



**RESEARCH ON THE INFLUENCE OF ONLINE COMMUNITY MARKETING  
ON THE BRAND RELATIONSHIP QUALITY**

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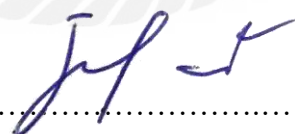
**RESEARCH ON THE INFLUENCE OF ONLINE COMMUNITY MARKETING  
ON THE BRAND RELATIONSHIP QUALITY**

**Thematic Certificate  
To  
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# RESEARCH ON THE INFLUENCE OF ONLINE COMMUNITY MARKETING ON THE BRAND RELATIONSHIP QUALITY

## ABSTRACT

Title: Research on the Influence of Online Community Marketing on the Brand Relationship Quality  
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With the continuous improvement of production methods, enterprises are becoming more efficient in the production of products. The market has already shifted from supply shortages to oversupply, and the concept of marketing has also shifted from enterprise-centered to consumer-centered. To maintain a competitive advantage, retain customers, and increase customer loyalty, companies began to pay more and more attention to building a long-term reciprocal relationship with their customers, starting from the first Intel Internet portal brand advertisement on Sina in 1997. Precision advertising after the rise of the search engine and the people-oriented community marketing model are gradually carried out today. In the online community, Erel's data report shows that 95% of the community's Internet users spend an average of more than one hour. The online community has become the longest platform for Internet users to stay. The theory of interactive media argues that people are more likely to attend to a new interactive medium when the persons they know have also adopted it (Hiltz & Turoff, 1993). The online community marketing is based on the mobile internet technology and is based on the infinitely fissile and spreadable exponential double loop model of the community platform. Users can fully and interactively participate in marketing activities and can communicate with companies in multiple dimensions. Through the mutual interaction between the members of the community, consumers know the brand usage, use issues, and solutions used by others. Through community marketing, consumers have a high degree of loyalty to the brand, and they also have high satisfaction with the product. Therefore, online community marketing has become a hot spot for consumers and brand companies today. There is a profound theoretical and practical significance to study the impact of online community marketing on brand relationship quality.

The core issue of this study is to study how online community marketing affects customer value and how it affects the quality of brand relationships. To discuss this issue, first, we reviewed the previous literature on the impact of online community marketing,

and through theoretical analysis and actual research, we built several elements of online community marketing, followed by analysis of two dimensions of community marketing and customer value: The role of customer perceived value and customer value innovation, and their influence on the quality of customer-brand relationship. Finally, the theoretical framework of “network community marketing-customer value-brand relationship quality” was constructed to explain the network community marketing to the brand. The influence mechanism of relationship quality. The specific findings are as follows: First: There are four dimensions in online community marketing: membership value, content value, activity value, and product value. Secondly, this study carried out a correlation analysis of the influence of online community marketing on the customer value of the intermediary variables. Based on the literature analysis, the customer value was subdivided into two dimensions: customer perceived value and customer value innovation. On this basis, this paper analyzes the mechanism of the four dimensions of online community marketing on customer perceived value and customer value innovation. Through empirical research, it is found that member value, content value, activity value, and product value have significant positive correlation effects on customer perceived value and customer value innovation. Third, this study further analyzes and validates the impact of customer value of mediator variables on the quality of brand relationships. Empirical analysis confirms the positive correlation between customer value and trust, satisfaction, and commitment in the quality of brand relationships.

Based on the above conclusions, suggestions and countermeasures are provided for the three perspectives of network community operators, brand consumers and brand enterprises. The innovations of this study are: First, the in-depth analysis of online community marketing, put forward the essential dimensions of online community marketing: member value, content value, activity value, product value. Secondly, it studies the relationship between customers and brands from the perspective of online community marketing, and it discusses the process from the value creation of online community marketing to delivery to customer value, and finally a series of value change mechanisms attached to the brand value. Through empirical analysis, this process of value transfer was verified.

**Keywords: Online Community Marketing, Brand Relationship Quality, Member Value, Content Value, Activity Value, Product Values, Customer Value, Customer Perceived Value, Customer Value Innovation**

## 摘 要

题目： 网络社群营销对品牌关系质量的影响研究

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学位： 工商管理硕士

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导师： .....

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随着生产方式的不断改进，企业生产产品的效率越来越高，市场早已经从供不应求转向供过于求，市场营销观念也相应从以企业为中心向以消费者为中心转换。企业为了保持竞争优势，留住顾客，提升顾客的忠诚度，开始越来越重视使用品牌建立与顾客长期的互惠关系，从1997年在新浪上的第一个英特尔互联网门户品牌性广告开始，发展到搜索引擎的崛起之后的精准广告，到今天以人为本的社区营销模式逐步开展。在网络社区里，艾瑞的数据报告中显示，95%社区的网民，平均花费的时间要超过一个小时。网络社区已经成为网民停留时间最长的一个平台。互动媒体的理论认为，当他们认识的人也采用它时，人们更有可能参加一种新的互动媒体（Hiltz & Turoff, 1993）。网络社群营销基于移动互联网技术，基于社区平台的可无限裂变、可传播的指数双循环模式快速发展。用户可以充分地互动参与到营销行为中去，能与企业进行多维度的沟通。社群成员通过相互的互动，消费者知道了他人使用的品牌使用状况、使用问题以及解决方法，通过社群营销，消费者会对品牌产生很高的忠诚度，而且对产品的满意度也高，因此，网络社群营销已成为当今消费者和品牌企业共同关注的热点，研究网络社群营销对品牌关系质量的影响存在非常深远的理论意义和现实意义。

本研究的核心问题是研究网络社群营销如何影响顾客价值、再如何影响品牌关系质量。对此，为探讨该问题，首先梳理了以前网络社群营销影响作用的文献，通过理论分析和实际调研，构建网络社群营销的几个要素，其次分析了社群营销对顾客价值两个维度：顾客价值感知和顾客价值创新的作用，以及它们对顾客-品牌关系质量的影响，最后构建了“网络社群营销-顾客价值-品牌关系质量”的理论框架，阐释网络社群营销对品牌关系质量的影响机制。具体研究结论如下：第一：网络社群营销存在四个方面的维度：成员价值性、内容价值性、活动价值性、产品价值性。第二：本研究进行了网络社群营销对中介变量顾客价值影响的相关分析，在文献分析的基础上，对顾客价值细分为顾客价值感知和顾客价值创新两个维度，在此基础上，分别分析了网络社群营销的四个维度对顾客价值感知和顾客价值创新的作用机理。通过实证研究，发现成员价值性、内容价值性、活动价值性、产品价值性对于顾客价值感知和顾客价值创新都有明显的正相关影响。第三：本研究进一步分析和

验证了中介变量顾客价值对于品牌关系质量的影响，从实证分析验证了顾客价值对于品牌关系质量中信任、满意、承诺三个维度的正相关影响。

在以上结论的基础上，对网络社群运营方、品牌消费者和品牌企业三个视角给出了建议与对策。本研究的创新点在于：第一，对网络社群营销深入分析，提出了网络社群营销的实质维度：成员价值性、内容价值性、活动价值性、产品价值观。第二：以网络社群营销的视角来研究顾客与品牌关系，探讨从网络社群营销的价值创造、到传递到顾客价值、最后衍生附加到品牌价值上的一系列价值变化机理的过程，并通过实证分析，对这个价值传递过程进行了验证。第三，比较全面地引入品牌关系质量的三个变量：满意、信任、承诺。并通过实证分析验证了顾客价值与品牌关系质量的促进作用。

**关键词：**网络社群营销, 品牌关系质量, 成员价值性, 内容价值性, 活动价值性, 产品价值观, 顾客价值, 顾客价值感知, 顾客价值

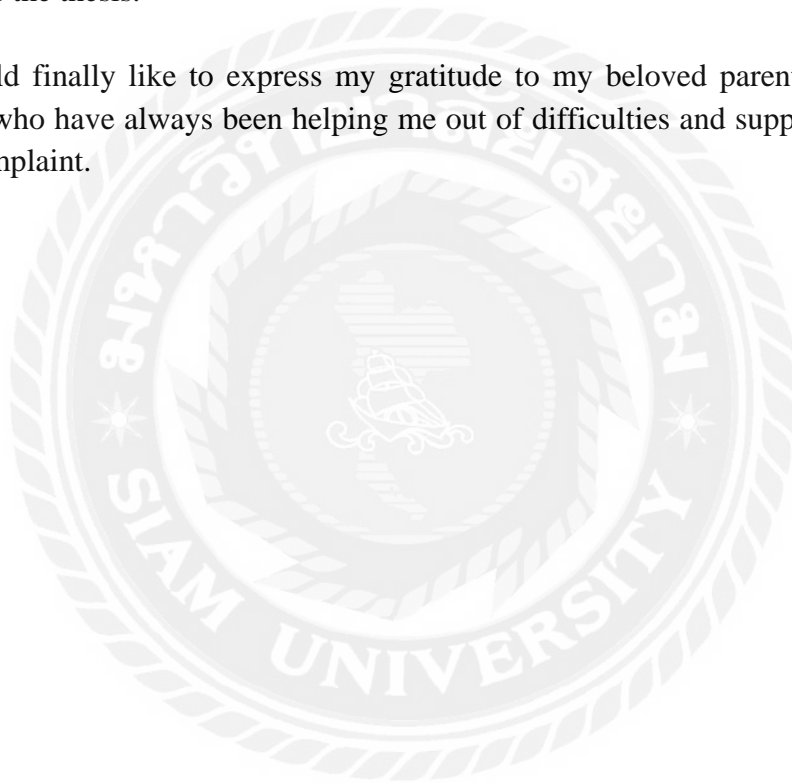


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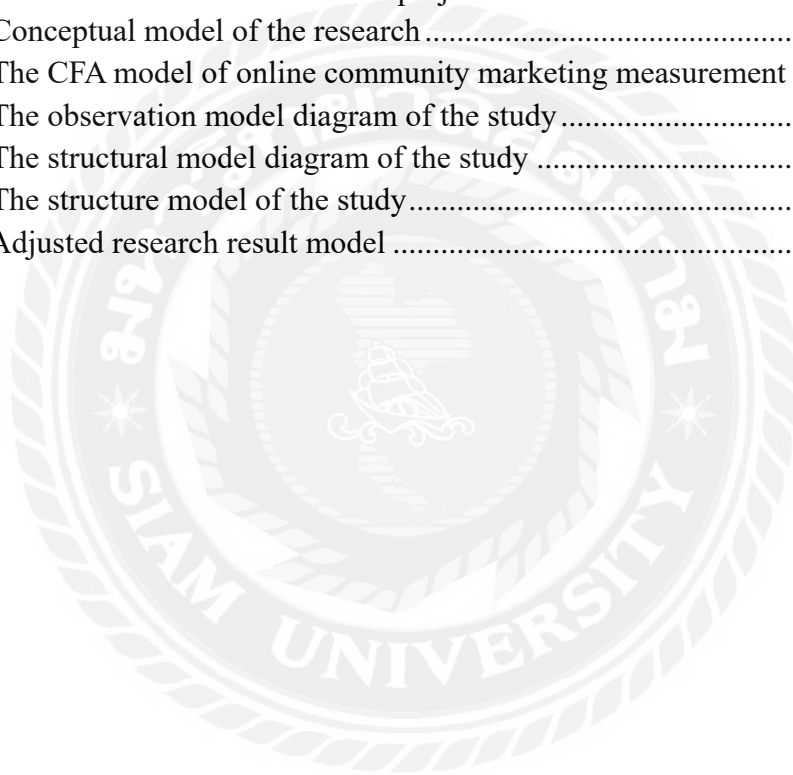
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# **RESEARCH ON THE INFLUENCE OF ONLINE COMMUNITY MARKETING ON THE BRAND RELATIONSHIP QUALITY**

## **CHAPTER 1 INTRODUCTION**

### **1.1 Research background**

#### **1.1.1 Realistic background**

In the late 1990s, the Web 1.0 era was marked by search engines. Through keyword positioning and web page hyperlinks, the depth and breadth of information dissemination were greatly enhanced; at the beginning of the 21st century, User-Generated Content (UGC) and Social Network Services (SNS) has become a sign of Web 2.0, which has led to a virtual community centered on interest graphs and social relationships. In the Web 3.0 era marked by mobile Internet, the emergence of various mobile social tools has spawned a great deal of mobilization. Localization, and interactivity are the characteristics of the mobile community with a core of interest in the vertical domain. The mobile community has completely broken through the space and time constraints, based on location tracking and location services, through the interactive application of anytime, anywhere, to provide a comprehensive and convenient service and experience for human-to-human interaction, and further extended to the resource collaboration and value sharing by the interest in social networking. Throughout the development of the Internet, we have experienced such a course as focusing attention on human-computer interaction, attaching importance to machine networking and information sharing, evolving to focusing on the interaction of all people, attaching importance to the networking of everyone and value creation. The Internet realizes the connection between people and information, and people use the information medium for interconnection and interoperability; while the mobile Internet realizes the connection between people and people, and integrates hardware and software such as smart phones, information publishing, instant social networking, and location services, across regions and localization, the combination of online and offline functions makes people's social life fully "communized." The explosive growth of WeChat is not only reflected in the increase in subscribers with a scale of one billion yuan, but also reflected in its platform strategy of integrating media, social networking, marketing, and e-commerce and its implementation capabilities. Facebook's monthly active users have exceeded 2 billion. This is close to a quarter of the world's population, more than half of the Internet's use. The social app represented by WeChat and Facebook, while enhancing instant messaging and social sharing, has stimulated the productivity and communication power of the self-media, and extended the information sharing to life services, opened the upstream and downstream of the industrial chain, and opened online payment. With offline consumption, the virtual world and the real world are mutually infiltrated and blended with each other to maximize the release of the community's business and service value,

and this opens the era of community economy.

Mobile Internet is not only a technology application, but also a way people use to perceive the world. It is an extension of human body and thought. Connected all the time, online, anytime and anywhere, has become a common lifestyle for people. The mobilized community has penetrated all aspects of social life. Information transfer, communication, work and study, emotional interaction, and shopping consumption have had a subversive impact on the lifestyle, consumption patterns, business rules, and brand marketing of the entire society. With the continuous improvement of production methods and the manifestation of economies of scale, the efficiency of products produced by enterprises has become higher and higher. The market has already shifted from supply shortages to oversupply, and the concept of marketing has also shifted from enterprise-centered to consumer-centered. To maintain a competitive advantage, retain customers, and increase customer loyalty, companies have begun to pay more attention to using brands to build long-term reciprocal relationships with customers and have begun to establish their own marketing communities. Such as Tesla, smart phone Xiaomi, from the media "Luo Ji thinking", are all based on the mobile Internet developed "community tribe." Tesla has amassed fans through high-tech products and celebrity effects, constantly creating topics in "specialty powder", forming fission effects, and conducting free social media marketing; Xiaomi Mobile collects volunteers through forums and encourages volunteers to participate in the development. Xiaomi Mobile allows participating developers to make voluntary contributions, voluntary dissemination, and voluntary consumption, develops fans into fans, develops fans into friends, and creates "Fans Tribe" through extreme fan marketing; The self-media products represented by "Luo Ji thinking" create a unique charm personality, mobilize the participation of community members, customize products for community members, and inspire emotional consumption time and time again.

Through online community marketing, previously unconnected consumers, producers and consumers are all linked to each other. Through mutual interaction among community members, consumers know the perception of others using the product, brand evaluation, experience and problem-solving method. Through these processes, consumers will have high recognition of brands and communities, and increase their trust, satisfaction, and commitment to the brand. Taking Facebook and WeChat as examples, we often find many such communities that enhance the relationship between customers and brands. Some communities are active in interactions and have a strong sense of trust in the brand. Some communities are dead and fall into advertising groups and spam. group. At the beginning, they were all large communities with 500 or so members. The number of well-marketed communities and the number of people who had grown soared until they were fully split into new ones. The number of poorly-marketed communities was slowly reduced to dozens of small groups, and no one cares, why do such differences occur? This leads to the author's thinking: The first is how the company is marketing the community, retains members of the community, and keeps the community alive. How can companies increase the value of the community? The second is how does the social

marketing promote customer members to perceive customer value in the in-depth exchanges in the community, thereby increasing the customer's goodwill towards the company? The third is how to enhance the quality of customer and brand relationships through online community marketing, so that brand companies can better understand consumers, create value, and enhance brand companies' competitive advantage. Answering the above three questions through relevant theoretical research can help companies to better carry out community marketing and enhance the core competitiveness of corporate brands.

### **1.1.2 Theoretical background**

The integration of mobile Internet and social networks provides a platform for people and people to socialize anytime, anywhere, inspiring the social and creative needs of people. People can freely create and manage communities according to their diverse needs, seeking satisfaction and a sense of belonging. On the other hand, people's initiative to join the community, the enhancement of satisfaction and sense of belonging, will promote the further development and activeness of the mobile community. Real-time interactions and free aggregation of people and people have become ubiquitous and omnipotent. The community is driven by Internet and mobile Internet technologies, and people are more convenient and free of networked communication. Real-time online and mobile interactions have greatly enhanced people's social freedom, and the constrained conditions such as blood relations, spatial and temporal distinctions, and identity attributes have been continuously weakened, and power factors such as social relationships, emotional interests, and real-time sharing have continuously increased. The full integration of the mobile Internet and social networks has enabled the breadth (weak relations) and depth (strong relationships) of social relationships to be greatly expanded, and social interaction patterns have become more directional and three-dimensional, thus realizing the needs of human social relations. The unity of value creation. In the networked interactive relationship, individuals in the community exchange and share resources, individual energy and group wisdom stimulate each other, which brings about tremendous value creation and is the core of the community economy.

Brand represents a consistent and holistic pledge of quality made by a company to its customers. Brands are built from nothing less than the sum of a customer's experiences with a product or service of a company. By choosing the specific brand, the consumer shows that he or she is embracing a specific value; hence, the brand becomes a tool of identity formation. For consumers to shelve out their money to acquire a brand, it is important for the brand to provide a compelling experience that contributes to the self-actualization of the consumer. Consumers buy brands because they expect it to provide them with some satisfaction. The total of this satisfaction is known as consumer experience. Consumer experience is an interaction between an organization and a customer as perceived through a customer's conscious and subconscious mind. It is a

blend of an organization's physical performance, by the senses stimulated and emotions evoked, each intuitively measured against customer expectations across all moments of contact. The essence of a brand is to ensure quality and to influence consumers' perceptions and expectations in a favorable way. However, when the brand does not provide pleasant experiences (non-performance of brands) for consumers, the effect on the brand image may be detrimental. It is generally believed that consumers buy product of well-known brands to reduce the risk of aggravation after use. In many instances, people buy brands to portray their social status at any given time or to feel accepted in a social group and have a sense of belonging. Research on the factors that motivate consumers to purchase branded products is very important, because this knowledge enables companies to develop brand strategies to meet the needs of consumers and provide them with compelling experiences when they purchase or contact products. Motivation is essential in consumer behavior studies. Maslow explains that, people generally want to feel safe, loved and accepted by others. According to Maslow's theory of needs, safety and security as well as a sense of belongingness is essential in a person's life. Maslow also indicates that self-esteem is essential to consumers. When people buy branded products, they want to increase their self-esteem, especially if the brand is associated with a celebrity or with a social elite. People often choose to buy brands which they perceive to meet their expectations (safety and self-esteem) or avoid them. The development of Western brand theory has roughly gone through five stages: brand, brand strategy, brand equity, brand management and brand relationship (Lu & Zhou, 2003). Brand relationship (Blackston, 1992) is the latest stage in the development of brand theory. Through the establishment of a lasting relationship between consumers and brands, the company will continue to improve its core competitiveness, win the market and occupy the market for a long time. The brand relationship draws on the concept of "relationship" in interpersonal society (Bloch, 1986). Based on the brand relationship theory, the concept of brand relationship quality was first proposed by Fournier (1998). Defining the quality of brand relationship as "the strength and depth of the relationship between the brand and the customer" is used to measure the strength, stability, and continuity of the brand relationship. It reflects the relationship between the customer-guided brand and the customer and brand. The strength and development ability that can be linked for a long time. It can be used to measure the health status of the brand relationship stability and continuity. In terms of brand relationship management research, researchers believe that high-quality customers can be established and developed through continuous communication and improved management measures. Zhou (2005) placed the relationship between the customer and the brand in the community, and he built the relationship between the customer and the customer, the customer and the brand in the community marketing. McAlexander, Schouten, and Koenig (2002) believe that the four types of relationships between customers and companies, customers and products, customers and brands, customers and customers should be included in the community marketing. Brand managers develop high-quality customers by building virtual communities. A unique, innovative and continuous relationship is formed between the

corporate brand and the customer. Many researchers began to use community marketing as a starting point, focusing on the quality of brand relationships that have developed in community marketing.

In recent years, more and more references have led to a clear value orientation of marketing. The definition of marketing by the American Marketing Association (2013) is: "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." Kotler, Wong, Saunders and Armstrong (2005) said "I can't accept the notion that marketing is just advertising and sales, and I can't accept marketing. Just deal with the 4P's argument. All these are just important tactical jobs, but they do not represent the full content of marketing. To understand the full meaning of marketing, we must take a comprehensive view of marketing. Successful companies are looking at marketing like this. In the company, marketing is the driving force. Winning customers, retaining customers, and expanding customers by creating value, publicizing value, and delivering value are their top priorities. The art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value."

With the change of marketing concepts, the marketing community is more aware that the communication between customers and enterprises is of communication value. The community undoubtedly creates an excellent platform for customers to communicate with enterprises. Enterprises actively create dialogues with customers to create the value of customers and the subsequent transmission of value have an impact on the quality of brand relationships. Researchers have found that community marketing that maintains the quality of brand relationships can improve customer recognition, commitment, and loyalty to the brand (Algesheimer, Dholakia, & Herrmann, 2005; Zhou & Wu, 2013), but how to market customers for community marketing the value and the mechanism of how to influence the quality of brand relations are relatively scarce. Although many scholars have proposed some strategies for community marketing, these strategies are mostly based on actual observation and operational experience and lack of rigorous empirical research.

## **1.2 Research problem**

The impact of online community marketing on corporate brand has been noticed by corporate managers and researchers. Researchers have done some research on the impact of community marketing on improving the quality of customer and brand relationships, but they are still not systematic. It is imperfect. Therefore, it is necessary to deeply study the interrelationships among them and obtain relevant conclusions from a comprehensive perspective, to provide more theoretical and practical rules for community operators, customers, and brand enterprises to form the growth of brand enterprises and the value of



customers. Achieve a win-win situation. There are three specific research questions: First, what value is generated in the community marketing, so that it can be formed into the value of the customer, what are the key variables in these values, and how each variable affects the value of the customer. The community is a group of customers and customers, customers and businesses, and what activities the community marketing contributes to the creation of value. Analyzing how community marketing generates value is to study the operational nature of community marketing. This has a fundamental principle meaning to understand how community marketing influences the quality of brand relationships. Second, Customer value plays an important role in how community marketing enhances the quality of customer-to-brand relationship. In consumer marketing, communication between consumers and consumers directly promotes customer value. Comprehensive perception, and promote the consumer's innovation process of customer value, the direct motivation of consumers to participate in the community is to obtain more customer value, that is, customer perceived value and customer value innovation is the key link between customer and brand quality. Present an intermediary transfer relationship. Studying the mediating role is of great significance for understanding the impact of community marketing on the quality of brand relationships. Thirdly, based on the research results of many researchers, the quality of brand relationship can basically be divided into three dimensions: trust, satisfaction and commitment. How does community marketing play a role in trust, satisfaction and commitment? The influence mechanism is of great significance for this study.

