312	1,952	,000	1,000	100
Std. Residual	-2,631	2,405	,000	,882	100

a. Dependent Variable: H\_WOM

**Appendix 165** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (low extroversion)

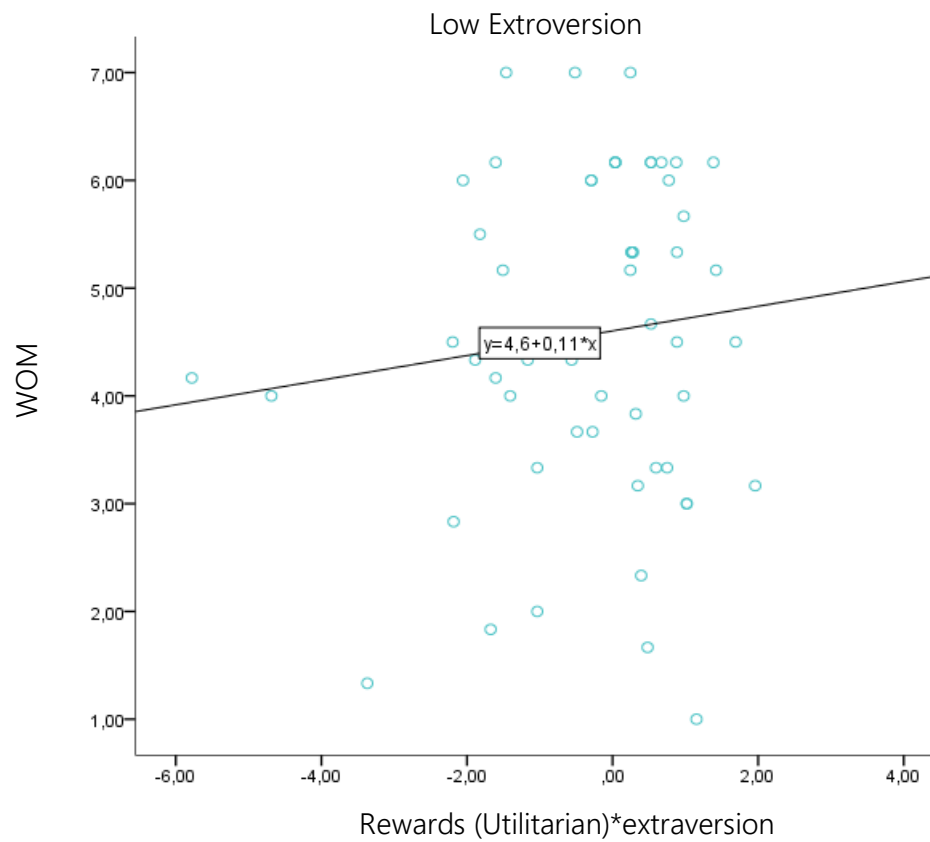


**Appendix 166** OBCE (dimension: Rewards (Hedonic)) relation to self-expression WOM, with the moderation of extraversion (high extroversion)

