

Customer engagement in a Facebook brand community

An empirical study on Travel Industry in Vietnam

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Abstract— Customer Engagement Behaviors is a group of factors affecting to the Loyalty, mediating via Social Benefits. In Vietnam, former researches measuring the Loyalty of customers engaged in Social Networking sites, such as: Facebook, are still rare, especially in the travel industry. This research aims to fill this gap by testing these hypotheses in travel industry and raising recommendations for its applications in practice. The critical findings from the research are that it reveals a significantly positive impact of Community and Transaction to Loyalty, mediating via Social Benefits and Economic Benefits. In Social benefits, item “sharing knowledge” got highest score weight. In Economic Benefits, “getting vouchers” and “buying travel kits” get highest score weights. The application of this research to practice is workable, that gives much to Marketers to organize their fan page and perform marketing activities at the most efficient and economical ways.

Keywords—brand community; community engagement; social benefits; facebook; social networking

I. INTRODUCTION

According to statistics of national tourism administration, Vietnam is put as one of the Top 5 destination for travel in ASEAN and in of the top 100 destinations for tourism of the world [29]. However, the number of days tourists staying in Vietnam and their consumption in Vietnam is still low, ratio of tourists coming back to Vietnam for their second tours are the emerging problems to Vietnam travel industry. A survey made by Saigon Times showing that 80-85% foreign tourists asked do not want to come back to Vietnam again for their tourism [23].

As per the statistics of Tourism Association, Vietnamese tourists going abroad is increasing, anchored at 3,5 million counts in 2012, a sharp increased compared to previous years. Meanwhile Vietnam travel industry is trying to collect more tourists coming to Vietnam for development in the domestic travel industry. Vietnam travel industry is sharing a huge number of domestic tourists for spending and consumption in overseas market [27]. These are the concerning issues not only to Vietnam National Administration of Tourism but also the problems to the domestic tour operators in Vietnam.

At an aspect of domestic travel market, there is a tough competition between domestic tour operators and foreign tour operators from the time Vietnam joined WTO in 2007. As per the law commitment between Vietnam and WTO members,

foreign tour operators are legally opened the office in Vietnam to operate the tourism services for inbound tourists. This competition cause to the affects that there are inbound tourist flow choosing foreign tour operators, instead of Vietnamese tour operator for their domestic tourism [18].

In the statement of Vietnam National Administration of Tourism, the travel trend in coming years is that tourists will evaluate and choose their tours via social media tools [30]. Therefore, the understanding on role of social media affecting to the travel industry is critical important than ever.

According to [11], Gummerus et al. indicate that customer engagement in a Facebook brand community is the group of people who engaged into a specific brand by clicking “Like” on its Facebook fan page. Being a member of a fan page, it is easy to follow information, to read and write comments, to share experiences, to complain to the brand owner as well as to communicate with other members of that fan page.

In fact, Facebook is emerging as the largest social media networks in Vietnam. As per statistics of Facebook, the community using Facebook is almost at 20 million people (as of 25% of Vietnam population) creating a sound environment to marketers for touching with this community. Companies have started to introduce their fan pages on Facebook as a marketing tool for their customers following their information and interacting directly with them. In Vietnam, travel companies have also introduced to their customers their fan pages so that the customers could follow and share experiences with them and members inside. However, there is a fact that these fan pages are ineffective and clear outcomes from them to business are still not clearly identified.

Even though social media (eg. Facebook) is considered to be suitable for building the relationship with customers, in former studies, the impact of community engagement and transaction engagement on the satisfaction and loyalty of Vietnam travel industry are not clearly identified. In the context of emerging fan pages in Facebook community, this paper is aimed to examine the impact of customer engagement (community and transaction behaviors) in the Facebook community on the satisfaction and loyalty in Vietnam domestic Travel industry.

This research’s objectives include: (1) Measuring the effects of community behaviors and transactions behaviors towards Satisfaction and Loyalty of tourists in the context of

Facebook community in Vietnam Domestic Travel Industry, (2) Suggest recommendations for National Tourism Administration and Domestic Tourism Companies in Vietnam to enhance the satisfaction and loyalty of tourists. The structure of this paper is organized as follows: (2) Literature review & research model; (3) Research method; (4) Data analysis; (5) Discussion & recommendations; and finally, (6) Conclusion.

