

Publisher policy allows this work to be made available in this repository. Published in European Journal of Marketing by Emerald.

Refaie N, Anker TB, Finch J (2026), "Killing brands with kindness: Consumer-driven online value destruction". European Journal of Marketing, Vol. 60 No. 6 pp. 1431–1466.

The original publication is available at: <https://doi.org/10.1108/EJM-03-2023-0213>.

This author accepted manuscript is deposited under a Creative Commons Attribution Non-commercial 4.0 International (CC BY-NC) licence. This means that anyone may distribute, adapt, and build upon the work for non-commercial purposes, subject to full attribution. If you wish to use this manuscript for commercial purposes, please contact permissions@emerald.com.

Killing brands with kindness: Consumer-driven online value destruction

Abstract

Purpose: This paper investigates consumers' cognitive, emotional and behavioural engagements in online value destruction, following negative experiences with brands. Prior research has examined value destruction as a customer-firm relationship, whereas this study looks at the phenomenon through the lens of consumer-to-consumer relationships. Shifting the focus from a service-dominant to a consumer-dominant paradigm reveals several new aspects of value destruction involving consumer care and wellbeing

Design/Methodology/Approach: This research adopts a mixed-methods research design, triangulating qualitative and quantitative methods. Study 1 uses netnography to examine consumers' online value-destroying behaviour and explores key themes in depth through 18 semi-structured interviews with consumers who have engaged in online value destruction. The results are derived through coding and thematic analysis. Study 2 is a confirmatory survey with 503 participants, which is analysed through structural equation modelling.

Findings: The findings reveal consumers' motivation to engage in value destruction, the different types of and responses to consumer-driven value destruction and, finally, the consequences of engaging in value destruction. Findings were synthesised into a conceptual model of online consumer-driven value destruction, comprising three main phases: drivers, engagement and outcomes.

Originality/Value: This paper makes an empirical and theoretical contribution to value destruction literature by examining the phenomenon from a consumer-to-consumer perspective and conceptualising it within the consumer-dominant paradigm. Specifically, it offers insights into consumer engagement dimensions (cognitive, emotional and behavioural) before, during and after online value destruction engagement. A key contribution is proposing a positive kindness element within the online value destruction process that is built on consumer collegiality and concern for others' wellbeing.

Practical implications: This paper proposes managerial implications and recommendations for mitigating online value destruction. Using the insights offered on the nature of online value destruction, managers can anticipate problems and adopt pre-emptive, handling and damage-control strategies.

Keywords: Value destruction; online consumer engagement; consumer-dominant logic; consumer wellbeing

1. Introduction

Consumer engagement is a source of value creation as well as value destruction (Anker *et al.*, 2015). The nature of consumer value co-creation has been explored in great depth, following Vargo and Lusch's (2004) seminal paper on service-dominant logic. More recently, the flip side of the coin - consumer value co-destruction - has come into focus (e.g. Echeverri and Skalen, 2011; Sahhar and Loohuis, 2022; Zainuddin *et al.*, 2017, 2024). This study explores the process of value destruction in online consumer-to-consumer engagement, focusing specifically on the cognitive, emotional and behavioural processes that influence consumers to engage in potentially value destroying activities targeted at a brand. These are essential insights because businesses are by default at

the side-line of these activities, which may have a significant reputational impact. Understanding the nature of consumers' intention to engage in value destruction is crucial to optimise brands' strategic responses, should they be at the receiving end of consumers' conscious attempt to destroy brand reputations. This paper offers a managerial course of action for mitigating online value destruction. By better understanding the nature of online value destruction, brand managers may foresee issues and implement preventative, handling and damage-control measures.

Consumers engage in a range of online activities, such as content creation and product and service reviews (Azer and Alexander, 2020; Akdevelioglu *et al.*, 2022). Although extant research recognises such activities as sources of value creation (Brodie *et al.*, 2013; Qian *et al.*, 2022), it is argued that they can also be a source of value destruction (Plé and Chumpitaz Cáceres, 2010; Labrecque *et al.*, 2022). Exposure to negative brand-related content can negatively impact consumers' perception of a company's value proposition, which may lead to avoiding a purchase or even boycotting. Prior research has examined value destruction across several online and offline contexts, including business-to-consumer (Echeverri and Skålén, 2011; Kashif and Zarkada, 2015), business-to-business (Prior and Marcos-Cuevas, 2016; Vafeas *et al.*, 2016) and business-to-government or government-to-consumer (Järvi *et al.*, 2018). However, studies of consumer-to-consumer value destruction remain scarce (Kim *et al.*, 2019). This is an important gap to bridge because it complements recent marketing research into consumer dominance, which focused on how consumers are active in several dimensions and types of value creation (Heinonen and Strandvik, 2015; 2018; Anker *et al.*, 2015). Accordingly, this study explains the processes leading to consumer-to-consumer value destruction in online interactions.

Value destruction has not yet been examined through the consumer-dominant paradigm: most studies are based on service-dominant logic (Echeverri and Skålén, 2011; Järvi *et al.*, 2018; Kashif and Zarkada, 2015; Kirova, 2020; Smith, 2013; Sthapit, 2019; Vafeas *et al.*, 2016) where customer-to-firm interactions are central. This paper investigates consumer-to-consumer value destruction engagement occurring between consumers without directly interacting with the provider. Consumer-to-consumer online value destruction can be more destructive because of the speed and ease of sharing of the negative content among users. Therefore, consumer-dominant logic is adopted as a lens to capture the consumers' perspective on value destruction (Heinonen and Strandvik, 2015). Consumer-dominant logic is important in this context because consumers can have a high level of influence over each other, and one that is outside the provider ecosystem.

This study contributes to the growing literature on value destruction and consumer engagement in three ways. First, it conceptualises consumer-to-consumer online value destruction as a multi-phased process comprising drivers, engagement and outcomes. While prior research on value co-destruction has primarily examined breakdowns in value creation within firm-customer interactions (e.g., Echeverri and Skålén, 2011; Järvi *et al.*, 2018), this study advances the literature by explaining how destructive engagement unfolds over time within consumer-to-consumer interactions that occur outside the firm's direct sphere of influence. By modelling value destruction as a process rather than an

isolated interaction, the study provides a more comprehensive account of how negative brand-related engagement develops and escalates in online environments.

Second, the study advances research on consumer engagement by revealing the cognitive, emotional and behavioural dimensions that shape consumers' participation in online value destruction before, during and after engagement. Existing research has largely focused on positive engagement behaviours (Brodie et al., 2013; Qian et al., 2022), whereas this study demonstrates how the same engagement mechanisms can mobilise destructive brand-related actions among consumers. In doing so, the study extends engagement theory by illuminating the consumer logic that drives destructive forms of engagement within consumer networks.

Third, the findings reveal an unexpected prosocial dimension within online value destruction, whereby consumers' actions are partly motivated by collegiality and concern for the wellbeing of other consumers. Rather than being driven solely by retaliation or hostility towards firms, destructive actions may also emerge from perceived moral obligations to warn, protect or care for other consumers. This insight introduces a novel conceptual perspective on value destruction by highlighting how consumer care and wellbeing considerations can paradoxically motivate behaviours that undermine brand value. Taken together, these contributions extend existing research on value destruction by shifting the analytical focus from firm-customer interaction breakdowns to consumer-driven processes unfolding within consumer networks.

2. Theoretical background

2.1 Consumer-dominant logic

The terms consumer- and customer-dominant logic refer to the empowerment of contemporary consumers in the business ecosystem (Heinonen *et al.*, 2010; Labrecque *et al.*, 2013; Voima *et al.*, 2010). Anker et al. (2015, p. 534) define the concept as follows: "Consumer dominance occurs when consumers interact with a corporate entity (e.g. a brand or product) independently from any relations with corporate agents and in ways that have a potential to impact significantly on corporations, for better or worse." This paradigm shifts focus away from how providers engage consumers in value co-creation to how consumer acquire agency that impacts firms, brands and the broader business ecosystem (Heinonen and Strandvik, 2015; 2018). Consumer dominant logic thus refers to activities, such as consumer-driven product development, consumer-generated content, consumer communities and consumer-led product and service exchanges (e.g. sharing economy) (Heinonen and Strandvik, 2018; Lin *et al.*, 2022). Compared to value destruction in mutual consumer-brand interactions, consumer-driven value destruction is more potent and impactful because of its greater and more unpredictable velocity and because the firm is not directly involved in the consumer activities designed to inflict reputational damage. This makes it much more difficult for a brand to instigate timely, appropriate and effective mitigation (Heinonen and Strandvik, 2015).

Consumer-dominant logic aligns with service-dominant logic in several aspects. Both logics acknowledge the importance of consumer-provider interactions in value

creation, but the active role of the provider is more central only in service-dominant logic. Unlike service-dominant logic, consumer-dominance can explain value creation and other types of consumer agency that happen independently of consumer-provider interaction (Anker *et al.*, 2015). The notion of consumer experience is important in both logics. Still, consumer-dominant logic accentuates the leading role of the consumer, including value-in-use which captures value-creation activities that take place independently of any direct interaction with providers (Heinonen and Strandvik, 2018). In this context, the consumer-dominant paradigm enables analysis of value destruction happening in consumer-to-consumer communications and interactions. Indeed, service-dominant logic would have limited explanatory power in this study's context of online values destruction in consumer-to-consumer online product reviews.

2.2 Consumer engagement and value creation

Being one of the principal concepts in marketing (Holbrook, 1999), consumer value creation involves an overall improvement in consumers' well-being upon the purchase or consumption of a product or service (Grönroos and Voima, 2013; Vargo and Lusch, 2008). The concept of well-being shares some commonalities with value in the sense that it is defined by the focal actor (for example, the consumer), making it a subjective, individualistic evaluation or perception of an individual's satisfaction with their life status (Diener *et al.*, 1999; Lusch and Vargo, 2014). This study adopts Holbrook's (2006) definition of consumer value as an interactive, relativistic preference experience (p.715). Consumer value is therefore a subjective concept as it is built on consumers' judgement (Huber *et al.*, 2001; Woodruff and Gardial, 1996; Zeithaml, 1988) and accordingly situational as it varies from one person to another. It also suggests that it is relative as it is based on comparisons made concerning previous consumers' experiences or other alternatives (Graf and Maas, 2008). This definition of consumer value acknowledges interactions and relationships between subjects and objects, which enables the study of online engagement experiences, where interaction between two or more consumers is essential. The second key construct, consumer engagement, is defined as "a consumer's positively/negatively valenced cognitive, emotional and behavioural investments during or related to interactions with focal objects or agents" (Bowden *et al.*, 2017, p.880).

Researchers have examined three main categories of engagement, namely cognitive, emotional and behavioural dimensions (Brodie *et al.*, 2011; Dessart *et al.*, 2015; Vivek *et al.*, 2012). Dessart *et al.* (2015) examined the three categories of consumer engagement in online brand communities. Hollebeek and Chen (2014) tackled its positive and negative aspects and identified 'immersion', 'passion' and 'activation'. Likewise, Bowden *et al.* (2017) acknowledged valence and defined cognitive, affective and behavioural engagement. Consumer engagement and value creation are distinct research streams connecting. These may be drawn together because consumer engagement is a representation of the shift in value creation from being a provider's activity to the inclusion of consumers in the process. Engaged consumers in the digital context can aid in the business's value creation process (Brodie *et al.*, 2013).