In summary, the core issue of this paper is to examine how online community marketing affects the quality of customer-brand relationships. To explain this core issue, we must start from the perspective of online community marketing, analyze the online community marketing through theory, and construct the theoretical framework and constituent elements of online community marketing; then explain the two dimensions of customer perceived value and customer value innovation. Customer quality is an important mediating role for online community marketing influencing the quality of brand relationships; Post-pastoral structure of “Network community marketing - Customer value - Quality of brand relationships” is a theoretical framework that explains the impact of community marketing on the quality of brand relationships and uses Social survey methods validate the theoretical framework and draw conclusions.

### **1.3 The significance of research**

This article will scientifically study the impact of online community marketing on the quality of brand relationships. Exploring the value of the operation method of online community marketing in detail, and how these values generate customer value, and finally affecting the quality of brand relationship through the role of customer value mediation, thus building the online community marketing, customer value, quality of brand relationship. The integration model has very important significance both in theory

and reality.

### **1.3.1 Theoretical significance**

First, the theory of membership value, content value, activity value, and product value are cited, which enriches the online community marketing theory and at the same time we had verified that these values exist in community marketing. Online community marketing is a group based on member value, content value, activity value, and product value. Membership value, content value, activity value, and product value are the preconditions for the existence of online communities. The interaction with customers, customers and companies will have an impact on the values of members, content, activities, and products. It will further affect the effectiveness of online community marketing. Therefore, the dimension of community marketing can be summarized as the value of membership, content value, activity value, product values. Therefore, this study fills the gap between the value of online community marketing and how to market customer-brand relationships. It is an essential description of online community marketing. Secondly, we enrich the customer value theory. Kotler et al. (2005) summarized the total customer value in the “Principles of Marketing”: product value, service value, personnel value, image value, and experience value. Previous studies have focused on elaborating the above values, but there is no research on the mechanisms that generate these values, and the mechanisms for customer perceived value have not been studied deeply. This paper takes the value of membership, value of content, value of activity and value of products generated by online community marketing as the starting point, examines changes in customer perceived value and customer value innovation, and provides a theoretical basis for the study of dynamic brand relationship quality. Thirdly, there are many researches on the theory of brand relationship. This article uses the retrospective research results of Liu and Yao (2010), and regards satisfaction, trust, and commitment as the main dimension of the quality of brand relations. This three-phase statement is the most important. It is also the most inclusive. At present, there is no literature to study the quality of customer-brand relationship from the perspective of the value of network community marketing. Only a small part of the research involves the study of the quality of brand relationship. Therefore, this study also opens a new perspective for the quality theory of brand relationship.

### **1.3.2 Practical significance**

More and more researchers and companies have discovered that the online community can become a strategy for building customer relationships. Through online community marketing, companies can improve consumer satisfaction, trust, and commitment to brands. Through this study, we can know that enterprises solve some real problems. First, to retain customers for the company, improve the quality relationship between customers and brands, provide some advices and strategies. Although there are

many researches on brand relations, most of them are enterprise-led brand management processes, such as brand positioning, brand strategy selection, brand recognition promotion, brand communication promotion, and brand maintenance promotion. The brand is rooted in the consumer's brain and is the emotional backing that consumers are willing to purchase. The community marketing does not divide the primary and secondary divisions. It communicates with the customer and the customer, and the customer communicates with the company on an equal basis. The company creates value for the customer and generates customer value, similar emotional support, and then have an impact on the quality of customer-brand relationship. Researching community marketing can better provide strategic support to network community marketers. Second, it provides strategic support for the quality management of corporate brand relations. The purpose of corporate relationship marketing is to maintain long-term performance and business, and good brand relationship quality is the core means of maintaining relationship marketing. Customers are the most important partners of the company. In modern marketing practice, the success or failure of a branded enterprise largely depends on the good interaction between the customer and the brand. Through online community marketing, a new brand perspective is opened for the brand relationship. The group can better discover customer appeals and create value for customers. Its effect is far better than traditional enterprises' unilateral signals like consumers, such as advertising. Thirdly, provide new ideas for customer value innovation. Contemporary consumers are already not satisfied with the value of customers who passively accept the products or services of enterprises. They want to consider the relationship between corporate brands and customers through other consumers, such as the value of membership reflected through online community marketing, content value, activity value, and product values to verify the correctness of the brand they are about to select or have chosen. Through online community marketing, consumers will further explore and innovate in customer value. Enterprises can continuously create various values through online community marketing, which in turn can improve the quality of customer-brand relationships.

#### **1.4 Research content**

This article takes the network community marketing and the quality of brand relationship as the core content to study the influence mechanism of online community marketing on the quality of brand relationship. Specifically includes 6 chapters:

The first chapter mainly introduces the research background, the research content, the research methods, the innovation of the thesis and the overall research framework of the thesis.

The second chapter, for the theoretical foundation of the thesis and review of the literature, initially defines the core variables in the thesis research: online community marketing, customer perceived value, customer value innovation, brand relationship

quality, and combing these variables separately. Then, the author elaborates on the influence of online community marketing on the quality of brand relations. Based on clarifying the achievements and deficiencies of the current research, the theoretical development line and research direction of this study are determined, laying a solid foundation for this study.

The third chapter is the mechanism and conceptual model of online community marketing affecting the quality of brand relationship. A detailed analysis of the four dimensions of online community marketing (membership value, content value, activity value, product value), customer value (customer perceived value, customer value innovation), choice of brand relationship quality variables, and variables Relationships Based on the above theoretical analysis, this chapter elaborates the mechanism of online community influence on the quality of brand relationships, analyzes the important mediating role of customer perceived value and customer value innovation on this influencing mechanism, and proposes relevant hypotheses. Finally, we build a model of the influence of online community marketing on the brand relationship quality.

Chapter 4 is research design and data collection. According to the literature analysis, the measurement items of the variables in the model of determining the influence of the network community marketing on the quality of the brand relationship were formulated and a pre-survey questionnaire was prepared. Then through small-scale interviews and pre-survey data to amend the formal survey questionnaire. Then the formal questionnaires are issued on-line or on-site, and the data are collected to make a preliminary statistical analysis.

Chapter 5 is an empirical analysis of the influence of online community marketing on the quality of brand relations. Firstly, the statistical analysis of samples and variables was performed. Then the influence of variables on the relationship between software such as SPSS 24.0 and AMOS 24.0 was studied. The structural equation model (SEM) was established, and the framework construction of the impact of online community marketing on the quality of brand relations was finally achieved by elaborating the action mechanism between variables.

The sixth chapter, for the conclusion of the paper, discusses the effect or inspiration of the research conclusion of the paper on corporate brand management, and some limitations of the paper's research.

## **1.5 Research methods and technical routes**

### **1.5.1 Research methods**

#### **1. Literature research:**

Domestic and foreign scholars have a lot of research on the quality of brand relationships and accumulated a large amount of literature. However, the theoretical

analysis of online community marketing is obviously inadequate. By reading these research literatures on the quality of brand relationships and the literature of online community marketing, we can better understand the deficiencies of online community marketing related research, conduct creative thinking processing based on these deficiencies, expand the research scope of online community marketing, and proceed from the three perspectives of research direction, research field, and research topic of online community marketing. Through the collation and analysis of the literature, this paper concludes how the online community marketing affects customer perceived value and customer value innovation and then influences the quality of the brand relationship. This paper designs three main contents on literature research and inductive deduction: First, the theoretical concept of online community marketing is refined based on the research of online community marketing and related theoretical literature, and this is used as a starting point to combine with theoretical experts and the actual market survey conducted by experts in the market has been used to divide and measure the marketing dimensions of the online community. Second, through theoretical literature research, the evaluation factors of brand relationship quality have been analyzed and refined, and the related dimensions and measurement tools of brand relationship quality have been constructed. Thirdly, the paper analyzes and discusses the internal connection between online community marketing and the quality of brand relationship, discusses possible mediation and adjustment factors, and constructs the mechanism of online community marketing on the quality of brand relationship. To this end, the author combed a series of theoretical documents such as online community marketing, member value, content value, activity value, product value, brand value relationship, customer value, customer perceived value, and customer value innovation.

## 2. Interview study:

The interview research in this article is based on theoretical literature research and is divided into two forms: expert interviews and consumer interviews. In the form of expert interviews, the organizer organized an online community marketing research symposium and invited a few academic theoreticians in marketing research, including university teachers, doctoral candidates, and postgraduates. At the same time, the seminar also invited a few entrepreneurs and marketing experts. Community marketing conducts open interviews. The individual consumers' in-depth interviews are selected by the average consumer who is willing to cooperate with the interview after being informed of the purpose of the interview.

## 3. Empirical Research:

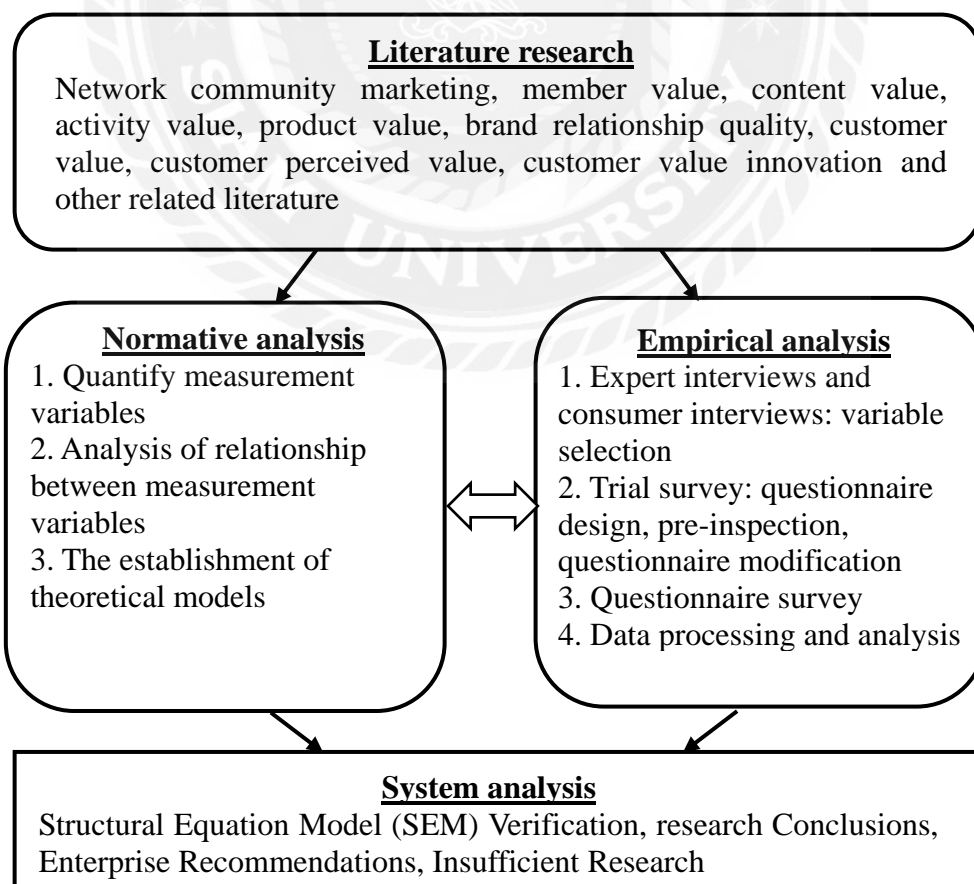
The main empirical research method used in this study is a questionnaire survey. Based on relevant literature research, the author has made appropriate adjustments to the measurement variables of the relevant literature by measuring the variables that are suitable for the quality of brand relations in the online community marketing, and the author forms initial measurement terms for each variable. The initial measurement

questionnaire is determined through interviews and discussions and other testing methods. The questionnaire survey includes small sample tests and large sample surveys. Based on the analysis of preliminary survey results of small sample questionnaires, the pre-research questionnaires are revised to form formal questionnaires. Afterwards, research is conducted through online methods to achieve the purpose of obtaining primary research materials. The relevant raw data is input into the software SPSS 24.0 and AMOS 24.0 for data analysis. The main data analysis methods used are descriptive statistical analysis, correlation analysis, factor analysis, variance analysis, regression analysis, structural equation model analysis, etc. The author will use these methods to test the impact of online community marketing on the quality of brand relations research model.

### 1.5.2 Technical routes

The overall planning for this study-the research's technical route includes a series of research processes: selection of topics, ideas, field research, data analysis, and research conclusions. This article adheres to the principle of combining normative research and empirical research methods. Literature theory research sums up the research model of this paper, and then analyzes and verifies the impact mechanism of online community marketing on brand relationship quality through empirical methods (see Figure 1-1).

Figure 1-1 Technical route of this study



## **1.6 Research innovation**

This article mainly analyzes the impact of online community marketing on the quality of brand relationships. The innovation is mainly reflected in several aspects:

First, deep analysis of online community marketing, and put forward the essential dimensions of online community marketing: membership value, content value, activity value, product value. Studying the quality of customer-brand relationship from the perspective of online community marketing, extending the relationship between customer-brand relationship from individual consumers and brands to the relationship between group consumers and brands, from several dimensions of online community marketing, Such as member value, content value, activity value, product values and other aspects to study the important role of the customer, brand enterprise, the essence of which is to generate value through online community marketing, customers and customers, customers and businesses in the community The completion of the value of the interaction in the interaction, the formation of customer value, and then have an impact on the quality of customer and brand relationships. This research provides theoretical support for the healthy development of online community marketing, and it also points out a new direction for brand management.

Secondly, it studies the relationship between customers and brands from the perspective of online community marketing, and it discusses the process from the value creation of online community marketing to delivery to customer value, and finally a series of value change mechanisms attached to brand value. Through empirical analysis, this process of value transfer was verified. In the influence of online community marketing on the quality of brand relationships, customer perceived value and customer value innovation are taken as intermediary variables, and in-depth research is conducted, thus verifying the important role of customer value in online community marketing and brand relationship quality. This also provides new ways for companies to realize customer value innovation.

Thirdly, through the literature research and previous research results, we have introduced the three variables of brand relationship quality: satisfaction, trust, and commitment. Through empirical analysis, the promotion effect of customer value and brand relationship quality was verified.

## CHAPTER 2

### RELATED THEORETICAL BASIS AND LITERATURE REVIEW

#### 2.1 Research on online community marketing

##### 2.1.1 The connotation of network community marketing

In 1887, the German sociologist Tönnies put forward the word community for the first time in his book “Community and Civil Society”, which elaborated on various relationships between the community and society (Tönnies, Ferdinand, Harris, & José, 2001). Relationships are complex, not static, constantly renegotiated (Brown, Kozinets, & Sherry, 2003) and it is acknowledged that internet facilitates development of consumer-brand-relationships (Armstrong & Hagel, 1996; Carlson, 2008; Hagel, 1999; Schau & Gilly, 2003; Thorbjørnsen, Supphellen, Nysveen, & Pedersen, 2002). The concept of relationship marketing has advanced to a new level, focusing on online communities, where companies can build close relationships with consumers (Hagel, 1999; Mathwick, 2002; McWilliam, 2000). Additionally, relationships built online are advanced through member interaction (Mathwick, 2002; Nambisan & Watt, 2010) and online communication (Briones, Kuch, Liu, & Jin, 2011; Colgate, Buchanan-Oliver, & Elmsly, 2005; Kane, Fichman, Gallagher, & Glaser, 2009; Kent, 1998; Raacke & Bonds-Raacke, 2008; Thorbjørnsen et al., 2002). New online features like bulletin boards facilitate the development of relationships between consumers and companies (Sheth & Parvatiyar, 2000). The internet is even considered to be more capable of achieving relationships with consumers than traditional targeted communication (Geissler, 2001). However, O’Malley and Mitussis (2001) cited in Szmigin, Canning and Reppel (2005) doubt that companies can initiate the development of bonds through interactive relationships. Although synergy between relationship marketing and functionalities of the internet are accredited, there is still a lack of understanding of consumers’ internet-based relationships, and differences between online and offline relationships are emphasized (Colgate et al., 2005). Still major issue on the internet is the privacy concern (Colgate et al., 2005; Colgate & Smith, 2005; O’Malley & Mitussis, 2001), which is the case on Social Networking sites (Boyd & Ellison, 2008; Taylor, Lewin, & Strutton, 2011).

Aspects like two-way communication, dialogue (Baker, Buttery, & Richter-Buttery, 1998; Colgate & Smith, 2005; Kozinets, 2006; Maklan, Knox, & Ryals, 2008; McWilliam, 2000; Prahalad & Ramaswamy, 1999), interactivity (Geissler, 2001; Kelleher, 2009; Sirojanant & Thirkell, 1998) and one-to-one conversations (Maclaran & Catterall, 2002; O’Malley & Mitussis, 2001) enhance development of online relationships. More over virtual communities allow members to connect with brands (Sicilia & Palazón, 2008); share and engage in personal dialogue and express feelings for brands (Jayanti, 2010; Kozinets, 2002). Relationships need interaction and dialogue, as emphasized by the Nordic School of relationship marketing (Baker et al., 1998; Grönroos, 2004; Palmer, Lindgreen, & Vanhamme, 2005; Sheth & Parvatiyar, 2000). Interactivity is a central aspect for two-way communication (Duncan & Moriarty, 1998), where both parties influence each other

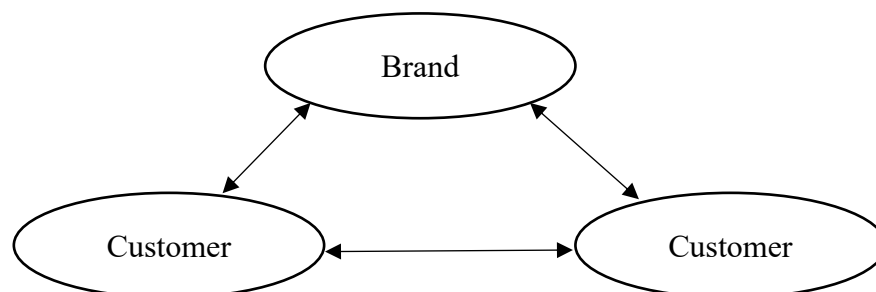


equally (Finne & Grönroos, 2009; Szmigin et al., 2005). Hence relationship communication is defined as conveying messages and meaning for both relationship parties resulting in shared knowledge (Lindberg-Repo and Grönroos (2004) cited in Finne and Grönroos, 2009). The key aspects of relationship marketing are delivered through the internet and online brand communities advance this (Srirojanant & Thirkell, 1998; Szmigin et al., 2005). On the contrary it is claimed that internet inhibits development of meaningful relationships, as consumers cannot convey their identity through online communication. Nevertheless, studies show relationships can be based on textual cues (Presi, Michell, & Lock, 1999) and it is acknowledged that internet assists consumers to interact and hence build deep relationships with other consumers or brands (Armstrong & Hagel, 1996). Brand community (Muñiz & O'Guinn, 2001; Schau, Muñiz, & Arnould, 2009), subculture of consumption (Schouten, Martin, & McAlexander, 2007; Schouten & McAlexander, 1995) and consumer/brand tribe (Cova & Cova, 2002; Cova, Pace, & Park, 2007) are concepts, which have been used almost interchangeably in the literature. However, these are distinct constructs and are differentiated in the following. A brand community describes a group of consumers, creating their own society around brands (Cova et al., 2007). Decisive for this community are interpersonal relationships (Sicilia & Palazón, 2008) with relatively stable bonds and rather strong commitment (Muñiz & O'Guinn, 2001). Brand communities are investigated further in the following chapter. A subculture of consumption is characterized by commitment of a "distinctive subgroup of society" (Schouten & McAlexander, 1995) to a specific product, brand or consumption activity. Members of this group have a hierarchical social structure, share emotions and have social unity through interaction, common consumption values, rituals and expressions (jargon) (Rosenbaum-Elliott, Percy, & Pervan, 2011; Schouten et al., 2007). However, meaning created in subcultures can oppose generally accepted opinions, whereas brand communities welcome surrounding culture and take it into negotiation (Muñiz & O'Guinn, 2001). Tribes develop through consumers sharing similar passion or ethos (Mason (1996) cited in Cova et al. (2007)) and are networks of people who have different characteristics e.g. demographics (Cova & Cova, 2002; Luedicke & Giesler, 2007; Rosenbaum-Elliott et al., 2011). Tribes are diffuse and fluctuating social constructs, which are unified by a common state of mind (Goulding, Shankar, & Elliott, 2002; Muñiz & O'Guinn, 2001). Moreover, tribes are local objects, whereas brand communities are non-geographical bound and unlike brand communities, follow tribes no common rules (Cova & Cova, 2002; Muñiz & O'Guinn, 2001). In conclusion commercialization is the main aspect differentiating these constructs. Brand communities are commercial, with the brand at the center of attention. However, tribes and subcultures of consumption can be, but are not necessarily focused commercially (Cova & Cova, 2002). Communities have their research origin in anthropology and sociology, where they are defined as regular gatherings of people acquiring common interest (Andersen, 2005). Community is an elementary construct in social thought (Sicilia & Palazón, 2008) and has been studied for decades (Szmigin et al., 2005). But recently it has found interest in the field of consumer behavior and marketing, as brand communities participate in brands' larger social environment (Muñiz & O'Guinn, 2001). Brand community research

was the first to focus on the active role of consumers in value co-creation (Hatch & Schultz, 2010). Brand communities are defined as a “specialized, non-geographical bound community, based on a structured set of social relationships among admirers of a brand” (Muñiz & O’Guinn, 2001). This shows that not only relationships between consumers and brands exist, but also between members (Sicilia & Palazón, 2008). Brand communities are stable constructs, usually established around brands with solid image, long history and challenging competition (Muñiz & O’Guinn, 2001). However, other authors criticize that brand communities are not homogenous, as subcultures within communities might develop (Cova et al., 2007; Kozinets, 2001). Carlson (2008) confirms the social structure of brand communities, where members engage in structured social relations. However particular types of communities, e.g. psychological brand communities depict that fans connect and experience a feeling of community without social engagement (Carlson, 2008). Brand community own powerful cultures and may trigger religious experiences, which can explain fandom (Muñiz & Schau, 2005). Furthermore, are these communities described as forms of postmodern tribes, connecting consumers through brands (Luedicke & Giesler, 2007).

Marketing refers to this function of the enterprise: recognizing unmet needs and desires, estimating and determining the size of demand, selecting and deciding the target market that the company can best serve, and deciding appropriate products, services and plans (or program) to serve the target market (Kotler, et al., 2005). The online community marketing definition is the marketing method for online communities. Xu, Jiang and Sheng (2010) propose that community marketing includes four aspects: key consumers, similar consciousness, tradition and morality, and moral responsibility. The communities and brands proposed by Muñiz and O’Guinn (2001) break through the single relationship between consumers and brands, and they believe that there is a mutual relationship between consumers and consumers. They will form a mutual and stable relationship between Customer – Brand - Customer (see Figure 2-1).

