

Consumer's perspective in what engages them for the first time in an online business: A gaming industry focused work

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Introduction

The video game industry is an extremely lucrative business that has reached the mark of 85.68 billion dollars at United States alone in 2021 (*Video Games Industry in the U.S. 2021*, [s.d.]). Like most other businesses, it requires marketing professionals to better understand impact and acquire consumers, and therefore, generate more revenue. One of the main marketing indicators for business development is Customer engagement (CE).

Gallup's marketing report, *The state of the American consumer*, showed that, "fully engaged" customers generated 23% more revenue than the average consumer. (O'boyle & Fleming, 2014). Furthermore, Richard Sedley, author of the book *Winners and Losers in a Troubled Economy: How to engage customers online to gain competitive advantage*, also mentions the importance of customer engagement. According to him, "Developing customer engagement is a retention and acquisition strategy" (Sedley, 2008) and "Customer engagement is the best predictor of business" (Sedley, 2008).

The definition chosen for this study was Customer Engagement Behaviors (CEB). It was defined by (van Doorn et al., 2010a, p.254) as behaviors that "go beyond transactions, and may be specifically defined as a customer's behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers." In this stream of thought, there are CE Behaviors that can be measured, such as "word-of-mouth activity, recommendations, blogging, writing reviews, other customer-to-customer (C2C) interactions (e.g., helping other customers, participating in customer or brand communities) and customer-initiated interactions with organizations (other than purchase)." (Bolton, 2011, p.1). For that, it can be more easily measured and studied, and hence the reason it was chosen as the basis for this study.

After defining the concept that will be used for this study, it is possible to tackle the question proposed by the study "Social media and consumer engagement: a review and research agenda" by (Barger et al., 2016) : **What does the consumer think it takes to make him engage for the first time with an online brand ?** The objective of this question is to understand what the client thinks are the best strategies to get him/her to engage initially with a digital brand. In order to achieve that, this study will:

- Analyze the dimensions that generate engagement, based on the model proposed by (Barger et al., 2016)

- Verify other dimensions that could start a relationship between a brand and a consumer in the gaming industry.

By answering the question proposed, it is expected to better understand what drives a consumer to engage with an online video game brand initially; what sparks the consumer interest in a way that he/she starts to take positive actions towards a brand. By understanding that, marketing managers will be able to better formulate strategies to more quickly and efficiently engage its clients to a brand. A new industry standard could be built onto how to spark that interest in a client. This would not only benefit the industry, that would rejoice of a bigger number of engaged clients, but the consumers, who would then have a better and more customized service at their disposal.

Theory wise, the study will help solidify the already existing theory and its application to the video game industry. The results will help test the already existing engagement categories in a different environment. Not only testing, but the results will also make possible to adapt and change such engagement categories based on the niche it will be studied on, while also stimulating new studies to test how the categories behave in other environments. Furthermore, this study will be looking for new categories of engagement that could be originated from the online gaming environment, but applied to other industries and realities. Results will also benefit already existing studies regarding customer engagement, making it possible to compare practical ideas (consumers' answers) with theoretical studies and fill the gap as to what begins consumer engagement.

Theoretical Reference

It was mentioned before that CEB was the chosen CE definition for this study. However, in order to get a better understanding of the reasoning behind this choice, it is important to discuss the other forms of engagement as well.

As said before, according to (Ng et al., 2020), there are 4 main ways we can conceptualize CE, from a study made by (van Doorn et al., 2010a), as a behavioral manifestation; from a study made by (Brodie et al., 2011), as a psychological state; from (Storbacka et al., 2016) as a disposition to act; and a study from (e.g. Maslowska et al. 2016), as process with several stages of the Customer Decision making.

One perspective views CE as a psychological state that encompasses behavioral, cognitive, and emotional engagement. It is described as a psychological state that arises from interactive experiences between customers and a focal agent or object, such as a brand, in service relationships. This perspective acknowledges that CE is a nonlinear process influenced by contextual factors, and its three dimensions can occur in any order. However, some researchers have raised concerns about this psychological approach, as psychological states typically only last for a short period of time, while engagement is believed to have long-term consequences, creating a disconnection between the definition and its consequences.