II. LITERATURE REVIEW & RESEARCH MODEL

A. Customer engagement behavior

Customer engagement behaviors (CEBs) is a newly introduced concept recently. It is defined as “behaviors that go beyond transactions, and maybe specifically defined as a customer’s behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers” [9]. These CEBs include a vast array of behaviors, including word-of-mouth activity, recommendations, helping other customers, blogging, writing reviews, and even engaging in legal action. Thus, CEBs are an integrative behavioral concept that capture how and why customers behave in ways relevant to the firm and its multiple stakeholders, such as its competitors, employees, firm suppliers, and even regulators.

In the research of Gummerus et al. [11], the authors stated that customer’ engagement consists of 5 dimensions: (1) customer engagement can be expressed in different ways depending on the customer’s resources (e.g. time); (2) it can result in different types of outcomes for the customer (e.g. improvements in the service); (3) it can vary in scope and be momentary, such as issuing a complaint, or ongoing behavior; (4) it has varying impact on the firm and peers (negative/positive); and (5) customers may engage in the behaviors for different purposes.

Based on above study, a firm can manage the customer engagement behaviors (CEB). This management process could be made throughout three stages: (1) Identification: The key challenge is to identify the different forms of CEB, actors, places, and content of CEB and thus to understand its potential effect; (2) Evaluation: In this stage, CEBs can be evaluated according to their valence, quantity, the channel utilized, as well as their short- and long-term effects; and (3) (Re-)Action: A firm should develop a set of capabilities and resources to manage CEB. Four broad areas of activities should be considered, depending on the potential and action direction: leveraging, neutralizing, mitigating and translating, and stimulating CEBs [9].

In another study, it is stated that customer engagement could encourage the customers’ behaviors to interact the experiences with the brand to enhance the experience values to the brand [4].

B. Brand community

Muniz & O’guinn [16] defines brand community as “a specialized, non-geographically bound community, based on a structured set of social relationships among admirers of a brand”. Former studies had shown that customer participation in brand communities positively affecting to the loyalty and

enhance the relationships [11]. A brand community is a collective of people with a shared interest in a specific brand, creating a subculture around the brand with its own values, myths, hierarchy, rituals and vocabulary [6].

Brand communities create one important platform for customers’ engagement’ behaviors, which firms employ to engage their customers [3]. An increasing number of firms host online communities for commercial purposes with the intent to build relationships with customers, get feedback, and strengthen the brand [31]. Joining the brand community, users could read, interact, chat and interchange information each others with brand owners, and could sharing their experiences with members in the community [17]. Customers engaged in community in many different ways and its outcomes also are different. In a study, Shang et al. [24] found that there is a customers’ loyalty of non-interactive people who just reading information and comments than interactive users who did comments in the fan pages.

According to a literature review of Kaplan & Haenlein [15], brand communities in social media share three characteristics. First, they enable social presence in the form of acoustic, visual and physical contact, which emerges between communication partners. Second, according to the theory of media richness, the targets of any communication are to avoid the uncertainty and reducing the ambiguity. Some media tools are more effective than other ones in resolving these concerning, and brand communities in social media are especially well suitable for this purpose due to the large amount of information being transmitted at any given time. Third, brand communities in social media are also strongly connected to the concept of self-presentation, meaning that individuals desire to control the impression that other people form of them in all types of social interaction.

C. Customer engagement in brand community

In fact there is a big role of social media for needs for the creation of the concept on customer engagement [1]. Traditionally, customers’ engagement is shown in many activities of their behaviors to that brand: more frequency on visits, purchasing behaviors, purchasing intention. In the context of social media, the customers engaged into the brand via joining to the community on social media tools of that brand, Facebook fan page is an example via clicking “ Like” on the fan page to interact directly with the brand owners or communicate each other throughout the members insight the community. The customer is perceived to get benefits: Benefits, Entertainment, and Economic upon joining the community [11].

Besides, Gummerus et al. [11] indicated that customer engagement in brand community consists of 2 constructs:

- Community Engagement Behaviors
- Transaction Engagement behaviors

In another study, Dholakia et al. [7] found that customers can gain practical and informational benefits by engaging in community behaviors. It is also likely that consumers also get relationship benefits such as entertainment benefits by engaging into Facebook community [11].

As a result, the more customers engaged into the brand communities the more perceived benefits are created, and it will lead to the strengths of customer's satisfaction and loyalty to the brand they are engaged [11].