Figure 2-1 Community and Brand Relationships



Source: Muñiz, A.M., & O’Guinn, T.C. (2001). Brand Community. *Journal of Consumer Research*, 27(4), 412-432.

Virtual communities are social aggregations that emerge from the Net when enough people carry on...public discussions long enough, with sufficient human feeling, to form

webs of personal relationship in cyberspace. Scholars highlighted the community metaphor that banished alternative metaphors of the day like “information superhighway” (Parks, 2011). In his book *Virtual Communities: Homesteading on Electronic Frontier*, he presents his personal perspective of how life develops in the world of cyberspace. Considering Rheingold’s point of view (that virtual communities might encourage the development of the collective life), Parks debates the idea of SNSs which “are not communities in any singular sense, but rather function as social venues in which many different communities may form” (Parks, 2011).

Like many of their Internet predecessors, the key attribute of SNSs is the social element itself. Every community category is based upon “meaningful connection to others, conviviality, perhaps empathy and support” (Parks, 2011). Mentioning “the internal rhetoric” of SNSs, Parks argues that they often valorize communal language and imaginary as well. Twitter’s log in page proclaims, “Follow your interests. Instant updates from your friends, industry experts, favorite celebrities, and what’s happening around the world”. The Facebook Mobile Application connects you “with friends faster, wherever you are”. Referring to the connection and belonging of the past, Rheingold explains that the popularity of online communities is a “response to the hunger for community that has followed the disintegration of traditional communities” (Parks, 2011). Over time conceptualizations of community were described by tensions between what might be called “strong” and “weak” requirements (Parks, 2011). To describe the “strong” conceptualization, Parks (2011) refers to the community sociologists’ perspective, such as Bell, Newby, Kinton and Weinreich. According to Parks (2011), they consider that “strong” conceptualization involves groups of people who share physical space, are relatively self-sufficient within the space and who are linked by ties that include kinship. Parks suggests that, theorists have replaced the conceptualization of community from a geographic entity to a quality of sociality. The “weak” requirement designates community as a culture, a set of ideas and interpersonal feelings rather than a physical space (Parks, 2011). Within this framework, Willson (2006) defines virtual communities as social groups that display the psychological and cultural qualities of strong community without physical proximity (Willson, 2006). Public relations were one of the first industries to recognize and harness the power of the Internet. The Web was a natural venue for corporate communications, establishing brands, spreading production formation, and much more. PR professionals with vision and imagination jumped on board as soon as they recognized the unparalleled possibilities (Ellison, Lampe, & Steinfield, 2009).

Social products are launched in a personal structure, and social products are launched in a group structure. From virtual social networking to online communities, essentially an organizational form in the age of the Internet, social networking is only a collective term for people-to-person interactions, and the tightness of members of the community is higher, and members of the community are more There will be a relatively identical goal. The establishment of the community will have a clearer border. He is not an open organization

to all netizens. For example, pregnant mothers and babies group, some of the prospective parents or new parents who participate in the community; there are some reading clubs, its members are people who like to read, and those who like sports are not suitable to join. The purpose of the community is also very clear. The purpose of forming a mother-to-child group is to communicate with each other and learn from each other about maternal and child knowledge. community marketing is the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify or abandon a behavior for the benefit of individuals, groups, or society (Rajapat, 2009).

Jang, Olfman and Ko (2008) organized the theory of online communities and brand management theory, and they concluded that due to the characteristics of the Internet, online community marketing has four characteristics: activity rewards, system quality, information quality, and interaction. Information quality is the information effectiveness and security of the brand community. It reflects valuable information resources, such as product or brand related information. This information is very useful to the customer and is related to the purchase decision. When the buyer is searching When related information, this related information can reduce customer's uncertainty about products and reduce perceived risk. System quality is a necessary feature of the online brand community, including easy access, ease of use, stability and adaptability of the community system, convenience of the community, ease of operation, and quickness of information search to bring customers and brands closer together Distance improves customer's feelings towards the community and reduces psychological risks. At the same time, high-quality brand communities will be recognized by other members of the community and reduce social risks. Communication is the exchange of information and emotions between members of the community, and the exchange of information and emotions between them and the company's brand or products. For the online communities that often operate under the wire, it also includes the communication and activity of members of the community. The rewards of activities are physical or psychological rewards for those members who can actively participate in the interaction, such as some points system, which allows members of the livelihood to gain greater power, obtain certain discounts when purchasing branded products, and so on (Jang et al., 2008).

Devasagayam and Buff (2008) believe that the characteristics of online community marketing can be defined in three aspects; space, time, and participation. First, in terms of space, virtual network community marketing is to use network media to conduct relevant experiences in virtual cyberspace, such as knowledge sharing and information exchange (Xue, 2011). The time characteristic is based on the viewpoint of McAlexander, Schouten and Koenig (2002) that the communication of members of the online community can be synchronized or out of synch in time. For example, members of the community can communicate in a timely manner at a certain time and place. Through emails, messages, etc., the time is not synchronized communication. Participation methods are reflected in the type and frequency of participation, and Devasagayam and Buff (2008) believe that it can

be assessed through relationship-oriented and transaction-oriented orientation. That is, community members can be either relationship-oriented or community-oriented. They can also be transaction-oriented. Participate in community activities. The characteristics of transaction-oriented participation methods are the low degree of participation of community members in the community and the low frequency of participation. Correspondingly, the awareness of brand community is also weak, and the relationship-oriented participation is the involvement of community members. The degree is high, and the frequency of participation is high. Community members have a strong sense of belonging and sense of community.

Zhao and Jing (2015) believe that the characteristics of online community marketing include four parties: consumption attributes, social attributes, cultural attributes, and technical attributes. The consumerism of the brand community does not mean that consumers conduct consumer transactions within the brand community, but rather refers to the various topics and behaviors that are based on brand marketing. Social attributes refer to the process of social interaction between members of the community. The cultural attributes of the brand community are reflected in two aspects: First, the brand community is a culturally similar and unique language group. The community members highly agree with the value concept of the online community and are consistent in brand behavior; The second is the faith of the members of the online community and the worship of the brand. When members of the online community generate brand worship, traditional religions and values will be replaced by the brand, showing consumer personality and embodying the pursuit of life. The technical attributes of the online community are a feature of the community after it is applied to the Internet. With the advent of the Internet, traditional brand communities have started to move to the Internet. The community's convenience to the community, security and privacy, and friendly interface sexuality and so on have certain requirements, and the level of technical features of the online community can reflect the satisfaction of these requirements (Zhao & Jing, 2015).

### **2.1.2 The dimensions of online community marketing**

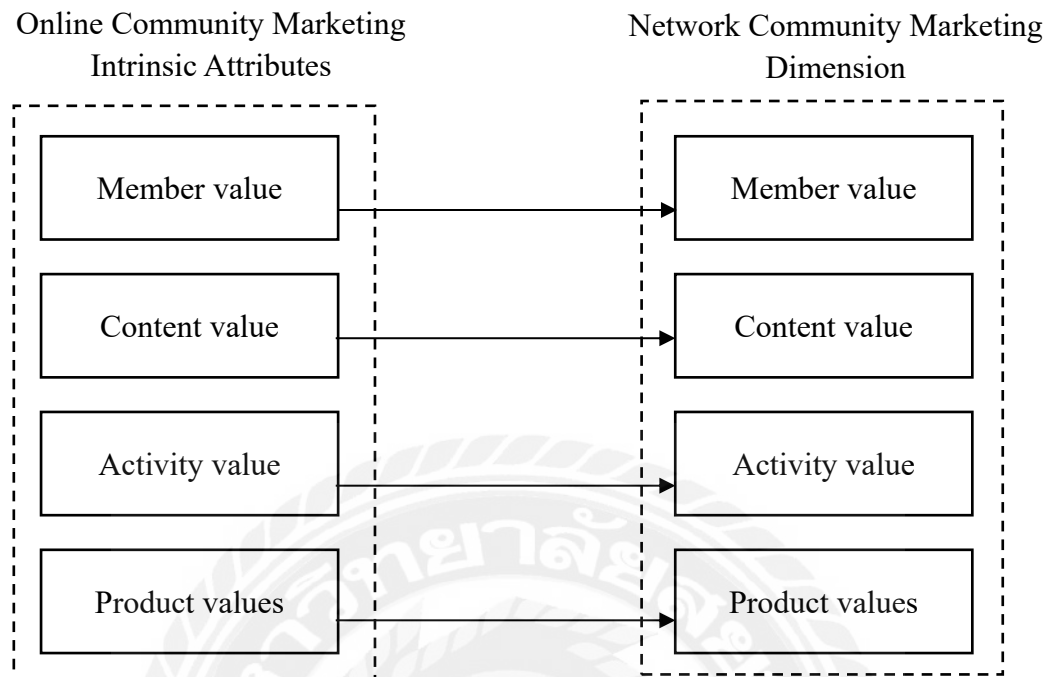
What motives are consumers involved in the corporate community? It will help enterprises to better understand consumers, and it give full play to the dynamics of online community marketing, and it promote the relationship between customers and corporate brands by Studying the motivations behind the participation of consumers in the corporate community marketing and analyzing the value that consumers receive through participating in the community marketing. The development of quality. Kotler et al. (2005) proposed the "customer's transfer value theory". It refers to the difference between the total value of the customer's purchase of goods or services and the total cost paid. When customers purchase products or services, they always want to maximize their personal benefits, minimize the total cost, and maximize their own needs. Therefore, when customers purchase products or services, they usually weigh the acquired value and expenditure cost, and choose the product or service with the lowest value of the customer's delivery value and the lowest

cost to purchase. Kotler et al. (2005) proposed the concept of customer transfer value to explain the basis of the customer's purchase decision. A customer purchases a product or service because the value of the product or service given to the customer is greater than zero, and the greater the value of the product's transfer, the greater the likelihood that the customer will be selected. The customer transfer value theory can explain the motivation of customers to participate in the online community. Because before the customers participate in the online community, they will weigh the difference between their value and their cost. They are willing to join the online community because they expect the online community to bring them a certain amount of exiled value. These alienation values are not available to members outside the online community. This is where the online community is attractive. I believe that online communities have three types of sentimental value, social value and functional value (Jiraporn, 2007). He points out that online communities have financial value, social value, information value, image value, and entertainment. Five types of value (Jin, 2007).

There are two methods for constructing the theory: induction and deduction. Deduction is a process from general principles to concrete facts, and its conclusions must be derived from the premise. The premise and conclusion are true. Induction is the opposite direction of deduction. It is the process from the concrete implementation to the abstract theory. It is based on data or evidence and then draws conclusions. Therefore, this study also comprehensively uses the two methods of induction and deduction in order to comprehensively summarize the dimensions of online community marketing. The proposal of online community marketing is to summarize the results of the reality of a small network community. In the process of transforming this concept into constructs, it is necessary to explore the theoretical basis of online community marketing and analyze the dimensions of online marketing. Whether or not to objectively describe online community marketing requires a deductive approach currently. The structure of online community marketing can start from the intrinsic properties of the online community and then analyze the dimensions of the online community marketing.

According to the characteristics of the network community marketing, based on the above analysis and research, the value of the transferee obtained by the customer in the network community marketing is divided into: member value, content value, activity value, and product value. Corresponding to online community marketing, based on literature research and current experience, from the perspective of online community marketing impact on the quality of brand relations, the author summarized four dimensions of online community marketing: membership value, content value, activity value, Product values (see Figure 2-2).

Figure 2-2 Theoretical construction path of network community marketing dimension



1. Member value:

Today's network information is overwhelming. As a member of the online community, it is impossible to read all of them. Therefore, you can only choose the person or information channel that you believe in, which is why the community exists. The so-called grouping of people into groups is the reason. Although Internet users get more and more convenient information and get more and more content, it also means that the choice of Internet users is getting harder and harder. At the same time, netizens are getting lazy. As a result, netizens gave this option to those whom he considered trustworthy. Therefore, Luo Fan's New Year's Eve fans were very active. Xiaomi's online community was very active. The essence of online community marketing here is to gather some people, then use them to attract them, use the constant output to please them, make them feel safe and useful in this circle. Li and Zhang (2006) selects the influence of the interactive relationship in brand social network relations on the brand community behavior. The interactive relationships of online brand community members can be divided into two categories: social interactions between consumers and consumers and personal interactions between consumers and brands. Social interactions can be reflected by indicators of the influence of interdependence and connectivity. Personal interaction can be reflected in brand familiarity and entertainment. Social interaction allows members of the community to identify with the brand community, which in turn creates loyalty to the brand. Personal interaction creates brand recognition and thus loyalty to the brand. In addition, the sense of community and brand identity will continue to deepen, and the community's sense of identity will deepen the sense of brand identity. Guo (2007) also proved that the interaction of community members has an impact on the brand community from another party. Guo (2007) believe

that the interaction relationship among members of the brand community includes three aspects: information sharing, interaction, and social interaction. Group integration, the three aspects can enable community members to gain learning interests, social interests, self-esteem interests, and hedonic interests. When there are many perceptual benefits, community members will commit to the community and will strongly resist the willingness of other brands. That is not willing to use other brands. From the above theories and the theoretical research of the previous research on the characteristics of network marketing, you can deduce a very important dimension of online community marketing - the value of membership.

A valuable member of the community is like a source of information. Wired connections between different points, and the final line forms a network to cover. This is how the network community information is covered. The value of network community marketing members depends on whether this point can continue to create value and whether it will continue to have valuable output. But continuous personal output is certainly problematic, because even more powerful people have a day of exhaustion of thinking. The real valuable information comes from everyone involved or most of them. According to the second WeChat public account “Magic Autumn Leaves PPT” and “China-Europe Business Review” in 2015, there are 6 members in the online community (see Table 2-1).

Table 2-1 The role of the online community

Group role	Explanation
organizer	An active member of the group who is responsible for the day-to-day management and maintenance of the group.
thinker	The soul of the group, who has prestige or influence in the circle
Talker	It is easy to accept everyone's tricks and make the group active and have an atmosphere
Preachers	Asking people who are confused and want help in the group
Onlookers	Diving habits, occasionally inserting a sentence, and soon disappeared
Challenger	After joining a group, people who are often dissatisfied with the way the group is managed or communicated

A community must have a core population. In general, these core groups are the organizers and thinkers of the above table. The characteristics of such people are: First, they have strength; Second, they quit, and third, they love learning. The existence of the core population is to ensure the popularity of the group and provide members with value. Why do people need to join the community? From a demand perspective, it is because one person has some needs that have not been met before, but the people met in the community groups. Satisfying people's needs is also the meaning of the existence of the community. There are two levels here. The first level is to get the necessary contacts, such as knowing the big coffee in the group, or to find people with similar interests and splendid people to communicate together, which can facilitate their own learning, work, etc. Meet people and

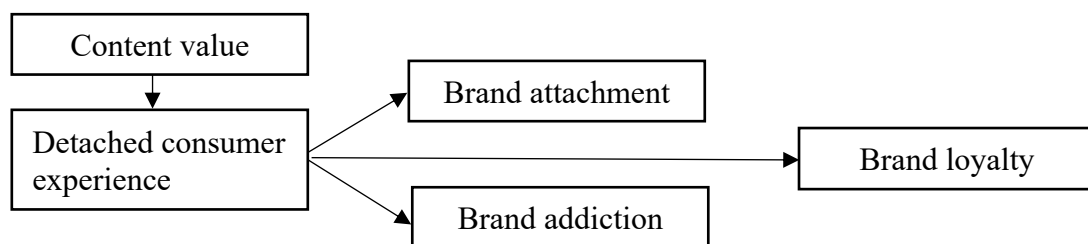


meet social needs. Community group activities have a role of mutual supervision and mutual help. A person who wants to do something alone may not last long, but if he does it with a group of people, he can go very far. For example, there are some growing communities that are doing very well. The fitness group can promote the health of individuals. Reading groups and psychological groups can fill the emptiness of everyone's spirit and heart. There are also some social groups, individuals who, through self-paid and dedication, get the sublimation of the meaning of life, such as participating in a charitable organization. Everyone inside a community is coming to learn from this community, but as time goes on, many people themselves will also have an ideological output. If this output is positive, it will naturally be accepted into the community. Group of databases. If this kind of information comes up, then there will be a steady flow of value. This community will form a positive social system. Network community members create value. For their most ordinary day-to-day, the community may be the largest source of value. What they learned from the community and then applied to write it out is the value source of the community. In this way, if the value of continuous marketing members, this value is likely to be opinion leaders, the quality of the relationship between opinion leaders on the brand will also affect the quality of other members of the brand relationship. Online community marketing begins with the value of membership, coupled with a continuous incentive mechanism. It can continue to create value and develop in the long run.

## 2. Content value:

Schouten and McAlexander (1995) found that consumers experience a detached consumer experience from the online community's communication content. This experience enhances the relationship between members and the online community, thereby enhancing consumer brand loyalty. Their research starts with the sharing content demonstrated by the online community and clearly points out that consumers participate in online community marketing to obtain content value, that is, to explain the content value of online community marketing (Schouten et al., 2007). Xue and Wang (2009) found that content value has a significant positive effect on brand loyalty, and detached consumer experience, brand attachment, and brand addiction are good between content value and brand loyalty. The role of the mediators is to analyze the function of the value of consumers through the community communication to increase their loyalty to the brand, and to analyze the value of the value of the content that the online community has brought to customers (Xue & Wang, 2009) (see Figure 2-3).

Figure 2-3 The influence of brand community experience on consumer brand loyalty

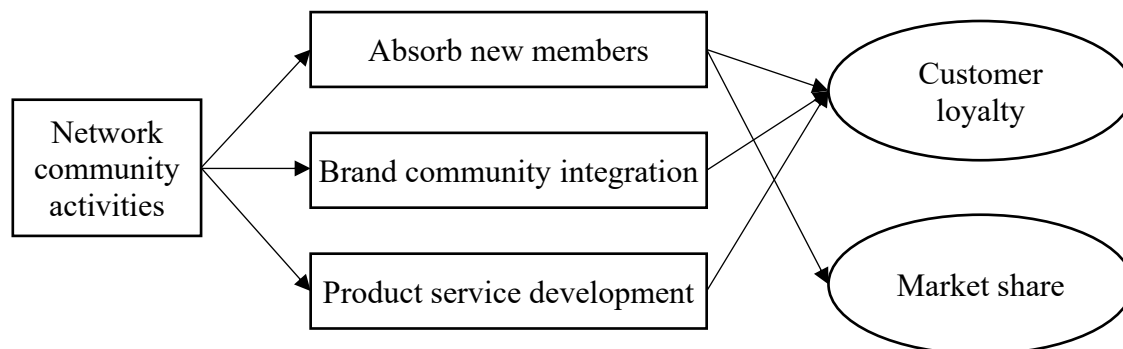


Network community content operation is the continuous output of some core value system content, and constantly let members get some of the latest things. To get unique content. For example, some paid communities only share important articles in the group and ask guests to share it. Some groups don't provide original content, but they face precise users. After the materials are filtered and transmitted, they can save the cost of their own search and organize. Its core is not what you sell, but the fact that this knowledge content service provided by community marketing can help community members solve some substantive problems and give them some growth or some benefits. The stickiness of this community member on the community will be higher. Of course, the operation of network community marketing content must be provided from the perspective of consumers. Any articles, videos, and audios written in community marketing need only to be seen and understood by that part of the community. The members from the heart like the community and agree with the community marketing on it. This is one of the values of community marketing. The content that can show the brand value will only deduct the valuable content, eliminate the promotion and sale of the product, and how to find out the elements related to life from the marketing brand information. These themes are the best online community marketing content. Just like the value of membership, online community marketing should be able to tap valuable content as much as possible. At the same time, members of the online community should also be involved and willing to share content to keep the online community active. Community marketing needs to package promotion content and brand information. The main sources of community marketing content are: first, promotion articles of brand enterprises for products and activities; and second, articles of the community members. The content value of online community marketing is reflected in three aspects: the first is the atmosphere within the active community; the second is the discussion and exchange; and the content promotion of the thirtieth community members. According to the experience of online community marketing in the past five years, the content of online community marketing includes: life information sharing: about 40-50%; indirect sales information: about 30-40%; direct sales information: about 20%. Of these three categories, the most important ones that affect brand effectiveness are indirect sales. As a researcher of online community marketing, the content-building thinking should focus on these types of information. Sharing of life information will improve the trust of the members of the community in the brand, and then gradually accumulate superimposed effects in indirect sales, and finally have an impact on the quality of the brand relationship.

### 3. Activity value:

Andersen (2005) took the online community as the research object, taking the activity of the online community as the initial variable, and studied the function mechanism of the degree of integration of the members of the new member, the enterprise product, and the members of the community in brand loyalty. Various activities in the network community organization will affect the degree of integration of members, and then affect the brand loyalty (see Figure 2-4).

Figure 2-4 Web-based communities and their inclusion model



In the social practice of online community marketing, community group activities have a role of mutual supervision and mutual help. A person who wants to do something alone may not last long, but if he does it with a group of people, he can go far away. Just like content value, community activities seek to open strong relationships between community members and the community and community members. In addition, the community activities also aim to fully mobilize the participation of community members in the initiatives of the initiative. Network community activities are divided into online and offline. From an online point of view, online communities are mainly based on online sharing, which helps red packets and open community members organize their own offline activities. Invite some friends who can share guests, interact with everyone in the community, and finally form a written content for distribution to community members. This is a simple online sharing form. Online sharing can be subdivided into topic sharing and dry goods sharing. Topic sharing means that one person acts as a sponsor of a topic, and then opens a non-discriminatory group discussion within the online community. Each person can be a sharer. Sharing of dry goods is major shared resources, and the sharer focuses on clarifying opinions on specific topics. Other members of the group raise personal questions or opinions at the appropriate time, and the lecturer answers the questions. Under the online section, online community marketing can be shared offline, such as taking everyone to do some light outdoor sports, exploring games, sports and so on. The biggest advantage compared to offline and online is that it can better transform virtual weak relationships into realistic strong relationships. There is no offline activity in the community. It is difficult for community members to understand each other and they naturally do not want to release their emotions within the group. Social activities under the general line include: group package, group recruitment: division of labor and collaboration, efficient completion of a community activity that is relatively universal interest, but with certain difficulties; gathering: like Jiang Xiao bai, Luo Ji thinking, community Members turn weak relationships into strong ones, thereby enhancing the stickiness of community members. This is one of the effective ways to increase the activity of the community. Solitaire: If a light-weight game project such as Red Packet Solitaire is conducted, planning activities will spread within the online community.