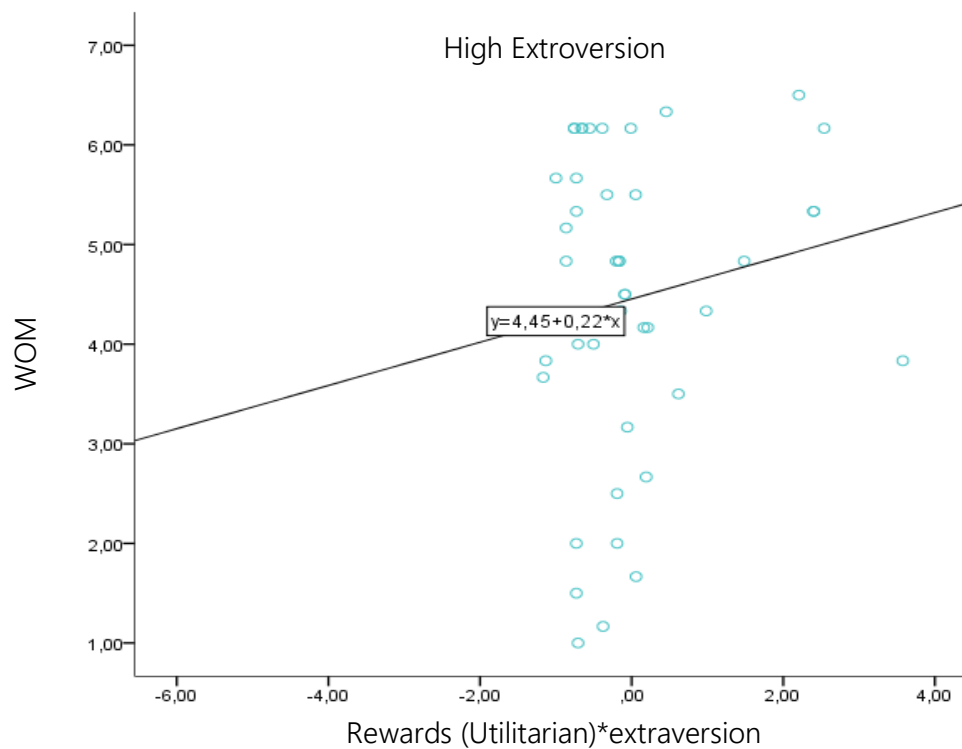




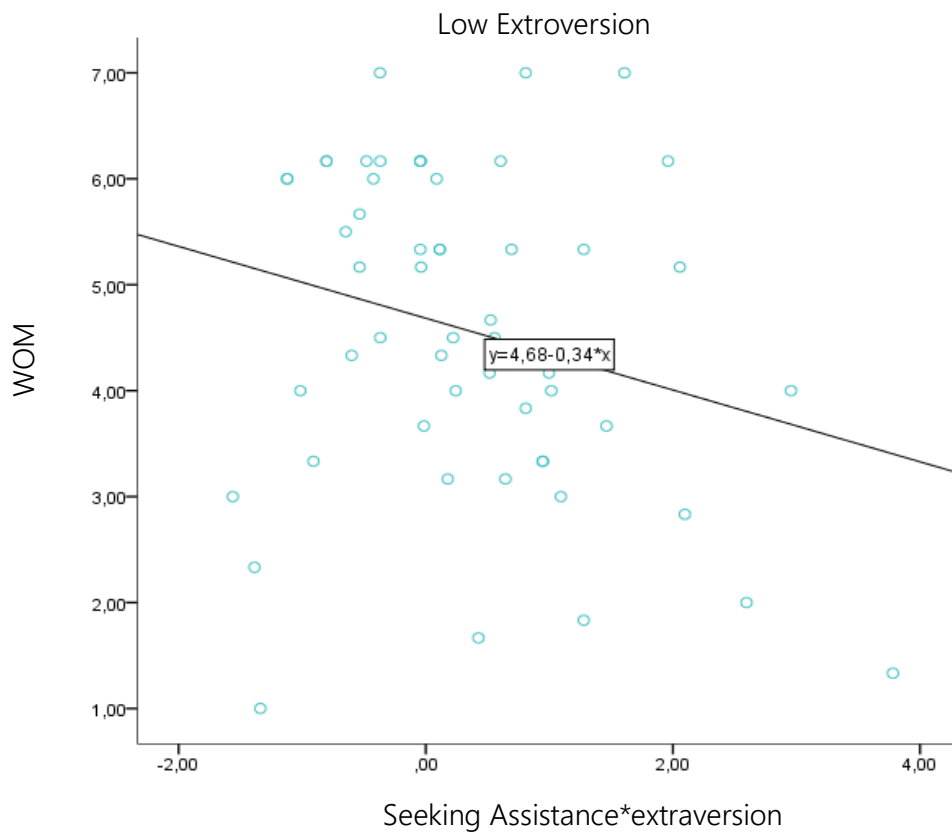
**Appendix 167** OBCE (dimension: Rewards (Utilitarian)) relation to self-expression WOM, with the moderation of extraversion (low extraversion)



