Drivers of Consumer Engagement in Social Media Embedded Brand Communities: A Theoretical Approach

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Abstract: In a technology driven dynamic world, brand managers need to abreast and equip themselves with the latest technological methods to sustain their brands in a competitive market. For millennials, brands with no online presence are non-existent. Social media platforms offer vast scope for marketers in the form of brand communities to entice and engage existing and potential consumers. The main question brand managers are facing today is what drive consumers to engage in social media embedded brand communities. Therefore, the main aim of the study is to identify the drivers of consumer engagement in social media embedded brand communities. The drivers of consumer engagement in social media embedded brand communities are derived from the existing literature and theory support. The study discovered brand identification, brand satisfaction, brand trust (brand-focused), online brand community identification, online brand community satisfaction (social), information, entertainment, networking and monetary incentives (community benefit) as drivers to stimulate consumers to engage with brands as well as with other community members to sustain brands via brand communities. The implications for academicians and practitioners are also discussed.

1. Introduction

In today's digital world, social media is the new buzzword for millennial generation (Mukherjee & Banerjee, 2019). "Social Media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content" (Kaplan & Haenlein, 2010). It has flourished as an effective marketing communication medium due to its personalised and interactive features. Social media platforms, especially the social network sites (SNSs) like Facebook, Instagram, Twitter, LinkedIn etc. have emerged as the most sought-after media by marketers to attract and engage existing and potential customers (Shah & Jani, 2016). Social networking sites enjoy huge popularity among millennials, as demonstrated by the

word "Facebook addict" added into the Urban Dictionary (Kaplan & Haenlein, 2010). Social media is the most economical (Bailey, 2010; Kaplan & Haenlein, 2010) and widely used media to reach large number of consumers within fraction of seconds. Therefore, majority of the brand managers are embracing it to foster strong relationships with consumers (Jahn & Kunz, 2012). Apart from company-to-customer or brand-to-customer communications, social media has given a boost to customer-to-customer communications as well. Also, the power of social media to reach millions of users at just one click, has taken customer-to-customer conversations, altogether to a different level (Mangold & Faulds, 2009).

The brand managers in the corporate world have an imperative role in building and sustaining the brand

image of their products or services. In this competitive era, they are entrusted with the massive responsibility of taking their brands to formidable heights and maintaining their position in the market. The main aim of a brand manager is to develop a positive image of their brand in the target market. They must continuously adapt themselves to the changing technological environment and build brand communities on SNSs, to engage with consumers in an attempt to provide right direction to uncontrollable customer-to-customer conversations (Mangold & Faulds, 2009). Online brand community is one of the most promising modern marketing approaches for brands competing in a global internet-based market (Brogi, 2014). It has shown tremendous potential to develop sturdy customer-brand relationships(Jahn & Kunz, 2012). Brand communities embedded on social media platforms are trending marketing instruments that brand managers are leveraging to ensure sustainable customer-brand and customer-customer associations. Muniz & O'Guinn, (2001)presented the three-dimensional brand-customer-customer structure of brand communities. Consciousness of kind was declared the most significant marker of an offline and an online brand community reflecting the strong customer-brand bond and even stronger the customer-customer bond(Brogi, 2014; Muniz & O'Guinn, 2001). Being a member of the same brand community and having shared interests make members feel connected with each other within the community but distinct from others outside the community. The brands are justifying their social media presence by concentrating their energies on achieving their top goals of building community and customer engagement(Shah & Jani, 2016). Majority of brands believe engagement as a means to build community of brand loyal customers and wish to continue using Facebook, Instagram and Twitter for engaging with consumers(Shah & Jani, 2016). Brand communities are generally formed by brand managers as a mode of communication and interaction with consumers(Jahn &

Kunz, 2012). Social media embedded brand community is defined as "a specialized, non-geographically bound community, which is based on a set of unstructured social relationships among admirers of a brand in social media platforms" (Habibi et al., 2016). The brand manager of a company is the corporate administrator of the brand page/profile on various social networking sites, thus reflecting the explicit relationship between members/users of the brand community and the brand(Jahn & Kunz, 2012; Ouwersloot & Odekerken-Schröder, 2008).