Linking consumer engagement to value creation is the foundation upon which most value destruction research is built. For example, Quach and Thaichon (2017) has

classified the creation and destruction of value as outcomes of engagement. This study builds on this foundational idea of consumer engagement being value-destroying rather than only value-creating (Plé and Chumpitaz Cáceres, 2010). Accordingly, the connection between consumer engagement and value creation is essential in this research.

2.3 Value destruction

Value destruction is conceptualised as an opposing concept to value creation (Zainuddin *et al.*, 2017). However, recent research suggests their simultaneous occurrence (Zainuddin *et al.*, 2024). Value destruction is not a binary concept entailing that value either is or is not destroyed. Rather, it is a multivalent concept that may denote the total absence of value or denote relative declines in value. Value destruction is the absolute or relative loss of value for one or more actors resulting from consumers' involvement in direct interactions together (Echeverri and Skålén, 2011; Engen *et al.*, 2020; Smith, 2013).

Value destruction is often discussed by reference to its connection to consumer well-being (e.g. Vafeas *et al.*, 2016; Zainuddin *et al.*, 2024). In this study, Consumer well-being is central to understanding consumers' motivation to engage in value destruction. Subjective well-being is consumers' perception of the state and quality of their life, and any loss of or decline in well-being (Vafeas *et al.*, 2016). Consumers adopt restorative strategies to bring well-being back to equilibrium making its decline a temporary state (Laud *et al.*, 2019; Smith, 2013). As will be revealed, value destruction is indeed a restorative strategy that consumers use to rebalance their perceived well-being equilibrium.

To date, researchers addressing value destruction have mainly framed their work in terms of resource misuse and misalignment (Quach and Thaichon, 2017; Smith, 2013) and focussed on practices that lead to a complete destruction of value (Cabiddu *et al.*, 2019; Camilleri and Neuhofer, 2017; Dolan *et al.*, 2019; Echeverri and Skålén, 2011). Research has focused more on value destruction in dyadic interactions while broader networks of interactions between multiple actors have been overlooked (Frau *et al.*, 2018; Vafeas *et al.*, 2016). However, in the current economy of increasing connectedness, value creation and destruction can be influenced by other actors outside the dyadic interactions within service ecosystems, such as other consumers. Therefore, the dyadic outlook can provide an incomplete understanding of value destruction (Frau *et al.*, 2018), limiting the comprehension of its potential impact.

The concept of value destruction remains under-developed when it comes to consumer-dominant logic. There is plenty of work on negative consumer behaviours in consumer-dominant logic literature, including negative electronic word-of-mouth (Nam *et al.*, 2018), product-harm crisis (Gensler *et al.*, 2013) and customer brand sabotage (Kähr *et al.*, 2016). However, none explicitly tap into the concept of value destruction even though most of those forms of negative consumer behaviours can be potentially value destructive. In conclusion, the concept of online value destruction remains lacking in the literature in terms of definition, antecedents, consequences and nature. A consumer-dominant outlook can potentially offer new consumer-based insights into value destruction that a service-dominant one might have overlooked. Furthermore,

connections between online engagement dimensions and value destruction are implicit. The current study's objectives are, therefore, in line with the current demands in knowledge (Lumivalo *et al.*, 2024).

3. Study 1

3.1 Research design, methodology and data analysis

Study 1 adopts a mixed-methods, qualitative research design, combining netnography (Kozinets, 2010) and semi-structured interviews. Netnography is an ethnographic method used to examine online communities and offers a structured approach to investigating consumer-to-consumer interactions and communications (Kozinets, 2010). Semi-structured interviews are then used to explore key themes emerging through the analysis of the netnographic data in greater depth.

3.1.1 Netnographic study

Kozinets (2020) recommends structuring netnographic research into three iterative phases: data collection, data analysis and data interpretation. The data collection phase involves investigation, interaction and immersion, while data analysis and interpretation include breaking down and then reintegrating the data collected.

Data collection. Preliminary online observations were conducted over eight weeks to identify the online platforms with the highest potential for value destruction. The researchers identified review aggregators and social media platforms as the most promising online sites for exploration due to the high volume of relevant consumer-to-consumer engagements. Review aggregators are third-party websites that collect user-generated reviews from different sources (consumers and experts) about a particular product or service for guidance (Xiang and Gretzel, 2010). Social media provides a technological platform for individuals to connect, produce and share content online (Boyd and Ellison, 2008).

Amazon.com and Facebook were selected for online data collection as they both match Kozinets' (2010) guidelines for site selection: being highly active sites of consumer-to-consumer engagement, with frequent posts and activity during data collection. They are data-rich, offering detailed consumer-to-consumer communications about product and service experiences. Finally, they offer heterogeneity as they are popular pages with vast numbers of international users with different segmentation characteristics. For Amazon, the categories included electronics, kitchen and appliances, health and beauty, pet supplies, video games and outdoors. For Facebook, the focus in this phase was on consumer-created brand pages, anti-brand pages and pages created by third parties that were entities other than the brand or consumers. One popular page of each type was selected and observed. The pages were 'Apple' (12.7 million users), 'Apple Sucks' (a popular anti-brand Facebook page), and 'IMDB' (a movie review-site with around 7.5 million followers). Many popular pages seemed to fit the criteria, but the interactions on them were business-to-consumer rather than consumer-to-consumer. For example, the

content on Amazon, TripAdvisor and Airbnb's Facebook pages concerned the entity itself rather than a page created by third parties where consumers interact.

Informed by Rageh *et al.* (2013) and Camilleri and Neuhofer (2017), the following inclusion and exclusion criteria were used: (a) a product or service should have at least ten negative reviews; (b) the reviews should be comprehensive (i.e. brief reviews without detailed descriptions of the experience were excluded); (c) all comments from other consumers were included, whereas (d) responses by the brand were excluded. To filter the comments on Amazon, reviews with a star rating of 1-3 were selected. Following Azer and Alexander (2018), in choosing negative reviews, contextual valence shifters were referred to for ensuring analytical rigor. This included negatives (e.g. not, never and neither), intensifiers (e.g. *Rather* efficient or *Deeply* suspicious), presuppositions (e.g. *Barely* sufficient) and connectors (e.g. Although, however and but). Moreover, the form (e.g. sarcastic or aggressive) (Giora, 2002) and the weight (positive versus negative) of negative valence communication were also considered (Azer and Alexander, 2018; Polanyi and Zaenen, 2006). For example, when the review is mostly positive with one negative aspect, it was not considered to be negative (see Table 1).

Category	Review example
Considered negative	"I DO NOT RECOMMEND THIS PRODUCT. It may work great for some, but this is not something you should risk rolling the dice on." (AP2R19)
Not considered negative	"The disc itself was somehow not clicked (...) and was loose in the disc case, but didn't have any visible scratches and worked totally fine. Loving it so far ". (AP2RX)

Table 1: Example of weight in negative review selection.

Data collection also involved what in netnographic research is referred to as 'interaction' and 'immersion'. This requires researchers to engage and get involved within the selected context, and document their observations and critical reflections (Kozinets, 2020). During a period of eight months, the researchers observed and interacted with content on the selected platforms, keeping an immersion notebook where all reflections during netnography were recorded. Immersion did not involve active contribution in terms of posting or commenting on reviews. Data collection continued until saturation point whereby additional observations of new content did not produce new insights (Saunders *et al.*, 2017). The resulting netnographic dataset consisted of 610 reviews/posts and 2,199 associated comments collected from Amazon and Facebook. Table 2 summarises the netnographic data collected.

Source	Reviews/Posts	Comments/Responses
Amazon.com	533	1722
Facebook	57	477
Total	610	2199

Table 2: Netnographic Sample.

3.1.2 Semi-structured interviews

Interviews are widely used and recognised for data collection in value destruction and engagement research (Dessart *et al.*, 2015; Kähr *et al.*, 2016; Neuhofer, 2016; Tynan *et al.*, 2014; Vafeas *et al.*, 2016). Semi-structured interviews were conducted with social media users (see Appendix 1) until saturation point, where no new themes were appearing (Saunders *et al.*, 2017), precisely, when three consecutive interviews would not produce any substantive, new insights, which happened after 18 interviews.

Data collection. Purposive sampling (Marshall, 1996) was used to identify interview participants. Participants were selected based on the following criteria (Ritchie *et al.*, 2003): Participants must (1) be active members of an online community (preferably a value-destroying one); (2) have engaged in value-destroying behaviour on social media at least once; (3) be aged 18 years or above. Snowballing was used to recruit participants. Contact was made with individuals known to the researchers, who then linked them with others who satisfied the selection criteria. First, the researchers contacted participants who engaged with at least one of the observed platforms from the netnographic phase. Each generated a different snowball thread, where the researchers were referred to others. Second, using preliminary data analysis from netnography, forms of online value destruction behaviour were identified and deployed to verify that the participants engaged in the range of identified behaviours (see Appendix 2 for sample summary). A total of 18 semi-structured interviews were conducted, lasting on average 21 minutes. The transcribed interviews averaged approximately 2,500 words per transcript.

3.1.3 Data analysis

Thematic analysis was used to analyse the data set (Miles and Huberman, 1994). A priori, in-vivo and axial codes were used to manually organise the data into themes that could then be subjected to further analysis and interpretation (Langer and Beckman, 2005). The initial coding frame was informed by the value destruction framework adopted by Camilleri and Neuhofer (2017), which builds on the conceptualisation of value destruction proposed by Echeverri and Skålén (2011), while additional codes were derived from the research objectives of the study. The coding process involved three cycles: (1) a priori codes were established from the literature on value destruction

and consumer engagement and in-vivo codes were inferred from the actual data set; (2) coded data were organised into key themes (Miles and Huberman, 1994); (3) axial codes were used to identify thematic interrelations between codes (Strauss and Corbin, 1998). An iterative process allowed codes and themes to evolve as analysis progressed.

For the netnographic component, the data were manually organised into themes following this coding process. Tables 3, 4 and 5 under the results section illustrate the coding structure of the findings. Attention was also given to the temporal sequencing of consumer experiences. This reflected on the sequencing of emerging themes representing the stages of the online value destruction (OVD) process (pre-OVD drivers, OVD engagement behaviours, and post-OVD consequences), which informed the process model presented in Figure 1.

The interview data were audio-recorded and manually transcribed by the researchers. As per the netnographic study, the data sets were organised into themes based on a coding frame. The coding frame included a larger set of a priori codes as the coding frame from the netnographic study was used as a starting point. These were then augmented with in-vivo codes derived through manual reading and interpretation of the interview transcripts. The interviews were then coded using NVivo 12.

Each data source (interviews and netnography) was analysed and merged through triangulation. First, the data from the interviews were used to verify some of the observed behaviours and themes, and second, they complemented the netnographic data by illuminating less observable themes, such as emotions and perceptions.