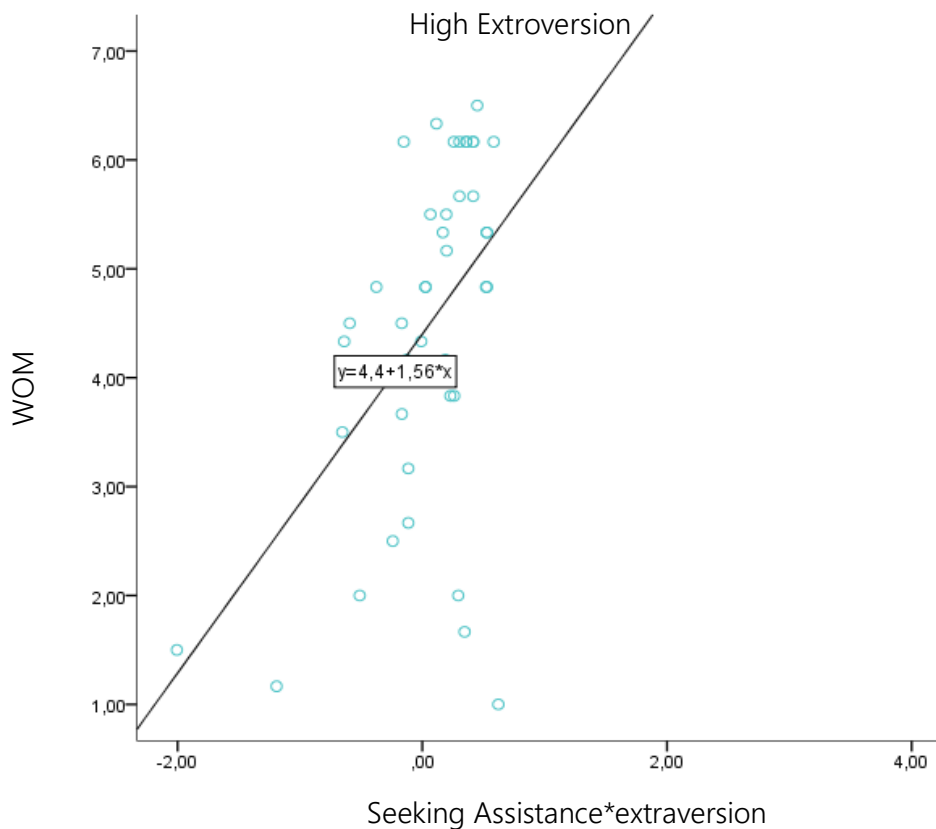
**Appendix 168** OBCE (dimension: Rewards (Utilitarian)) relation to self-expression WOM, with the moderation of extraversion (high extraversion)



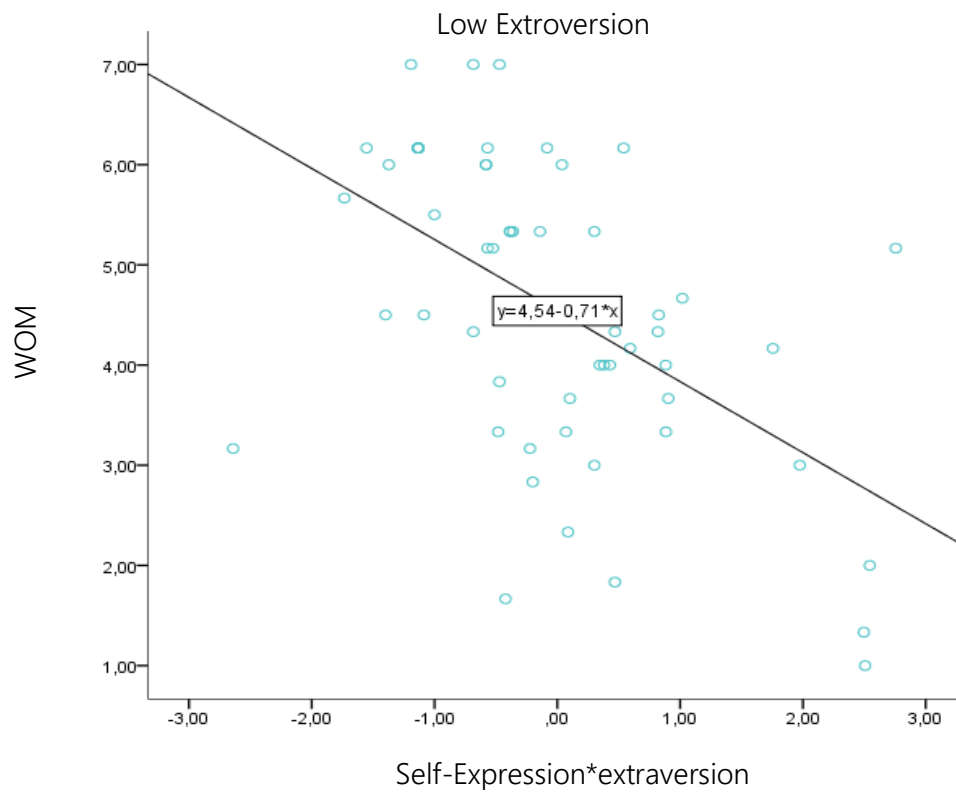
**Appendix 169** OBCE (dimension: Seeking Assistance) relation to self-expression WOM, with the moderation of extraversion (low extroversion)