Social networking sites (SNSs) have become an indisputable part of millennials' lives to engage with people, brands, organisations etc. "Consumers engaged through social media such as Facebook and Twitter are over 50% more likely to buy and recommend than before they were engaged", as found in a research study by Chadwick Martin Bailey &iModerate Research Technologies(Bailey, 2010). Consumer engagement has its foundation laid on relationship marketing (Dessart et al., 2015) and same applies for the term 'community'(Muniz & O'Guinn, 2001). Thus, brand community provides a perfect structure for establishing customer-brand relationships and customer-customer associations. "Consumer engagement in a virtual brand community involves specific interactive experiences between consumers and the brand, and/or other members of the community. Consumer engagement is a context-dependent, psychological state characterized by fluctuating intensity levels that occur within dynamic, iterative engagement processes. Consumer engagement is a multidimensional concept comprising cognitive, emotional, and/ or behavioral dimensions, and plays a central role in the process of relational exchange where other relational concepts are engagement antecedents and/or consequences in iterative engagement processes within the brand community" (Brodie et al., 2011, 2013) brands are lacking sustained consumer engagement in their communities as increasing or maintaining engagement rates have been found to be the

top most challenge faced by brands on social media(Shah & Jani, 2016).

What drive consumers precisely to engage with the brand (brand managers) and the community (other consumers in the community) in social media embedded brand communities is the research question being answered through this study, which every brand manager would be interested in knowing. By deeply understanding the consumer psychology behind consumer engagement, the same can be utilised by brand managers to interact, integrate and engage with their customers, further leading a conversion of normal customers to brand loyal consumers (Jahn & Kunz, 2012). Also, continuous engagement of members of a brand community is of utmost importance for sustaining a brand community, thus highlighting the indispensable need of knowing the underlying motivations for engaging in community activities (Hsu et al., 2012). The main purpose of this research is to identify the drivers of consumer engagement in social media embedded brand communities based on the past literature studies.

The second section of this paper illustrates a review of literature revealing different types of drivers of consumer engagement and the theories supporting the drivers. The third section reveals the implications for academicians and brand managers.

2. Literature review

2.1 Brand identification

A consumer's "psychological state of perceiving, feeling, and valuing his or her belongingness with a brand" (Lam et al., 2010) defines brand identification while reflecting its cognitive, emotional and evaluative aspects (Stokburger-Sauer et al., 2012). Brand identification has gradually evolved from the organizational identification concept (C. B. Bhattacharya et al., 1995; C. B. S. Bhattacharya, 2003; Stokburger-Sauer et al., 2012), with its roots in the

social identity theory (Elbedweihy et al., 2016; Hughes et al., 2010; Kim et al., 2001; Kuenzel & Vaux Halliday, 2008; Lam et al., 2010, 2013; Wolter et al., 2016).

Social Identity is defined as "that part of an individual's self-concept which derives from his knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership" (Tajfel, 1974). The social identity theory explains the social identity part of the self-concept of an individual. The other part of an individual's self-concept or self-definition or self-perception is the personal identity. Ellemers et al. (1999) derived three elements of an individual's social identity. The first element is 'cognitive' i.e. one's knowledge or awareness of his social group membership. The second element is 'evaluative' i.e. a value either positive or negative appended to one's group membership. The third element is 'emotional' i.e. experiencing an emotional attachment with the group (Ellemers et al., 1999). Based on this, a consumer is said to identify with the brand when he/she self-categorizes oneself as a user of the focal brand, experiencing either high or low self-esteem being a customer of the brand and finally affectively committing to the focal brand. Ashforth (1989) propounded that when an individual defines his self-concept partly with respect to a social referent (e.g. a brand (Elbedweihy & Jayawardhena, 2014), virtual community (Bagozzi & Dholakia, 2002) then group identification can be considered similar to identification with a person (Ashforth, 1989). The social identity-brand identification link were examined in the milieu of small group brand communities by Bagozzi & Dholakia, (2006).