Another perspective considers CE as a disposition to act, focusing on the willingness or tendency of individuals to engage. This perspective sees individuals as active participants in a service ecosystem, engaging in service-for-service exchange and interactions that lead to resource integration for value co-creation cannot occur.

A third conceptualization treats CE as a process with multiple stages in customer decision-making. This model expands on the existing cognitive, emotional, and behavioral dimensions and adopts a process-oriented approach. Each stage represents a different aspect of engagement and its influence on the customer decision-making process.

While these two conceptualizations (disposition to act and process with multiple stages) are valid and important, they are not widely utilized in research compared to the behavioral (47%) and psychological (27%) conceptualizations (Ng et al., 2020). Additionally, the behavioral concept of customer engagement (CEB) is easier to measure, making it more useful for researching consumer engagement in the online environment.

CEB refers to customer engagement behaviors that go beyond transactions and involve interactions with a brand or firm. These behaviors can be positive, such as leaving a favorable comment on social media, or negative, such as posting a complaint. The impact of CEBs can be evaluated based on four categories: immediacy, intensity, breadth, and longevity.

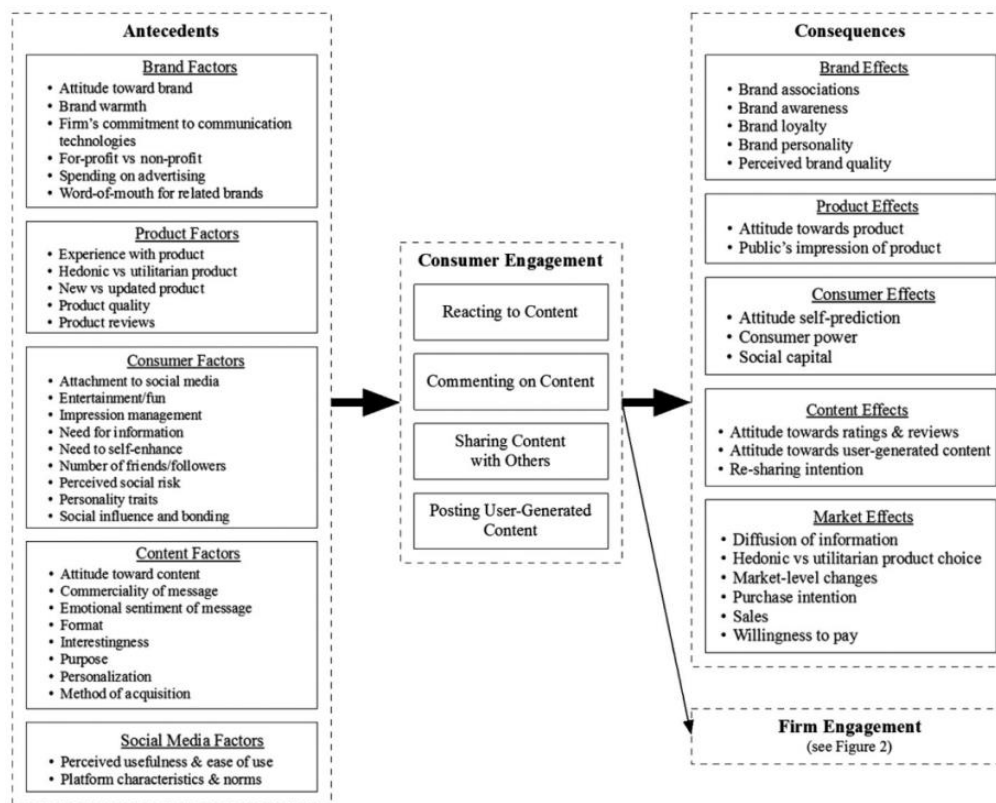
How to engage consumers in an online environment

In order to better evaluate and compare the research results, it is necessary to understand: **What engage consumers?**

In a research done by (Barger et al., 2016) “Social media and consumer engagement: a review and research agenda”, it was elaborated a conceptual framework that possesses the Antecedents (what would make a client engaged), the type of consumer engagements and the consequences of those engagements.

The antecedent part of the framework was divided into five different categories: Brand factors, Product factors, consumer factors, Content factors and Social media factors. Each of these categories contains multiple factors that could result in customer engagement.