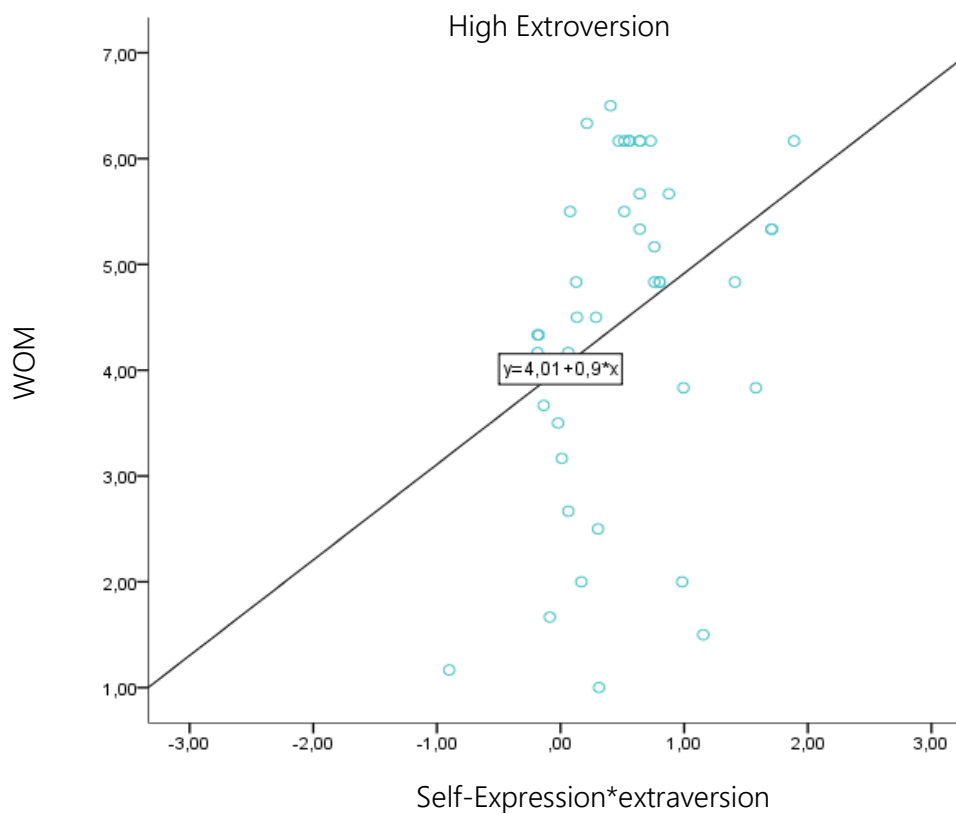
**Appendix 170** OBCE (dimension: Seeking Assistance) relation to self-expression WOM, with the moderation of extraversion (high extroversion)



