

## A NETNOGRAPHY-BASED STUDY OF CUSTOMER ADVOCACY-ENABLED BRAND COMMUNITY ENGAGEMENT FOR THE WEDDING SERVICES: A THAI PERSPECTIVE

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**Abstract:** The social media-based brand community engagement is the major focal area for this study which is enabled by Facebook fan pages and Instagram accounts of twelve dominant wedding services providers in Thailand and their customers. The social media-based brand community engagement is elicited by both customers and the brand. Brands participate with the attempts to stimulate the brand community engagement by employing the business model characteristics factors via the relevant sense channels while the customers are driven by the personal motive and values. The social media-based brand community engagement is an attempt to create values that lead to the customer loyalty and, in turn, enable the customer advocacy in the community engagement respectively. A conceptual framework manifests the holistic phenomena of brand community engagement configuration as well as depicting the areas for marketing implication which addresses the research objective. Meanwhile, three research questions are raised accordingly. This research is both exploratory and explanatory in nature. While netnography method is exploited in data collection, grounded theory approach is employed to deliver data analysis of validity, reliability and analytical generalizability.

**Introduction:** *“Social media will help you build up loyalty of your current customers to the point that they will willingly, and for free, tell others about you”.* 1. - Bonnie Sainsbury (Retrieved from *The Top 50 Social Media Power Influencers, 2013*)

In the world of business today, the product/service attributes which solely acquire the differentiation strategy is not sufficient to sustain the business in the competitive marketplace. Since Internet and various social media have been adopted and become a part of people's daily lives, pattern of the customer consumption behavior, social behavior, values and attitudes have been shaped (Presad et al, 2014.) In addition, Internet generates a particular platform where all sizes of companies can compete to others (Alsubagh, 2015).

According to Hollebeek (2011a), the consumer engagement strengthens the organizational performance. The brand referrals and the value co-creation which allows the customer loyalty may be generated by the engaged customers (Brodie et al., 2011). Henceforth, the brand community engagement has gained various interests from academic studies as well as the business implications recently (Van Doorn et al, 2010). The previous researches and studies on the brand community engagement are still hazy and superficial in the wedding business area of concern. Therefore, brand community engagement becomes a focal topic for this research study.

Overall, the research objective is to empirically investigate whether and how the brand community engagement matters for wedding services and brings out any discovery of business opportunity, by identifying a suitable theoretical model to explain customer advocacy-enabled brand community engagement for the wedding services. To delve into

these issues, the key research questions are raised as follows:

1. How does the brand community engagement occur in the context of social media which enable the customer advocacy of wedding service? And why is it important?
2. How does the brand harness the customer advocacy? And (3) why does the brand should implement branding strategy by utilizing the brand community engagement on the social media?

While the literature review would provide the fundamental conceptual framework architecture for the two research questions, in addressing the overall research objective, netnography-based research method would be used for the data collection, and grounded theory (Patthracholakorn, Tan et al. 2016) is used in analyzing the data which ensures validity, reliability and analytical generalizability in addressing to the research questions.

**Literature Review:** The existing literature is critically reviewed in the context of customer's brand engagement in the brand community engagement platform, and is further shown to lead to brand trust and value co-created in order to establish customer loyalty, which deductively addresses the conceptual framework of this research, in addressing the research objective.

**Brand Community Engagement Platform:** Social media has gradually transformed the ways companies leverage the engagement of customers, partners and the communities in order to drive the value co-creation that benefits all parties by sharing resources of time, knowledge, relations and emotions. Along this transformational evolution, brand community is formed that aims to draw the valuable attention, commitment and investment needed to further arouse interests and desires of the customers as well as the participating value chain players. Thus, brand

community is enabled by “carefully assembling, displaying, and using various consumption objects to create just the right ambience of being ‘in the known’ (Ostberg, 2007, p. 104). The right ambience inducement is considered as the environmental stimulation factor, which facilitates, supports, and maintains the brand community engagement, in this research.