Figure 1 – Antecedents and consequences of consumer engagement on social media



Source: from “Social media and consumer engagement: a review and research agenda” by Victor Barger, James W. Peltier, Don E. Schultz

The research method

For this research, it was chosen the qualitative research method. The qualitative research was, for this paper and in simple words, a semi structured interview. That means an

interview that has the questions written prior, but the interviewer doesn't have to strictly follow those questions. It can change based on the interviewee's interaction (Magaldi & Berler, 2020).

Our informants were found in a variety of different medias, such as **Reddit, steam and Instagram**.

A big part of the research is the characteristics of the interviewees. According to a statistic research done by Clement (2021), the average gamer age is 18-34 years old, with a 34% share of the total. The consumers that were interviewed also need to be heavy users, which means that they have to use social media for over 4 hours a day (Diehel, 2018). Another important factor to take in consideration is how many were interviewed for this research. In an article regarding how to plan and perform a qualitative study using content analysis (Bengtsson, 2016), it is said that in qualitative studies, the usual number of informants goes from 1 to 30. Yet, for this research, the theoretical saturation method will be used (Falqueto et al., 2018), which in simpler terms means that there isn't a specific number of people to be interviewed. The interview occurred with new consumers until no new information is added, or the new information does not affect nor alter the comprehension of the phenomenon.

The interviewees should be preferably heavy gamers, which according to a research about the health status of heavy gamers (King & Delfabbro, 2009), the criteria for someone to be considered a heavy gamer is:

- (a) playing at least 30 hours of video games per week
- (b) playing at least four days each week
- (c) playing for a mean duration of 3 hours in a typical sitting

The interviews were done through zoom calls, and recorded through a sound/video capture application called OBS and analyzed with the qualitative latent content analysis, which consists of the steps: Decontextualisation, Recontextualization, The categorization, The Compilation.

A final step was added for this research, which is the attempt to insert the data in the categories already proposed by the model created by Victor Barger mentioned before. It will also be searched if any of the codes obtained through the data collection won't fit a predetermined categorization made by the model, and thus, propose a new category for them.

Analysis and results

After interviewing individuals to the point where answers started to repeat themselves, according to the saturation method (Falqueto et al., 2018), we obtained 15 qualitative interviews.

Due to the time restrictions of this work, it was necessary to choose a niche to focus the interviews. As mentioned before, the niche chosen was the videogame industry. Due to this niche restriction, not all aspects of the model presented before could be used, or made sense to be used for that matter.

For instance, non-profit games are very rare to find, and the same goes for utilitarian products, as there very few utilitarian video games (video games that have purpose other than entertainment). For that matter, the model was adapted in a way that it could fit this research, and the number of factors was reduced when compared to the total amount proposed initially. On the other hand, some new after analysis factors were found during the research.

All the factors that were used from the model proposed, plus the new ones that were found out about are summarized below:

Factors used from the model:

- Quality and interestingness
- Reviews
- Word of mouth
- Updated products
- Need for information
- Paid ads
- Friendly Approach from the company
- Attitude towards brand
- Use of a wide variety of medias
- Interactive posts

New factors:

- Desire to influence others
- Strong community
- Influencers

The new factors are ones that don't fit in any of the categories mentioned in the model used before, and therefore, become a new category to be taken in consideration when engaging people.

The results obtained from analyzing the interviews can be divided into 2 different categories: "What drives someone to play initially?" and "What drives someone to take action beyond playing the game?" The results within the categories are presented below in two separate tables:

Category 1:

Factor	Quote	Explanation	Analysis
Updated version of a preexisting game	<p><i>"If it is a game that I already enjoy, and it will have a continuation, then I'll be more excited about it than if it was a brand new game" interviewee6</i></p>	<p>A game that receives a significant update on its content or a sequel of a past game. Ex.: Counter strike 1.6 vs CS:GO.</p>	<p>This is the strongest factor in category 1. These results match the results from (Feng & Papatla, 2012) regarding engagement performance from new vs. updates cars. It would be interesting to do further studies in other categories to comprehend if this is a rule for every type of product or niche specific</p>
Game Genre	<p><i>"I only play games that I am sure that I will like, for example, a lot of people recommend skyrim for me to play. But it isn't my type of game, so I didn't even give it a try" Interviewee9</i></p>	<p>Like movies, games have genres, such as Strategy, First person shooter, RPG, etc. Games of similar genres to ones the person previously enjoyed have an advantage in engagement.</p>	<p>Having a game genre that is of the interest of the person is a condition for the other factors to have an effect. In a way, a game can be your type of game, and yet you won't engage with it, but it is very hard for a person to engage with a game that it is not their type of game.</p>
Friendly Recommendation	<p><i>"Let me tell you the truth, you know what really engages me? Getting on the Pc on a Friday night with my friends, with some beer. We are getting fucked in the game but everyone laughing and having fun. In the end, the friends make the negative experiences become fun ones" Interviewee1</i></p>	<p>Friend invitation to play a new game together. All though just the recommendation has a positive effect, the friend participation in the game play further improves the chances of playing the game.</p>	<p>The second strongest factor is recommendation from friends. When a game isn't an updated version of another game, this factor comes into play as the best. This factor is so strong because game quality and mechanics are neglected as the enjoyment comes from friends' participation and not from the game specifically.</p>
Attitude towards brand	<p><i>"I played those games again (fallout series) because of the teams that were associated with the games I played in the past" Interviewee2</i></p> <p><i>"I really liked Blizzard and their games, but after the scandal and a bunch of pay to win games, my relationship with the brand started to fade away, and I slowly lost interest in the brand and their games" Interviewee6</i></p>	<p>The way someone perceives and feels about a brand.</p>	<p>The interviewees alleged that, if they know a brand and enjoy the games and their relationship with fans, then they are very likely to engage and play any game the brand releases. Interestingly enough, if someone has a bad attitude towards a brand, then they will be unlikely to play any of their games.</p>

The table shows the 4 strongest factors when it comes to driving someone to play a game initially. They are displayed from strongest to weakest (top to bottom). A couple other factors that are important to mention are: Influencers, which works as a friendly recommendation, though not as strong; Reviews, that, all though weak, have its strength increased when in a negative format, which is in accordance with a study proposed by the model from (Chakravarty et al., 2010) that states that reviews can be highly persuasive, particularly if the review is negative; and paid ads, which presented mixed results, with the only thing in common amongst the interviews being that it isn't a decisive factor to driving a player to play a game initially.

Updated version of a preexisting game: The strongest motivational factor to play a game is in the condition of it being an updated version of a preexisting game. All of the interviewees answered that, if a game they already played got an updated version (with significant change), then they would instantly want to play it. Not only that, but they would also share and engage with the game even before its launch.

“I believe that in the case of engagement, I believe that updated versions of older games engage me a lot more. If Generals 1 (referring to the game command and conquer generals) got a remaster, I would share everywhere, send it to everyone, get the squad together, would be awesome” Interviewee7

This comes from a couple of factors, such as nostalgia for the original game, knowledge of the company that is making the game, already knowing the game mechanics and already knowing the game quality in general.

“If it is a game that I already enjoy, and it will have a continuation, then I ll be more excited about it than if it was a brand new game” Interviewee6

Even though this the strongest factor, it may not always be present, after all, not all games are updated versions of older games, but in the event being one, than focusing on ads around that fact would be greatly beneficial for people to start playing and engaging with it. These results match the results from (Feng & Papatla, 2012) regarding engagement performance from new vs. updates cars. It would be interesting to do further studies in other categories to comprehend if this is a rule for every type of product or niche specific

Game genre: Having a game genre that is of the interest of the person is a condition for the other factors to have an effect.

“I only play games that I am sure that I will like, for example, a lot of people recommend skyrim for me to play. But it isn't my type of game, so I didn't even give it a try” Interviewee9

In a way, a game can be your type of game, and yet you won't engage with it, but it is very hard for a person to engage with a game that it is not their type of game.

Friendly recommendation: The second strongest factor is recommendation from friends. When a game isn't an updated version of another game, this factor comes into play as the best.

