Antecedents and Consequences of Brand Hate: Phenomenon on Facebook-Based UPS Community

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Abstract:

This study aims to gain knowledge about brand hatred towards the global brand UPS and further examine its antecedents and significant consequences as well as the influence of consumer behaviour responses in the Facebook-based UPS community. This study uses 1,200 comments on the UPS Facebook page and a thematic analysis method with a netnographic approach to analyse the data. This research provides insight into brand hatred occurring in the Facebook-based UPS brand community, where negative past experiences act as antecedents regarding product and ideological differences and the brand image of employees and the CEO as antecedents regarding the company. Negative past experiences consist of service failures, poor customer service, system failures, and perceived unfair pricing. The emotional dimensions of brand hatred felt by UPS consumers also consist of anger, contempt, disgust, fear, disappointment, shame, and dehumanisation. Ultimately, brand hatred results in negative consequences, such as brand revenge, brand switching, brand avoidance, and communicating with brands. Managerial implications and recommendations for future research are also discussed. Thus, the original findings of this work can provide meaningful guidance for companies to reduce the spread of brand hatred among social media-based brand communities.

Keywords: *Brand Hate, Facebook Comments, Social Media-Based Brand Community, Thematic Analysis, UPS,*

1. Introduction

Since shopping should be a social experience, brands want their customers to share great shopping experiences within their communities (Pookulangara & Koesler, 2011). Developing a holistic customer experience is considered important to maximize ongoing customer engagement. Customer experience can be positive or negative. A lot of previous marketing literature focuses on the positive aspects of customer experience, such as brand love that can encourage customers to buy and build long-term relationships with brands (Baek et al., 2020) as a satisfied, enthusiastic emotional connection with the brand (Kohli et al., 2021). However, there is no doubt that a dark side of customer experience needs to be understood, such as the birth of brand hate. Negative customer experience generally occurs when customers get less than expected experience resulting in dissatisfaction and negative experience with the

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brand (Do et al., 2020). No, less importantly, according to (Kohli et al., 2021), brand hate is also discussed as a negative emotion that customers feel most intensely and impact the brand.

Many brands today have formed a social media-based brand community (SMBBC) that aligns with the brand community concept promoted by (Muniz Jr & O'guinn, 2001). A social media-based brand community (SMBBC) is defined as a brand community based on social media platforms and applications (Laroche et al., 2012) and is divided based on community owners and managers, namely (1) consumer-generated or (2) brand-generated communities (Hosseini & Ghalamkari, 2018). One form of social media-based brand community (SMBBC) is brand pages where customers can interact with companies and brands through 'likes' and 'comments' (McAlexander et al., 2002). If a negative customer experience arises, then negative customer engagement will also be present, which is bad when customers tell stories on SMBBC. Community engagement practices are one of the important activities carried out by customers and marketers in the brand community so that value creation practices are created (Schau et al., 2009).

While brand hate has been observed in brand communities, this study examines the phenomenon of brand hate in social media-based brand communities, specifically on Facebook, and its manifestation on the UPS brand. Social media is infinitely accessible and connects billions of people. With so many social media channels today, this study will be based on the Facebook platform. Facebook is the most popular social media platform marketers use worldwide (Valentina Dencheva, 2023), with 90% responding that they use it to promote their business.

The UPS brand originates from the United States and has a page on social media and Facebook that includes a brand-generated community. UPS is a top leader in the logistics industry, as seen from its presence as 100th on the Forbes Global 2000 list among all industries (Murphy, A., & Contreras, 2022). This list is an annual ranking issued by Forbes magazine since 2003. The ranking is based on sales, market value, profit, and assets. Moreover, according to Brand Finance (2022), a leading independent brand valuation and strategy consultancy, UPS ranks first in 2022 as one of the TOP 10 Most Valuable Logistics Brands.

At least three studies in marketing discuss brand hate experienced by customers. Firstly, recent brand hate literature shows the antecedents and consequences of brand hate on the telecommunications industry in Pakistan (Attiq et al., 2023). According to (Attiq et al., 2023), "neuroticism" as a consumer-related antecedent, "perceived price unfairness," "poor product/service quality," and "post-purchase service failures" as company-controlled antecedents have a significant impact on brand hate resulting in brand avoidance and brand retaliation. Further literature also comprehensively explains the antecedents and consequences of negative consumer engagement in virtual communities (Yadav et al., 2023). This research suggests that online information, systems, and service failures result in negative experiences shared in virtual communities and create public complaints, brand switching, and brand revenge (Yadav et al., 2023). A new study on the causes of brand hate to the emergence of

cancel culture (Abbasi et al., 2023) said that if customers have negative past experiences with a brand, then complaint handling does not effectively overcome brand hate. However, most of these studies have not discussed the phenomenon of brand hate in the social media-based brand community (SMBBC).

With its parent company and subsidiaries, the UPS brand offers services and technology in managing the end-to-end delivery process from individual to company, local to global, and vice versa. Thus, the UPS brand has a wide segment from business-to-business (B2B) to business-to-consumer (B2C). In general, it is understood that UPS will experience negative consequences to the company and brand if brand hate arises on UPS's social media-based brand community pages. Seeing the relevance from the literature and managerial perspectives, the author explores the concept of brand hate, its antecedents, and its consequences on UPS's Facebook-based brand community. Based on the background of the problems that have been described, the main problems in the research are how the phenomenon of brand hate in UPS's Facebook-based brand community, what are the antecedents that influence brand hate in UPS's Facebook-based brand community, and what are the consequences of brand hate in UPS's Facebook-based brand community.