3.1.4 Ethics

No personal data were collected and both qualitative datasets were fully anonymised (Xun and Reynolds, 2010). Pseudonyms were assigned to all the interviewees, posts, reviews and responses to avoid user identification. Following Kozinets (2019), the researchers did not interact directly with users and informed consent was unnecessary because the data are publicly available. Ethical approvals for studies 1 and 2 were obtained from the University of Glasgow.

3.2 Results

The qualitative analysis identified five major themes that reflected the process of online value destruction: drivers, forms, consumer responses, key interrelations, and consequences of value destruction. These themes were organised into a flowchart model of value destruction comprising different phases: pre-destruction drivers, engagement in value destruction and dealing with the consequences of loss of value (see Figure 1). This flowchart model was followed to structure the detailed reporting of the results, then establish the framework for a quantitative confirmatory second study.

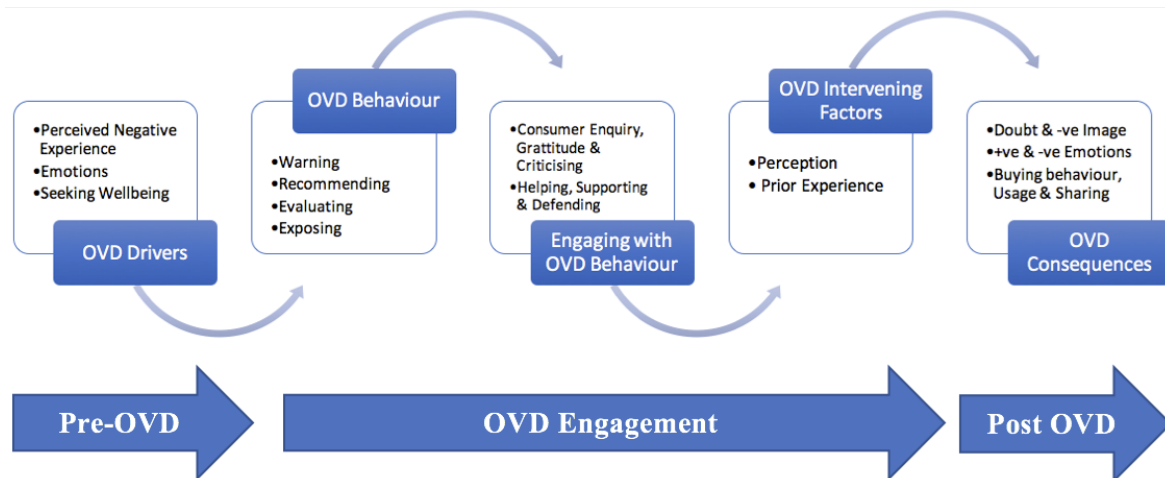


Figure 1: OVD process flowchart.

3.2.1 Drivers of destruction

The analysis revealed three drivers that were triggered in the run-up to consumer value destruction., namely, perceived negative experience with a brand, a negative turn of emotions, and a novel type of consumer care that seeks to enhance well-being through value destruction. Drawing on the qualitative findings, perceived negative experiences were typically driven by dissatisfaction with recently purchased products or services. These unsatisfactory experiences caused negative emotions to materialise into more enduring feelings of disappointment that promoted further action against the brand. Consumers began to think about well-being, where, through those anti-brand actions, they considered their own or others' well-being by sharing their experiences online. Consumers showed concern for others' well-being. They tried to communicate awareness about their problem as a duty because they did not want others to go through a similar experience. Primarily, their focus was construed positively as protecting others, rather than negatively with the impact on the brand.

Consumers expressed frustration in situations where the product stopped working right after the warranty period, leaving them helpless. Anticipating the response of the other consumer created a further feeling of frustration for consumers, leading them to share the experience online and create value-destroying content in hopes for compensation or protecting others from similar experiences. Several quotes below illustrate those findings:

'It was very frustrating because I had paid for my hardware and the regular procedure was to call the company and schedule a meeting, (...) finding it that hard to be delivered was very frustrating and very unnerving (...)' (Int16).

'I have never written a review before, but I am so disgusted by this product I was compelled to warn people not to fall into the same trap as I did. Hope this helps' (AP9R62).

1 st Order Codes	2 nd Order Themes	Aggregate Theoretical Dimension
Product Issue	Perceived negative experience	Online Value Destruction Drivers
Company Interaction		
Disappointment	Emotional Drivers	
Anger		
Frustration		
Own Well-being	Seeking Well-being	
Others' Well-being		

Table 3: Phase 1 coding structure.

3.2.2 Engagement in value destruction

The analysis revealed the dynamics of consumer-to-consumer interactions in online value destruction, including forms, responses and potential interrelations between them. Consumers communicated about their issues in several forms, such as warning, recommending, exposing and evaluating. Consumers warned others against buying or using the reviewed item because they have had a negative experience with it. Warning posts can range from simple words like 'be warned' or 'be careful,' implying the reviewers' concern for others' well-being to a more aggressive tone against the brand, hoping to save readers from a bad purchase. Consumers sometimes directly recommended against the brand or recommend an alternative brand they had a better experience with. Moreover, reviewers sometimes reported what they considered to be the company's misconduct regarding a product-related problem, such as perceived false advertising to protect others. Reviewers sometimes directly attacked the business to get their attention or get back at them, focusing more on their own wellbeing. Finally, consumers also create evaluative posts providing details on the pros and cons of functional or service-related aspects of their experiences. The quotes below from online reviews illustrate those findings:

'DO NOT DO NOT DO NOT BUY THIS GAME!!!!!! (...) it is not worth it(...) Hope I can help save you from buying this garbage.'
(AP11R10)

'I started using (alternative brand) & wanted to share that it actually works for those disappointed & still looking!' (AP8R13).

'(The Company) ADMITS TO KNOWING ALL THIS AND DOING NOTHING TO CHANGE THE INSTRUCTIONS OR RECALL (...). Now its deliberate and with total disregard for your wellbeing (...).' (AP5R41).

Overall, reviewers sometimes focused on the question of their own well-being, where the narrative encompasses the reviewer's experience. However, an interesting observation revealed reviewers sometimes directed the post to the readers, making them

the primary focus. Hence, others' well-being appears primary and the reviewer's own well-being secondary.

3.2.3 Responding to value destruction

The results reveal several types of review responses guided by the respondent's previous experience with the reviewed item: inexperienced readers responded with a consumer enquiry, gratitude or criticism, while experienced users often responded with helping, supporting the reviewer or defending the focal brand. Inexperienced and curious respondents asked questions for further clarification. Some thanked the reviewer for the review or the quality of the review, while others acted as community watchers who criticised the reviewer, the company or others if they sensed unfairness in the content. Experienced respondents sometimes posted an informative comment for the reviewer with advice or a supportive one if their experiences matched. Satisfied consumers sometimes intervened and defended the focal brand. The quotes below from online reviews illustrate those findings:

'How long did it take (the company) to get back to you to replace your (brand)?' (AP3R3C2).

'Thank you for giving us "Pre- Purchasing Customers", Your Experience on this item! :)' (AP9R62C2).

'You rate the game poorly because you didn't research the game prior to purchasing? This is your own fault (...). Shame on you' (AP11R17C1).

3.2.4 Interrelations between key themes

The analysis shows consumers use perception and previous experience as judgement criteria against which they evaluated the content they read. For example, evidence, the agreement of others, the source and review quality, can assist readers in assessing the credibility of the negative content they read. Moreover, posts about issues that are perceived as risky by the consumers tend to be taken more seriously. For example, consumers would not risk a negative experience with expensive items. Furthermore, when readers reported an experience of their own to compare to, their judgement differed depending on their own experience, which made them less prone to value destruction. The quotes below from interviews and reviews illustrate both factors.

*'I seldom write reviews, but usually always look at them when I'm about to purchase something, **especially something expensive.**' (AP3R1C31).*

'I won't really go with those reviews because I know the product and I know the company really well (...). But if it's a product, (...) I'm not familiar with, I would take them into consideration.' (Int6).

1 st Order Codes	2 nd Order Themes	Aggregate Theoretical Dimensions
Passive Warning	Warning	Online Value Destruction Forms
Persuasive Warning		
Recommending Against Brand	Recommending	
Recommending Competitors		
Product Issue	Exposing	
Misconduct		
Pros and Cons	Evaluating	
Complaining		
Consumer Enquiry	Inexperienced Reader	
Consumer Gratitude		
Criticising		
Helping Reviewer	Experienced Consumer	
Supporting Reviewer		
Defending Brand		
Perceived Credibility	Perception	Key Themes Interrelations
Perceived Risk		
Similar Experience	Previous Experience	
Familiarity		

Table 4: Phase 2 coding structure

3.2.5 Consequences of destruction

The analysis revealed three main categories of consumer-based online value destruction consequences, which are cognitive, emotional and behavioural consequences. Cognitive consequences are negative brand-related thoughts that consumers develop due to engaging with online value destruction, like negative brand image and doubt. Readers' thoughts about the focal brand may shift from positive or neutral to negative or doubtful when engaging with negative content. Emotional consequences are the feelings consumers experience upon engaging with destructive content. Transferred feelings from the reviewer to the reader are mostly negative ones, such as anger and disappointment.

However, consumers may also experience positive emotions, such as happiness and gratitude, when they feel that they were saved from a bad purchase. Consumer emotions and cognitions can also manifest into behavioural consequences, where readers begin to alter their current or future behaviour towards the focal brand. They may hold off on a purchase, decide not to buy again, stop using the product, or share the review with others. Sharing could be the most threatening consequence of online value destruction to the company, because the reader turns into a value destroyer by sharing and reaching more consumers and potential consumers. The quotes below from interviews illustrate emotional, cognitive and behavioural reactions to destructive content:

*'If I already had a positive image about the place, **I will begin to doubt** whether it was a coincidence for me (...)' (Int17).*

*'I was **happy** that I didn't spend all that money for something that would mess with me. So, **I was pretty glad**' (Int10).*

'After reading all of the reviews (...), I think I'll skip buying the (Brand)' (AP9R64C7).

1 st Order Codes	2 nd Order Themes	Aggregate Theoretical Dimension
Doubt	Cognitive Consequences	Online Value Destruction Consequences
Negative brand Image		
Disappointment	Emotional Consequences	
Anger		
Gratitude		
Happiness		
Purchase Behaviour	Behavioural Consequences	
Stop Using		
Sharing		

Table 5: Phase 3 coding structure.

4. Study 2

4.1 Research design, methodology and data analysis

Building on the qualitative insights from Study 1, which explored the drivers, behaviours and consequences associated with online value destruction (OVD), a conceptual model was developed to capture the key relationships identified in the analysis (see Figure 2). To test the generalizability of these qualitative findings, five hypotheses were formulated and tested (see Table 9) using a confirmatory questionnaire study conducted with a representative sample of the UK population (n=503).

