



Understanding online event experience: The importance of communication, engagement and interaction



Husni Kharouf^a, Rui Biscaia^{a,*}, Alexeis Garcia-Perez^b, Ellie Hickman^c

^a School of Marketing and Management, and Centre for Business in Society, Faculty of Business and Law, Coventry University, Priory Street, CV1 5FB Coventry, United Kingdom

^b Centre for Business in Society, Faculty of Business and Law, Coventry University, Priory Street, CV1 5FB Coventry, United Kingdom

^c Marketing, Strategic Marketing and Management, De Montfort University, Gateway House, Leicester LE1 9BH, Leicester, United Kingdom

ARTICLE INFO

Keywords:

Online consumer-to-consumer interaction
Effective communication
Online content engagement
Online event experience
Behavioural intentions
Mega events

ABSTRACT

Despite the advances in theory about how organisations should manage consumer experience, there is a lack of understanding about how variables such as consumer-to-consumer interaction, content engagement and effective communication affect consumer online experiences, with this being particularly evident in the event industry. This study examines online event experiences and their effects on consumers' behavioural intentions towards mega events. Using a sample of 1726 participants from four countries (United States, United Kingdom, Brazil and South Africa), a structural equation model was conducted. Results indicate that online content engagement and effective communication influence consumers' online experience and positively affects their behavioural intentions towards the event. Online consumer-to-consumer interaction also showed a positive effect on consumers' future behavioural intentions. The findings highlight the need for event organisers to reconsider the rising importance of consumers who are likely to follow the event online and to understand the factors that shape their online experience.

1. Introduction

Mega events such as the Olympic Games and the FIFA World Cup have been growing in intensity and magnitude worldwide, becoming significant elements of contemporary societies (e.g. Müller, 2017). Developments in information and communication technologies over the last couple of decades have allowed for such events to have an increasingly important online presence. Nowadays, digital consumers represent a key part of a mega event's global reach. However, despite mega events having attracted high levels of academic inquiry due to their expected societal impacts (e.g. Heere et al., 2013), there is a lack of research on how consumer online experiences are shaped and the subsequent impact on future behavioural intentions towards these events.

1.1. The growing importance of mega events

Mega events tend to have governing bodies setting the rules and owning most of the rights, incur large costs for the host, are typically not held every year, attract a significant amount of visitors and media

coverage, and generally have a positive effect on the host community (Müller, 2015; Taks, Chalip, & Green, 2015). Dowling, Robinson, and Washington (2013) describe mega events as sporting, commercial or cultural occurrences with significant impacts for the host cities, regions or countries. Mega events require a strong commitment by hosts and often generate mass popular appeal and international attention (Taks et al., 2015). For example, the final estimated cost of the 2016 Rio Olympic Games was £8.4 billion (Forbes, 2016), and the event was projected to be a catalyst for public infrastructure improvements and economic growth (IOC, 2017). Also, a total of 6.6 million foreign tourists visited Rio de Janeiro during the unfolding of the event; more than 6.2 million official tickets were sold, and the event-related competitions were broadcast in 220 countries, reaching a global audience of 3.2 billion viewers (IOC, 2016).

1.2. Mega events and the digital environment

As the importance of mega events continues to grow, attracting consumers and media, so does the relevance of events' online presence. The advances in web-based technologies have provided tools to

* Corresponding author.

E-mail addresses: h.kharouf@coventry.ac.uk (H. Kharouf), rui.biscaia@coventry.ac.uk (R. Biscaia), alexeis.garcia-perez@coventry.ac.uk (A. Garcia-Perez), ellie.hickman@dmu.ac.uk (E. Hickman).

<https://doi.org/10.1016/j.jbusres.2019.12.037>

Received 17 May 2019; Received in revised form 20 December 2019; Accepted 22 December 2019

Available online 01 February 2020

0148-2963/ © 2020 Elsevier Inc. All rights reserved.

produce and distribute information, allowing event hosts to reach and engage with consumers directly and to improve the efficiency of their endeavours (Di Pietro, Di Virgilio, & Pantano, 2012). Digital consumers now represent an integral part of a mega event's global reach. The 2014 FIFA World Cup's official app was downloaded 24 billion times, allowing followers to actively interact with others online, while the digital global stadium registered a cumulative attendance of one billion and generated worldwide traditional and new media coverage (FIFA, 2014). It was, according to Exame (2014), the event with most posts on Facebook and Twitter in Brazilian history. Also, in the lead-up to the 2014 Sochi Winter Olympic Games, the International Olympic Committee's (IOC) Facebook page grew by more than 2 million fans and 24 million people engaged with the event on the platform (IOC, 2014). These figures suggest that consumers are turning to mobiles and tablets to follow the event online and are using social media to interact with each other online (DMN, 2018), which highlights the importance of online communities in the context of mega events.

As noted by Wirtz et al. (2013), an online brand community can be focused on a particular brand or formed around a wider shared interest (e.g. mega event). It can take many forms, from a website providing a space for customer interactions to a group of people using (event) apps to share information and communicate with each other about the event (Bishop, 2007). In this research, we focus on the wider consumers' shared interest on the activities associated with the mega event rather than the event brand in itself, because of the numerous features and new occurrences in mega events (e.g. specific sport results and real-time experiences) and its importance to provide event organisers with insights on how to better manage overall consumers experiences (Levy & Hassay, 2005; Torres, 2017).

1.3. Online consumer experience and mega events

Because of the surge of online-related activities, consumer experience in the online environment has gained relevance in the marketing literature, replacing service quality as the most important factor affecting consumer markets in areas such as mega events (Klaus & Maklan, 2011). Creating conditions to promote a positive online experience for consumers is, therefore, vital for the increased success of mega events. In addition to the 'live' consumption, online experiences represent a key connection point between the event and consumers (McGillivray, 2014). Online event contexts tend to be dynamic and rich in information (Morgan-Thomas & Veloutsou, 2013), often promoting

interactivity and real-time experiences to engage consumers with the event and other consumers (Filo, Lock, & Karg, 2015; Yoshida, Gordon, Nakazawa, & Shibuya, 2018).

Previous studies have found that effective communications, online content engagement and consumer interactions are important aspects when examining consumer online experiences and the continued success of organisations (e.g.; Baldus, Voorhees, & Calantone, 2015; Brodie, Hollebeek, Jurić, & Ilić, 2011; Rose, Clark, Samouel, & Hair, 2012). In turn, the delivery of a good online experience has been suggested to play a central role on consumers' future online behavioural intentions towards organisations (Klaus & Maklan, 2013; Klaus, 2013). Furthermore, Baldus et al. (2015) have suggested that being in online communities often lead consumers to a better evaluation of the overall experience in their interaction with the organisation.

Despite the advances of consumer engagement in theory and practice, there is a need for a better understanding of how variables such as consumer-to-consumer interaction, content engagement, and effective communication affect consumer online experiences. This study is designed to extend the existing theory and enhance the current understanding of the factors contributing to a positive online event experience and its outcomes in the context of mega events. This is particularly important because of the typical transient nature of mega events (i.e. not held every year; Nadeau, O'Reilly, Cakmak, Heslop, & Verwey, 2016), requiring organisers to provide good online experiences around and during the event, before a 'hibernation period' until the next event that often takes place in a different country. This makes consumers' future behavioural intentions towards mega events an important area to study.

2. Conceptual framework and hypotheses development

The continuous growth and increased importance of the digital environment for the success of mega events makes it crucial to understand what determines the quality of the online experience of their target consumers (Yoshida et al., 2018). Given that prior studies have focused on 'live' consumption experiences (i.e. when the event takes place at a physical location such as a stadium; Uhrich & Benkenstein, 2012), the examination of online event experience and its consequences is both timely and warranted. The proposed model (Fig. 1) examines the effect of online consumer-to-consumer interaction, consumer engagement with online contents and effective communication among consumers on the online experience of mega event consumers.

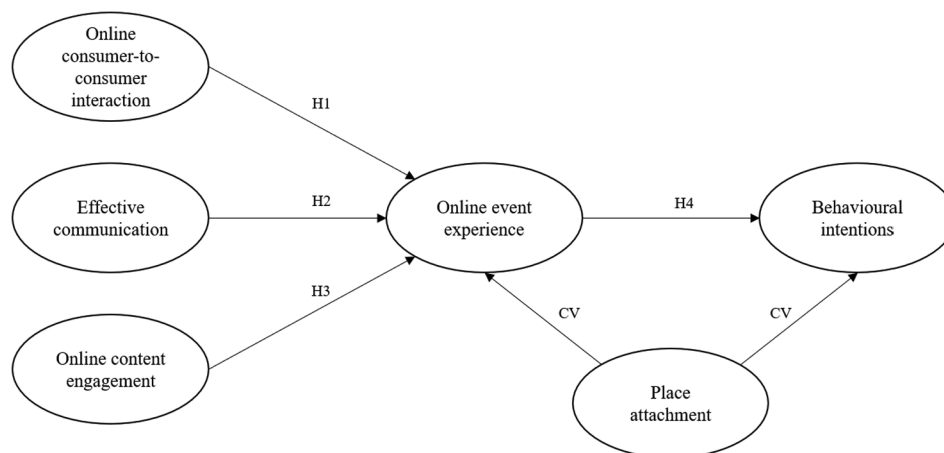


Fig. 1. Hypothesised model.