“I got to know GTA5 because of a friend's livestream about the game. Eventually he invited me to play, so I joined him” Interviewee4

This factor is so strong because people feel more comfortable when playing with friends, but mostly because, as quoted:

*“Let me tell you the truth, you know what really engages me? Getting on the Pc on a Friday night with my friends, with some beer. We are getting fucked in the game but everyone laughing and having fun. In the end, the friends make the negative experiences become fun ones”*Interviewee1

So, game quality and mechanics are neglected as the enjoyment comes from friends’ participation and not from the game specifically. This information acquired from the interviews make this category different from the word-of-mouth category proposed by the model we are using as reference, simply because word of mouth can come from any person, and the friendly recommendations are friend restricted, since the fact that it is a friend recommending the game that really makes a difference here, and not the fact that someone is recommending it.

Attitude towards brand If a game isn’t an updated version of a previous game and there are no friends recommending it, then attitude towards brand is the strongest factor:

*“I played those games again (fallout series) because of the teams that were associated with the games I played in the past”*Interviewee2

The interviewees alleged that, if they know a brand and enjoy the games and their relationship with fans, then they are very likely to engage and play any game the brand releases.

*“I have played all the resident evils launched simply because I knew the brand and knew they would be good. In a way, it also gives me a sense of organization and continuity”*Interviewee12

Interestingly enough, if someone has a bad attitude towards a brand, then they will be unlikely to play any of their games. Also, if the brand attitude goes from good to bad, then, players will lose interest in the games, especially if game quality decays alongside brand reputation. And in one of the interviews, it was said that attitude towards brand was more important than the update vs. new product dispute.

*“For me, it doesn’t matter if the game is updated or new, if it is made by a company I know, then I will engage with it and played, cause I know the brand is good, so the game will also be good”*Interviewee2

The quotes above also concurs with the study made by (Huang et al., 2013), in which attitude towards brand has a bigger effect than attitude towards content itself. With the quotes above, it is also possible to add another layer to Huang’s study, by showing the importance of attitude towards brand not only for sharing content, but also to purchasing products.

Category 2:

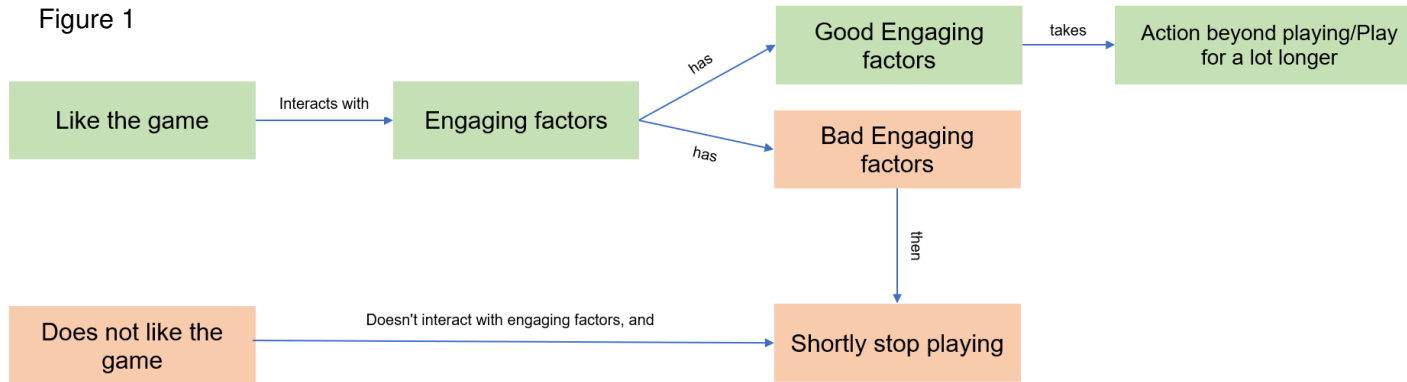
For category 2, there is a prior factor that is determinant for the other to have effect, which is “Enjoying the game”. All of the interviewees had a least one experience in which they played and enjoyed the game, but didn’t dedicate themselves to it for a very long period of time, nor did they have actions beyond playing the game itself. (figure 1)

On the other hand, none of the interviewees had an experience in which they did not enjoy the game, but because of other factors, they decided to put more time and further engage with it, and thus, enjoying the game is a requirement to engage, but not a determinant factor to

engaging someone. In simple words, people can like a game title, and not engage with it, but they cannot dislike a game title and yet engage with it.