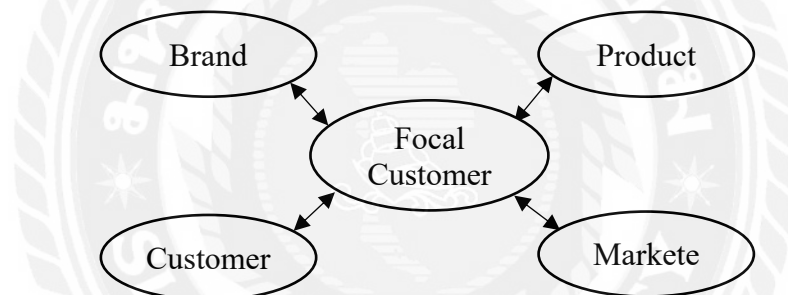
Through the online and offline activities of online community marketing, members of

the online community have been promoted by human capital, self-marketing, and gaining recognition and help from others. For example, companies provide more product discounts and product trials for online community participants, give products through online community activities such as sweepstakes, or invite members of online community restaurants to meet with leaders, etc. Community member loyalty points or honorary title awards honor outstanding consumers who have outstanding sharing performance, and even provide them with the opportunity to join the corporate team and speak for the corporate brand. This related innovative information generated through online community activities will further enhance the quality of customer and brand relationships.

#### 4. Product values:

McAlexander et al. (2002) proposed the concept of "integration in a brand community (IBC)" to illustrate the relationship between products, brands, consumers, marketing, and core consumers in the online community. The value of the product lies in an important position in community marketing (see Figure 2-5).

Figure 2-5 Integration in a brand community



Source: McAlexander, J.H., Schouten, J.W., & Koenig, H.F. (2002). Building Brand Community. *Journal of Marketing*, 66(1), 38-54.

Ahuvia (2005) proposed the concept of a ternary structure relationship. He explained that people and things are not two-way relationships but human-object-human three-faced relationships. There is an integral relationship between product value and person-to-person interaction in online community marketing. Fournier (1998), Ahuvia (2005), Muñiz and Schau (2005) sorted out that online community members and products may include anthropomorphism, self-representation, and sacredness. Inferring the product relationship may bring different thinking to the online community, and it discusses the relationship between the online community membership and the product relationship. The research results bring new ideas to the online community marketing. The concept takes precedence over the system and the system precedes the technology.

Fournier (1998) found that the success of an organization stems from the core values of employees' hearts rather than the human and material resources the organization has. Therefore, the company's values are the foundation of all ideas, systems, and technologies.

Brands are also based on corporate beliefs, ethics and codes of conduct. They are the external manifestations of corporate values. According to the labor value theory, the brand value is a series of joint actions taken by brand customers, channel members and parent companies, which can make the brand products gain more sales and more benefits than if they did not obtain the brand name. The brand gains a stronger, more stable and special advantage in the competition (Fournier, 1998). It can be speculated that the value of the brand in online community marketing depends largely on the value of the product.

Conway's Law: Conway's law: Organizations which design systems are constrained to produce designs which are copies of the communication structures of these organizations. Indicates that the design of the system is subject to the organization's own communication architecture. What kind of organization, what kind of communication method, will produce what kind of design, what kind of architecture, what kind of system. In other words, the company's product or service reflects the company's own organizational structure, communication methods, and values. Of course, the advantages and disadvantages of the products are not described here, and different areas require different organizational structures and communication methods. However, in some areas, such as the product to be customer model, if the organizational structure and communication method of the company is still a business model structure, then the product may be complex and bloated. A truly successful product is to enable users to truly feel the value in various areas and feel the respect of the product, and in turn, the user will accept the commercialization of the product. This shows that in online community marketing, product values can bring feelings of preference and disgust to members of the online community.

The product values are the product's thinking. Its core is to put user value in an overriding important position. Product values can be summarized as follows:

First, the product of the concept of good and evil, although the product is only a tool, but it is undeniable that it should have a concept of good and evil. Some tools are naturally "weapons," such as knives, even fruit knives, and paper knives. Therefore, the "retractable" function reflects the product's concept of good and evil, that is, no blade should not appear when it is not needed. The concept of good and evil embodies what the designer wants the user to use. It can be tried with confidence, and which features are best to be careful. These judgments with subjective colors must be based on the designer's own profound understanding of the business and the deep understanding of human nature, rather than relying on skills alone. This is the goodwill that should be possessed by the product designer as it appears through the product.

Secondly, the sincerity of the product is first reflected in the pursuit of product quality, such as Apple's stringent requirements for mobile phone quality. It is also necessary to have faith in making products. If you think that users are fools and you are at a loss, you will not see any impact in the short term. In the long run, users will certainly feel your sincerity. Adhering to one's own values sometimes causes the company to lose some material benefits,

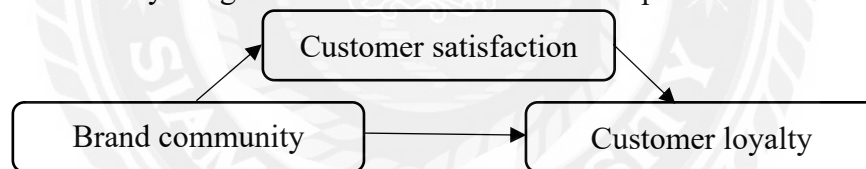
but in addition to the interests, it insists on something worth keeping. After all, in addition to making money, products also have more important value to service users. Some invisible internal behaviors and thinking patterns ultimately determine the height of product reach. If members of the online community really feel self-worth, he will be able to achieve self-motivation, gain spiritual and physical advancements through product values, guide him to discover the positive energy of his own heart, and make him more certain of his own value. It is also the original driving force that a product can use value and identity value.

Thirdly, the product's values can hit users' pain points, so that they can rapidly accumulate large numbers of users and effectively improve the quality of customer and brand relationships.

### 2.1.3 The influence of online community marketing

McAlexander, Kim and Roberts (2003) proposed the integration of network community-customer satisfaction-experience-brand loyalty model. This model used casino supermarket as an example to study the relationship between online community and customer satisfaction and loyalty. The results showed that customer loyalty was not only affected by the influence of customer satisfaction, but also more influenced by the marketing of online communities (McAlexander et al., 2003) (see Figure 2-6).

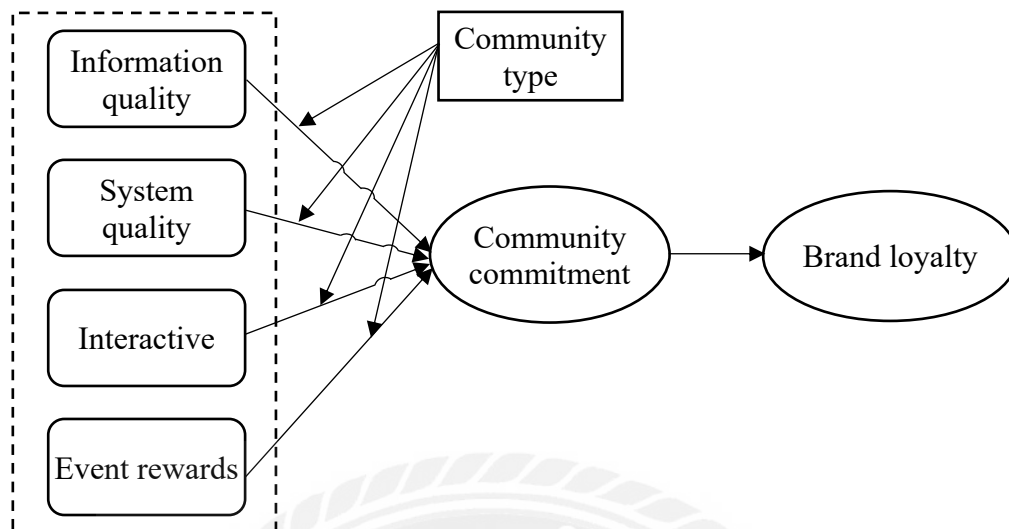
Figure 2-6 Community integration and brand satisfaction impact on customer loyalty



McAlexander, Koenig and Schouten (2005) studied the university community and empirically studied whether the social relations between students and schools will affect students' loyalty to their alma mater. The good relationship is that the students will support their alma mater in the future. Important guarantee. The research conclusion reflects the function mechanism of the student community on the quality of the brand relationship of the alma mater in one aspect, and it shows the influence of the online community marketing (McAlexander et al., 2005).

Jang, Ko and Koh (2007) found that the four characteristics of information quality, system quality, interaction, and rewards of goods in the online community affect community commitments, which in turn influence brand loyalty, and that the online community created by customer patronage is more positive force. This study further characterizes the influence of online community marketing (Jang, et al., 2007) (see Figure 2-7).

Figure 2-7 The influence of internet community characteristics on brand loyalty



Source: Jang, H.Y., Ko, I.S., & Koh, J., (2007). The Influence of Online Brand Community Characteristics on Community Commitment and Brand Loyalty. *Industrial Marketing Management*, 12(8), 62-69.

Laroche, Habibi, Richard and Sankaranarayanan (2012) empirically study the impact of online community marketing on brand loyalty in the social media, and they believe that the online community has three characteristics: common sense, tradition and ritual, and moral responsibility. It can create practical values for members of online communities, such as Social networks, community integration, impression management, and brand usage, the higher these values, the more trust the community members have about the brand and the greater the loyalty of the brand (Laroche et al., 2012). Laroche et al. (2012) further believe that the online community in the social media will also affect customer-centered relationships such as consumers, consumers and brands, consumers and products, and the relationship between consumers and businesses, and strengthening these relationships can increase consumer trust and loyalty to the brand (Laroche et al., 2012). Kuo and Feng (2013) research confirmed that the interactions among members of the online community have an impact on the online community. They believed that the interactive relationship among members of the online community includes three aspects: information sharing, interaction, and community integration. In three aspects, the community members can gain learning benefits, social benefits, self-esteem benefits, and hedonic interests. When there are many perceptive interests, the members of the community will have a commitment to the brand advocated by the community and will resist the will of other brands strong (Kuo & Feng, 2013). Zhou and Wu (2013) believe that the online brand community is subordinate to the social network. The strong and weak relationship among the community members will have an impact on the differences in the community's benefits. Then members of the community will make different types of commitments to the community, and they will eventually shift this commitment to brands that are closely related to the online community, thereby increasing brand loyalty (Zhou & Wu, 2013).

The research on online community marketing is gradually being carried out. The above research results also show the influence of online community marketing on brand relationships and other factors. The study of online community marketing is very necessary.

## **2.2 Research on customer value**

### **2.2.1 The connotation of customer value**

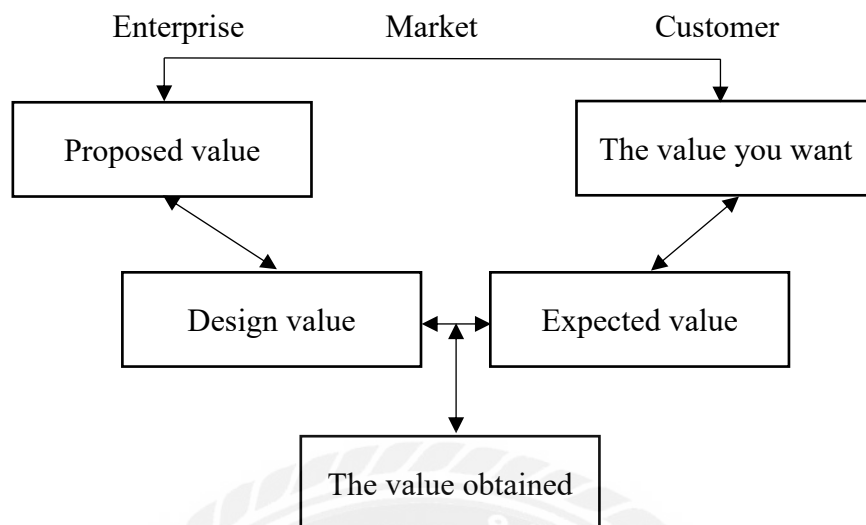
Porter (1985) first proposed the concept of customer value from the perspective of competitive advantage, and he proposed that the value is the price of the product or service that the customer is willing to pay. An enterprise can create more for the customer by increasing the seller's profit or reducing the buyer's cost. More value (Porter, 1985). Kotler et al. (2005) used customer transfer value to represent customer value and defines it as the difference between total customer value and total customer cost. Customer value mainly includes product value, service value, personnel value and image value, while customer cost includes currency cost, time cost, energy cost and physical cost. Customers are the pursuers of value maximization. When they purchase products or services, they always hope to obtain the maximum benefits with the lowest cost, so that their needs can be maximally satisfied (Kotler et al., 2005).

Parasuraman, Zeithaml and Berry (1988) defined customer value as the overall evaluation of the product's utility based on the customer's perceived gains and losses. Monroe (1991) used the ratio of perceived gain and perceived loss as an explanation of customer value. Anderson and Weitz (1992) defined customer value as the perception of the economy, technology, services, and social benefits that a customer pays at a given price in the form of money obtained by comparing products and prices provided by other suppliers. Holbrook (1996) believed that customer value is a relative preference experience that influences each other (Holbrook, 1996). Butz and Goodstein (1996) defined customer value as the emotional bond established between the customer and the supplier after the customer purchases and uses the product. Butz and Goodstein (1996) believe that customer value is the customer's perception of preferences and evaluations of product attributes that help (imperils) the achievement of their goals and objectives in specific use situations, the effectiveness of these attributes, and the results of their use.

Jeanke, Ron and Onno (2001) set up a model from the perspective of companies and customers to describe the process by which customers' needs and suppliers match to gradually form specific products. There is a gap between the "value to be provided" of the supplier and the "value to be obtained" of the customer. When the customer uses the product, the gap of satisfaction is reduced, so the company can provide the value that is really needed for the customer. This model description the process of generating customer value has important reference significance for understanding the connotation of customer value (Jeanke et al., 2001) (see Figure 2-8).



Figure 2-8 Jeanke-Ron-Onno customer value model



Source: Jeanke, W., Ron, G.M., & Onno W.R. (2001). *Creating Value that cannot be copied*. New York, NY: Routledge.

Walter, Ritter and Georg (2001) proposed that customer value was a customer relationship established through key decision makers in the supply organization or a trade-off between multiple benefits and gains. In simple terms, customer value was the difference between income and contribution (Walter et al., 2001). Through the above theoretical analysis of the literature, it shows that the customer value is perceived by the customer and it is also the customer's own innovation.

### 2.2.2 The dimension of customer value

Regarding the dimension of customer value, different scholars have given their own methods of division from different perspectives. Representatively, Park, Jaworski, MacInnis and Berry (1986) proposed the three-dimensional division method: functional value, symbolic value, and emotional value. This classification method has been widely recognized by the academic community, but it does not consider the customer's cost factors. Parasuraman et al. (1988) proposed customer value, which is the customer's perceived value, from the perspective of customer psychology. It is the overall evaluation of the customer's perceived benefit when compared with the cost of acquiring the product or service. Parasuraman et al. (1988) focused on the perceived benefits and perceived costs. They also point out that perceived value is subjective and varies from customer to customer. Therefore, the key to customer value lies in the customer's perception of value. How to stimulate the customer's perception of value becomes an important task in the marketing field (Parasuraman et al., 1988). Grönroos (1997) divides the customer's perceived value into two categories: core value and added value, thus increasing the connotation of the relationship for customer value. He points out that customer perceived value is the root of customer loyalty (Grönroos, 1997). Flint, Woodruff and Gardial (1997) reveals the

difference in customer value at different stages of the customer value in terms of the pre-purchase and post-purchase cyclic dynamics, and proposes a dynamic layer model of customer value, demonstrating the psychological process of value recognition from the perspective of the customer. It further deepens the understanding of customer value. Through the analysis of the above research conclusions, it is found that the research process of defining the customer value is also the process of analyzing the customer value composition. The widely recognized point of view of the scholar is that the most representative customer value is the customer value gain and customer value gain. Measured from two perspectives, according to which customer perceived value is the embodiment of customer value (Flint et al., 1997).

Kim and Mauborgne (1999) believe that not blindly pursuing customer perceived value, otherwise the company will be brought into the "customer value trap", for this reason put forward a completely different from the traditional strategic logic of "value innovation" logic, and they point out that customer value innovation It is the true source of competitive advantage. The rapid development of enterprises is required to fully value customer value innovation. They propose to change the industrial hypothesis, take the customer as the strategic focus, pay attention to the commonality of customer demand, break through the constraints of existing resource conditions and provide products or services based on customer demand. Based on this logic, we maximize the value of customers' consumption and create new markets (Kim & Mauborgne, 1999). Xiang and Luo (2002) use customer value innovation as the basis for strategic analysis, and they propose that customer value innovation strategy makes the business operation independent of competition by providing customers with completely new or significant improvements (Xiang & Luo, 2002). Liu and Liu (2010) believe that only a new type of strategic management theory that integrates customer value theory, value innovation theory, and dynamic capability theory can truly guide enterprises to build a dynamic competitive advantage based on competitive advantage source-customer value innovation. They point out that "customer value innovation refers to making customers' products or services irrelevant to competitors' products or services based on customer needs, by providing completely new and superior customer value to the existing market or making significant improvements in customer value. Get psychologically satisfied value creation activities." Customer value innovation has changed the logic of the traditional technology innovation paradigm and believes that only technological innovations that create value for customers can win sustainable competitive advantages for the company (Liu & Liu, 2010).

In summary, the study of customer value is mainly divided into two perspectives: customer perceived value and customer value innovation. Customer perceived value perspective is an objective description of customer value connotation research, while customer value innovation perspective focuses on customer involvement in various value innovation activities. To achieve a win-win situation between the company and its customers. Based on the definition of customer value and the above analysis, this study

divides customer value into two dimensions: customer perceived value and customer value innovation.

### **2.2.3 The leading factors and influence of customer value**

#### **1. Leading factors of customer value:**

Flint et al. (1997) proposed a trigger event model of customer value change. They believe that the characteristics of dynamic customer value are caused by the leading factors. They distinguish the concept of value as value, customer desire value, and value judgement. Proposing different leading factors lead to changes in different value concepts, which in turn lead to changes in customer satisfaction and customer loyalty. The so-called lead factor is what the customer perceives as an irritant to the environment in which the goal is achieved. In the driver model, they divide all factors into three categories: supplier changes, customer changes, and environmental changes. Ravald and Grönroos (1996) proposed full scenario values that reflect long-term customer relationships. They believe that value is no longer seen as an element of the process of independent transactions. The creation of customer value requires continuous investment of time, and its value will constantly change and be influenced by external factors. Other topics such as other stakeholders will affect customer value. The online community brings together various stakeholders, especially customer groups. Therefore, online community marketing can promote the innovation of brand customer value (Ravald & Grönroos, 1996). Grönroos (1997) point out that customer perceived value not only originates from the core products and subsidiary services, but also includes the efforts made by the company to maintain the relationship. Enterprises can create value by developing good and continuous customer relationships. This view provides a theoretical basis for the relationship between online community marketing customers and brands to bring value to the company. But this is still the analysis from the perspective of the brand enterprise. Customer value is a subjective feeling of the customer. In addition to the products and services provided by the enterprise once and continuously, the value that the customer feels also needs the customer. As an important subject to excavate, at this time, the Internet community has played an important role as an important customer group (Grönroos, 1997). Parasuraman and Grewal (2000) pointed out that the main leading factor of customer value consists of three aspects: product quality, service quality and price factor. This analysis mainly analyzes the customer value brought by the brand enterprise's behavior from the objective angle, and it is the composition of customer value. Important objective part. In the study of customer value sources and determinants, the most important development is the evolution of relationship marketing perspectives or paradigms. This perspective or paradigm considers that when customers perceive value, besides focusing on the company's supply or service, they also value the product. The overall relationship between services and services (Parasuraman & Grewal, 2000). Bai (2001) points out: "In the highly competitive environment, the original competitive advantage of an enterprise is easily imitated by its competitors. Continuous innovation in customer value is the basis for maintaining competitive advantage." Customer value innovation not only in product

attributes the sources of customer value, such as price, quality of service, brand, customer relationship, etc., make a fuss about the source of customer value, and it is necessary to study the interaction between these elements. Work on ways to convey value to customers. Bai (2001) puts forward the important role of customer value innovation, and he enumerates the source of customer value innovation. He emphasizes that value should be passed on to customers, and online community marketing is an important channel for delivering customer value. Woodall (2003) analyzes four types of factors that have an impact on customer perceived value processes, including: product-based factors (including perceived product efficacy, perceived risk, perceived cost, etc.) and customer-based factors (including values, experience, and personal circumstances etc.), market-based factors (including practicality, competitiveness, perceived assets), consumption process factors (including the consumption environment, the stage of the consumption cycle, etc.).

For these reasons, the online community is an important group platform for a more comprehensive and objective understanding of the brand's customer perceived value and customer value innovation. As the customer's consumer community, the online community is currently the most concentrated place for consumers, and it is naturally an important place for companies to understand customer value. Network community marketing has changed the relationship between the past companies and customers, and it has become an important source of better understanding of customer perceived value in the future and promoting customer value innovation. In summary, the analysis of network community marketing as the leading factor of customer value has theoretical and logical significance and is also very necessary.

## 2. the impact of customer value:

The results of existing research on customer value are mainly reflected in the study of customer loyalty. For example, customer value can make customers have repurchases intentions, word of mouth, and premium purchases. The former cause of customer loyalty is often attributed to customer satisfaction is the most important direct antecedent of behavioral tendency. Customer value affects customer satisfaction, and then influences customer behavior tendency becomes the logical law of consensus in the academic community. According to this, customer value will have a relationship between the brand and the customer. This relationship is a process from scratch, from alienation to intimacy. In the Internet generation, the relationship between consumers and brands was established from the beginning to the attention → generating interest → evoking desires → searching for information → taking an action → sharing experiences. Six successive stages of promotion, and finally becoming brand loyal customers. However, for a specific brand, not all consumers will take the whole process and climb to the loyalty ladder. The key to making customers continue to purchase is to feel highly satisfied with the brand. This kind of satisfaction makes consumers feel emotional about the brand and thus strengthens the relationship between the two. To maintain and strengthen the relationship between the brand and the customer is to establish a "customer satisfaction" business philosophy, value

the true customer value, there will be a brand value. For example, U.S. power electronics and Whirlpool Company all put forward the goal of “making customers 100% satisfied”. Toyota pointed out: "Customers are so satisfied with Toyota cars because we are not satisfied."

Based on the above analysis, it is concluded that customer value will have an impact on the relationship between the customer and the brand, customer value directly affects the quality of the relationship between the customer and the brand, and customer value affects the quality of the brand relationship. This is an important part of the analysis.