2. Theoretical Background
Brand Hate
Consumers are one of the keys to measuring company sales and adding revenue, so consumers are an important target for every company. Generally, companies will focus on consumers who show their love for a brand because they tend to be loyal and more resistant to negative information (Batra et al., 2012). However, consumers who show their hatred for a brand with various consequences that can arise are no less important to pay attention to. Several studies have conceptually and empirically explained brand hate holistically. According to (Kucuk & Kucuk, 2019) interpreted brand hate in the context of the digital world as a psychological state of consumers who form strong negative emotions and disinterest in brands that provide poor performance and experiences both individually and socially. Negative emotions toward a particular brand can lead to brand hate and anti-consumption attitudes toward that brand (Arruda Filho & Barcelos, 2021). So it is necessary to understand the conceptual emotion of hatred in brand hate. Hate is one of the strongest feelings experienced by humans that some of us are still trying to manage. Through their research, (Zarantonello et al., 2016) suggested ways to measure brand hate, namely brand hate consisting of anger, contempt/disgust, fear, disappointment, shame, and dehumanization outline the possible way of measuring brand hate.

Antesenden Brand Hate
Several studies have discussed understanding brand hate to the antecedents and consequences of brand hate. According to (Hegner et al., 2017) suggested that brand hate is triggered by three determinants, namely negative experience, symbolic incongruity, and ideological incompatibility, which result in three consequences, namely brand avoidance, negative word-of-mouth, and brand retaliation, but no direct

exploratory evidence was included. Recent research has also shown that neuroticism, as a consumer-related antecedent, "perceived price unfairness," "poor product/service quality," and "post-purchase service failures" as firm-controlled determinants have a significant impact on brand resentment. This study found four broad scopes: product-related (or service, given that UPS is a service company) and company-related reasons.

Product-related reasons
Negative past experiences experienced by consumers dominate product-related reasons and play a very important role in brand hate. Evidence is growing that negative past experiences influence brand hate (Hegner et al., 2017) and require the categorization of brand-related stimuli from both product and service features (Wakefield & Wakefield, 2018). Negative experience arises when the evaluation between service realizations does not meet consumers' expectations in advance (Park & Yi, 2017). According to (Yadav et al., 2023) argue that grouping causes of negative past experiences are a failure in online business information, systems, functionalities, and services. Service failure has the most influence on negative past experiences experienced by consumers (Yadav et al., 2023).

Company-Related Reasons
According to (Zhang, 2017) revealed that the causes of company-related brand hate to fall into product providers, services, and brand features. However, the product and service points have been included in the product-related reasons so that the company-related reasons will focus on UPS as an entity. Symbolic incongruity occurs when a brand's values are perceived to be incompatible with a consumer's self-concept (M. et al. et al., 2009). So that consumer identity is questioned if brand behavior is inconsistent with these values. Consumers also tend to reject when symbolic incongruity occurs. As a result, irrelevant brands tend to experience brand avoidance (M. et al. et al., 2009). Other causes of brand hate related to the company include employees and CEOs with bad images (Zhang, 2017). In general, the CEO represents the brand image of a company publicly. However, employees often interact directly with customers to represent the company's image directly in the eyes of consumers.

Consequences Of Brand Hate
Research has observed that negative emotions produce behavioral responses (Rodrigues et al., 2021). According to (Kucuk & Kucuk, 2019), various antecedents can be observed in different brand states as consumers do not react homogeneously. Categorized brand hate's consequences into three behaviors: avoidance, approach, and attack (Kucuk & Kucuk, 2019). However, (Zhang, 2017) obtained six different intensity levels of brand hate consequences, namely non-negative strategies (level 1; consumers communicate with the brand), passive reactions (level 2; for example, forget it), sticking with the brand (level 3; for example, status quo), brand avoidance (level 4; for example, leave the brand), anti-brand (level 5; for example, negative WOM), and fight the brand (level 6; for example, revenge). This study will adapt Zhang's research by adjusting the findings.

Negative Word of Mouth

In the marketing literature, negative word-of-mouth is conceptualized as negatively connected informal communication between private parties about goods and services and their evaluation (Wetzer et al., 2007). Negative word-of-mouth can appear after a failure in service or expectations (Grégoire & Fisher, 2008) and becomes public when the brand hate strengthens. At certain moments, consumers are willing to share negative experiences with all people or places they meet, such as social media. Consumers will focus on pouring out their hatred on social media regardless of the results that will appear (Zhang, 2017).

Brand Revenge

Brand hate produces different behavior for each consumer; it can be mild or more severe, such as brand revenge (Grégoire & Fisher, 2008). This is because brand revenge serves as a way to cause damage or punish after experiencing the negative emotion of hatred (Grégoire & Fisher, 2008), usually in response to an unwanted product or service. Brand revenge is often found in online media and virtual communities because consumers think this method will damage the brand more (Obeidat et al., 2017).

Brand Switching

Brand switching means the loss of potential brand revenue directly (Zhang, 2017). Brand switching usually arises due to negative past experiences experienced by consumers (Yadav et al., 2023) or stimuli after interacting with negative word-of-mouth. Consumers turn to other solutions they do not necessarily like and may engage in feelings of brand hate in the hope that the brand will improve to align with consumer expectations and values as part of the reconciliation process (Zarantonello et al., 2016).

Brand Avoidance

Brand avoidance is characterized as a phenomenon in which consumers deliberately choose to avoid or refuse to use the brand's services (M. et al., 2009). However, brand avoidance differs from brand switching, where consumers use another brand and will not buy the previous one.