We propose that a good experience derived from the digitally-facilitated relationship between consumers and the event leads to positive behavioural intentions towards the mega event (i.e. intention to recommend the event to others, say positive things and follow future iterations online). Additionally, we argue that place attachment (i.e. the affective bond between people and a place, object or situation; Yi, Fu, Jin, & Okumus, 2018) acts as a control variable for both online event experience and behavioural intentions, given that a consumer's attachment to the country hosting the event could lead him/her to invest their time, money or effort (Prayag & Ryan, 2012; Yuksel, Yuksel, & Bilim, 2010). This in turn could skew their experience positively and generate favourable behavioural intentions towards the mega event (Aleshinloye, Fu, Ribeiro, Woosnam, & Tasci, 2019). Complementarily, service providers must be cognisant of the increase of cross-group interactions within contemporary society as it may influence consumers' subsequent responses to service experiences (Johnson & Grier, 2013), and digital environments have contributed to the globalisation of the events business landscape. Thus, we examine the proposed model with consumers from different countries because mega events attract a culturally diverse audience, particularly online (FIFA, 2014) making it crucial to understand this cross-cultural environment.

2.1. Online consumer-to-consumer interaction and the mega event experience

The rise of social media has enabled an increased interaction between consumers (Brodie, Ilic, Juric, & Hollebeek, 2013; Eigenraam, Eelen, van Lin, & Verlegh, 2018), which has the potential to influence their perceptions of organisations (Carlson & O'Cass, 2012). Contemporary mega events in particular generate a 'tremendous buzz' online (McGillivray, 2014). Algesheimer, Dholakia, and Herrmann (2005, p. 21) define consumer interaction from a community perspective as "the consumer's intrinsic motivation to interact and co-operate with community members", while Johnson and Grier (2013) refer to it as the active or passive interaction between two or more consumers within a service setting. This is particularly relevant within online environments, where consumers have access to several digital tools that facilitate their interaction with each other (Morgan-Thomas & Veloutsou, 2013). As a result, we define online consumer-to-consumer interaction as the dialogue between two or more consumers by virtue of online experiences with the mega event community. It is important to note that consumer-to-consumer interaction is different from eWOM. Consumer-to-consumer interaction involves reciprocal behaviours between individuals such as sharing information (e.g. providing instructions on how to use a particular service; Johnson, Massiah, & Allan, 2013). By contrast, eWOM refers to interpersonal communications in which a sender spreads a message to receivers (in the form of one-way communication) aiming to influence their decision-making processes (Bao & Chang, 2014). As such, eWOM consists of influential, one-way communication, while consumer-to-consumer interaction is a two-way process more focused on dialogue between consumers without an explicit intention to influence each other's opinion.

Baldus et al. (2015) refer to factors such as status enhancement, learning more about products, or having fun as being important in consumer interactions online, and Huang and Hsu (2010) highlighted that consumer-to-consumer interactions play an important role in shaping the service experience. Looking at the subject from an organisational perspective, Mosteller and Mathwick (2014) argue that facilitating social interaction is often positively perceived by consumers, which often leads to consumers enhanced sense of belonging and loyalty (Kasavana, Nusair, & Teodosic, 2010; Torres, 2017). Moreover, Wu (2007) suggests that consumer-to-consumer interaction can affect their overall evaluation of the experience. This is echoed by Carlson, Suter, and Brown (2008) who argue that the more consumers connect with each other, the higher the probability of interaction between them and the product/service provider, which in turn results in a better consumer

experience. The same principle applies to the online environment (Baldus et al., 2015; Brodie et al., 2013). The online experience provides consumers with a more active role in their interaction with the organisation, which increases the chances of a positive perception of the organisation and its products and services (Vivek, Beatty, Dalela, & Morgan, 2014) ultimately leading consumers to develop favourable behavioural intentions such as recommending the organisation to others (Rose, Hair, & Clark, 2011; Santos, Correia, Biscaia, & Pegoraro, 2019) and adopting actual purchase behaviours (Adjei, Noble, & Noble, 2010).

As most studies are focused on consumer-organisation interaction (Bowden, 2009), there is a need to further investigate the implications of online consumer-to-consumer interaction in a variety of environments (Baldus et al., 2015), such as mega events, due to their growing popularity in the digital environments (McGillivray, 2014), and the fact that social interactions play a critical role in consumer experience in mega events (Stavros, Meng, Westberg, & Farrelly, 2014). Thus, in an attempt to better understand the role of consumer interaction in consumers' online experiences with mega events, we hypothesise that:

H₁: Online consumer-to-consumer interaction in the context of a mega event has a positive effect on online event experience.

2.2. Effective communication and consumer experience in mega events

Communicating effectively with consumers is a critical aspect of the marketing strategy of any organisation (Adjei et al., 2010; Grisseemann & Stokburger-Sauer, 2012). Effective communication has several benefits for organisations, such as reduced perceptions of risk and consumers' positive evaluations of overall experience (Klaus, 2013). In addition, Drennan et al. (2015) have argued that effective communication increases brand awareness and enhances brand experience, because people tend to use acquired knowledge to build experience and make inferences that are more self-relevant and certain (see also, Delgado-Ballester, Navarro, & Sicilia, 2012).

Vargo and Lusch (2004) transformed the way organisations approach communication in service settings, arguing that communication is a two-way dialogue between an organisation and consumers. This two-way dialogue needs to include regular contact and follow ups between the organisation and its consumers (Brodie et al., 2013; Grisseemann & Stokburger-Sauer, 2012). In line with this view, Liang, Ekinci, Occhiocupo, and Whyatt (2013) highlighted the importance for organisations to respond promptly to the opinions and information requests from their consumers. Bhatti and Ahsan (2016) further posit that communication between the organisation and its consumers needs to be relevant, open and transparent. To achieve this, organisations often need to have multiple communication strategies (Jeon & Jeong, 2017), as these are often more effective when tailored and personalised to a consumer or a specific group and use a particular channel, instead of being broad and/or similar across different channels (Yen, Wang, & Horng, 2018). Verhoef et al. (2009) referred in particular to the importance for organisations to distinguish between direct and indirect interactions with their consumers.

Despite the extant body of literature on the importance of online communication and consumer engagement with the organisation, there is a lack of research on the effect of communication in the context of online mega events and its cross-cultural audiences (FIFA, 2014). Therefore, following previous organisational literature, we argue that effective communication plays an integral part in the consumer experience of mega events. Thus, we propose that:

H₂: Effective communication in the context of mega events has a positive effect on the online event experience.

2.3. Online content engagement

Although there is a lack of consensus on the definition of engagement (Calder, Malthouse, & Schaedel, 2009; Vivek, Beatty, & Morgan, 2012), several studies argue that engagement is strongly derived from consumers' experiences with the offerings and activities provided by an organisation (Brodie & Hollebeek, 2011; Vivek et al., 2012). This is the basis for distinguishing engagement from other similar relational terms such as involvement. That is, consumer engagement extends beyond involvement (i.e. consumer's interest and personal relevance of an event; Hollebeek, Glynn, & Brodie, 2014), given that it encompasses a proactive and interactive relationship with an engagement object (e.g. event) and requires an individual's perceived experiential value (Brodie et al., 2013; Mollen & Wilson, 2010).

With developments in the digital environment, opportunities emerge for new immersive and interactive experiences whereby consumers not only observe an event but also become engaged with its environment (Seo & Green, 2008). Sawhney, Verona, and Prandelli (2005) posit that the digital environment allows organisations to engage more richly and quickly with consumers and to create an ongoing interactive dialogue, while Roma and Aloini (2019) acknowledges a trend for organisations to incorporate richer content in their online platforms. The concept of online engagement emerges as “a psychological state which occurs by virtue of interactive [consumer] experiences with a focal agent/object within a specific service relationship” (Brodie et al., 2011, p. 258). Web customisations and website based engagement (e.g. videos) delivered to consumers not only generate value but also promote further engagement (Liechty, Ramaswamy, & Cohen, 2001).

Organisations have a variety of ways to manage the web experience of their consumers, including customisation, interactivity and website design (e.g. Srinivasan, Anderson, & Ponnnavolu, 2002), and these features often lead consumers to a two-way interaction with the organisation (Schivinski, Christodoulides, & Dabrowski, 2016). Consumers' ability to customise their interaction with an organisation's website and 'redesign' their experience represent important aspects of consumer engagement (Eigenraam et al., 2018). In other words, having consumers engaging with the online content provided by an organisation is vital to enhancing the overall experience (Calder et al., 2009).

Increased consumer content engagement through online platforms also has a positive effect on how consumers evaluate the experience of that organisation or brand (Liechty et al., 2001). Calder et al. (2009) suggest that organisations should design more active and interactive online experiences than those they offer through more traditional channels to increase consumers' engagement with the content, while Wang, Yu, and Fesenmaier (2002) refer that the content of online communities should be reliable and cover a broad range of subjects to encourage engagement. Berman and Kesterson-Townes (2012) echo these views and propose that consumers should receive relevant, enhanced experiences aided by information technology and receive a seamless experience across the different channels.

The literature on online consumer engagement has not been tested in the context of mega events. We argue that the global appeal of mega events in contemporary societies and their potential range of impacts make it essential to better understand the basis of successful consumer engagement in this context. In particular, we argue that a better understanding of the interaction between consumers and the online platforms would contribute positively to their evaluation of the event experience. Thus, we propose:

H₃: Online engagement with mega events' contents has a positive effect on the online consumer experience.

2.4. Online mega events and consumer experience

Lemon and Verhoef (2016, p. 71) define consumer experience as “a multi-dimensional construct focused on a [consumer's] cognitive, emotional, behavioural, sensorial and social responses to a firm's offerings during the [consumer's] entire purchase journey”. In an online context, Klaus (2013) views consumer service experience as the consumer's mental perception of interactions with an [event]'s value proposition online. This idea is consistent with Rose et al. (2012) view that online consumer experience is affected by cognitive and affective states that consumers experience during their online navigation. Furthermore, the online context enables an intensive provision of information, the interactions are dictated by consumers anytime and anywhere, and organisations are presented mainly through audio-visual ways (Rose et al., 2011).