## **2.3 Research on quality of brand relationship**

### **2.3.1 The connotation of quality of brand relationship**

The idea that people form relationships with brands is not without controversy. Prior research has noted that people and objects differ in many ways and different approaches may be needed to examine them, they found that the effect of initial judgment on subsequent judgments of products is different from the extent of this effect on social judgments. Further, judgments of social stimuli (i.e., people) are likely to depend on inferred, abstract information (e.g., traits) whereas judgments of nonsocial stimuli (e.g., products) depend on concrete attributes. One reason for expecting nonsocial judgments to differ from social judgments is that people often judge others using self as a frame of reference but not in judging nonsocial objects. Since relationships are a sequence of interactions between parties where the probable course of future interactions between them is significantly different from that of strangers, consumer interactions with brands could also be characterized as relational. Further, the types of brand relationships outlined in prior work suggest a continuum. For example, Fournier describes her different participants' relationships with Coke Classic and Ivory as best friendships and with Gatorade as committed partnerships but with trial size shampoos as flings. There is further evidence suggesting why consumers might interact with brands in ways that closely mirrors their social interactions. First, consumers often do not distinguish between brands and manufacturers of brands. To them, the company is often the brand and the brand is the company." This perception is more likely for service brands (e.g., hotels and airlines) and for brands that have a combination of products and services (e.g., many online stores). When people interact with humans (in person or online) as representatives of the brand, it is easy to fall back on social relationships as a guide in their interactions. Second, even when companies focus primarily on selling physical products, some consumers may think of the brand as a living being. Animism, the belief that objects possess souls, has long been recognized in the domain of products, McGill has suggested that people treat some products as if their characteristics are produced by an underlying, defining essence, analogous to a genetic code. Many cases have demonstrated that many of the social rules and conventions that exist in interpersonal relationships also can apply to human-computer interaction. Thus, people sometimes think of products as having a, soul or, at least, more human-like

properties. Once products and brands are associated with human qualities people may interact with them in ways that parallel social relationships, and their interactions are guided by the norms that govern these relationships. Whatever view one takes, it is reasonable to suggest that even though people's relationships with brands do not necessarily share the same richness and depth as their relationships with human partners, they sometimes do behave with brands as if they have a relationship with them. This work studies the effect of the type of relationship that consumers have with a brand on their behavior and attitudes in response to specific actions of the brand (Aggarwal, 2004).

The concept of brand relationship quality was first proposed by Fournier. He defined the quality of brand relationship as the strength and depth of the relationship between the brand and the customer. It was used to measure the strength, stability and continuity of the brand relationship, reflecting the nature of the relationship between brands, and the strength and ability to develop long-term relationships between customers and brands. It can be used to measure the health status of brand relationships such as stability and continuity (Fournier, 1998). Lu and Zhou (2003) define the quality of brand relationship as the state and intensity of the relationship between the customer and the brand (Lu & Zhou, 2003). Scholars have basically the same understanding of the connotation of the quality of brand relations. No matter from which perspective the quality of the brand relationship is studied, the use of its concept can be defined by Fournier's definition of brand relationship quality.

### **2.3.2 The dimension of brand relationship quality**

Blackston (1992) found that the relationship between customer-directed corporate brands and affirmed that brand relationships have two elements: the customer's trust in the brand and the customer's satisfaction with the brand. He further mentions that trust is closely related to intimacy, and intimacy is a measure of how well a brand is associated with customers. Blackston (1992) proposed an equation about customer satisfaction: forward-looking spontaneity + support = customer satisfaction. His research laid the foundation for the quality measurement dimension of brand relations. Based on Blackston's research (Blackston, 1992), Aaker, Fournier, and Brasel (2004) add two measurement dimensions of commitment and self-association. They believe that the measurement dimension of brand relationship quality should consist of four aspects: satisfaction, commitment, trust, and self-association. For the first time, Fournier clearly puts forward the use of brand relationship quality as a measure of the status of brand relationships, and he breaks down the quality of brand relationships into love and passion, self-association, interdependence, personal commitment, and intimate feelings. As well as the quality of the brand's partner 6 aspects. Since then, Fournier (1998) had conducted empirical studies on the six parts of the brand relationship that were proposed earlier. From the perspective of the indicators in the empirical process, the internal consistency of the scale is too high, indicating that the measured items are highly intercrossed and there may be some repeated measurements (Fournier, 1998). Morgan and Hunt (1994) believe that the conditions for

maintaining long-term relationships between customers and brands are trust and commitment. Commitment is the sense of attachment and belonging to products and brands (Morgan & Hunt, 1994). Morgan and Hunt continue empirical research to show that the relationship dimension that can produce the most stable customer behavior is the customer's brand promise and brand attribution (Morgan & Hunt, 1994). The retrospective studies of Liu and Yao (2010) show that satisfaction, trust, and commitment are the main dimensions of brand relationship quality, regardless of the industry context. The expression of these three dimensions is the most important and most inclusive (Liu & Yao, 2010).

In summary, for the quality of brand relations, scholars' viewpoints generally include the three dimensions of satisfaction, trust, and commitment. Therefore, the above three dimensions will be used in this study to illustrate the influence of brand relationship quality.

### **2.3.3 Significance of quality of brand relationships as result variables**

In the understanding of the brand, there is generally a misunderstanding that the brand is seen as the company's own things, a trademark, a logo that distinguishes it from its competitors. When it comes to brand management, they often stand tall and unilaterally create brand names, ignoring their position and role in the minds of consumers. When assessing brand value, they often focus only on the financial perspective or the perspective of the government management department, forgetting the significance of the brand in the minds of consumers. Therefore, successful brands should firmly grasp the consumers, guide them from the lack of awareness of the brand gradually to the start of purchase, and then promote them to climb the ladder of loyalty, and fully support the brand. Brand loyal customers can not only save the company's marketing costs, continue to purchase, but also can create a good reputation for the company and introduce it to more consumers. This is the key to building and strengthening the relationship between brands and customers and fostering loyal customers. The quality of brand relationship is an important means for companies to obtain customer loyalty and accumulate quality brand assets. High quality brand relationship is the primary goal pursued by today's brand enterprises. Chaudhuri (1999) uses the three core variables of brand relationship quality such as trust, emotion, and commitment to study the rational and perceptual paths that lead to brand performance. The results show that the rational path leads to high levels of trust, reconstructing promises, and markets. Shares, while perceptual paths produce higher levels of emotion, attitude commitment, and price (Chaudhuri, 1999). Bhattacharya and Sen's research shows that consumers' recognition of corporate image is the source of consumer-company brand relationships, and brand relationships can lead to loyalty to companies and encourage consumers to promote word of mouth to relevant companies. Introduce new customers, tolerate negative corporate news, etc. (Bhattacharya & Sen, 2003). The results of these studies have shown the significance of the quality of brand relationships.

## **CHAPTER 3**

### **THE MECHANISM AND CONCEPTUAL MODEL OF ONLINE COMMUNITY MARKETING AFFECTING THE BRAND RELATIONSHIP QUALITY**

#### **3.1 Leading out the research model**

##### **3.1.1 Research on online community marketing dimensions and measurements**

According to the empirical methods and measurement steps of marketing concepts proposed by Churchill (1979), the determination and measurement of structural dimensions generally consist of the following steps: first, review literature; second, interview with experts; The third is to clarify the scope of the concept based on literature and interviews; the fourth is to form measurement items and scales; the fifth is to collect data; and the sixth is to assess the quality of scales. This paper uses the following steps to determine the structural dimensions and measurement scales of online community marketing: First, the literature review, based on the literature review in Chapter Two, has basically identified the four dimensions of online community marketing; second, conducting expert discussions and Interviews further define the dimensions of online community marketing. Third, through questionnaires, questionnaires and measurements to optimize, organize relevant experts to review and pre-test the survey items in the item pool, form initial survey questionnaires and conduct small sample surveys. According to a small sample survey and analysis, a formal measurement clause is formed; Fourth, the formation of a formal questionnaire survey, using a formal survey questionnaire to conduct a large sample of surveys, collecting large sample data for empirical analysis, and ultimately to verify the structural dimensions of the network community marketing and Model assumptions.

The specific method is as follows. According to the second chapter literature research, the author basically determines the four dimensions of online community marketing: membership value, content value, activity value, product values. The survey interviews are divided into the following three steps: First, a network community marketing seminar is organized with a total of 68 participants, including Master of Business Administration, Master of Marketing majors, doctoral students, and invited business experts and management professionals. This article introduces the online community management literature and current research results in detail, and it carries out brainstorming with the theme of online community marketing. Participants are enthusiastic about online community marketing. Then, based on the results of brainstorming and the content of the literature, a questionnaire is developed to understand the connotation of online community marketing. The questionnaire is divided into two types. One is an open questionnaire and it is explained to participants that this is an online community marketing. The study asks respondents to answer, “what is online marketing for the community” by recalling their feelings or experiences in the online community, and then presenting examples to participants, such as the concept of “marketing for online communities”. The typical examples cited may be “being attracted by the online community, trusting in the online community”, etc., and asking the participants to list as many examples as possible that can



typically describe the concept of “network social marketing”. The other is a closed-ended questionnaire, which first extracts the key words in the measurement articles of the online community marketing-related literature to form an option, and it also requires the participants to generate a product or service brand by recalling their participation in the online community experience. Confidence, satisfaction with feelings or experiences, and with these related options, subjects are asked to select the relevant options they identified, problem questionnaires were distributed throughout the school, and are issued in total. In volume 160, 128 valid questionnaires are collected. Finally, in-depth interviews are conducted, and in-depth interviews are conducted with members of the individual online community. Consumers were asked to further discuss the main performance and feelings of online community marketing to explore consumers. The underlying understanding, opinions, attitudes, and emotions of the “what the online community marketing is” question determine the principle of “saturation” in the termination of interviews, that is, stop interviews when new content does not appear in interviews (Jin, 2007), conducted in-depth interviews with 26 members of the online community.

Through the above three parts of the work, the author has comprehensively grasped the performance content of online community marketing understood by members of the online community, through the content analysis method (Berelson, 1952), and with reference to the relevant research steps of Fehr (1988). Simplify the content (sentences or phrases) of the network community marketing understood by the members of the online community that are described in the above work, extract the keywords, replace the synonymous keywords, reduce the number, and finally obtain the description network. The keywords of community marketing, these keywords can be qualitatively summarized as four aspects of member value, content value, activity value and product value (see Table 3-1).

Table 3-1 Four types of keywords describing online community marketing

Keyword category	Keywords content
Member value	Good character; Love and help people; Identity; Appreciation
Content value	Content is good; Inspiring; Meaningful; Helping; Improve; Growth
Activity value	Activity enhancement; Harmony; Relationship; Concern; Meaning; Coordination
Product values	Attract; Desire to own; Share the same feeling; Product quality

Through literature research and discussion, the author finds that the connotation of online community marketing highlights the rational judgment and evaluation of members of the online community, such as identity, trust, and satisfaction. Therefore, the author assumes that network community marketing has four dimensions: membership value, content value, activity value, and product values.

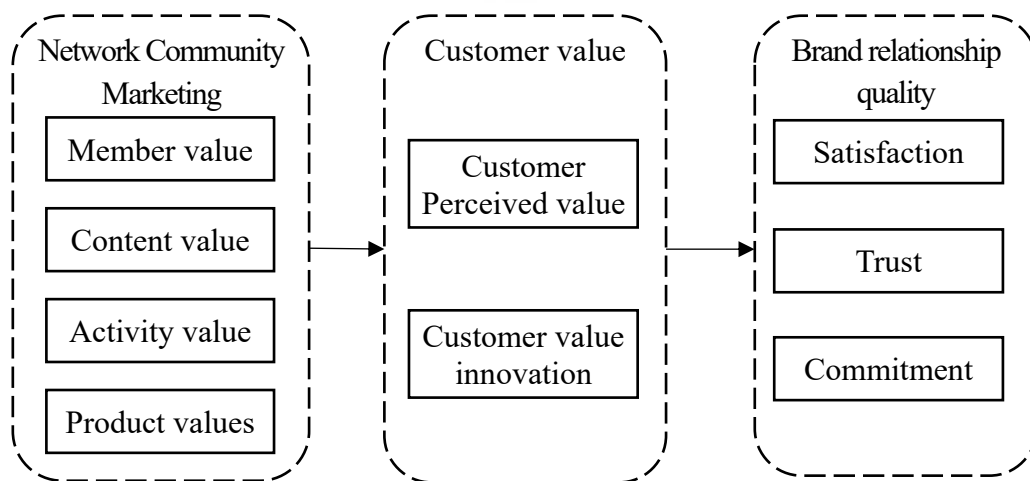
### 3.1.2 The dimensions of customer value and brand relationship quality

According to the review and analysis of the customer value in the second chapter of the literature review, the dimensions of customer value mainly include customer perceived value and customer value innovation. Scholars' measurement of customer perceived value is mainly about customer value gain and the trade-offs between customer value gains and losses, customer value gains mainly include functional value, social value, emotional value, and intellectual value; customer perceived value gains and losses mainly include money cost, energy cost, and psychological cost. There are not many researches on customer value innovation, including increasing the value or value category of products and services provided by enterprises; the creation of value is not a simple increase based on original value activities, but also a novel synergy effect on customers (Loureiro, Kaufmann, & Rabino, 2014). In addition, it also enhances customers' evaluation of consumer interests. These three aspects interpret customer value innovation. The dimension of brand relationship quality can be derived from the literature research in Chapter 2, including three dimensions: satisfaction, trust, and commitment.

### 3.1.3 The mechanism of the research project

From the literature research in Chapter 2 and 3.1.1 analysis, online community marketing consists of four dimensions: membership value, content value, activity value, and product values. Based on literature research, two important dimensions of customer value are established, namely customer perceived value and customer value innovation. The customer value is directly affected by the online community marketing and directly affects the quality of the brand relationship, and thus constitutes a mediator of the brand community's influence on the quality of the brand relationship. The quality of brand relationship is mainly measured by three main variables: customer satisfaction, trust, and commitment. Therefore, the mechanism framework of this study is as follows (see Figure 3-1)

Figure 3-1 The mechanism of the research project



### **3.2 Hypothesis of the research**

Based on the theoretical analysis and interview results of the above literature, this study proposes that online community marketing has an impact on customer value; customer value has an impact on the quality of brand relationships. There are four dimensions in online community marketing: membership value, content value, activity value and product value; customer value has two dimensions: customer perceived value and customer value innovation; brand relationship quality has three dimensions: satisfaction, Trust and commitment. The author proposes the following hypothesis:

H1a: The members value of online community marketing has a positive effect on customer perceived value.

H1b: The members value of online community marketing has a positive effect on customer value innovation.

H2a: The content value of online community marketing has a positive effect on customer perceived value.

H2b: The content value of online community marketing has a positive effect on customer value innovation.

H3a: The activity value of online community marketing has a positive effect on customer perceived value.

H3b: The activity value of online community marketing has a positive effect on customer value innovation.

H4a: The product values of online community marketing have a positive effect on customer perceived value.

H4b: The product values of online community marketing have a positive effect on customer value innovation.

H5a: Customer perceived value has a positive effect on satisfaction of brand relationship quality.

H5b: Customer perceived value has a positive effect on trust of brand relationship quality.

H5c: Customer perceived value has a positive effect on commitment of brand relationship quality.

H6a: Customer value innovation has a positive effect on satisfaction of brand relationship

quality.

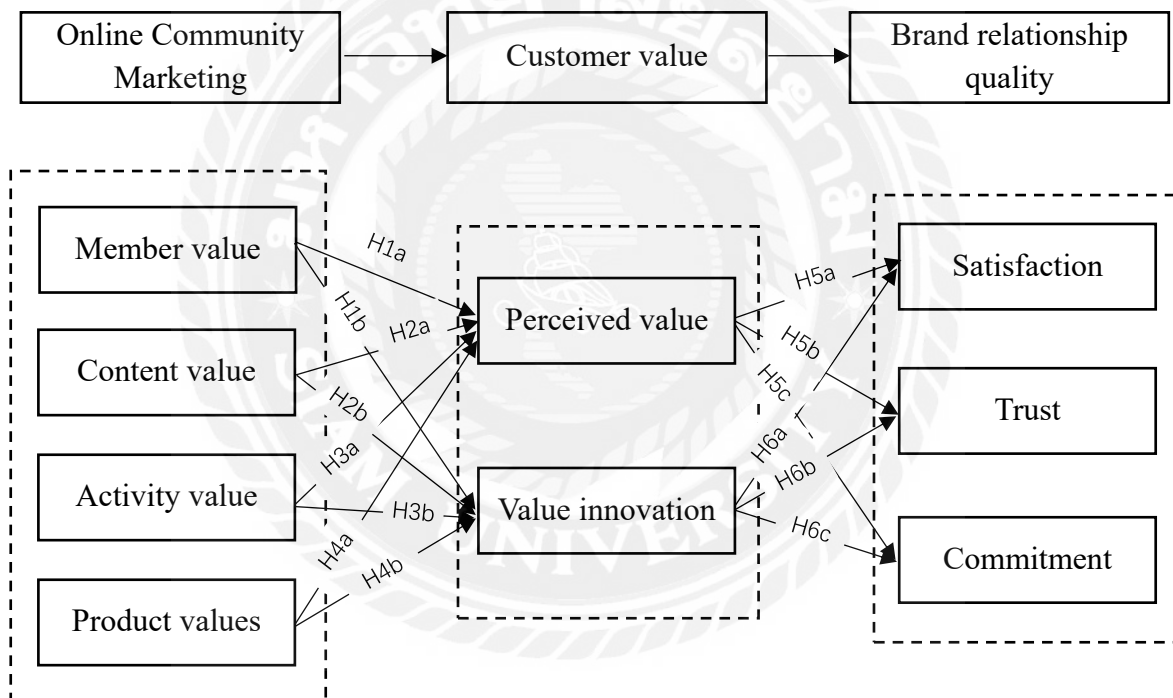
H6b: Customer value innovation has a positive effect on trust of brand relationship quality.

H6c: Customer value innovation has a positive effect on commitment of brand relationship quality.

### 3.3 Conceptual model of the research project

Based on the above analysis and relevant assumptions, a conceptual model of the influence of online community marketing on the quality of brand relationships can be preliminarily constructed (see Figure 3-2).

Figure 3-2 Conceptual model of the research



## CHAPTER 4

### THE EMPIRICAL DESIGN OF ONLINE COMMUNITY MARKETING AFFECTING THE BRAND RELATIONSHIP QUALITY

#### 4.1 Variable measure

A scientific and reasonable measurement project should fully refer to the results of previous studies, and through the combing of literature review and in-depth interviews, feasible variable measurement terms can be obtained. The appropriate variable measurement items determine their content. Validity, that is, determines whether the measurement project covers the content of a theoretical structure variable (Churchill, 1979). A few simulation studies have: Anderson and Gerbing (1984), Boomsma (1982), Bearden, Sharma and Teel (1982), Ding, Velicer and Harlow (1995), and Turner (1996) also reported, however, that goodness of fit tended to be negatively related to increasing. In an early Monte Carlo study of 2- and 4-factor models (both having 3 items per factor) (Herbert, Kit-Tai, John, & David, 1998). Therefore, according to each hypothetical dimension of online community marketing, customer value, and brand relationship quality, the author collects the measurement terms of the existing literature for this dimension and sorts out 3 to 5 measurement terms for the questionnaire.

##### 4.1.1 Development of independent variable measurement terms

###### 1. The initial terms are generated and pre-tested

Milton (1973) proposed value system theory. He believes that various values are linked together in a certain logical sense. They exist according to a certain structural level or value system. The value system is continuous along the degree of importance of values. The hierarchical sequence formed by the body. He proposed two types of value systems: 18 final values and 18 instrumental values, each with a brief description. First, the ultimate value system is used to represent the idealized ultimate state or result of existence. It contains: comfortable life, exciting life, a sense of accomplishment, a peaceful world, a beautiful world, equality, family security, freedom, happiness, Peace of mind, mature love, national security, enjoyment, soul salvation, self-esteem, social recognition, true friendship, and wisdom. Second, the instrumental value system is the behavioral approach or means used to achieve the ultimate state of idealization. It includes: ambitious, broad-minded, talented, happy, tidy, brave, helpful, honest, imaginative, independent, Reasonable, logical, loving, obedient, educated, responsible, self-control, merciful. During the test, the subjects were ranked according to their importance to themselves, and the most important ones were ranked first, the second most important ones ranked second, and so on. The least important was Ranked 18th. Using this scale can measure the relative position of different values in different people's minds, or the relative importance degree. The advantage of Rokeach Value Survey is that it is compiled under the guidance of a certain theoretical framework. It includes many value items and is simple and straightforward, so it is easy for the subjects to master and the test is easy. Moreover, this research method is based on putting various

values in the entire system, thus embodying the systemic and integral role of values. The dimension of online community marketing in this research is a manifestation of each value. Therefore, the measurement research of each dimension starts from the value system theory of Milton (1973).

According to the literature research in Chapter 2 and the dimensionality and measurement research of the marketing structure in the third chapter, it is assumed that the four dimensions of the self-variable network community marketing are: member value, content value, activity value and product value. For each hypothetical dimension of network community marketing, collect and collate the measurement terms of the existing literature for the dimension. Among them, the measurement of the member's value dimension mainly refers to relevant research literature, expert groups, and minds of Kuo and Feng (2013). Storms; the measurement of the content value dimension mainly refers to the relevant research literature of Schouten and McAlexander (2007); the measurement of the activity value dimension mainly refers to Andersen (2005) related research literature and expert group and brainstorm; measurement of product value dimension Mainly refer to related research literature and expert group and brainstorming of Fournier (1998), Ahuvia (2005), Muñiz and Schau (2005); existing literature does not provide specific measurement terms for each dimension, so this study is based on the online community marketing language. The statement of the environment establishes the initial measurement terms for each dimension. After the initial measurement terms are completed, the network community marketing research seminars are again organized, and the questionnaires are pre-tested. Pre-examination mainly includes: judging whether the measurement terms clearly represent the corresponding dimensions of network community marketing, whether there is a phenomenon that the same clause represents multiple dimensions; discuss clauses that may cause the respondents to be singular or have ambiguous semantics, and it makes corresponding provisions improvements and optimizations. After preliminary testing, an initial measurement questionnaire containing 15 articles was finally formed (see Table 4-1).

Table 4-1 Online community marketing initial measurement terms

Hypothetical dimension	Index	Measurement terms	Literature support
Member value	A11	I think that some members of the online community have great talent.	Kuo and Feng (2013)
	A12	I think community members are happy to help other members.	
	A13	I recognize some community members' opinions and suggestions on branded products.	
Content value	A21	There are many particularly meaningful contents in the online community.	

	A22	The online community has a lot of experience and feelings about the use of branded products or services that I want to purchase or have purchased.	Schouten and McAlexander (2007)
	A23	A lot of content in the online community is very helpful to me.	
	A24	There are many branded product or service transaction information in the online community.	
Activity value	A31	I am willing to participate in the activities organized by the network community.	Andersen (2005)
	A32	I am very satisfied with the activities organized by the Internet community.	
	A33	I feel very good with members of the online community.	
	A34	I think it was recognized in community activities.	
Product values	A41	I feel that the brand product quality is very good from the online community.	Fournier (1998); Ahuvia (2005); Muñiz and Schau (2005)
	A42	I think the brand products concerned by the Internet community are willing to listen to the opinions of consumers and consider the consumers' feelings.	
	A43	Brand products in the online community are responsible.	
	A44	The creativity of branded products in the online community is exactly in line with my ideas, and it makes me feel that my ideas are valuable.	

## 2. Sample purification analysis and single-dimension testing of measurement terms

To improve the effectiveness of measurement and measurement tools, sample purification analysis is required. The survey targets are online community members using Facebook Group, WeChat Group, QQ Group and other online communities. We randomly distributed 160 questionnaires in Bangkok, Thailand, and collected 146 questionnaires. There are 128 valid questionnaires, and the demographic status of small sample surveys is shown in Table 4-2.