Communicate with The Brand

Despite experiencing brand hate, communicating with brands is a non-negative reaction from consumers (Zhang, 2017). Most of the research states that only negative actions will appear as a consequence of brand hate, which is not always true. Consumers are still calm enough to start a dialogue. At this stage, brands need to prevent worse consequences.

Brand Community

Researchers and managers recognize the community as an effective tool for maximizing opportunities to engage with customers (Algesheimer et al., 2005). So

that the brand community plays an important role in companies' communication with consumers, such as sharing content and providing special services for members (Muniz Jr & O'guinn, 2001). A *brand community* is a specific, geographically independent community based on a structured set of social relationships among brand admirers (Muniz Jr & O'guinn, 2001). In other words, a brand community can be understood based on the customer's closeness to a brand. In practice, consumers or members of the brand community document and share their emotions that arise from experiences with the brand or community.

Social Media-Based Brand Community
Social media-based brand communities (SMBBCs) provide importance to brands by helping companies get closer to their customers to increase competitiveness and purchase intentions (Coelho et al., 2019). Fans or consumers can join and discuss with brands within SMBBCs to help these brands create a unique customer experience and increase brand trust. SMBBCs are an online community embedded in a social structure that maintains consumer-brand relationships (Hook et al., 2018). According to Habibi et al. (2014), SMBBCs have five unique characteristics that differentiate them from traditional brand communities and other types of virtual communities: social context, structure, scale to attract, brand storytelling, and affiliated brand communities. Building a unique and enjoyable brand experience is difficult for all brands (C. et al., 2022). For example, consumers can become followers of a Facebook fan page and consume brand-related content by clicking the 'like' button or leaving a comment.

UPS
Logistics companies, including the United Parcel Service company or UPS brand, must adapt and adopt new technology consistently to meet ever-increasing customer expectations (Tipping & Kauschke, 2016). United Parcel Service is a transportation and logistics company from America founded on August 28, 1907, and became a public company in 1999. UPS departed from a Courier / Express / Parcel company with the B2C segment and has expanded its wings in the B2B segmentation and business model. Others, namely carriers and Logistics Service Providers.

Table 1 Business Model

Segment	Business Model		Customer
	LSP (Logistics Service Providers)	Freight Forwarders, 3rd and 4th party logistics service provider	Manufacturers, wholesalers, and retailers
B2B	Carriers	Trucking, rail freight, sea freight and air freight companies	LSPs
	CEP	Courier / Express / Parcel Companies	Retailers, manufactures, and other companies
B2C	CEP	Courier / Express / Parcel Companies	Private consumers

UPS's revenue continues to increase, and it is considered to have the highest revenue compared to its competitors. With a wide portfolio of services offered, United Parcel

Service has three main segments: domestic package delivery within the United States, international package delivery, supply chain operations, and freight. Geographically, nearly 64% of UPS's revenue comes from the United States. UPS states its competitive strengths include brand equity and customer relationships (Glenlake Parkway, 2023). One way to understand the superior aspects of UPS branding is by analyzing brand hate as a form of relationship between the company and the brand towards customers that occurs in social media-based brand communities.

3. Methodology

Design and Research Concept Framework

To answer the problem formulation in this study, the researcher conducted a thematic analysis using an ethnography approach. Netnography is "an ethnography adapted to the study of online communities and cultures" (Kozinets, 2001). Social media-based brand communities are suitable platforms for the netnography approach because they meet the criteria put forward by (Kozinets, 2001), such as discussing focused topics, descriptively rich data, and high post traffic and interaction between members. The author has collected the necessary data. On a total sample of 1,200 texts from January 1 to December 31, 2022, to observe brand hate on UPS's Facebook page. This duration was chosen because the transportation industry is influenced by supply and demand from market conditions. In contrast, in countries that experience four seasons throughout the year, there is a season of transportation or Seasonality of Freight, and the United States is no exception. Considering that the United States is UPS's country of origin and contributes the most to revenue, the Seasonality of Freight certainly affects UPS. Seasonality of Freight can occur due to changes in weather and calendar, which also affect the performance of shipping agents, shippers, or expedition companies (Raju et al., 2020).

Data Sources And Data Collection

The sample for this study is approximately 1,200-unit analysis in the form of comments contained under content (n = 120) uploaded by UPS on their Facebook page. In this study, textual and visual elements (such as images and videos) can be analyzed (McKenna et al., 2017). The author's attention to the interaction between customers and UPS is the basis for analyzing comments with thematic analysis complemented by time series techniques to see service failure tendencies as an antecedent to Brand Hate. The type of sampling used is non-probability purposive sampling with the following requirements:

Table 2 Units of Analysis

Units of Analysis	Provision
Comment	(a) Written below one of the sample content posted by UPS, in English and uploaded January 1 to December 31, 2022; (b) One of the relevant comments below the sample content; (c) Include at least a phrase from the text; (d) In English.

Data Analysis Techniques

This study uses Atlas. Ti software is designed for qualitative research to reduce the intrinsic margin of error in manual coding. Data analysis techniques using thematic analysis are more or less the same as other qualitative method analysis techniques (Braun & Clarke, 2006). Namely, researchers study research data, determine initial codes, look for themes, study selected themes, determine and name the theme, and make a research report.

4. Empirical Findings/Result

The 1200-unit analysis was reviewed by researchers using qualitative thematic analysis following quality criteria, such as paying equal attention to the coding process (Braun & Clarke, 2006). The qualitative thematic analysis allows systematization of the analysis and interpretation process and follows the coding process, namely, open coding, axial coding, and selective coding, according to (Braun & Clarke, 2006). The researcher begins by reading through the full data set several times to become familiar with the unit of analysis and then divides all the data. The coding process uses English because, in some cases, the exact Indonesian word equivalent is not found to interpret the same message from English. The initial code (open coding) consists of descriptive and interpretive codes, as shown in Table three.