Brand community engagement is defined in this research to refer to the social media community engagement with a focus on co-creating values that lead to positive brand image and brand trust, and thus customer loyalty. The nature of brand community engagement, nevertheless, is still lacking a systematic study, in particular relating to the rich picture and the subtleness of the phenomenon. In addition, the study of brand community engagement is not straightforward, as the degree of the validity of the finding depends largely on the methodological approach, as well on the nature of engagement in the social media platform. For instance, Simon, Oliver and Fassnacht (2016, p. 3) pointed out the 90-9-1 rule as the current fact of social media engagement, which states that “only 1% of users create content on a permanent basis, 9% contribute from time to time, and 90% remain silent during social interactions.” Due to the relatively new field of brand community engagement but investigative nature of the research study, netnographic method is appropriate, although the data analysis and research interpretation may be cautioned in generalization as it may represent the few dominant voices as cautioned in Simon et al. (2016) in the 90-9-1 rule.

Brand community is also alternatively known as brand tribe which describes groups of people sharing some common interests in a specific brand (Cova and Pace, 2006). As a result, brand community members share a sense of belonging, which drives consciousness of a kind that surround the brand and demonstrates a sense of in-role and out-role obligation to the community (Muniz and O’Guinn, 2001). This research focuses on wedding services and outcomes as the specialized aspect of brand community. Having people participated the brand community in social media platform a shared consciousness towards common interests such as in value co-creation arises. The virtual brand community can be initiated by both the customers and the companies. According to Arnone et al. (2010), the virtual brand community has becoming a part of brand management strategies. Social media is an interesting platform for the creation of the virtual brand community as the Internet has grown intensively and fosters the companies’ interest and social media in opening up the chances for the companies to study and be closer to its customers and the perspectives (Kozinets, 2002).

**Customer’s Brand Engagement:** Within the service business sector, such as wedding services, customers are indispensable parts of the service delivery process (Patterson, 2006; John, 1999). In this case, the customer engagement is a significant value co-creation process in offering the unique contributions to the service industries (Patterson, 2006). Some certain studies on the customer engagement demonstrate that the customer engagement is a multidimensional construct (Hollebeek et al., 2014; Vivek et al., 2012). Moreover, the different dimensions of customer engagement have important impact on each other as well as are interrelated (Kuvykaitė, 2015).

Brand community has also shown to have the effectiveness to turn customers and participants into engaged fans (Wallace et al. 2012) and most importantly, engaged customers (Hollebeek and Chen, 2014) with the brands, as the focus of this research. An engaged customer, as shown in van Doorn et al. (2010), demonstrates the motivation and behaviors beyond transaction motives, partly contributable to the intense interest and desire of the customer. Thus, customer engagement is fundamentally recognized as an important element in the process of value co-creation (Kabadayi and Price, 2014).

Research has shown that customer engagement can be measured by the efforts and relationships of the customers with the companies, or the brand. In this research, customer engagements and the participation in the brand community can manifest co-creation cognitively, physically or behaviorally, and emotionally (Patterson et al. 2006). Many research findings indicate that the efforts and relationships, for engaged customers, should be in the state of fully absorption or a sustained attention (Higgins and Scholer, 2009), or immersed and energized (Hollebeek and Chen, 2014), being associated with motivation and passion, which may be brand-related or context-specific (Hollebeek, 2011). By brand-related or context-specific, the engagement could be driven by utilitarian-driven motive on functional utility of the brands and the brand community, or associative motive by being a part of the brand community memberships where value co-creation can happen. In addition, there are also psychological motive that influences the engagement and its intensity (Brodie et al. 2013). Thus, apart from the ambience or environment-induced impact on brand community engagement, as discussed earlier, brand community engagement also may be stimulated by how the participants such as the customers view themselves as sharing similar motives or identification (Sprout et al. 2009). For this research, an attempt is made to study personal motives that share the similar domains as