Table 4-2 Sample demographic characteristics (N=128)

Information	Item	Number of people	Percent (%)
Gender	Male	67	52.3
	Female	61	47.7

Age	Under 20	11	8.6
	21-35	109	85.2
	36-50	4	3.1
	Over 51	4	3.1
Education Level	High school or below	1	0.8
	Specialist qualification	34	26.6
	Bachelor degree	82	64.1
	Master degree or above	11	8.6
Annual Income	50,000 or below	11	8.6
	50,000-100,000	55	43.0
	100,000-200,000	37	28.9
	200,000 or above	25	19.5

The 128 questionnaires were dealt with by using the Corrected Item-Total Correlation (CITC) to purify measurement terms, using the Cronbach's coefficient to test the reliability of the measurement terms, and examining the dimensionality of the measurements through factor analysis at the structural variable level. Lu (2002) proposed that the criteria for CITC index purification can be selected as follows: CITC is less than 0.3; Lu (2002) believes that CITC should be less than 0.5; this study uses CITC less than 0.5 as the standard for clean removal. The reliability test standards for the Cronbach's coefficient are: Cronbach's coefficient is greater than 0.7 and more than 0.9 is highly reliable. This study conducts factor analysis on each dimension level to ensure that each dimension no longer has sub-dimensions, and that the factor load of the corresponding measurement terms is higher than 0.5, and the KMO sample measure and Bartlett sphere test are performed. Judging whether factor analysis is used or not, KMO is less than 0.5 is unsuitable; 0.5 to 0.6 is barely suitable; 0.6 to 0.7 is not very suitable, 0.7 to 0.8 is suitable, and 0.8 to 0.9 is suitable. The results of this study are shown in Table 4-3 below. As can be seen from the table, the CITC for each measurement term is greater than 0.5, the factor loading is greater than 0.5, the Cronbach's coefficient of each hypothetical dimension is greater than 0.7, and each hypothetical dimension no longer has a subdimension. Through this test, the original hypothesis scale None of the items in the question need to be added or deleted (see Table 4-3).

Table 4-3 Clearance, reliability, and one-dimensional test of CITC terms of online community marketing measurement (N=128)

Measuring Terms	CITC	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	Component	KMO
A11	0.892	0.921		0.953	
A12	0.923	0.897	0.946	0.967	0.751
A13	0.854	0.947		0.934	
A21	0.682	0.858		0.819	
A22	0.757	0.829	0.875	0.871	0.828
A23	0.701	0.851		0.832	



A24	0.784	0.818		0.887	
A31	0.849	0.917		0.916	
A32	0.854	0.915	0.936	0.920	0.859
A33	0.849	0.917		0.916	
A34	0.844	0.918		0.913	
A41	0.735	0.833		0.856	
A42	0.765	0.820	0.872	0.876	0.817
A43	0.751	0.826		0.867	
A44	0.657	0.863		0.800	

### 3. Exploratory factor analysis(EFA)

To identify the compositional dimensions of online community marketing, the author first conducted an exploratory factor analysis on the sample data (N=128) questionnaire survey. Prior to factor extraction, KMO and Bartlett test methods were used to verify whether to perform factor analysis. The KMO value of the sample data was 0.768, which was between 0.7-0.8, which was suitable for factor analysis. The Chi-square statistic of the Bartlett test was used. The significance is 0.000, less than 0.01, indicating that the data is also suitable for factor analysis (see Table 4-4).

Table 4-4 KMO and Bartlett test for online community marketing measurement (N=128)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.768
Bartlett's Test of Sphericity	Approx. Chi-Square	1381.115
	df	105
	Sig.	.000

The exploratory factor analysis selected eigenvalues greater than 1 to obtain 4 common factors. The overall variance interpretation rate was 79.715%, which was close to the exact variance interpretation requirement of more than 80% (see Table 4-5).

Table 4-5 Total variance explained for online community marketing measurement (N=128)

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.846	25.638	25.638	3.384	22.560	22.560
2	3.290	21.930	47.568	2.920	19.469	42.029
3	2.590	17.267	64.835	2.918	19.454	61.483
4	2.232	14.880	79.715	2.735	18.232	79.715

As can be seen from the following Table 4-6, the terms of any item of measurement do not have a load of more than 0.40 on two or more common factors, which means that

there is no item with cross loading, and each item has Rotational factor loads range from 0.819 to 0.964. In summary, it can be shown that these measurement terms are significant. And confirmatory analysis of the above 15 articles can be divided into four dimensions: membership value, content value, activity value and product values (see Table 4-6).

Table 4-6 Post-rotation component matrix of network community marketing probe factor

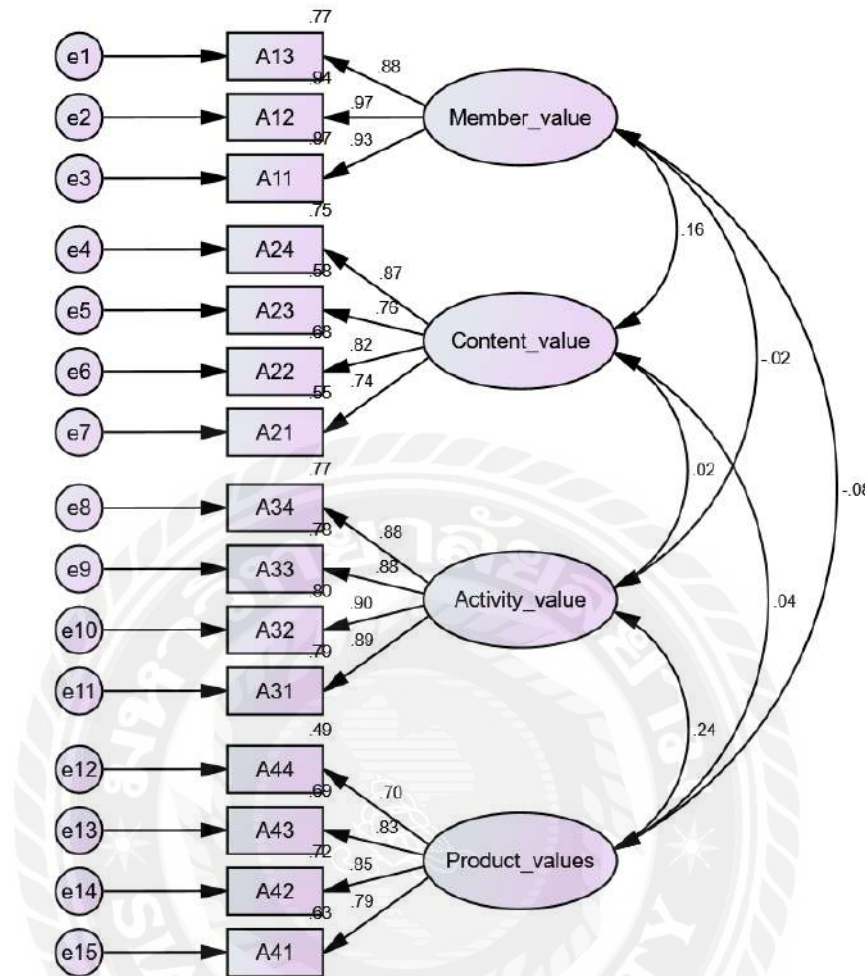
	Component			
	1	2	3	4
A11	.002	.071	-.083	.948
A12	.000	.060	-.035	.964
A13	-.040	.122	-.011	.925
A21	-.080	.819	.040	.024
A22	-.001	.874	-.051	.014
A23	.066	.823	-.023	.127
A24	.030	.881	.101	.101
A31	.909	-.030	.096	-.041
A32	.908	.030	.172	-.033
A33	.918	.021	.039	.081
A34	.912	-.008	.051	-.049
A41	.070	.063	.848	-.095
A42	.193	-.030	.860	.010
A43	.070	-.009	.864	-.020
A44	.012	.034	.805	-.027

Extraction method: Principal component analysis method, characteristic root >1;  
Rotation method: Caesar normalized maximum variance method.

#### 4. Confirmatory factor analysis(CFA)

The author uses AMOS 24.0 software to verify the network community marketing factor analysis, mainly to examine the correlation between each measurement item and latent variables, allowing latent variables to have a relationship in the analysis process. As shown in Figure 4-1 below, the factor load corresponding to each latent variable for each measurement item of each latent variable has reached 0.6 or more, and the actual result has exceeded the standard of 0.7, indicating that the measurement item has convergent validity. The latent variable confidence interval does not include 1, indicating that the latent variables have segmentation validity. That is, the measurement clause has construct validity (see Figure 4-1).

Figure 4-1 The CFA model of online community marketing measurement



#### 4.1.2 Development of mediation variable measurement terms

According to literature research, the mediator variable of this research model is customer value. The two dimensions of customer value derived from the research of many scholars are customer perceived value and customer value innovation. Based on customer-delegation value theory of Kotler et al. (2005), customer perceived value is divided into income category and cost category. Sheth, Newman and Gross (1991) subdivide customer perceived value income category into functional, social, emotional and knowledge. Sexual 4 types of values; Cheng (2007) classifies customer perceived value costs into monetary, energetic, and psychological categories. Jia, Zhang and Wang (2008) conducted an empirical research on customer value innovation. Their research result first elaborated the extrinsic and intrinsic motivation of customer participation in value creation, and it analyzed customer participation value of customers. The essence of creating activities, and from the perspective of knowledge transfer and perspective of the relationship, respectively discuss the internal mechanism of this essence formation, and lay a theoretical foundation for the in-depth analysis of the customer influence mechanism of customer value creation.

Secondly, based on the essence of customer's participation in customer value creation, the psychological contract theory in organizational behavior is introduced into the context of customer participation. From the perspective of psychological action mechanism, the theoretical model framework of the psychological contract's influence on customer value creation in the sense of participation is constructed. Further, based on the motivation and essence of customer participation value creation, from the confluence of "anterior cause-process-result", a theoretical framework model of customer participation in customer value creation is constructed, with a view to affect customer participation from a holistic perspective. The mechanism of the impact of value creation is systematically studied. Finally, to study more deeply the influence mechanism of customer participation activities on customer value creation, based on the uniqueness theory, we explored and analyzed the role of consumer uniqueness in the impact of customer involvement on customer value creation, and empirically tested consumers. Uniqueness needs a moderating effect on the relationship between customer involvement and customer value creation (see Table 4-7).

Table 4-7 Measurement terms for the brand relationship quality dimension

Hypothetical dimension	index	Measurement Terms	Literature support
Customer perceived value	B11	The brand's quality is excellent and reliable.	Sheth, Newman and Gross (1991); Cheng (2007)
	B12	Buying the brand makes people feel good about me.	
	B13	I am willing to use the brand's products or services.	
	B14	I understand the cost of the brand when it is used and maintained.	
	B15	I understand the various kinds of energy that the brand may have to pay.	
Content value	B21	The brand product can provide customers with new values or value categories.	Jia et al. (2008)
	B22	The brand product can provide customers with novel forms.	
	B23	This branded product will enable me to gain more consumer benefits.	

#### 4.1.3 Development of dependent variable measurement terms

According to the previous literature research, brand relationship quality has three dimensions, namely satisfaction, trust and commitment. Kotler et al. (2005) believe that satisfaction is the feeling of pleasure or disappointment that a person feels after comparing the perceived effect (or result) of a product with his expectations. Chaudhuri and Holbrook (2001) use the consumer to accumulate the brand. Satisfaction is measured by sexual satisfaction. This study develops satisfactory measurement terms based on the American

Customer Satisfaction Index Model; Moorman, Zaltman, & Deshpande (1992) define trust as a willingness of the party to exchange to trust the exchange object; Commitment refers to the behavioral intention of the consumer and the brand to maintain long-term relationships regardless of whether the environment is foreseeable or unforeseen (Fournier, 1998); He measured trust from two dimensions of integrity and reliability, and put forward the brand linked to your quality. The localization model has high reliability and validity (He, 2006). This article uses its measurement terms to measure trust and commitment (see Table 4-8).

Table 4-8 Measurement terms for the brand relationship quality dimension

Hypothetical dimension	index	Measurement terms	Literature support
Satisfaction	C11	I am satisfied with the overall brand.	Fournier (1998)
	C12	Compared with my expectations before consumption, I am more satisfied with this brand.	
	C13	Compared with the brand in my mind, I am very satisfied with this brand.	
Trust	C21	This brand makes me feel safe and secure.	He (2006)
	C22	I think this brand is trustworthy.	
	C23	The actual performance of this brand is just like my expectations.	
Commitment	C31	I would rather spend a few twists and turns and buy this brand.	He (2006)
	C32	I am willing to use the brand's products all the time.	
	C33	I will not change this brand because of the changing trend.	

#### 4.1.4 Development of control variables

Online community marketing often conducts research on gender-neutral consumers. Different gender consumers have significant differences in the perceptions of product categories and product brands. Therefore, the author introduces gender as a control variable; age is also in the online community. Obviously, there are significant differences in the time and interests of consumers participating in online community marketing at different ages. Therefore, this study also considers age factor as a controlling factor; education level and annual income have a direct difference to customer perceived value. There is also a big difference in spending power, so this study also uses these two factors as control variables.

#### 4.2 Questionnaire Survey

Research design is to turn the hypothetical variables into actions and plans that can be

manipulated. In marketing research, the common methods are experimental methods and questionnaires. Second, the questionnaire survey method is currently the most empirical research at home and abroad. The common method for obtaining data is a survey method in which an investigator uses a uniformly-designed questionnaire to obtain information or ask for opinions from selected survey respondents (Lai & Chen, 2011). The questionnaire survey method is relatively simple and flexible. The most important thing is to obtain detailed and reliable first-hand information. Based on these considerations, the research in this chapter will adopt a questionnaire survey.

The questionnaire method is mainly to obtain the attitude of the respondents, and the Likert scale is a common method for measuring attitudes (Lai & Chen, 2011). Likert scale design is relatively simple and easy to use compared to other scales. There are five and seven scales, among which, the seven-level Likert scale is relatively accurate, more sensitive to consumer attitudes, and has better validity and reliability than the five-grade scale (Lai & Chen, 2011). Therefore, each item in this chapter's questionnaire is scored using the 7-point method, ranging from 1 to 7 points, 1 completely disagrees, and 7 agrees completely.

#### **4.2.1 Sample selection and data collection**

##### **1. Sample selection**

This study selected survey questionnaires to obtain data. Samples were mainly selected by users of online communities in Bangkok, Beijing, and Shanghai. The main considerations were as follows: First, the author wanted to complete his studies in Bangkok, Thailand, and in Bangkok, First-hand information was better obtained, and Beijing and Shanghai were selected because these two cities are first-tier cities in China. The online community has developed rapidly and has many users. The online community marketing in the two places is very representative. Bangkok is the first-tier cities of Thailand, there are also many members of the online community.

##### **2. Data collection**

The number of samples has a great influence on the study of the structural equation model. Another important issue that should be considered prior to conducting the study is whether the sample size is likely to be sufficient given the number of parameters to be estimated. All methods for the estimation and testing of structural equation models are based on asymptotic theory and the sample size must be 'large' for the parameter estimates and test statistics to be valid. Little theoretical guidance as to what constitutes an adequate sample size is available and the evidence from simulation studies is sparse, but Bentler and Chou (1987) provide the rule of thumb that under normal distribution theory the ratio of sample size to number of free parameters should be at least 5:1 to get trustworthy parameter estimates, and they further suggest that these ratios should be higher (at least 10:1), says to obtain appropriate significance tests (Hans & Christian, 1996).

The data collection time for this study was from November 2017 to March 2018. The entire process went through two phases: The first stage is pre-survey. Based on preliminary research ideas and technical routes, based on literature reviews, survey interviews, expert panels, and individual consumer in-depth interviews, the authors designed pre-research questionnaires for the study and issued questionnaires through the Internet, such as the Chinese user survey using the Internet. Questionnaire star survey, Bangkok users use Google survey; In addition, through issuing paper questionnaires and telephone semi-structured interviews to specific groups of people, 198 valid questionnaires were retrieved. The author used SPSS 24.0 to verify the questionnaires. The degree test has made certain modifications to the relevant measurement terms of the questionnaire and fine-tuned some of the items, eventually forming a formal survey questionnaire. The second stage is to collect formal data. After pre-researched data processing, this research finally formed a formal survey questionnaire, and conducted a formal survey from January to March 2018. 680 questionnaires were distributed through online and on-site distribution, and 619 valid questionnaires were retrieved. 436 online questionnaires were distributed and 183 were distributed on-site, with an effective recovery rate of 89.7%.

This study adopts the structural equation model validation study. The general rule of thumb judges that the estimated parameter is generally about twice the observed variable. There are 32 observation variables that the author intends to study, because the effective sample is greater than 320, this study received the number of valid samples meets the structural equation model requirements.

**CHAPTER 5**  
**THE EMPIRICAL ANALYSIS OF ONLINE COMMUNITY MARKETING**  
**AFFECTING THE BRAND RELATIONSHIP QUALITY**

**5.1 Structural equation model principle and index analysis**

**5.1.1 SEM principle and advantages**

Structural equation modeling (SEM) has become the preeminent multivariate technique, and the Structural Equation Modeling journal has become the preeminent place for the publication of developments and applications in SEM. To workers in SEM, this statement will come as no surprise, nor invite controversy. To others not as committed or as familiar with SEM, this statement may appear dubious. To them, this article is intended. The purpose of this study is to show how both structural equation modeling as a technique and Structural Equation Modeling as a journal, have simultaneously grown since the journal's inception in 1994. This contemporaneous development is no mere coincidence: Both the technique and the journal have given strength and momentum to each other. If SEM continues to respond to the needs of scientific workers, it will continue to flourish, from its present, healthy young adulthood into, perhaps, an immortality that bypasses old age (Scott, 2003).

Structural equation model is a confirmatory multivariate statistical analysis technology. It is a multivariate statistical method that uses linear equations to express the relationship between observation variables and latent variables and latent variables. Its essence is a generalized general linear model. In the areas of market research, social sciences, and management, many variables are hypothetical concepts that people establish to understand and study problems. They cannot be directly measured, and there are no direct measurement methods, such as consumer satisfaction studies, and the preferences of service or research on purchasing behavior cannot be directly measured. When using some observable variables as the latent variable identification, it often contains many measurement errors. Using SEM can enable researchers to process measurement errors in the analysis and explore the structural management between latent variables, SEM assumes a causal relationship between a group of latent variables, latent variables can be represented by a set of explicit variables, and they are a linear combination of several explicit variables. By verifying the covariance between the explicit variables, the coefficients of the linear regression model can be estimated to statistically test whether the hypothesized model is appropriate for the process being studied. If it is proved that the hypothetical model is appropriate, the hypothetical latent variable can be said. The relationship between them is reasonable. The structural equation method is a statistical method based on the covariance matrix of the variable or the correlation coefficient matrix to analyze the relationship between variables. It can effectively integrate path analysis and factor analysis. By reflecting the causality between a series of hypothetical variables as a comprehensive assumption of the statistical causal model, the structural equation can better reflect the influence of the explanatory variables on the explanatory variables. The structural equation



model can deal with the relationship between multiple causes and multiple results at the same time, or it can be solved by multiple regression analysis, path analysis, and factor analysis when encountering latent variables that are not directly observable.

This study will use AMOS 24.0 software to analyze the structural equations. The advantages of SEM are:

First, multiple dependent variables can be processed simultaneously, and the structural equation model can consider and process multiple dependent variables at the same time. In regression analysis, only one dependent variable can be processed. If there are multiple dependent variables that need to be processed, they need to be calculated separately. This way, when calculating a dependent variable, the existence and impact of other dependent variables are ignored.

Secondly, allowing independent variables and dependent variables to contain measurement errors. It can be seen from the measurement equations that many variables, such as the value of the latent variables of member value, customer perceived value, satisfaction, trust, and loyalty in this study, cannot be used in a single observation. The indicators to measure often also contain many measurement errors. From the characteristics of the structural equation model, the structural equations allow both the independent variable and the dependent variable to contain measurement errors. The regression analysis only allowed the measurement error of the dependent variable, assuming there was no error in the independent variable.

Thirdly, the degree of fit of the entire model can be estimated. In the traditional path analysis, only the relationship between the variables of each path can be estimated. In the structural equation analysis, multiple fittings can be calculated by AMOS or LISREL. The parameter values can determine the overall degree of fit of different models to the same sample data. SEM will select the most accurate model to describe the features presented by the sample data volume to verify the hypothesis.

### **5.1.2 SEM construction process**

The use of structural equations for statistical analysis requires the following five steps; the first step, assuming the initial theoretical model; the second step, to determine whether the model can be the only solution to the parameter estimation; the third step, using the maximum likelihood method to estimate The model parameters; the fourth step, the evaluation model and the evaluation model of the replacement model are evaluated; Finally, the model is modified according to the correction index (Hou, Lou, & Cheng, 2004). The SEM model is divided into two parts. The observation model is between the latent variables and the observed variables. The path diagram of the relationship between the latent variables is the structural model (see Figure 5-1 and Figure 5-2).

Figure 5-1 The observation model diagram of the study

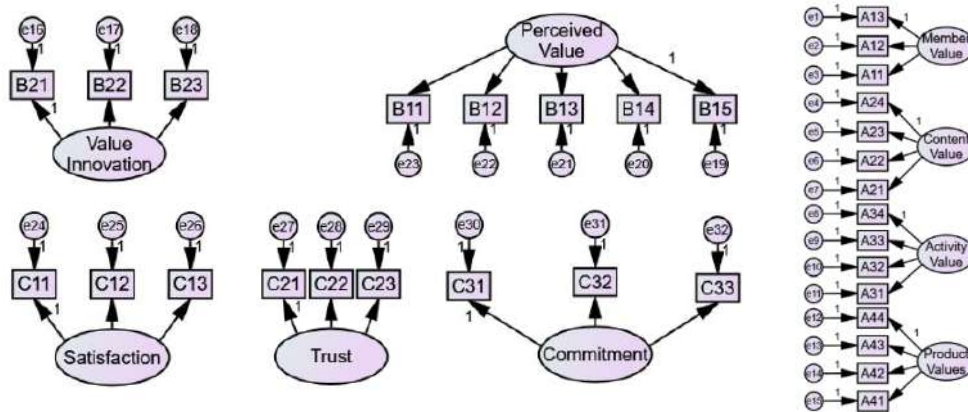
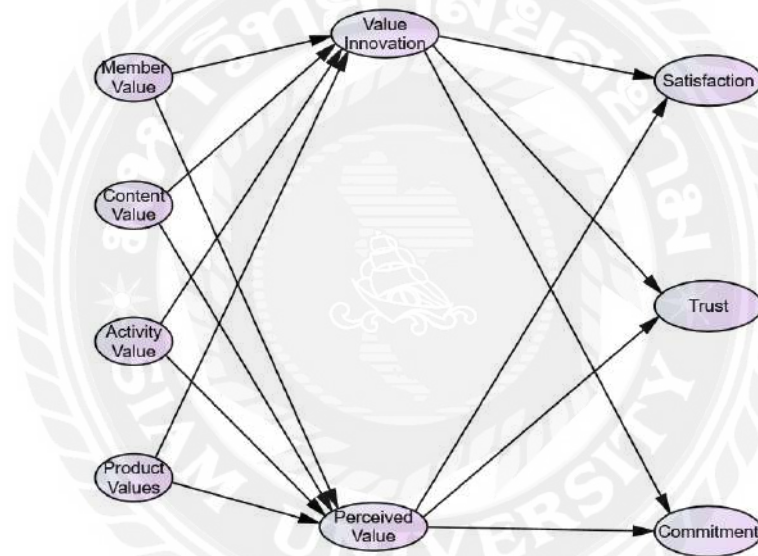


Figure 5-2 The structural model diagram of the study



We used CFA of the first order and the second order, respectively. According to Marsh and Bailey (1991), by calculating the target coefficient this study compares CFA of the first order and the second order to decide the fitness with data. The T-value that is closer to 1 implies that the second-order CFA can replace the first-order CFA, making the model more precise. The relation between the fit of a first-order structure and the corresponding fit of a nested, more restrictive model such as a higher order factor structure is so important that we are proposing a new index of goodness-of-fit to summarize this relation. The index, called the target coefficient (T), is the ratio of the chi-square of the first-order model to the chi-square of the more restrictive model. The application of the target coefficient has the advantage of separating lack of fit due to the second-order structure from lack of fit in the definition of first-order factors (Herbert et al., 1998). The CFA is a prerequisite for statistical analysis using structural equations. Therefore, the author did CFA analysis on the six measurement models involved in Figure 5-1 before doing SEM analysis. Do a structural

equation model test after confirmatory factor analysis.