Gilmore and Pine (2002) argue that consumer experience represents a move beyond products and services and that, as a consequence, organisations need to deliver a positive experience to their consumers and make it memorable. Delivering a positive consumer experience is important in driving positive behavioural intentions towards an organisation, as has been often highlighted for consumers of mega events (e.g., Hightower, Brady, & Baker, 2002; Kim, Byon, Baek, & Williams, 2019). The rationale for such assumption is that good consumer perceptions of service experiences are crucial to repeat purchase and/or recommendation of the service to others (Carlson & O'Cass 2012; Kim et al., 2019).

With ever-increasing consumer online activities, there is a need to understand how the online consumer experience is shaped, managed and influenced (Mollen & Wilson, 2010). For example, Constantinides (2004) posits that functionality, psychological and content factors are important dimensions of the online consumer experience. In turn, Rose et al. (2011, 2012) argue that the online consumer experience includes cognitive and affective processing of incoming sensory information from a website. Klaus (2013) takes a holistic view of how consumers form their experiences online (i.e. both browsing and goal-orientated behaviours) in each stage of the experience (pre-, during and post-purchase).

Currently, online experiences are part of the research agenda in many business settings (Huang & Hsu, 2010). However, there is a lack of research on consumer experience when it is related to following a mega event online. Previous literature on mega events has mainly focused on physical attendance (e.g. Uhrich & Benkenstein, 2012), and subsequent outcomes of the event (e.g. Biscaia, Correia, Santos, Ross, & Yoshida, 2017; Hightower et al., 2002). To the best of our knowledge, there are no empirical studies examining how online event experience relates to consumers' behavioural intentions. Hence, we propose:

H₄: Online event experience has a positive effect on consumers' behavioural intentions.

2.5. Consumer behavioural intentions in the context of online mega events

The analysis of consumers' behavioural intentions is one of the key issues in the marketing literature, due to its relevance to organisational success (Shim, Eastlick, Lotz, & Warrington, 2001; Williams, Inversini, Ferdinand, & Buhalis, 2017). While behavioural intentions are not the same as actual behaviours, an intention is critical to guiding a consumer's action (Ajzen, 2001). The theory of planned behaviour provides the underlying rationale for this assumption, highlighting that an intention represents a motivational component of how much a person is willing to engage in a behaviour (Shim et al., 2001). A behavioural intention serves as a context-specific representation of a goal-oriented behaviour and can be either positive or negative for organisations. Favourable behavioural intentions are related to positive aspects such as recommending and speaking positively about the service to others,

willingness to pay higher prices and/or expressing cognitive loyalty to the organisation. In turn, unfavourable behavioural intentions refer to the likelihood of switching to competitors, complaining to friends or external agencies and/or reducing their purchasing from the organisation (Rafiq, Fulford, & Lu, 2013).

Mega events expend significant resources to integrate social media practices and develop user-friendly websites to be used in their marketing strategy (Filo et al., 2015). Williams et al. (2017) suggest that events often act as catalyst for online discussions, while Di Pietro et al. (2012) highlight the importance of studying online behavioural intentions due to the advances in web-based technologies. Consumers are no longer passive recipients in online environments (Torres, 2017). Technologies enable them to be more active, share their thoughts and engage in peer-to-peer recommendations from the comfort of their homes. Posts shared online by consumers are vital for mega event organisers given their unprecedented reach. A trend in consumers' intention to continue to follow an event or a recommendation for others to do the same, for example, has the potential to enable a large number of organisations to reshape their strategy while they continue to monitor and control their operations (Di Pietro et al., 2012). As potential consumers frequently use the internet to search for and share information about products and services (Önder, Gunter, & Gindl, 2019; Shim et al., 2001), a positive behavioural intention shared online (e.g. recommendation) may raise awareness of the mega event within an online community and therefore influence others to adopt similar behaviours, be it engaging with the overall event or with part of it. In this study, behavioural intentions refer to a consumer's intention to follow the mega event online in the future, recommend it and say positive things online about the event to others.

3. Method

3.1. Measures

The research instrument was created from established scales in the literature. Online consumer-to-consumer interaction was measured using four items based on the *like-minded discussion* construct from Baldus et al. (2015), to capture the online interactions occurring amongst consumers. Online content engagement was adapted from Rose et al. (2012) and consisted of four items capturing consumers' ability to customise the webpages and interact with the event. In turn, effective communication was measured with three items from McMullan (2005) about the information shared by event organisers. The online event experience was measured using three items adapted from Klaus and Maklan (2013). Place attachment was measured with three items based on Yuksel et al. (2010) to gauge the extent to which consumers relate to the event hosted in their country. Finally, behavioural intentions were measured using four items adapted from Klaus and Maklan (2013), capturing the likelihood to follow the event in future iterations, say positive things and recommend it to others. All items were measured on a 7-point Likert scale, ranging from strongly disagree (1) to strongly agree (7). The item list is available in the Appendix.

3.2. Procedures of data collection

Following previous consumer research (e.g. Chowdhury & Fernando, 2014), the respondents of the current study consisted of a sample of consumers drawn from a nationwide panel provided by an international market research organisation. Respondents were selected based on meeting two conditions: a) have followed a recent mega event online and b) are residents in the host country. By meeting both conditions, respondents could complete the survey. The questionnaire was conducted online in four countries: United States (US), United Kingdom (UK), Brazil (BZ) and South Africa (SA). The selection of these countries was because each has hosted a mega event (the Olympic Games or the World Cup), to ensure geographical spread across four continents, to

provide further generalisability for the model results (i.e. to not rely on a single source of data) and to capture the cross-cultural audience of mega events (Johnson & Grier, 2013). The questionnaire was administered in English in the US, UK and SA, and in Portuguese in Brazil. A translation and subsequent back translation process was undertaken to ensure the accuracy of the instrument (Douglas & Craig, 2007). The questionnaire was first translated into Portuguese by a bilingual scholar. Then, to test the equivalence between the original and the Portuguese instrument, back translation into English was carried out by two Portuguese native speakers who are academics and fluent in English. The accuracy of the translation was then assessed by a native English speaker, and the comparison of the two forms led to the conclusion that the instruments were equivalent.

Concerns about potential Common Method Bias (CMB) were first alleviated through procedural remedies suggested by Chang, Arjen, and Eden (2010), Podsakoff, MacKenzie, Lee, and Podsakoff (2003), and Schimmack and Oishi (2005). These included the (1) proximal separation of predictor and criterion variables in the survey, (2) randomisation of the scale items to control possible item-order effects, and (3) the careful construction of all scale items based on established scales in the literature to avoid ambiguity. In addition to these procedural remedies, we ran two post-hoc tests including Harman's one factor test and Kock (2015) approach to the inner factor VIF scores as described in the results section.

3.3. Sample characteristics

A total of 1726 completed responses from the four countries (US $n = 421$, UK $n = 432$, BZ $n = 446$, and SA $n = 427$) were obtained. The global sample consisted of 875 males (50.7%) and 851 females (49.3%). Most of the participants were in the 21–54 age-range (US 68%, UK 71%, BZ 76%, SA 70%). More than half (55.9%) of the global sample used a laptop or a personal computer to follow the event, while the use of a tablet was marginally more in the UK than the other three countries (US 18.1%, UK 21%, BZ 16.2%, SA 18.9%). Some respondents also used smartphones (US 31.3%, UK 23.1%, BZ 31.6%, SA 36.1%). In addition, more than one-fourth of the participants in each country reported they did not buy any merchandise online during the event (US 24.7%, UK 19.8%, BZ 29.5%, SA 16.6%), while around one-fourth mentioned they bought merchandise for an event attended in person (US 26.2%, UK 31.7%, BZ 35.1%, SA 26.5%).

4. Results

4.1. Model assessment

Data were analysed using SmartPLS 3 and SPSS 24. The skewness values for the overall sample items ranged from -1.33 to -0.49 , while the kurtosis values ranged from -0.65 to 2.32 . These values do not represent non-normality problems that may limit their use in factor analysis (Kline, 2005), with the same applying for each country sample. In addition, descriptive statistics for the constructs indicate that behavioural intentions had the highest mean score ($M = 5.70$; $SD = 1.07$), while online consumer to consumer interaction had the lowest mean score ($M = 5.10$; $SD = 1.07$). The mean scores and standard deviations for the study items (overall sample and each country) are presented in the appendix.

The model assessment started by calculating the scores of the average variance extracted (AVE). All AVE values were greater than the recommended threshold of 0.50 for convergent validity (Fornell & Larcker, 1981), ranging from 0.77 to 0.63 (US), from 0.81 to 0.57 (UK), from 0.84 to 0.68 (BZ), and from 0.79 to 0.55 (SA). In addition, Cronbach's alpha and composite reliability values were above 0.70 for all constructs and across the four countries, indicating the constructs were internally consistent (Hair, Black, Babin, & Anderson, 2013). Table 1 shows AVE values and composite reliability scores for the overall model and for each country.

Table 1Mean (M), Standard Deviation (SD), Composite Reliability (CR), Cronbach's Alpha (α), AVE, and HTMT test for discriminant validity.