Table 3 Example of Open Coding

Code Example	Illustration Quote
Delay on delivery	*"And still i cant get my package delivered on time"*

The entire dataset was read back carefully during the axial coding process referring to the research questions and interpreted in terms of Brand Hate remaining relevant.

Table 4 Example of Axial Coding

Group example	Code Example
Negative Past Experience	• *Service Failure*
	• *Poor Customer Service Quality*
	• *System Failure*
	• *Perceived Price Unfairness*

Based on these groups and codes, a final list of themes was created during the Selective Coding phase with consideration of the literature discussed previously. As a result of this coding phase, the three main themes are antecedents, brand hate, and consequences.
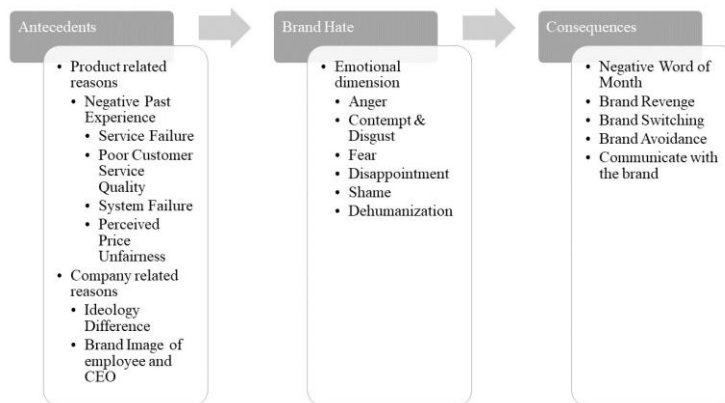
Figure 5 Conceptual Model of Findings

Ethics

All data used is publicly available online, but no names (nicknames) of internauts whose comments are included in the sample are mentioned to ensure anonymity and protect social media users. Therefore, all direct quotes in this article are attributed to '(UPS)' or '(Facebook user).' Additionally, if a Facebook or UPS user flags internaut (other) in their comment, that username is replaced with < Facebook user> or <other Facebook user>. In the quote, there is an identification of the document number and line number in the document.

5. Discussion

Analysis of 1,200 comments collected from UPS's Facebook page leads to the main themes of antecedents, brand hate, and consequences with sub-themes of product-related reasons, company-related reasons, emotional dimensions, negative word-of-mouth, brand revenge, brand switching, brand avoidance, and communication with the brand as illustrated in the findings conceptual model image.

Conceptualization of Brand Hate

Brand hate is a very strong negative emotion. Not only starting from using brand, but customers can also feel hatred towards a brand by consuming posts that contain Negative Word-of-Mouth to become interactions consumers have with that brand (Zhang, 2017), both new and repeated.

The Emotional Dimension of Resentment

Although some studies view hatred as a simple emotion, (Zarantonello et al., 2016) examined 18 emotions for conceptualizing the six components of brand hate: anger, contempt and disgust, fear, disappointment, shame, and dehumanization. This emotional literature becomes the foundation when determining the code to understand. **Anger** is seen through anger, enraged, and furious. Facebook user (ID 7:196) expressed his anger "I understand! I had a package picked up in Chicago on 12/23 to be delivered to me in California, and to this day, I have not received it. Although I

have an investigation number and have spoken to various supervisors previously, and a manager at the local facility has called me several times and even gave me her email address to send her pictures of my package, now no one knows what I am talking about, and will not take my call. Customer service places me on hold for 50 minutes at a time, and I have been transferred ten times today! I am so angry!🏳️". This customer's anger is quite strong because of the accumulation of painful experiences of unclear whereabouts of his package and dissatisfaction with customer service over this case.

Contempt and disgust are observed through disgust, feeling of revulsion, feeling of contempt, and feeling of loathing. Strong feelings of disgust are also a multidimensional emotion of anger (Zhang, 2017), as a Facebook user (ID 50:42) described in the comments, "I am completely furious and absolutely beyond angry. I made a call on Wednesday and was told that I would receive a callback, it is now 11:19 pm Friday, and I have yet to receive a call back from your corporate office. This company is truly disgusting". Often customers experience a combination of several emotions when expressing their feelings.

Fear is examined through anxiety, fearful, threats, and worry. Even though fear does not play a dominant role in brand hate, this emotion is also experienced by Facebook users (ID 2:60), "Hey UPS, I am worried you lost my package again. Can I DM you the tracking number so you can check? Shipping details haven't been updated in eleven days, and you already lost my package a few weeks ago. I don't want to lose the one chance the shipper gave me to receive my stuff."

Disappointment is measured as disappointed, displeased, and disenchanted. Facebook user (ID: 65:38) described his disappointment as an emotion of hatred towards UPS, "Been trying to get help for a damaged package your driver damaged during the delivery and getting nowhere and cannot get any help online or on the phone. Extremely disappointed. I am hoping you'll reach out and make it right". In general, after experiencing a service failure or, in this case, damage to the package sent, the customer will contact customer service either by telephone or online. However, instead of providing comfort, UPS's customer service creates dissatisfaction with their overall performance.

Shame is seen with shame and embarrassment. *Shame* is an emotion that does not provoke. In his comments, a Facebook user (ID: 94:63) stated that UPS should be ashamed of the quality of service they offer, "You should be ashamed of your service. Focus on your quality than advertising. Better start delivering with a pigeon. It will be faster".