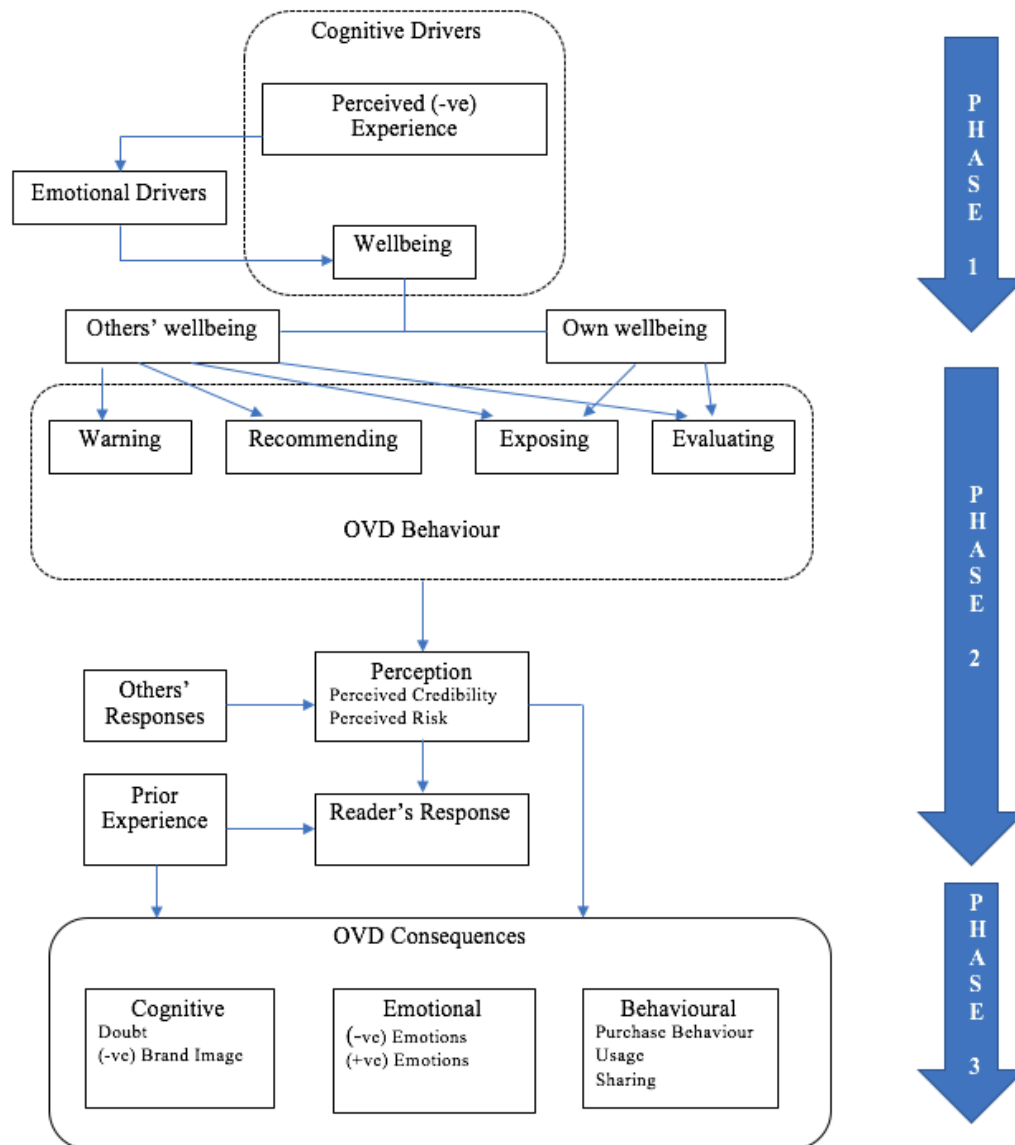


Figure 2: Conceptual model.

4.1.1 Data collection and sampling

Prolific was used to recruit research participants and deploy the survey. Data collection began by testing the initial instrument for face and content validity. A pilot study was conducted with 30 representatives of the target sample. The initial instrument was modified according to the results by removing some of the statements. The questionnaire was in English, and respondents were assured confidentiality and anonymity. The main study surveyed a sample of the UK population (n=503). The sample composition was 51.3% males and 48.7% females. Moreover, 18.3% of the participants were between the ages of 18–29 years, 32.3% were aged between 30–49, while 48.7% were above 50 years. Lastly, 47.3% were employed, and 52.7% were not in employment.

4.1.2 Questionnaire development

A four-section questionnaire was developed, informed by the results from Study 1. All items were measured using a seven-point Likert scale ranging from '1- strongly disagree' to '7- strongly agree,' and '1- not at all' to '7- extremely', depending on the topic (see Appendix 3). All adapted scales and statements were reviewed and modified to suit the context of this study, according to the qualitative findings. The multi-item scales set out in Appendix 3 are, in common with the studies cited below in this section, composed of reflective indicators. The first section measures online value destruction drivers, which are composed of 'perceived negative experience,' 'negative emotions' and 'motivation'. Perceived negative experience consists of 'product/service dissatisfaction' measured by a four-item scale adapted from Serra-Cantalops *et al.* (2020) and 'company interaction', measured by a six-item scale adapted from Guan *et al.* (2020). Negative emotions were measured through a three items scale adapted from Liu *et al.* (2021). Motivation consisted of one's own well-being and care for others, both measured by three-item scale adapted from Hu and Kim (2018).

The second section measured online value destruction intention, measured by a two-item scale adapted from Azer and Ranaweera (2022). The third section investigated review perception and prior experience as moderating variables. Review perception consisted of perceived review credibility, measured by an eight-item scale adapted from Fernandes *et al.* (2022), and perceived review risk, measured by a four-item scale developed by the authors but based on Bianchi and Andrews (2012) and v.Wangenheim and Bayo'n (2004). Prior experience was measured using a four-item scale developed by the authors based on Delgado-Ballester *et al.* (2012)

The fourth section investigated cognitive, emotional and behavioural consequences of online value destruction. Cognitive consequences are composed of negative brand image and doubt, each measured by a four-item scale adapted from Xie *et al.* (2023) and Sääksjärvi and Morel (2010), respectively. Emotional consequences composed of negative emotions, measured by a two-item scale adapted from Soscia (2007), and positive emotions measured by a two-item scale both adapted from Liu *et al.* (2021). Behavioural consequences composed of purchase/usage intentions, measured by a three-item scale, and sharing intentions are measured by a three-item scale, both adapted from Azer and Ranaweera (2022).

4.1.3 Data analysis

The study used confirmatory factor analysis (CFA) to assess the measurement model and structural equation modelling (SEM) to test the hypothesized relationships among the research variables. CFA is a crucial step prior to SEM as it verifies the factor structure established as a measurement scale for each construct. Moderation effects were tested using an interaction term approach within SEM (product indicator method), whereby mean-centred variables were used to construct interaction terms that were included directly in the structural model. All data analyses were conducted using SPSS version 26. Structural equation modeling (CFA and SEM) was performed using AMOS version 24, employing the Maximum Likelihood (ML) method to estimate factor loadings and assess model fit.

4.1.4 Measurement model assessment

In preparation for the analysis, reliability, internal consistency, and construct validity were assessed. Table 6 shows that all variables demonstrated positive and significant correlations at the 0.01 level (2-tailed). In addition, the square root of the Average Variance Extracted (AVE) for each construct exceeded inter-construct correlations, thereby supporting discriminant validity based on the Fornell and Larcker (1981) criterion.

Indicators were retained where standardized factor loadings exceeded 0.40, Composite Reliability demonstrated acceptable to moderate levels, and AVE values exceeded the threshold of 0.50, consistent with prior research (Onel, 2024; Ertz, Karakas and Sarigöllü, 2016). While higher loading thresholds are often recommended (Hair *et al.*, 2019), the inclusion of indicators with loadings above 0.40 reflects the objective of theoretical consistency and scale development in emerging research contexts, with several loadings above 0.70 and the majority above the acceptable threshold of 0.60, with lower-loading items retained for theoretical and content validity considerations (Wieland *et al.*, 2017). The mixed-methods design further supports this decision, as key themes identified in the qualitative phase (Study 1) informed the development and refinement of the survey instrument in Study 2. The pilot study also contributed to preserving measurement validity through the removal of insufficient items while retaining theoretically meaningful indicators.

Construct reliability was assessed using Cronbach alpha coefficients (see Table 7). The coefficients for the constructs' value range between 0.754 and 0.902, all exceeding 0.70, indicating consistency of the measures (Nunnally and Bernstein, 1994). Composite Reliability (CR) values ranged from 0.361 to 0.789, with most constructs demonstrating acceptable to moderate reliability consistent with prior scale development research. Despite some lower CR values, acceptable factor loadings, satisfactory AVE levels, and strong discriminant validity supported the retention of indicators to preserve the theoretical breadth and content validity of the constructs.

Convergent validity was assessed using standardized factor loadings and Average Variance Extracted (AVE), with Composite Reliability providing additional support for indicator consistency. The retained indicators demonstrated acceptable factor loadings and AVE values exceeding or approaching recommended levels, indicating that the constructs capture a substantial proportion of variance in their indicators.

Variables	Statements	Factor Loading	AVE %	KMO	Cronbach's Alpha	CR
Perceived Negative Experience	1.2.2 The customer service agent was unhelpful	.809	70.250	.639	.785	0.509
	1.2.3 The customer service did not resolve my issue	.771				
	1.2.4 The customer service agent was rude to me	.527				

Negative Emotions	2.1 I felt frustrated	.751	73.201	.717	.810	0.536
	2.2 I felt disappointed	.719				
	2.3 I felt angry	.727				
Motivation	3.2.1 I care about the wellbeing of other consumers	.727	68.475	.654	.759	0.478
	3.2.2 I feel I have a duty to warn other consumers	.773				
	3.2.3 I have benefitted from other consumers' reviews and comments and want to give back to the community	.554				
Online Value Destruction Intention	4.1 When I have a negative experience with a brand or business, I always feel a need to post negative comments about the brand	.873	87.329	.500	.855	0.762
	4.2 When I have a negative experience with a brand, I always give the brand or business a negative review	.873				
Perception	5.2.2 I take the negative reviews more seriously when the reviewer mentions a health risk with the product/service	.814	77.548	.690	.852	0.607
	5.2.3 I take the negative reviews more seriously when the reviewer mentions a safety risk with the product/service	.844				
	5.2.4 I consider the negative reviews more when I find the described problem in the review is a severe one	.668				
Prior Experience	6.1 I consider the negative reviews more when I don't know the brand	.888	88.820	.500	.872	0.789
	6.2 I consider the negative reviews more when it is my first time buying the brand	.888				

Cognitive consequences	7.1.1 After viewing negative content, I find the brand 6 different from what I expected it to be.	.442	59.816	.903	.902	0.365
	7.1.2 After viewing negative content, my goodwill to this product/service is affected.	.604				
	7.1.3 After viewing negative content, I would think less of the product/service.	.621				
	7.1.4 After viewing negative content, I won't want to buy this product/service again.	.523				
	7.2.1 After reading negative content, I doubt if the product/service really does what it is supposed to do.	.671				
	7.2.2 After reading negative content, I doubt if the product/service is worth its money.	.707				
	7.2.3 After reading negative content, I doubt if the product/service is something for me.	.671				
	7.2.4 After seeing negative content, I doubt if the product/service is truly better than similar products/services.	.547				
Emotional Consequences	8.1.1 After reading the negative content, I felt disappointed in the product/service	.600	59.458	.682	.754	0.361
	8.1.2 After reading negative content, I felt angry about the reviewer's bad experience	.458				
	8.2.1 After reading the negative content, I felt happy that I did not buy the product/service	.700				
	8.2.2 After reading the negative content, I felt grateful for the reviewer that warned me	.621				
Behavioural Consequences	9.1.1 After reading the negative content, I will not purchase this product/service next time I need one	.752	64.599	.786	.860	0.432
	9.1.2 After reading the negative content, I will not	.769				

	<i>use this product/service again</i>					
	<i>9.1.3 After reading the negative content, I will not try this product/service for the first time.</i>	<i>.673</i>				
	<i>9.2.2 After reading the negative content, I would not recommend this product/service to my friends and family</i>	<i>.607</i>				
	<i>9.2.3 After reading the negative content, I would tell other about it people if asked</i>	<i>.429</i>				

Table 6: Validity and reliability test.