Brand identification, also termed as 'brand relationship quality' (Algesheimer et al., 2005; Habibi et al., 2016) portrayed the powerful relationship between consumers and brands and demonstrated a remarkable direct influence of brand identification on brand loyalty

(Algesheimer et al., 2005; Chou, 2013; Habibi et al., 2016; Kuenzel & Vaux Halliday, 2008; Stokburger-Sauer et al., 2012; Wolter et al., 2016; Yeh & Choi, 2011), brand commitment (Carlson et al., 2008; Tuškej et al., 2013), brand advocacy (Stokburger-Sauer et al., 2012), positive WOM (Kim et al., 2001; Tuškej et al., 2013), online brand community identification (Yeh & Choi, 2011). Wirtz et al., (2013) conceptually proposed brand identification as a brand-related driver of online brand community engagement in online brand communities. Whereas, Dessart et al., (2015) qualitatively advanced it as a brand-related driver of consumer engagement with the brand and the community in online brand communities on social networking sites. Consumer-brand identification as an internal factor influenced the consumer engagement with brand communities on Facebook (Simon, C., Brexendorf, T. O., & Fassnacht, 2016). Based on social identity theory and the literature reviewed, the present study identified brand identification as a driver of consumer engagement with the brand and the community in social media embedded brand communities.

2.2 Brand satisfaction

According to Chris Rockwell, "brand satisfaction is ultimately the accumulation of customer experiences and expectations with the brand across time and brand touchpoints" (Rockwell, 2010). A customer accumulates experiences over each point of contact with the brand. Expectations when evaluated against accumulated brand experiences culminates into brand satisfaction. Satisfaction is termed as an 'abstract' construct as it relates to customer's overall consumption experience (M. D. Johnson & Fornell, 1991). In case of brand satisfaction, cumulative satisfaction based on total customer's experiences with a brand seems a better measure than transaction-based satisfaction (Cheung et al., 2015). "Brand satisfaction can be defined as the outcome of the subjective evaluation that the chosen alternative brand meets or exceeds expectations" (Bloemer & Kasper, 1995). This definition of brand satisfaction is based on the popular expectation-disconfirmation theory (Oliver, 1980).

The expectation-disconfirmation theory was pioneered by Richard L. Oliver in 1977 and 1980. This cognitive theory is based on adaptation level theory by Helson, where actual product or service exposure is compared to an adaptation level i.e. pre-exposure expectations (Oliver, 1980). Such a comparison helps in revising the future adaptation level for subsequent evaluations as actual usage experience above the adaptation or expectation level results in positive disconfirmation (i.e. increase in satisfaction), whereas actual product performance or service experience below the adaptation level results in negative disconfirmation (i.e. decrease in satisfaction). Thus, expectations concerning a product or service performance act as a baseline for satisfaction determination. Satisfaction is said to be the result of a linear relationship between pre-purchase expectations or attitude and corresponding disconfirmations (Oliver, 1980). Expectations can concern disadvantages of a product as well and negative disconfirmation of such expectations also leads to satisfaction (Fournier & Mick, 1999). Expectations referred to the likely performance of the product but few researchers like Woodruff, Cadotte & Jenkins in their study in 1983 proposed norms to be the baseline for evaluating satisfaction (Yi, 1989). Norms as comparative standards reveal what should be the product performance. Experience with the focal product/brand or even with the related brand helps in the formation of comparative standards contingent upon the existing situation.

Brand satisfaction and its direct association with other constructs of relationship marketing like brand loyalty (Apenes Solem, 2016; Hollebeek, 2011; Khan et al., 2016; Mabkhot et al., 2016; McAlexander et al., 2003; Solem & Pedersen, 2016), brand relationship strength (Veloutsou, 2015) were established empirically.