### 5.1.3 Analysis of SEM indicators

SEM setting principles: There should be at least 2 latent variables in the model (Bollen, 1989); the scale is preferably 7-point scale (Bollen, 1989); each latent variable must have at least 3 questions (Bollen, 1989). The core of the structural equation model is the fitting of the model, that is, whether the model of association between the variables proposed by the researcher fits the actual data and how well the model fits, to verify the theoretical research model proposed by the researcher. The model fitting index is a statistical index to examine the degree of data fitting of the theoretical structure model. Different types of model fitting index can measure the rationality of the theoretical model from the aspects of model complexity, sample size, relativity, and absoluteness. We choose the following 10 model fitting exponents to verify the fitting of the model (see Table 5-1).

Table 5-1 Fitting index

Index Name		Evaluation Criteria
Absolute fitting	Chi-square	The smaller the index Chi-square, the better
	CHI/DF	<3 (ideal); <5 (good)
	GFI	>0.90
	AGFI	>0.90
	SRMR	SRMR <0.05 (good); <0.08 (applicable)
	RMSEA	RMSEA <0.05 (ideal); <0.08 (good);
Relative fitting	NFI	>0.90
	NNFI	>0.90
	CFI	>0.90
	IFI	>0.90

## 5.2 Data quality analysis

### 5.2.1 Data normality test

The prerequisite for using the structural equation model is that the data is normally distributed. Normal distribution tests use skewness and kurtosis coefficient tests. If the absolute value of the skewness factor is greater than 3, the absolute value of the kurtosis coefficient greater than 10 is an extreme value and must be dealt with. In this study, SPSS 24.0 was used to analyze the skewness and kurtosis of all data items. The results show that the skewness and kurtosis coefficient of each measurement variable are within the acceptable range. This indicates that the survey data is approximately normally distributed.

### 5.2.2 Statistical analysis of data descriptive

Descriptive statistics describes the characteristics of a set of samples or the association

characteristics between the variables in a mathematical language. Descriptive statistics can integrate numerous data and form a holistic understanding of the collection of these data. This study focuses on two aspects of descriptive statistics for basic information on members of the online community, including gender, age, education, annual income, and sample source was conducted to describe the sample's category and distribution.

### 1. Gender distribution of sample members

A total of 392 samples of males and 227 samples of females were received in this study. The proportion of males was higher than that of females (see Table 5-2).

Table 5-2 Gender distribution of sample members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	392	63.3	63.3	63.3
	2.00	227	36.7	36.7	100.0
	Total	619	100.0	100.0	

The figure above is "1.00" for men and "2.00" for women.

### 2. Age distribution of sample members

From the age distribution of the sample, there are 119 members aged 20 years and below in the online community, 342 in the 21-35 age group, 134 in the 36-50 age group, and 24 in the 51-year-old and above age group (see Table 5-3).

Table 5-3 Age distribution of sample members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	119	19.2	19.2	19.2
	2.00	342	55.3	55.3	74.5
	3.00	134	21.6	21.6	96.1
	4.00	24	3.9	3.9	100.0
	Total	619	100.0	100.0	

In the above figure, "1.00" is 20 years old and below, "2.00" is 21-35 years old, "3.00" is 36- 50 years old, and "4.00" is 51 years old or above.

### 3. Distribution of sample members' education

Judging from the distribution of education of sample members, the number of members of the online community is 41 in high school and below, 84 in tertiary education, 429 in undergraduate education, and 65 in master's degree or above (see Table 5-4).

Table 5-4 Distribution of education level of sample members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	41	6.6	6.6	6.6
	2.00	84	13.6	13.6	20.2
	3.00	429	69.3	69.3	89.5

4.00	65	10.5	10.5	100.0
Total	619	100.0	100.0	

The above figure "1.00" is for high school education or below, "2.00" for tertiary education, "3.00" for undergraduate education, and "4.00" for master's degree or above.

#### 4. Annual income distribution of sample members

The annual income distribution of the samples collected in this study is as follows. The members of the online community are 38 people with an annual income of 50,000 or below, 186 people with 50,000-10,000, 254 with 100,000-20,0000, and 141 with over 200,000 (see Table 5-5).

Table 5-5 Annual income distribution of sample members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	38	6.1	6.1	6.1
	2.00	186	30.0	30.0	36.2
	3.00	254	41.0	41.0	77.2
	4.00	141	22.8	22.8	100.0
	Total	619	100.0	100.0	

In the above figure, "1.00" means that the annual income is 50,000 yuan or less, "2.00" is 5-10 million (inclusive), "3.00" is 10-20 million (inclusive), and "4.00" is more than 200,000.

#### 5. Source distribution of sample members

In this study, 436 valid questionnaires were retrieved through online surveys, and 183 valid questionnaires were retrieved through on-site investigations (see Table 5-6).

Table 5-6 Data sources of sample members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	436	70.4	70.4	70.4
	2.00	183	29.6	29.6	100.0
	Total	619	100.0	100.0	

The above figure "1.00" is an online questionnaire and "2.00" is distributed on site.

#### 5.2.3 Online questionnaire and on-site distribution of independent sample T test

To test whether there are differences between the two sources of data, this chapter conducted an independent sample T test (see Table 5-7 and Table 5-8). The test results showed that the concomitant probability of the F statistic was greater than the significance level of 0.05. There is no difference in the data collected by these two approaches.

Table 5-7 Means of variables

Resource	Member Value			Content Value				Activity Value			
	A11	A12	A13	A21	A22	A23	A24	A31	A32	A33	A34
Network	5.10	5.11	4.92	5.13	5.29	5.20	5.22	5.18	5.04	4.90	5.07

Field	5.15	5.13	4.99	5.16	5.24	5.16	5.01	5.12	4.97	5.05	5.08		
Resource	Product Values				Perceived Value					Value Innovation			
	A41	A42	A43	A44	B11	B12	B13	B14	B15	B21	B22	B23	
Network	4.94	4.98	5.07	5.14	4.91	4.95	5.57	4.97	5.12	5.39	5.25	5.16	
Field	4.73	4.81	4.99	5.14	4.86	4.98	5.54	5.16	5.19	5.38	5.42	5.25	
Resource	Satisfaction				Trust			Commitment					
	C11	C12	C13	C21	C22	C23	C31	C32	C33				
Network	4.83	4.97	4.89	4.93	5.06	4.93	4.17	4.17	3.95				
Field	4.90	4.95	4.88	4.96	5.07	5.00	4.10	4.08	3.97				

Table 5-8 F test results of different sources

Variable	F	P-value	Variable	F	P-value	Variable	F	P-value
Gender	.622	.700	A32	.059	.577	B21	.161	.919
Age	3.253	.941	A33	.174	.180	B22	.024	.157
Education	1.063	.786	A34	.394	.909	B23	.140	.466
Income	.107	.981	A41	.102	.091	C11	2.228	.608
A11	.068	.682	A42	1.016	.157	C12	2.163	.893
A12	.449	.865	A43	.007	.518	C13	3.542	.966
A13	.941	.523	A44	1.889	.949	C21	2.271	.835
A21	.548	.784	B11	1.371	.662	C22	1.691	.928
A22	2.148	.682	B12	1.525	.834	C23	1.476	.615
A23	.012	.802	B13	.945	.757	C31	9.991	.574
A24	.429	.083	B14	.279	.105	C32	14.901	.504
A31	.001	.581	B15	.242	.576	C33	3.124	.873

#### 5.2.4 Analysis of influence of sample population characteristics on assumption model

To verify the difference between customer perceived value and customer value innovation of online community consumers with different demographic characteristics, the author used the one-way ANOVA variance test in SPSS 24.0. To simplify the analysis, the author refers to the previous scholars' data processing methods of observing variables, that is, the average of the corresponding observation items of customer perceived value and customer value innovation is taken as the measurement indicator of the corresponding concept, thus forming two new indicators. The results of the analysis are shown in Table 5-9. As can be seen from the following figure, online community consumers with different genders, ages, and education levels do not have significant customer perceived value and customer value innovation. Consumers with different annual incomes have a perception of customer value. The customer value innovation was significant, and the concomitant probability of the F statistic was greater than the significance level of 0.05. From Table 5-10, it can be seen that consumers with annual income of 100,000 to 200,000 have a higher customer perceived value evaluation value than those with annual income of 50,000 to 100,000; consumers with an annual income of 100,000 to 200,000 are more than Consumers with a revenue of 5-10 million have a high evaluation value of customer value innovation; consumers with an annual income of over 200,000 have a higher customer value innovation evaluation value than consumers with an annual income of 5-10 million.

Table 5-9 Consumer impact of online community consumers on assumption models with different demographic characteristics

Demographic Characteristics	Customer Perceived value		Customer Value Innovation	
	F	P-value	F	P-value
Gender	.213	.644	1.414	.235
Age	.903	.439	1.081	.357
Education	1.345	.259	.137	.938
Income	4.008	.008	6.506	.000

Table 5-10 Multiple comparisons with Scheffe test

Dependent Variable	(I) income	(J) income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Perceived Value	1.00	2.00	.54759	.20406	.067	-.0244	1.1196
		3.00	.23920	.19937	.696	-.3197	.7981
		4.00	.25386	.20951	.690	-.3335	.8412
	2.00	1.00	-.54759	.20406	.067	-1.1196	.0244
		3.00	-.30839	.11062	.049	-.6185	.0017
		4.00	-.29373	.12800	.154	-.6525	.0651
	3.00	1.00	-.23920	.19937	.696	-.7981	.3197
		2.00	.30839	.11062	.049	-.0017	.6185
		4.00	.01466	.12038	1.000	-.3228	.3521
	4.00	1.00	-.25386	.20951	.690	-.8412	.3335
		2.00	.29373	.12800	.154	-.0651	.6525
		3.00	-.01466	.12038	1.000	-.3521	.3228
Value Innovation	1.00	2.00	.56914	.23107	.110	-.0786	1.2169
		3.00	.18994	.22577	.871	-.4429	.8228
		4.00	-.02520	.23725	1.000	-.6903	.6399
	2.00	1.00	-.56914	.23107	.110	-1.2169	.0786
		3.00	-.37919*	.12526	.028	-.7303	-.0280
		4.00	-.59433*	.14494	.001	-1.0006	-.1880
	3.00	1.00	-.18994	.22577	.871	-.8228	.4429
		2.00	.37919*	.12526	.028	.0280	.7303
		4.00	-.21514	.13632	.477	-.5973	.1670
	4.00	1.00	.02520	.23725	1.000	-.6399	.6903
		2.00	.59433*	.14494	.001	.1880	1.0006
		3.00	.21514	.13632	.477	-.1670	.5973

\*. The mean difference is significant at the 0.05 level.

### 5.2.5 Reliability test of data

Reliability refers to the degree of consistency or stability of the measurement result

data. Consistency mainly reflects the relationship between the internal topics of the test, and whether the various topics of the test measure the same content or characteristics. Stability is a reliable measure of repeated measurements at different times for the same group of subjects. If the questionnaire is designed properly, the results of repeated measurements should be highly relevant. Since this case does not have multiple repeated measurements, the reliability of the measured data is mainly measured using indicators that reflect internal consistency. Cronbach's Alpha coefficient method was introduced in 1951. This method compares the results of any item in the measurement tool with all other items, and it estimates the internal consistency of the scale more carefully. SPSS 24.0 was used to calculate the Cronbach's Alpha coefficient of this sample. To study the internal consistency of the data. The Alpha coefficient of each variable is above 0.9, far exceeding the standard of 0.7, and the Alpha coefficient of the total table reaches 0.979, indicating that the reliability of this scale is very high, and the following observation model and structural model analysis can be performed (see Table 5-11).

Table 5-11 Reliability test and overall inspection of latent variables

Latent Variable	Observation Variable	Cronbach's Alpha
Member_Value	A11, A12, A13	0.937
Content_Value	A21, A22, A13, A24	0.930
Activity_Value	A31, A32, A33, A34	0.929
Product_Values	A41, A42, A43, A44	0.913
Perceived_Value	B11, B12, B13, B14, B15	0.908
Value_Innovation	B21, B22, B23	0.934
Satisfaction	C11, C12, C13	0.950
Trust	C21, C22, C23	0.954
Commitment	C31, C32, C33	0.925
Overall Value	A11, A12.....C32, C33	0.979

### 5.3 Analysis of measurement models and structural models

#### 5.3.1 Verification of convergence validity

Confirmatory Factor Analysis (CFA) is a part of the SEM analysis. Kline (2005) proposed that SEM researchers should analyze the measurement model before performing analysis of the structural model, because the measurement model can correctly reflect the facets or factors of the study. The CFA measurement model variable reduction in this study is based on the two-stage model revision of Kline (2005). Before the structural evaluation, the measurement model is checked. If it is found that the measurement model fit is acceptable, then the second step is performed. That is, a complete SEM model assessment is performed. This study performs CFA analysis on all facets. The nine facets of the model are membership value, content value, activity value, product value, customer perceived value, customer value innovation, satisfaction, trust, and loyalty. The loadings were between 0.783 and 0.969, and they reached the ideal standard. They all reached a significant



level of 0.001; the reliability of combination of variables (CR) was between 0.909 and 0.955, and the average variance extraction value of all latent variables (AVE) Between 0.666 and 0.876 (see Table 5-12), which meets the criteria of Hair, Tatham, Anderson and Black (1998), Fornell and Larcker (1981): First, the factor load is greater than 0.5; Second, the combination reliability is greater than 0.6; 3 The sum of squares of multivariate correlation coefficients is greater than 0.5. This model meets the criteria, so all nine facets have convergence validity (see Table 5-12).

Table 5-12 Analysis of latent facet reliability

Facet	Variable	UNSTD Estimate	S.E.	C.R.	P	SMC	CR	AVE
Member _Value	A13	1	0.874			0.764		
	A12	1.074	0.937	0.031	34.353	***	0.878	0.937
	A11	1.041	0.925	0.031	33.659	***	0.856	0.833
Content _Value	A24	1	0.848			0.719		
	A23	1.141	0.864	0.041	27.566	***	0.746	0.931
	A22	1.142	0.908	0.038	29.972	***	0.824	0.772
	A21	1.077	0.893	0.037	29.145	***	0.797	
Activity _Value	A34	1	0.859			0.738		
	A33	1	0.867	0.035	28.187	***	0.752	0.929
	A32	1.08	0.895	0.036	29.784	***	0.801	0.765
	A31	0.999	0.877	0.035	28.767	***	0.769	
Product _Values	A44	1	0.835			0.697		
	A43	1.004	0.87	0.038	26.414	***	0.757	0.914
	A42	1.039	0.891	0.038	27.278	***	0.794	0.728
	A41	0.981	0.814	0.041	23.938	***	0.663	
Perceived _Value	B15	1	0.849			0.721		
	B14	0.964	0.825	0.039	24.719	***	0.681	0.909
	B13	0.971	0.811	0.04	24.097	***	0.658	0.666
	B12	0.811	0.783	0.036	22.83	***	0.613	
Value _Innovation	B11	0.996	0.81	0.041	24.04	***	0.656	
	B21	1	0.899			0.808		
	B22	1.047	0.969	0.027	38.964	***	0.939	0.936
	B23	0.922	0.86	0.029	31.443	***	0.74	0.829
Satisfacti -on	C11	1	0.903			0.815		
	C12	1.086	0.955	0.027	40.802	***	0.912	0.951
	C13	1.08	0.932	0.028	38.642	***	0.869	0.865
Trust	C21	1	0.93			0.865		
	C22	0.993	0.955	0.022	45.686	***	0.912	0.955
	C23	1.035	0.922	0.025	41.288	***	0.85	0.876
Commit -ment	C31	1	0.895			0.801		
	C32	1.071	0.917	0.032	33.047	***	0.841	0.925
	C33	0.946	0.879	0.031	30.958	***	0.773	0.805

### 5.3.2 Verification of discrete validity

This chapter uses confirmatory factor analysis method to obtain the factor load and correlation coefficient of the factor, and then uses AVE and correlation coefficient to compare. When the square root of AVE of a variable is greater than the correlation coefficient of the variable with other variables, it will explain that the discriminant validity

is good. Each variable has good discriminant validity and passes the validity test.

Table 5-13 Discrete validity

	A	B	C	D	E	F	G	H	I
A	0.913								
B	0.785	0.879							
C	0.814	0.849	0.875						
D	0.826	0.819	0.805	0.853					
E	0.810	0.804	0.806	0.809	0.816				
F	0.690	0.769	0.758	0.780	0.743	0.910			
G	0.684	0.669	0.740	0.761	0.699	0.659	0.930		
H	0.728	0.707	0.783	0.811	0.743	0.700	0.816	0.936	
I	0.590	0.541	0.614	0.614	0.559	0.553	0.765	0.731	0.897

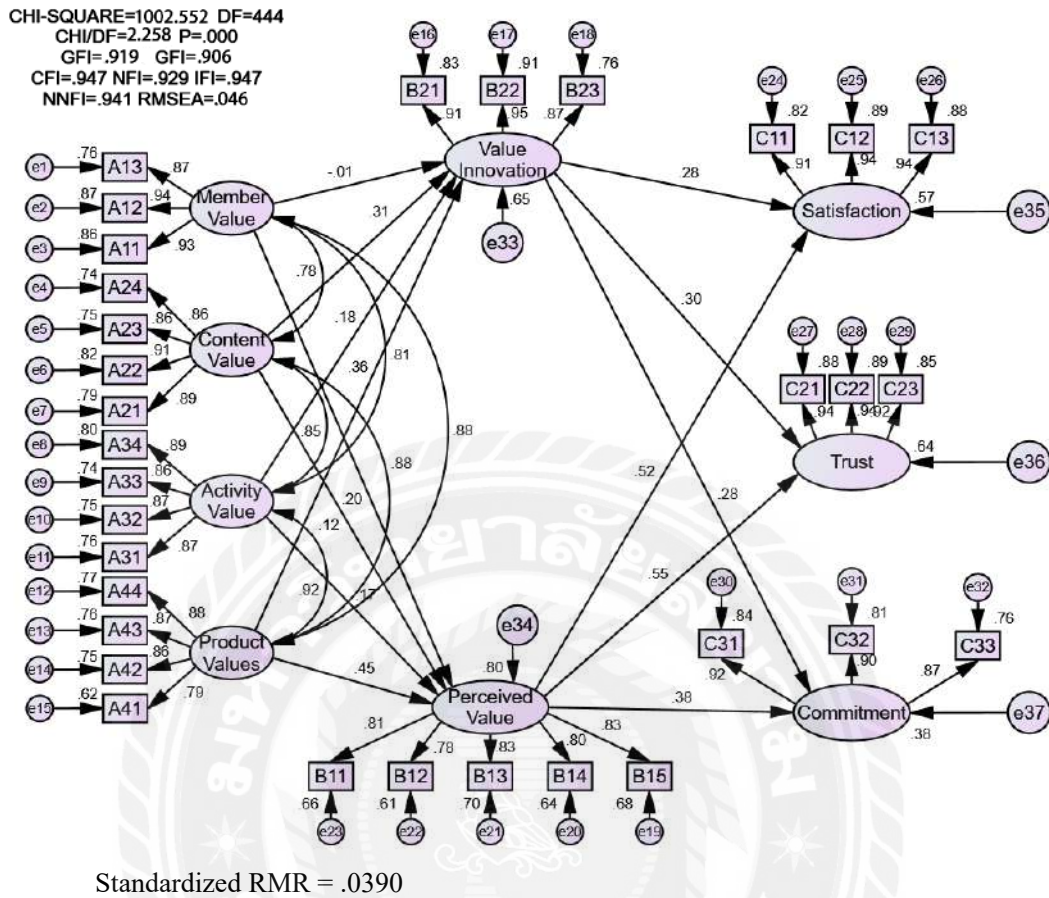
In the above table, A-member value, B-content value, C-activity value, D-product value, E-customer perception value, F-customer value innovation, G-satisfaction, H-trust, I-commitment. The number on the diagonal is the AVE square root of each variable, and the other data is the correlation coefficient between the variables.

### 5.3.3 Overall fit of the model

According to Dawn (2010), SEMs are not scary—they are natural progressions from factor analysis and regression; As such, be careful not to over interpret path coefficients as if they were causal, any more so than if the results had been obtained via regression; Shoot for a sample size of at least 50; Ideally each construct would be measured by at least three indicator variables. If a few constructs are single items, that is probably okay. Constructs measured with four or more variables is probably excessive; Use maximum likelihood estimation (It is usually the default anyway); Check the fit statistics, but as Marsh and Bailey (1991) say: Do not take the rules-of-thumb too seriously. Do not be overly concerned with  $\chi^2$ —it simply will not fit if the sample size is 50 or more. Instead, see if  $\chi^2/df$  is about 3 or under. Do not be overly critical if the CFI is not quite .95, or the SRMR not quite .09; On the other hand, ask good theoretical questions: Is every hypothesized link logically supported, and is there a sound, comprehensive yet parsimonious theoretical story for the entire model; Fit at least one nontrivial competing model, presumably representing the extant literature on which the focal model is building, to see a demonstrable improvement.

When using SEM as a theoretical model to verify, a good model fit is the necessary condition for SEM analysis (Byrne, 2010). The better the fit, the closer the model matrix is to the sample matrix. For the study, see McDonald and Ho (2002), Schreiber (2008), several indicators were selected to evaluate the overall mode of fit, including the chi-squared test, the ratio of chi-square to the degree of freedom, the fitness index (GFI), and the adjusted fitness index (AGFI). Root Mean Square Error of Approximation (RMSEA), Non-Normed Fit Index (NNFI), Normative Fit Indicator (NFI), Incremental Fit Index (IFI), Comparable Fit Index (CFI), Standardized Root Mean Square (SRMR) (see Figure 5-3).