Dehumanization is observed as dehumanized and depersonalized. Dehumanization occurs when one person (or group) fails to acknowledge, consider, or take into account the thoughts of another person (or group) (Markowitz & Slovic, 2020). This was experienced by a Facebook user (ID: 59:80) "You know what would be nice? If you would call or text people to let them know you are running late or will not bother showing up to pick up their packages... I feel bothered when you waste my morning. As a first-time ups user, this does not show me you give two craps about me as a consumer."

Antesenden Brand Hate
Brand hate arises due to several situations. Several studies have shown many reasons for brand hatred, such as (Rodrigues et al., 2021) showing that brand hate is a construction with four first-level formative triggers: symbolic incongruity, ideological incompatibility, negative experience, and brand inauthenticity. This study found two main reasons: product-related (i.e., negative experience) and company-related (i.e., ideology differences and brand image of employee and CEO).

Product-Related Reasons
Negative past experiences have a very big role in Brand Hate. According to Zhou et al. (2020), negative past experiences are interpreted as bad experiences consumers feel when interacting with brands. Consumers usually compare the services they feel with their expectations (Park & Yi, 2017). If the results are less than expected, a negative experience will arise, leading to brand hate, which can harm the brand. Therefore, it is very important to understand the causes of negative past experiences. Previous researchers discussed failures in terms of functional, information, systems, and online services to develop negative past experiences for consumers who are shared in virtual communities (Yadav et al., 2023). In this study, the product in question is the delivery service offered by UPS and found that service failure, poor customer service quality, system failure, and perceived price unfairness contribute to the negative experience felt by UPS consumers.

Service Failure
Service failure can eliminate consumer trust in the brand and cause negative past experiences (Wang & Zhang, 2018), which result in consumer loss. Service failure is the main cause of the negative past experiences experienced and shared by consumers on the UPS Facebook fan page. As a company engaged in the logistics industry, UPS has three main services: US Domestic Packages, International Packages, and Supply Chain Solutions. On their way, UPS consumers hope to be able to send or receive packages in good condition within the promised time without any problems. However, UPS consumers experienced service failures, as shown in Figure 6.
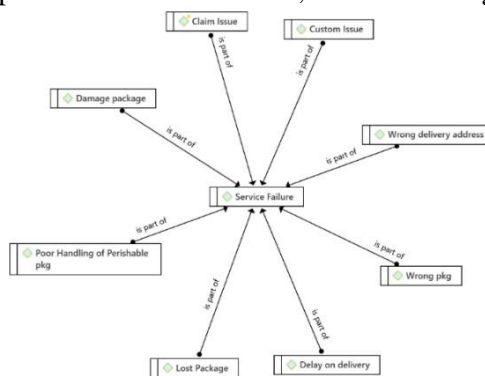

Figure 6 Service Failure Conceptual Model

With one of its business models, namely, as a Courier / Express / Parcel (CEP) company, UPS contributes to last-mile delivery. Last-mile delivery or shipping is the next stage in the distribution process, where the package is sent to its actual destination. Usually, someone's home or sometimes the last retailer, so the sender and recipient want to ensure it goes as smoothly as possible (Suguna et al., 2021). However, delay in delivery is a very prominent obstacle in this process, as seen in the comment, "You guys having issues at your Tacoma facility? Package has been stuck processing for two days. Trying to get it here in Alaska. What is up with that?" (Facebook user, ID: 2:50). This delay varies from only two days to a month, written by a Facebook user (ID: 99:62), "One mouth later the goods still do not arrive!!!!!!!🤬🤬 🤬😡😡🤬 Are you à serious company?". This aligns with (Attiq et al., 2023), who argue that unhappy consumers will speak their voices in front of relevant companies.

Furthermore, consumption from a value perspective has shifted from a mere transactional relationship to a holistic experience based on pleasurable experiences (Bryson et al., 2013). However, the Facebook user (ID: 84:112) did not get a pleasant experience; he wrote, "No lucky rainbows for me thanks to UPS smashing my laptop to pieces" and was given the code as a damage package. Still in the same UPS content, another Facebook user (84:108) also expressed his complaint and was given the code as a lost package: "The end of the rainbows must be where my lost package is.".

Regarding the three previous codes, the author also provides a code for poor handling of perishable packages. This is because a perishable package is a package that is easily damaged, so speed and accuracy are needed in handling the characteristics of this package. As an example of a comment pinned by a Facebook user (id: 3:308) that the beef he sent would be spoiled due to delays in delivery by UPS, "Would have been better if I got the perishable food items that were to be our dinner tonight ... the Delivery date was to be 30 Dec... The company sent the delivery on time... God only knows where UPS put the box... Now it will not be delivered until the 4th... The driver will be asked to open the box in case the beef is rotten & needs to be sent back... UPS is no help with tracking overdue items...!". Anger was also expressed by a Facebook user (118:30) who complained that UPS had lost its package containing live fish, "NEVER again UPS you have lost two packages two weeks in a row, and live animals died! You are accepting more packages than you can properly care for, which is straight from my driver! #UPSSucks!".

Consumers who express their complaints usually focus more on operational issues such as service failure than philosophical problems with the brand (Kucuk & Kucuk, 2019); UPS consumers are no exception. UPS customers experienced two technical problems: the wrong delivery address and package. Facebook user (4:51) said, "6 out of 7 of my last packages were misdelivered to other addresses, and no will call me from the Brewer Maine office to tell me what is being done. This is ridiculous." which is then given the wrong delivery address code. Meanwhile, a Facebook user (102:80) can see the wrong package code accusing UPS of committing fraud by delivering

someone else's package to him, "UPS, your driver dumped someone else's package and marked mine delivered. That is called fraud."