engagement, such as affective motive (Mollen and Wilson, 2010),

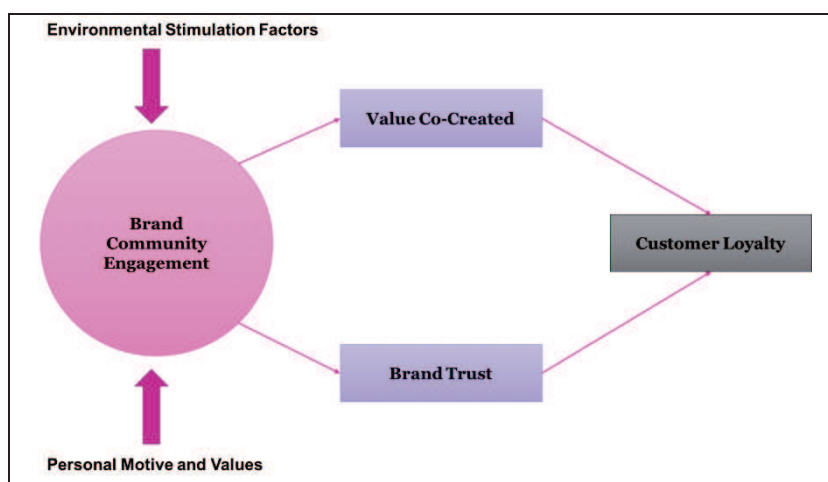
**Customer Loyalty:** Customer loyalty is manifested in customers exhibiting the commitment towards repurchasing behaviors and the attitude in continuing the relationship with the products and services, regardless of the marketing efforts of competitors and other situational influences which has the potential to cause brand switching (Oliver, 1999). Examples include in word-of-mouth (van Doorn et al. 2010) or attitude towards the brand (Hollebeek and Chen, 2014). Based on the aforementioned understanding and discussions on active customer’s brand engagement, it can be recognized that customer engagement is a psychological process (Bowden, 2009) that “models the underlying mechanisms by which customer loyalty forms” (Hollebeek and Chen, 2014, p. 64). Thus, customer loyalty is an important indicator which describes the affective, emotional and cognitive relationship presence (Patterson et al. 2006) with the brand community engagement. Customer loyalty is also driven by the customer satisfaction, commitment and relationship, which is being reflected by the combination of attitude and behavior (Rossat et al., 1999), and thus, it can also be conceived as a thorough process that involves a series of customers’ evaluative judgments and other psychographic variables that stem from the service evaluation (Rai et al., 2013). Essentially, customer loyalty is the significant long-term financial performance determinants for every business (Churchill et al., 2001).

**Value Co-Created:** In value co-creation environment, values are diversified as the process of co-creation involves a wide spectrum of stakeholders.

De Vries and Carlson (2014) highlight functional, hedonic, co-creation and social values. In fact, brand community possesses, not only, social value, but itself can be reckoned as value in the forms of communities centered on brands (Pihl, 2014). According to Grönroos (2011), the value-in-use emerges (or is created) through the user’s accumulating experiences with resources, processes (and/or outcomes) in social, physical, temporal and/or spatial contexts.

**Brand Trust:** Brand trust is defined as “the willingness of the average consumer to rely on ability of the brand to perform its stated function” and it is a significant variable that has the impact on brand affect (Chaudhuri et al., 2001). From several studies on brand trust (Geçti et al., 2013; Mohammad, 2012; Kim et al., 2008; Ballester et al., 2005; Harris and Goode, 2004), they define the brand trust as a mediator on consumer behaviors before and after the purchase which leads to the loyalty in the long-term perspective. In this research, brand trust is resulted by cognitive-, behavioral- and affective- antecedents that are known as social media co-creation. Spheppard and Tuchinsky (1996) acknowledge the cognitive-based mechanism that induces brand trust as content-, or knowledge-, or calculus-based. The literature review has, thus far, identified a preliminary conceptual model, as shown in Figure 1, which addresses the research objective on deductively theoretical platform. What follows would describe the netnography approach used to empirically validate the model, which has the advantage to provide the qualitative richness embedded in the explanatory capability of the model in addressing the research objective and the three research questions that are raised.