Relationships			Estimate	S.E.	C.R.	P	Label
OVDI_Var	<---	PNE_Var	1.091	.138	7.905	***	
OVDI_Var	<---	NE_Var	-2.129	.257	-8.286	***	
OVDI_Var	<---	MO_Var	.856	.196	4.355	***	
CC_Var	<---	OVDI_Var	-.868	.077	-11.313	***	
EC_Var	<---	OVDI_Var	-.420	.081	-5.202	***	
BC_Var	<---	OVDI_Var	-.944	.096	-9.828	***	
CC_Var	<---	PNE.PC	-.042	.030	-1.395	.163	
EC_Var	<---	PNE.PC	-.081	.034	-2.344	.019	
BC_Var	<---	PNE.PC	-.091	.042	-2.178	.029	
CC_Var	<---	NE_Vari.PC	-.034	.027	-1.266	.206	
EC_Var	<---	NE_Vari.PC	.012	.031	.402	.688	
BC_Var	<---	NE_Vari.PC	-.012	.037	-.335	.738	
CC_Var	<---	MO.PC	-.051	.026	-1.985	.047	
EC_Var	<---	MO.PC	-.060	.029	-2.056	.040	
BC_Var	<---	MO.PC	-.087	.036	-2.443	.015	
CC_Var	<---	OVDI.PC	.075	.022	3.361	***	
EC_Var	<---	OVDI.PC	.061	.026	2.379	.017	
BC_Var	<---	OVDI.PC	.075	.031	2.427	.015	
CC_Var	<---	PNE.PE	-.025	.030	-.848	.397	
EC_Var	<---	PNE.PE	.002	.034	.059	.953	
BC_Var	<---	PNE.PE	-.013	.041	-.327	.744	
CC_Var	<---	NE_Vari.PE	.033	.028	1.162	.245	
EC_Var	<---	NE_Vari.PE	.002	.032	.062	.950	
BC_Var	<---	NE_Vari.PE	.009	.039	.221	.825	

CC_Var	<---	MO.PE	-.032	.024	-1.367	.172
EC_Var	<---	MO.PE	-.026	.027	-.960	.337
BC_Var	<---	MO.PE	-.041	.033	-1.257	.209
CC_Var	<---	OVDI.PE	.049	.023	2.092	.036
EC_Var	<---	OVDI.PE	.023	.027	.851	.395
BC_Var	<---	OVDI.PE	.063	.032	1.938	.053
CC_Var	<---	PNE_Var	.612	.086	7.149	***
EC_Var	<---	PNE_Var	.613	.095	6.446	***
BC_Var	<---	PNE_Var	.861	.119	7.246	***
CC_Var	<---	NE_Var	-.294	.045	-6.481	***
EC_Var	<---	NE_Var	-.163	.037	-4.365	***
BC_Var	<---	NE_Var	-.313	.053	-5.866	***
CC_Var	<---	MO_Var	1.385	.202	6.871	***
EC_Var	<---	MO_Var	1.567	.224	6.999	***
BC_Var	<---	MO_Var	2.015	.278	7.255	***
PNE3_1	<---	PNE_Var	.763	.043	17.942	***
PNE2_1	<---	PNE_Var	1.000			
PNE1_1	<---	PNE_Var	.908	.033	27.765	***
NE3_1	<---	NE_Var	1.000			
NE2_1	<---	NE_Var	.674	.035	19.501	***
NE1_1	<---	NE_Var	.803	.037	21.404	***
MO3_1	<---	MO_Var	1.046	.064	16.300	***
MO2_1	<---	MO_Var	1.000			
MO1_1	<---	MO_Var	.951	.043	22.026	***
OVDI2_1	<---	OVDI_Var	1.026	.038	27.017	***
OVDI1_1	<---	OVDI_Var	1.000			
CC8_1	<---	CC_Var	.888	.042	21.369	***
CC7_1	<---	CC_Var	1.028	.045	22.873	***
CC6_1	<---	CC_Var	1.039	.034	30.937	***
CC5_1	<---	CC_Var	1.000			
CC4_1	<---	CC_Var	.986	.053	18.613	***
CC3_1	<---	CC_Var	.897	.046	19.585	***
CC2_1	<---	CC_Var	.942	.050	18.950	***
CC1_1	<---	CC_Var	.777	.050	15.672	***
EC4_1	<---	EC_Var	.869	.046	18.980	***
EC3_1	<---	EC_Var	1.000			
EC2_1	<---	EC_Var	1.031	.087	11.821	***
EC1_1	<---	EC_Var	.976	.067	14.494	***

BC5_1	<---	BC_Var	.614	.045	13.767	***
BC4_1	<---	BC_Var	.900	.050	18.157	***
BC3_1	<---	BC_Var	.987	.044	22.415	***
BC2_1	<---	BC_Var	1.000			
BC1_1	<---	BC_Var	.976	.028	35.462	***

Table 7: SEM analysis for the research variables.

Discriminant validity was also assessed using Anderson and Gerbing's (1988) chi-square difference test. For each pair of conceptually related constructs, a constrained CFA model in which the inter-construct correlation was fixed to unity was compared with a freely estimated model. Table 8 shows constraining the correlations resulted in a statistically significant increase in chi-square values for all examined construct pairs ($\Delta\chi^2$ ranging from 10.337 to 70.973, $\Delta df = 1$, $p < 0.01$).

Construct Pair	χ^2 Free	df	χ^2 Fixed	df	$\Delta\chi^2$	Δdf	Conclusion
PNE – NE	851.490	391	861.827	392	10.337	1	Supported
NE – EC	851.490	391	895.684	392	44.194	1	Supported
CC – EC	851.490	391	887.396	392	35.906	1	Supported
EC – BC	851.490	391	867.006	392	15.516	1	Supported
CC – BC	851.490	391	879.909	392	28.419	1	Supported
MO – OVDI	851.490	391	922.463	392	70.973	1	Supported
PC – PE	851.490	391	918.677	392	67.187	1	Supported

Table 8: Chi-Square difference test for construct pairs.

These findings indicate that the constrained models fit the data significantly worse than the unconstrained models, providing strong evidence of discriminant validity among the constructs. Following recent recommendations (Henseler et al., 2015), discriminant validity was further assessed using the HTMT ratio. All HTMT values were below the recommended threshold of 0.90, indicating satisfactory discriminant validity (see Table 9).

Construct	PNE	NE	MO	OVDI	PC	PE	CC	EC	BC
-----------	-----	----	----	------	----	----	----	----	----

PNE	1								
NE	0.783	1							
MO	0.207	0.274	1						
OVDI	0.155	0.144	0.175	1					
PC	0.047	0.106	0.449	0.104	1				
PE	0.030	0.141	0.268	0.183	0.380	1			
CC	0.131	0.222	0.344	0.299	0.355	0.521	1		
EC	0.233	0.400	0.478	0.481	0.364	0.441	0.746	1	
BC	0.093	0.214	0.328	0.287	0.277	0.460	0.845	0.735	1

Table 9: HTMT ratio results

Given CFA, using the covariance method, GFI was calculated to be 0.888, CMIN/DF was found to be 2.254, AGFI was .857, CFI of Bentler-Bonett was 0.941 and RMSEA was .050. All results showed values achieving the required cut-off thresholds (see Table 10), indicating the fitness of the structural model. The standardised residual covariance results indicate that there was one highly negative standardised residual value of (-5.223), which is far from the generally accepted value of ± 2 for standardised residuals, indicating that there is a serious outlier. This outlier corresponded to a single observation, not any item in the scale, so all constructs and their reliability were unaffected. To retain the power of the model and to have the results reflect the general pattern of the data and not be controlled by this one outlier value, this outlier value was removed from the data. Upon removal, the standardised residuals for all other values were between -2.857 and 2.422. Approximately 95% of standardized residuals fell within ± 2 , and 99.6% within ± 4 , confirming that most residuals are well within recommended thresholds. The trend of these residuals suggests predictions made by the model are generally on target and that no additional corrective measure is needed. The data are thus free from outliers of a very extreme sort, and residual values comport with assumptions of regression analysis.

	PNE	NE_Var	MO	OVDI	PC	PE	CC	EC	BC
PNE	(0.838)								
NE_Var	.540**	(0.855)							
MO	.190**	.235**	(0.827)						
OVDI	.119**	.144**	.135**	(0.934)					
PC	.061	.126**	.303**	.070	(0.880)				

PE	.069	.150**	.238**	.141**	.301**	(0.942)			
CC	.130**	.197**	.250**	.220**	.230**	.462**	(0.773)		
EC	.212**	.346**	.326**	.404**	.236**	.344**	.557**	(0.771)	
BC	.075	.185**	.246**	.214**	.150**	.386**	.666**	.541**	(0.803)

Table 10: Correlation Matrix of Research Variables

4.2 Results

The results of SEM are presented in Table 11, while Figure 2 visually depicts the interconnections among the observed variables. Five major hypotheses were proposed, based on the results of Study 1 results (see Table 12). Regarding H1, ($\beta = 1.091$, $SE = 0.138$, $p < 0.001$) indicates that a perceived negative experience (PNE) has a significant positive effect on online value destroying intention (OVDI), accepting H1.1. Additionally, with ($\beta = -2.129$, $SE = 0.257$, $p < 0.001$), negative emotions (NE) exhibit a significant negative effect on online value destroying intention (OVDI), hence supporting H1.2. Furthermore, H1.3 results ($\beta = 0.856$, $SE = 0.196$, $p < 0.001$) indicates that seeking wellbeing (MO) has a significant positive effect on online value destroying intention (OVDI), hence supporting H1.3.

Regarding H2, ($\beta = -0.868$, $SE = 0.077$, $p < 0.001$) indicates that OVD intention (OVDI) has a significant negative effect on consumer cognition towards the brand (CC), hence supporting H2.1. Moreover, with ($\beta = -0.420$, $SE = 0.081$, $p < 0.001$), OVD intention (OVDI) shows a significant negative effect on consumer emotions (EC), hence supporting H2.2. Furthermore, for H2.3, ($\beta = -0.944$, $SE = 0.096$, $p < 0.001$) indicates that OVD intention (OVDI) has a significant negative effect on consumers' behavioural intention towards the brand (BC), hence supporting H2.3.