D. Social benefit, entertainment benefit, economic benefit

From the time of existence of Web 2.0, social benefit is highly promoted through the convenient platform, in which the customers could interchange more information on the wall of the web page, knowing more people and make more friendship relations. Social benefits are derived from interaction between the company and the customer and refer to recognition or even friendship [12].

Entertainment benefits are derived from relaxation and fun [7] and could be motivating community participation. Entertainment is also an experiential value that customers derive from using online services [17]. In a brand community context, entertainment can be expected to be even more important than on electronic commerce sites. People spend their time browsing the community pages and applications such as games can be incorporated to a Facebook site.

Economic benefits [12] refer to people joining brand communities in order to gain discounts and time savings, or to take part in raffles and competitions.

E. Facebook utilization & Customer relationship

In the latest study in 2013, on the role of social media especially applied to the case of Facebook, Forbes & Vespoli [10] indicates that consumers are buying either very inexpensive, or very expensive items, and are doing so based on recommendations from people they would not consider "opinion influencers or leaders". This result indicates that firms can influence future purchases, perhaps, by encouraging their users to post on various forms of social media. For example, firms could use discounts or incentives or commissions to have consumers recommendations on their product via social media channel if said recommendation led to future purchases by their connected friends [10].

In relation to marketing, loyal customer clubs and communities in social media are good instruments to create positive commercial and emotional relationships between companies and their current and potential customers. Beside to the traditional ways, creating libraries in Facebook is helping the companies to reduce costs of marketing and advertisement. The maintenance the communities on social club is helping the companies to expand and diversify the group of users for using the company products and services [21].

F. Facebook community in Vietnam

Facebook community in Vietnam is growing at the fast speed with up to 20 million people, becoming one of the countries with highest ratio of user engagement in Facebook community worldwide. In Vietnam, it is mainly used by young people (statistics of Facebook Asia), for purpose:

- Keeping contacts with friends
- Make new friends
- Entertainments and blogging

In the booming age of social media, Facebook is used as marketing tool by companies via their own fan pages on Facebook to promote their brands and images to enhance the customer's relationships.

Additional to benefits Facebook bringing to its uses, there are also some concerning that employees are spending so much time on Facebook and in contrast, it is used for politics issues, which is not officially accepted publicly in Vietnam.

G. Domestic travel industry in Vietnam

The travel industry is set as the core industry for the economy growth. With advantage of lots of sightseeing, landscapes, legends and traditional cultures... Vietnam is attracting more and more tourists both Vietnamese citizens and foreign tourists.

However, the problem is that now there are more and more Vietnamese citizens choosing overseas tours instead of domestic tours, meanwhile 80-85% foreign tourist's comments that they do not want to come back to Vietnam for their second tours [23].

In the circumstances, the issues to create the loyalty to the domestic travel is much more essential then ever and there is the need to identify which factors affecting to the satisfaction and loyalty on it.

H. Related researches

Customer engagement in Facebook brand community is drawing much attention of many researchers in the world. In the context of Vietnam travel industry, with emerging issues are also put in many articles and study of researchers both inside and outside of Vietnam.

- Gummerus et al. [11] conducted a research in a Facebook game online brand community "Customer Engagement in a Facebook brand community". This research studied the affect of customer engagement behaviors on perceived relationship benefits and relationship outcomes. In this research, authors stated that the customers' engagements consist of two constructs: Community engagement behaviors (CEBs) and Transactions engagement behaviors (TEBs). And the findings are found that the customers' satisfaction and loyalty are mediated throughout factors of customers' engagements (CEBs and TEBs). The mediating constructs affecting the satisfaction and loyalty is: Social benefits, entertainment benefits and economic benefits. Furthermore, the mediation analysis in the research also show that the influence of CEB on satisfaction is partially mediated by social benefits and entertainment benefits, while the effect of TEB on satisfaction is fully mediated through the same benefits. The effect of CEB on loyalty is mediated through entertainment benefits.
- Another research conducted by Hoang & Swierczek [14] in a travel industry in Vietnam "Internet Use, Customer relationships and loyalty in the Vietnamese Travel industry". This research investigated how small and medium-sized travel agencies as business customers perceive the benefits and barriers of Internet use relating

to the development of a positive relationships and loyalty with their service suppliers. The major benefits of Internet use were interactional and transactional benefits. The main barriers of the Internet use were organizational weaknesses, poor IT infrastructure, mistrust of the Internet system and legal issues. While the benefits positively contributed to the service and social bonds, the barriers negatively impacted the development of these bonds. The interactional benefits play a major role to increase switching costs. The customer relationships and switching costs concurrently enhanced customer loyalty.

