INFLUENCING CONSUMER-TO-CONSUMER (C2C) INTERACTION IN ONLINE BRAND COMMUNITIES

by

MOLAN KIM

(Under the Direction of SCOTT A. THOMPSON)

ABSTRACT

With the rise of social media, consumers are increasingly interacting with their peer consumers in online brand and product enthusiast communities. As this online consumer collective environment becomes more important in terms of word-of-mouth and customer relationship management, marketers' roles are being transformed. Finding themselves on the outside of consumer-to-consumer (C2C) interactions looking in, marketers are struggling with the question of how, where, and whether they should attempt to participate in this online C2C environment to interact with the consumer collectives. This dissertation suggests that the Customer-to-Customer Relationship Management (CCRM) strategies marketers employ in the online C2C environment generate desired outcomes and build positive relationships with the consumer collectives. The findings reveal that marketers assume a variety of roles when engaging in CCRM. The role the marketer assumes, in turn, alters the consumer members' responses to the marketer and the valence of online C2C communications.

INDEX WORDS: CCRM, Consumer-to-Consumer Communication, Online Marketing Strategy, Online Brand Community, Online Word-of-Mouth, Content Analysis

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DEDICATION

To my parents, Yong-Hwan Kim and Jinja Jung: Mom and Dad, without your endless support, I would have never challenged myself to pursue this goal, and more importantly, I would not be the person I am today. Thank you for your unconditional love and wishes.

To my younger brother, Geon-Woong: Thank you for being my only sibling. Although I have never talked to you about this before, you know that I am very proud of you. I love you, my little big boy.

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CHAPTER 1

INTRODUCTION AND LITERATURE REVIEW

Consumer-to-consumer (C2C) interaction in online brand communities has become a critical topic for researchers as well as marketers, as the current online environment allows consumers to more easily access online brand communities and share their experiences and knowledge about various brands and products. In addition, studies have shown that C2C interaction brings benefits to both companies and consumers (Bendapudi, Singh, and Bendapudi 1996) by aiding the search and exchange of product information (Gruen, Osmonbekov, and Czaplewski 2006), increasing C2C helping behavior in the use of brands and products (Gruen, Osmonbekov, and Czaplewski 2006; Muniz and O'Guinn 2001), and increasing brand loyalty based on a shared identity among consumers (Muniz and O'Guinn 2001; Schau, Muniz, and Arnould 2009). Consistent with the increased attention on online C2C interactions, Marketing Science Institute Research Priorities have also emphasized the importance of understanding C2C interactions in online environments as a top research priority in the field of marketing (MSI Research Priorities 2008-2010, 2010-2012, and 2012-2014).

Contributing to this area of research on online C2C interactions, researchers have investigated the impact of online WOM on consumer attitude (Lee, Park, and Han 2007; Williams and Cothrel 2000), consumer loyalty (Matos and Rossi 2008), and the asymmetric impact of valence of online C2C communication on consumer purchase behavior (Adjel, Nobel,

and Noble 2010; Chevalier and Mayzlin 2006). As such, prior research shows strong support for the notion that online C2C communication has a significant impact on online consumer behavior and attitude, which in turn, has also been found to have a significant impact on firm performance (Godes and Mayzlin 2009).

Conversely, other studies have found that C2C interactions within brand communities may interfere with marketers' immediate and direct marketing efforts based on traditional marketing strategies such as the one-way arrowed company-consumer relationship management strategy (Kalaignanam and Varadarajan 2006). The brand community literature also notes that consumers who are a member of a particular brand community have a sense of moral responsibility, which may lead to company-oppositional action when members share similar concerns about a focal brand (Muniz and O'Guinn, 2001). Adapting these findings to the online context, it becomes harder for marketers to invest their marketing efforts in online brand communities where consumers massively generate and share brand and product content.

Overall, C2C interaction in online brand communities has been found to be a double-edged sword. While online brand communities enable marketers to directly listen and respond to their consumers' needs without conducting expensive and time-consuming marketing research via phone or one-on-one interview, it is very difficult for marketers to control or manage the C2C generated contents and communications (Fournier and Lee 2009). Since online brand communities are not controllable places for marketers, the marketers' role should be transformed in responding to the C2C interactive online environment.

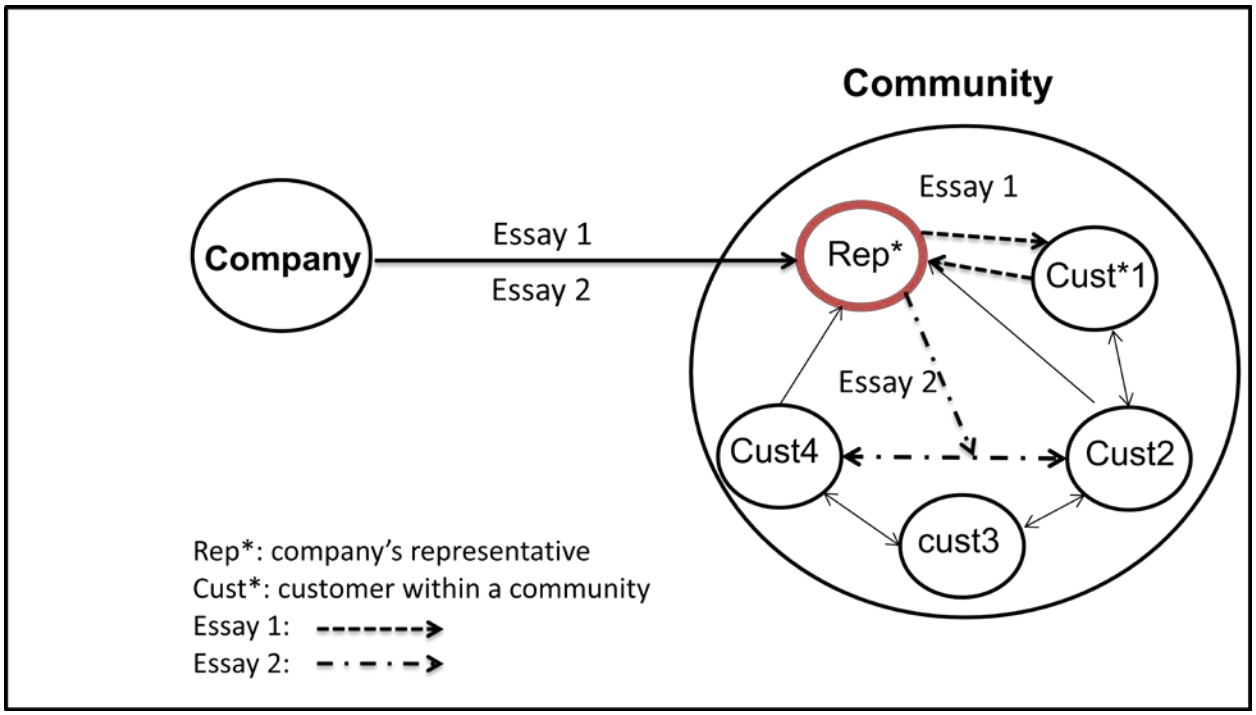
Given that there is no clear answer to how marketers should participate in online brand communities and what their roles should be, marketers take a variety of approaches: some secretly listen to C2C communications in silence, some find opinion leaders and spread

marketing messages through those specific consumers, some actively engage with C2C communications, while others do nothing to avoid potential backfire effects. Therefore, critical research questions still remain in terms of whether and how marketers should participate in online brand communities to achieve the desired outcomes.

To fill these research gaps in the online brand community literature and the online C2C communication literature, this dissertation investigates the role of marketers in online brand communities and their impact on brand consumer collectives. In particular, the first essay examines the impact of marketers' role on consumer responses to the marketers and their affiliated brands, and the second essay examines the impact of marketers' participation on the valence of C2C communications (Figure 1.1).

In Chapter 2, we conduct a content analysis to understand the communications among marketers and consumers, and develop appropriate marketer participation strategies in online brand communities. Building upon the qualitative understanding on C2C communications in Chapter 2, Chapter 3 tests a hypothetical model based on empirical evidence using SimStat and WordStat, which are text analysis programs widely used for a content analysis.

Figure 1.1 Dissertation Conceptual Framework



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CHAPTER 2

CUSTOMER-TO-CUSTOMER RELATIONSHIP MANAGEMENT (CCRM):

CCRM STRATEGIES AND CUSTOMER RESPONSES[1]

[1] Kim, Molan and Scott A. Thompson. Submitted to *Consumer-Brand Relationships*, 04/30/14.

Introduction

Traditionally, marketers have acted as brand curators, controlling all of the messaging surrounding a brand and its products. With the rise of social media, marketers' roles are being transformed. Consumers are increasingly participating in brand consumer collective environments including brand communities and consumption communities (Muñiz and O'Guinn 2001; McAlexander, Schouten, and Koenig 2002; Schau, Muñiz, and Arnould 2009). Within these communities, consumers discuss the merits and uses of brands and their related products as well as provide help with their use (Gruen, Osmonbekov, and Czaplewski 2006).

Consumer-to-consumer (C2C) interactions in these brand consumer collectives generate benefits for both firms and customers (Bendapudi, Singh, and Bendapudi 1996). The value of a brand's products is enhanced through unpaid product support in the form of frequent C2C helping behavior (Muñiz and O'Guinn 2001). Consumers also enjoy a sense of belonging and enhanced self-esteem while participating in brand consumer collectives (Algesheimer, Dholakia, and Herrmann 2005; Hogg and Abrams 2003). Additionally, the firm benefits from positive word of mouth (WOM), enhanced brand loyalty, and increased sales (Belk 1971; Schau, Muñiz, and Arnould 2009; Thompson and Sinha 2008).

However, while the C2C interactions in these environments generate value for firms, marketers find themselves on the outside of these interactions looking in. Marketers do not own or control these environments, so they are unable to directly control the content of discussions (Fournier and Lee 2009). Consumers are free to complain about features or their experiences with products and services, share companies' proprietary information, or offer advice on how to use products in unintended ways. As such, unintended and unexpected situations can develop that may positively or negatively impact the firm.

Faced with this reality, marketers are struggling with the questions of how, when, and whether they should attempt to interact in brand consumer collectives. And, while attempts at engagement risk negative reactions (Muñiz and O'Guinn 2001), it is unclear what beneficial outcomes marketers can realistically achieve by participating and which roles facilitate those outcomes. Traditional customer relationship management (CRM) strategies, which seek to engage consumers directly in one-to-one relationships (see Figure 2.1), are impractical in these environments (Boulding et al. 2005) due to the complicated relationships between the customer and the brand, between the customer and the community, among the customer and peer customers, and between the customer and the company (see Figure 2.2). Instead, marketers must employ Customer-to-Customer Relationship Management (CCRM) strategies, which require marketers to select the appropriate role they wish to assume within a consumer community. In this regard, CCRM strategies refer to company's CRM strategies considering those complicated relationships in online consumer brand communities.

The purpose of this study is threefold. First, we examine the range of roles marketers currently assume within large, online C2C environments. Second, we examine consumer responses to marketers assuming these different roles. Third, we examine the consequences the consumer reactions have for the associated firm and its products. In doing so, we provide new insights into the range of options available to marketers seeking to adopt a CCRM strategy, as well as the relative impact of these approaches on consumer responses.

Theoretical Background

Gartner's 2012 CRM Report (Gartner Inc.) predicts that companies that engage in customer support through consumer brand communities will achieve relational benefits,

including C2C helping, increased customer loyalty, and self-motivated customer maintenance, as well as financial benefits of cost reduction from easy, *almost free*, response and assistance to customer needs. Thus, today's C2C networked environments are critical places, where marketers must understand how to enter into and effectively implement relational strategies. Though some practitioners have realized the significance of these benefits, many still hesitate to participate in consumer brand communities, fearing possibly unfavorable responses or even outright rejection from community members. Thus, one challenge for marketers is identifying what initial roles they can assume when trying to join these communities that will generate favorable responses and build positive relationships.

Customer Responses toward Different CCRM Participation Roles: Warmth and Competence Theory

Social psychology researchers have suggested that a focal group members' judgment of outsiders is determined by two dimensions: warmth and competence (Cuddy, Fiske, and Glick 2007; Fiske et al. 1999, 2002; Glick and Fiske 2001; Judd et al. 2005). Studies in sociology and organizational behavior have repeatedly shown that four different social groups can be perceived: (1) high warmth–low competence, (2) low warmth–high competence, (3) low warmth–low competence, and (4) high warmth–high competence (Aaker, Vohs, and Mogilner 2010). Depending on the perceived levels of warmth and competence, people are likely to treat others as their in-group or out-group, resulting in various responses towards differently categorized people.

This stream of research has suggested that affective responses towards other people depend upon the relative level of perceived warmth and competence (Glick and Fiske 2001; Smith 2000; Weiner 1985). Specifically, when people evaluate a focal person's level of warmth

as high, they are more prone to have positive social reactions towards that person and are less likely to reject him or her (Fiske et al. 2002; Jackman 1994). More importantly, this warmth-based response tends to be prolonged regardless of the perceived level of competence (Jackman 1994). Applying this theory to the C2C community context, it could be expected that, if a marketer who assumes a certain role in a C2C community is evaluated as having a high warmth level by the community's members, the marketer is likely to be welcomed and responded to positively by those members.

On the other hand, the consumer members' responses to a marketer assuming a role associated with a high competence level seems to be more complex. Social psychology researchers have shown that if someone is perceived to have high competence but low warmth, people are likely to treat the person as an out-group member, resulting in negative affective responses to the person (Fiske et al. 2002). However, researchers later note that competence is critical when trying to influence the intentions of others (Cuddy, Fiske, and Glick 2008). In line with this, the consumer literature suggests that WOM and purchase intentions are more likely to be influenced by the seller's level of competence than that of warmth (Aaker et al. 2010; Berger, Draganska, and Simonson 2007). Therefore, in an attempt to implement CCRM strategies within a C2C interactive community, this study suggests that if a marketer assumes a role associated with high competence, other consumer members' responses are likely to be determined by the helpfulness of the marketer's actions within their community. That is to say, if a marketer provides appropriate usage assistance to consumer members, the marketer's participation is likely to be welcomed and appreciated by those consumer members. However, when a marketer fails to provide help, consumer members are likely to show a negative emotional response to a marketer's participation in their community. In that case, consumer members' overall responses

toward a marketer who assumes a role linked to high competence are likely to be determined by combinations of the positive effect of high competence and the negative effect of low warmth.

Path Dependencies in Roles

In the real world, it is common that a marketer who assumes an initial role that is linked to high warmth (e.g., social engagement) may later wish to engage in a role that is linked to high competence (e.g., technical assistance), once they feel secure in their acceptance within a consumer community. Yet, the existing literature has not examined how this type of role transition and multiple role possession may influence consumers' responses toward marketers. Furthermore, little work has been done on whether starting with a role perceived as high in one dimension, between warmth and competence, limits or facilitates the ability to add roles viewed as high in the other.

As noted, regardless of the level of competence, if someone is perceived to have a high level of warmth within a group, other members' favorable inner-group bias will increase, which further leads to a positive response toward that person's activities in that group. This finding allows us to assume that once socially engaged with a high warmth level and accepted as an in-group member, marketers are likely to be welcomed by other members even when they assume an additional role that is linked to high competence. However, it is less clear whether the opposite path is available—marketers transitioning from a role with high competence to a role with high warmth.

According to organization identity literature, people tend to evaluate other people by both warmth and competence factors in different steps (Casciaro and Lobo 2008; Granovetter 1985; Uzzi 1996). For instance, when people need to determine which partner to work with, they first evaluate potential colleagues only considering affective factors (e.g., warmth). At this stage, the

colleague's ability and expertise (e.g., competence) are not considered. If a potential colleague is negatively judged by affective factors, that person will be excluded from the evaluator's consideration set. This result suggests that affective factors, here in warmth rather than capabilities, are more critical when selecting partners (i.e., in-group members). If so, assuming an initial warm social role is likely to lead to positive consumer responses toward marketers' role extension to a role with high competence. However, a marketer's initial participation with a competence-based role may preclude assuming social roles later.

Impact of CCRM Roles on Reactions to the Firm's Brands and Products

Finally, it is unclear whether and how customer responses to marketers' participation within a consumer community will influence consumer responses toward the associated firm's brands and products. Studies have shown that a consistent fit between the overall firm-level and business unit-level should be achieved first to attain organizational performance (Vorhies and Morgan 2003). Additionally, organizational identification (OI) literature has suggested that a consistent organizational image and sharing the same strategy among employees are critical to achieving firm-level performance (Kraus et al. 2012; Kreiner and Ashforth 2004; Mael and Ashforth 1992). Extending these organizational findings to a consumer community context, this study suggests that if marketers assume a role that aligns with the original image of their affiliated firms, consumer members will perceive a consistent strategic fit between a firm and its marketers, resulting in consumer responses towards marketers being more likely to extend to the associated firm. Furthermore, it also seems likely that sharing the same strategic fit among individual marketers, acting as a harmonious team, is likely to lead consumer members to extend their attitudinal and behavioral reactions towards marketers to their affiliated companies and brands.

Methodology

To examine the roles marketers assume in these environments and their consequences, we ran a content analysis on consumers' texts and narratives, as it allows a deeper understanding of the C2C interactions of our focus (Kozinets et al. 2010; Thompson 1997). For the analysis, we employed a three-stage research process. First, we identified four large online consumer communities generated by third parties and/or general consumers spanning three product areas: computers, audio/video equipment, and men's clothing and fashion. The specific web-based consumer communities selected were: (1) HardOCP, (2) TechPowerUp, (3) CNET, and (4) Styleforum. Each of these communities ranks among the largest within their product category and has existed for more than five years, and the consumers discuss various topics in terms of the relevant brands and products. Due to their size and prominence, numerous firms have attempted to engage in CCRM by participating in these communities. Furthermore, consistent results from different product categories provide generalizability of our findings. Thus, these communities provide an excellent environment where we can examine the ranges of roles that marketers engage in as well as consumers' response to these roles.

In the second stage, we identified the user accounts associated with the marketers participating in these environments. Individual data was gathered and analyzed through hermeneutic analyses of a wide range of discussions among a total of 245,487 consumers spanning a time period from 2003 to 2012. Initially, a total of 67 company representatives were identified based on their affiliation with a certain company. Representatives in the online communities are required to use Usertitle to reveal their identities as company representatives. Because IP addresses those are accessed from companies are monitored and checked by the

online communities' supervisors, the representatives who do not show their affiliations with a certain company are requested to use the relevant Usertitle for community participation.

All messages posted by these representatives were then downloaded and examined by two expert judges. Both judges were provided with the messages as well as some basic background information about the different type of representatives' roles in online brand communities. Starting from initial agreements on the roles of 51 representatives, the roles employed by all 67 representatives were classified through an iterative process, with disagreements resolved through discussions between the judges (Spiggle 1994; Thompson 1997). Finally, each representative was coded based on the initial role they assumed upon joining the community.

In the third and final stage, all C2C messages posted prior to, during, and after a participation event (i.e., posting) by one of the 67 representatives were collected and examined. These messages provide insights into how C2C behavior was influenced by participation from company representatives acting in different roles.

Results

Using an iterative agreement and re-defining process, four distinct participation roles assumed by marketers across the four communities were identified: (1) social, (2) usage support, (3) sales support, and (4) product co-development. In a social role, a representative primarily focuses on interacting with fellow members, rather than acting on behalf of the firm or brand. This includes engaging in discussions about the product category as a whole, sharing their love of using products in general, expressing their sense of connection with fellow consumers, and participating in rituals and traditions common to the community (Muñiz and O'Guinn 2001).

In a usage support role, the focus is on assisting existing customers within community settings in the use of the firm's products. This role includes answering questions, assisting in the troubleshooting of problems, and escalating difficult problems to other companies' usage support staffs. Thus, the representative acts as a traveling usage support agent who attempts to intercept and address problems that consumers take to a C2C community, rather than waiting for consumers to contact the firm's customer support personnel directly.