With that in mind, here is the table for Category 2 (figure 2):

Figure 1



Source: Self-made

Figure 2

Factor	Quote	Explanation	Analysis
Need to be better	<i>"When I started playing league of legends, I sucked, and lost most of the matches. So I started looking for online videos to get a better, which now after almost 5 years, I am a little better, hahahah"</i> interviewee7	A players necessity to be better than other players of the same game, or, just to be better at the game itself.	All of the interviews mentioned that the first step into playing more hours of the same game is the desire to play better. Negative feedback provided by the game regarding the player performance made people seek for informational videos in YouTube to become better, and so, they started to put a lot more hours in the game and take action beyond just playing.
Strong Community	<i>"What mattered the most for me was the interaction with people! An online game is only an online game if the players interact between themselves, and that's what really caught me (referencing to the game of world of warcraft)"</i> interviewee7	Regarding the group of people that play the same game and interact with each other because of that and about that.	When entering a community, people would create a relationship with the people in there, and ultimately, a gaming community bond lies in the game it is about, so by strengthening the relationship with a game community, the person would also strengthen their relationship with the game itself.
Format	<i>"I believe that a variety of formats favors the connection of the person with a brand, since the person goes deeper into the game story"</i> interviewee9 <i>"When I used to play Lol, and they released a song related to the game, I shared it to everyone I knew, cause I thought it was really badass"</i> interviewee11	Ways to display a game content. It can be through a music, a written story, a series, etc.	Interviewees mentioned that different formats had them grow a deeper interest for teh games they are playing. With the results of this research, it was possible to notice that formats that goes beyond the product format itself have tremendous impact on people and the initial process of engagement with the game, as they increase the connection between players and game.

Source: Self-made

Need to be better: In all of the interviews it was mentioned that the first engagement beyond just playing, and the first step into playing more hours of the same is the desire to play better

“I only got addicted to the game cause I wanted to play it right” Interviewee9 “After I started playing DBD (dead by daylight) and enjoyed it, I started looking for other players that were good at the game, and videos about it. Eventually, I understood better the game, and started to enjoy it more” interviewee12

When playing games, especially competitive games, players would often be bad at the game at the beginning of their gameplay experience, with the game's direct or indirect feedback that they are bad players. This comes in different formats, such as losing a lot of online matches, other players talking about it and bad performance indicators.

“When I started playing league of legends, I sucked, and lost most of the matches. So I started looking for online videos to get a better, which now after almost 5 years, I am a little better, hahahah” interviewee7

This negative feedback in a game they enjoy, made people seek for informational videos in YouTube to become better, and so, they started to put a lot more hours in the game. As people start to put a lot of hours in the game, they would start to take actions beyond just playing

“After learning how to play the game, I got a bigger interest for it, and even followed their twitter to get info about the game as fast as I could, so that I could adapt fast to the changes” interviewee12

Strong Community: A strong community is also very important when it comes to start the process of deep engagement with a game. According to one of the interviewees:

“I think that what ties people together, that makes them engage with the general audience, is the sense of community.” Interviewee2

When entering a community, people would create a relationship with the people in there, and ultimately, a gaming community bond lies in the game it is about, so by strengthening the relationship with a game community, the person would also strengthen their relationship with the game itself:

“I believe. What most matters for me was the interaction with people! An online game is only an online game if the players interact between them, and that's what really caught me (referencing to the game of world of warcraft)” interviewee7

Another interesting discovery about strong communities is that, as much a good community can help engage people to a game, a bad community can cause disengagement in a game:

“A game community is important to a point that, if the community is bad, then that will be bad for the game. An example would be the league of legends community, 3 in which there is a lot of cursing, lot of people trash talking, etc. And one of the main factors for me to stop playing Lol (league of legends) was this toxic community” Interviewee6

As we can clearly notice by the statements given by the interviewees, the so called “toxic” communities can cause people to lose their interest in the game.

Format: A surprising factor that rose from the interviews was the impact of different types of formats in engaging people initially in a game.