Moderating effect. Regarding H3, consumer perception's (PC) moderating effect on the relationship between OVD intention (OVDI) and (CC), (EC) and (BC), there are significant relationships as ($\beta = 0.075$, $SE = 0.022$, $p < 0.001$), ($\beta = 0.061$, $SE = 0.026$, $p = 0.017$) and ($\beta = 0.075$, $SE = 0.031$, $p = 0.015$), respectively, therefore, supporting H3. However, H4 prior experience's (PE) moderating effect on the relationship between OVD intention (OVDI) and (CC) is significant with ($\beta = 0.049$, $SE = 0.023$, $p = 0.036$), but regarding (EC) and (BC), there are insignificant relationships as ($\beta = 0.023$, $SE = 0.027$, $p = 0.395$) and ($\beta = 0.063$, $SE = 0.032$, $p = 0.053$), respectively, therefore, H4 is partially supported.

Mediating effect. Regarding H5, all sub hypotheses were supported with p-values < 0.05 indicating significant relationships, where OVDI partially mediates the relationship between (PNE) and (CC), (EC) and (BC), respectively. Moreover, OVDI partially mediates the relationship between (NE) and (CC), (EC) and (BC), respectively. Furthermore, OVDI partially mediates the relationship between (MO) and (CC), (EC) and (BC), respectively. Therefore, supporting H5.

Measure	Results	Threshold
Chi-square/df	2.254	< 2 excellent; < 3 good; < 5 sometimes permissible
GFI	.888	> 0.80
AGFI	.857	> 0.80
CFI	.941	> 0.80
RMSEA	.050	< 0.10

Table 11: Fit indices and thresholds for final measurement model.

Hypotheses	Result
H1 – OVD drivers have a statistically significant effect on online value destroying Intention (OVDI)	Fully Supported
H2 – OVD intention has a statistically significant effect on online value destroying consequences	Fully Supported
H3 – Consumer perception (PC) moderates the relationship between OVD intention and OVD consequences	Fully Supported
H4 – Previous experience (PE) moderates the relationship between OVD intention and OVD consequences	Partially Supported
H5 – OVD intention mediates the relationship between OVD drivers and OVD consequences	Fully Supported

Table 12: Summary of hypotheses testing.

5. Discussion

This paper advances understanding of value destruction by showing that consumer-to-consumer online value destruction is a socially mediated and processual phenomenon rather than a discrete negative episode. Across the two studies, the findings identify a set of drivers, forms, responses, and consequences associated with online value destruction and show how these are connected within a conceptual model. Study 1 uncovers how online value destruction unfolds in consumer-to-consumer settings, while Study 2 tests key relationships within that framework. Together, the findings show that online value destruction is driven by negative experience and emotion and by concern for the wellbeing of other consumers, and that engagement with value-destroying content can generate cognitive, emotional, and behavioural consequences even in the absence of direct interaction with the focal business. In doing so, the paper extends prior work on value destruction, which has been largely grounded in service-centric and firm-facing

interaction contexts (Echeverri and Skålén, 2011; Järvi et al., 2018; Kashif and Zarkada, 2015; Kirova, 2020; Prior and Marcos-Cuevas, 2016; Sthapit, 2019; Vafeas et al., 2016).

5.1 Theoretical implications

This paper contributes to value destruction and consumer engagement research in three main ways.

First, the paper advances value destruction research by conceptualising consumer-to-consumer online value destruction as a multi-phased process including drivers, engagement, and outcomes. This paper's Study 1 inductively reveals the broader process through which online value destruction unfolds, while Study 2 tests key pathways within that process model. Prior research on value co-destruction focussed on breakdowns in value creation within firm-to-customer interactions and has focused on antecedents or outcomes rather than the unfolding of destructive engagement over time (Echeverri and Skålén, 2011; Järvi et al., 2018; Kashif and Zarkada, 2015; Prior and Marcos-Cuevas, 2016; Sthapit, 2019; Sthapit and Björk, 2019; Vafeas et al., 2016). By contrast, our findings show how negative experiences, emotional responses, and wellbeing-related motives, develop into value-destruction practices, trigger responses from other consumers, and generate downstream consequences for cognition, emotion, and behaviour. This processual account offers a fuller understanding of how negative brand-related engagement develops, escalates, and circulates in online consumer environments.

Second, the paper advances consumer engagement research by showing that the cognitive, emotional, and behavioural dimensions of engagement also help explain destructive forms of consumer participation. Existing engagement research has largely focused on positive, relational, or brand-supportive behaviours (Brodie et al., 2011; Brodie et al., 2013; Dessart et al., 2015; Bowden et al., 2017; Qian et al., 2022). Our findings show that the same engagement dimensions can also mobilise negative brand-related actions among consumers before, during, and after engagement with value-destroying content. In this respect, the paper extends engagement theory by demonstrating that engagement intensity and dimensionality extend beyond value-enhancing behaviour, also illuminating the consumer-dominant logic through which destructive participation takes shape within consumer networks. This is important in online environments, where consumers' thoughts, feelings and behaviours directed at brands and shaped by the content and actions of other consumers.

Third, the findings reveal an unexpected prosocial dimension within online value destruction, whereby consumers' actions are in part motivated by collegiality and concern for the wellbeing of other consumers. Prior work on negative online consumer behaviour has emphasised retaliation, complaint venting, hostility, or anti-brand activism (Hollenbeck and Zinkhan, 2006; Azer and Alexander, 2018; Azer and Alexander, 2020; Azer and Ranaweera, 2022). While such motives remain relevant, our findings suggest that destructive actions may also emerge from perceived moral obligations to warn, protect or care for other consumers.

This insight introduces a novel conceptual perspective on value destruction by showing that consumer care and wellbeing considerations can motivate behaviours that

undermine brand value. In this sense, online value destruction is not always retaliatory or self-directed. It may also be socially oriented and grounded in consumer-to-consumer responsibility. This extends consumer-dominant logic by showing how consumer agency operates outside the provider's direct sphere of influence (Heinonen et al., 2010; Heinonen and Strandvik, 2015; Heinonen and Strandvik, 2018; Anker et al., 2015; Labrecque et al., 2013; Voima et al., 2010). It also connects with ethics of care and consumer care research by suggesting that solidarity, duty of care and affective concern can shape destructive market-facing action (Engster, 2005; Shaw et al., 2017; Kipnis et al., 2022). This prosocial dimension helps explain why negative online content may damage value for firms, and create informational or protective value for other consumers, adding nuance to what is otherwise a simple opposition drawn between value creation and value destruction (Camilleri and Neuhofer, 2017; Sahhar and Loohuis, 2022).

Taken together, these contributions extend existing research on value destruction by shifting the analytical focus from firm-to-customer interaction breakdowns to consumer-driven processes unfolding within consumer networks. The findings suggest that consumer-to-consumer online value destruction should be understood both as a negative outcome of dissatisfaction, and as a dynamic form of market-facing consumer action shaped by engagement processes, social interpretation, and concern for others.

5.2 Implications for marketing management

The findings offer implications for managers looking to understand and respond to consumer-to-consumer online value destruction. First, the study shows that online value destruction should not be treated only as isolated negative commentary or hostile consumer behaviour. Rather, it unfolds as a process in which negative experiences, emotional responses, and concern for other consumers can develop into value-destroying content and wider downstream effects. For managers, this means that intervention is likely to be more effective when it is aligned with the stage of the process at which destructive engagement is emerging, rather than relying only on reactive reputation management after damage has already occurred (Järvi et al., 2018; Heinonen and Strandvik, 2015).

Second, the findings suggest that firms should pay close attention to the cognitive, emotional, and behavioural dimensions of online consumer engagement. Consumers both post or read negative content, and they interpret it, feel affected by it, and may change their own behaviour in response. Managers need to recognise that online value-destroying content can shape consumer doubt, trust, judgement, and purchase-related behaviour even among those who have not directly experienced the focal service problem themselves. This makes online value destruction a broader strategic issue beyond complaint handling, as its effects can spread through consumer networks and alter perceptions of the brand more widely.

Third, the findings indicate that managers should avoid assuming that all destructive online content is purely malicious, exaggerated, or anti-brand in intent. Some consumer-to-consumer online value destruction appears to be motivated by concern for the wellbeing of others and by a perceived duty to warn or protect fellow consumers. This means that businesses should read at least part of such content as a source of consumer

intelligence. In practice, this requires a more careful interpretive approach. Rather than responding defensively to all negative content, firms should distinguish between trolling, manipulation, or dishonest reviewing, and content that reflects genuine consumer concern. The latter may provide valuable insight into service weaknesses, unmet expectations, and risks to consumer trust. Table 13 outlines recommended business strategies and responses to online value destroying content.

Review Type	Handling Strategy	Managerial Actions
Exposing	Value recovery & consumer retention	• Show empathy • Respond with an appropriate apology • Value recovery by compensating • Clarify the misunderstanding to discredit reviewers with false accusations
Warning and recommending	Minimise value destruction impact	• Acknowledge the expressed dissatisfaction with an apology • Provide evidence reassuring readers better future experiences • Rebuild trust through conversation to recover value
Evaluating	Embrace and encourage value recovery and creation	• Thank consumers for providing detailed evaluations • Communicate the consideration of comments for business improvement • Expressing willingness to help by resolving the problem • Compensate if the problem cannot be solved, with a reasonable explanation • Harvest constructive criticism for improvement and future innovations

Table 13: Strategies and responses to online value destroying content.

These findings also have implications for digital monitoring and response systems. Managers can use social listening tools, sentiment analysis, and AI-enabled review analytics to identify potentially value-destructive content at an earlier stage and to assess how such content is circulating within consumer networks. However, the purpose of such tools should not be limited to suppression or removal. They should also support diagnosis, learning and timely engagement. Where destructive content reflects legitimate consumer concern, firms may be better served by visible acknowledgement, corrective action and transparent communication than by silence or defensive rebuttal (Corsaro, 2020; Balasundaram et al., 2024).

More broadly, the study suggests that firms should build preventive and recovery-oriented strategies around the dynamics of online value destruction. Preventive strategies should focus on reducing the conditions that trigger destructive engagement, particularly

poor consumer experiences, unmanaged emotional dissatisfaction, and situations in which consumers feel compelled to protect others. Recovery strategies should focus on limiting the spread and impact of destructive content once it emerges, while using that content as an opportunity for organisational learning and service improvement. Seen in this way, consumer-to-consumer online value destruction is both a reputational threat and a signal of how consumers interpret brand conduct, evaluate risk, and assume responsibility for one another in digital marketplaces.