While usage support focuses on assistance with the use of a product, a sales support role involves providing assistance with the purchase of products. Sales support roles involve two sub-roles—pre-sales promotions and post-sales support—with representatives engaging in one or both. In a pre-sales promotion role, representatives provide consumers with information intended to encourage or stimulate purchase, including supplying information on discounts and providing special deals or coupons to community members. In a post-sales support role, representatives serve to facilitate the completion of a purchase through providing assistance with order processing, product customization, and delivery tracking. This role also includes assistance with terminating orders and processing product returns.

Finally, in a product co-development role, company representatives interact with community members for the purpose of soliciting assistance with product design and development. In this role, company representatives facilitate customer discussions about current and upcoming products, invite members to "beta test" unreleased products, and seek feedback on desired features or changes.

To illustrate these roles in practice, six cases were selected from the overall dataset as representative of each role. These cases encompass seven of the 67 representatives in the data

and illustrate not only the roles they assume, but how these roles influence consumers' behaviors.

Social Roles (*JonGerow* for BFG Technologies)

The HardOCP forum is one of the highest traffic computer enthusiast communities on the Internet, providing members with an environment to exchange information on the purchase and use of computers and computer components. *JonGerow* joined HardOCP forum in April 2008. *JonGerow* worked for BFG Technologies, a well-known computer components company, providing products ranging from power supplies, to video cards, to external hard drives targeted at enthusiasts. He shared his employment status with other members by using "BFG PSU Product Manager" at the beginning of the join date. However, he primarily engaged in social interactions with community members that were not directly related to BFG or its products, posting a wide range of messages across sub-forums based on his passion for computer hardware in general. *JonGerow* interacted and socialized as a regular "member," rather than as the "official BFG representative." For example, in a thread dedicated to the lavish spending of a retail executive in Las Vegas, he joined in light-hearted ridicule of the executive for buying expensive bottled water:

> **JonGerow**
>
> FWIW: Fiji is the only bottled water you can get at the hotels in Vegas. And at a whopping $7 for a small bottle, I'll drink tap... thanks

Notably, members responded to this and other comments and opinions posted by *JonGerow* as they would other members, without derogating them as originating from an outside marketer.

However, this does not mean that BFG did not benefit from *JonGerow*'s involvement in the community. Indeed, as his social role became established, members in the community became more inclined to defend BFG products and were more vocal in their support. In other words, as the representative of a brand became a member of the social group, members' C2C interactions changed, becoming more favorably oriented to the brand. Furthermore, when the brand was criticized by a member, fellow members frequently joined these discussions to defend *JonGerow* and the BFG brand. The following exchange, in which *Murky44* criticizes BFG products, illustrates this:

> **Murky44**
>
> i am very un-fond of BFG units. They cost a premium, yet their rail regulations are inferior to those that cost 100 dollars less. That is pretty much unacceptable to me.
>
> **JonGerow, BFG PSU Product Manager**
>
> *To murky44:* I have no idea what you're talking about. Do you have a reference point for your statements? When these units were first launched, they WERE NOT way more expensive than "less inferior units". We still have the EX-1000 on the shelf at Best Buy for only $199 which is still a very competetive price, especially considering it's a Best Buy B&M price, and is far from "inferior".

At this point, one would normally expect community members to be somewhat incredulous of the marketer's defense of his firm's products and pricing, tending to side with fellow member *Murky44*. However, the exact opposite happens as *HOOfan_1* and *Zero82z* join the conversation and echo *JonGerow*'s message:

HOOfan_1

To murky44: $100 for a very good 1000W unit is a Premium? In fact...I haven't seen any BFG units that I would say are overpriced. I'd say they have a pretty superior rail designation. 216W for molex, floppy and SATA, 336W for each of 3 6pin & 8 pin PCI-E sets,over 216W for the CPU connector, up to 216W for the ATX connector. Please tell me what is inferior about that?

Zero82z

To murky44: Do you have any evidence to back up those statements? Also, considering the LS-1000 is $100, I doubt you'd find any 1kW PSUs for $0 that perform any better. Of course, if you have any examples that can help me understand where you're coming from, I'm all ears.

These two customer members showed cynical attitudes toward the fellow customer, while citing examples of superior BFG products and advocating the BFG representative's position. Significantly, after the postings from *HOOfan_1* and *Zero82z*, *Murky44* did not leave any comment nor complain again.

Transitioning between Social and Sales Support Roles (*Mauro* for Farinelli's)

Mauro joined Styleforum in March 2006. His initial interactions were social in nature, participating as a "Member" in several sub-communities dedicated to a variety of discussions about men's fashion, primarily sharing his interest in both classic and modern chic men's style. In this social role, *Mauro* exchanged fashion tips and was greeted and welcomed by other fellow members who shared his interests. In this social role, he ultimately received a "Senior Member" user title after posting over 1,000 messages. In August 2008, he started to work for Farinelli's, a

boutique carrying high-end men's jeans and sportswear. Although Styleforum policy recommended company representatives use "Vendor" as their user title, *Mauro* declined to change his title, preferring to emphasize the social role he had built within the community. Nonetheless, he acted as a representative on behalf of Farinelli's, posting various information on the company's sales and customer service until he stopped working for Farinelli's in April 2011.

Mauro's case reflects a perception of representatives who assume social roles within a community and then add a sales support role encompassing pre-sales activities (such as posting coupon information) and post-sales activities (such as exchange and return services). Curiously, consumers continued to treat Mauro consistent with his initial social role, even after his affiliation with Farinelli's. Furthermore, his refusal to change his user title to "Vendor" was accepted, with no complaints or criticisms being offered by fellow consumers over almost three years. This acceptance came despite that the fact that *Mauro*'s sales support role was highly visible and widely known.

Usage Support Roles (*Mr. Samsung* and *Samsung_HD_Tech* for Samsung Electronics)

Members of brand consumer collectives spend a considerable amount of time engaged in technical discussions about the use and purchase of products and services. In the Styleforum community, representatives who used a "Vendor" title were more likely to focus on providing usage support regarding clothes' sizing, fitting, reforming, and so on, to their customers. Customer members often requested the representatives to upload pictures of fitting models and/ or asked for advice to match a tie to a shirt for a certain occasion. In the HardOCP and TechPowerUp forums, dedicated to high-tech products, usage support seems be even more important to build and maintain the communities. Such support covers a variety of issues, ranging from installing programs, to selecting an appropriate graphic card for gaming, to

matching components to a customized computer. As shown in Table 2.1 and 2.2, usage support is the most commonly assumed role across all four communities in the study.

Samsung_HD_Tech joined CNET forum in an explicit usage support role in October 2008. At the time of joining, he stated that the purpose of his participation was to provide assistance to Samsung customers regarding technical issues when using Samsung products. As part of this role, he was officially assigned to CNET forum by Samsung Electronics since a sub-forum dedicated to Samsung was created within the community.

Interestingly, when *Samsung_HD_Tech* joined, another Samsung representative, *Mr. Samsung*, was already a long-time member since March 2007. However, *Mr. Samsung* had originally joined in an unofficial capacity, assuming a social role as a fellow audio/video enthusiast while attempting to help fellow members where he could. Only later did he expand his participation to include an official usage support role, once his employer became aware of his membership in this particular community. When this occurred, *Mr. Samsung* made the following post announcing his new official usage support role (emphasis in bold made by the authors):

> **Title: Let the Samsung Forums begin... by Mr__Samsung**
>
> Hello CNET members. I'm Mr. Samsung. **As you would expect, I work for Samsung.**
>
> About a year ago I started posting on the CNET forums when I saw people had questions about Samsung products. I often found myself on CNET looking for answers to my own questions so I figured I would throw my hat into the ring and give back a little. At the time, this wasn't an official Samsung program. I just started answering questions and soon I found myself on the forums all the time. When my upper management found out what I was doing, I thought they would tell me to stop or even worse - hire a PR person to take my place and start posting scripted answers that were run by our legal department

> three times before it was approved. Instead they stepped up and told me I should work with CNET to make this official so our current and future customers know that I'm really a Samsung employee…….I'm better suited to answer questions from people who are looking to buy or set up an HD product but I'll try to answer any question you have. Ok... So let the Samsung Forums begin! Let's see where this takes us.
>
> Mr. Samsung.

As was the case with *Mauro* of Farinelli's, members welcomed *Mr. Samsung*'s additional role, while still treating him as a fellow in-group member. And like *Mauro,* even after taking on his new role, *Mr. Samsung* did not use any official title or attachment reflecting his status as "Samsung Rep." In contrast, *Samsung-HD-Tech* attached the Samsung official logo to the end of each of his postings (Figure 2.3).

Despite both serving in usage support roles, consumers' response to *Samsung_HD_Tech* and *Mr. Samsung* differed remarkably. Consumers were pleased with any assistance *Samsung_HD_Tech* provided and thanked him accordingly. However, when seeking help, customers preferred asking for help from *Mr. Samsung*. On the other hand, they tended to direct complaints about disappointing experiences with Samsung products to *Samsung-HD-Tech*.

However, the most notable difference came when the representatives were unable to provide assistance in the technical support role. This sometimes occurred when products were purchased outside of the U.S. When *Mr. Samsung* noted that he was unable to assist, the lack of service was nonetheless greeted with gratitude for his efforts. In contrast, when faced with the same situation and providing the same response, *Samsung_HD_Tech* received critical responses that also included criticisms of Samsung as a brand. This disparity suggests that a social role not

only leads to more favorable responses to the representative and the brand, but it can also buffer against failures in other roles, including the failure to resolve consumer problems and complaints.

Conclusively, *Mr. Samsung*'s case illustrates the reactions engendered by marketers providing usage support after establishing a warm social role. While still cheering *Mr. Samsung*'s effort to explain irresolvable problems with Samsung products, customer members complained loudly when *Samsung_HD_Tech* gave the same response as *Mr. Samsung*. Similar discrepancies in the treatment of social versus non-social role marketers were witnessed in observed communities. Indeed, it seems to be that, once a social role was established with high warmth, marketers could expect more positive customer responses than when they initially assume a usage support role. Moreover, as seen in *Mr. Samsung*'s role transitioning to a usage role, marketers assuming a prior social role easily expanded into a usage role without forfeiting their social standing.

Sales Support Roles, Pre-Sales Activities (*ClubIT DealMaster* for ClubIT.com)

ClubIT DealMaster joined HardOCP forum in September 2005 as an "Official ClubIT Rep" for the online computer components store, ClubIT.com. *ClubIT DealMaster* continued to participate in the community until August 2007, with the store closing a year later. From the beginning, *ClubIT DealMaster* stated that this purpose for participating in the community was to post information about deals and coupons of ClubIT products, commonly posting messages with titles such "Good deals for Hmembers," "Here is your deal," "Coupon for a 10% discount," and so on. Members did not make an effort to treat *ClubIT DealMaster* as a fellow community member, and *ClubIT DealMaster* never assumed a social role. Although customer members sometimes asked *ClubIT DealMaster* for assistance with the use of ClubIT products, *ClubIT*

DealMaster did not respond to those questions, limiting his role to sales promotions. Consequently, replies or responses to his postings usually numbered only one or two, from those members who were interested in the deal. Absent was the kind of praise for the brand seen with representatives such as *JonGerow* of BFG Technologies.

Sales Support Roles, Post-Sales Activities (*Sherkelman*, CEO of BFG Technologies)

Sherkelman joined HardOCP forum in October 2003. He provided his occupation information in his profile, CEO of BFG Technologies. However, he does not attach any official representative title; rather, he used "BFG Dude" when he posted a message. *Sherkelman* assumed a customer support role (i.e., post-sales activities) in the community, presenting himself as a "last line of defense" in the event of a problem. This role was clearly appreciated by members, as the following exchange demonstrates:

> **By Sherkelman, BFG Dude**
>
> ….. Very sorry to hear this and wanted to let you know that this is not how our brand and customer service is positioned. Please PM me if you have any more detail or other issues with your experience. Thanks, Scott
>
> **By wadec22, 2[H]4U**
>
> THIS is why I buy BFG. Any other company for **us [H] members** and our experience…. How many companies in any industry do most of us have an inside track like that with, especially for **just being a member of a community of fellow enthusiasts**?

However, *Sherkelman* never tried to expand to other roles, and his participation was therefore limited to posting in only 64 threads, very few when considering his six-year membership duration. While his participation was welcome, the response by *Wade22* shows that

Sherkelman was viewed as an extension of the company, rather than as a friend and fellow in-group member. Thus, the company and brand are praised in response to his actions. This de-personalized treatment of *Sherkelman* differs markedly from the personal and familiar way that representatives in a social role are treated. This suggests, in the absence of first assuming a social role, actions taken in a customer support role are directly attributed to the firm, for better or for worse. Furthermore, such representatives may not enjoy the "benefit of the doubt" that representatives such as *Mr. Samsung* receive.

Product Co-Development Roles (*tt-enthusiasts* for Thermaltake).

tt-enthusiasts joined HardOCP in July 2011 as an "Official Thermaltake Representative." In this role, *tt-enthusiasts* actively sought consumer feedback as part of Thermaltake's product development efforts. Below is one of the solicitations *tt-enthusiasts* made to the community, seeking assistance:

> **tt-enthusiasts, Official Thermaltake Representative**
>
> What Can thermaltake Do For You?
>
> Hello,
>
> Thermaltake is actively working on getting community feedback on existing and future Thermaltake products. We would like you as the enthusiast community to provide feedback on your experience with present Thermaltake product, and also any product, Idea or changes you would like to see from Thermaltake in the future. Thermaltake is here to support the enthusiast community and we would like to address any issues or concerns you have so that your experience with Thermaltake is excellent and our products will improve to better suit your needs. Please feel free to discuss, comment or provide suggestions as we are here for you and we are willing to work directly with you

> to assist with any issues that may arise. We have opened a Thermaltake support section in the Thermaltake forums so that you have a place to seek assistance or make suggestions on existing Thermaltake products or what you would like to see from Thermaltake. Thank youThermaltake Enthusiasts support

Remarkably, this call for assistance received 114 replies and 6,655 views. A subsequent request for product development feedback received a further 20 replies and 1,212 views. Given the importance of consumer feedback to successful new product development (Payne, Storbacka, and Frow 2008; Woodruff and Flint 2006), this represents a valuable contribution by the community members to the firm. Notably, *tt-enthusiasts* had not established any other roles, including a social role, prior to making this call for assistance. This suggests that firms can request, and receive, assistance with product development in C2C environments, even in the absence of prior social ties.

Discussion

As shown in Figure 2.4, company representatives take on various roles to effectively engage with customers in consumption communities as part of CCRM strategies. Some roles are assumed in response to direct requests from customers, while other roles are assumed because of companies' desires to take advantage of C2C interactions to achieve the firm's goals. The challenge facing marketers is determining which role to assume when entering a C2C community and how to manage the subsequent engagement process.

The results of this research suggest both opportunities and hazards for marketers. First, marketers who enter communities need not fear automatic rejection simply by virtue of their

affiliation with a firm. Marketers who initiated their memberships in usage support roles, product development roles, and sales support roles were welcomed when they provided information or assistance that was of value to members. Representatives may choose to employ more direct CCRM strategies, emphasizing the traditional role of a marketer. Sales promotion and customer services are well known typical marketing activities that have been employed to build and maintain relationships with customers. ClubIT assigned a number of representatives in both the HardOCP and TechPowerUp forums to provide separate support to customers. Furthermore, members were willing to provide feedback on existing and future products, even in the absence of prior social relationships with marketers.

However, members can be highly critical of marketers and the firm if the members feel that marketers' actions were not beneficial to the community's members. This risk of negative word of mouth was particularly high when marketers engaged in usage support roles. If a firm failed to resolve a problem to the satisfaction of one member, other members frequently joined in advocating and complaining on that member's behalf. This resulted in series of C2C interactions that generated damaging word of mouth about the firm and its products.

Second, the findings show that marketers are able to successfully seek and be welcomed into social roles within communities, even when their affiliation with the firm is publicized from the outset. Consistent with prior research on social identity, they are treated as members of the in-group, leading to more favorable responses to the marketer personally, as well as to their communications (Brown 2000; Hogg and Abrams 2003). More importantly, this favorability bias extends to the brand and its related products. Indeed, as seen with *JonGerow*, this in-group bias can lead to favorable changes in C2C communications, even in discussions in which the marketer did not participate. As such, we find that marketers which assume a social role are

viewed as a peer member by other customer members, consistent with the predictions of Fiske's warmth–competence framework. As a consequence, initially assuming a warm social role leads to favorable responses. Furthermore, once established in a social role, marketers are able to expand into other roles without forfeiting their social standing. This was witnessed in each community, with marketers expanding from a social role into other roles such as usage support and sales support.

Third, the existence of a prior social role enhanced the effectiveness of the marketer in other roles. Marketers with an established social role were consistently treated more favorably in other roles. This bias due to an existing social role was particularly evident in usage support roles when the marketer was unable to provide assistance. When initially assuming a usage support role, marketers do not receive the "benefit of the doubt," instead being treated as "cold, competent" actors, judged solely on the benefit members received from them. As a result, in the absence of a prior role, consumers responded negatively to failure to provide support, even when the marketer had a long history of helping community members. Worse, this cold, competent reaction extended to members' WOM about the products themselves. On the other hand, marketers with a prior social role received sympathetic treatment when failing to provide usage support, often receiving appreciation for their efforts. Just as important, this failure did not engender the same negative C2C discussions seen with usage support representatives who did not have a social role. This suggests that assuming a social role not only enhances the effectiveness of other roles but may also mitigate risks associated with them.

Finally, the results suggest that there may be a troubling path dependency phenomenon when it comes to assuming additional roles. Marketers frequently expand their involvement from a social role into a variety of other roles. As noted, this approach leads to an in-group bias that

enhances the subsequent roles. However, it is less clear whether the opposite path is available, with marketers transitioning from other roles into a social role. Notably, of the 67 representatives studied in this paper, none managed to transition to a social role if a prior role had been established. This is consistent with prior research which has found that, once discomfort or hostility is generated, negative attitudes may not be easily overcome (Tax and Brown 1998). As noted, initiating engagement in a consumer community with a social role leads to a biased high warmth perception and in-group bias that enhances the subsequent usage role. However, beginning with a usage role may lead to a low warmth bias that decreases the effectiveness of any future attempt at transitioning to a social role. This raises the prospect of a path dependency in CCRM strategies, such that if a marketer enters a community in a role which marks them as cold and competent, they may find it difficult to later achieve in-group status. If so, marketers should seek to first establish a social role and, only then, branch out to other roles.

On the other hand, it is possible that the results may be due to selection bias. Individual marketers uncomfortable with social roles may elect to begin in other roles. This discomfort, in turn, leads them not to seek a later social role. Similarly, firms may discourage their employees from engaging in social roles. In this case, the potential for expanding into a social role at a later date may be greater than the data suggests. Future research should explore the impact that different roles have on subsequent CCRM strategies.

Managerial Implication

The results provide important insights into how marketers can engage in and influence C2C interactions. First and foremost, marketers assuming social roles within a community are not only achievable, but should be a primary goal. Across the product categories and

communities in the study, consumers showed a willingness to welcome company representatives into their communities. Furthermore, doing so enhances the effectiveness of the other roles a marketer may wish to engage in, while mitigating the risk of negative reactions.

Interestingly, the firms in the studies took three different approaches to establishing this social role. Some firms, such as BFG Technologies, had an existing employee initiate membership in a community. Samsung Electronics, on the other hand, identified an employee who had already built a social role in a community and then sanctioned this employee to expand his membership into other roles. Finally, other firms, such as Farinelli's, hired an existing member of the community to act on their behalf. Each approach was successful in establishing a social role that then benefitted other subsequent roles. Firms should therefore select among these strategies based on whether they have existing employees with existing social relationships within a community or employees with the skills to successfully build such relationships.