Overall (n = 1726)	M(SD)	CR	α	AVE	OCCI	PA	OCE	OEE	EC	BI
OCCI	5.10(1.07)	0.90	0.88	0.73	–					
PA	5.64(1.04)	0.87	0.77	0.69	0.72	–				
OCE	5.31(1.17)	0.86	0.78	0.61	0.69	0.81	–			
OEE	5.17(1.30)	0.89	0.83	0.75	0.72	0.70	0.80	–		
EC	5.46(1.13)	0.87	0.77	0.69	0.70	0.79	0.74	0.79	–	
BI	5.70(1.07)	0.91	0.91	0.80	0.67	0.72	0.74	0.72	0.72	–
US (n = 421)	M(SD)	CR	α	AVE	OCCI	PA	OCE	OEE	EC	BI
OCCI	5.08(1.38)	0.92	0.92	0.75	–					
PA	5.65(1.09)	0.87	0.88	0.71	0.78	–				
OCE	5.32(1.22)	0.87	0.87	0.63	0.79	0.83	–			
OEE	5.19(1.34)	0.90	0.84	0.76	0.72	0.57	0.80	–		
EC	5.48(1.18)	0.88	0.87	0.70	0.79	0.82	0.75	0.80	–	
BI	5.71(1.09)	0.88	0.91	0.77	0.70	0.78	0.69	0.83	0.70	–
UK (n = 432)	M(SD)	CR	α	AVE	OCCI	PA	OCE	OEE	EC	BI
OCCI	4.68(1.28)	0.91	0.87	0.72	–					
PA	5.28(1.05)	0.85	0.75	0.66	0.75	–				
OCE	5.01(1.13)	0.84	0.75	0.57	0.69	0.77	–			
OEE	4.78(1.23)	0.89	0.83	0.74	0.70	0.81	0.72	–		
EC	5.08(1.13)	0.86	0.76	0.67	0.78	0.81	0.84	0.82	–	
BI	5.41(1.10)	0.91	0.92	0.81	0.64	0.78	0.76	0.64	0.71	–
BZ (n = 446)	M(SD)	CR	α	AVE	OCCI	PA	OCE	OEE	EC	BI
OCCI	5.77(1.09)	0.91	0.87	0.73	–					
PA	5.97(0.96)	0.89	0.82	0.74	0.80	–				
OCE	5.82(1.06)	0.89	0.84	0.68	0.80	0.81	–			
OEE	5.79(1.12)	0.91	0.84	0.76	0.77	0.77	0.90	–		
EC	5.98(0.92)	0.88	0.79	0.71	0.48	0.82	0.75	0.78	–	
BI	6.21(0.95)	0.93	0.93	0.84	0.68	0.45	0.81	0.79	0.80	–
SA (n = 427)	M(SD)	CR	α	AVE	OCCI	PA	OCE	OEE	EC	BI
OCCI	4.94(1.19)	0.87	0.82	0.65	–					
PA	5.65(0.94)	0.82	0.70	0.65	0.72	–				
OCE	5.09(1.08)	0.82	0.72	0.55	0.49	0.84	–			
OEE	4.93(1.20)	0.87	0.77	0.68	0.69	0.65	0.86	–		
EC	5.29(1.08)	0.82	0.70	0.61	0.77	0.75	0.60	0.80	–	
BI	5.80(0.94)	0.93	0.91	0.79	0.60	0.85	0.71	0.74	0.79	–

Notes: OCCI = Online consumer to consumer interaction; PA = Place attachment; OCE = Online content engagement; OEE = Online event experience; EC = Effective communication; BI = Behavioural intentions.

Next, discriminant validity was tested by using the corresponding 95% bias corrected and accelerated (BCa) confidence interval of the heterotrait-monotrait (HTMT) ratio of correlations statistic (Henseler, Ringle, & Sarstedt, 2014, 2016). According to Henseler, Ringle, and Sarstedt (2014), the HTMT correlations between two constructs should be below one. We applied a more stringent cut-off point of 0.85 as Henseler et al. (2014) found it to be a more conservative method of detecting discriminant validity meaning that “HTMT_{0.85} can point to discriminant validity problems in research situations” (p. 128). As noted in Table 1, results show that there are no two constructs highly correlated to each other, indicating that the discriminant validity has been achieved in the overall model, as well as for each country. Hence, we can conclude that the overall model for each of the four countries demonstrates discriminant and convergent validity. Based on this evidence, the measurement model showed good psychometric properties.

Two post hoc strategies were adopted to test for CMB, starting with Harman's one-factor test (Podsakoff et al., 2003). The test shows that a single factor only accounts for 45.1% of the overall sample variance which indicates that it does not adequately represent the data. The second post hoc strategy was assessed using Kock (2015) approach, by

examining the inner VIF scores for the consumer factors. This is an indication of pathological collinearity, which also indicates that the research model has CMB when the inner values are greater than 3.3. We ran a series of tests in which we drew a direct path from each construct to one latent construct. The overall model's inner factor scores were always below 3.3, which indicates that the model does not suffer from CMB in any of the four countries.

4.2. Hypothesis testing

The analysis of the path coefficients (Table 2) shows that online consumer-to-consumer interaction was not significantly related to online event experience for three of the four countries; hence H₁ was rejected (US: $\beta = 0.07$ NS, UK: $\beta = 0.06$ NS, BZ: $\beta = 0.10$ $p < 0.05$, SA: $\beta = 0.02$ NS). Following these results, and given that consumer interactions in ‘live’ events have been suggested to influence word-of-mouth communications (Kim et al., 2019), we tested an alternative model by proposing H_{1b} which predicts that online consumer-to-consumer interaction has a *direct* positive effect on behavioural intentions. The new proposed hypothesis (H_{1b}) was supported across the four

countries, with positive and significant path coefficients (US: $\beta = 0.17p < 0.01$, UK: $\beta = 0.14p < 0.001$, BZ: $\beta = 0.13p < 0.001$, SA: $\beta = 0.15p < 0.01$). In addition, H₂ was supported across the four countries due to the significant role of effective communications on online event experience, with BZ and US scoring the highest path coefficients (BZ: $\beta = 0.33p < 0.001$; US: $\beta = 0.31p < 0.001$). H₃ was also supported across the four countries, with online content engagement in SA ($\beta = 0.28p < 0.001$) and US ($\beta = 0.26p < 0.01$) showing the strongest effects on online event experience. The relationships between online event experience and behavioural intentions were all positive and significant with US having the highest path coefficients ($\beta = 0.34p < 0.001$) and BZ scoring the lowest ($\beta = 0.22p < 0.01$). Thus, H₄ was supported. Finally, place attachment showed a significant positive effect on both online event experience and behavioural intentions, which indicates its role as a control variable across the four countries. All path coefficients are presented in Table 2 and the revised model with the all significant paths appears in Fig. 2.

Table 2
Summary results of the structural model.

Path		Overall model β	US B	UK β	BZ β	SA β	Hypothesis supported?
H1a	OCCI \longrightarrow OEE	0.07 NS	0.06 NS	0.08 NS	0.10*	0.02 NS	No
H1b	OCCI \dashrightarrow BI	0.16**	0.17**	0.14**	0.13**	0.15**	Yes
H2	EC \longrightarrow OEE	0.23**	0.31***	0.22**	0.33***	0.18**	Yes
H3	OCE \longrightarrow OEE	0.24**	0.26**	0.22**	0.22**	0.28***	Yes
H4	OEE \longrightarrow BI	0.27**	0.34***	0.22**	0.22**	0.27**	Yes
CV	PA \longrightarrow BI	0.45***	0.41***	0.53***	0.46**	0.43***	Yes
CV	PA \longrightarrow OEE	0.41***	0.31***	0.47***	0.30**	0.40***	Yes
	Q ²	0.44	0.45	0.46	0.48	0.37	N/A
	SRMR	0.05	0.06	0.04	0.06	0.05	N/A

Notes: OCCI = Online consumer to consumer interaction; PA = Place attachment; OCE = Online content engagement; OEE = Online event experience; EC = Effective communication; BI = Behavioural intentions; NS: Not significant, CV = Control variable, N/A: Not applicable.

* $p < 0.05$.

** $p < 0.01$.

*** $p < 0.001$.

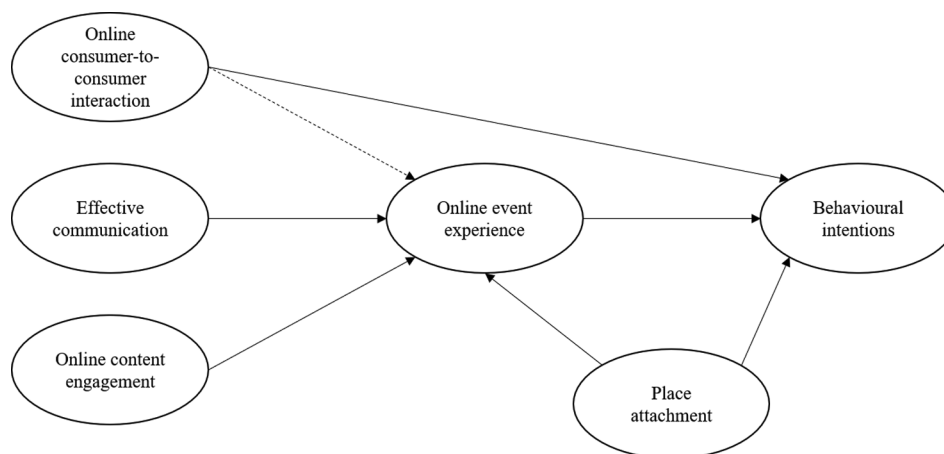


Fig. 2. Final structural model with the hypotheses supported. **Note:** Solid lines refer to hypotheses supported (significant path for all 4 countries), while the dotted line indicates hypothesis not supported (significant path only for Brazil).

contents online. These interactions highlight the need to understand the drivers of creating positive online event experiences (Brodie et al., 2011; Lemon & Verhoef, 2016; Srinivasan et al., 2002). This research was, therefore, conducted to contribute to the existing body of knowledge by outlining some of the key aspects contributing to an improved mega event online experience and its impact on subsequent behavioural intentions. The findings help fill a literature gap by investigating the dynamics that contribute to online event experience and its effects on consumers' intentions to recommend the event to others, say positive things and follow the next event iteration online.