- Bui et al. [5] studied about Vietnam domestic tourism: “Vietnamese Domestic Tourism: An Investigation of Travel Motivations”. This research examined the domestic travel industry from an Asian perspective, aimed to find out what motivated for the demand for domestic tourism in Vietnam. The authors indicate that there are the significant roles of employer’s sponsoring the trip, family and travel promotion for travel decision of tourists. Moreover, the study also detected a perception gap between the tourist’s demand and the travel agent’s supply. The findings of study divided into 3 parts: 1) demographic characteristics of tourists, 2) travel patterns, 3) factors motivating the domestic tourism. Female is taking 58.7 % of tourists. Age of tourists from 20- 28 years old is taking 48.7%, living in big cities taking 85% of tourists, Office workers and administration is taking the highest ratio of tourists with anchorage at 27%. Stated-owned companies are taking the highest percentage among utilities participating the domestic tourism with 46%. An annual income of tourists is from 40-59 million VND is taking highest ratio with 20%. In travel patterns, domestic tourism happening from July-Sep is taking highest at 72%. Going travel with family with children is taking 30%, next is going with friends (29%) meanwhile going alone is taking only 6%. The interesting information is that they source the tourism information via the introduction of friends is taking highest at 40% meanwhile they get information from magazine at only 17%. In term of motivation, highest ratio is from employer’s sponsorship at 21.24% as dominant factor meanwhile marketing campaign and costs factors are playing minor roles.

Another research conducted by Tran [26] about Ecotourism in Vietnam: “Strategic Planning and Standards for Ecotourism in Vietnam”. The author discussed the current situation of ecotourism in Vietnam and suggesting strategic plans and standards to promote it. Topographical features and existing natural potentials of Vietnamese delineated as a general view; ecotourism practices in Vietnamese well as related policies have also been mentioned and discussed. This research found that ecotourism is showing both positive and negative impact. At negative aspect, various problems concerning the awareness of Vietnamese people and ecotourism education for people in charge: Unconscious constructions and mass exploitation of natural resources have resulted in environmental damages. Additionally, education for people working in the sector, local residents and Eco tourists is inadequate, which has lead to irresponsible

ecotourism activities and ineffective restoring efforts. At positive aspect, public-private partnership initiative have been recorded in some tourist corporations which have harvested beneficial effects in enticing domestic and international Eco visitors. A harmonious combination of diverse features of nature and professional managerial skills has brought about meaningful results for these ecotourism resorts: Vinpearl ecotourism resorts and spa, VamSat ecotourism sites, Saigon-Binh Chau Ecotourism and resorts... The author concludes that Ecotourism development in Vietnam is a long-term effort and facing a lot of challenges. In order to facilitate the implementation of strategic plans and the application of standards for promoting ecotourism, it is demandable for the Government, related bodies and local communities to get collectively involved in the attempt to upgrade concerned knowledge, protect existing natural resources, diversify ecotourism activities and improve professional services. More feasible and effective measures should be properly figured out and consistently conducted to preserve the natural potentials and attract FDI for ecotourism promotion and development.

I. Research model

Based on the foundations of former research, the model in the study of Gummerus et al. [11] is mostly suitable to our objectives as stated above. We will re-apply this model as figured out below in the Vietnam travel context.

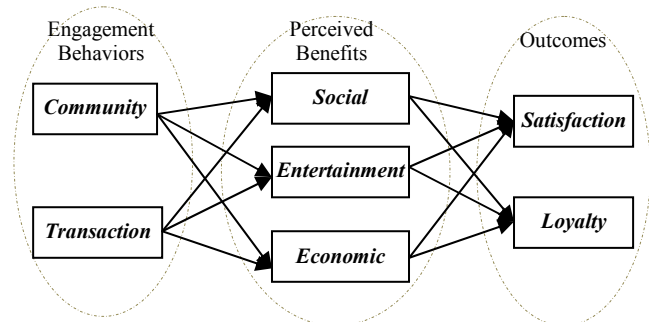


Fig. 1. Research model ([11])

The research hypotheses are summarized as follows:

- H1: Community Engagement behavior has positive impact on Social benefit
- H2: Community Engagement behavior has positive impact on Entertainment benefit
- H3: Community Engagement behavior has positive impact on Economic benefit
- H4: Transaction Engagement behavior has positive impact on Social benefit
- H5: Community Engagement behavior has positive impact on Entertainment benefit
- H6: Community Engagement behavior has positive impact on Economic benefit
- H7: Social benefit has positive impact on Satisfaction
- H8: Social benefit has positive impact on Loyalty
- H9: Entertainment benefit has positive impact on Satisfaction
- H10: Entertainment benefit has positive impact on Loyalty
- H11: Economic benefit has positive impact on Satisfaction
- H12: Economic benefit has positive impact on Loyalty

III. RESEARCH METHOD

General approach: The combined qualitative and quantitative methods are used for this research, divided into two stages: Stage 1 is for qualitative research, stage 2 is for quantitative research. The findings from the qualitative research will be a fundamental basis to finalize the questionnaire used for quantitative research. In quantitative research, it is to measure the impact of customer engagement behaviors towards the outcome (satisfaction and loyalty) throughout the mediation of perceived benefits.

Qualitative research: This is made through the direct interviews with 20 travel experts and travel customers. The purpose of this stage is to select the best appropriate questionnaire as observation instruments to finalize the measurement scales of constructs in the proposal model (Engagement behavior, Perceived Benefits and the Outcome).

Quantitative research: This is to leverage a structured questionnaire as the instruments for data collection. In order to satisfy the above objectives.

A. Sample size and data collection

According to Tho [25], the size of sample is usually determined under this equation: $n \geq 50 + 8m$. In which m is the number of variables used in the model. In this study, there are 7 variables. So, the minimum size of the sample must be greater than 125 respondents.

Data collection: A direct approach to administrators of fan pages is proceeded to post research questionnaires on their Facebook fan pages for respondents with expectation to get full respondents over the minimum size of the sample for this research (125 full respondents). Below fan pages are selected:

- Vietnam Travel: 403K “Liked”
- Vietnam Travel Guide and Holidays: 28K “Liked”:
- Viet Travel: 15K “Liked”
- Vietnam Value Travel: 10K “Liked”
- Vietnam Tourism: 6K “Liked”
- Vietnam Travel Guide: 5K “Liked”
- OSC Travel: 5K “Liked”

The questionnaires are in both Vietnamese and English languages to adopt with individual respondents.

B. Measurement scale

The measurement scale is mainly based on Gummerus et al. [11] with a few modifications to be suitable in the context of Vietnam Travel industry. The Likert scale of 7 is used to measure with 1 anchored at Strongest Disagree and 7 anchored at Strongest Agree.

C. Data analysis method

Firstly, all respondents from all questionnaires are collected for checking the complete fulfillment. Then data file is made based on questionnaire as observed variables with support from Statistics Package SPSS, version 20. Then, Descriptive statistic will be used to screen if any strange value and outliers, and to identify differences among demographic profiles for further group of analysis. After that, Exploratory Factor Analysis (EFA) will be run to refine the measurement

scales. After the refinement finished, the score of each factor will be calculated by averaging of qualified instruments in each scale. Then, Confirmation Factor Analysis (CFA) for measurement model and Structural Model with SEM for testing hypothesis and findings. In line with Structural Model, Path analysis is used to analyses the path casual relationships of Independent to Dependent variables via mediating variables. These activities are supported by Amos V.20

IV. DATA ANALYSIS & RESULTS

There are 192 samples collected for the research. After dropping out 25 occasions because of data missing, the remaining of 167 samples is selected for data analysis; this number is also aligned with the minimum of 125 samples.

A. Descriptive statistics of sample

TABLE I. DESCRIPTIVE STATISTICS OF SAMPLE

	<i>Item</i>	<i>Frequency</i>	<i>Percent</i>
Gender	Female	100	59.9
	Male	67	40.1
	<i>Total</i>	<i>167</i>	<i>100.0</i>
Location	America	2	1.2
	Asia and Australia	6	3.6
	Europe	7	4.2
	Vietnam	152	91.0
	<i>Total</i>	<i>167</i>	<i>100.0</i>
Age	Under 18 years old	1	0.6
	18-30 years old	129	77.2
	31-45 years old	33	19.8
	46-60 years old	3	1.8
	Over 60 years old	1	0.6
	<i>Total</i>	<i>167</i>	<i>100.0</i>
Position	Director/Owner	10	6.0
	Senior Manager	22	13.2
	Junior level	7	4.2
	Staff level	80	47.9
	Home works	2	1.2
	Others	46	27.5
	<i>Total</i>	<i>167</i>	<i>100.0</i>
Income	Below Usd250	65	38.9
	Usd251-Usd500	57	34.1
	Usd501-Usd1000	18	10.8
	Usd1001-Usd1500	16	9.6
	Over Usd1500	11	6.6
	<i>Total</i>	<i>167</i>	<i>100.0</i>