While the results do not preclude the possibility of expanding in a social role post hoc, the fact that none of the representatives successfully did so sounds a cautionary note. Marketers should therefore seek to establish a social role first, prior to engaging in non-social roles, in order to ensure the associated benefits. Failing to do so risks encountering path dependencies that may make establishing this beneficial social role difficult or even impossible later.

Conclusion

In this study, we examine the range of CCRM strategies marketers are currently employing in brand consumer contexts. We initially classify the roles the company representatives take to engage with their customers in these networked environments, and then consider the impact these roles have on C2C behaviors. The findings reveal that marketers

assume a variety of roles when engaging in CCRM including social, usage support, sales support, and product co-development. The role the marketer assumes, in turn, alters members' responses to the marketer. In particular, assuming a socializing role leads to a more positive response to marketer communications than other roles. Furthermore, assuming a social role enhances consumer responses to non-social roles such as usage support, especially in service failure situations. The results provide new insights into the range of CCRM strategies being used in practice, the outcomes marketers are able to achieve, and how marketers should develop these roles over time.

Table 2.1 Initial Roles Assumed by Company Representatives

Social	Usage Support	Sales Support		Product Co-Development
		Pre-Sales Support	Post-Sales Support	
sherkelman, JonGerow, Redbeard, Icejon, Velocity_Micro, edborden, Zebbo, neliz, JF-AMD, yfyf, Mauro, Jay-D, Shirtmaven, drewtronius, blake, MalfordOfLondon, OakStreetBootmakers, Uotis, Equus Leather, Nick A, chorse123, James Crivellone, Mr.Samsung	Juan_Jose, Gary Key, Jacob Freeman, Peter_Moeller, Mike Clements, Rkoth814, andyOCZ, Tony Ou, Heather Taylor, Josh Covington, XFXSupport, Tt Enthusiasts, Retell, Xnine, MushkinSean, mere1582, IntelEnthusiast, Antec_Jessie, Mad Catz Rich, CoolIT.Susan, Guy_4HM, Epaulet, Saddleback Leather, blklblk, chrisRVA, Gordon Yao Tailors, Samsung_HD_Tech	ClubIT DealMaster, Shane Vance, Monarch Deals, Newegg Webmaster, RodenGray, Fahim, TATE and YOKO, Wrong Weather, Michel Porteneuve	Michael Grey, John Malley, Blondie133, jdarwin, EVGA_JakeC, Tt Tech, PowerColor,	tt-enthusiasts

Table 2.2 All Roles Assumed by Company Representatives

Socialization	Usage Support	Sales Support		Product Co-Development
		Pre-Sales Support	Post-Sales Support	
sherkelman, JonGerow, Redbeard, Icejon, Velocity_Micro, edborden, Zebbo, neliz, JF-AMD, yfyf, Mauro, Jay-D, Shirtmaven, drewtronius, blake, MalfordOfLondon, OakStreetBootmakers, Uotis, Equus Leather, Nick A, chorse123, James Crivellone, Mr.Samsung	Juan_Jose, Gary Key, Jacob Freeman, Icejon, sherkelman, JonGerow, Peter_Moeller, Mike Clements, Rkoth814, andyOCZ, Velocity_Micro, Tony Ou, Heather Taylor, Josh Covington, XFXSupport, edborden,Tt Enthusiasts,Retell, Xnine, MushkinSean, mere1582, IntelEnthusiast, Zebbo, Antec_Jessie, neliz, Mad Catz Rich, CoolIT.Susan, JF-AMD, Guy_4HM, Epaulet, Jay-D, Saddleback Leather, Shirtmaven, blklblk,chrisRVA, Gordon Yao Tailors, Nick A, James Crivellone, Mr. Samsung, Samsung_HD_Tech	ClubIT DealMaster, Shane Vance, Monarch Deals, Newegg Webmaster, Velocity_Micro, neliz, yfyf, Mauro, Guy_4HM, RodenGray, Fahim., Epaulet, Jay-D, Saddleback Leather, Shirtmaven, drewtronius, blake, blklblk, MalfordOfLondon, chrisRVA, TATE and YOKO, OakStreetBootmakers, Uotis, Gordon Yao Tailors, Equus Leather, Nick A, Wrong Weather, chorse123, Michel Porteneuve	sherkelman, JonGerow, Michael Grey, John Malley, Blondie133, jdarwin, EVGA_JakeC, Shane Vance, Rkoth814, andyOCZ, Velocity_Micro, Tt Tech, Heather Taylor, Josh Covington, neliz, PowerColor, Mauro, Guy_4HM, RodenGray, Fahim., Epaulet, Jay-D, Saddleback Leather, Shirtmaven, blklblk, TATE and YOKO, Gordon Yao Tailors, Wrong Weather	tt-enthusiasts, Redbeard, yfyf, Mauro, Jay-D, Shirtmaven, drewtronius, blake, MalfordOfLondon, OakStreetBootmakers, Uotis, Equus Leather, Nick A, chorse123

Figure 2.1 Relationship Assumption in Traditional CRM

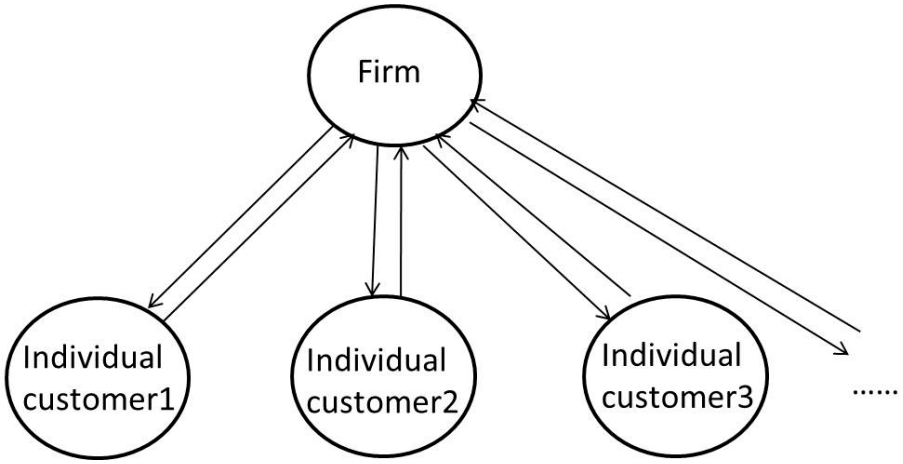


Figure 2.2 Relationship Assumption in CCRM

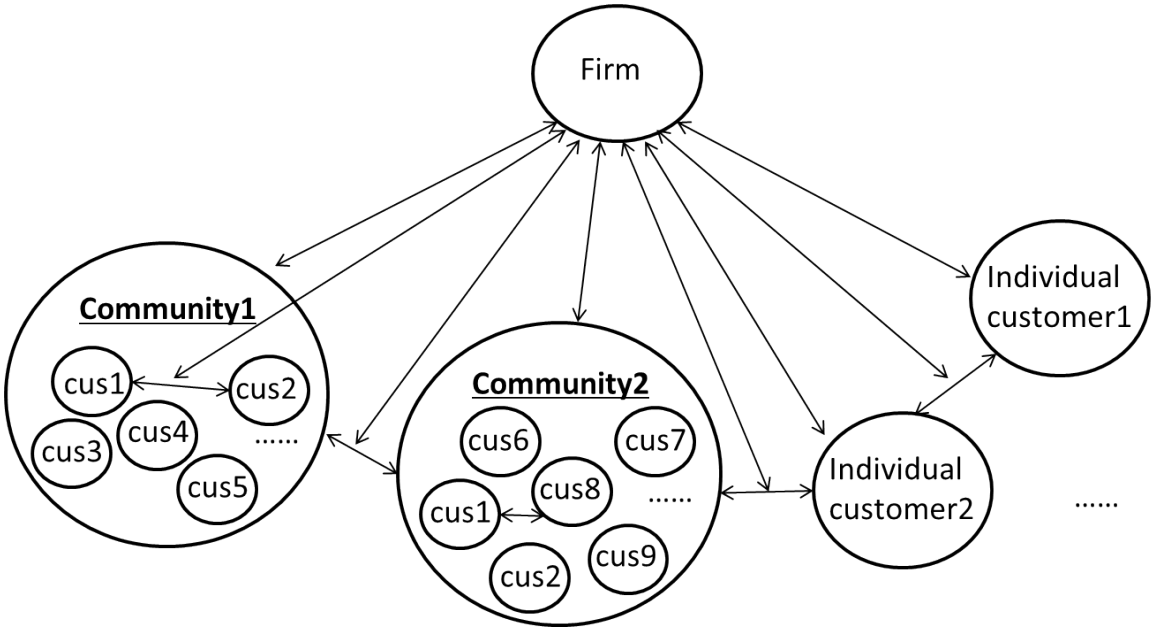
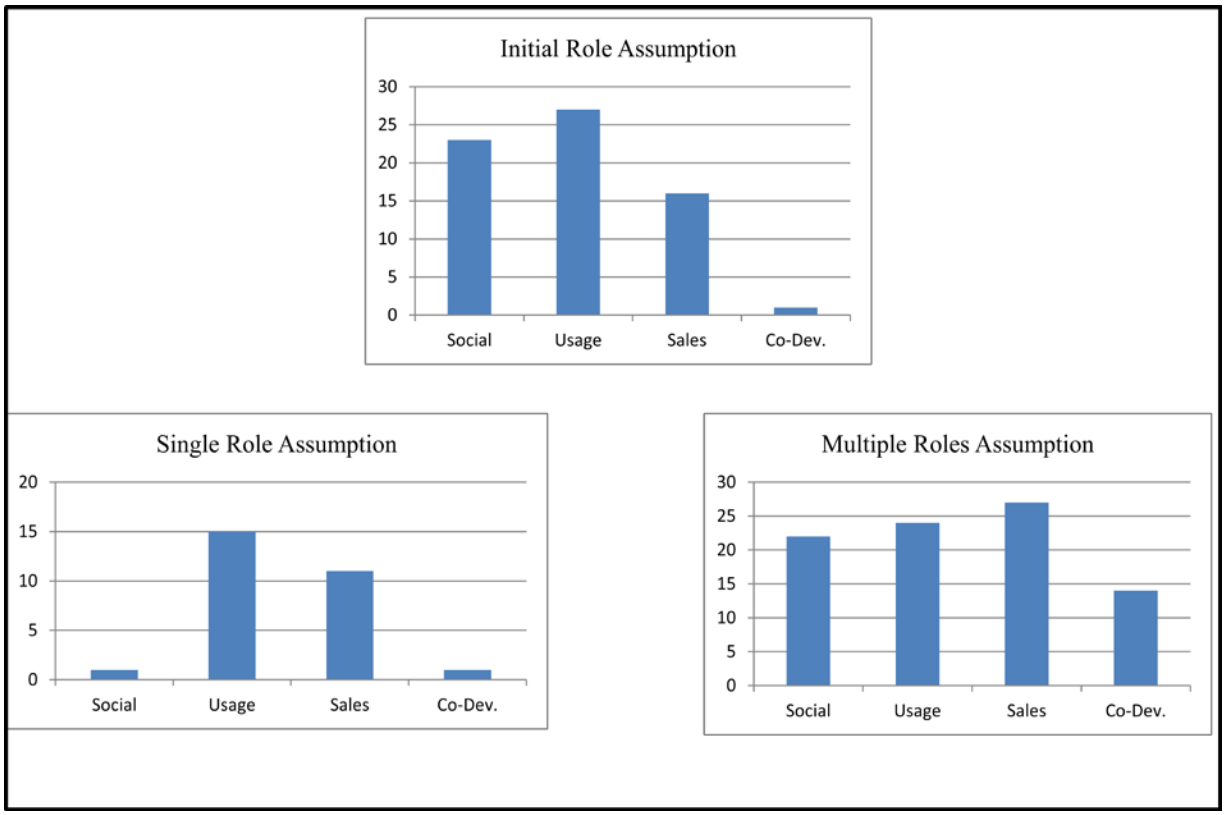


Figure 2.3 Samsung-HD-Tech: Official Samsung Logo

Figure 2.4 Representative Role Transitions



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CHAPTER 3

INFLUENCING CONSUMER-TO-CONSUMER (C2C) COMMUNICATION IN ONLINE BRAND COMMUNITIES[2]

[2] Kim, Molan, Scott A. Thompson, and John Hulland. To be submitted to *Journal of Marketing*.

Introduction

A recent report by Nielsen finds that 43 percent of consumers are willing to purchase a product after engaging in consumer-to-consumer (C2C) communications in online consumer discussion communities. In addition, 81 percent of online consumers are influenced by their friends in social networks such as Facebook and LinkedIn, whereas 78 percent are influenced by other online consumers in terms of purchase intentions (Keynes 2012). These managerial reports show that C2C communications in online brand communities have a surprisingly strong impact on consumers' purchase decisions.

Consumers freely exchange their experiences and knowledge about brands and products in brand communities (Gruen, Osmonbekov, and Czaplewski 2006; Muniz and O'Guinn 2001). Studies have shown that C2C communication in these communities generates benefits for both companies and consumers. Recent research shows that consumers increase their loyalty behaviors and peer helping behaviors as they become legitimate members of the brand community (Muniz and O'Guinn 2001; Schau, Muniz, and Arnould 2009). Social identification theory also indicates that consumers' shared interest in a particular brand gives rise to social identification and a sense of similarity with peer consumers in the brand community (Diehl 1990; Hogg and Abrams 2003; Muniz and O'Guinn, 2001). These shared identity and similarity lead consumer members to maintain a relationship with each other, which in turn, strengthens their loyalty towards the brand and the community (Hogg and Abrams 2003; Muniz and O'Guinn 2001; Schau, Muniz, and Arnould 2009).

Consumers' accessibility to brand communities is enhanced through unpaid technical support, which enables consumers to reach these communities much easier than before. Indeed, new communication technologies and social media have expanded the region of the community

from a restricted place to the virtual environment (Thompson and Sinha 2008). Unlike the traditional marketing communications conveyed through TV and radio that allow marketers to speak to their consumers, communications within online brand communities allow both marketers and consumers to talk to each other (Hoffman and Novak 1996).

In the community literature, online brand communities are described as a virtual network of interpersonal relations in terms of brand use and affiliation (McAlexander, Schouten, and Koenig 2002; Muniz and O'Guinn 2001). Within these communities, consumers can communicate with each other without limitations on time or region (Muniz and O'Guinn 2001; Thompson and Sinha 2008). These consumers can produce various types of contents including information about products and brands. Additionally, while some consumers seek information to purchase or use products and brands, others respond to these needs. Overall, consumption-focused information and related opinions are massively produced and exchanged though online C2C communications within online brand communities. Indeed, the potential impact of C2C-generated content and communication on peer consumer behaviors in online brand communities is becoming more powerful than C2C communications among offline consumers.

In this regard, online brand communities provide valuable opportunities for marketers to listen and respond to consumer opinions, and strengthen the consumer-company, consumer-brand, consumer-product, and consumer-consumer relationships (McAlexander, Schouten, and Koenig 2002). Also, fan members vigorously defend their brand against negative arguments and opinions, which serves to strengthen their loyalty toward the brand and the community (Muniz and O'Guinn 2001). To achieve these benefits, marketers are becoming more interested in participation in online brand communities.

However, marketers are often faced with an unexpected situation in that they are not invited members in a C2C-interacted community. For example, if marketers try to influence C2C communications with a sales-persuasive intention, some consumers may ignore the marketers' communication attempts, or ever worse, take offense at marketers' "invasion" into their communities. As such, a number of marketers hesitate to participate in C2C communications due to the fear of possible unfavorable consumer responses. Therefore, an ongoing challenge for marketers is to decide whether they should join online brand communities, and if they choose to do so, understand how their participation in C2C communications can generate positive consumer responses and build positive relationships with consumer members.

While existing studies show the significant impact of online C2C communications on consumer behaviors including product purchase, relationship maintenance with a focal brand, and word-of-mouth spread (Adjei, Noble, and Noble 2010; Chevalier and Mayzlin 2006; Lee, Park, and Han 2007), they have not yet answered fundamental research questions of whether marketers should participate in online C2C communications and how C2C communications change due to marketer participation. Furthermore, although previous findings imply that marketers should be cautious about C2C communications in terms of the types of information consumers exchange with each other, these studies do not seem to suggest how marketers should participate in C2C communications to generate positive consumer responses.

The present research begins to fill these gaps, and thereby brings insights into online brand community strategies based on the understanding of C2C communication in online brand communities. To achieve this goal, the present research examines the following research questions: first, should companies participate in online brand communities?; second, which

types of C2C communications do marketers attempt to participate in, why do they tend to join those specific C2C communications, and which types of C2C communications should they participate in?; third, which roles can marketers adopt to participate in online brand communities?; and fourth, what kind of consumer responses can marketers expect by engaging in online C2C communications?

Conceptual Development

Marketer Participation in Online Brand Communities

The types of information consumers share with peer consumers receive an enormous amount of attention in recent online WOM studies. Most research investigates whether consumers are more likely to be influenced by positive or negative peer information (Adjel, Noble, and Noble 2010; Angelis et al. 2012; Chevalier and Mayzlin 2006; East, Hammond, and Wright 2007; Hanna and Wozniak 2001). The findings show that sharing information and experiences about a brand through C2C communications have a serious impact on other consumers' product attitudes and purchase behaviors (Adjel, Noble, and Noble 2010; Angelis et al. 2012; Chevalier and Mayzlin 2006; Godes and Mayzlin 2009; Lee, Park, and Han 2007).

Interestingly, research regarding the relative impact of communication valence on consumer behavior is somewhat mixed. On one hand, some studies argue that negative information is likely to have a stronger impact than positive information on consumer behavior (Chevalier and Mayzlin 2006; Lee, Park, and Han 2007). For example, if one consumer member expresses negative emotion and information about the brand in the associated brand community, a large number of peer consumer members can share this emotion and information, which may negatively influence other members' future purchase behavior (Chevalier and Mayzlin 2006). On

the other hand, several researchers show that positive information compared to negative information has a larger impact on consumer purchase intention (Adjel, Noble, and Noble 2010; East, Hammond, and Wright 2007). Lastly, recent research indicates that consumers rely more on negative information when they spread WOM while they rely more on positive information when they create their own WOM (Angelis et al. 2012).

Although those findings imply that the relative impact of negative or positive information on consumer attitude and behavior is mixed, there seems to be a clear agreement that the impact of C2C communication valence is critical in deciding consumer attitude and behavior. Therefore, we presume that marketers participate in C2C communications with two purposes: (1) reducing negative WOM while (2) increasing positive WOM among consumer members. For these purposes, marketers are likely to participate in C2C communications where the shared communications are highly positive (or highly negative) so that they facilitate consumers' positive communications (or reduce consumers' negative communications). Here, C2C communications in online brand communities refer to consumers' discussions under a certain thread. Hence, C2C communications and C2C discussions are interchangeably used for an empirical purpose in the present research.

As a result, we propose the following hypotheses regarding marketers' selection tendency on C2C communication when they participate in C2C communications.

H1.1: Marketers are more likely to participate in C2C discussions when consumers' use of brand-related positive words is higher than other C2C discussions.

H1.2: Marketers are more likely to participate in C2C discussions when consumers' use of brand-related negative words is higher than other C2C discussions.

H2.1: Marketers are more likely to participate in C2C discussions when consumers' use of brand-unrelated positive words is higher than other C2C discussions.

H2.2: Marketers are more likely to participate in C2C discussions when consumers' use of brand-unrelated negative words is higher than other C2C discussions.

It is also likely that marketers purposefully participate in C2C discussions to assist consumers with using a product properly or to persuade customer to buy a brand, not just socially engaging with consumers. Hence, we also hypothesize that marketers are more interested in participating in brand and product information-laden C2C discussions.

H3: Marketers are more likely to participate in C2C discussions when the discussions are more focused on brand-related topics than other C2C discussions.