5.3 Limitations and future research

While explaining the contributions to research and practice, some limitations in this study are acknowledged. First, it only addresses text-based communications between consumers, while there are other aspects of the context, such as videos and images, that can potentially destroy value as well. It also focuses on cognitive, emotional, and behavioural drivers of OVD behaviour, while other consumer characteristics, such as cultural differences, personality and attitude towards value-destroying behaviour, are not accounted for due to the capabilities of the methods employed. Another limitation is that the internet is a dynamic field that comes with innovation and change. Social media and review aggregators have undergone many changes and are expected to continue to evolve in security, terms, and interface, which can change consumer behaviours on such media. Fourth, in Study 2 a relatively large percentage (48.7%) of the respondents was above 50 years old, which may also have contributed to the high percentage of respondents not in employment (52.7%).

The paper's findings, contributions, and limitations, offer several opportunities for future research. Our most novel finding is that consumer-to-consumer online value destruction is not only a retaliatory phenomenon whereby consumers seek an outlet for their frustrations. It is also often care-oriented, driven by a perceived moral duty to help or warn others. Although we do not identify different types of consumer-to-consumer care, the perceived moral duty to help other consumers will likely range from hoping to prevent other consumers from negative service encounters through to protecting others from emotional or physical harm. This aligns strongly with existing research on consumer care that theorises care in consumption as a dynamic process involving awareness, responsibility, and action (Shaw et al., 2017). However, it also points to novel pathways for future research. Chatzidakis, Eckhardt and Husemann (2025) explore the negative cumulative effects of marketised care and suggest four principles that can mitigate these negative effects. One of these principles, affective reconnection, emphasises how embracing community initiatives that connect consumers to each other in care-enabling relations is part of the solution to what they refer to as a "crisis of care". Our findings on perceived consumer duty of care in consumer-to-consumer interactions offer a pathway for exploring how affective reconnection of consumers in online communities can ground and amplify the enabling conditions of care in the marketplace. Building on our study, future research could explore how isolated interactions of care between consumers in online communities spread virally and build organically towards what might become future consumer care communities.

Our findings also open pathways for further theorising, particularly in relation to incremental developments in consumer-dominant logic. In general terms, consumer-dominant logic has been concerned with the study of consumer-initiated activity that creates value for consumers in ways that are both related to simple value-in-use of products or services, and to wider value-generating phenomena located in the broader lived experience of consumers. For example, consumers may take narrative and semiotic control of brands and form them into new, unintended cultural signifiers of identity, belongingness, and status (Anker et al., 2015). Although Anker, Gordon and Zainuddin (2022) hint towards consumer-dominant value destruction, this concept remains underexplored. Future research could investigate the dual axis of consumer-driven value destruction and develop a conceptual framework that captures “negatively charged value destruction” (e.g., consumer-to-consumer intention to harm a brand) and “positively charged value destruction” (e.g., consumer-to-consumer protective value destruction intended to prevent harm to other consumers). Researching these value flows within the context of consumer-dominant logic would also open a pathway to a broader conceptualisation of consumer moral agency, where consumers act as unofficial ethical regulators who impose their own adjudication on brand conduct.

References

- Akdevelioglu, D., Hansen, S. and Venkatesh, A., 2022. Wearable technologies, brand community and the growth of a transhumanist vision. *Journal of Marketing Management*, 38(5-6), pp.569-604
- Alshohaib, K.A. (2024) 'From screens to carts: The role of emotional advertising appeals in shaping consumer intention to repurchase in the era of online shopping in post-pandemic', *Frontiers in Communication*, 9. doi:10.3389/fcomm.2024.1370545.
- Anderson, J.C. and Gerbing, D.W., 1988. Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), pp.411-423.
- Anker, T. B., Gordon, R. and Zainuddin, N., 2022. Consumer-dominant social marketing: a definition and explication. *European Journal of Marketing*, 56(1), 159–183. <https://doi.org/10.1108/EJM-08-2020-0618>
- Anker, T., Sparks, L., Moutinho, L. and Grönroos, C., 2015. Consumer dominant value creation. *European Journal of Marketing*, 49(3/4), pp.532-560.
- Azer, J. and Alexander, M., 2018. Conceptualizing negatively valenced influencing behaviour: forms and triggers. *Journal of Service Management*, 29(3), pp.468-490.
- Azer, J. and Alexander, M., 2020. Negative customer engagement behaviour: the interplay of intensity and valence in online networks. *Journal of Marketing Management*, 36(3-4), pp.361-383.
- Azer, J. and Ranaweera, C., 2022. Former customers' E-WOM in social media platforms: An investigation of motives, network size and social ties. *Journal of Business Research*, 146, pp. 118–133.
- Balasundaram, R., Karthick, G., Shah, P., Nagarajan, D., R, A., Earnest, P. and Dutta, S., 2024. Social media monitoring of Airbnb reviews using AI: A sentiment analysis approach for immigrant perspectives in the UK. *Migration Letters*, 21(S7), pp. 1146–1153.
- Bianchi, C. and Andrews, L., 2012. Risk, trust, and Consumer Online Purchasing Behaviour: A Chilean perspective. *International Marketing Review*, 29(3), pp. 253–275.
- Bowden, J., Conduit, J., Hollebeek, L., Luoma-aho, V. and Solem, B., 2017. Engagement valence duality and spill-over effects in online brand communities. *Journal of Service Theory and Practice*, 27(4), pp.877-897.
- Boyd, D., Ellison N., 2008. Social network sites: Definition, history, and scholarship. *Journal of Computer-Mediated Communication*, 13(1), pp.210–230
- Brodie, R., Hollebeek, L., Jurić, B. and Ilić, A., 2011. Customer engagement. *Journal of Service Research*, 14(3), pp.252-271.
- Brodie, R., Ilic, A., Juric, B. and Hollebeek, L., 2013. Consumer engagement in a virtual brand community: an exploratory analysis. *Journal of Business Research*, 66 (1), pp.105-114.

- Cabiddu, F., Moreno, F., Sebastiano, L., 2019. Toxic collaborations: Co-destroying value in the B2B context. *Journal of Service Research*, 22(3), pp.241–255.
- Camilleri, J. and Neuhofer, B., 2017. Value co-creation and co-destruction in the Airbnb sharing economy. *International Journal of Contemporary Hospitality Management*, 29(9), pp.2322-2340.
- Chatzidakis, A., Eckhardt, G. M. and Husemann, K. C., 2025. The cumulative effects of marketized care. *Journal of Consumer Research*, 51(5), pp. 959–981. <https://doi.org/10.1093/jcr/ucae025>
- Chen, X.M., Schuster, L. and Luck, E., 2023. The well-being outcomes of multi-actor inter-organisational value co-creation and co-destruction within a service ecosystem. *Journal of Services Marketing* Available at: <https://doi.org/10.1108/jsm-03-2022-0082>.
- Delgado-Ballester, E., Navarro, A. and Sicilia, M., 2012. Revitalising brands through Communication Messages: The role of brand familiarity. *European Journal of Marketing*, 46(1/2), pp. 31–51.
- Dessart, L., Veloutsou, C. and Morgan-Thomas, A., 2015. Consumer engagement in online brand communities: A social media perspective. *Journal of Product & Brand Management*, 24(1), pp.28-42.
- Diener, E., Oishi, S. and Tay, L., 2018. Advances in subjective well-being research. *Nature Human Behaviour*, 2(4), pp.253-260.
- Diener, E., Suh, E., Lucas, R. and Smith, H., 1999. Subjective well-being: Three decades of progress. *Psychological Bulletin*, 125(2), pp.276-302.
- Dolan, R., Seo, Y. and Kemper, J., 2019. Complaining practices on social media in tourism: A value co-creation and co-destruction perspective. *Tourism Management*, 73, pp. 35-45.
- Echeverri, P. and Skalen, P., 2011. Co-Creation and Co-Destruction: A Practice-Theory Based Study of Interactive Value Formation. *Marketing Theory*, 11(3) pp. 351-373
- Engen, M., Fransson, M., Quist, J. and Skålen, P., 2020. Continuing the development of the public service logic: A study of value co-destruction in public services. *Public Management Review*, pp.1-20.
- Engster, D., 2005. Rethinking care theory: The practice of caring and the obligation to care. *Hypatia*, 20(3), pp.50-74.
- Ertz, M., Karakas, F. and Sarigöllü, E. (2016) Exploring pro-environmental behaviors of consumers: An analysis of contextual factors, attitude, and behaviors, *Journal of Business Research*, Volume 69, Issue 10, Pages 3971-3980, <https://doi.org/10.1016/j.jbusres.2016.06.010>.
- Fernandes, S., Panda, R., Venkatesh, V.G., Swar, B. and Shi, Y. 2022. Measuring the impact of online reviews on consumer purchase decisions – A scale development study. *Journal of Retailing and Consumer Services*, 68, p. 103066.
- Fornell, C. and Larcker, D.F., 1981. Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), pp.39-50.

- Frau, M., Cabiddu, F. and Muscas, F., 2018. When multiple actors' online interactions lead to value co-destruction: An explorative case study. In: I. Lee, ed., *Diverse Methods in Customer Relationship Marketing and Management*. IGI Global, pp.163-180.
- Gensler, S., Völckner, F., Liu-Thompkins, Y. and Wiertz, C., 2013. Managing brands in the social media environment. *Journal of Interactive Marketing*, 27(4), pp.242-256.
- Giora, R., 2002. Literal vs. figurative language: Different or equal?. *Journal of pragmatics*, 34 (4), pp. 487-506.
- Graf, A. and Maas, P., 2008. Customer value from a customer perspective: A comprehensive review. *Journal für Betriebswirtschaft*, 58(1), pp.1-20.
- Grönroos, C. and Voima, P., 2013. Critical service logic: Making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 41(2), pp.133-150.
- Guan, X., Gong, J., Xie, L. and Huan, T., 2020. Scale development of value co-destruction behavior in tourism. *Tourism Management Perspectives*, 36, p. 100757.
- Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019) When to use and how to report the results of PLS-SEM, *European Business Review*, 31(1), pp. 2-24, DOI 10.1108/EBR-11-2018-0203
- Heinonen, K. and Strandvik, T., 2015. Customer-dominant logic: Foundations and implications. *Journal of Services Marketing*, 29(6/7), pp.472-484.
- Heinonen, K. and Strandvik, T., 2018. Reflections on customers' primary role in markets. *European Management Journal*, 36(1), pp.1-11.
- Heinonen, K., Strandvik, T., Mickelsson, K., Edvardsson, B., Sundström, E. and Andersson, P., 2010. A customer-dominant logic of service. *Journal of Service Management*, 21(4), pp.531-548.
- Holbrook, M., 1999. Introduction to consumer value. In: M. Holbrook, ed., *Consumer Value: A Framework for Analysis and Research*. London: Routledge, pp. 1-28.
- Holbrook, M., 2006. Consumption experience, customer value, and subjective personal introspection: An illustrative photographic essay. *Journal of Business Research*, 59(6), pp.714-725.
- Hollebeek, L. and Chen, T., 2014. Exploring positively versus negatively-valenced brand engagement: A conceptual model. *Journal of Product & Brand Management*, 23(1), pp.62-74.
- Hollenbeck, C. and Zinkhan, G., 2006. Consumer Activism on the Internet: The Role of Anti-Brand Communities. *Advances in Consumer Research*, eds. Connie Pechmann and Linda Price, Duluth, MN : Association for Consumer Research, (3), pp.479-485.
- Hu, Y. and Kim, H.J., 2018. Positive and negative ewom motivations and hotel customers' ewom behavior: Does personality matter?. *International Journal of Hospitality Management*, 75, pp. 27–37.