Figure 1: The Conceptual Framework



**Methodology:** Netnography-based research method is an unobtrusive observation method that arises on the social media context, which captures the daily

interactions, key incidents and the reactions and comments of the different players, as well as the brand-stimulating activities. Although representative

or population generalizability is not the ultimate goal of the netnography-based method, but for validity purpose, at least analytically or theoretically, the observation takes place in few well-known social media platforms that relate to wedding services in Thailand: Facebook fan pages and Instagram accounts of five dominant wedding services in Thailand and their customers. This allows the researcher to capture the focal conversations of the stakeholders involved, while use the skills as phenomenology to observe for the nature of experiences and engagement, manifested as well in relevant human sense objects such as visual objects and perceptual comments, the feelings or emotions involved, and the attitude, intention and loyalty behaviors.

In the netnography process, mediated participation (La Rocca, Mandelli and Snehota, 2014) is not used, and thus the researchers do not have the chance to make clarification from the participants. The usefulness of exempting this means is the researcher will not be seen as intruding the brand community. However, the research takes an immersive attitude in the observation participation process, to serve the purpose to “observe and describe behaviors, meanings and languages, interpreting and extracting patterns and codes of conduct” (ibid, p. 691) pertaining to wedding services and brand value creation outcomes. This approach has gradually gained recognition as effective and reliable research approach as communal approaches to consumption gain the pace (Cova, 1997) and people can now easily access to different applications and social media channels.

**Data Analysis:** Based on the netnography approach, the data collected are subjected to data analysis by the use of phenomenology and grounded theory practices (Apisit-isariyah et al. 2016). Overall, a typological architecture that aims to describe the phenomena of brand community engagement (cf. Tan, 2016) would be systematically identified, which would serve two roles – namely to validate the originally deduced theoretical model and to provide further adjustment with richer ability in the theoretical explanation. Specifically, a typological contribution to the body of knowledge in the area of brand community engagement (cf. Tan, 2016) is made, by outlining the nature of the engagement, and furthering the potential and non-customers and partners domains of stakeholders, and the roles of service attitudes and the areas of value co-creation. The following provides the various domains of the typology.

First, the customers are driven to participate in the social media-based brand community engagement with various motives and espoused values in the nature of (1) utilitarian, (2) affectionate and

associative, (3) management, (4) agentic or deontological. Most cases of the findings reveal that the customers firstly participate with the utilitarian motives and values by seeking for the wedding services information, for self-worth enhancement (most found in wedding photography and makeup services' fan page) and promotional marketing offers. An interesting case shows precisely that the *utilitarian motive* drove her to participate the brand community engagement which influenced her to use the brand's service.

*“I started from reading the information derived from ‘A Wedding’ website and I felt impressive towards brand’s wedding profession. So, I made decision that ‘A Wedding’ must be a planner for our lifetime’s special moment (here, is referred to wedding)”.*

The long-term fans and/or followers of the brands seem to have the *affectionate* and *associative motives* in participating with posts and other interactive activities within the brand community engagement. For instance, there is a case that a brand's fan posted a moral supportive message on the brand's wall to encourage the brand and express her attitudinal loyalty towards the brand during the calamity happened, for instance:

*“No matter how the others would talk about your team, the truth is always the truth. Even your team is bad in others’ views, I’m still your fan who will continually follow your works. Not because you have served several celebrities, it’s truly because you have done the great works. The photos are beautiful, valuable and capturing all details of feelings. This is so called ‘professional’ #fighting I’m supporting you”.*