Marketer Participation and Valence of C2C Communication

Given that online brand communities are supported by inexpensive and accessible technologies, consumers within these communities can generate any types of positive or negative content regarding their personal experiences or even general information about the products and brands. More importantly, consumers can easily share these contents with peer consumers (Muniz and O'Guinn 2001; Muniz and Schau 2005).

In this regard, empirical findings show that consumers tend to be seriously influenced by either negative or positive information in terms of their own WOM behavior and purchase behavior (Adjel, Noble, and Noble 2010; Angelis et al. 2012; Chevalier and Mayzlin 2006; East, Hammond, and Wright 2007; Hanna and Wozniak 2001; Keller, Fay, and Berry 2007). Therefore,

it has become more critical for marketers to monitor and manage the valence of C2C communications in online brand communities. As noted, marketers are not sure how consumers respond to their participation in online brand communities, and worry about the spread of negative emotion and information about their brand. Thus, this calls for a need of research that theoretically and empirically examines such unknown consumer responses to marketers' community participation.

According to the brand community literature, as consumer members become more involved in C2C interaction within one brand community, their identification with the community and consciousness of kind towards their peer consumers tend to be strengthened (Algesheimer, Dholakia, and Herrmann 2005; McAlexander, Schouten, and Koenig 2002; Muniz and O'Guinn 2001). Furthermore, based on the perception of similarity with peer consumers, consumer members are motivated to communicate with other members in the same community (Bendapudi, Singh, and Bendapudi 1996). As a result, some consumers limit their communication partners to their peer consumers. Social categorization theory also provides a similar perspective such that participation in one community influences members' self-perception as a group member and, in turn, leads differences in members' behaviors toward between within-group members and out-group members (Hogg and Abrams 2003).

Building upon these theories, prior research has found that as consumer members' participation in a certain online brand community increases, they are more likely to generate an in-group bias that increases motivation to distinguish in-group members from out-group members, which may negatively influence their emotional responses to members who are considered out-group members (Brown 2000; Hogg and Abrams 2003). Given that consumer members can share strong social identification and a sense of similarity with peer consumer

members within an online brand community, consumer members may develop intergroup bias against marketers (Diehl 1990; Hogg and Abrams 2003; Muniz and O'Guinn, 2001). In such cases, consumer members are less likely to be influenced by marketer participation in their C2C communications because the consumer members consider marketers as out-group members.

On the other hand, not only sharing peer emotion and identification, consumers in online brand communities also engage in C2C communications to seek expertise and assistance regarding products and brands (Berry, Seiders, and Grewal 2002; Gruen, Osmonbekov, and Czaplewski 2007, 2006). Recent managerial reports indicate that over 60 percent of consumers who join online brand communities do so for information and assistance seeking purposes in terms of purchase and use of products and brands (MarketingChart 2013).

Therefore, when information and assistance provided by marketers are helpful to consumers, consumer members are more likely to express positive emotions in their C2C communications after they communicate with the marketers. It is likely that consumer members would be more positive when their communications focus more on brand-related topics, because they would require more accurate information and expertise on specific brands or products. As a result, consumer members may rely more on marketers' expertise when the focus of the C2C discussions is on brands and products, compared to brand-unrelated social conversations among peer consumers. Hence, we hypothesize that:

H4: Marketer participation in C2C discussions is likely to increase consumers' expression of brand-related positive emotion.

H4.1: Marketer participation in C2C discussions is likely to increase consumers' use of brand-related positive words.

H4.2: Marketer participation in C2C discussions is likely to decrease consumers' use of brand-related negative words.

H5: Marketer participation in C2C discussions is likely to decrease consumers' expression of brand-unrelated positive emotion.

H5.1: Marketer participation in C2C discussions is likely to decrease consumers' use of brand-unrelated positive words.

H5.2: Marketer participation in C2C discussions is likely to increase consumers' use of brand-unrelated negative words.

Marketers with Different Participation Strategies

In order to effectively participate in online brand communities, marketers can employ different participation strategies based on their communication purposes in the community. Given that one of the critical factors that influences consumer members is the valence of C2C communications (Adjel, Noble, and Noble 2010; Angelis et al. 2012; Chevalier and Mayzlin 2006; East, Hammond, and Wright 2007; Hanna and Wozniak 2001; Keller, Fay, and Berry 2007), marketers who participate in C2C communications would be willing to monitor and manage the valence of C2C communications. To influence the valence of C2C communications, some marketers may decide to socially engage with the consumer members while other marketers may focus on providing technical assistance. In the former case, marketers who attempt to socially engage with consumer members are trying to be accepted as in-group members of the consumers (Diehl 1990; Hogg and Abrams 2003). Even if the marketers later extend their communication focus beyond social engagement, those marketers would like to

secure their in-group member position early in the relationship with consumer members. On the other hand, the focus of marketers who immediately address consumer questions and concerns regarding their brands is to serve consumers who discuss affiliated brands and products. In the present paper, we define these two types of marketers as social role marketers and non-social role marketers, respectively.

While non-social role marketers focus on helping and informing consumer members in terms of their brands, social role marketers primarily focus on engaging with consumer members rather than behaving as "marketers" for their brands. Consistent with the brand community literature, social role marketers, just like consumer members, also share a sense of connection and similarity with consumer members, and participate in various C2C communications without limiting their affiliated brand-related discussions (Muniz and O'Guinn 2001). In other words, social role marketers try to break the ice in the initial relationship stage with consumer members, whereas non-social role marketers focus on technically assisting consumer members.

Given that the main reason for marketer participation in online brand communities is to increase consumer positive communications while decreasing consumer negative communications, non-social role marketers are not likely to wait for consumers to contact them, but instead intercept C2C communications regarding troubleshooting issues and other technical concerns on their brands. On the other hand, social role marketers are more likely to participate in social communication than non-social role marketers. Thus, we hypothesize that:

H6.1: Marketers assuming a social role are more likely to participate in C2C discussions when consumers' use of social words is higher than other C2C discussions.

H6.2: Marketers assuming a non-social role are more likely to participate in C2C discussions when consumers' use of brand-related words is higher than other C2C discussions.

Consumer Responses toward Marketers Assuming Different Roles

In response to marketer's different participation attempts, consumer members may show different emotional responses in their communications. As mentioned previously, consumer members are more likely to treat marketers as their in-group members when marketers assume a social role rather than a non-social role (Hogg and Abrams 2003; Muniz and O'Guinn 2001). In this case, consumer members would be inclined to accept participation of social role marketers as peer consumer members.

However, it is less clear that how consumer members respond to marketers assuming a non-social role. Based on social identification theory, if consumer members treat these non-social role marketers as out-group members, the consumer members could show out-group bias toward the marketers (Hogg and Abrams 2003; Muniz and O'Guinn 2001), which results in less acceptance of participation of non-social role marketers. In that case, consumers would express less positive responses after they communicate with non-social role marketers than social role marketers.

On the other hand, social psychology studies also suggest there may be similar consumer responses to marketers assuming different roles such that existing members within a focal group tend to evaluate a new participant based on the new participant's perceived level of warmth and competence (Cuddy, Fiske, and Glick 2007; Fiske et al. 1999, 2002; Glick and Fiske 2001; Judd et al. 2005). Studies on this topic also reveal that the existing members show different emotional

responses toward the new participant based on the initial evaluation on that person (Glick and Fiske 2001; Smith 2000; Weiner 1985). In particular, if the new participant's perceive level of warmth is high, the existing members tend to show positive emotional responses towards the new participant, which, in turn, leads to less rejection of the new participant's attempt to join the community (Fiske et al. 2002; Jackman 1994). Integrating warmth-competence theory into social identification theory, Aaker and her colleagues have shown that existing members are likely to categorize the new participant into either in-group or out-group member depending on the perceived level of warmth and competence. Furthermore, this categorization on the new participant results in the existing members' different emotional responses toward the differently categorized participant. (Aaker, Vohs, and Mogilner 2010).

Applying those findings to the present research context, we expect that consumer members show different responses toward social role versus non-social role marketers. Aligned with the warmth-competence theory, when marketer participation is more focused on social engagement with consumer members, consumers' perceived warmth level of these marketers would be high. This high perceived warmth level is likely to lead positive emotional response to social role marketers.

While the warmth-competence theory implies that non-social role marketers are likely to be treated as out-group members due to their lack of social engagement with consumer members in online brand communities, other studies have shown that competence may be a critical factor in influencing other members' emotional intentions (Cuddy, Fiske, and Glick 2008). Furthermore, the consumer literature finds that consumer WOM and purchase intention are likely to be influenced by marketers' perceived level of competence and expertise (Aaker et al. 2010; Berger, Draganska, and Simonson 2007). Therefore, we can assume that consumer responses

toward non-social role marketers would be determined by the positive impact of competence and the negative impact of out-group bias.

In sum, non-social role marketer participation in online brand communities is likely to be welcomed and appreciated when the non-social role marketers provides appropriate assistance to consumer members based on their competence and expertise. However, we also expect that consumers would express more positive emotion after they communicate with social role marketers than non-social role marketers based on social identification theory and warmth-competence theory. Since both of the theories indicate consumers' positive emotional responses to social role marketers and mixed responses to non-social role marketers, we hypothesize that:

H7: Marketers assuming a social role compared to marketers assuming a non-social role, are more likely to increase consumers' expression of band-related positive emotion.

H8: Marketers assuming a social role compared to marketers assuming a non-social role, are more likely to increase consumers' expression of band-unrelated positive emotion.

Next, we empirically test the hypotheses using content analysis on a C2C communication dataset collected from one of the highest traffic online brand communities.

Methodology

Given that companies support online brand communities to facilitate positive C2C communications (Hagel and Armstrong 1997; Williams and Cothrel 2000), it is critical to

examine online C2C communications by qualitatively analyzing the communications rather than just looking at starts, ratings, or length of C2C communications (Kozinets 2002; Kozinets et al. 2010; Mohr and Spekman 1994). Furthermore, recent research on online consumer communications finds that consumers actually read their peer consumers' comments about brands and products, and then exchange their opinions regarding these brands and products (Chevalier and Mayzlin 2006). Finally, Marketing Science Institute Research Priorities have continuously emphasized the importance of understanding online C2C communications by including the topic in the top tier research area since 2008 (MSI Research Priorities 2008-2010, 2010-2012, and 2012-2014).

As such, academic, as well as managerial, interest in examining online C2C communications has sharply increased. While existing research on this topic investigates online C2C communications and its impact on various measurements including length of consumer communications (Chevalier and Mayzlin 2006), consumer review ratings (Chevalier and Mayzlin 2006; Dellarocas 2006; Dellarocas, Zhang, and Awad 2007; Zhu and Zhang 2010), and artificial online consumer reviews in a experiment (Lee, Park, and Han 2008), these measurements are not able to fully capture the qualitative aspects of C2C communications.

Therefore, the present research utilizes text analysis programs that enable us to examine the C2C generated messages. While some argue that text analysis programs do not perfectly capture the nuance of communications, more recent advanced text analysis programs do not only count the number of specific words used, but also captures the co-occurrence of two or more related words, allowing the researcher to analyze sentences not just words, and therefore largely account for the nuance within the sentence. Furthermore, compared to traditional qualitative

approaches on unstructured-text data, text analysis programs provide statistical results based on the objective data analysis process.

In order to investigate our research questions regarding the impact of marketer participation on C2C communications in online brand communities, we employ both qualitative and quantitative analytical approaches using text analysis software, SimStat 2.0 and WordStat 5.1. Linguistic Inquiry and Word Count (LIWC), a specialized dictionary used to capture people's psyche, is mainly adopted and modified to analyze C2C discussions in WordStat (Appendix A).

Data Collection and Description

To test the research hypotheses, data were collected from a high traffic online consumer discussion community, HardCOP.com, which is dedicated to 22 high-tech product categories, their associated brands, and 13 social communities to discuss general high-tech issues (Appendix B). This online community was chosen because of its high volume of C2C discussions and high level of connected consumer members. In this community, consumer members seek and respond to information related to the use and purchase of high-tech products and brands. Computer-related products result in a high level of consumer involvement in terms of information seeking and cognitive processing behaviors due to the relatively high prices range of products[3] (Adjel, Nobel, and Nobel 2010).Overall, this online community enables us to examine deep and wide consumer discussions. Furthermore, we are also able to explore highly focused C2C discussions, compared to naïve social communications throughout social networks such as Facebook and LinkedIn, because consumer members in the online brand community tend to focus more on sharing information and emotion in terms of the high-tech products and the related brands.

[3] In the Adjel, Nobel, and Nobel's paper (2010), to examine C2C communication, the authors evaluate the appropriateness of targeted online websites based on the products' prices range.

In order to conduct a content analysis on C2C discussions, the information on (1) consumer user identification number, (2) thread, (3) message, and (4) posting order within a thread was collected from the online community, with a specific focus on the information surrounding the identified marketers' participation. Thread refers to the single topic in which consumers discuss their brand-related issues and concerns. Hence, a thread is adopted as the unit of analysis to measure C2C discussion in the present research. Also, marketer participation is measured by marketer's posting within a thread (i.e., C2C discussion).

The original dataset covered a total of 134,670 messages under 17,213 threads during January 2006 to November 2009. Marketers who participated during the period were identified based on their Usertitle. In the community, marketers are required to use Usertitle to show their affiliation with a specific company or a brand. Because it is likely that consumer members cannot distinguish marketers from their peer consumer members if the marketers do not reveal their affiliation with a focal brand, the present research is limited to marketers who identify their affiliation with a specific brand by using Usertitle (Appendix C). Overall, a total of 30 marketers were identified in which their participations in C2C communications were tracked. 830 threads were collected to test whether consumer members would express more positive or negative emotion in their C2C discussion once marketers participate in the discussion[4].

To identify the initial roles of 30 marketers in the HardOCP.com website, all messages posted by these marketers were downloaded and examined by expert judges. Through multiple rounds of discussion, each marketer was categorized into the social or non-social role they

[4] We observed only 37 threads where marketers had participated more than one time. Since the observations accounted for less than 5% of the total dataset, we did not split the effect of marketers' multiple participation in a thread from that of marketers' one time participation.

assumed upon joining the community (Spiggle 1994; Thompson 1997). Of the 30 marketers, 7 were identified as social role marketers and 23 were identified as non-social role marketers.

To compare differences in consumer emotional responses before and after marketer participation within a thread, all of the individual consumer messages prior to marketer participation were coded as a pre-message, and the consumer messages after the marketer participation were coded as a post-message (Appendix D). A thread where there was no marketer participation was coded as consumer only pre-message. As a result, the dataset contained information on thread number, consumer only pre-message, pre-message, marketer message, and post-message.

We then employed content analysis programs, SimStat and WordStat, to analyze these messages. SimStat and WordStat analyze frequencies of words and co-occurrences of two or more words in a thread variable. The resulting output, therefore, contained the number of certain words used in each thread variable. To estimate the actual increasing or decreasing proportions of positive and negative words regardless of the length of a thread, we then divided the number of positive and negative words by the total number of words in a thread (the number of positive words/ the total number of words in the thread; the number of negative words/ the total number of words in the thread). We call these transformed values the incidence rate of positive or negative words used in a thread (Appendix E).

For a better understanding on the data structure, see Figure 3.1. As shown in Figure 3.1, the final dataset contains information on marketer participation, the marketers' pre- and post-C2C communication, consumer only pre-message, and different role marketers' participation. To test each of the research hypotheses, we compare different parts of the dataset. Analysis and interpretation of the results for each hypothesis is provided in the following four sub-sections.

Analysis and Results

1. Marketer Participation in Online Brand Communities

In order to test H1 through H3 about whether marketers tend to participate in typical C2C discussions in online brand communities, we employ logistic regression. For this purpose, the dataset surrounding Path 1 in Figure 3.1 is analyzed (i.e., pre-message and consumer only pre-message). Here, the dependent variable (hereafter, DV) is marketer participation, which is dichotomously coded as 1 for participation and 0 for non-participation. Independent variables (hereafter, IV) are different between H1and H2 versus H3. H1 and H2 examine the impact of valence of C2C communication on marketer participation, whereas H3 examines the impact of topical C2C communications on marketer participation. Thus, to test H1 and H2, 4 IVs are added: brand-related positive emotion, brand-related negative emotion, brand-unrelated positive emotion, and brand-unrelated negative emotion, and to test H3, 5 IVs are used: community, social process, technical support/usage, sales, and brand and product name. As noted, the values of these variables are incidence rates of the relevant words used. Thus, the results enable us to understand the actual increasing or decreasing proportion of certain words among the total number of words in one thread.

As shown in 3.1.1, -2 log likelihood decreases from 4580.795 to 1691.139 in chi-square indicating that the model fit increases by adding the IVs. Also, the chi-square of the model is statistically significant ($p=.000$, $p< .05$). According to Table 3.1.2, the p-value for each IV indicates that each IV is statistically significant at $p<.05$ level. A Wald test is used to test the statistical significance of each coefficient β in the model. The Wald statistic though tends to be lowered when standard error is inflated for large coefficients (Agresti 1996). Thus, we mainly focus on the likelihood-ratio for further model tests in the following sections.

H1.1, H1.2, H2.1, and H2.2 are supported by significant p-value at p<.05 level. The findings in Table 3.1.2 show that marketers participate more in C2C discussions when the amount of discussion valence is higher than other C2C discussions.

On one hand, H3 is supported based on the results in Table 3.1.3 and Table 3.1.4. -2 log likelihood decreases from 3636.006 to 2635.928 in chi-square. This indicates that the model fit increases by adding IVs. Also, the chi-square of the model is statistically significant (p=.000, p< .05). As shown on Table 3.1.4, the p-value for each topical IV indicates that they are all statistically significant at p<.05 level.

Overall, this analysis section tests H1 through H3 by comparing pre-message to consumer only pre-message. Results in Table 3.1.1~3.1.4 show that the logistic regression model is statistically significant, and we can conclude that marketers are not likely to randomly participate in C2C commutations. As expected based on valence theory and the online WOM literature, marketers tend to selectively participate in C2C discussions. When C2C discussions are focused on sharing economic information rather than just socially engaging with peers, marketers are more likely to participate in the discussions. Furthermore, marketers are likely to be attracted by consumers' expression of the brand-related emotion.

2. Marketer Participation and Valence of C2C Communication

To test the impact of marketer participation on C2C communications within online brand communities (Path 2 in Figure 3.1), MANOVA is adopted. In order to examine whether marketer participation is effective in increasing consumer use of positive emotional words and decreasing negative emotional words, we compare the valence variables between pre-message and post-message. Thus, the IV is marketer participation and the DVs are brand-related positive emotion,

brand-related negative emotion, brand-unrelated positive emotion, and brand-unrelated negative emotion. Then, we conduct MANOVA twice (1) based on the incidence rate and (2) based on the total number of words.

Additionally, because H4 and H5 examine combined impact of mixed valence (i.e., net valence effect of positive and negative emotions), we add 2 more variables, affective level and balance level. Affective level is calculated as a sum of the number of positive and negative emotional words (i.e., the number of positive emotional words + the number of negative emotional words), which allows us to infer how much marketer participation increases the overall consumer use of emotional words. Balance level is calculated by subtracting the number of negative emotional words from the number of positive emotional words (i.e., the number of positive emotional words - the number of negative emotional words). This indicates the net valence of C2C communications such that a positive balance level suggests a net positive valence of the communications, while a negative balance level indicates a net negative valence of the communications. MANOVA is adopted to test the impact of marketer participation on the affective and balance levels.

Summary statistics for each model based on the total number of words, the incidence rate, and the affective/balance levels are provided in Table 3.2.1, 3.2.3, and 3.2.5. As shown in those tables, the Wilks' lambda for each MANOVA analysis is statistically significant. Here, (1 - lambda) is often interpreted as the proportion of variance in DVs explained by the model effect (Stevens 2002). Thus, the significant lambda means that MANOVA analysis is statistically appropriate to explain the variance of the DVs by the IV.