Our results suggest that mega events represent a good vehicle for promoting interactions among consumers with shared interest who may, therefore, be willing to enter a dialogue with others online. It also highlights the need for organisers of mega events to consider improving the online event experiences of consumers through improved communication strategies. These findings become particularly relevant not only for event hosts but also tourism entities, given that consumers' future behavioural intentions towards an event may also benefit the host city through tourism and associated revenues (Kaplanidou, Jordan, Funk, & Ridinger, 2012). A better understanding of online event experiences would, therefore, represent an important contribution to the literature, due to the growing investment of mega event hosts in online platforms to build personalised connections with consumers worldwide.

The results show that enabling consumers to engage with the online content of mega events enhances their event experience. This finding is aligned with previous studies examining the links between consumers and brands on social media (Schivinski et al., 2016), and highlight the importance of consumer to consumer and organisation (i.e. event) to consumer interactions. This helps supporting Kasavana et al. (2010) suggestion that leveraging internal information is a means to connect "people to people and people to [event] content" (p. 76). In addition, we found that online event experience has a direct positive effect on future behavioural intentions of consumers towards a mega event. Regarding online consumer-to-consumer interaction, despite its non-significant effect on online event experience, the results indicate that it has a direct positive effect on future behavioural intentions. A plausible explanation for this result could be that when consumers interact online with others in the context of a mega event, they may feel intrinsically motivated to continue the exchange of information and knowledge, which leads to the emergence of communities of interest (Ramchandani, Davies, Coleman, Shibli, & Bingham, 2015). This will likely lead to a consumer's positive psychological state and motivation to follow the event again in the future, not necessarily to enjoy the event itself, but to interact with others who follow the event online. Contrary to previous research suggesting that social interaction during live events influence how consumers evaluate their experiences and subsequent reactions (Biscaia et al., 2017; Kaplanidou et al., 2012), our results indicate that in online environments, interacting with others has no direct effect on the event experience itself, but instead influences consumers' behavioural intentions to follow the event again in the future and recommend it to others.

Evidence of the relevance of both online contents and their presentation to the quality of consumers' experience is also provided in the current study. This suggests that online event content can generate entertainment benefits (Yoshida et al., 2018) and also have utilitarian value (i.e., helping consumers following the event). We found that online content engagement with specific objects (e.g. videos) promoted by the event on online platforms could lead consumers to have a more positive experience. In addition, online social network platforms contribute to enhancing interaction and knowledge of the mega event, just as they do for the organisation (Filo et al., 2015). This is in line with McMillan, Hwang, and Lee (2003) views that consumer experience is not only created by elements that are controllable (e.g. service interface, atmosphere and price), but also by elements that are not under the control of the service providers, such as the influence of consumers or devices (e.g. mobile devices).

This research has also revealed the positive effect that consumers' online event experience may have on their behavioural intentions towards the event. This finding highlights the importance of consumers interacting with the event outside the physical world, reinforcing the importance of online environments to the way in which people enjoy leisure (Torres, 2017). In addition, it demonstrates that a good online event experience has the potential to encourage consumers to recommend and speak positively about the mega event to others, as well as to follow the mega event online next time it takes place. This result extends previous studies in 'live' events (Kim et al., 2019; Uhrich & Benkenstein, 2012) and other high personal contact service settings (Moore, Moore, & Capella, 2005), suggesting the increased importance of a strong online presence for mega events (Di Pietro et al., 2012), and that a positive consumer experience leads to positive behavioural intentions. As such, hosts of mega events should carefully consider the management of online experience in addition to physical attendance, as this will lead consumers to support and serve as advocates of the event in the future. To this respect, Sessions (2010) found that when community members meet offline, they then tend to become more engaged online. Also, despite the current study deals with mega events, the results could be extended to other contexts such as national sporting and cultural events (e.g. Wimbledon, music festivals, conventions), company events (e.g. product launches and business conferences), local events held at city-level, or even leisure and tourism organisations, given that participation in online communities has been often associated with increased event identification and associated consumption in both online and offline environments (e.g. Önder et al., 2019; Torres, 2017; Yoshida et al., 2018).

Finally, and building on previous studies on the importance of place attachment to a particular product, brand or a destination (Kaplanidou et al., 2012; Yi et al., 2018), our results show that consumers are more attached to and interested in a mega event when it is hosted in their own country. Gursoy and Rutherford (2004) found that local residents are willing to support a mega event if they perceive there are more benefits than costs. Our findings add to this by highlighting that consumers are supportive of their country hosting a mega event from a patriotic standpoint. This is in line with previous studies on 'live events' (Heere et al., 2013; Inoue & Havard, 2014) suggesting that sport events have the potential to promote positive social impact (e.g. community pride and group identity). In addition, because mega events transform the host regions (e.g., new networks, infrastructures, knowledge transfer, facilities for hospitality and accommodation, training for tourism operators, improved international visibility and cultural awareness; Dansero & Puttilli, 2010; Preuss, 2007), our results offer new avenues to capitalise on the events' benefits through online platforms.

5.1. Managerial implications

Due to the importance of the digital environment, managers should invest in the quality of the presence of the mega event in the digital world. Social relationships between consumers need to be facilitated through the creation of opportunities for consumers to develop reciprocal interactions. For example, blogs and forums embedded in the online platform of the mega event may help the audience to optimise their time and reduce effort when searching for information about the event (Chan & Li, 2010). Also, by promoting information exchange between consumers and the organisation, online event managers are likely to provide consumers with more control over their experiences (Kasavana et al., 2010). Investments in the online presence of the mega event could also potentially lead to more opportunities for sponsorship, given that social media sites represent an important communication vehicle for brands (Delia & Armstrong, 2015) and mega events often attract large audiences (Müller, 2015).

The positive role of effective communication on online event experience highlights the need for event managers and associated

stakeholders to take into account how the mega event is communicated. As noted by [Adjei et al. \(2010\)](#), online communication strategies should focus on marketing content with relevant and frequent information that contributes to consumer knowledge, but it is vital to avoid information overload ([Önder et al., 2019](#)). Online event managers should develop integrated marketing communication strategies targeting event followers through various platforms and providing them with consistent and up-to-date information about the mega event (e.g., schedules and competition scores, behind-the-scenes, rituals and traditions, etc.), as well as other points of interest about the host location (e.g. entertainment, cultural activities).

Our results highlight the importance of providing the potentially global consumers of a mega event with mechanisms that facilitate a positive experience, regardless of the channel they use to interact with the event. From an effective platform-independent web design solution, to a more comprehensive strategy that builds on the accessibility and scope of social networking and social media solutions, innovative ways to engage consumers and communities should be considered. For example, the creation of a friendly and cooperative online environment often influences online customer experience in the tourism sector ([Huang & Hsu, 2010](#)) and may also be important in mega events to help consumers improve the sense of belonging ([Torres, 2017](#)). Similarly, the development of targeted communications signalling that consumers from a wide range of cultural backgrounds are welcome may help to reduce potential barriers in online consumer-to-consumer interactions, leading to improved evaluations of the event experiences ([Johnson & Grier, 2013](#)). Also, allowing consumers to create and customise profiles may contribute to their online event experience and favourable intentions towards the event, while also have the potential to generate benefits for other stakeholders.

This study also highlights different channels used by consumers for following events online (e.g., laptop, smartphone and tablet). Consequently, we recommend having specific strategies especially designed to target each channel. This could pass from a simple web design solution making the website mobile and tablet-friendly; to a more comprehensive strategy, using notifications and designing event-specific applications. For example, the use of existing features in the online platforms to enhance entertainment (e.g., behind-the-scenes photos and videos or event schedule announcements) may positively contribute to consumers' engagement, enhancing their overall online event experience and subsequent behavioural intentions towards the event ([Santos et al., 2019](#)). In addition, digital managers must also be mindful of the timing to post information because the week day and time have been suggested to affect consumer engagement ([Önder et al., 2019](#)).

Furthermore, managers could facilitate and create sponsorship opportunities for online photo- or video-sharing by spectators attending the live event. They could also encourage publication of user-generated content and interaction in different languages to promote communication and engagement across different national groups following the event. Providing interactive, event-themed, multi-player gaming is another option. Furthermore, online managers could adopt geolocation of mobile devices for marketing purposes such as gathering event-followers at a certain meeting point to promote information-sharing, consumption of products and interaction. Real-time moments could be turned into marketing opportunities to strengthen the ties between consumers and events.

In summary, this study was driven by the need to understand consumers' online event experiences. The results obtained from the participants of the four countries showed that online consumer to consumer interaction, effective communication and online content engagement all influence consumers' online experiences to an extent. In addition, a good online experience leads to subsequent positive behavioural intentions towards the event. Understanding consumers' online event experiences is a starting point for mega event organisers to improve

future undertakings, and this study represents an effort to provide them with a basis of information to guide managerial practices.