Commonly, the customers with actual service experiences also contain the *affectionate* and *associative* as well as *deontological (agentic)* motives and values to participate and create the shared content based on their actual service experiences. For instance, some cases reveal obviously the *deontological motives* in the perspective of agentic motive behind the brand community engagement participation:

*“I have followed ‘B Wedding’ work continuously and seen that so many other brands trying to duplicate your style. In my perspective, they cannot duplicate the original yours. I can’t tell exactly what those brands lack for, but I just feel that they cannot deeply catch the true feeling as ‘B Wedding’ can. Once I found my soulmate (my wedding videographer) I cannot change my mind and turn to other brands”.*

Also, this case presents clearly on *agentic motive*:

*“It was my first chance to coordinate with ‘Mr. C’ (brand’s owner) and the team of ‘C Wedding Photography’ on a special day of my older sister. I want to let you know that ‘Mr. C’ is not only talent*

*in capturing the beautiful photos but he is also friendly”.*

The management aspect of brand community engagement is also obvious by cases showing the customers use hashtag or their own postings to manage their wedding memories with the brand, for instance: *“I would like to thank you, all of you who take care of my pre-wedding and things. Everything is perfectly made.”*

Besides, the brand community engagement also exhibits the existence of parasocial relationships, participants of different stakeholders, service attitudes and values co-created.

**Parasocial relationship:** This study shows that the parasocial relationship is a component within the brand community engagement where the participants display their (1) confirmative, (2) appreciative, (3) informative, and (4) intentional aspects of parasocial relationships. These parasocial relationships are grounded with the fondness of participants on the brand, its products and/or services. The following quotes are the examples found with the use of netnography methods.

The confirmative parasocial relationship was presented in several cases of this research findings, an example is illustrated:

*“Mrs. A (Owner of A Wedding) told us that ‘believe in me’. I didn’t understand in the first time until the end of my wedding. I, therefore, got it all that ‘believe in Mrs. A is the best way to”.*

In addition, the appreciative parasocial relationship was also presented by the customer of the brand: *“The work will be exactly excellent. I’m so impressive and have to announce and let others know about it”.*

Besides, the informative parasocial relationship was shown in several ways. The customers, sometimes, posted their thankful messages on their personal wall post or comment and mentioned the brand by linking with the brand’s Facebook fan page: *“Today, I’m at ‘Z brand’s store for my red dress. I have followed this brand for a certain period of time because I like several dresses from this brand”:* The ‘Z Brand’ is the brand’s Facebook fan page where the others who connect with this customer’s Facebook account can click and enable to visit actual brand’s Facebook fan page. Some cases they used tagging to tag brand’s account on Instagram, for example: *“Another person that I have to show my special gratitude is ‘@K Wedding’ who is the wedding planner for both morning and evening session”.*

Sometimes, they posted in the review section on brand’s Facebook fan page: *“Thank you N and the team to the max for being the memory capturers for us and our families on this special moment. I know that you are tired for this long hours working. But everyone works enthusiastically, friendly and cheerfully. You*

*and the team facilitate us a lot. Thank you so much from our hearts”.*

While hashtags are mostly being used to manage their wedding memories with the brand on Instagram, for instance: *“I would like to thank you all of you who take care of my pre-wedding and things. Everything is perfectly made. #yuriwedding, #Pmakeup, #BWedding, #Hplanner”.*

Some interesting cases that the customers posted messages revealing their intentional parasocial relationship to use the brand’s service in the brand community engagement.

*“I had intended to hire ‘K Wedding’ on my wedding for long time ago. I’m definitely satisfied”.*

In another case, a customer stated: *“I have planned my wedding since I was studying in high school... I had thought to book the service year ahead (and told the groom with mingle force that if the queue of ‘B Wedding’ was not available, I would postpone the wedding day then ... LOLS!)”*

Another good example case on intentional parasocial relationship: *“Your works are so beautiful. I personally love your photography style. I admire your work. So wonderful, I will save my money to hire you once I get married”.*

**Stakeholders:** This study examines that not only the brand and the customers are gathered together for the establishment of the social media-based community, there are also other stakeholders such as business partners, employees, potential customers and the non-customer participants.