The results shown in Table 3.2.2 were generated based on the total number of words. As seen in Table 3.2.2, consumer use of emotional words increases after marketer participation for

all types of valence. This means that marketer participation increases the consumer use of both negative words and positive words. In part, this tendency is one of the main reasons that marketers hesitate to participate in C2C discussions since the marketers are afraid they may facilitate even more sharing of negative emotions among consumers. However, it is important to note that the results based on the incidence rate in Table 3.2.4 indicate the opposite. When controlling for the effect of the length of a thread, marketer participation in C2C discussions actually decreases the proportion of brand-related negative words in a thread. For a better understanding, Figure 3.2.1 includes graphs of the impact of marketer participation on the consumer use of the brand-related negative emotional words. The upper graph, based on the total number of words, indicates increasing brand-related negative emotional words, while the lower graph, based on the incidence rate, indicates decreasing brand-related negative emotional words after marketer participation.

Hence, marketers should be cautious when interpreting their online brand community participation results. In our dataset, we repeatedly observe that marketer participation tends to lengthen C2C discussions (i.e., the length of a thread). Thus, the increasing total number of negative words may be due to the lengthened discussion, rather than marketer participation. By understanding the results based on the incidence rate, marketers can more accurately evaluate their participation results by controlling for the impact of the length of consumer discussions.

One other research question that we examine here is on the impact of marketer participation on the net valence of C2C communications. According to the results in Table 3.2.6, marketer participation is more likely to lead to a net positive C2C discussion in both brand-related and -unrelated discussions (i.e., positive balance levels for both variables). We further examine which factor, between increasing positive words and decreasing negative words, drives

this net positive C2C discussion. As shown in Table 3.2.4, consumer use of the brand-related negative words is likely to decrease after marketer participation in C2C discussions. However, the p-value for the brand-related positive words is .819, which is not statistically significant at the p<.05 level. This means that the net positive brand-related discussion results from a decrease in negative emotional words rather than an increase in positive emotional words (Balance level: β = 12.919, p=.000, in Table 3.2.6). In addition, consumer use of both positive and negative words increases in the brand-unrelated discussions. However, the relative coefficient is bigger for the brand-unrelated positive emotion (β = .009, p=.000, in Table 3.2.4) than the brand-unrelated negative emotion (β = .002, p=.000, in Table 3.2.4). As a result, the valence of the brand-unrelated discussion is also net positive (Balance level: β = 2.028, p=.000, in Table 3.2.6).

Conclusively, H4 is supported as expected. On the other hand, H5 is rejected and reversely supported by the positive coefficient for the balance level (i.e., rejecting H5.1 and supporting H5.2.).

3. Marketers with Different Participation Strategies

Marketers participate in online brand communities with different roles (i.e., social versus non-social). To test whether marketers assuming different roles participate in different types of C2C communications, we examine Path 3 in Figure 3.1. Since we can only identify the marketers' role only after the marketer participates in C2C discussions[5], the current analysis examines the

[5] As explained, marketers' role is identified based on their postings in HardOCP.com. Thus, it is unavailable to examine which factors influence different role marketers not to participate in certain types of C2C discussions. However, we may be able to infer the relationship by comparing the social role participating pre-message to the consumer only pre-message and by comparing the non-social role participating pre-messages to the consumer only pre-message. The details are explained in the discussion section.

different role marketers' selection tendency on C2C discussion using the pre-message dataset excluding the consumer only pre-message.

As seen in Table 3.3.1, we employ 5 variables; community, social process, technical support/usage, sales, and brand and product name in MAONVA analysis. Because we find that the analysis based on incidence rates are more appropriate for the research context, the transformed dataset based on the incidence rate is used. In other words, the mean for each variable is interpreted as the proportion of that variable (i.e., specific words) in a thread.

Results shown in Table 3.3.2 indicate that compared to social role marketers, non-social role marketers are more likely to participate in C2C discussions that are focused on technical support/usage (β =.014, p=.022) and brand and product name (β =.005, p=.000). However, the non-social role marketers tend to participate less in the discussions that are focused on social engagement (β = -.014, p=.000) and sales (β = -.003, p=.001). The p-value for the community variable is not statistically significant (β =.000, p=.632), which implies that both social and non-social role marketers do not differ in terms of engaging in C2C discussions where consumers discuss the community and not brands or products.

Given that marketers assuming a non-social role immediately start resolving brand-related concerns, while marketers assuming a social role tend to initially focus on social engagement with existing consumer members, the results show that the non-social role marketers are more likely to focus on brand-related topical discussions than the social role marketers within online brand communities. Therefore, as we expected, the non-social role marketers participate more in C2C discussions where consumers discuss brand-related issues or where they seek assistance regarding brands and products. Thus, H6.2 is supported.

The significant coefficient for the variable capturing social engagement indicates that social role marketers are more likely to participate in social communications than non-social role marketers. But, unexpectedly, the sales-related discussions are more often taken care of by the social role markers than the non-social role marketers. The results can be interpreted three ways. First, we can presume that social role marketers assist their consumers in terms of post-purchase services. For instance, when consumers are curious about the delivery status of their orders, the social role marketers find the relevant information for the consumers. Since this type of service communication does not require expertise found in non-social role marketers, the social role marketers can easily help consumers who have this type of issue. Second, the results could occur simply because the non-social role marketers specialize in helping consumers regarding brand issues and concerns, not for sales-related issues. As a result, the non-social role marketers are less interested in the C2C discussions that are not focused in the marketers' area of expertise. Lastly, it may be due to the limitation of the text analysis program. Even though the program can effectively analyze hundreds of thousands of messages in text datasets with the help of a dictionary that captures millions of words, it may be complicated to fully capture the nuances of the messages. Conclusively, we find partial support for H6.1 given that the social role marketers participate significantly more in the social communications compared to non-social role marketers.

4. Consumer Responses toward Marketers Assuming Different Roles

The main focus in this section is on examining the impact of marketers' social versus non-social role participation on the valence of C2C communications (Path 4 in Figure 3.1). A two-way MANOVA is employed since we extend the research question from the impact of

marketer participation on the valence of C2C communications to the impact of marketers' different participation roles on the valence of C2C communications. A two-way MANOVA enables us to examine the joint effects of the IVs, marketer participation and marketer role, on the valence of C2C communications (Meyers, Gamst, and Guarino 2013; Stevens 2002). In order to test H7 and H8, marketer participation and marketer role are coded as IVs, and the affective/balance levels are examined as DVs in the MANOVA analysis. As shown in Table 3.4.1, the Wilks' lambda indicates a significant result for each main effect and their interaction effect.

Results appeared on Table 3.4.2 show that the change in the balance level driven by each main IV (i.e., marketer participation and marketer role) is statistically significant at the $p<0.5$ level ($p=.000$ for the two main effects). However, while the interaction effect on the balance level is significant for the brand-unrelated balance level ($p=.000$, $p<.05$), it is not significant for the brand-related balance level ($p=.399$, $p<.05$). The results indicate that marketers' participation is likely to change the brand-related balance level of C2C discussions, but the change is not moderated by different roles. On the other hand, the change in the brand-unrelated balance level differs between the social versus the non-social role marketers.

In other words, the results imply that the impact of both social role and non-social role marketers on the brand-related C2C discussions is not different, but the impact on brand-unrelated C2C discussions differs between them. This means that either of the social role or the non-social role marketers is more effective to influence the brand-unrelated C2C discussions than the other role marketers. Table 3.4.3 shows that the mean of the brand-unrelated balance level increases from 14.248 (SD=21.295) to 47.028 (SD=76.707) when the social role marketers

participate, whereas the mean increases from 9.862 (SD=14.604) to 16.868 (SD=22.907) when the non-social role marketers participate.

The plots comparing these means are provided in Figure 3.4.1. As shown in the upper plots, the slope for the social role marketers' participation tends to rise more steeply than for the non-social role marketers' participation. Additionally, the lower plots show the means of the affective levels between the different roles. Again, the slope for the social role marketers rises more sharply than for the non-social role marketers. This implies that the social role marketers are likely to increase the consumers' brand-unrelated emotional communications. This makes sense given that the social role marketers tend to be more focused on social engagement with consumers than the non-social role marketers, and so the social role marketers feel free to chat with consumer members without mentioning brand-related issues. As a result, H8 is supported, but H7 is not.

The test results for the hypotheses are summarized in Table 3.4.4.

Discussion

The present research examines the impact of marketer participation on the valence of C2C communications. Extant research on C2C communications shows that the valence of C2C communications has a stronger impact on other consumers' WOM behavior and purchase behavior (Adjel, Noble, and Noble 2010; Angelis et al. 2012; Chevalier and Mayzlin 2006; Godes and Mayzlin 2009; Lee, Park, and Han 2007), which in turn, increases the company's financial performance (Godes and Mayzlin 2009). In order to achieve the desired outcomes that online C2C communications provides, marketers are becoming more interested in participating in online brand communities to monitor and manage C2C communications within the

communities. However, there has not yet been research addressing the issue of whether marketers should participate in online brand communities and if so, how they should participate in the communities. Thus, the present research fills this gap using social identification theory, warmth-competence theory, valence theory, and various relevant literatures on online C2C communication, online brand community, and WOM.

To maximize the contribution to the online C2C communication literature, the present research examines unstructured-text data collected from a real online brand community website. With the help of advanced text analysis programs and a dictionary specialized to capture people's psyche in text data, we are able to generate statistical results by analyzing the qualitative dataset.

Findings in section 1 imply that marketers tend to be attracted by highly positive or highly negative C2C communications. This implies that marketers are likely to participate in online brand communities to influence the valence of C2C communications. Furthermore, marketers are also attracted by brand-related C2C communications, which means that marketers tend to participate in online brand communities with an economic purpose rather than a social engagement purpose.

Next we examine whether and how C2C communications are influenced by marketer participation. The empirical results in section 2 indicate that marketer participation significantly increases the consumers' positive communications (statistically significant positive balance levels for both brand-related and -unrelated communications in Table 3.2.6). Specifically, marketers tend to be effective in reducing the brand-related negative communications based on the incidence rate (mean= .00257 →.00192, in Table 3.2.3). The results suggest that marketers should not be afraid of the intrinsic rejection from consumers in online brand communities.

Instead, they should actively participate in C2C communications where consumers vigorously debate their brands.

Since marketer participation tends to increase the amount of the communication valence (brand-unrelated affective level mean=27.436 → 54.284; brand-related affective level mean=5.276 → 8.824, in Table 3.2.5), marketers may feel that they worsen the situation by skimming through the hundreds of positive and negative postings after the marketers' posting. In fact, they do a good job. As shown in the results, marketers' participation decreases the overall proportion of brand-related negative communications, which leads to net positive communications. Hence, we can conclude that marketer participation in online brand communities is effective in managing brand-related negative C2C communications.

While marketer participation facilitates consumers' net positive communications, the amount of increasing C2C positive communications can also differ between social role and non-social role marketers. In the present research, we categorize marketers' roles into social and non-social roles based on their initial communication purpose upon joining the online community website. Based on their different roles, marketers tend to show different selection tendency on C2C communications such that social role marketers are more likely to participate in social-focused communications, whereas non-social role marketers are more likely to participate in brand-related communications.

In response to these different roles, consumers also show different responses. Building upon social identification theory and the brand community literature, it can be inferred that once marketers are treated as an out-group by existing consumer members, consumers are less likely to show positive emotional responses toward the marketers' participation attempt. On the other hand, if the marketers can attain and secure their in-group status, the marketers are likely to be

welcomed and positively responded to by consumer members. Integrating these theoretical assumptions into the present research context, we expect more positive consumer responses to marketers assuming a social role than those who assuming a non-social role. The results shown in section 4 partially support the hypothesis. While social role marketers are more likely to increase consumers' brand-unrelated positive communications, the impact of social role marketers' participation in brand-relate communications does not differ from that of non-social role marketers' participation. This result can be interpreted twofold. First, when a marketer provides appropriate assistance for consumers who have brand-related issues and questions, consumer members appreciate the marketer's help, and thereby express a positive response in their post communications regardless of the marketer's role. Second, given that the non-social role marketers tend to participate more in brand-related topical communications compared to the social role marketers, the observed dataset contains more brand-focused communications for the non-social role marketers and mixed communications (social communications and brand-related communications) for the social-role marketers. As a result, the data for the social role marketers may not be large enough to have statistical power.

The present research does not reveal that which factors drive different role marketers not to participate in certain types of C2C communications. Since the categorization of marketers' roles is conducted based on the marketers' postings (i.e., behavior measurement), it is impossible to empirically examine the reason why they decide not to participate in the certain types of C2C communications (i.e., intention measurement). Despite this data limitation, we may be able to infer the reason by comparing the social role participating pre-message to the consumer only pre-message and by comparing the non-social role participating pre-messages to the consumer only pre-message. As shown in Table 3.5.1, the p-values indicate that both social and non-social role

marketers are attracted by brand-related C2C communications. Integrating this result into the findings in the section 3, we can infer that non-social role marketers compared to social role marketers are more likely to participate in brand-related negative communications. We presume that this communication selection tendency is potentially processed when marketers in different roles decide whether to participate in certain types of C2C communications.

In sum, it is empirically supported that marketer participation is effective in reducing the brand-related negative communications and increasing the brand-unrelated positive communication, which results in net positive C2C communications for any type of C2C communications. Furthermore, marketers' different roles have different impacts on C2C communications such that social role marketers lead to more positive brand-unrelated communications while both social and non-social role marketers are effective in reducing brand-related negative communications. Conclusively, the present research contributes to the theoretical development of valence theory, social identification theory, and warmth-competence theory by adapting those theories into the online brand community context. Furthermore, the present research also brings managerial insights into marketer participation in an online brand community.

Table 3.1.1 Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	1691.139	4	0.000
	Block	1691.139	4	0.000
	Model	1691.139	4	0.000

-2 Log likelihood= 4580.795

Table 3.1.2 Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	BRNE	178.859	11.969	223.306	1	.000	4.756E+077
	BRPE	66.300	6.673	98.728	1	.000	622137186500339500000000000000.000
	BUNE	62.126	4.165	222.521	1	.000	957197397349983800000000000000.000
	BUPE	44.394	2.250	389.141	1	.000	190549032690895750000.000
	Constant	-4.137	.060	4795.653	1	.000	.016

a. Variable(s) entered on step 1: BRNE, BRPE, BUNE, BUPE.

(N=17,151, marketer participation N=768 vs. marketer non-participation N=16,383)

*BRNE: brand-related negative emotion, BRPE: brand-related positive emotion, BUNE: brand-unrelated negative emotion, BUPE: brand-unrelated positive emotion (incidence rate based)

Table 3.1.3 Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	2635.928	5	.000
	Block	2635.928	5	.000
	Model	2635.928	5	.000

-2 Log likelihood= 3636.006

Table 3.1.4 Variables in the Equation

Independent Variables		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Community	42.608	6.182	47.495	1	.000	31931205687400 26400.000
	Brand and product name	48.819	2.400	413.600	1	.000	15919924481392 99700000.000
	Social process	14.979	.981	232.992	1	.000	3201447.827
	Sales	87.992	6.468	185.085	1	.000	1.638E+038
	Technical support/usage	39.571	1.857	454.033	1	.000	15333140524762 1600.000
	Constant	-5.179	.088	3502.247	1	.000	.006

a. Variable(s) entered on step 1: Community, Brand and product name, Social process, Sales, Technical support/usage.

(N=17,151, marketer participation N=768 vs. marketer non-participation N=16,383)

Table 3.2.1 Descriptive Statistics

Dependent Variables	Marketer Participation	Mean	Std. Deviation	N
BRNE	After	2.67	4.359	330
	Before	1.91	3.267	768
	Total	2.14	3.645	1098
BRPE	After	6.15	8.410	330
	Before	3.36	5.687	768
	Total	4.20	6.743	1098
BUNE	After	15.418181818182	19.4075073141611	330
	Before	8.453125000000	11.5946483462758	768
	Total	10.546448087432	14.7364613065399	1098
BUPE	After	38.866666666667	51.3082979517266	330
	Before	18.983072916667	23.5714890856660	768
	Total	24.959016393443	35.5131564427415	1098

(N=1,098, before marketer participation N=768 vs. after marketer participation N=330)

*BRNE: brand-related negative emotion, BRPE: brand-related positive emotion, BUNE: brand-unrelated negative emotion, BUPE: brand-unrelated positive emotion (total number based)

Table 3.2.2 Parameter Estimates

Dependent Variable	Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	Intercept	1.913	.131	14.604	.000	1.656	2.170
BRNE	[1]	.760	.239	3.181	.002	.291	1.229
	[2]	0[a]	.	.	.	.	.
	Intercept	3.363	.239	14.072	.000	2.894	3.832
BRPE	[1]	2.788	.436	6.396	.000	1.933	3.644
	[2]	0[a]	.	.	.	.	.
	Intercept	8.453	.519	16.276	.000	7.434	9.472
BUNE	[1]	6.965	.947	7.352	.000	5.106	8.824
	[2]	0[a]	.	.	.	.	.
	Intercept	18.983	1.239	15.321	.000	16.552	21.414
BUPE	[1]	19.884	2.260	8.798	.000	15.449	24.318
	[2]	0[a]	.	.	.	.	.

a. This parameter is set to zero because it is redundant.

*BRNE: brand-related negative emotion, BRPE: brand-related positive emotion, BUNE: brand-unrelated negative emotion, BUPE: brand-unrelated positive emotion (total number based)

*1= after marketer participation, 2=before marketer participation

Wilks' Lambda=.924 (F=22.620, P=.000)

Table 3.2.3 Descriptive Statistics

Dependent Variables	Marketer Participation	Mean	Std. Deviation	N
BRNE	After	.001916190623	.0033273839771	330
	Before	.002574522319	.0038683355012	768
	Total	.002376663066	.0037248039798	1098
BRPE	After	.005330685014	.0090964211740	330
	Before	.005214535666	.0070440703617	768
	Total	.005249443940	.0077143567422	1098
BUNE	After	.014063229817	.0199578813239	330
	Before	.011594852704	.0095019281989	768
	Total	.012336714678	.0135597705243	1098
BUPE	After	.037387485960	.0283230021742	330
	Before	.028214752463	.0167997774483	768
	Total	.030971584934	.0213452457023	1098

(N=1,098, before marketer participation N=768 vs. after marketer participation N=330)

*BRNE: brand-related negative emotion, BRPE: brand-related positive emotion, BUNE: brand-unrelated negative emotion, BUPE: brand-unrelated positive emotion (incidence rate based)

Table 3.2.4 Parameter Estimates

Dependent Variable	Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
BRNE	Intercept	.003	.000	19.209	.000	.002	.003
	[1]	-.001	.000	-2.693	.007	-.001	.000
	[2]	0[a]	.	.	.	.	.
BRPE	Intercept	.005	.000	18.724	.000	.005	.006
	[1]	.000	.001	.229	.819	-.001	.001
	[2]	0[a]	.	.	.	.	.
BUNE	Intercept	.012	.000	23.769	.000	.011	.013
	[1]	.002	.001	2.774	.006	.001	.004
	[2]	0[a]	.	.	.	.	.
BUPE	Intercept	.028	.001	37.348	.000	.027	.030
	[1]	.009	.001	6.656	.000	.006	.012
	[2]	0[a]	.	.	.	.	.

a. This parameter is set to zero because it is redundant.