- Huber, F., Herrmann, A. and Morgan, R., 2001. Gaining competitive advantage through customer value oriented management. *Journal of Consumer Marketing*, 18(1), pp.41-53.
- Järvi, H., Kähkönen, A. and Torvinen, H., 2018. When value co-creation fails: Reasons that lead to value co-destruction. *Scandinavian Journal of Management*, 34(1), pp.63-77.
- Kähr, A., Nyffenegger, B., Krohmer, H., and Hoyer, W., 2016. When hostile consumers wreak havoc on your brand: The phenomenon of consumer brand sabotage. *Journal of Marketing*, 80(3), pp. 25-41.
- Kashif, M., Zarkada, A., 2015. Value co-destruction between customers and frontline employees. *The International Journal of Bank Marketing*, 33(6), pp.672-691
- Kim, K., Byon, K. and Baek, W., 2019. Customer-to-customer value co-creation and co-destruction in sporting events. *The Service Industries Journal*, 40(9-10), pp.1-23.
- Kipnis, E., McLeay, F., Grimes, A., de Saille, S. and Potter, S., 2022. Service Robots in Long-Term Care: A Consumer-Centric View. *Journal of Service Research*, 25(4), pp.667-685
- Kirova, V., 2020. Value co-creation and value co-destruction through interactive technology in tourism: The case of 'La Cité du Vin' wine museum, Bordeaux, France. *Current Issues in Tourism*, 24(5), pp.1-14.
- Kozinets, R., 2010. *Netnography: Doing ethnographic research online*. London, England: Sage.
- Kozinets, R., 2019. YouTube utopianism: Social media profanation and the clicktivism of capitalist critique. *Journal of Business Research*, 98, pp.65-81.
- Kozinets, R., 2020. *Netnography*. 3rd ed. London: Sage, pp.1-64.
- Labrecque, L., Markos, E., Yuksel, M. and Khan, T., 2022. Value Creation (vs Value Destruction) as an Unintended Consequence of Negative Comments on [Innocuous] Brand Social Media Posts. *Journal of Interactive Marketing*, 57(1), pp.115-140.
- Labrecque, L. I., vor dem Esche, J., Mathwick, C., Novak, T. P., and Hofacker, C. F. (2013). Consumer Power: Evolution in the Digital Age. *Journal of Interactive Marketing*, 27(4), 257-269.
- Langer, R., Beckman S., 2005. Sensitive research topics: netnography revisited. *Qualitative Market Research: An International Journal*, 8(2), pp.189-203
- Laud, G., Bove, L., Ranaweera, C., Leo, W., Sweeney, J. and Smith, S., 2019. Value co-destruction: A typology of resource misintegration manifestations. *Journal of Services Marketing*, 33(7), pp.866-889.
- Lin, J., Wang, C., Zhou, L. and Jiang, X., 2022. Converting consumer-generated content into an innovation resource: A user ideas processing framework in online user innovation communities. *Technological Forecasting and Social Change*, 174, p.121266.
- Liu, H., Jayawardhena, C., Osburg, V., Yoganathan, V. and Cartwright, S., 2021. Social sharing of consumption emotion in electronic word of mouth (ewom): A cross-media perspective. *Journal of Business Research*, 132, pp. 208–220.

- Lumivalo, J., Tuunanen, T. and Salo, M., 2024. Value co-destruction: A conceptual review and future research agenda. *Journal of Service Research*, 27(2), pp. 159–176. doi:10.1177/10946705231177504.
- Lusch, R. and Vargo, S., 2014. *Service-dominant logic: Premises, perspectives, possibilities*. New York, NY: Cambridge University Press.
- Marshall, M., 1996. Sampling for qualitative research. *Family practice*, 13(6), pp.522-526.
- Miles, M. and Huberman, A., 1994. *Qualitative data analysis*. Thousand Oaks, CA: Sage Publications
- Nam, K., Baker, J., Ahmad, N. and Goo, J., 2018. Dissatisfaction, disconfirmation, and distrust: An empirical examination of value co-destruction through negative electronic word-of-mouth (eWOM). *Information Systems Frontiers*, 22(1), pp.113- 130
- Neuhofer, B., 2016. Value co-creation and co-destruction in connected tourist experiences. In: *Information and communication technologies in tourism*. Switzerland: I., S. Alessandro, Roland (Eds.), pp.779-792.
- Nunnally C. and Bernstein H., 1994. *Psychometric theory*. New York: McGraw-Hill, c1994. Accessed May, 2, 2024.
- Onel, N. (2024) Transforming consumption: The role of values, beliefs, and norms in promoting four types of sustainable behavior, *Journal of Consumer Behaviour*, 23, pp. 491-513, DOI: 10.1002/cb.2212
- Ple´, L. and Chumpitaz-Ca´ceres, R. 2010. Not always Co-creation: Introducing Interactional Co-destruction of Value in Service-dominant Logic. *Journal of Services Marketing*, 24(6), pp.430-37.
- Pletikosa Cvijikj, I. and Michahelles, F., 2013. Online engagement factors on Facebook brand pages. *Social Network Analysis and Mining*, 3(4), pp.843-861.
- Polanyi, L. and Zaenen, A., 2006. Contextual valence shifters. *Computing attitude and affect in text: Theory and applications*. Springer, pp. 1-10.
- Prior, D. and Marcos-Cuevas, J., 2016. Value Co-destruction In Interfirm Relationships: The Impact Of Actor Engagement Styles. *Marketing Theory*, 16(4), pp.533-552
- Qian, T., Matz, R., Luo, L. and Xu, C., 2022. Gamification for value creation and viewer engagement in gamified livestreaming services: The moderating role of gender in esports. *Journal of Business Research*, 145, pp.482-494.
- Quach, S. and Thaichon, P., 2017. From connoisseur luxury to mass luxury: Value co-creation and co-destruction in the online environment. *Journal of Business Research*, 81, pp.163-172.
- Rageh, A., Melewar T. and Woodside A., 2013. Using netnography research method to reveal the underlying dimensions of the customer/tourist experience. *Qualitative Market Research: An International Journal*, 16(2), pp.126-149.
- Ritchie, J., Lewis, J. and Elam, G., 2003. Designing and selecting samples. In: Ritchie, J. and Lewis, J., eds. *Qualitative research practice: a guide for social science students and researchers*. London: Sage Publications, 77-108.

- Sääksjärvi, M. and Morel, K.P.N., 2010. The development of a scale to measure consumer doubt toward new products. *European Journal of Innovation Management*, 13(3), pp. 272–293.
- Sahhar, Y. and Loohuis, R., 2022. Characterizing the spaces of consumer value experience in value co-creation and value co-destruction,” *European Journal of Marketing*, 56(13), pp. 105–136. Available at: <https://doi.org/10.1108/ejm-04-2020-0313>.
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H. and Jinks, C., 2017. Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & Quantity*, 52(4), pp.1893- 1907.
- Serra-Cantalops, A., Ramón Cardona, J. and Salvi, F., 2020. Antecedents of positive ewom in hotels. exploring the relative role of satisfaction, quality and positive emotional experiences. *International Journal of Contemporary Hospitality Management*, 32(11), pp. 3457–3477.
- Shaw, D., McMaster, R., Longo, C., and Özçaglar-Toulouse, N., 2017. Ethical qualities in consumption: Towards a theory of care. *Marketing Theory*, 17(4), 415-433. <https://doi.org/10.1177/1470593117699662>
- Smith, A., 2013. The value co-destruction process: A customer resource perspective. *European Journal of Marketing*, 47(11/12), pp.1889-1909.
- Soscia, I., 2007. Gratitude, delight, or guilt: The role of consumers’ emotions in predicting postconsumption behaviors. *Psychology and Marketing*, 24(10), pp.871–894.
- Sthapit, E. and Björk, P., 2019. Sources of value co-destruction: Uber customer perspectives. *Tourism Review*, 74(4), pp.780-794.
- Sthapit, E., 2019. My bad for wanting to try something unique: Sources of value co destruction in the Airbnb context. *Current Issues in Tourism*, 22(20), pp.2462-2465
- Strauss, A. and Corbin, J., 1998. *Basics of Qualitative research: Techniques and procedures for developing grounded theory*. London: Sage Publishing
- Tynan, C., McKechnie, S. and Hartley, S., 2014. Interpreting value in the customer service experience using customer-dominant logic. *Journal of Marketing Management*, 30(9-10), pp.1058-1081.
- Vafeas, M., Hughes, T., Hilton, T., 2016. Antecedents to value diminution: A dyadic perspective. *Marketing Theory*, 16(4), pp.469-491
- Vargo, S. and Lusch, R., 2004, Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), pp. 1-17.
- Vargo, S. and Lusch, R., 2008. Why “service”? *Journal of the Academy of Marketing Science*, 36(1), pp. 25–38.
- Vivek, S., Beatty, S. and Morgan, R., 2012. Customer engagement: Exploring customer relationships beyond purchase. *Journal of Marketing Theory and Practice*, 20(2), pp.127-145.
- v. Wangenheim, F. and Bayón, T., 2004. The effect of word of mouth on services switching. *European Journal of Marketing*, 38(9/10), pp. 1173–1185.

- Wieland, A., Durach, C.F., Kembro, J. and Treibmaier, H. (2017) Statistical and judgmental criteria for scale purification, *Supply Chain Management*, 22(4), pp. 321-328, DOI 10.1108/SCM-07-2016-0230
- Woodruff, R. and Gardial, S., 1996. *Know your customer*. Oxford, UK: Blackwell Publishers.
- Xiang, H., Zhou, J. and Xie, B., 2022. AI tools for debunking online spam reviews? trust of younger and older adults in AI detection criteria. *Behaviour & Information Technology*, 42(5), pp. 478–497.
- Xiang, Z., and U. Gretzel., 2010. Role of social media in online travel information. *Tourism Management*, 31(2) pp.179-188.
- Xie, C., Yu, J., Huang, S., Zhang, K. and Ou Yang, D., 2023. The “magic of filter” effect: Examining value co-destruction of social media photos in destination marketing’, *Tourism Management*, 98, p. 104749.
- Xun, J. and Reynolds, J., 2010. Applying netnography to market research: The case of the online forum. *Journal of Targeting, Measurement and Analysis for Marketing*, 18(1), pp.17-31.
- Zainuddin, N., Dent, K. and Tam, L., 2017. Seek or destroy? Examining value creation and destruction in behaviour maintenance in social marketing. *Journal of Marketing Management*, 33(5-6), pp.1-27.
- Zainuddin, N., Randle, M., Gordon, R. and Dolnicar, S., 2024. Conceptualising the (dis)abling marketplace through value creation and destruction. *Journal of Marketing Management*, 40(5–6), pp. 418–449.
- Zeithaml, V., 1988. Consumer perceptions of price, quality, and value: a means- end model and synthesis of evidence. *Journal of Marketing*, 52(3), p.2-22.