Potential customers, typically, participate in the brand community engagement on Facebook fan page or follow the Instagram account to seek for the information they needed, for example:

*“I want to know the price list and the package for the brand’s services”.*

The non-customer participants also engage within the brand community and, sometimes, actively interact with the brand and others:

*“Since I have followed F’s (the owner of F Wedding) every work, I like your work for this couple the most, no matter pre-wedding shoot or photos from wedding day. Lighting, color and the components of the photo, everything is perfect. If I was my wedding, I would be very delightful and happy that your team can transmit the moment into every beautiful photograph and video. It is value-for-money that once in a lifetime I could have beautiful photos for keeping my memory. It might be because the couple is lively and the love they have for each other that emotionally express through these photographs. I’m so into it. Therefore, I give these set of photograph the best of F”.*

Another customer posted on the brand’s wall indicating that she would like to be the brand’s fan: *“I got a chance to read B’s interview on L magazine. I saw*

*the brand's works and really want to rearrange my wedding again. I'm supporting you and your team. I applied for being one of your fans".*

Business partners are part of brand community engagement. Commonly, the brands will refer to each other by using tagging feature in order to describe which brands are responsible for which parts of a particular wedding. However, they sometimes generate the virtual interaction within the brand community. This is a case that clearly presents the interaction and engagement among business partners: "**V (makeup artist):** My makeup, it's a bit late to post @groom @bride @KWedding Thank you for the beautiful photo from @N #KWedding I wish you both truly happy. This is a couple that their many lovely friends attend the wedding.

**Groom:** @V I still can feel the beauty of my bride because of you and @T (hair stylist). It was like I'd got two wives, during the engagement is sexy one and reception is the charming one. She looked younger than age. Thank you again, and thank you for beautiful photo from @N and the person who encouraged me to arrange the wedding and be the moderator for my wedding @K Wedding. Thank you so much.

**V:** @groom because you both are lovely that's why friends love you.

**Groom:** @V, thank you so much!

**K Wedding:** @V If I have a chance to get married, you will be the one who do the makeup for me.

**V:** @K Wedding Really???

**Bride:** Thank you Mr. V that made me look so beautiful. Truly thanks @V".

**Service attitudes and values co-created:** Within the brand community engagement there are some points that the service attitudes are obvious in the perspective of (1) empathy, (2) enthusiasm, (3) friendliness, (4) cooperation, (5) informativeness, (6) advisement and (7) customer benefit-centric. These service attitudes are the parts that drive the Clearly, the brand community engagement occurs when the brand acquires the social media platforms as the communication and marketing tool in order to present their works and engage with customers and potential customers. Within the brand community engagement, the company uses the business model characteristics to stimulate the interaction and enhance the engagement through relevant sense channels, especially sight, sound and ideas, such as, posting the photos and video clip, allowing the participants to comment and share.

To enrich the understanding towards addressing the research objective, two research questions were raised. While the first research question reveals a typological architecture that discovers the various engagement behaviors and attitudes, and the

engagement bond within the brand community on the social media platform. There is a case indicating various significant service attitudes derived within the brand community engagement:

*"I want to let you know that Mr. B is not only talent in capturing the beautiful photos but he is also friendly. In addition, I also asked him for his suggestion on decoration. Actually, he can ignore my request. However, in order to get the beautiful photos, he helped and involved in every part since preparation. On the wedding day, the team perfectly provided the service even they were not having meal yet. From my perspective, this enthusiastic service is the most important. Thank you so much for your advice and friendliness".*