Figure 5-3 The structure model of the study



### 5.3.4 Path coefficients of structural models

In the structural model of the influence of online community marketing on the quality of brand relations, from the results of the following Table 5-14, we can see that the path coefficient of member value to customer value innovation is not significant; the value of activity value is not significant to customer value innovation path coefficient. There are significant effects between the rest of the facets.

Table 5-14 Path coefficient of the structural model

	Facet	UNSTD	Estimate	S.E.	C.R.	P	SMC
Value _Innovation	<-- Member_Value	-0.010	-0.008	0.082	-0.118	0.906	0.651
	<-- Content_Value	0.351	0.311	0.081	4.337	***	
	<-- Activity_Value	0.196	0.175	0.105	1.868	0.062	
	<-- Product_Values	0.379	0.360	0.146	2.595	**	
Perceived _Value	<-- Member_Value	0.207	0.200	0.063	3.313	***	0.800
	<-- Content_Value	0.115	0.117	0.061	1.887	***	

	<--	Activity_Value	0.165	0.169	0.079	2.075	***	
	<--	Product_Values	0.412	0.449	0.112	3.673	***	
Satisfaction	<--	Value_Innovation	0.278	0.284	0.045	6.222	***	0.565
	<--	Perceived_Value	0.587	0.522	0.055	10.745	***	
Trust	<--	Value_Innovation	0.369	0.302	0.042	7.140	***	0.638
	<--	Perceived_Value	0.630	0.555	0.052	12.221	***	
Commitment	<--	Value_Innovation	0.301	0.279	0.058	5.184	***	0.376
	<--	Perceived_Value	0.473	0.382	0.069	6.895	***	

\*\*\* indicates  $P < 0.001$ , \*\* indicates  $P < 0.01$ , \* indicates  $P < 0.05$ , n.s indicates  $p > 0.05$ , and path coefficients are normalized coefficients.

### 5.3.5 Fitting index of structural model

In the structural model of the influence of online community marketing on the quality of brand relations, the results of the following Table 5-15 show that the fitness index meets the significant standard of practice (Cheung & Rensvold, 2002). It can be used as a research standard for SEM.

Table 5-15 Appropriateness of the structural model

Model Fit	Structural Model	Ideal Requirements
Chi-square	1002.552 (P=.000)	The smaller the better
CHI/DF	2.258 (df=444)	<3 (ideal); <5 (good)
GFI	.919	>0.90
AGFI	.906	>0.90
SRMR	.0390	<0.05 (good); <0.08 (applicable)
RMSEA	.0460	<0.05 (ideal); <0.08 (good)
NFI	.929	>0.90
NNFI	.941	>0.90
CFI	.947	>0.90
IFI	.947	>0.90

### 5.4 Empirical results of hypothesis

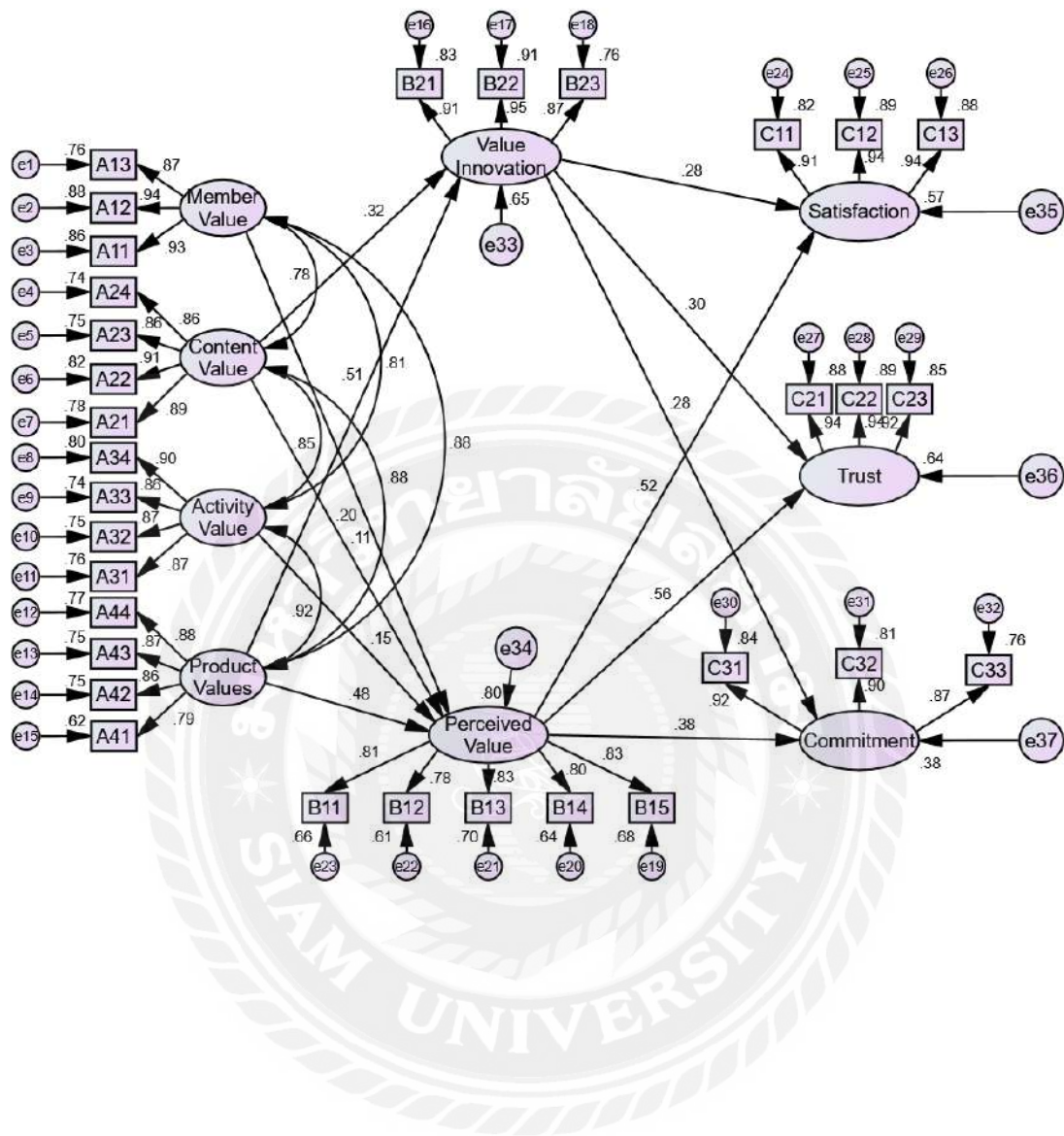
After the above empirical analysis process, the hypothesis test results of this study are obtained, as shown in Table 5-16.

Table 5-16 Verification results of hypothesis

Number	Hypothesis	Results
H1a	The members value of online community marketing has a positive effect on customer perceived value.	Support
H1b	The members value of online community marketing has a positive effect on customer value innovation.	Not support
H2a	The content value of online community marketing has a positive effect on customer perceived value.	Support
H2b	The content value of online community marketing has a positive effect on customer value innovation.	Support
H3a	The activity value of online community marketing has a positive effect on customer perceived value.	Support
H3b	The activity value of online community marketing has a positive effect on customer value innovation.	Not support
H4a	The product values of online community marketing have a positive effect on customer perceived value.	Support
H4b	The product values of online community marketing have a positive effect on customer value innovation.	Support
H5a	Customer perceived value has a positive effect on satisfaction of brand relationship quality.	Support
H5b	Customer perceived value has a positive effect on trust of brand relationship quality.	Support
H5c	Customer perceived value has a positive effect on commitment of brand relationship quality.	Support
H6a	Customer value innovation has a positive effect on satisfaction of brand relationship quality.	Support
H6b	Customer value innovation has a positive effect on trust of brand relationship quality.	Support
H6c	Customer value innovation has a positive effect on commitment of brand relationship quality.	Support

The adjusted model of the research results is shown in Figure 5-4 below.

Figure 5-4 Adjusted research result model



## CHAPTER 6 THE CONCLUSIONS AND DISCUSSIONS

### 6.1 Research conclusions

The concept of corporate marketing has changed from enterprise-centered to consumer-centered. To maintain competitive advantage, retain customers, and increase customer loyalty, companies have begun to pay more attention to using brands to establish long-term mutual relationships with their customers. Online community marketing is a fast marketing model that focuses on customers and becomes a communication brand enterprise. The customer's bridge has increasingly attracted the attention of consumers and brand companies. However, the reality is: For consumers, there is a big difference in understanding and utilizing the brand community; how to understand the value of the brand community and make full use of the brand community for the brand enterprise and the operator of the marketing community? Their perception of the customer value of the focus brand, and even the value innovation of participating in the brand, further promote the quality of their brand relationship with the focus brand is a problem to be solved. It is based on this research background. This article focuses on the relationship among online community marketing, customer value, and brand relationship quality. It further studies and discusses the mechanism of online community marketing to promote brand relationship quality through empirical verification of the questionnaire data of 619 consumers participating in online communities. It fully and clearly illustrates the mechanism of brand community marketing influencing the quality of brand relationships. While deepening the research on the quality of brand community and brand relationships, it also reveals how brand community marketing promotes customer perceived value and value innovation, and it enhances the quality of customer brands. The most practical and feasible path. Taken together, the main conclusions of this study are as follows:

First, network community marketing is based on consumer behavior theory, marketing management theory, and organizational behavior theory. It is combined with expert interviews and consumer interviews to summarize the dimensions of member value, content value, activity value and product value. The four main dimensions, the summarization of these four dimensions are important improvements to the previous marketing of the online community. Prior to this, the mainstream view of scholars in various countries was that online community marketing has three types of values: emotional value, social value and functional value (Jiraporn, 2007). These three types of values are mainly from an enterprise perspective. They cannot reveal other important characteristics of online community marketing. As a result, the relevant followers of online community marketing have no way to conduct online community marketing. In-depth analysis and scientific and rational management. Through theoretical analysis, small-scale interviews, and empirical analysis, this study proves the objective existence of the above four dimensions of online community marketing, and it lays a good foundation for the next step in analyzing the impact of online community marketing on the quality of brand relationships.

Secondly, this study conducted a correlation analysis of the influence of online community marketing on customer value. First, based on literature analysis, this paper subdivides customer value into two dimensions: customer perceived value and customer value innovation. Based on this, the paper analyzes the mechanism of the four dimensions of online community marketing for customer perceived value and customer value innovation. Through empirical research, the hypothesis verification finds that the content value and product values of online community marketing have a significant positive impact on customer perceived value and customer value innovation, but the value of membership and activity value of online community marketing are There is no significant impact on customer value innovation. Among them, the influence of member value on customer value innovation is the most obvious, followed by the impact of product values on customer perceived value, and again, the impact of content value on customer value innovation, and then the impact of activity value on customer perceived value. Product values have minimal impact on customer value innovation. This result shows that the product value and activity value of online community marketing have a more obvious effect on customer perceived value. The value of member value and content value have a more obvious effect on customer value innovation. From the above results, the current value orientation of member value and activity value in online community marketing, cohesion and incentive mechanisms are not obvious enough. It is likely that business and online community marketers are primarily based on business or market aspects. Considering that it is not enough to stimulate customer's innovative opinions on the brand, it is necessary to further strengthen the member value and activity value marketing.

Thirdly, this study further analyzes and validates the impact of customer value on the quality of brand relationships. Many studies have demonstrated that customer perceived value can effectively promote the influence of brand trust, satisfaction, and commitment. This study has also verified this conclusion again through empirical evidence. Among them, customer perceived value has the greatest impact on brand trust, followed by the impact on brand commitments, and finally on brand satisfaction. At the same time, although empirical verification of customer value innovation has an impact on brand satisfaction, trust, and commitment, it has a low impact. This result may be due to customer value innovation in multiple forms, if it is the customer's own innovation or suggests of the brand's innovative opinions are not given feedback or attention, customer's performance on brand satisfaction, trust and commitment will not be effectively improved.

## **6.2 Management implications**

### **6.2.1 Inspiration to consumers**

#### **1. Consumers get consumer value through online community marketing**

There are indications that findings can be generalized to a certain extent and can be used for other brands as well. However, precondition is that brands contain symbolic value for its consumers. As this enables the development of brand fans and devotees, who are



most active members on Facebook brand Fan Pages and who are willing to share personal opinions and stories. Consumers' emotional attachments to brands are vital to develop practices like 'celebrating brand love' and 'exchanging brand narratives'. More over strong brand image and long company history with powerful heritage boost the development of brand communities (Muñiz & O'Guinn, 2001) and this also influences the development of Facebook brand Fan Pages. Therefore, marketing practitioners need to assess brands' emotional value for consumers and then decide how to implement and initiate online social practices on Facebook Fan Pages. Future research projects could extend this study by investigating other brands and their Facebook Fan Pages to either reconfirm findings of this study or to extend and challenge the results. Investigations of brands from other product categories could explore how these practices are represented in other brand communities. Additionally, future study projects could investigate other Social Networking platforms like Twitter or Google+. More over an in-depth investigation of the practice 'pressure valve for discontent', could develop more insights how these posts achieve consumer's satisfaction. Furthermore, advanced exploration of the practice support and information resource could find different forms of value consumers' gain when receiving help from fellow members in comparison to receiving help from the brand itself (Bakeberg, 2016).

Through online community marketing, customers can obtain more value such as member value, content value, and activity value. Gaining consumer value is one of the reasons why a customer purchases a product. Giving customers more value is also a new source for companies to gain a competitive advantage. Enterprises can use different methods to allow customers to obtain more value, such as through product innovation, improve service quality, allow customers to have more experience, and implement service marketing within the company. These measures enhance customer value on the one hand and allow customers to perceive purchases as gains. However, as economic development changes from a service economy to an experience economy, customer experience is a way to enhance the sense of value and a key factor in retaining customers. Business-driven brand-oriented online community is a place where customers can have a good experience. In an organization made up of people who have ideas about the brand, everyone has the same interest in the brand, guided by influential members, starting member values, customers can get emotional support, get respect, other people's attention and sense of belonging; Through the interaction of online community content and activities, customers can understand each other, reduce the strangeness between customers, experience interpersonal enthusiasm, love and care, these can allow customers to obtain customer perceived value, and then inspire customers will do more. This is the kind of customer value innovation that is precisely what the product itself cannot provide.

In addition, online community marketing allows customers to interact with branded products. Through the marketing of product values, customers who join the online community can share the company's product information and brand information so that customers can better understand the company. At the same time, different customers have

different experiences with products and have different understanding of the products. There are different cognitions or solutions to the problems that occur in the products. Therefore, some product problems encountered by customers can be solved through the community because information interaction among customers can well share the solutions to product problems. Through sharing, gaining product value, service value, actively sharing information with others, sharing some of their own experience in using the product, you can also share emotions when using the product. In addition, brand interaction can also share some issues that arise during product use. Dissatisfaction can be shared. These negative sharing may trigger the concern of other customers and can provide solutions to problems that others provide. They are Helping customers reduce their negative emotions on brands and products, allowing them to maintain positive emotions throughout the product's use and maintain their level of satisfaction at the time of purchase. This facilitates consumers' perception of customer value, and at the same time, the customer has a deeper understanding of the company's product values and new understanding of customer value, thus completing new customer value innovation, customer perceived value and innovation to enhance customer satisfaction, trust and commitment to the brand. This is a virtuous cycle of iterations that makes the quality of brand relationships between customers and brands spiral.

## 2. Consumers influence companies through online community marketing

Through online community marketing, customers can influence corporate decisions, better protect the brand, and develop the brands they are admiring for health. The success of an enterprise cannot be separated from the enterprise's own efforts. However, if an enterprise wants to maintain a competitive advantage in the market and competition, it is necessary to understand the market and understand customers. The most important content is to obtain various feedbacks from the market and obtain customer suggestions. In a broad sense, companies and customers are integrated. Many companies regard customers as part of the company and are an important source of product creativity. Therefore, as a consumer, when the consumer product is loyal to the brand and there is an emotion to the brand used, the consumer who has a strong emotional or loyalty to the brand will have a responsibility or impulse to contribute his own experience using the product, pointed out some of the deficiencies in the brand products, and he hopes the company can improve products.

The online community provides consumers with such channels of information transmission. The company collects some information exchanged by customers through online community marketing. This information may contain suggestions or experiences of customers. If there are problems in the design, production, and service of enterprise products, for consumers, to better protect the consumer brand, it can be reflected through the online community. In addition, customers can also communicate brand building suggestions to companies through the brand community, so that corporate brands can develop in a healthy direction. This is also a way for consumers to value.

## **6.2.2 Inspiration to business managers**

### **1. Enterprises should pay close attention and actively guide the development of online communities**

Enterprises should pay attention to the following issues when developing online community marketing: First, good customer interaction is very important for the quality of brand relationships. Customers interact with customers and customers interact with companies. This depends on companies sharing product information, technical information, and the content of brand information is valuable, valuable content allows active customers to understand the brand first, and then these customers spread to members of the community to enhance the ability of information interaction among customers. Only companies can broadcast a certain amount of content information. Customers will have information in the community. For the value of activities, the key is the cultivation of interpersonal and interpersonal awareness among group members. When enterprises are called upon to engage in group activities, they must emphasize the mutual help awareness and team awareness of members, increase their ethnic awareness, and allow members to do more. Some team activities allow members to exchange emotions. Through organizing activities, they increase the emotional input of community members to the community and make them believe that the community is valuable to them. The friendship with other community members is also very good for themselves. meaningful. As for the value of membership, enterprises can consciously formulate some non-compulsory social systems or community rules, such as some rules of behavior of members, and lead demonstrations through good-quality, capable community members, so that they can subconsciously change their membership. In consciousness, when these perceived responsibility obligations are fulfilled, they will actively promote members' satisfaction and trust in the brand. In addition, as an exchange place for customers, the online community can open some special exchange places to enhance product values, such as technical exchanges, emotional exchange sites, and proposed areas. This will benefit the value innovation of community member customers and enhance the quality of brand relationships.

### **2. Actively develop online community marketing to mobilize perceived value and creation of community members' customers**

Customer perceived value includes two aspects, perceived gain and perceived gains and losses. Profits are the service experience and technical support that customers receive during the use of the product. These values can be obtained through interactions between members of the brand community. Gains and losses are the purchase time, product maintenance, and the time and effort it takes to maintain a relationship with the company. The brand community allows the customer to understand the company well, understand the brand and product, and at the same time, it can also be well maintained. All these relationship with other customers are not provided by other marketing content of the enterprise. Therefore, through the online community marketing, it is also possible to supplement the defects of other marketing content, reduce the perceived loss when the customer purchases the product, and then feel the brand value is higher. Companies need to organize some meaningful community activities on a regular basis, and they often must

solve problems or provide help for issues that arise in the community. Actively guide the customers of newly joined groups and participate in community activities. The purpose may be to obtain product or brand information or want to complete a specific task by entering community activities. For this group of members, the company should provide A full range of branding and product information, for example, often releasing information on brand activities, product development, new product launches, and promotions, and promptly addressing various issues raised by these members, so that members of the group can better understand the corporate brand. And the product is better satisfied. Through content value marketing to guide positive information, and not to avoid negative information, companies should provide customers with ways to complain, so that their dissatisfaction can be vented, and through the four dimensions of member value, content value, activity value, product values. Marketing, promoting customer perceived value and creativity.

### **6.3 The limitations of this study and future research directions**

#### **6.3.1 The limitations of this study**

This study revolves around the core issue of how to build and manage online community marketing to promote the quality of brand relationships. First, it conducted an exploratory study of the theoretical framework and constituent elements of online community marketing, and on this basis established an “Internet community”. The theoretical framework of marketing - customer value - quality of brand relationship". Combined with the empirical analysis, the mechanism of network community marketing affecting the quality of brand relationship was thoroughly explained. The expected research objectives were basically achieved, and some conclusions with theoretical value and practical value were obtained. However, due to some objective limitations, this study also has certain limitations and needs to be improved or expanded in future follow-up studies.

##### **1. Limitations of cross-sectional data:**

This study was conducted using a cross-sectional survey method at a time to collect data on differences in consumer brand knowledge for different demographic variables, but between each customer’s customer value and the brand. The relationship will change over time. To make a positive conclusion on the relationship between latent variables, it is not enough to rely solely on cross-cutting research methods. It is also necessary to use the vertical survey method to track the changes in the customer's customer value and the quality of the brand relationship, so that the study can be concluded. The conclusion is more scientific.

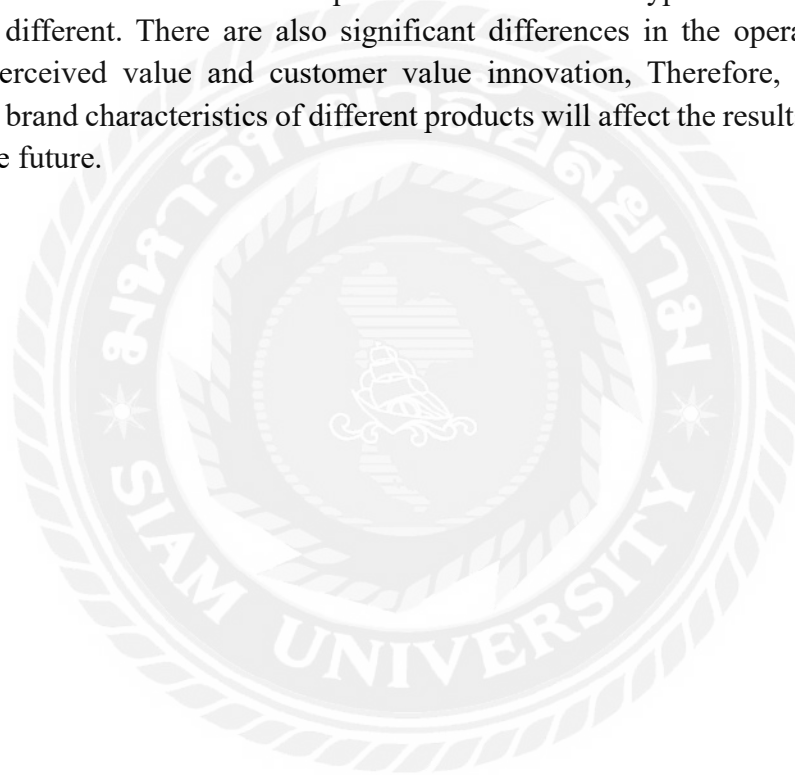
##### **2. The influence of retrospective research design:**

Part of the investigation of this study adopts research design afterwards, and its information will inevitably be influenced by the factors such as memory, cognition and discrimination of the respondents. Subsequent studies may consider several recurring service brands (such as brand express, brand catering, etc.) as research objects to reduce

the impact of the above factors.

### **6.3.2 The future research directions**

Participants of the brand community can be divided into two categories, called "diver" and "active". Not all participants can obtain similar benefits, Therefore, future studies also need to adjust the role of brand community participation in the influence of brand community characteristics on the quality of brand relationships. Community characteristics have an impact on the quality of brand relationships. At present, the common brand communities are mainly automobiles, mobile phones, computers, games, tourism services, catering services, financial services, and education services. These brand communities are mainly based on individual consumption. These different types of brand features are completely different. There are also significant differences in the operational levels of customer perceived value and customer value innovation, Therefore, we can explore whether the brand characteristics of different products will affect the results of this research model in the future.



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