5.2. Limitations and directions for further research

This study has limitations that should be considered in future endeavours. First, we did not consider the social and financial environment surrounding mega events which may influence how consumers relate to the event ([Preuss, 2007](#)). Thus, future studies could examine how the varying social and financial health of the host countries relate to mega events' online experiences. The examination of motivations and barriers for consumers with different cultural backgrounds when following a mega event online may also be a fruitful line of research, given that consumeristic cultures tend to have looser ties between consumers in comparison to collectivist cultures ([de Mooij & Hofstede, 2011](#)). Thus, future researchers could examine specific cross cultural differences and their effect on behavioural intentions in the context of mega events. Moreover, involvement with the event was not captured and prior research has referred to it as an antecedent of consumer engagement ([Hollebeek et al., 2014](#)). As such, additional research could examine prior involvement with the mega event to deepen the understanding of how to strengthen consumer engagement and overall online event experiences.

Second, the current research did not consider channel integration. Previous studies have suggested that consumers often follow online events through multiple channels (online and offline), and that factors driving their experience can be different. Thus, additional research could develop a more holistic approach by examining both online and offline experiences to better understand how to provide a better service delivery of mega events. In addition, as noted by [Morgan-Thomas and Veloutsou \(2013, p. 22\)](#), "the attitudes one holds about the technology do influence the adoption and use of that technology". Thus, it would be valuable to examine the extent to which technology acceptance affects online event experiences and future behavioural intentions. Online platforms often have different scopes, architectures, cultures and norms that may influence engagement levels ([Roma & Aloini, 2019](#)). Therefore, comparing how consumers interact across different online platforms in future studies may provide new insights into how to increase engagement and develop long-term relationships between consumers, events and associated stakeholders.

Third, despite using samples from four different countries, this study was cross-sectional. This may limit the understanding of the consequences of online event experience and how consumers engage over time. Future studies should develop a longitudinal approach by collecting data before, during and after the mega event to better understand consumer experiences in online environments and how these are affected throughout time. Moreover, monitoring different iterations of the same mega event and comparing these online event experiences would contribute to a more comprehensive understanding of how to deliver a better service to consumers, increase their positive behavioural intentions and translate these into specific actions. Finally, this study focuses on behavioural intentions as an outcome of online event experience as opposed to actual behaviours. [Chandon, Morwitz, and Reinartz \(2005\)](#) found that behavioural intentions may not translate into actual behaviours, because customers may provide inaccurate predictions about their future behaviour (see also, [Wirtz, Xiao, Chiang, & Malhotra, 2014](#)). Thus, future researchers could explore our model constructs and assess their impact on consumer actual behaviours.

Acknowledgment

The authors would like to thank Nigel Berkeley, Sally Dibb, Alison Collins and Lyndon Simkin for their support and feedback on earlier versions of the manuscript.

Appendix. Model constructs, item loadings, kurtosis and skewness

Construct and items	Item loading					Kurtosis					Skewness				
	Overall	US	UK	BZ	SA	Overall	US	UK	BZ	SA	Overall	US	UK	BZ	SA
Online consumer to consumer interaction (OCCI)															
I was able to meet more people who shared my interests in this event online than in person.	0.81	0.81	0.78	0.86	0.78	-0.28	-0.54	-0.45	1.89	-0.36	-0.66	-0.61	-0.39	-1.34	-0.53
I looked forward to discussing my opinion about the event with other people who share the same interest as me.	0.81	0.81	0.79	0.85	0.76	0.59	0.24	-0.08	2.07	0.98	-0.97	-0.87	-0.64	-1.57	-1.05
I engaged more with the event when I discussed it with people like myself online.	0.74	0.76	0.76	0.75	0.70	-0.06	0.10	-0.29	0.96	-0.04	-0.68	-0.78	-0.37	-1.14	-0.63
Being able to connect with other people online who share my interest was important to me.	0.75	0.80	0.70	0.83	0.74	-0.65	-0.82	-0.57	0.95	-0.82	-0.49	-0.46	-0.33	-1.15	-0.19
Place Attachment (PA)															
I would prefer similar events to be hosted by my country rather than other countries in the future.	0.78	0.80	0.73	0.82	0.70	1.77	-1.13	1.41	2.24	1.77	-1.16	1.62	-0.96	-1.34	-1.22
I was more interested in the event because it was held in my country.	0.85	0.86	0.86	0.88	0.80	0.57	-1.15	1.07	2.07	3.04	-0.94	1.62	-0.82	-1.34	-1.48
I am proud that my country hosted the event.	0.85	0.87	0.85	0.88	0.82	1.63	-0.99	0.16	1.24	0.87	-1.14	0.53	-0.66	-1.19	-0.98
Online content engagement (OCE)															
I could follow the event more easily when I was able to customise web pages to my own liking.	0.88	0.90	0.87	0.87	0.82	-0.30	1.73	1.25	2.67	1.88	-0.68	-1.20	-0.99	-1.58	-1.31
I enjoyed interacting with the online content related to the event.	0.86	0.86	0.86	0.87	0.84	-0.18	-0.34	-0.56	2.15	-0.46	-0.68	-0.69	-0.37	-1.45	-0.49
Following the event online was enjoyable.	0.82	0.85	0.82	0.81	0.73	1.67	-0.23	-0.41	1.46	-0.29	-1.23	-0.72	-0.46	-1.25	-0.46
Interacting with the event online allowed me to follow any part of the event.	0.85	0.86	0.85	0.86	0.81	1.31	0.99	0.78	1.45	1.89	-1.11	-1.03	-0.93	-1.18	-1.29
Online event experience (OEE)															
Compared with other methods of following the event, online was a good choice.	0.88	0.88	0.88	0.88	0.85	1.20	1.02	0.70	2.41	1.84	-1.12	-1.09	-0.80	-1.48	-1.30
Overall, I'm happy with my experience following the event online.	0.84	0.86	0.84	0.88	0.76	0.88	1.15	0.43	1.95	0.94	-0.99	-1.10	-0.60	-1.32	-1.05
My interaction with the event online was positive.	0.87	0.88	0.86	0.86	0.87	2.02	1.94	1.45	2.39	2.25	-1.23	-1.22	-0.89	-1.62	-1.31
Effective communication (EC)															
I liked being kept up-to-date about the various activities of the event.	0.85	0.87	0.85	0.87	0.82	-0.62	0.87	1.07	-1.46	1.38	0.13	-0.94	-0.80	1.50	-1.09
I like receiving newsletters about the events I am interested in.	0.87	0.86	0.88	0.85	0.83	1.17	1.94	0.41	-1.47	2.53	-1.02	-1.32	-0.67	1.19	-1.39
I was able to access the information about the event online whenever I needed it.	0.77	0.80	0.73	0.81	0.70	1.74	-0.39	-0.32	-1.30	-0.28	-1.21	-0.62	-0.52	1.03	-0.66
Behavioural intentions (BI)															
I next recommend following the event online to family members.	0.91	0.90	0.91	0.92	0.92	1.52	1.30	1.06	7.37	2.91	-1.16	-1.13	-0.86	-1.23	-1.55
Next time this event takes place, I would follow it online.	0.89	0.88	0.89	0.89	0.91	1.50	0.55	0.64	3.37	1.33	-1.15	-0.91	-0.75	-1.74	-0.97
I would speak positively about how much I enjoyed following the event online.	0.88	0.85	0.91	0.92	0.89	2.32	1.09	0.63	1.98	2.30	-1.33	-1.04	-0.72	-1.92	-1.24
I would mention to others that they should follow the event online.	0.90	0.89	0.90	0.89	0.91	1.03	0.85	0.89	1.13	1.23	-1.03	-0.98	-0.82	-1.79	-1.29