Geographically, UPS coverage is very broad, namely, throughout the world. So that one of the UPS services includes the customs clearance process for the import and export processes carried out by the sender and recipient of goods. However, service failure also occurs during this process which is given a custom issue code which can be seen in the comments, "Try delivering the goods to Thailand for me instead of leaving them in customs for 17 days at the cost of 350 batts per day useless service avoid and breach of contract to deliver my package avoid them" (user Facebook, id: 86:25).

Consumers tolerate one-time mistakes (Zhang, 2017) and expect good problem-solving. With the various service failures mentioned consumers tend to claim the losses they experience. However, in reality, some things are not in accordance with consumer expectations, so they exacerbate the negative past experience they experienced. The code for this situation is a claim issue. Facebook user (ID: 86:21) complained that UPS refused to recover the losses he suffered from damage to his package, "UPS intentionally destroyed my $500 parcel, and they refused to help recover the loss.". Another Facebook user (ID: 111:97) also expressed his protest to UPS regarding the claims procedure he submitted, "Your claims department is the absolute worst. I have been trying to get paid on a claim for over a month, and they keep saying they need paperwork I have sent over and over." Until another Facebook user (ID: 54:91) complained about the duration of the payment of funds for his claim, "Help me with my claim I have been chasing down ups for three mouths." Various points regarding the problem of this claim seem to contribute to the disappointment consumers feel and can end up as brand hate.

Negative brand experience does require grouping stimuli related to product services to performance related to a particular brand (Wakefield & Wakefield, 2018). With the previous elaboration, it can be understood that service failure contributes to a negative brand experience. Utilizing the duration of the sample taken for one year, the researcher also looks at trends in service failures that occur according to the seasonality of freight. Seasonality of Freight can occur due to changes in weather and calendar, which also affect the performance of shipping agents, shippers, or expedition companies (Raju et al., 2020). In countries that experience four seasons, carriers and shippers usually experience shifts in supply and demand based on the season (Logistics, 2022), and the United States is no exception, which is UPS's strongest territory.

Seasonality of Freight begins with the quiet season (Jan-Mar), where freight volume usually decreases and even tends to the lowest annual point because consumers have just finished shopping to welcome the long holiday and accompanying meetings. The same thing is also found in Table five, where the number of complaints regarding service failure decreased from January (n = 45), February (n = 26), to March (n = 19).

However, March's complaints are not the lowest point that is most likely caused by post-pandemic transitional life in 2022, which also affects the Seasonality of Freight supported by January 30; the White House declared the end of the national emergency and public health emergency (PHE) against covid-19 19 on May 11, 2023 (Bulletin, 2023).

The produce season (Apr-Jul) or harvest season begins in early April. This increase in transport volume is due to the influx of fresh produce during the spring season, which usually lasts until mid-July. Complaints about service failure increased in April (n = 21) and decreased again until the harvest season was over. At the beginning of August, the peak season (Aug-Oct) was driven by shopping for back-to-school, and retailers prepared for a year-end surge in demand. Complaints regarding service failure increased in August (n = 33) and decreased again until October. The holiday season ends the four season periods that last throughout November and December. This can be seen from the increase in complaints in November (n = 20) and the decrease in December because gift purchases for the holiday season tend to be over.

Poor Customer Service Quality

Service is important to a brand, especially service-based companies (Berry, 2000) such as UPS. Previous research also revealed that overall service quality comes from a reliable and fast network (Qalati et al., 2019). Interestingly, customer service was the second cause (n = 194) of brand hate in the Facebook-based UPS community. An interesting observation revealed by (Zhang, 2017) is that service-based brands are more vulnerable than product-based brands to becoming targets of brand hate because more interactions trigger emotions. Previous research has shown that one of the antecedents of brand hate is towards service products when they are dissatisfied (Bryson et al., 2013), including customer service. Dissatisfaction caused by not being able to connect with customer service representatives can be seen from the comments written by Facebook users (ID: 63:96), "Dear @UPS - f--k you and your obnoxious automated phone system. "I cannot connect you to a representative unless.." F_K YOU."

Table 5: Number of Service Failure Complaints

	a. Jan Gr=100 Gs=10	b. Feb Gr=100 Gs=10	c. Mar Gr=100 Gs=10	d. Apr Gr=100 Gs=10	e. May Gr=100 Gs=10	f. Jun Gr=100 Gs=10	g. Jul Gr=100 Gs=10	h. Aug Gr=100 Gs=10	i. Sep Gr=100 Gs=10	j. Oct Gr=100 Gs=10	k. Nov Gr=100 Gs=10	l. Dec Gr=100 Gs=10	Totals
Custom Issue Gr=8	0	0	0	0	1	1	0	3	1	0	0	2	8
Damage package G Gr=42	9	5	3	3	5	1	3	5	2	4	0	2	42
Delay on delivery Gr=108	16	11	11	11	2	5	7	17	10	6	8	4	108
Poor Handling of Perishable pkg	3	2	0	0	1	0	0	1	0	0	1	0	8

Gr=8 Procedure for claim Gr=49	11	5	1	7	7	2	0	4	3	3	6	0	49
Wrong delivery address Gr=38	5	2	3	0	4	3	3	2	4	3	5	4	38
Wrong pkg Gr=6	1	0	1	0	0	1	0	1	1	1	0	0	6
Totals	45	26	19	21	20	13	13	33	21	17	20	12	260

Service failure has been discussed before and extensively documented in industry and academia, where it is common to cause complaints. When a negative experience occurs again after a complaint is caused by a failure to restore this service, it will cause brand hate (Japutra et al., 2018). Facebook user (103:69) expressed his anger after experiencing a service failure with the loss of the package he sent and added his disappointment with customer service, "UPS is a JOKE. Lost my package, and they will not connect me to a LIVE PERSON. It hangs up when I say I want to speak to someone. UPS is a disaster". Brand hate can also be caused by consumers receiving condescending signals conveyed by the brand's customer service, such as the comment, "Do you intentionally have customer service offend people, or was I just lucky? Said delivery attempted. I was home all day and had cameras. When I asked, I was told I was a person that wanted compensation. Really. Really. That is where your company is going. Blame the recipient for no delivery." (Facebook user, ID: 59:88).