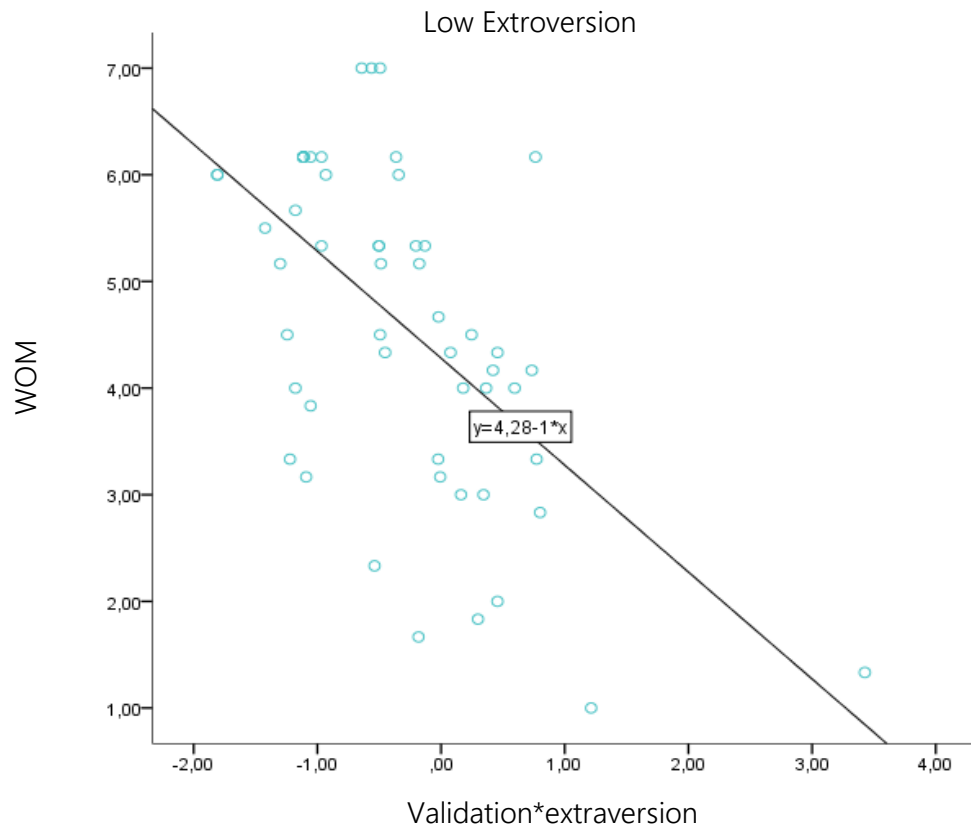
**Appendix 171** OBCE (dimension: Self-expression) relation to self-expression WOM, with the moderation of extraversion (low extroversion)



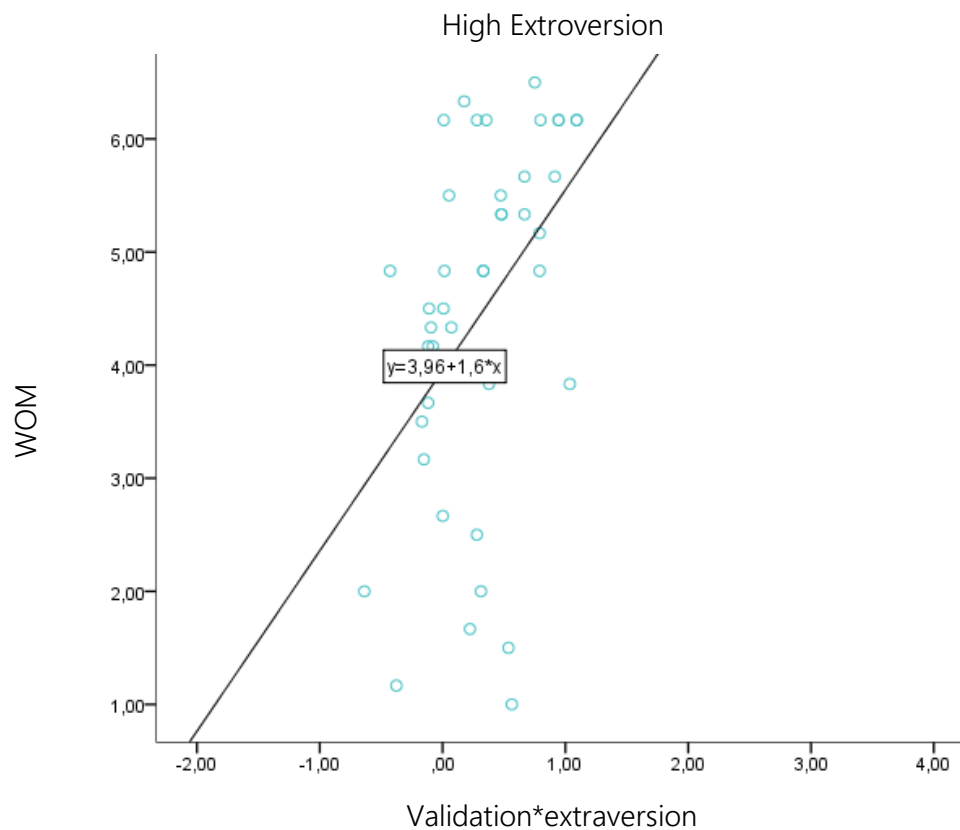
**Appendix 172** OBCE (dimension: Self-expression) relation to self-expression WOM, with the moderation of extraversion (high extroversion)