In this sample, Female is taking 60%. 91% of respondents from Vietnam. Age is from 18- 30 years taken 77%. Position is at staff level taken 47.9% meanwhile others (students, other jobs) is taken 27.5%. Monthly Income in USD 250 - USD 500 is taking 34 % and Below USD 250 is taking 38%, USD 501 – USD 1000 is taking 10%.

B. EFA & Cronbach alpha analysis

Assessment of the scales is executed by two steps: Step 1 is for testing the reliability of individual scale. Step 2 is for testing the all scales together to measure the discriminability and validity of scales.

For individual scales Principle Axis Factoring is used with Eigen value ≥ 1 and Promax rotation. The same method is also applied for whole scales. Purpose of this method is to identify meaningful factors suitable to theories proposal in a practical testing.

According to Tho [25], the reliability of scales for individual factor is valid with Cronbach Alpha with alpha ≥ 0.6 and condition to keep an item is its correlation must be greater than ≥ 0.3 . To test convergent validity and discriminant of the scales, a joint EFA is executed with all the above scales together after it is refined.

Step 1's results shown that scales are matched with Cronbach Alpha over 0.6 for all factors, item-total correlation inside individual factor is greater than 0.3 and extracted variance of each factor is over 50%. However, the factor Entertainment is needed to be refined since the Cronbach Alpha is at 0.36 only, much lower than 0.6. After refined by eliminating item Entert13, Cronbach Alpha for factor Entertainment is close to 0.6, we could accepted this factor with the supports that we will test again the reliability of this factor in later chapter by Confirmation Factor Analysis (CFA).

Step 2's results are shown in the table below (Table 2). In this table, dependent variable Satisfaction and Loyalty are combined together to be new Loyalty variable. In EFA tests, all refined scales are matching requirements of reliability, unidimensionality, convergent validity and discriminant validity. However, EFA also provides a snapshot based on the data collected, it does not supply a tool to test and confirm a theory. According to [25], testing a measurement model is needed with support from CFA.

TABLE II. JOINT EFA ANALYSIS RESULT

Items	Factor					
	1	2	3	4	5	6
Commun2	.866					
Commun3	.698					
Commun1	.578					
Transac6		.890				
Transac5		.804				
Social11			.763			
Social10			.732			
Social8			.639			
Social9			.618			
Econom16				.799		
Econom17				.752		
Entert15					.651	
Social12					.592	
Satisf22						.886
Loyalt23						.867
Loyalt24						.830
Loyalt25						.763

C. Confirmation Factor Analysis

Using the standardized loading estimates, it is confirmed that all scales are matching the convergent validity (estimate ≥ 0.05) with p value at almost at 0.000.

With the testing above, p-value is almost small than alpha, so we confirm that all factors in the model is getting the discriminant validity.

Fixing the model is based on the covariance analysis of latent variables that must match two conditions: Suitable to theory and must be practical in reality. The model is re-written after eliminating factor Entertainment (Table 3).

TABLE III. CFA ANALYSIS RESULT

			Est.	S.E.	C.R.	P
Commun1	<---	Community	1.000			
Commun2	<---	Community	1.406	.193	7.290	***
Commun3	<---	Community	1.331	.186	7.149	***
Satisf22	<---	Loyalty	1.000			
Loyalt24	<---	Loyalty	1.157	.106	10.928	***
Loyalt25	<---	Loyalty	1.240	.113	10.952	***
Loyalt23	<---	Loyalty	.968	.116	8.369	***
Transac6	<---	Transaction	1.000			
Transac5	<---	Transaction	.897	.091	9.879	***
Econom16	<---	Economic	1.000			
Econom17	<---	Economic	.822	.134	6.151	***
Social8	<---	Social	1.000			
Social9	<---	Social	1.237	.146	8.473	***
Social10	<---	Social	1.062	.141	7.545	***
Social11	<---	Social	1.019	.131	7.790	***

Finally, the measurement model is suitable to the data collected with chi-square/df = 1.598 (<2), GDI = 0.957 (>0.9), TLI = 0.943 (>0.9), CFI = 0.957 (>0.9), RMSEA = 0.6. All of factors are significant with p-value is at 0.00001 (***). So, we confirm that the measurement model is suitable to the data.