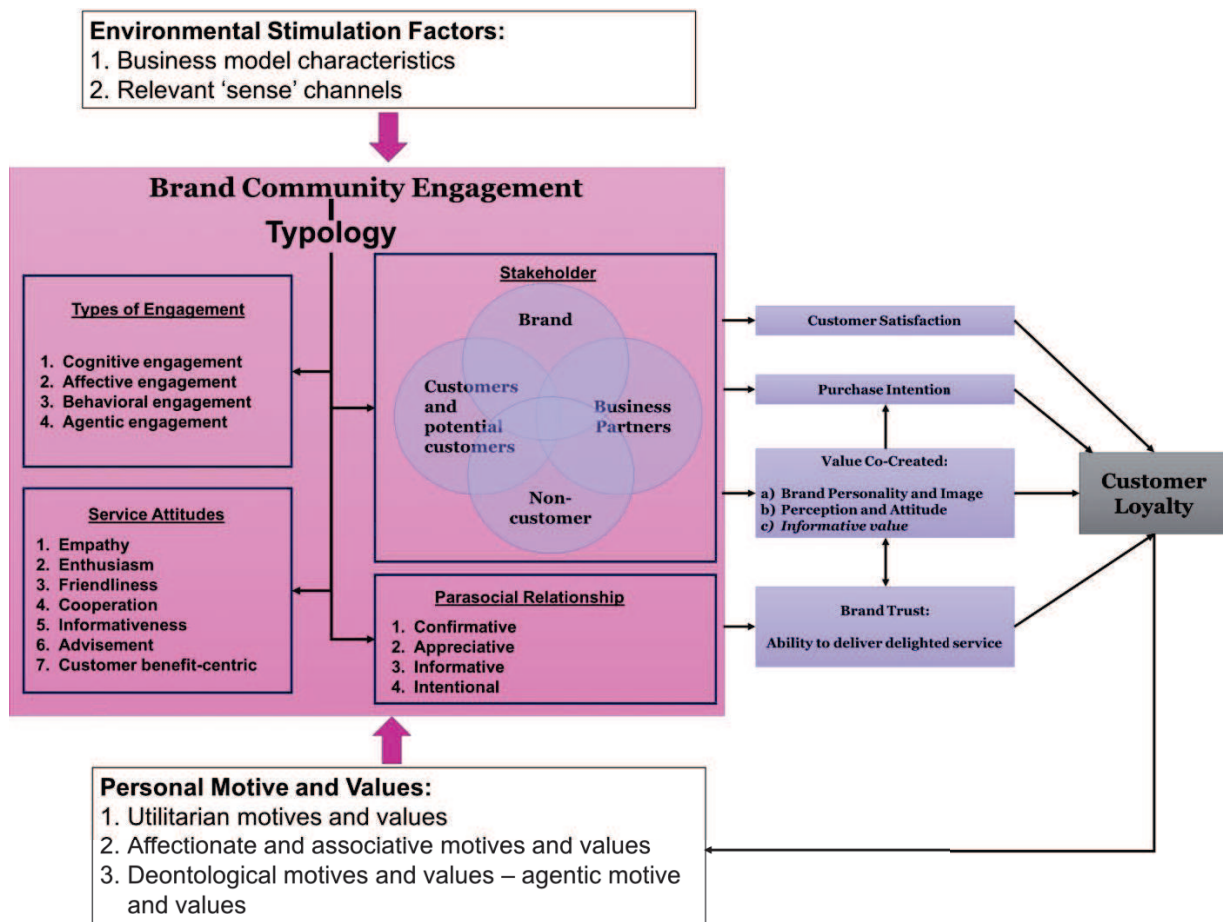
Moreover, the findings also identify the values which are co-created by the participants of the brand community engagement which are (1) informative value, (2) perception and attitudes, and (3) brand personality and image. Furthermore, the participation of the customer in the brand community engagement can alter the customer's perception and attitudes as in this case: *"Thank you so much for your advice and friendliness. I totally changed my perception and attitude toward the professional photographer that hard to coordinate, no suggestion provided and self-centered".*

Besides, the co-created values and brand trust, that are derivable from the brand community engagement, the perceived service quality, customer satisfaction and purchase intention, are able to be found from the brand community engagement, which subsequently, lead to customer loyalty.