*BRNE: brand-related negative emotion, BRPE: brand-related positive emotion, BUNE: brand-unrelated negative emotion, BUPE: brand-unrelated positive emotion (incidence rate based)

*1= after marketer participation, 2=before marketer participation

Wilks' Lambda=.946 (F=15.664, P=.000)

Table 3.2.5 Descriptive Statistics

Dependent Variable	Marketer Participation	Mean	Std. Deviation	N
BN_Affective	After	54.284848484849	64.6768263522435	330
	Before	27.436197916667	33.5899204494312	768
	Total	35.505464480874	46.8518142143995	1098
BN_Balance	After	23.448484848485	42.8403278547967	330
	Before	10.529947916667	15.8688115553691	768
	Total	14.412568306011	27.5971493011677	1098
BR_Affective	After	8.824242424243	11.7741933636044	330
	Before	5.276041666667	8.2962958988351	768
	Total	6.342440801457	9.6098571705956	1098
BR_Balance	After	3.478787878788	6.3906161056809	330
	Before	1.450520833333	4.1488157924108	768
	Total	2.060109289618	5.0148396727491	1098

(N=1,098, before marketer participation N=768 vs. after marketer participation N=330)

* BN_Affective: brand-unrelated affective level, BN_Balance: brand-unrelated balance level, BR_Affective: brand-related affective level, BR_Balance: brand-related balance level)

Table 3.2.6 Parameter Estimates

Dependent Variable	Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
BN_Affective	Intercept	27.436	1.632	16.812	.000	24.234	30.638
	[1]	26.849	2.977	9.019	.000	21.008	32.689
	[2]	0[a]	.	.	.	.	.
BN_Balance	Intercept	10.530	.973	10.822	.000	8.621	12.439
	[1]	12.919	1.775	7.278	.000	9.436	16.401
	[2]	0[a]	.	.	.	.	.
BR_Affective	Intercept	5.276	.342	15.431	.000	4.605	5.947
	[1]	3.548	.624	5.689	.000	2.324	4.772
	[2]	0[a]	.	.	.	.	.
BR_Balance	Intercept	1.451	.178	8.154	.000	1.101	1.800
	[1]	2.028	.324	6.250	.000	1.392	2.665
	[2]	0[a]	.	.	.	.	.

a. This parameter is set to zero because it is redundant.

* BN_Affective: brand-unrelated affective level, BN_Balance: brand-unrelated balance level, BR_Affective: brand-related affective level, BR_Balance: brand-related balance level)

*1= after marketer participation, 2=before marketer participation

Wilks' Lambda=.924 (F=22.620, P=.000)

Table 3.3.1 Descriptive Statistics

Variables	Marketer Role	Mean	Std. Deviation	N
Community	0	.002972578819	.0068044932374	651
	1	.002663093414	.0037531247414	117
	Total	.002925430652	.0064328040258	768
Brand and product name	0	.029633196403	.0221461936957	651
	1	.024719374071	.0164261083405	117
	Total	.028884606282	.0214375315665	768
Social process	0	.061325622265	.0307941388022	651
	1	.075650034510	.0302086896088	117
	Total	.063507856943	.0311154771806	768
Sales	0	.005391493751	.0084675238912	651
	1	.008267312504	.0074461421174	117
	Total	.005829606764	.0083795371527	768
Technical support/usage	0	.039353271696	.0228684749658	651
	1	.025124388404	.0152026331105	117
	Total	.037185590257	.0224571970572	768

(N=768, non-social role N=651 vs. social role N=117)

*Marketer role: 0= non-social role, 1= social role

Table 3.3.2 Parameter Estimates

Variable	Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Community	Intercept	.003	.001	4.476	.000	.001	.004
	[role=0]	.000	.001	.479	.632	-.001	.002
	[role=1]	0[a]	.	.	.	.	.
Brand and product name	Intercept	.025	.002	12.507	.000	.021	.029
	[role=0]	.005	.002	2.289	.022	.001	.009
	[role=1]	0[a]	.	.	.	.	.
Social process	Intercept	.076	.003	26.649	.000	.070	.081
	[role=0]	-.014	.003	-4.646	.000	-.020	-.008
	[role=1]	0[a]	.	.	.	.	.
Sales	Intercept	.008	.001	10.747	.000	.007	.010
	[role=0]	-.003	.001	-3.442	.001	-.005	-.001
	[role=1]	0[a]	.	.	.	.	.
Technical support/usage	Intercept	.025	.002	12.420	.000	.021	.029
	[role=0]	.014	.002	6.476	.000	.010	.019
	[role=1]	0[a]	.	.	.	.	.

a. This parameter is set to zero because it is redundant.

*Marketer role: 0= non-social role, 1= social role

Wilks' Lambda=.929 (F=11.650, P=.000)

Table 3.4.1 Multivariate Tests

Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.372	161.721[b]	4.000	1091.000	.000
	Wilks' Lambda	.628	161.721[b]	4.000	1091.000	.000
	Hotelling's Trace	.593	161.721[b]	4.000	1091.000	.000
	Roy's Largest Root	.593	161.721[b]	4.000	1091.000	.000
Marketer Participation	Pillai's Trace	.096	28.970[b]	4.000	1091.000	.000
	Wilks' Lambda	.904	28.970[b]	4.000	1091.000	.000
	Hotelling's Trace	.106	28.970[b]	4.000	1091.000	.000
	Roy's Largest Root	.106	28.970[b]	4.000	1091.000	.000
Marketer Role	Pillai's Trace	.061	17.790[b]	4.000	1091.000	.000
	Wilks' Lambda	.939	17.790[b]	4.000	1091.000	.000
	Hotelling's Trace	.065	17.790[b]	4.000	1091.000	.000
	Roy's Largest Root	.065	17.790[b]	4.000	1091.000	.000
Participation* Role	Pillai's Trace	.052	15.084[b]	4.000	1091.000	.000
	Wilks' Lambda	.948	15.084[b]	4.000	1091.000	.000
	Hotelling's Trace	.055	15.084[b]	4.000	1091.000	.000
	Roy's Largest Root	.055	15.084[b]	4.000	1091.000	.000

a. Design: Intercept + Marketer Participation + Marketer Role + Marketer Participation* Role

b. Exact statistic

Table 3.4.2 Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	BN_Affective	254765.337[a]	3	84921.779	43.146	.000
	BN_Balance	91631.273[b]	3	30543.758	44.922	.000
	BR_Affective	3549.453[c]	3	1183.151	13.241	.000
	BR_Balance	1808.359[d]	3	602.786	25.580	.000
Intercept	BN_Affective	1274647.502	1	1274647.502	647.609	.000
	BN_Balance	278116.815	1	278116.815	409.036	.000
	BR_Affective	33926.956	1	33926.956	379.674	.000
	BR_Balance	5940.668	1	5940.668	252.101	.000
Marketer Participation	BN_Affective	191263.948	1	191263.948	97.175	.000
	BN_Balance	56842.792	1	56842.792	83.601	.000
	BR_Affective	2216.637	1	2216.637	24.806	.000
	BR_Balance	623.687	1	623.687	26.467	.000
Marketer Role	BN_Affective	67433.552	1	67433.552	34.261	.000
	BN_Balance	42854.245	1	42854.245	63.027	.000
	BR_Affective	634.232	1	634.232	7.098	.008
	BR_Balance	842.223	1	842.223	35.741	.000
Participation *Role	BN_Affective	44412.129	1	44412.129	22.564	.000
	BN_Balance	23853.472	1	23853.472	35.082	.000
	BR_Affective	97.467	1	97.467	1.091	.297
	BR_Balance	16.746	1	16.746	.711	.399
Error	BN_Affective	2153251.131	1094	1968.237		
	BN_Balance	743846.833	1094	679.933		
	BR_Affective	97757.789	1094	89.358		
	BR_Balance	25779.674	1094	23.565		
Total	BN_Affective	3792197.000	1098			
	BN_Balance	1063557.000	1098			
	BR_Affective	145476.000	1098			
	BR_Balance	32248.000	1098			
Corrected Total	BN_Affective	2408016.467	1097			
	BN_Balance	835478.107	1097			
	BR_Affective	101307.242	1097			
	BR_Balance	27588.033	1097			

a. R Squared = .106 (Adjusted R Squared = .103)
b. R Squared = .110 (Adjusted R Squared = .107)
c. R Squared = .035 (Adjusted R Squared = .032)
d. R Squared = .066 (Adjusted R Squared = .063)

Table 3.4.3 Descriptive Statistics

Dependent Variables	Participation	Role	Mean	Std. Deviation	N
BN_Affective	1	0	45.720930232558	51.9106500763496	258
		1	84.972222222222	91.6952964253973	72
		Total	54.284848484849	64.6768263522435	330
	2	0	26.814132104455	32.9246344523751	651
		1	30.897435897436	37.0366511425030	117
		Total	27.436197916667	33.5899204494312	768
	Total	0	32.180418041804	40.1430867458078	909
		1	51.497354497355	68.6658285000800	189
		Total	35.505464480874	46.8518142143995	1098
BN_Balance	1	0	16.868217054264	22.9066384087684	258
		1	47.027777777778	76.7066796992618	72
		Total	23.448484848485	42.8403278547967	330
	2	0	9.861751152074	14.6042963964870	651
		1	14.247863247863	21.2946917389523	117
		Total	10.529947916667	15.8688115553691	768
	Total	0	11.850385038504	17.6404887067206	909
		1	26.735449735450	52.5039396944676	189
		Total	14.412568306011	27.5971493011677	1098
BR_Affective	1	0	8.186046511628	11.3235180642730	258
		1	11.111111111111	13.0950539588299	72
		Total	8.824242424243	11.7741933636044	330
	2	0	5.081413210446	6.9519986168724	651
		1	6.358974358974	13.5235819184309	117
		Total	5.276041666667	8.2962958988351	768
	Total	0	5.962596259626	8.5352810338561	909
		1	8.169312169312	13.5262907927296	189
		Total	6.342440801457	9.6098571705956	1098
BR_Balance	1	0	2.875968992248	4.8334240820574	258
		1	5.638888888889	9.9311794621087	72
		Total	3.478787878788	6.3906161056809	330
	2	0	1.133640552995	3.0972377946734	651
		1	3.213675213675	7.5072712566679	117
		Total	1.450520833333	4.1488157924108	768
	Total	0	1.628162816282	3.7546328257610	909
		1	4.137566137566	8.5683805417731	189
		Total	2.060109289618	5.0148396727491	1098

(After marketer participation =330 vs. before marketer participation =768; non-social role N=651 vs. social role N=117)

*1= after marketer participation, 2=before marketer participation; 0= non-social role, 1= social role

Table 3.4.4 Summary of Results

	Section 1	**Section 2**	**Section 3**	**Section 4**
Hypotheses Results	H1.1: Supported H1.2: Supported H2.1: Supported H2.2: Supported H3: Supported	H4: Supported H4.1: Not significant H4.2: Supported H5: Rejected H5.1: Rejected H5.2: Supported	H6.1: Partially supported H6.2: Supported	H7: Not significant H8: Supported

Table 3.5.1 Variables in the Equation

Marketer Non-Participation Vs. Non-Social Role Marketer Participation threads

Independent Variables		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	BRNE	175.636	12.199	207.289	1	.000	1.896E+076
	BRPE	68.547	6.724	103.940	1	.000	5882312484362250000000000000000.000
	BUNE	55.395	4.141	178.963	1	.000	1142700778713809200000000.000
	BUPE	40.538	2.292	312.747	1	.000	4033086942429605 10.000
	Constant	-4.208	.062	4587.735	1	.000	.015

a. Variable(s) entered on step 1: BRNE, BRPE, BUNE, BUPE
(N=17,034, marketer non-participation N=16.383 vs. non-social role marketer participation N=651)
*BRNE: brand-related negative emotion, BRPE: brand-related positive emotion, BUNE: brand-unrelated negative emotion, BUPE: brand-unrelated positive emotion (incidence rate based)
Chi-square= 1366.767 (P=.000), -2 Log likelihood=4160.353

Marketer Non-Participation Vs. Social Role Marketer Participation threads

Independent Variables		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	BRNE	75.380	14.177	28.272	1	.000	5461534053738369000000000000000000.000
	BRPE	45.678	9.124	25.061	1	.000	6878821646597924 5000.000
	BUNE	13.154	2.976	19.534	1	.000	516219.963
	BUPE	24.092	2.588	86.691	1	.000	29036795780.595
	Constant	-5.389	.112	2333.406	1	.000	.005

a. Variable(s) entered on step 1: BRNE, BRPE, BUNE, BUPE
(N=16,500, marketer non-participation N=16.383 vs. social role marketer participation N=117)
*BRNE: brand-related negative emotion, BRPE: brand-related positive emotion, BUNE: brand-unrelated negative emotion, BUPE: brand-unrelated positive emotion (incidence rate based)
Chi-square= 162.310 (P=.000), -2 Log likelihood=1228.911

Figure 3.1 Data Structure

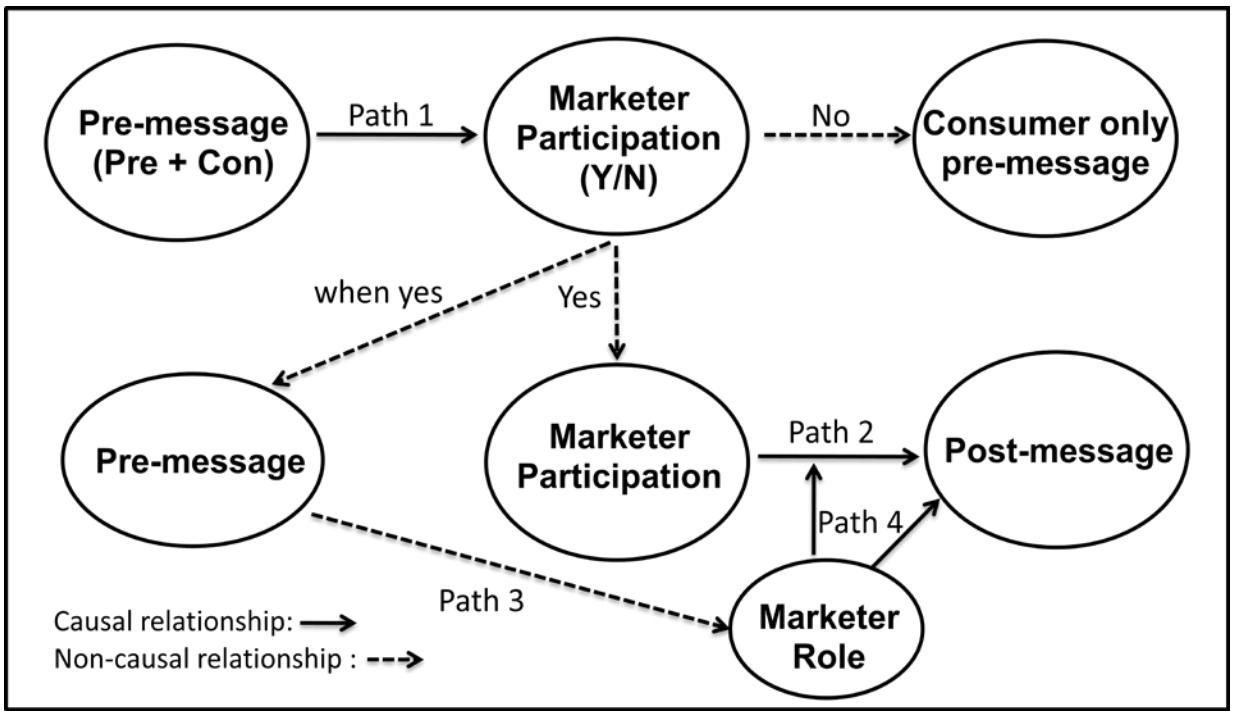
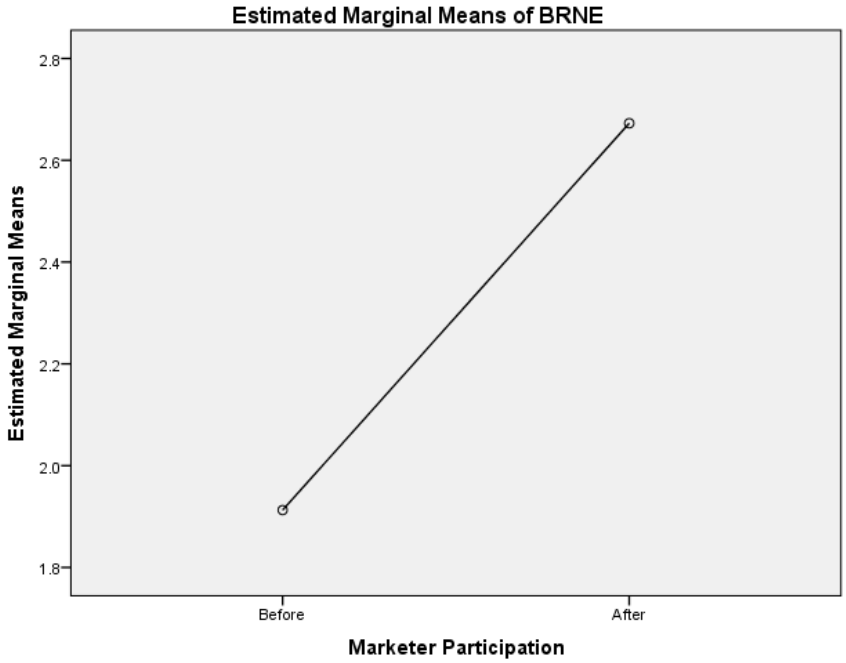


Figure 3.2.1 Plots: Estimated Marginal Means of BRNE

Total Number Based



Incidence Rate Based

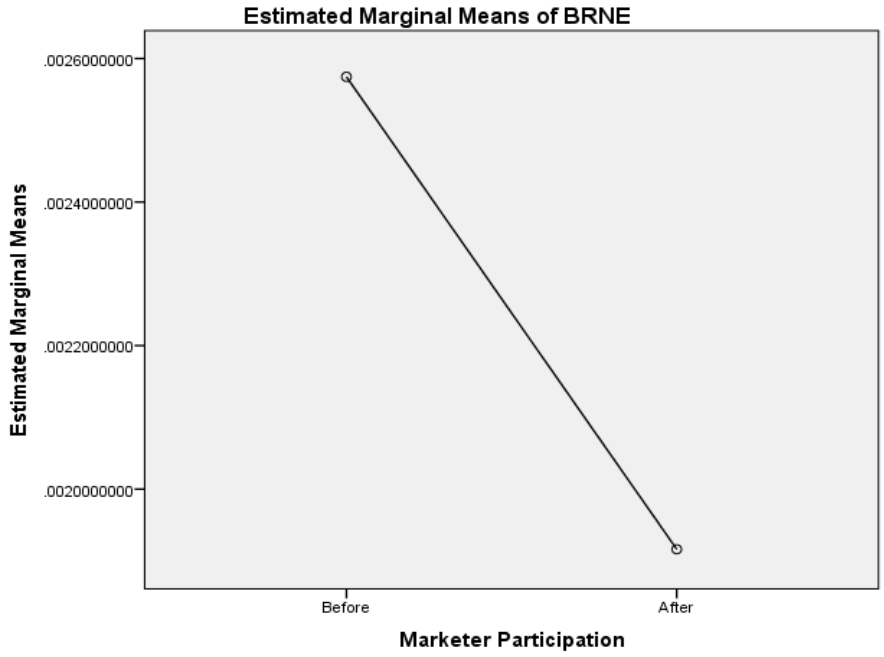
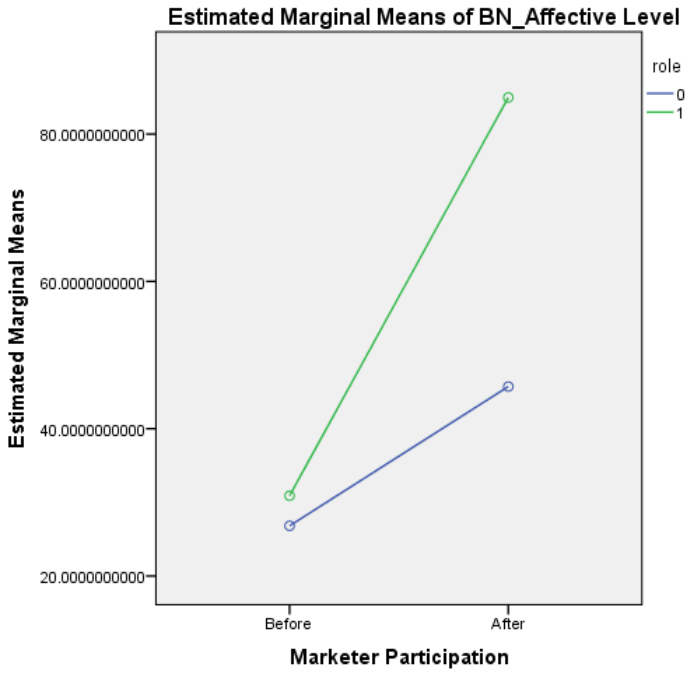
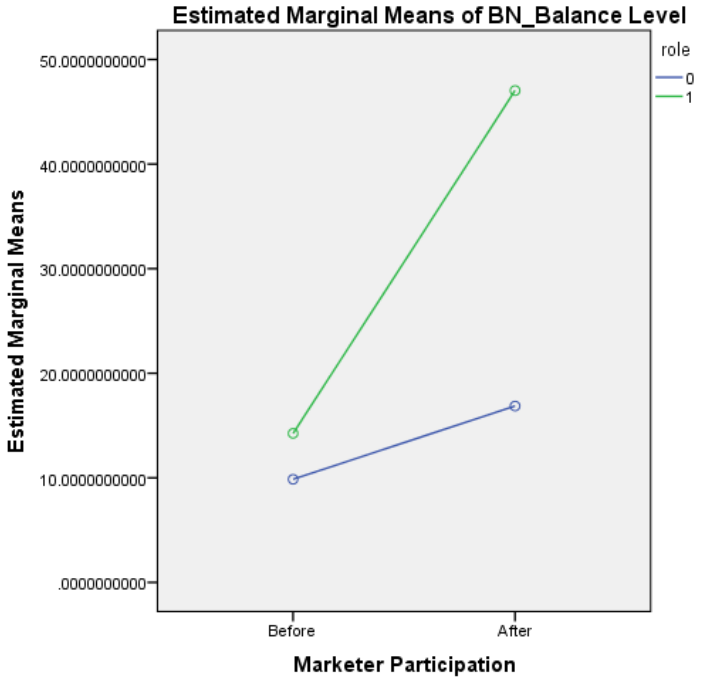


Figure 3.4.1 Plots: Estimated Marginal Means of BN_Affective Level and Balance Level



1=Social role (the upper plot)
0=Non-social role (the lower plot)



1=Social role (the upper plot)
0=Non-social role (the lower plot)

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CHAPTER 4

CONCLUSION

General Discussion

This dissertation aims to provide important insights into how marketers engage in and influence C2C interaction in online brand communities. Specifically, the current research addresses the research questions of whether marketers should participate in online brand communities and how they should participate in C2C communications to generate positive consumer responses and build favorable relationships with consumer members.