“When I used to play Lol, and they released a song related to the game, I shared it to everyone I knew, cause I thought it was really badass”Interviewee11 “I believe that a variety of formats favors the connection of the person with a brand, since the person goes deeper into the game story”Interviewee9

One of the interviewees had a more specific case, in which he would occasionally play a game called league of legends, but after the release of the series Arcane, he developed a bigger interest for the story, and started playing more.

“I already played league of legends, but after watching the Arcane series, I started playing a lot, especially with the champions from the series. I just really enjoyed their story”Interviewee10

We could also take outside sources provided by the game itself about a raise in ingame statistics, as according to an article made by pc gamer (Stanton, 2021), some of the characters showed at the series had their pick rate elevated by up to 9%. It is important to notice that the model does talk about format by mentioning a study made by (de Vries et al., 2012) that analyzed the impact of different post formats. However, the study is focused on brand posts on social media, and not on the portrayal of a product in 38 different formats. With the results of this research, it was possible to notice formats that goes beyond the product format itself have tremendous impact on people and the initial process of engagement with the game, as they increase the connection between players and game, adding yet another layer to the format factor.

A couple of other factors worth mentioning are: Interactive posts on social medias, which are posts that that “ask” for the person to engage with them; Desire to influence others and a friendly relationship from the brand. All of these factors were put in the same final category, as they all are factors that influence engagement, but are not really determinant to it. Also, they usually represent factors that come after the initial engagement caused by the other factors mentioned in figure 2.

Conclusion

Now that we have seen the results and compared them to the theory proposed before this study, it is time to talk about the theoretical implications and practical implications this study had.

This research had mixed results, in which some engagement motivators matched the theory proposed by the model, some matched the same category but differed slightly in definition or importance, and some became new categories into the field. We can sum each type of result in the list below:

Results that matched the theory:

- Updated Products

- Attitude towards brand
- Reviews
- Paid Ads

Modified categories:

- Format
- Desire to influence
- Friends recommendations

New categories:

- Influencers
- Need to be better
- Strong community

With this classification in mind, we can now make our way to the theoretical implications this study has.

Theoretical implications

The results that already matched the theory serve as further proof and an experimentation of the theory in the video game industry. However, taking in consideration that there are results that fit the same category, but are different in the video game industry, it is suggested to test the efficiency and veracity of the confirmed theories in different industries and environments, as the results could be different.

The aspects in the new and modified categories proved to be very important in engaging people initially to games. Yet, this research had limitations in time and resources, and for that reason, it was not possible to interview people to the point of it being considered a statistically proofed result. For that matter, it is suggested for further researches to have a bigger number of interviewees to confirm the validity of these categories. Not only that, it would also be advisable to perform the research in other industries, to confirm if the new categories are niche specific or could be applied to the general industry.

Practical implications

After grading each of the categories in order of most impactful to less impactful, it is possible to bring suggestions and good practices related to the video game industry for managers to apply. The suggestions we make are to: If a company is brand new with a brand new product, it it's a smart idea to use influencers of the genre of the game to market it to the audience, since we have seen this is one of the best way to acquire players to a brand new game and industry. For brand new companies, it is also important to foster a good image with the players, since a good attitude towards brand will impact future releases in an even stronger way than the influencers. It is also interesting to create an active community, and be vigilant for it not to turn into a toxic community.

If a game is an updated version of a preexisting successful game, it is recommended for advertising to be focused on that fact, since the players from the previous game will feel more inclined to play and share the game with others.

Furthermore, clear game feedback to the player performance can be highly beneficial, as it will spark the desire to be better at the game, and begin a deep engagement process in the player.

Suggestions for future studies

Finally, to conclude this research, it is important to state some of the limitations and future studies suggestions. As mentioned before, this study had major limitations in time and in resources. For that matter, the study was focused on the video game industry. With that in mind, some questions arise, such as: Are the categories found in this study also present in other industries/niches?

This study was also qualitative with 15 interviewees. If we scale this research to a quantitative research with precise questions to the new categories, will we find the same results in the niche? What about in other niches?

Also, the most important category, and one that would make anyone be instantaneously interested in a new game was the updated game category. Is an updated version of a successful preexisting product also the most important factor in other industries as well?

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