**Conclusion:** In summary, the contributions of this research to the body of knowledge are integrated and illustrated in Figure 2, which fulfills the address to the overall research objective in identifying a theoretical model to explain customer advocacy-enabled brand community engagement for the wedding services.

existence of parasocial relationship, as well as the non-customer and potential customer domains of stakeholders, and the significant roles of service attitudes and values, the second research question deals with the significant implications of this research discovery. The deontological (agentic), management, behavioral and associative, utilitarian motives and values, and nature of brand community engagement provide a significant contribution to the body of knowledge, by the ability of this typological categorization to embrace the subtleness and various cognition-, affection- or behavior-driven psychological process (cf. Bowden, 2009; Higgins and Schler, 2009; Hollebeek and Chen, 2014; Scott and Craig-Lees) that model how various players in the social media engage in value co-creation.

Figure 2: The Social Media-based Brand Community Engagement (Result of Netnography-based Data Analysis)



In terms of parasocial relationship, this research identifies four associative mechanisms in which customers form parasocial relationship, and thus would provide areas of examination and data collection for the future research in areas of parasocial relationship research. Parasocial relationship has lacked research efforts in marketing and brand management, partly due to its abstract definition. In Rubin and Step (2000), parasocial relationship is defined as users forming a psychological connection, on unilateral basis, with the media personalities, which in this research, such as the brand. Because of this abstractness, which has been lacking deeper critical synthesis and reflection in the existent literature, parasocial relationship is usually measured by taking acknowledgment of proximity, similarity or attraction (Yuan, Kim and Kim, 2016) of the users' perceptions and attitudes towards the brand and its community. This research identifies evidential associative mechanisms in terms of, for instance, confirmative, appreciative, informative and intentional. Additional aspects could also be revealed in further research upon the expansion of the data collection efforts.

On the stakeholder domain of brand community engagement, this research identifies not only the participation of customers, but most importantly, the participations of non-customers, potential customers and business partners. In addition, the brand community engagement also clearly shows the revelation of service attitudes and the value outcomes (i.e. informative value, perceptions and attitudes, new product development and service improvement, and brand image) as another two domains of the brand community engagement typology. In sum, the brand community engagement is important because of various reasons. First, it is where the potential customers participate during their decision making for their wedding services. The informative values within the brand community engagement will encourage them to select the brand. Second, the brand community engagement contains ability to influence perception and attitudes of the customers toward the product, service and the brand. Third, the brand community engagement enables the company to improve the product and service for the customers in accordance with the suggestions of customers. Fourth, the customer advocacy will

establish the brand trust as it reflects the sincere feelings and experiences (Constantinides, 2014). From this study, the second research question is addressed. There are several ways brand can harness the customer advocacy on the social media platforms. The brand can highlight the appreciative and commendatory messages posted by these advocated customers by stating how happy as being a part of the wedding, and by engaging them with intimate conversation, and interaction. The brand can use 'storytelling' as the advocacy advertising by referring back to their customers in order to encourage their interactions within the brand community engagement. The customer advocacy can be used as marketing tool during virtual calamities affecting the brand.

This research clearly shows that the branding strategy by utilizing the social media-based brand community engagement is significant in service businesses. Social media allows two-way communication and is a part of people daily lives, in which the brand community engagement on social media will be the first source of information on the service. The brand community engagement retains not only the customers but also attract the potential customers of the brand. Moreover, the customer-generated advertising messages within the brand community engagement are trustable and intimate rather than the brand-generated as said:

*"People influence people. Nothing influences people more than a recommendation from a trusted friend. A trusted referral influences people more than the best broadcasting message"*

- Marc Zuckerberg

(Retrieved from Publicity Quotes' post on Nov 30, 2012)

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