D. Hypothesis Test

The linear regression analysis result is summarized in the table below. Conclusions for hypothesis test are included also.

TABLE IV. LINEAR REGRESSION ANALYSIS RESULT

H	Structural Relationships	Regression Coefficient	p-value	Conclusion
H1	Comm. --> Social	0.658	***	Supported
H2	Comm. --> Entertain	N/A	n.a	Rejected
H3	Comm. --> Economic	N/A	n.a	Rejected
H4	Transact. --> Social	0.328	***	Supported
H5	Transact. --> Entertain	N/A	n.a	Rejected
H6	Transact. --> Econ.	0.440	***	Supported
H7	Social --> Satisfaction	N/A	n.a	Rejected
H8	Social --> Loyalty	0.560	***	Supported
H9	Entertain --> Satisfaction	N/A	n.a	Rejected
H10	Entertain --> Loyalty	N/A	n.a	Rejected
H11	Econ. --> Satisfaction	N/A	n.a	Rejected
H12	Econ. --> Loyalty	0.298	***	Supported

V. DISCUSSION & RECOMMENDATIONS

A. Discussion

In the process of findings' exploration, there is emerging a critical demand for identifying which items getting the highest core weights for a particular factor and how they influence, that will be used for issuing recommendations in managerial implication stated in next section.

- *Engagement → Loyalty*

For Marketers, the task how to maximize the Loyalty by an individual action is becoming more easier. Item_Econom16 ("I am a Facebook community member of the travel fan page because: I want to get gift voucher") has a strongest weight to Loyalty at 0.21. That is also suitable to the practice that upon offering more vouchers to customers, they will more become more loyalty to the company. Of course, information on travel vouchers must be posted on the Facebook fan page. However, applying this item to the practice is getting much costly.

As alternative solutions to cut costs for Marketing, an alternative way to enhance Loyalty could make via Engagement method with item_Comm2 ("I often "Like" the post on Facebook page of the travel company" with score weight at 0.007. Comm3 ("I often write my comments after the post on Facebook page of the company") is at 0.006. That is meaning that if there are 100 Likers on the Facebook fan page, the loyalty will be 7 people. But what items encouraging people to "Like" the fan page, it will be discussed in the section of Community Engagement caused to Social Benefits.

Additional to influences of Economical items and Community items, Marketers could enhance the Loyalty via items of Transaction. The score weight of Transac6 ("I will buy travel kits of the company") is score weight at 0.006 and transac5 ("I get the souvenirs of the company") at 0.005. That could be explored in meaning that if there are 100 travel kits bought, there will be 6 people loyalty to the company. With this ways, the travel company could outsource the sales kits and selling in the stores at cost prices that will help much in increase the loyalty of tourists to the company. Of course, information on travel kits should be posted on Facebook fan pages for Community because Community has a strong relationships with Transaction factor.

Loyalty is affected directly by two main factors: Social and Economic benefits. These are two mediating factors in the model. Loyalty is strongly effected by Social benefits at correlation coefficient at 0.56 meanwhile Economic benefits has a moderate correlation coefficient at 0.3. There are 4 items measuring Loyalty in which item Loyalt24 getting the highest score weight at 0.239. Next is Loyalt25, Satisf22, Loyalt23 with scores weights are at: 0.230, 0.148, 0.92.

- *Social Benefits → Loyalty*

Loyalty is affected by Social benefits at correlation coefficient at 0.56. That is meant that when goes up by 1 standard deviation, goes up by 0.56 standard deviations. However, which items in Social has a strongest score weight, effecting to Loyalty? This is a question raised to all Marketers how to maximize the Loyalty at limited resources.

Analysis results show that Social8 is getting the strongest score weight. It is meant that when Social8 goes up by 1 unit, Loyalty will go up by 0.019. That has the same meaning with Social9, Social11, Social10 are at scores weights: 0.18, 0.18,

0.1. Once again, this findings support to the practices that sharing in social network once again taking the critical item.