References

- Adjei, M. T., Noble, S. M., & Noble, C. H. (2010). The influence of C2C communications in online brand communities on customer purchase behaviour. *Journal of the Academy of Marketing Sciences*, 38, 634–653.
- Ajzen, I. (2001). Nature and operation of attitudes. *Annual Review of Psychology*, 52(1), 27–58.
- Aleshinloye, K. D., Fu, X., Ribeiro, M. A., Woosnam, K. M., & Tasci, A. D. A. (2019). The influence of place attachment on social distance: Examining mediating effects of emotional solidarity and the moderating role of interaction. *Journal of Travel Research*, 1–22. <https://doi.org/10.1177/0047287519863883>.
- 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.
- Baldus, B. J., Voorhees, C., & Calantone, R. (2015). Online brand community engagement: Scale development and validation. *Journal of Business Research*, 68(5), 978–985.
- Bao, T., & Chang, T. S. (2014). Finding disseminators via electronic word of mouth message for effective marketing communications. *Decision Support Systems*, 67, 21–29.
- Berman, S. J., & Kesterson-Townes, L. (2012). Connecting with the digital customer of the future. *Strategy & Leadership*, 40(6), 29–35.
- Bhatti, M. W., & Ahsan, A. (2016). Global software development: An exploratory study of challenges of globalization, HRM practices and process improvement. *Review of Managerial Science*, 10(4), 649–682.
- Biscaia, R., Correia, A., Santos, T., Ross, S., & Yoshida, M. (2017). Service quality and value perceptions of the 2014 FIFA World Cup in Brazil. *Event Management*, 21(2), 201–216.
- Bishop, J. (2007). Increasing participation in online communities: A framework for human-computer interaction. *Computers in Human Behavior*, 23(4), 1881–1893.
- Bowden, J. L. (2009). The process of customer engagement: A conceptual framework. *The Journal of Marketing Theory and Practice*, 17(1), 63–74.
- Brodie, R. J., & Hollebeek, L. D. (2011). Response: Advancing and consolidating knowledge about customer engagement. *Journal of Service Research*, 14(3), 283–284.
- Brodie, R. J., Hollebeek, L. D., Juric, B., & Ilic, A. (2011). Customer engagement. *Journal of Service Research*, 14(3), 252–271.
- Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. D. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research*, 66(1), 105–114.
- Calder, B. J., Malthouse, E. C., & Schaedel, U. (2009). An experimental study of the relationship between online engagement and advertising effectiveness. *Journal of Interactive Marketing*, 23(4), 321–331.
- Carlson, J., & O'Cass, A. (2012). Optimizing the online channel in professional sport to create trusting and loyal consumers: The role of the professional sports team brand and service quality. *Journal of Sport Management*, 26(6), 463–478.
- Carlson, B. D., Suter, T. A., & Brown, T. J. (2008). Social versus psychological brand community: The role of psychological sense of brand community. *Journal of Business Research*, 61(4), 284–291.
- Chan, K. W., & Li, S. Y. (2010). Understanding consumer-to-consumer interactions in virtual communities: The salience of reciprocity. *Journal of Business Research*, 63(9–10), 1033–1040.
- Chandon, P., Morwitz, V. G., & Reinartz, W. J. (2005). Do intentions really predict behavior? Self-generated validity effects in survey research. *Journal of Marketing*, 69(2), 1–14.
- Chang, S.-J., Arjen, W., & Eden, L. (2010). From the editors: Common method variance in international business research. *Journal of International Business Studies*, 41(2), 178–184.
- Chowdhury, R. M. M. I., & Fernando, M. (2014). The relationships of empathy, moral identity and cynicism with consumers' ethical beliefs: The mediating role of moral disengagement. *Journal of Business Ethics*, 124(4), 677–694.
- Constantinides, E. (2004). Influencing the online consumer's behavior: The web experience. *Internet Research*, 14(2), 111–126.
- Dansero, E., & Puttilli, M. (2010). Mega-events tourism legacies: The case of the Torino 2006 Winter Olympic Games – a territorialisation approach. *Leisure Studies*, 29(3), 321–341.
- de Mooij, M., & Hofstede, G. (2011). Cross-cultural consumer behavior: A review of research findings. *Journal of International Consumer Marketing*, 23(3–4), 181–192.
- Delgado-Ballester, E., Navarro, A., & Sicilia, M. (2012). Revitalising brands through communication messages: The role of brand familiarity. *European Journal of Marketing*, 46(1/2), 31–51.
- Delia, E. B., & Armstrong, C. G. (2015). #Sponsoring the #FrenchOpen: An examination of social media buzz and sentiment. *Journal of Sport Management*, 29(2), 184–199.
- Di Pietro, L., Di Virgilio, F., & Pantano, E. (2012). Social network for the choice of tourist destination: Attitude and behavioural intention. *Journal of Hospitality and Tourism Technology*, 3(1), 60–76.
- DMN (2018). Winter Olympics by the numbers: Brands win big on social media. Retrieved from: <https://www.dmnnews.com/channel-marketing/social/article/13034676/winter-olympics-by-the-numbers-brands-win-big-on-social-media>.
- Douglas, S. P., & Craig, S. C. (2007). Collaborative and iterative translation: An alternative approach to back translation. *Journal of International Marketing*, 15(1), 30–43.
- Dowling, M., Robinson, L., & Washington, M. (2013). Taking advantage of the London 2012 Olympic Games: Corporate social responsibility through sport partnerships. *European Sport Management Quarterly*, 13(3), 269–292.
- Drennan, J., Bianchi, C., Cacho-Elizondo, S., Loureiro, S., Guibert, N., & Proud, W. (2015). Examining the role of wine brand love on brand loyalty: A multi-country comparison. *International Journal of Hospitality Management*, 49, 47–55.
- Eigenraam, A. W., Eelen, J., van Lin, A., & Verlegh, P. W. J. (2018). A consumer-based taxonomy of digital customer engagement practices. *Journal of Interactive Marketing*, 44, 102–121.
- Exame (2014). TV e redes sociais batem recordes de audiência na Copa. [TV and social network sites hit record ratings in the World Cup]. Retrieved from: <http://exame.abril.com.br/tecnologia/noticias/tv-e-redes-sociaisbatem-recordes-de-audiencia-nacopa>.
- FIFA (2014). Social media explosion. A billion people attend FIFA's global stadium. Retrieved from: <http://www.fifa.com/marketinghighlights/brazil2014/Marketing-Highlights/TV-Media-and-Communications/FIFA-Digital/index.htm>.
- Filo, K., Lock, D., & Karg, A. (2015). Sport and social media research: A review. *Sport Management Review*, 18(2), 166–181.
- Forbes (2016). The 2016 Rio Summer Olympics: By the numbers. Retrieved from: <https://www.forbes.com/sites/christinasettimi/2016/08/05/the-2016-summer-olympics-in-rio-by-the-numbers/#71e1a6dafa18>.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Gilmore, J. H., & Pine, B. J. (2002). Customer experience places: The new offering frontier. *Strategy & Leadership*, 30(4), 4–11.
- Grissemann, U. S., & Stokburger-Sauer, N. E. (2012). Customer co-creation of travel services: The role of company support and customer satisfaction with the co-creation performance. *Tourism Management*, 33(6), 1483–1492.
- Gursoy, D., & Rutherford, D. G. (2004). Host attitudes toward tourism. *Annals of Tourism Research*, 31(3), 495–516.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). *Multivariate data analysis* (7th ed.). Upper Saddle River, NJ: Pearson.
- Heere, B., Walker, M., Gibson, H., Thapa, B., Geldenhuys, S., & Coetzee, W. (2013). The power of sport to unite a nation: The social value of the 2010 FIFA World Cup in South Africa. *European Sport Management Quarterly*, 13(4), 450–471.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2014). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3), 405–431.
- Hightower, R., Brady, M. K., & Baker, T. L. (2002). Investigating the role of the physical environment in hedonic service consumption: An exploratory study of sporting events. *Journal of Business Research*, 55(9), 697–707.
- Hollebeek, L., Glynn, M. S., & Brodie, R. J. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. *Journal of Interactive Marketing*, 28(2), 149–165.
- Huang, J., & Hsu, C. H. (2010). The impact of customer-to-customer interaction on cruise experience and vacation satisfaction. *Journal of Travel Research*, 49(1), 79–92.
- Inoue, Y., & Havard, C. T. (2014). Determinants and consequences of the perceived social impact of a sport event. *Journal of Sport Management*, 28(3), 295–310.
- IOC (International Olympic Committee) (2014). IOC social media: From Russia with likes. Available at: <https://www.olympic.org/news/ioc-social-media-from-russia-with-likes>.
- IOC (International Olympic Committee) (2016). IOC Marketing: Media Guide. Available at: <https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Games/Winter-Games/Games-PyeongChang-2018-Winter-Olympic-Games/IOC-Marketing/Media-Guide.pdf>.
- IOC (International Olympic Committee) (2017). Olympic Games Rio 2016 – Economic legacy. Available at: <https://www.olympic.org/news/olympic-games-rio-2016-economic-legacy>.
- Jeon, M. M., & Jeong, M. (2017). Customers' perceived website service quality and its effects on e-loyalty. *International Journal of Contemporary Hospitality Management*, 29(1), 438–457.
- Johnson, G. D., & Grier, S. A. (2013). Understanding the influence of cross-cultural Consumer-to-Consumer Interaction on consumer service satisfaction. *Journal of Business Research*, 66(3), 306–313.
- Johnson, Z., Massiah, C., & Allan, J. (2013). Community identification increases consumer-to-consumer helping, but not always. *Journal of Consumer Marketing*, 30(2), 121–129.
- Kaplanidou, K., Jordan, J. S., Funk, D., & Ridinger, L. L. (2012). Recurring sport events and destination image perceptions: Impact on active sport tourist behavioral intentions and place attachment. *Journal of Sport Management*, 26(3), 237–248.
- Kasavana, M. L., Nusair, K., & Teodosic, K. (2010). Online social networking: Redefining the human web. *Journal of Hospitality and Tourism Technology*, 1(1), 68–82.
- Kim, K., Byon, K., Baek, W., & Williams, A. (2019). Examining structural relationships among sport service environments, excitement, consumer-to-consumer interaction, and consumer citizenship behaviors. *International Journal of Hospitality Management*, 82, 318–325.
- Klaus, P. (2013). The case of Amazon. Com: Towards a conceptual framework of online customer service experience (OCSE) using the emerging consensus technique (ECT). *Journal of Services Marketing*, 27(6), 443–457.
- Klaus, P., & Maklan, S. (2011). Bridging the gap for destination extreme sports: A model of sports tourism customer experience. *Journal of Marketing Management*, 27(13–14), 1341–1365.
- Klaus, P., & Maklan, S. (2013). Towards a better measure of customer experience. *International Journal of Market Research*, 55(2), 227–246.
- Kline, R. B. (2005). *Principles and practices of structural equation modeling*. New York, NY: The Guilford Press.
- Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of E-Collaboration*, 11(4), 1–10.
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout

- the customer journey. *Journal of Marketing*, 80(6), 69–96.
- Levy, S., & Hassay, D. (2005). Visitor communities. *Journal of Hospitality Marketing and Management*, 12(4), 57–72.
- Liang, S. W. J., Ekinci, Y., Occhiocupo, N., & Whyatt, G. (2013). Antecedents of travellers' electronic word-of-mouth communication. *Journal of Marketing Management*, 29(5–6), 584–606.
- Liechty, J., Ramaswamy, R., & Cohen, S. H. (2001). Choice menus for mass customization: An experimental approach for analyzing customer demand with an application to a web-based information service. *Journal of Marketing Research*, 38(2), 183–196.
- McGillivray, D. (2014). Digital cultures, acceleration and mega sporting event narratives. *Leisure Studies*, 33(1), 96–109.
- McMillan, S. J., Hwang, J. S., & Lee, G. (2003). Effects of structural and perceptual factors on attitudes toward the website. *Journal of Advertising Research*, 43(4), 400–409.
- McMullan, R. (2005). A multiple-item scale for measuring customer loyalty development. *Journal of Services Marketing*, 19(7), 470–481.
- Mollen, A., & Wilson, H. (2010). Engagement, telepresence and interactivity in online consumer experience: Reconciling scholastic and managerial perspectives. *Journal of Business Research*, 63(9–10), 919–925.
- Moore, R., Moore, M. L., & Capella, M. (2005). The impact of customer-to-customer interactions in a high personal contact service setting. *Journal of Services Marketing*, 19(7), 482–491.
- Morgan-Thomas, A., & Veloutsou, C. (2013). Beyond technology acceptance: Brand relationships and online brand experience. *Journal of Business Research*, 66(1), 21–27.
- Mosteller, J., & Mathwick, C. (2014). Reviewer online engagement: The role of rank, well-being, and market helping behavior. *Journal of Consumer Marketing*, 31(6/7), 464–474.
- Müller, M. (2015). What makes an event a mega-event? Definitions and sizes. *Leisure Studies*, 34(6), 627–642.
- Müller, M. (2017). Approaching paradox: Loving and hating mega-events. *Tourism Management*, 63, 234–241.
- Nadeau, J., O'Reilly, N., Cakmak, E., Heslop, L., & Verwey, S. (2016). The cameo effect of host country and the transitory mega-event: Patterns of effect on sponsorship evaluation for sport tourists and residents. *Journal of Sport Management*, 30(6), 656–671.
- Önder, I., Gunter, U., & Gindl, S. (2019). Utilizing Facebook statistics in tourism demand modeling and destination marketing. *Journal of Travel Research*, 1–14. <https://doi.org/10.1177/0047287519835969>.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Prayag, G., & Ryan, C. (2012). Antecedents of tourists' loyalty to Mauritius: The role and influence of destination image, place attachment, personal involvement, and satisfaction. *Journal of Travel Research*, 51(3), 342–356.
- Preuss, H. (2007). The conceptualisation and measurement of mega sport event legacies. *Journal of Sport and Tourism*, 12(3–4), 207–228.
- Pritchard, A., & Kharouf, K. (2016). Leisure consumption in cricket: Devising a model to contrast forms and time preferences. *Leisure Studies*, 35(4), 438–453.
- Rafiq, M., Fulford, H., & Lu, X. (2013). Building customer loyalty in online retailing: The role of relationship quality. *Journal of Marketing Management*, 29(3–4), 494–517.
- Ramchandani, G., Davies, L. E., Coleman, R., Shibli, S., & Bingham, J. (2015). Limited or lasting legacy? The effect of non-mega sport event attendance on participation. *European Sport Management Quarterly*, 15(1), 93–110.
- Roma, P., & Aloini, D. (2019). How does brand-related user-generated content differ across social media? Evidence reloaded. *Journal of Business Research*, 96, 322–339.
- Rose, S., Clark, M., Samouel, P., & Hair, N. (2012). Online customer experience in e-retailing: An empirical model of antecedents and outcomes. *Journal of Retailing*, 88(2), 308–322.
- Rose, S., Hair, N., & Clark, M. (2011). Online customer experience: A review of the business-to-consumer online purchase context. *International Journal of Management Reviews*, 13, 24–39.
- Santos, T., Correia, A., Biscaia, R., & Pegoraro, A. (2019). Examining fan engagement through social networking sites. *International Journal of Sports Marketing & Sponsorship*, 20(1), 163–183.
- Sawhney, M., Verona, G., & Prandelli, E. (2005). Collaborating to create: The internet as a platform for customer engagement in product innovation. *Journal of Interactive Marketing*, 19(4), 4–17.
- Schimmack, U., & Oishi, S. (2005). The influence of chronically and temporarily accessible information on life satisfaction judgments. *Journal of Personality and Social Psychology*, 89(3), 395–406.
- Schivinski, B., Christodoulides, G., & Dabrowski, D. (2016). Measuring consumers' engagement with brand-related social-media content: Development and validation of a scale that identifies levels of social-media engagement with brands. *Journal of Advertising Research*, 56(1), 64–80.
- Schlägel, C., & Sarstedt, M. (2016). Assessing the measurement invariance of the four-dimensional cultural intelligence scale across countries: A composite model approach. *European Management Journal*, 34(6), 633–649.
- Seo, W. J., & Green, B. C. (2008). Development of the motivation scale for sport online consumption. *Journal of Sport Management*, 22(1), 82–109.
- Sessions, L. (2010). How offline gathering affect online communities: When virtual members 'meetup' Information, Communication & Society, 13(3), 376–395.
- Shim, S., Eastlick, M. A., Lotz, S. L., & Warrington, P. (2001). An online prepurchase intentions model: The role of intention to search. *Journal of Retailing*, 77(3), 397–416.
- Srinivasan, S. S., Anderson, R., & Ponnavaolu, K. (2002). Customer loyalty in e-commerce: An exploration of its antecedents and consequences. *Journal of Retailing*, 78(1), 41–50.
- Stavros, C., Meng, M. D., Westberg, K., & Farrelly, F. (2014). Understanding fan motivation for interacting on social media. *Sport Management Review*, 17(4), 455–469.
- Taks, M., Chalip, L., & Green, B. C. (2015). Impacts and strategic outcomes from non-mega sport events for local communities. *European Sport Management Quarterly*, 15(1), 1–6.
- Torres, E. N. (2017). Online-to-offline interactions and online community life cycles: A longitudinal study of shared leisure activities. *Leisure Sciences*. <https://doi.org/10.1080/01490400.2017.1392913>.
- Uhrich, S., & Benkenstein, M. (2012). Physical and social atmospheric effects in hedonic service consumption: Customers' roles at sporting events. *The Service Industries Journal*, 32(11), 1741–1757.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.
- Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing*, 85(1), 31–41.
- Vivek, S. D., Beatty, S. E., Dalela, V., & Morgan, R. M. (2014). A generalized multi-dimensional scale for measuring customer engagement. *The Journal of Marketing Theory and Practice*, 22(4), 401–420.
- Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer engagement: Exploring customer relationships beyond purchase. *The Journal of Marketing Theory and Practice*, 20(2), 122–146.
- Wang, Y., Yu, Q., & Fesenmaier, D. R. (2002). Defining the virtual tourist community: Implications for tourism marketing. *Tourism Management*, 23(4), 407–417.
- Williams, N. L., Inversini, A., Ferdinand, N., & Buhalis, D. (2017). Destination eWOM: A macro and micro network Approach? *Annals of Tourism Research*, 64, 87–101.
- Wirtz, J., den Ambtman, A., Bloemer, J., Horváth, C., Ramaseshan, B., van de Klundert, J., ... Kandampully, J. (2013). Managing brands and customer engagement in online brand communities. *Journal of Service Management*, 24(3), 223–244.
- Wirtz, J., Xiao, P., Chiang, J., & Malhotra, N. (2014). Contrasting the drivers of switching intent and switching behavior in contractual service settings. *Journal of Retailing*, 90(4), 463–480.
- Wu, C. (2007). The impact of customer-to-customer interaction and customer homogeneity on customer satisfaction in tourism service: The service encounter perspective. *Tourism Management*, 28(6), 1518–1528.
- Yen, Y., Wang, E. S., & Horng, D. (2018). Suppliers' willingness of customization, effective communication, and trust: A study of switching cost antecedents. *Journal of Business & Industrial Marketing*, 26(4), 250–259.
- Yi, X., Fu, X., Jin, W., & Okumus, F. (2018). Constructing a model of exhibition attachment: Motivation, attachment, and loyalty. *Tourism Management*, 65, 224–236.
- Yoshida, M., Gordon, B., Nakazawa, M., & Shibuya, S. (2018). Bridging the gap between social media and behavioral brand loyalty. *Electronic Commerce Research and Applications*, 28, 208–218.
- Yuksel, A., Yuksel, K., & Bilim, Y. (2010). Destination attachment: Effects on customer satisfaction and cognitive, affective and conative loyalty. *Tourism Management*, 31(2), 274–284.

Husni Kharouf, PhD, is an Associate Professor at the School of Marketing and Management and an Associate Member of Centre for Business in Society (CBiS), Coventry University, UK. His Research interests include relationship marketing, building organisational trust and trustworthiness, relationship and trust repair, signalling theory and online customer experience. He has published his work in leading academic journals such as *European Management Review*, *Journal of Marketing Management*, *Journal of Services Marketing and Studies in Higher Education*.

Rui Biscaia, PhD, is an Associate Professor at the School of Marketing and Management and an Associate Member of Centre for Business in Society (CBiS), Coventry University, UK, and invited visiting lecturer at Universidade Europeia, Portugal. His research focus on the promotion of long-term sustainable relationships between consumers, organisations and associated sponsors. His work has appeared in journals such as the *European Sport Management Quarterly*, *Journal of Sport Management*, *Sport Management Review*, *Leisure Studies*, among others.

Alexeis Garcia-Perez, PhD, is a Reader in Cyber Security Management at the Centre for Business in Society (CBiS), Coventry University, UK, and a Visiting Research Scholar at Georgetown University, USA. His research is focused on the wider challenges of data, information and knowledge management in organisations and society. His research appeared in leading journals such as *Journal of Business Research*, *Tourism Management*, *Technological Forecasting and Social Change*, *Journal of Intellectual Capital*, *Management Decision*.

Ellie Hickman is a Senior Lecturer in Marketing, Strategic Marketing and Management at De Montfort University, UK. Her research interests include customer experience, omnichannel retailing and loyalty. Ellie is also a marketing consultant that delivers integrated marketing campaigns to clients with a focus on brand development.