System Failure
System failure or system failure occurs due to the company's inability to handle consumer transactions properly (Yadav et al., 2023), often caused by service providers' failure to develop their systems according to dynamic consumer needs (Mustafa et al., 2020). Websites generally respond slower when sales occur because there are more active consumers, which results in frustrated consumers (Joubert & Erdis, 2019). Considering that UPS is a service company, UPS builds a system to support its delivery services where there is a website and even an application. So that the system failure found is a negative experience after consumers interact with the UPS system as expressed by a Facebook user (ID: 22:34), "Oops is making me angry.I cannot log in to my account. It keeps telling me the wrong username and email. It's correct. No matter what I do, I can't log in to track my package. It is annoying because I live in an apartment complex and do not want my package to sit outside without not knowing if it arrived or not."

In another example, a Facebook user (ID: 63:97) gets billed for services he didn't use. This can occur due to a failure in the UPS system, which even causes the consumer to refuse to use the UPS service again. Hello. My account has been canceled a long time ago. But today, I have an invoice from June 11, 2022, #0000R90885242, for $59.08I didn't request anything from you, and I don't have an account. Why do you continue to try to charge me for services which I haven't requested? This is the third time I have gotten this problem from UPS. I will never open an account with you or recommend it to anyone doing business with you. I have the worst experience with you. And now

I have to spend time calling you and figuring out this invoice issue. Cancel my account and this invoice and delete my personal information on the UPS side, and will never send me any invoices or information. I don't need it anymore. There are better carriers on the market". (Facebook user, ID: 63:97).

Perceived Price Unfairness

The perceived price value of a brand offering refers to the mental considerations of consumers who compare perceived quality and sacrifices in using the product (Ali et al., 2020). According to Kaura et al. (2015), perceived price injustice refers to differences in price and product quality of a brand compared to other brands; in different situations, consumers will even consider perceived price unfairness if the price exceeds the actual quality. One of the comments describing this situation was written by a Facebook user (ID: 28:59), namely, "I was robbed!!! UPS charged me $60 to deliver a next day air LETTER/not a package. This is ridiculous pricing. There's no way you can justify that cost from Michigan to Florida!!!!". According to the Facebook user, the price offered by UPS exceeds the quality of service for sending an envelope from Michigan to Florida. In another comment, the Facebook user (ID:18:90) did not explain the service he used but felt that the service was not worth the value sacrifice, "One shipment, out almost $3000. Thanks UPS pronounced OOPS".

Company-Related Reasons

What do companies do to make consumers express hatred for a brand? This study found two causes related to the company. Ideological incompatibility is an antecedent (Rodrigues et al., 2021), plus a negative brand image also provokes brand hate (Zhang, 2017).

Ideological Incompatibility

Ideological incompatibility or ideological incompatibility with related brands regarding consumer values and brand ideology in behaving in society, religion, politics, and corrupt morals (Rodrigues et al., 2021). This can be seen from the expression of ideological understanding conveyed by Facebook users (ID: 76:68), "Why would I use a Communist Company like UPS?". Nor is the image of the political aspect as seen in the comment, "So UPS has caved to Democrat politicians and will not deliver firearms to Florida? Time to overtax their vehicles and planes. Also, time to stop using UPS. Some alternatives are more American. UPS is now a political wing of the Democrats" (Facebook user, ID: 78:53) and "So appropriate that you anti-civil rights Democrats wear brown shirts" (Facebook user, ID: 78:51).

Negative Brand Image of Employee and CEO

The negative perception of a brand can become brand hate. The negative perspectives that arise are no exception related to individuals in business, such as employees and CEOs (Zhang, 2017). Employees are the contact person who interact directly with customers in the case of UPS, usually their drivers. They represent the brand image just like the CEO does. Thus the image related to the CEO and employees cannot be

ignored, as is the case with Facebook users (ID: 61:136) who said they would end the use of UPS services because of their CEO, "I am terminating all posts from UPS, this new CEO is no good for the company." Then many consumers complained about both the appearance and actions of the UPS driver, giving rise to a negative image of the UPS driver such as "What kind of uniforms are these drivers wearing? They look sloppy and unprofessional. Never should happen ever very unprofessional" (Facebook User, ID: 125:80) and in the comments, "The Same Driver Who Has Been Tearing Up My Sidewalk, Driving Illegally On My Street, Did It Again This Evening! I WantThat Idiot's Boss To Contact Me Immediately!" (Facebook user, ID: 22:39).

Consequences of Brand Hate

According to (Kucuk & Kucuk, 2019), various actions can be observed and produce different levels of brand hate. Once individuals experience negative emotions, they will try to overcome them to reduce their impact, and consumers show their hatred through action and hope to reduce the negative impact on them (Zhang, 2017). In line with this statement, UPS consumers do not react in the same way, and this study observes the various consequences of brand hate that occur in the Facebook-based UPS community by obtaining six different intensity levels of consequences. For example, the first level is a non-negative strategy consumers adopt: communicating with the brand (Zhang, 2017). In the negative sphere, for example, brand avoidance (level two), brand switching (level 3), brand revenge (level 4), and negative word-of-mouth (level 5).