Satisfaction has been indicated as the one of the necessary elements to foster customer engagement (Sashi, 2012). Customer satisfaction has been theoretically considered as a driver of consumer engagement process for new customers in the restaurant industry (Bowden, 2009a, 2009b), as one of the antecedents of customer engagement behaviour (van Doorn et al., 2010), as one of the brand-related drivers of consumer engagement in social media based brand communities (Dessart et al., 2015) and empirically found game satisfaction to be one of the forerunners of customer engagement (Cheung et al., 2015). The current study undertook brand satisfaction as a driver of consumer engagement based on the literature reviewed and expectation-disconfirmation theory.

2.3 Brand trust

Brand trust is defined as "the willingness of the average consumer to rely on the ability of the brand to perform its stated function" (Chaudhuri & Holbrook, 2001). In the present study, brand trust is defined as the belief in the reliability, truth, ability and sincerity of the brand (Veloutsou, 2015). This is closer to fiability(Elena Delgado Balleste, 2011) or honesty (Flavián et al., 2006) dimensions of trust. Trust is the result of a relationship between two parties (Moorman et al., 1993), the trustor (one who trusts, e.g. customer) and the trustee (one who is trusted, e.g. brand) (Sichtmann, 2007). It strengthens personal connections between customers and brands (Hess & Story, 2005). Trust is acknowledged to be more significant for online brands than the offline ones due to lack of face-to-face interaction online (Harris & Goode, 2004). Trust is seen as a confidence one party has on the reliability and integrity of an exchange partner (Morgan & Hunt, 1994). Based on the commitment-trust theory of relationship marketing (Morgan & Hunt, 1994), brand trust as a relational construct is central to delve further into the relationship development process. Customer engagement as a construct belonging to an expanded domain of relationship marketing (Brodie et al., 2011) can be proposed to be influenced by brand trust as trust and commitment are propounded to be the 'key mediating variables' between their antecedents and outcome in Morgan & Hunt's commitment-trust theory of relationship marketing. Trust in a brand predicts brand loyalty and it has been empirically established in both online (Laroche et al., 2012, 2013) and offline (Erciş et al., 2012; Lau, G. T., & Lee, 1999) contexts. Direct and significant connection between brand trust and brand identification was also revealed (Becerra & Badrinarayanan, 2013). Brand satisfaction and brand trust were found to be positively correlated (Chinomona, 2013; Chinomona et al., 2013; Erciş et al., 2012). Brand trust has been theoretically established as one of the precursors of customer engagement (Bowden, 2009b, 2009a; Dessart et al., 2015; Sashi, 2012) and customer engagement behaviour (van Doorn et al., 2010). On the other hand, brand trust has been empirically proved to be an outcome of customer-brand, customer-product and customer-company relationships (Habibi et al., 2014) and consumer's attitude toward online brand community (Jung et al., 2014) as well as consumer engagement (Brodie et al., 2013) within social media-based brand communities. Further, Hollebeek (2011) put forth conceptually that trust can play dual roles of forerunner as well as an outcome of customer brand engagement (Hollebeek, 2011). Therefore, the study reveals brand trust as a driver of consumer engagement in social media embedded brand communities.

2.4 Online brand community identification

Identification with an online community may be defined as "the strength of the consumer relationship with the virtual community and the other members"(Algesheimer et al., 2005), thus revealing the cognitive and emotional elements of social identity theory with respect to brand community identification. "It is the degree to which an individual sees himself as a

part of the community" (Casaló et al., 2010). This social driver (Dessart et al., 2015; Wirtz et al., 2013) as laid down on the foundation of social identity theory (Algesheimer et al., 2005; Hsu et al., 2012; Lee et al., 2014; N. Luo et al., 2016; Marticotte et al., 2016; Nambisan & Baron, 2007; Yeh & Choi, 2011), reflects the consumer's close association with the brand community (offline or online) that one identifies with or belongs to. The main premise of the social identity theory is that the more an individual identifies with a group, the more they concentrate on behaving as a member of the chosen social group (Ellemers et al., 1999). Bagozzi & Dholakia, (2002) pioneered in applying social identity theory over virtual communities and revealed that development of "we-intentions" or "we-ness" in virtual community members were due to identification with the virtual community.