**Appendix 173** OBCE (dimension: Validation) relation to self-expression WOM, with the moderation of extraversion (low extroversion)



**Appendix 174** OBCE (dimension: Validation) relation to self-expression WOM, with the moderation of extraversion (high extroversion)



**Appendix 175** Survey delivered to the communities (example of *My Starbucks Idea*).

Note: For Anti-Brand communities the survey was similar except for the dimension of Brand Aversion, where those questions related more to disliking the brand, while for Brand Passion (Fan communities) it related with liking the brand. Each questionnaire was personalized for each community.

## Engaging with Brands - "My Starbucks Idea"

The questions you are about to answer have the purpose of studying the ways in which Starbucks consumers and fans connect with the brand in their online community.

\* Required



1. I am... \*

Mark only one oval.

☐

Female

☐

Male

2. Age... \*

---

3. Nationality... \*

---

### I See Myself as Someone Who...

In this section, the questions will focus on what type of personality community members seem to reveal.

4. a) Is talkative. \*

3 - Neither agree nor disagree.

Mark only one oval.

1

2

3

4

5

Disagree strongly

☐☐☐☐☐

Agree strongly

5/11/2016

Engaging with Brands - "My Starbucks Idea"

5. b) Is reserved. \*

3 - Neither agree nor disagree.  
Mark only one oval.

	1	2	3	4	5	
Disagree strongly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree strongly

6. c) Is full of energy. \*

3 - Neither agree nor disagree.  
Mark only one oval.

	1	2	3	4	5	
Disagree strongly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree strongly

7. d) Generates a lot of enthusiasm. \*

3 - Neither agree nor disagree.  
Mark only one oval.

	1	2	3	4	5	
Disagree strongly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree strongly

8. e) Tends to be quiet. \*

3 - Neither agree nor disagree.  
Mark only one oval.

	1	2	3	4	5	
Disagree strongly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree strongly

9. f) Has an assertive personality. \*

3 - Neither agree nor disagree.  
Mark only one oval.

	1	2	3	4	5	
Disagree strongly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree strongly

10. g) Is sometimes shy, inhibited. \*

3 - Neither agree nor disagree.  
Mark only one oval.

	1	2	3	4	5	
Disagree strongly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree strongly

5/11/2016

Engaging with Brands - "My Starbucks Idea"

11. h) Is outgoing, sociable. \*

3 - Neither agree nor disagree.

Mark only one oval.

	1	2	3	4	5	
Disagree strongly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree strongly

### Am I "In Love"?

12. On a scale from 0 to 10, what do you feel about the brand Starbucks? \*

(0 - "I hate it", 5 - "I'm indifferent to it", and 10 - "I love it")

Mark only one oval.

	0	1	2	3	4	5	6	7	8	9	10	
I hate it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I love it

### "My Starbucks Idea" Community

In this section, the questions will focus on your own personal activity and experience regarding the community.

13. a) How much time do you spend, on average, on the internet, per week? \*

In hours.

---

14. b) How much time do you spend, on average, on the community, per week? \*

In hours.

---

15. c) How many posts do you do, on average, per week? \*

---

16. d) How many comments do you do, on average, per week? \*

---

### "My Starbucks Idea" Community

5/11/2018

Engaging with Brands - "My Starbucks Idea"

17. **1. I am motivated to participate in this community because I feel I can help improve Starbucks and its products. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

18. **2. I am motivated to participate in this community because I am passionate about the brand. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

19. **3. Increasing the strength of the connection I have with this community makes me want to participate more in the community. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

20. **4. I like participating in this community because I can use my experience to help other people. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

21. **5. I look forward to discussing my opinions about Starbucks with others who share the same interest as me. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree



5/11/2016

Engaging with Brands - "My Starbucks Idea"

22. 6. I like participating in the "My Starbucks Idea" community because it is entertaining. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

23. 7. I am motivated to participate in this community because I can earn rewards. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

24. 8. I am motivated to participate in this community because I can receive help from other community members. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