Findings in chapter 2 show that marketers can take on various roles to effectively engage with their customers in online brand communities as part of their CCRM strategies. The marketers' roles are categorized into social and non-social roles based on social identity theory, and the non-social role is subsequently divided into usage support, sales support, and product co-development roles depending on the marketers' communication purpose in online brand communities. Notably, compared to non-social role marketers, social role marketers are more effective in not just securing positive customer responses, but even reducing negative customer responses in case of service failures.

More interestingly, marketers assuming a social role are welcomed by customers even when the marketers reveal their affiliation with a certain brand. Consistent with social identity theory and warmth-competence theory, social role marketers are considered in-group members,

and customer members positively respond to them within online brand communities. Furthermore, in-group member status is likely to be prolonged even when social role marketers extend their role to other non-social roles. However, this role extension seems to be only available for social role marketers and not for non-social role marketers. Hence, it is critical for marketers to achieve social role status in their initial relationship with existing customer members. Otherwise, it may be impossible for marketers to extend to the social role from the non-social role.

Based on the qualitative understanding on C2C interaction in online brand communities, chapter 3 examines the impact of marketer participation on the valence of C2C communications. Consumers in online brand communities freely discuss brands and products positively or negatively with their networked peer consumers. Studies on this topic have repeatedly shown that the valence of C2C communications has a significant impact on consumer behavior including purchase behavior and online WOM behavior. Therefore, it is critical for marketers to monitor and manage the valence of C2C communications in online brand communities.

Results in chapter 3 indicate that market participation is effective in reducing the consumers' brand-related negative communications and increasing the brand-unrelated positive communications. These positive effects of marketer participation on the valence of C2C communications lead to overall positive C2C communications regardless of brand-related or -unrelated topics.

Consistent with the findings in chapter 2, chapter 3 shows a difference in consumer responses toward marketers assuming a social role versus a non-social role. While social role marketers lead more positive C2C communications in brand-unrelated discussion, both types of marketers are effective in leading positive C2C communication in brand-unrelated discussion.

This empirical result supports the qualitative findings in chapter 2 such that non-social role marketers do not need to be afraid of outright rejection from consumer members in online brand communities. Rather, consumers tend to equally appreciate marketers' assistance when the assistance is beneficial for the consumers. However, it seems to be true that there is a risk of more negative WOM or more negative consumer responses to non-social role marketers compared to social role marketers when both marketers are not able to provide appropriate help to consumers' needs. In chapter 2, we presume that this less negative consumer responses to social role marketers would be secured based on the social role marketers' social engagement with consumer members, and this assumption is empirically supported by the results of chapter 3. Finally, according to the results in chapter 3, social role marketers are more focused on social communications with the consumer members which also leads to more positive brand-unrelated communications compared to non-social role marketers. Therefore, we can conclude that while both social and non-social role marketers are welcomed and appreciated by consumer members, this positive consumer response is not applicable to non-social role marketers when marketers fail to meet the consumers' brand-related needs. However, the positive consumer responses toward social role marketers seem to be prolonged as marketers are treated as the consumers' in-group members.

Limitations

Although this dissertation begins to fill the research gaps on the topics of online brand community participation strategies and online C2C interaction, future research needs to further examine consumer responses toward not only marketers but also the marketers' affiliated companies. It is especially critical for companies to determine whether the positive marketer-

consumer relationship extends to a positive company-consumer relationship (e.g., firm performance).

We also observe that some companies assign multiple marketers to assume different roles. Given that the consumer response to these roles differs, it would be interesting to explore how consumers respond to the affiliated company based on the company's marketers assuming different roles. These research questions should be addressed further to better understand the impact of marketers' online brand community participation on company's performance.

Methodologically, both chapter 2 and 3 take advantage of content analysis to examine the qualitative nature of online C2C communication and marketers' community participation strategies. In particular, chapter 3 provides quantitative results by analyzing a qualitative dataset using text analysis programs. Although the text analysis programs allow us to examine the large-longitudinal unstructured-data by estimating frequency of certain words and capturing co-occurrence of the related words, it does not seem to fully capture the exact nuance of the entire text. To minimize this "objective" problem when using the text analysis programs, we adopt the traditional content analysis method in chapter 2. However, this qualitative method has a "subjective" problem since the examiners are human beings, and thereby could result in human errors. While this dissertation adopts both qualitative and quantitative methodological approaches to achieve unbiased understanding on the qualitative nature of online C2C interaction, future research may be able to examine the same issue based on different methodological approaches.

Future Research

Consumer decisions are likely to be influenced by others, especially through the social interaction with other peer consumers. With the rise of online-based consumer discussion forums, brand communities, and social networks, today's consumers freely and easily discuss their product experiences and opinions with other consumers. According to Social Media Market's 2012-2016 Report (The Radicati Group, Inc.), approximately 1.6 billion consumers are participating in social media, and this number is expected to increase to 2.3 billion in 2016. As such, a large number of consumers are constantly providing their opinions and seeking information in terms of products and brands within online C2C environments. Companies, faced with these new types of marketing channels, are becoming more interested in spreading marketing messages through consumers in the online C2C environments.

For companies, therefore, it is critical to identify those unique consumer users who are more likely to exert a strong influence on other consumers within online C2C communities. Studies have shown that there are different types of consumer users in online C2C communities based on the number of connected peer consumers, the number of postings, and the time spent (Hinz et al. 2011; Trusov, Bodapati, and Bucklin 2010). Research in this stream suggests that companies should distinguish "network's hubs" among consumer users to maximally distribute their marketing messages (Hinz et al. 2011).

Building upon traditional social network theory, Hinz et al. (2011) categorize online social network's consumer users into three types: hubs (defined as users having a large number of strong ties), bridges (defined as users having a large number of weak ties), and fringes (poor connectors). The authors then examine the impact of different types of consumer users on the company's social marketing performance. According to the research results, both hubs and

bridges perform better than fringes in terms of attracting other users' attention on marketing messages. The authors conclude that compared to fringes, hubs' and bridges' higher achievement is not a result from the stronger influence of hubs and bridges on their peer consumers, but is due to the fact that hubs and bridges are actively engaged in the marketing campaign. In other words, hubs and bridges just give it a try more so than fringes.

However, this interpretation may change if we categorize the types of consumer roles based on different criteria. For example, we may be able to re-group hubs and bridges depending on their distinct influences on others' behaviors. For a better understanding, let us assume there are three consumer users, A, B, and C, who are connected to the same number of other consumer users and receive a similar number of responses in an online brand community. A, as an expert of the brand, usually suggests which product is appropriate to use in different situations. B, as a supervisor of the community, often starts discussions about how consumer members should behave in the community. Finally, C, as a beloved star among members and is socially engaged with other consumer members, praises and supports the affiliated brand. Based on Hinz et al. (2011)'s criteria, all of these three users would be identified as "hubs." These users are equally able to initiate discussions and receive a similar number of responses from the connected consumer members. However, in fact, these hubs differ in terms of how they influence other consumers' behavior and which types of messages they share with others. Therefore, if companies identify influential consumer users only based on their volume (e.g., the number of connected peer consumers, the number of postings, and the time spent) without considering their different roles and focuses, companies may target the wrong opinion leaders, which results in a failure to generate social marketing performance.

As such, identifying influential users based only on volume and several network factors such as tie strength, density, and centrality may not be appropriate for finding “true opinion leaders” in online C2C communities. Thus, future research should consider the following questions: (1) why are some users who are identified as “hubs” or “opinion leaders” not effective in influencing others? (2) are there different opinion leadership types in terms of changing other consumers’ behavior and reinforcing consumers’ behavior? and (3) who are more likely to influence other consumers’ behavior?

By integrating these finding into future research on the current dissertation, we expect to bring valuable insights into online marketing strategies.

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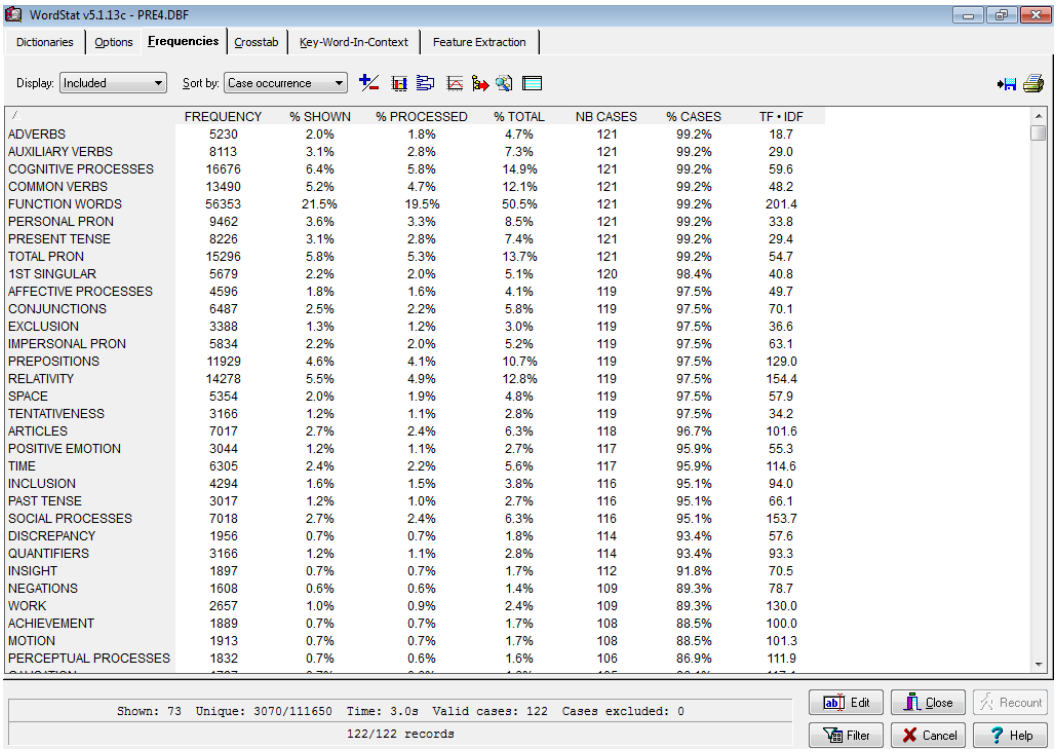
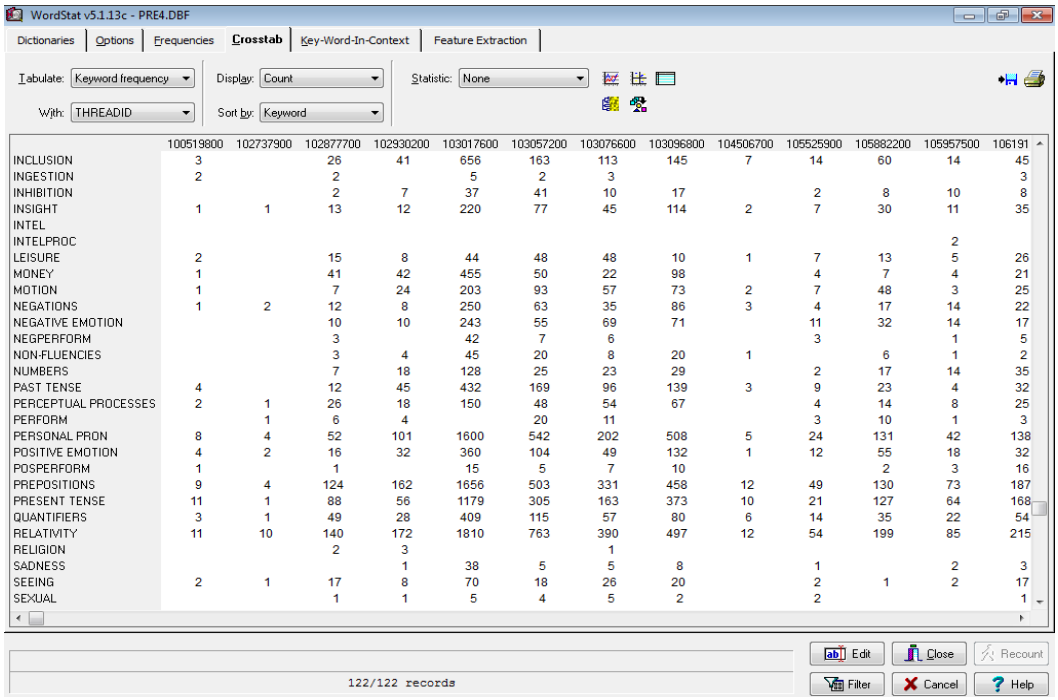
APPENDICES

Appendix A. Text Analysis Program

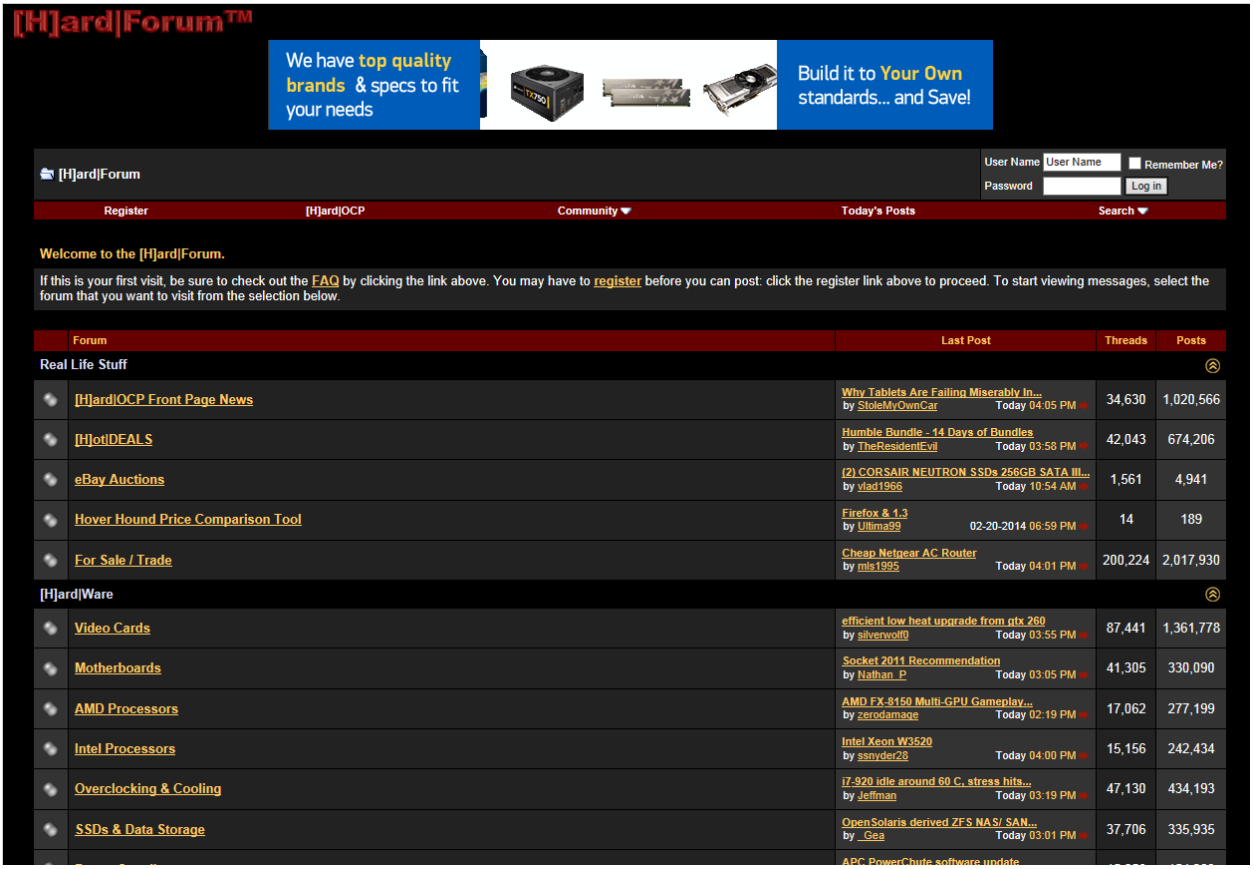


/	FREQUENCY	% SHOWN	% PROCESSED	% TOTAL	NB CASES	% CASES	TF • IDF
ADVERBS	5230	2.0%	1.8%	4.7%	121	99.2%	18.7
AUXILIARY VERBS	8113	3.1%	2.8%	7.3%	121	99.2%	29.0
COGNITIVE PROCESSES	16676	6.4%	5.8%	14.9%	121	99.2%	59.6
COMMON VERBS	13490	5.2%	4.7%	12.1%	121	99.2%	48.2
FUNCTION WORDS	56353	21.5%	19.5%	50.5%	121	99.2%	201.4
PERSONAL PRON	9462	3.6%	3.3%	8.5%	121	99.2%	33.8
PRESENT TENSE	8226	3.1%	2.8%	7.4%	121	99.2%	29.4
TOTAL PRON	15296	5.8%	5.3%	13.7%	121	99.2%	54.7
1ST SINGULAR	5679	2.2%	2.0%	5.1%	120	98.4%	40.8
AFFECTIVE PROCESSES	4596	1.8%	1.6%	4.1%	119	97.5%	49.7
CONJUNCTIONS	6487	2.5%	2.2%	5.8%	119	97.5%	70.1
EXCLUSION	3388	1.3%	1.2%	3.0%	119	97.5%	36.6
IMPERSONAL PRON	5834	2.2%	2.0%	5.2%	119	97.5%	63.1
PREPOSITIONS	11929	4.6%	4.1%	10.7%	119	97.5%	129.0
RELATIVITY	14278	5.5%	4.9%	12.8%	119	97.5%	154.4
SPACE	5354	2.0%	1.9%	4.8%	119	97.5%	57.9
TENTATIVENESS	3166	1.2%	1.1%	2.8%	119	97.5%	34.2
ARTICLES	7017	2.7%	2.4%	6.3%	118	96.7%	101.6
POSITIVE EMOTION	3044	1.2%	1.1%	2.7%	117	95.9%	55.3
TIME	6305	2.4%	2.2%	5.6%	117	95.9%	114.6
INCLUSION	4294	1.6%	1.5%	3.8%	116	95.1%	94.0
PAST TENSE	3017	1.2%	1.0%	2.7%	116	95.1%	66.1
SOCIAL PROCESSES	7018	2.7%	2.4%	6.3%	116	95.1%	153.7
DISCREPANCY	1956	0.7%	0.7%	1.8%	114	93.4%	57.6
QUANTIFIERS	3166	1.2%	1.1%	2.8%	114	93.4%	93.3
INSIGHT	1897	0.7%	0.7%	1.7%	112	91.8%	70.5
NEGATIONS	1608	0.6%	0.6%	1.4%	109	89.3%	78.7
WORK	2657	1.0%	0.9%	2.4%	109	89.3%	130.0
ACHIEVEMENT	1889	0.7%	0.7%	1.7%	108	88.5%	100.0
MOTION	1913	0.7%	0.7%	1.7%	108	88.5%	101.3
PERCEPTUAL PROCESSES	1832	0.7%	0.6%	1.6%	106	86.9%	111.9