- *Economic Benefits → Loyalty*

Economic has causal relationship with Loyalty at correlation coefficient at 0.3. When goes up by 1 standard deviation, goes up by 0.3 standard deviations. However, it is needed to identify which items in Economic have a strongest effect to Loyalty. Results show that Econom16 is taking the highest score weight at 0.021, next is Econom17 at score weight at 0.008. That is explaining that when Econom16 goes up 1 unit, Loyalty goes up 0.021 units respectively. That has the same meaning with Econom17 effecting to Loyalty.

B. Managerial Implications

At the limited resources of any travel company and organization, Marketers cannot do all activities at the same time to improve customers' loyalty, they must select which some activities have the most critical impact, to be suit with their purposes and practical situation. Based on this research, some recommendations for Tourism managers are summarized as follows:

- *Increasing Community engagement for Loyalty.*

Encouraging more and more people "Like" and "write comments" to the fan page. This is the most economical ways to increase the Loyalty to the company. By increasing the content quality, the outline of the page that is important to encourage people to share to their friends. This is the Social Benefits utilized as one of the findings in the research. That is to be emphasized again on the sharing in Social networks, that is the result from the research findings. So, the quality of content/outline of the page must be qualified for people satisfied to be sharing. Helping other members in the community is also demand of people upon joining community; this is the findings from the research. So, in the fan pages, the company should create open-topics so that members could give comments, sharing ideas about a specific topic. That will help the fan page becoming more live and friendly to their members also. In the other hands, company should have some special terms (offering souvenirs, vouchers, promotion tours...) for positive "Likers" and "Commenters" to their page, that will power them more to support to the company purpose getting more members to the brand community. That will help to increase more people loyal to the company.

- *Increasing Transaction for Loyalty.*

Encouraging people using company Transaction activities: using souvenirs or travel kits. Initially, these activities could be costly but company could collect these costs later by selling them in the souvenir shops, bookstores or travel shops. It is strongly recommended that designs and quality of these souvenirs/travel kits must be good and price offer at cost prices, company getting no profit from these items. The purpose is for marketing campaign to increase the Loyalty. One important point to be raised here is that all of these items (souvenirs/travel kits) must be posted on company fan pages because as per findings in the research, there is a very strong relationship between Community and Transaction. And with these activities, company could get more Transaction activities via Economic benefits, as well as getting more Community via Social benefits, indirectly effecting to the Loyalty. Getting souvenir is also one of the most critical reasons encouraging

people joining the transaction with the company as per findings in the research. Therefore, company should offer souvenirs to their current customers more regularly or even positive “Likers” and “Commenters” as exploration in former section. These events should be posted on the fan pages. This is the merged way between Community, Transaction with Social Benefits and Economic Benefits for Loyalty.

VI. CONCLUSIONS

Based on previous model of Gummerus et al. [11], the impact of Customer engagement in Facebook brand community is tested in the context of travel industry in Vietnam. The research model consists three component groups: Customer Engagement Behaviors as independent variables, Perceived Benefits as mediating variables, Satisfaction and Loyalty as dependent variables.

The critical findings from the research is that it confirms the positive impact of Community and Transaction to Loyalty, mediating via Social Benefits and Economic Benefits. In Community, item “Like” and “Write Comments” got the highest scores; In Transaction, item “Get souvenirs” got the highest scores. Based on the results, factors effecting why people joining Community and Transaction are Social benefits and Economic benefits. In Social benefits, item “sharing knowledge” got highest score; In Economic benefits, “getting vouchers” and “buying travel kits” got highest scores.

However, Entertainment is eliminated from the research model because it does not suitable to the practice with the sample data. That could be explained that people joining a travel fan page is getting specific benefits instead of getting Entertainment like in gaming. Additional, the direct causal relationship of Community to Economic is eliminated. Instead, that is explored that there is strong covariance between Community and Transaction, and Economic Benefits is effect by Community mediating via Transaction.

There are also some limitations of the research, including:

(1) This research does not measure the Loyalty of people who do not use Facebook, even though they are an important part of customers to travel company; (2) The sample size is small and data collected are only from active members. Implications for future researches are: (1) Increase the sample size for better result; (2) Identify new factors raised from residuals (there is a new factor emerged from residuals between Economic benefits and Social benefits); (3) Test the causal relationships of Community and Transaction in the model.

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