The substantial positive influence of brand community identification on brand community engagement is found by Algesheimer et al., (2005). On one hand, online brand community identification came out to be the most dominating predictor of online brand community participation (Dholakia et al., 2004; Woisetschlager et al., 2008) whereas, Casaló et al., (2010) indicated insignificant direct impact of identification with a virtual community on consumer participation in a virtual community. Online brand community identification was demonstrated as a notable precursor of consumer engagement with brand pages on Social Networking Sites (SNSs) (Tsai & Men, 2013), online discussion communities (Ray et al., 2014). Online brand community identification also acted as a social stimulus for driving other constructs like brand identification (Zhou et al., 2012) , e-WOM (Yeh & Choi, 2011), brand trust (Füller, J., Matzler, K., & Hoppe, 2008), community satisfaction and community promotion (Casaló et al., 2010) etc. Online brand community identification as a social driver of consumer engagement with the brand and other community members within a social media embedded brand

community has been advanced by Dessart et al., (2015) but doesn't have a reliable and valid measurement scale depicting it as a social driver of consumer engagement in social media embedded brand communities. Based on social identity theory and the reviewed literature, the study posits online brand community identification as a social driver of consumer engagement for dual engagement objects operating simultaneously within a brand community.

2.5 Online brand community satisfaction

Satisfaction with a virtual community is defined as "an affective state resulting from user overall evaluation of his/her experience with a virtual community" (Cheung & Lee, 2009). From a psychological perspective, satisfaction is considered "as a global evaluation or attitude made by the individual about the behaviour of the other virtual community members resulting from the interactions produced by both parties in the relationship" (Casaló et al., 2008). In this study, online brand community satisfaction is defined as "a global evaluation or attitude made by the individual about his/her participation in the virtual community and the benefits derived from this participation" (Casaló et al., 2010). All these definitions of online brand community satisfaction point towards the cumulative satisfaction perspective based on members' interactive experiences accumulated till date. Cumulative satisfaction approach is considered in the present study based on previous studies. The online brand community satisfaction is also based on expectation-disconfirmation theory.

Online brand community satisfaction has been proved as a driver of community engagement but in case of online discussion communities (Ray et al., 2014). Online brand community satisfaction has been theoretically identified as an outcome of online brand community engagement from consumer's point of view (Wirtz et al., 2013) and empirically discovered as one of the consequences consumers' participation in virtual brand communities (Sung et al., 2010). Online brand

community satisfaction has been considered of one of the social drivers in the current study because of the iterative nature of customer engagement (Brodie et al., 2011, 2013) and on the basis of empirical evidence showcasing it as a driver of community engagement (Ray et al., 2014) and consumer's participation in virtual communities (Casaló et al., 2010; Woisetschlager et al., 2008). Observing inadequate research on online brand community satisfaction till date, and considering it as a relational construct (Casaló et al., 2008), the present study has considered online brand community satisfaction as one of the social drivers of consumer engagement with the brand and the community to empirically validate the measurement scale in the context of social media embedded brand communities.

2.6 Information, Entertainment, Networking, Monetary incentives

Information is defined here as 'the degree to which a community member feels that the brand community helps them to stay informed or keep up-to-date with brand and product related information (Baldus et al., 2015). *Entertainment* is defined in this study as relaxation, enjoyment, and emotional relief generated by temporarily escaping from daily routines (Dholakia et al., 2004; Dolan et al., 2016; G. Shao, 2009) . *Networking* is defined in this study as the need of bonding with people with a common passion, gaining a sense of belonging to a community and meeting like-minded others (Baldus et al., 2015). *Monetary incentives* means consumers seek to receive economic advantages (i.e., discounts or special price breaks) from their relationships with a business or brand, which can be referred to as monetary benefits (Kang et al., 2014). Information, entertainment, networking and monetary incentives are called 'community benefit', driving ahead consumers towards engagement with the brand and other community members within the online brand community on social networking sites (Dessart et al.,

2015). Based on the Uses & Gratifications theory, these drivers represent the value or gratifications that a brand community member seeks to derive from the brand community usage.

According to Joinson, (2008), uses and gratifications refer to "the motivations of specific uses, and the satisfaction people gain from such use" (Joinson, 2008). The U&G theory can prove useful to identify motivations underneath an individual's continued use of a media (Stafford et al., 2004). Therefore, it is evident that U&G theory describes and evaluates a mass media from its audience lenses (Katz et al., 1973; Lin, 1999; Stafford et al., 2004). The Uses & Gratifications (U&G) theory as a theoretical paradigm has been customarily used in the context of each growing mass media since years (Newhagen & Rafaeli, 1996). It came in to being in relation to one of the oldest broadcasting media i.e. radio in 1940s (Huang, 2008; X. Luo, 2002). Since then, the U&G theory has been widely used in the context of traditional mass media like newspaper, television, books, films (Katz et al., 1973) etc. After the emergence of computer-mediated communication, the uses and gratifications theory was applied to internet (Huang, 2008; Papacharissi & Rubin, 2000; Ruggiero, 2000; Stafford et al., 2004), instant messaging (Quan-Haase & Young, 2010), online games (Wu et al., 2010), blogs (T. J. Johnson et al., 2007), virtual communities (Dholakia et al., 2004; Sangwan, 2005), social media (Dolan et al., 2016; Karlis, 2013) etc. Due to its wide applicability, the U&G theory was called an axiomatic theory (Lin, 1999). The most sought-after type of social media activities, known as social networking sites (i.e. SNSs) were initially used to facilitate connection among friends and relatives and foster new personal relationships. Gradually, marketers realised its significance and started using social media platforms (i.e. social networking sites) to attract and engage customers with their brands, products, other customers etc. to establish and maintain strong customer-brand relationships. After 2005, researchers more often

applied uses and gratifications theory over each newly developed social media platform like Facebook (Quan-Haase & Young, 2010; Raacke & Bonds-Raacke, 2008), Instagram (Sheldon & Bryant, 2016), Twitter (Chen, 2011; P. R. Johnson & Yang, 2009) etc. and over various applications embedded on SNSs like Facebook based music listening applications (Krause et al., 2014), photo sharing (Malik et al., 2016), groups (Park et al., 2009), online brand communities/brand pages (Choi et al., 2016; Jahn & Kunz, 2012; Pletikosa Cvijikj & Michahelles, 2013; W. Shao & Ross, 2015) etc.

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Entertainment motivation is found behind all three COBRA types (i.e. consuming, creating, and contributing). Remuneration and information motivations were found to be behind the consuming

COBRA type only. However, integration & social interaction stimulated both contributing and creating COBRA types (Muntinga et al., 2011). Barger et al., (2016) proposed entertainment/fun as part of the consumer factors acting as antecedents of consumer engagement. Dolan et al., (2016) hypothesized informational and remunerative content to result in passive and positively valenced social media engagement behaviour whereas, entertaining and relational content to result in active and positively valenced social media engagement behaviour. Pletikosa Cvijikj & Michahelles, (2013) empirically investigated the impact of various aspects of company created content on the level of customer engagement in the context of Facebook brand pages and revealed that entertainment content impacted all three indicators of engagement level i.e. like, comment and share followed by information content, which influenced like and comment behaviours of engagement. The remuneration content exhibited lower engagement level. Jahn & Kunz, (2012) found that both customer-focussed values (hedonic and functional) along with one relationship-focussed value i.e. brand interaction value influenced members' fan-page engagement through fan-page usage intensity. On the contrary, De Vries et al., (2012) found that informative and entertaining content of brand posts have no significant influence on both the dimensions of (i.e. no. of likes and no. of comments) brand post popularity. Networking or socializing and information followed entertainment and the least influential factor was monetary incentives as it has not been empirically verified much till now. Park et al., (2009) derived four needs namely, socializing, entertainment, information, and self-status seeking that motivate college students to join and use Facebook Groups. The investigators further discovered positive influence of information on students' civic and political engagement. Social interaction came out to be the most important need that consumers seek to gratify using social media whereas, having knowledge about what other users do, received

least prominence from social media users in a qualitative study by Whiting & Williams, (2013). G. Shao, (2009) indicated that consumers who used Facebook for socializing and information seeking particularly, were the ones more certainly to like or become member of brand pages on Facebook. Dessart et al., (2015) qualitatively explored entertainment, information, networking, and monetary incentives as community value drivers of consumer engagement in social media-based brand communities with focus on dual engagement objects.

Apart from using social media for personal use, they are also being used by marketers to promote their brands or products or company through their brand pages/profiles or brand communities embedded on social media like Facebook, Instagram, Twitter etc. Twitter was identified as an information hub than a platform for socialization (P. R. Johnson & Yang, 2009). Later, Chen, (2011) stressed upon the fulfilment of para-social gratification (need to connect with other people on the same SNS. 'Sociability' was recognised as the vital factor obtained through both mediums (i.e. Facebook and instant messaging technologies) used by university students (Quan-Haase & Young, 2010). In case of influencing Instagram users, surveillance or knowledge ranked first. Through qualitative research, Smith & Gallicano, (2015) enumerated four factors (information consumption, sense of presence, interest immersion and social interaction) for stimulating millennials towards the psychologically absorbed state of social media engagement from mere participation in social media activities. The researchers revealed that these four motivations of millennials were met through the content posted by the organizations on social media. The community benefit drivers (information, entertainment, networking and monetary incentives) considered in the present study are derived from the past studies (e.g. Dessart et al., 2015) and the U&G theory in the context of social media platforms and brand communities embedded on these platforms.

3. Implications

3.1 Implications for academicians

The study has identified nine drivers, namely, brand identification, brand satisfaction, brand trust, online brand community identification, online brand community satisfaction, information, entertainment, networking, and monetary incentives. These can be categorised further into brand-focused, social and community benefit drivers (Dessart et al., 2015). Many of these drivers have been considered as an outcome of consumer engagement too by many researchers owing to the iterative nature of consumer engagement (Brodie et al., 2013; Wirtz et al., 2013). Here, these are considered as drivers of consumer engagement and future researchers can prove the iterative nature of consumer engagement by showing their influence on consumer engagement in social media context. The academicians can further develop and validate the scale considering these drivers in the context of social media embedded brand communities. The academicians can take different combinations of drivers to check their relationship with consumer engagement in online brand communities on social media. Such a combination of driver constructs based on three different theories is a novel contribution to the consumer engagement literature. The study is a value addition for social identity theory, expectations-disconfirmation theory, and U&G theory in the context of social media embedded brand communities.

3.2 Implications for brand managers

The brand pages/profiles is one such social media feature that has empowered brand managers to build customer-brand relationships. But only the efficient utilisation of this feature will help them sustain their brand through brand communities. This study provides them with the most important set of drivers that are imperative for every brand manager to have a thorough understanding to attract, engage and integrate their

customers with their brand communities (Jahn & Kunz, 2012). Brand managers need to emphasise on consumer engagement initiatives that they can sustain for a long time, as insights from social media trends revealed that brands are lacking in sustaining quality engagement (Shah & Jani, 2016). This even lays down more stress on the contribution of this present study as brand managers are recommended to make use of different brand-focused factors for especially existing customers of the brand to engage them with the brand and other members of the brand community on Facebook, Instagram, or Twitter. Also a combination of social and community benefit drivers can be used by brand managers to get community members engage with their brands and other members of the community as well as encouraging them to become customers of their brands too, if still, they are not. Managers are also advised to share the latest information about brand's products, services, events, promotional offers etc. and even encourage the community members to participate in contributing brand related information (e.g. customer reviews etc.) to the community. The brand community environment must be conducive for free flow of information and interaction to engage and sustain customers.

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