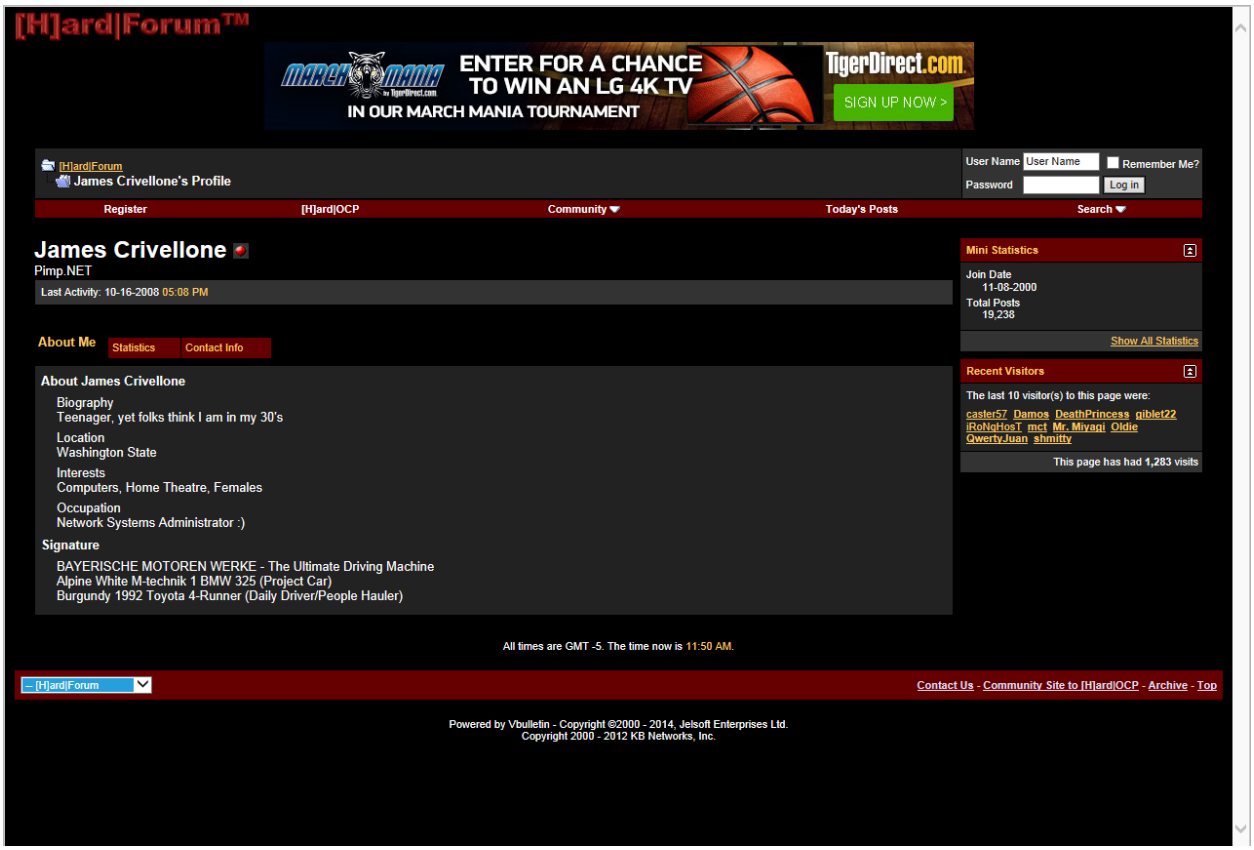


	100519800	102737900	102877700	102930200	103017600	103057200	103076600	103096800	104506700	105525900	105882200	105957500	106191
INCLUSION	3		26	41	656	163	113	145	7	14	60	14	45
INGESTION	2		2		5	2	3						3
INHIBITION			2	7	37	41	10	17		2	8	10	8
INSIGHT	1	1	13	12	220	77	45	114	2	7	30	11	35
INTEL													
INTELPROC												2	
LEISURE	2		15	8	44	48	48	10	1	7	13	5	26
MONEY	1		41	42	455	50	22	98		4	7	4	21
MOTION	1		7	24	203	93	57	73	2	7	48	3	25
NEGATIONS	1	2	12	8	250	63	35	86	3	4	17	14	22
NEGATIVE EMOTION			10	10	243	55	69	71		11	32	14	17
NEGPERFORM			3		42	7	6			3		1	5
NON-FLUENCIES			3	4	45	20	8	20	1		6	1	2
NUMBERS			7	18	128	25	23	29		2	17	14	35
PAST TENSE	4		12	45	432	169	96	139	3	9	23	4	32
PERCEPTUAL PROCESSES	2	1	26	18	150	48	54	67		4	14	8	25
PERFORM		1	6	4		20	11			3	10	1	3
PERSONAL PRON	8	4	52	101	1600	542	202	508	5	24	131	42	138
POSITIVE EMOTION	4	2	16	32	360	104	49	132	1	12	55	18	32
POSPERFORM	1		1		15	5	7	10			2	3	16
PREPOSITIONS	9	4	124	162	1656	503	331	458	12	49	130	73	187
PRESENT TENSE	11	1	88	56	1179	305	163	373	10	21	127	64	168
QUANTIFIERS	3	1	49	28	409	115	57	80	6	14	35	22	54
RELATIVITY	11	10	140	172	1810	763	390	497	12	54	199	85	215
RELIGION			2	3			1						
SADNESS				1	38	5	5	8		1		2	3
SEEING	2	1	17	8	70	18	26	20		2	1	2	17
SEXUAL			1	1	5	4	5	2		2			1

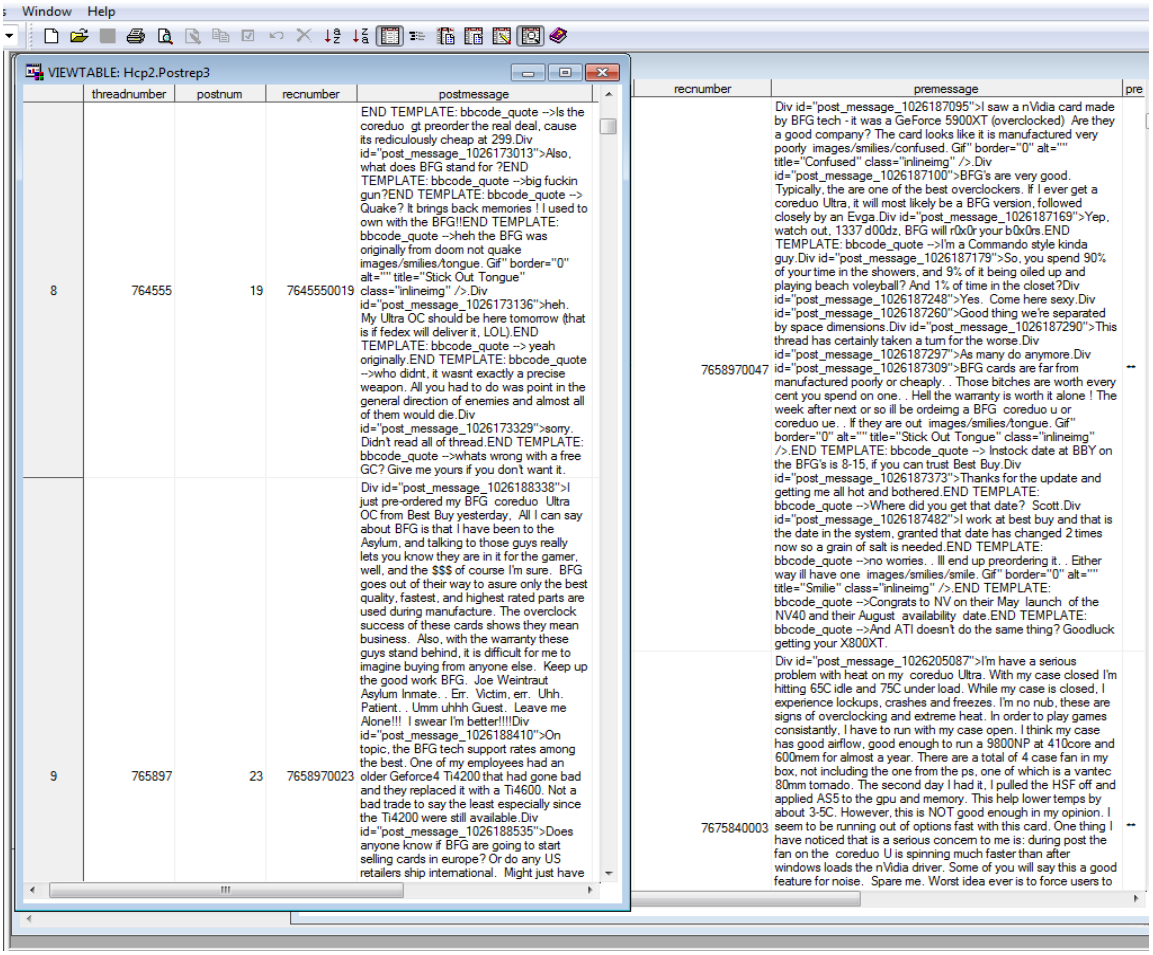
Appendix B. HardOCP Forum



Appendix C. HardOCP Usertitle



Appendix D. Data Manipulation for Text Analysis



Appendix E. Final Dataset

Total Number Based

	threadnumber	recnumber	BRANDNEGAEMOTION	BRANDPOSEMOTION	FORUM	PRODUCTNBRAND	PSYCHOLOGICIALPROCESSESNEGATIVEEMOTION	PSYCHOLOGICIALPROCESSESPOSITIVEEMO...	PSYCHOLOGICIALPROCESSESSOCIALPROC...	SALES	TECHNICALV
17594	1283143	12831430021	0	1	0	2	0	3	13	2	
17595	1284857	12848570004	0	4	2	13	17	17	27	1	
17596	1284857	12848570004	2	2	0	2	3	2	6	0	
17597	1286779	12867790006	1	6	0	17	3	11	23	2	
17598	1286779	12867790006	0	0	0	0	1	1	4	0	
17599	1287005	12870050001	1	0	0	6	1	1	10	4	
17600	1287005	12870050004	0	0	0	2	0	6	2	0	
17601	1287005	12870050004	0	1	0	1	0	4	5	0	
17602	1287005	12870050006	0	0	0	3	0	7	5	0	
17603	1287005	12870050006	0	0	0	0	0	0	1	0	
17604	1287016	12870160016	0	2	1	14	14	26	33	6	
17605	1287016	12870160016	0	0	0	1	0	4	5	0	
17606	1287103	12871030014	3	1	1	13	21	21	45	4	
17607	1287103	12871030014	0	0	0	2	3	1	4	2	
17608	1287694	12876940002	0	2	0	7	1	9	5	0	
17609	1287694	12876940002	0	0	0	2	0	0	6	0	
17610	1287777	12877770025	2	6	0	31	9	28	50	8	
17611	1287777	12877770025	0	0	0	1	0	0	3	0	
17612	1291988	12919880006	0	3	1	9	2	5	13	2	
17613	1291988	12919880006	0	0	0	0	1	3	3	0	
17614	1292534	12925340016	1	13	1	35	25	33	100	34	
17615	1292534	12925340016	1	0	0	2	1	1	10	2	
17616	1292829	12928290002	0	0	0	1	1	1	4	0	
17617	1292829	12928290002	0	0	0	0	1	0	3	0	
17618	1292829	12928290005	0	0	0	1	1	1	4	0	
17619	1292829	12928290005	0	1	1	6	0	3	5	0	
17620	1292829	12928290005	0	0	0	1	1	0	4	0	
17621	1294624	12946240002	0	3	0	13	0	6	8	0	
17622	1294624	12946240002	0	0	0	0	0	0	4	0	
17623	1296260	12962600004	0	0	0	3	1	11	11	0	
17624	1296260	12962600004	0	0	0	0	0	0	1	1	
17625	1297325	12973250002	1	0	2	3	1	1	7	0	
17626	1297325	12973250002	0	0	0	2	0	4	5	0	

Incidence Rate Based

	BRANDNEGAEMOTION_C1	BRANDPOSEMOTION_C	FORUM_C	PRODUCTNBRAND_C	PSYCHOLOGICIALPROCESSESNEGATIVEEMOTION_C	PSYCHOLOGICIALPROCESSESPOSITIVEEMO...	PSYCHOLOGICIALPROCESSESSOCIALPROC...	SALES_C	TECHNICALVOCA_C	NonB_AffectiveLevel_C	NonB_Bal... el_C
17892	.0035714286	.0160714286	.0000000000	.0446428571	.0089285714	.0267857143	.1125000000	.0000000000	.0089285714	.0285714286	.0178
17893	.0031796502	.0127186010	.0031796502	.0413354531	.0174880763	.0492845787	.0572337043	.0079491256	.0127186010	.0635930048	.0349
17894	.0000000000	.0000000000	.0000000000	.0821917808	.0000000000	.0136986301	.1369863014	.0136986301	.0273972603	.0136986301	.0136
17895	.0035714286	.0160714286	.0000000000	.0446428571	.0089285714	.0267857143	.1125000000	.0000000000	.0089285714	.0285714286	.0178
17896	.0027359781	.0123119015	.0027359781	.0424076607	.0164158687	.0533515732	.0588235294	.0068399453	.0136798906	.0670314637	.0396
17897	.0035714286	.0160714286	.0000000000	.0446428571	.0089285714	.0267857143	.1125000000	.0000000000	.0089285714	.0285714286	.0178
17898	.0033407572	.0111358575	.0016703786	.0400890869	.0133630290	.0528953229	.0807349666	.0077951002	.0211581292	.0618040089	.0417
17899	.0000000000	.0000000000	.0000000000	.0196078431	.0000000000	.0000000000	.0784313725	.0000000000	.0588235294	.0000000000	.0000
17900	.0000000000	.0000000000	.0042735043	.0299145299	.0085470085	.0299145299	.1153846154	.0000000000	.0170940171	.0384615385	.0213
17901	.0000000000	.0000000000	.0000000000	.0000000000	.0000000000	.0533333333	.0800000000	.0133333333	.0133333333	.0533333333	.0533
17902	.0000000000	.0000000000	.0042735043	.0299145299	.0085470085	.0299145299	.1153846154	.0000000000	.0170940171	.0384615385	.0213
17903	.0000000000	.0126582278	.0000000000	.0126582278	.0253164557	.0632911392	.1012658228	.0126582278	.0000000000	.0886075949	.0379
17904	.0000000000	.0140845070	.0000000000	.0140845070	.0000000000	.0281690141	.0845070423	.0140845070	.0422535211	.0281690141	.0281
17905	.0028835063	.0057670127	.0017301038	.0213379469	.0265282584	.0224913495	.0870818916	.0046136101	.0057670127	.0455594002	-.0017
17906	.0000000000	.0000000000	.0000000000	.0322580645	.0000000000	.0645161290	.1774193548	.0000000000	.0000000000	.0645161290	.0645
17907	.0011299435	.0022598870	.0011299435	.0203389831	.0248587571	.0248587571	.0519774011	.0056497175	.0666666667	.0485875706	.0011
17908	.0000000000	.0000000000	.0000000000	.0923076923	.0307692308	.0307692308	.0307692308	.0000000000	.0461538462	.0615384615	.0000
17909	.0000000000	.0028985507	.0028985507	.0202898551	.0144927536	.0318840580	.0985507246	.0028985507	.0260869565	.0434782609	.0144
17910	.0188679245	.0000000000	.0000000000	.0188679245	.0377358491	.0000000000	.1132075472	.0188679245	.0000000000	.0188679245	-.0188
17911	.0000000000	.0000000000	.0086956522	.0000000000	.0086956522	.0260869565	.0434782609	.0000000000	.0304347826	.0347826087	.0173
17912	.0000000000	.0000000000	.0000000000	.0000000000	.0000000000	.0000000000	.0930232558	.0000000000	.0000000000	.0000000000	.0000
17913	.0000000000	.0000000000	.0086956522	.0000000000	.0086956522	.0260869565	.0434782609	.0000000000	.0304347826	.0347826087	.0173
17914	.0000000000	.0000000000	.0109289617	.0000000000	.0054644809	.0218579235	.0218579235	.0000000000	.0273224044	.0273224044	.0163
17915	.0000000000	.0000000000	.0000000000	.0000000000	.0000000000	.0250000000	.1125000000	.0000000000	.0375000000	.0250000000	.0250
17916	.0000000000	.0000000000	.0086956522	.0000000000	.0086956522	.0260869565	.0434782609	.0000000000	.0304347826	.0347826087	.0173
17917	.0000000000	.0035211268	.0035211268	.0105633803	.0035211268	.0264084507	.0246478873	.0000000000	.0316901408	.0281690141	.0211
17918	.0000000000	.0000000000	.0000000000	.0000000000	.0000000000	.0645161290	.0000000000	.0000000000	.0000000000	.0645161290	.0645
17919	.0000000000	.0053475936	.0000000000	.0320855615	.0053475936	.0106951872	.0053475936	.0000000000	.1016042781	.0160427807	.0053
17920	.0000000000	.0000000000	.0000000000	.0505050505	.0101010101	.0202020202	.0808080808	.0000000000	.0505050505	.0303030303	.0101
17921	.0000000000	.0049180328	.0000000000	.0295081967	.0081967213	.0393442623	.0786885246	.0016393443	.0049180328	.0442622951	.0278
17922	.0000000000	.0000000000	.0000000000	.0000000000	.0000000000	.0769230769	.1025641026	.0000000000	.0000000000	.0769230769	.0769
17923	.0000000000	.0112359551	.0730337079	.1488764045	.0028089888	.0308988764	.0252808989	.0028089888	.0393258427	.0280898876	.0224
17924	.0000000000	.0327868852	.0163934426	.0327868852	.0327868852	.0491803279	.0819672131	.0000000000	.0000000000	.0819672131	.0163