25. 9. I feel that I can freely share my interests in the community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

26. 10. The "My Starbucks Idea" community is my critical connection for new and important information about Starbucks and its products. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"



27. 11. Receiving more affirmation of the value of my comments, makes me want to participate more in the community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

28. 12. I like to know that my comments and suggestions can influence Starbucks and its products. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

29. 13. I participate in this community because I care about Starbucks. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"

30. 14. Being part of this community makes me feel more connected to Starbucks. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

31. 15. I like to share my experience and knowledge with others in the "My Starbucks Idea" community to help them be more educated about the brand. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

32. 16. I enjoy conversing with people similar to myself in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

33. 17. Having fun is my main reason for participating in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

34. 18. If it weren't for the chance of getting rewards, I wouldn't participate in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"

35. 19. I am motivated to participate in the "My Starbucks Idea" community because its members can use their knowledge to help me. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

36. 20. I would express any opinion or idea I had about Starbucks in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

## "My Starbucks Idea" Community

37. 1. When I want up-to-date information about Starbucks, I look to this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

38. 2. I feel good about myself when other community members share my ideas. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

39. 3. Increasing the influence I have on Starbucks and its products makes me want to participate more in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"

40. **4. I would not belong to a brand community if I did not have passion for the brand.** \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

41. **5. Being part of this community makes me feel more connected to other consumers of Starbucks.** \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

42. **6. I really like helping other community members with their questions.** \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

43. **7. I look to this community when I want to discuss a topic with people who have similar interests.** \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

44. **8. I participate in this community because I think it is fun.** \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"

45. 9. Possibly receiving more rewards makes me want to participate more in the "My Starbucks Idea" community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

46. 10. I like participating in this community because it gives me an opportunity to receive help from other community members. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

47. 11. I can always be myself when interacting with others in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree



"My Starbucks Idea" Community



5/11/2016

Engaging with Brands - "My Starbucks Idea"

48. 1. This community keeps me on the leading edge of information about Starbucks. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

49. 2. I appreciate when others agree with the ideas I express in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

50. 3. I hope to improve Starbucks or the products through my participation and expression in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

51. 4. My passion for Starbucks products makes me want to participate in this community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

52. 5. I feel good when I can help answer other members' questions. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"

53. **6. Having conversations with people in this community who share the same views about Starbucks is important to me. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

54. **7. I find participating in this community to be very entertaining. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

55. **8. It is important to me to be able to use this community to find answers to my questions about Starbucks. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

56. **9. This community makes it easy for me to express my true beliefs about Starbucks. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

57. **10. This community is the best way to stay informed about new developments with Starbucks. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree



5/11/2016

Engaging with Brands - "My Starbucks Idea"

58. 11. When others support my ideas and opinions in this community, I feel better about myself. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

## How Committed Am I?

This section focuses on the level of commitment you show to the community and to the brand itself.

59. 1. I want to continue my relationship with the Starbucks community. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

60. 2. If Starbucks were a person, I would like to have him or her as a friend. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

61. 3. Occasionally, the "My Starbucks Idea" community arranges events or meetings. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"

62. **4. The Starbucks community is interested in my ideas and opinions about the brand. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

63. **5. I give feedback about my evaluations of Starbucks and its products, regularly. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree



## What Happens When I Log-Off?

This sections only focuses on your opinions and behaviors about Starbucks OUTSIDE the community. For eg., when you talk to your friends, peers, family, etc.

64. **1. I like to talk about the Starbucks products I buy so people can get to know me better. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"

65. **2. I talk about my Starbucks consumption activities to let them know more about me. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

66. **3. I like the idea that people want to learn more about me through the Starbucks products I buy. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

67. **4. I like the attention I get when I talk to people about the Starbucks products I buy. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

68. **5. I like to communicate my consumption activities to people who are interested in knowing about me. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

69. **6. I like it when people pay attention to what I say about my consumption activities. \***

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5/11/2016

Engaging with Brands - "My Starbucks Idea"

70. 7. I recommend Starbucks often. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

71. 8. I have spoken unflatteringly of Starbucks to others. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

72. 9. I am proud to say to others that I'm a Starbucks consumer. \*

2 - Mostly disagree | 3 - Somewhat disagree | 4 - Neither agree nor disagree | 5 - Somewhat agree | 6 - Mostly agree

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree