

Research on the Influence of Social Presence on Brand Esteem in Virtual Brand Communities: The Mediating Role of Community Identity and the Moderating Role of Institutional Trust

Quanyi Shao and Xueyan Dong

Dhurakij Pundit University, Thailand

Corresponding Author, E-mail: shaoquanyi@zzufe.edu.cn

Abstract

This paper constructs a theoretical framework of the influence of Social Presence on Brand Esteem and explores the mechanism of the influence of others' virtual presence on members' attitude toward their community and brand in the context of Virtual Brand Community. The results show that the three dimensions of Social Presence have significant positive effects on Brand Esteem; Group Identity and Brand Identity play a partial mediating role in the influence of community members' Social Presence on Brand Esteem; Institutional Trust positively moderates the relationship between Brand Identity and Brand Esteem but does not play a moderating role in the relationship between Group Identity and Brand Esteem. The research conclusions of this paper enrich the research ideas of the influence of Social Presence in Virtual Brand Community on consumer Brand Esteem and provide theoretical contributions to the research of Social Presence and Brand Esteem.

Keywords: Virtual Brand Community; Social Presence; Brand Esteem; Community Identity; Institutional Trust

Introduction

The development of the Internet, especially the development of e-commerce, has brought convenience, richness, and accessibility to consumers, but it also deprives customers of direct social contact. Similarly, Virtual Brand Community provides convenience for information exchange and communication among community members, but because it is a virtual network platform, it lacks the influence brought by other people's presence. From the perspective of sociology and psychology, this study introduces the concept of Social Presence to explore how Social Presence affects the psychological and behavioral mechanisms of Virtual Brand Community members' attitudes toward community and brand, to supplement the existing theories. This paper mainly takes Virtual Brand Community as the research theme and discusses the mechanism of Social Presence in Virtual Brand Community on Brand Esteem from the perspective of Social Presence theory. Through the literature analysis and induction plan of previous relevant studies, Community Identity is introduced as the intermediary variable to study whether enterprises can motivate consumers to promote Brand Esteem by enhancing consumers' identification with Virtual Brand Community. In addition, this study will also introduce Institutional Trust as the moderating variable of the study on the influence of community identification on consumers' Brand Esteem and explore whether enterprises can promote

consumers' Brand Esteem by improving consumers' trust in the system in Virtual Brand Community management.

Research Objectives

This paper systematically combs and summarizes the relevant concepts, influencing factors and measurement dimensions of the four variables of Social Presence, Community Identity, Brand Esteem, and Institutional Trust. In the context of Virtual Brand Community, Social Presence is taken as the independent variable, Community Identity as the intermediary variable, and Institutional Trust as the moderating variable, and analyzes their influence paths and mechanisms on Brand Esteem. The research hypothesis and theoretical model proposed in this paper are constructed. By designing a questionnaire, we collect data from consumers participating in the Virtual Brand Community and carry out descriptive statistical analysis on the valid data and test the reliability and validity. The empirical test was conducted by reliability, validity, correlation, and regression analysis. The research objectives of this article mainly include the following three aspects:

1. Test the impact of Social Presence in virtual brand communities on consumer brand promotion, as well as the mediating effect of Community Identity on its impact.
2. Verify the moderating effect of Institutional Trust on the impact of Community Identity on brand promotion.
3. Propose strategies and suggestions to enhance consumer brand promotion willingness in the context of virtual brand communities from the perspectives of Social Presence and Institutional Trust.

Literature Review

1. Virtual Brand Community

The development of the Internet and science and technology has prompted the brand community to gradually virtualize and network, so the Virtual Brand Community is a brand community with the help of network and computer as the medium. Kozinets (2002: 6) proposed that Virtual Brand Community refers to the forum, blog, or personal homepage where consumers share brand experience and brand attitude. Virtual Brand Community is not a fixed form, and any network platform that shares information related to brands and products can be called Virtual Brand Community. Virtual Brand Community refers to a virtual platform for brand lovers to communicate with each other on the Internet with a brand as the theme.

2. Social Presence

Social Presence, also known as Social Presence, social presentation, or social disclosure, is generally called Social Presence by Chinese scholars. Lv Hongbing (2012) explored three dimensions of Social Presence in the context of B2C online shopping, namely Sense Social Presence, Emotional Social Presence and Cognitive Social Presence. Among them, Sense Social Presence means that customers can realize the existence of other customers in the process of online shopping, and other customers can have an impact on customers; Emotional Social Presence refers to the emotional connection between different participants in the virtual space of online shopping through social interaction; The main content of Cognitive Social Presence is the degree to which individual customers can establish connotation relationship with other customers.

3. Community Identity

Liu Xin and Yang Weiwen (2011:135-139) divided Community Identity into two dimensions, Group Identity and Brand Identity, to study the impact of Virtual Brand Community Identity on brand loyalty. Algesheimer et al. (2005: 19–34), Zhang Yingrui and Zuo Bin (2006:475-480) define Group Identity as members' identification with community norms, habits and goals, as well as their willingness to promote brand communities. Jin Liyin (2006:38-43.) pointed out that Brand Identity can be understood as the brand resonance and attachment generated by consumers when they form a close relationship with a brand, and such resonance and attachment play a key role in establishing the relationship between consumers and brands.

4. Brand Esteem

Consumers highly identify with a brand, regard themselves as brand evangelists, actively spread the positive word of mouth of the brand, and have absolute loyalty to the brand. Such consumers have the characteristics of Brand Esteem. McConnell and Huba (2002:54-66) built the term "brand promotion" when studying consumers' behavior towards brands, which refers to the strong psychological feelings that consumers hold towards brands. They are keen to persuade other consumers to buy and use the brand and hinder other consumers from buying and using products of competing brands.

5. Institutional Trust

Zhao Weihong and Wang Dong (2013:89-100.) believe that "Institutional Trust" in virtual brand communities means that members believe that community rules and regulations can openly monitor participants' behaviors and social information and effectively protect members' personal privacy. It is an important related concept in the research of Virtual Brand Community trust.

Research Methodology

In the context of Virtual Brand Community, this paper studies the conditions and influencing factors of Social Presence, and finally inspires the Brand Esteem of community members. On the basis of theoretical analysis, the research framework is constructed, the research hypothesis is proposed, and the data is analyzed scientifically. This study adopts literature research, questionnaire survey, empirical analysis and other methods. In the process of data analysis, statistical software (such as AMOS26.0 and SPSS25.0) is used to analyze the data to verify whether the hypothesis is valid.

The research context of this study is the Virtual Brand Community established by the enterprise-led consciousness. The research objects can be the old customers who have paid attention to and used the brand for a long time, or the new members who have been recommended by others or entered by chance. The research data is mainly collected from electronic product forums, automobile forums and cosmetics forums with large number of users and high user activity. To improve the diversity of data sources and the universality of research conclusions, this study specifically selected the staff of enterprises and public institutions, professional and technical personnel, students and freelancers from Henan, Guangdong, Beijing, Shanghai, Fujian, Sichuan, Xinjiang and other regionally representative regions as the research objects. The formal questionnaire was mainly distributed on-site. A total of 785 questionnaires were sent out and 736 were recovered with a recovery rate of 93.8%, among which 674 were valid, accounting for 91.6% of the recovered questionnaires.

Through the descriptive statistical analysis of the samples, the proportion of males and females is 44.7% and 55.3%, respectively. In terms of age, "31-50 years old" accounted for the highest proportion, 43.8%; In terms of education level, more than 40% of the samples are "undergraduate", "master's degree" accounts for 24.5%, and bachelor's degree or above reaches 75.5%. From the perspective of occupation, "professional and technical personnel (teachers/doctors/lawyers, etc.)" and "enterprise staff" accounted for more than half of the sample; This was followed by "students" and "public institutions/civil servants", accounting for 17.4% and 12.9% respectively. From the perspective of monthly income, the maximum number of samples between "8001-15000 yuan" is 35.5%. Among the respondents, the frequency of Virtual Brand Community visit "2-3 times a week" is the largest, accounting for 47.8%; 83.7% of the samples were concerned about the community for more than 6 months. The sample statistical results show that the respondents are between 31-50 years old, and the most educated are undergraduates. The frequency and attention time of consumers for Virtual Brand Community are concentrated in 2-3 days a week and 6 months to 1 year, respectively. Overall, the sample data are consistent with the study distribution.

Research hypothesis

1. The relationship between Social Presence and Brand Esteem

Pavlou et al. (2007: 105.) found that in the virtual shopping community, the sense of Social Presence can shorten the social distance between the two sides of the transaction and make the buyer believe that the online exchange relationship is similar to the offline exchange relationship, thus reducing the uncertainty of the transaction and enhancing the buyer's purchase intention. Lin et al. (2014: 595–603) revealed that in social networking sites, the sense of Social Presence can affect users' attention and admiration for their favorite brands by enhancing their satisfaction and sense of belonging. Yuan Denghua et al. (2016:61-72) summarized the promotion of brands, pointing out that positive Social Presence experience of brands can enable consumers to establish strong brand emotion with brands, and then establish brand belief and become brand admirers. According to the above research, it can be inferred that the commitment and stickiness tendency of brand relationship is the manifestation of consumers' respect for brands, so the following hypothesis is proposed:

H1a: The Sense Social Presence of Virtual Brand Community members positively affects the Brand Esteem of community members.

H1b: The Emotional Social Presence of Virtual Brand Community members positively affects the Brand Esteem of community members.

H1c: The Cognitive Social Presence of Virtual Brand Community members positively affects the Brand Esteem of community members.

2. The mediating role of Community Identity between Social Presence and Brand Esteem

Bagozzi and Dholakia (2002: 2–21) believe that the foundation of consumers' Brand Esteem behavior is the good emotional connection between consumers and brands and the strong sense of Brand Identity, and interaction is the foundation of consumers' brand affection and Brand Identity. Koh and Kim (2003: 75–94.) pointed out that the key to the sustainable and healthy development of Virtual Brand Community lies in the interaction of community members. The higher the quality of interaction, the higher the brand recognition of consumers, and the brand recognition will further increase consumers' favorable impression of the brand,

thus generating positive brand consumption behaviors. Yang Zhiyong (2013) believes that consumers' active participation in Virtual Brand Community interaction can cultivate a good relationship between enterprises and consumers, thus deepening consumers' recognition and sense of dependence on brands and cultivating firm brand advocates. Jin Liyin (2006: :38-43.) and Li Huamin and Li Rong (2013: 65-71.) both confirmed that Brand Identity contributes to the establishment of long-term friendly relations between consumers and brands.

Conveying rich social cues can give members a high sense of Social Presence, effectively meet the cognitive, emotional and social needs of members, and enable members to identify with their community and brand. With the enhancement of community presence experience and the deepening of brand resonance, members are more willing to establish long-term and stable relationships with virtual brand communities, thus strengthening the willingness to promote brands. Based on the above analysis, the following hypotheses are proposed:

H2a: Group Identity plays a mediating role between Sense Social Presence and Brand Esteem.

H2b: Group Identity plays a mediating role between Emotional Social Presence and Brand Esteem.

H2c: Group Identity plays a mediating role between Cognitive Social Presence and Brand Esteem.

H2d: Brand Identity plays an intermediary role between Sense Social Presence and Brand Esteem.

H2e: Brand Identity plays a mediating role between Emotional Social Presence and Brand Esteem.

H2f: Brand Identity plays a mediating role between Cognitive Social Presence and Brand Esteem.

3. The moderating role of Institutional Trust in the influence relationship between Community Identity and Brand Esteem

Zhao Weihong and Wang Dong (2013: :89-100.) argued that "Institutional Trust" in virtual communities refers to members' expectation that the community has an effective supervision and security mechanism and divided the Institutional Trust of Virtual Brand Community members into two dimensions: monitoring and security. According to Ba and Pavlou (2002: 243), monitoring means that members believe that community rules and regulations are transparent and open and can effectively monitor members' behaviors and community information. Security refers to members' perception that community rules and regulations can effectively protect personal privacy (Glen et al., 2000: 39-48). Veloutsou and Black (2020: 873-885) believes that in virtual brand communities with a higher level of security, the social interaction between members is franker, and frank communication will enable members of the identified community to make higher emotional commitment (Ouedraogo & Ouakouak, 2018:676-696), thus enabling brand consumers to have stronger brand resonance. Higher emotional commitment and stronger brand resonance will increase members' willingness to generate Brand Esteem (Badrinarayanan et al., 2016: 3943-3950.).

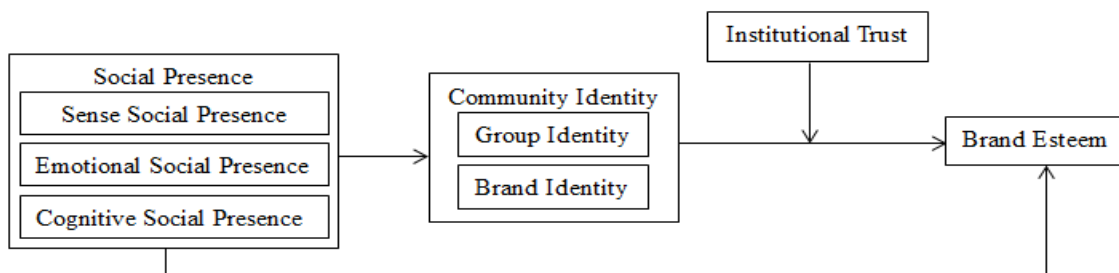
According to the above research, when community members believe that community rules and regulations are transparent and open, can effectively monitor participants' behaviors and community information, and perceive that community rules and regulations can effectively protect personal privacy, members' recognition of the community brand will be enhanced, and

community members' willingness to respect the brand will be enhanced. Based on the above analysis, the following hypotheses are proposed:

H3a: Institutional Trust plays a positive moderating role between Group Identity and Brand Esteem.

H3b: Institutional Trust plays a positive moderating role between Brand Identity and Brand Esteem.

Therefore, the theoretical model constructed in this paper is shown in the figure below:



Picture 1 Research model

Research design

In the process of compiling the scale, it fully draws on the more authoritative and representative mature items at home and abroad and designs the questionnaire. To ensure the scientificity and operability of the questionnaire, some adjustments were made to the scale structure according to the situation of this study, and the widely used Likert 7-level scale was adopted to collect and analyze the data. There are four variables involved in this study. Among them, the Social Presence maturity scale developed by Shen and Khalifa (2008: 722-748) and Lv Hongbing (2013) based on virtual community situations is mainly used for reference, including three factors: "consciousness", "emotion" and "cognition". Based on the research of Algesheimer et al. (2005:19–34) and Moon and Kim (2001: 217–230.), Community Identity is divided into two dimensions: Group Identity and Brand Identity. The Brand Esteem scale developed by foreign scholar Matzler et al. (2007: 1-22.) has been proved to have high reliability and validity in empirical research. It consists of 7 items and has become a measurement tool for many scholars to study Brand Esteem. This scale is also adopted in this study. The Institutional Trust in this study is composed of two dimensions, namely monitoring and security, which is based on the studies of Ba and Pavlou (2002: 243), Glen et al. (2000: 39-48) and Zhao Weihong and Wang Dong (2013: :89-100.).

Empirical analysis

1. Reliability and validity analysis

Through exploratory factor analysis on variables such as Social Presence, Community Identity, Brand Esteem, and Institutional Trust, the Cronbach's α coefficients were 0.907, 0.872, 0.921, and 0.823, respectively, all higher than 0.8, and the coefficients of each dimension were also higher than 0.7. The measurement results of each variable and its dimensions have high stability and consistency. The Bartlett spherical test results showed a high level of significance (Sig.=0.000). The KMO values of Social Presence, Community Identity, Brand Esteem, Institutional Trust, and other variables are all greater than 0.8, which proves that the sample data is suitable for exploratory factor analysis. In this study, the factor load coefficient

values of the measurement index load on its corresponding principal variable are much higher than the cross-load coefficient values of these index load on other variables, which indicates that the factor has no cross-load and has good validity. Therefore, the scale designed in this paper has better reliability and validity, which can be further studied.

2. Correlation analysis

The correlation analysis of each variable is shown in Figure 1 (the symbols SSP, ESP, CSP, CI, BI, BE, and IT respectively represent Sense Social Presence, Emotional Social Presence, Cognitive Social Presence, Group Identity, Brand Identity, Brand Esteem, and Institutional Trust). There is a significant positive correlation among all variables, and the correlation coefficient between variables is less than 0.5. It indicates that the possibility of multivariate collinearity problem among variables is small (Wu Minglong, 2010), and the arithmetic square root of the mean variance extraction of each variable is greater than the correlation coefficient between these variable and other variables, indicating good discrimination validity.

Figure 1 Correlation coefficient matrix

	SSP	ESP	CSP	CI	BI	BE	IT
SSP	0.799						
ESP	0.493**	0.837					
CSP	0.398**	0.476**	0.789				
CI	0.393**	0.434**	0.333**	0.796			
BI	0.409**	0.453**	0.473**	0.320**	0.802		
BE	0.403**	0.438**	0.409**	0.422**	0.487**	0.798	
IT	0.421**	0.470**	0.425**	0.422**	0.437**	0.404**	0.736

Note: N=674; The value marked in black is the arithmetic square root of the mean variance taken from each variable; ** means $p < 0.01$.

3. Fit indicators

Factor analysis was used to test the reliability and validity, and it was found that the measurement model had a good test result, so the structural model was then tested by hypothesis. The validity of all assumptions in the model needs to be determined by checking the size of each path coefficient and its corresponding significance level. As can be seen from Figure 2, CMIN/df is 2.650, GFI is 0.902, RMSEA is 0.050, NFI is 0.918, CFI is 0.947, and the fitting index of structural equation model reaches the standard value, and the fitting degree of structural equation model is good.

Figure 2 Structural equation model fitting index.

	χ^2	df	χ^2/df	RMSEA A	GFI	NFI	IFI	TLI	CFI
Desired value	-	-	<3	0.08	>0.90	>0.90	>0.90	>0.90	>0.90
Model value	1,261.426	476	2.650	0.050	0.902	0.918	0.947	0.942	0.947

Research Results

1. The role of Social Presence in Brand Esteem

It can be seen from Figure 3 that Sense Social Presence ($\beta=0.125$, $P<0.01$) has a significant positive impact on Brand Esteem, that is, H1a is established; Emotional Social Presence ($\beta=0.110$, $P<0.01$) had a significant positive effect on Brand Esteem, that is, H1b was established; Cognitive Social Presence ($\beta=0.279$, $P<0.001$) had a significant positive impact on Brand Esteem, that is, H1c was established.

Figure 3 Model path regression coefficient

			Estimate	S.E.	C.R.	Standardized Path Coefficient	P	Hypothesis
Brand Esteem	< --	Sense Social Presence	0.174	0.070	2.484	0.125	**	H1a Established
Brand Esteem	< --	Emotional Social Presence	0.154	0.075	2.063	0.110	**	H1b Established
Brand Esteem	< --	Cognitive Social Presence	0.313	0.063	4.947	0.279	***	H1c Established

Note: N=674; * means $p<0.05$, ** means $p<0.01$, *** means $p<0.001$.

2. Mediating effect of Community Identity

It can be seen from Figure 4 that model 2 adds mediating variable Group Identity based on model 1. After adding mediating variable Group Identity, Sense Social Presence of independent variable ($\beta=0.189$, $P < 0.001$) still has a significant positive effect on Brand Esteem, but the influence coefficient decreases from 0.213 to 0.189, indicating that the mediating effect exists and is partially mediating. After adding the mediating variable Group Identity, the independent variable affective Social Presence ($\beta=0.172$, $P < 0.001$) still had a significant positive effect on Brand Esteem, but the influence coefficient decreased from 0.206 to 0.172, indicating that the mediating effect existed and was partially mediating. After adding the mediating variable Group Identity, the independent variable Cognitive Social Presence

($\beta=0.375$, $P < 0.001$) still had a significant positive effect on Brand Esteem, but the influence coefficient decreased from 0.423 to 0.375, indicating that the mediating effect existed and was partially mediating. Thus, hypothesis H2a, H2b, and H2c are verified.

In model 3, the mediating variable Brand Identity is added based on model 1. After adding the mediating variable Brand Identity, the independent variable Sense Social Presence ($\beta=0.187$, $P < 0.001$) still has a significant positive effect on Brand Esteem, but the influence coefficient decreases from 0.213 to 0.187, indicating that the mediating effect exists and is partially mediating. After adding the mediating variable Group Identity, the independent variable affective Social Presence ($\beta=0.170$, $P < 0.001$) still had a significant positive effect on Brand Esteem, but the influence coefficient decreased from 0.206 to 0.170, indicating that the mediating effect existed and was partially mediating. After adding the mediating variable Group Identity, the independent variable Cognitive Social Presence ($\beta=0.406$, $P < 0.001$) still had a significant positive effect on Brand Esteem, but the influence coefficient decreased from 0.423 to 0.406, indicating that the mediating effect existed and was partially mediating. Thus, hypothesis H2d, H2e, and H2f are verified.

Figure 4 The mediation effect test of two dimensions of Community Identity

Variable	Brand Esteem		
	M1	M2	M3
Constant	1.176E-15***	-0.013***	0.003***
Sex	0.042	0.093	0.081
Age	-0.043	-0.056	-0.048
Educational Level	0.037	0.039	0.035
Occupation	-0.054	-0.030	-0.039
Monthly Incom	0.014	0.008	0.009
Access Frequency	0.003	0.020	0.013
Attention Duration	0.018	0.013	0.013
Sense Social Presence	0.213***	0.189***	0.187***
Emotional Social Presence	0.206***	0.172***	0.170***
Cognitive Social Presence	0.423***	0.375***	0.406***
Group Identity		0.156***	
Brand Identity			0.139***

R2	0.486	0.502	0.501
Adjusted R2	0.478	0.494	0.493
F	62.691	60.765	60.374
VIF (max)	1.737	1.807	1.826

Note: N=674; * means $p < 0.05$, ** means $p < 0.01$, *** means $p < 0.001$.

3. The moderating effect of Institutional Trust

To verify the moderating effect of Institutional Trust on Group Identity, Brand Identity and Brand Esteem, this paper constructs six models, as shown in Figure 5. In model M3, the moderating variable Institutional Trust is added based on M2. The interaction term of Group Identity * Institutional Trust ($\beta = 0.024$, $P = 0.566 > 0.05$) has no significant effect on Brand Esteem, indicating that Institutional Trust has no moderating effect between Group Identity and Brand Esteem. In model M6, the moderating variable Institutional Trust is added based on M5. The interaction term of Brand Identity \times Institutional Trust ($\beta = 0.166$, $P < 0.001$) has a significant positive impact on Brand Esteem, indicating that Institutional Trust has a positive moderating effect between Brand Identity and Brand Esteem. From this, we can see that hypothesis H3a is not valid and hypothesis H3b is verified.

Figure 5 The moderating effect of Institutional Trust

Variable	Brand Esteem					
	M1	M2	M3	M4	M5	M6
Constant	4.476***	4.476***	4.461***	4.476***	4.476***	4.420***
Sex	0.076	0.079*	0.080*	0.090*	0.085*	0.075*
Age	-0.058	-0.069	-0.069	-0.084*	-0.086*	-0.085*
Educational Level	0.056	0.043	0.043	0.061	0.042	0.043
Occupation	-0.043	-0.056	-0.055	-0.006	-0.030	-0.027
Monthly Incom	0.004	0.022	0.022	-0.004	0.011	0.017
Access Frequency	0.019	0.009	0.009	0.044	0.033	0.031
Attention Duration	0.006	-0.005	-0.006	0.003	-0.008	-0.008

Group Identity	0.416***	0.172***	0.169***			
Brand Identity				0.601***	0.408***	0.437***
Institutional Trust		0.525***	0.534***		0.474***	0.482***
Group Identity and Institutional Trust			0.024			
Brand Identity and Institutional Trust						0.166***
R2	0.190	0.286	0.286	0.254	0.357	0.369
Adjusted R2	0.180	0.276	0.275	0.245	0.348	0.360
F	19.501	29.529	26.582	28.288	40.917	38.786
VIF (max)	1.705	1.708	1.761	1.706	1.708	1.710

Note: N=674; * means $p < 0.05$, ** means $p < 0.01$, *** means $p < 0.001$.

Discussion

This study is based on the research of domestic and foreign experts and scholars, combined with relevant theories, and divides Social Presence into three dimensions: conscious social presence, emotional social presence, and cognitive social presence as independent variables. At the same time, Community Identity is introduced as a mediating variable, and Institutional Trust is used as a moderating variable to discuss and study Virtual Brand Communities as the theme background. Using empirical research to obtain the following conclusions:

1. Sense Social Presence, Emotional Social Presence and Cognitive Social Presence all have significant positive effects on Brand Esteem.
2. Group Identity and Brand Identity play a partial mediating role in the influence of Social Presence on Brand Esteem.
3. Institutional Trust positively moderates the relationship between Brand Identity and Brand Esteem but does not play a moderating role in the relationship between Group Identity and Brand Esteem.

Recommendations

Based on the above analysis, how to enhance the Social Presence of virtual community members to promote their identification with the community, and further stimulate their willingness to promote the brand by enhancing consumer trust in the system, should be a key concern for brand community managers. Therefore, this study provides the following three suggestions to managers in establishing, maintaining, and managing virtual brand communities:

1. Enhance interaction and enhance consumer Social Presence

In addition to using visual aids, short videos, and other interactive methods such as online live streaming, consumers can significantly enhance their sense of Social Presence. In the process of live streaming, the host and consumers, as well as consumers, are interconnected through real-time communication and interaction. Therefore, efforts can be made to improve the Social Presence of consumer members from both the content and form of interaction, thereby enhancing their identification with the community.

2. Adopting a community real name registration system

It is recommended that community members actively register with their real names, take responsibility for their comments about the brand, ensure the reliability and reference value of published information through institutional constraints, protect the personal privacy rights of members, strengthen the genuine feelings between members, and establish a solid foundation of trust for emotional exchange and communication.

3. Emphasize the selection of community managers

The solid professional skills and strong communication skills of community managers should be an important criterion for enterprises to select such talents. At the same time, it is necessary to consciously cultivate a group of emotional consumption members with certain value for the brand in the community as opinion leaders to participate in community management, thereby driving more members to gain a sense of belonging.

References

- Algesheimer, R., Dholakia, U. M., & Herrmann, A. (2005). The Social Influence of Brand Community: Evidence from European Car Clubs. *Journal of Marketing*, 69 (3), 19–34.
- Ba, S., & Pavlou, P. A. (2002). Evidence of the Effect of Trust Building Technology in Electronic Markets: Price Premiums and Buyer Behavior. *MIS Quarterly*, 26 (3), 243.
- Badrinarayanan, V., Suh, T., & Kim, K. M. (2016). Brand resonance in franchising relationships: A franchisee-based perspective. *Journal of Business Research*, 69 (10), 3943–3950.
- Bagozzi, R. P., & Dholakia, U. M. (2002). Intentional social action in virtual communities. *Journal of Interactive Marketing*, 16 (2), 2–21.
- Glen, L. Urban., Fareena, Sultan., & William J. Qualls. (2000). Placing trust at the center of your Internet strategy. *Sloan Management Review*, 42 (1), 39-48.
- Jin Liyin. (2006). Research on brand equity driving model based on brand personality and Brand Identity. *Journal of Beijing Technology and Business University (Social Sciences Edition)*, 21 (1), 38-43. [in Chinese]
- Koh, J., & Kim, Y. G. (2003). Sense of Virtual Community: A Conceptual Framework and Empirical Validation. *International Journal of Electronic Commerce*, 8 (2), 75–94.
- Kozinets, R. V. (2002). The field behind the screen: using net for marketing research in online communities. *Journal of Marketing Research*, 39 (1), 6.

- Li Huamin, & Li Rong. (2013). Research on the relationship between customer experience, Brand Identity, and brand loyalty -- A case study of young customer experience of Apple Mobile Phone. *Economics and Management*, 27 (8), 65-71. [in Chinese]
- Lin, H., Fan, W., & Chau, P. Y. K. (2014). Determinants of users' continuance of social networking sites: A self-regulation perspective. *Information & Management*, 51 (5), 595-603.
- Liu Xin, & Yang Weiwen. (2011). Study on predetermining factors before consumers participate in Virtual Brand Community. *Soft Science*, 25 (03), 135-139. [in Chinese]
- Lv Hongbing. (2012). *Research on the relationship between Social Presence and stickiness tendency in B2C online stores*. Dalian University of Technology. [in Chinese]
- Matzler, K., Pichler, E., & Hemetsberger, A. (2007). *Who is spreading the word? The influence of extraversion and openness on consumer passion and evangelism*. American Marketing Association's Winter Educators' Conference, 1-22.
- McConnell, B., & Huba, J. (2002). *Creating customer evangelists: How loyal customers become a volunteer sales force*. Chicago, IL: Dear born Trade Publishing, 54-66.
- Moon, J. W., & Kim, Y. G. (2001). Extending the TAM for a World-Wide-Web context. *Information & Management*, 38 (4), 217-230.
- Ouedraogo, N., & Ouakouak M. L. (2018). Impacts of personal trust, communication, and affective commitment on change success. *Journal of Organizational Change Management*, 31 (3), 676-696.
- Pavlou, Liang, & Xue. (2007). Understanding and Mitigating Uncertainty in Online Exchange Relationships: A Principal-Agent Perspective. *MIS Quarterly*, 31 (1), 105.
- Shen, K. N., & Khalifa, M. (2008). Exploring Multidimensional Conceptualization of Social Presence in the Context of Online Communities. *International Journal of Human-Computer Interaction*, 24 (7), 722-748.
- Veloutsou, C., & Black, I. (2020). Creating and managing participative brand communities: The roles members perform. *Journal of Business Research*, 117, 873-885.
- Wu Minglong. (2010). *Structural equation model - Operation and application of AMOS*. Chongqing University Press. [in Chinese]
- Yang Zhiyong. (2013). *An empirical study on the impact of customer interaction on export performance*. University of International Business and Economics. [in Chinese]
- Yuan Denghua, Wang Qi, & Zhu Liye. (2016). Brand promotion research review. *Foreign Economics and Management*, 38 (03), 61-72. [in Chinese]
- Zhang Yingrui, & Zuo Bin. (2006). Social identity theory and its development. *Advances in Psychological Science*, 14 (3), 475-480. [in Chinese]
- Zhao Weihong, & Wang Dong. (2013). Virtual Brand Community trust and its influence on brand loyalty. *Journal of Economic Management*, 23 (9), 89-100. [in Chinese]