Level 5 Negative Word-Of-Mouth

Level 5 describes the most intense reaction from brand hate consequences in this study. Previous studies have shown that negative word-of-mouth appears after failed services or expectations (Grégoire & Fisher, 2008). Consumers who are already at the brand hate stage share negative experiences voluntarily. When needed, consumers are willing to share negative experiences with everyone, even online. Regarding negative word-of-mouth in the media, consumers only focus on pouring out their hatred. So that all documents analyzed in this study can be considered negative word-of-mouth in the media because consumers publish them and are open to everyone (Zhang, 2017), as can be seen in "Horrible company with no ethics... Employees that do not give AF... Bankrupt already" (Facebook user, ID: 10:228). Negative word-of-mouth generates negative brand associations because it links negative information with the brand in the minds of consumers (Demiray & Burnaz, 2019) and can influence other consumers to feel the same way. The Facebook user (ID: 115:179) wrote down his accusations against UPS employees that he wanted to broadcast on television stations, "They workers are stealing packages, and I have already called 13 news a Fox45 cuz ppl need to know what is going on".

Level 4: Brand Revenge

The desire for revenge is understood when consumers desire to punish and injure the company for the mistakes that arise (Grégoire & Fisher, 2008). This desire and behavior of consumer revenge can often be seen on social media because consumers

think that social media is a place to damage a brand; as a Facebook user wrote (ID: 78:47), "UPS WILL be punished for their recent decision. Mark my words". To punish UPS for the hate consumers feel, even Facebook users (ID: 65:34) threaten 9999999

Level 3: Brand Switching
Brand switching is one of the consequences that arise due to brand hate that arises in the Facebook-based UPS community. Switching to a competitor means a loss of potential revenue for a brand, thus bringing losses that are no less important than other consequences (Zhang, 2017). According to (Yadav et al., 2023), brand switching is the main consequence of negative brand engagement in virtual communities, followed by brand revenge and public complaints. Facebook users (ID: 77:87) experienced service failure and poor customer service, so they said they would use USPS or FedEx as competitors to UPS, "Your customer service is a joke, and your shipping is a mess!I am now switching all my futures shipments for orders to USPS or FedEx. Had to intercept a package 1 hour after it was picked up, and it continued its route across the country, and now I have to wait an additional week for my return." Likewise, in other comments, "I have called 15 times with countless hours of speaking to foreigners so-called supervisors and making case numbers is also pointless! They truly do not even care. I am using FedEx and DHL from here on out! (Facebook user, ID: 118:35).

Level 2 Brand Avoidance
According to (Lee & Hsieh, 2022) define brand avoidance as a phenomenon in which consumers choose to avoid or reject a brand on purpose. Previous studies have claimed that the intimacy between brands and consumers can worsen when customers experience negative past experiences with a brand (Zarantonello et al., 2016). Various antecedents can produce brand avoidance consequences, but the negative experience is the most dominant antecedent. The poor quality of customer service has resulted in Facebook users (ID: 72:127) refusing to use UPS services again, "UPS customer service is terrible; I wish I never had to use their service again." Besides that, the price injustice that was felt was also explained as a reason for Facebook users (ID: 111:94) not to use UPS services again, "UPS charging 65$ of fees over an item worth 120$ is completely ridiculous. first time with you, last time with you. 111:94". Another example is brand avoidance sometimes goes hand in hand with brand switching, as in the comment, "Yeah, time delivery would be awesome. First, you change my delivery date; then, you start sliding the delivery time to the end of the day. I will start checking with online retailers and not do business with those that use UPS. FedEx does not seem to have your problems" (Facebook User, ID: 88:157).

Level 1: Communicate With The Brand
As the intensity of brand hatred decreases, there will be less confrontational reactions. Communicating with the brand is a non-negative reaction from consumers who express their emotions (Zhang, 2017). Despite experiencing antecedents that can lead to brand hate, consumers are still calm enough to start a dialogue with the brand. This can be seen in the comment, "My package was not delivered to my home. Your driver delivered it to my neighbor. Lucky I have honest neighbors" (Facebook user, ID:

10:224) and "Am I on the right page if I can not find my package?" (Facebook user, ID: 12:36). Consumers try to communicate with the brand, what should the brand do to prevent worse consequences, for example, brand revenge or negative WOM.

6. Conclusions

This research contributes to the literature on social media-based brand communities regarding the phenomenon of brand hate on the Facebook-based UPS community, the journey from antecedent analysis to the emotional dimension of brand hate, and the consequences of brand hate. This research also adds to other literature regarding brand hate and its antecedents and consequences ((Abbasi et al., 2023); (Yadav et al., 2023)). *Brand hate* is a strong emotion comprising various mixed emotions (Zarantonello et al., 2016). The emotions that consumers express on Facebook fan pages are anger, contempt & disgust, fear, disappointment, shame, and dehumanization. Although this study does not include a more sophisticated brand hate measurement scale with other aspects because of its qualitative character, it can be understood that anger and disappointment are the two most dominant emotions in brand hate that occurs. This research also confirms previous research that the antecedents of brand hate arise related to negative past experiences, ideology differences (Rodrigues et al., 2021), and negative brand image, especially from employees and CEOs (Zhang, 2017). However, in this study, the antecedents were divided into two categories: those related to the products or services that UPS offers and UPS as a company. This study also uses the basis of the research of (Yadav et al., 2023) that service failure and system failure contribute to negative past experiences, and (Attiq et al., 2023) research which reveals poor customer service quality and perceived price unfairness has an effect on brand hate. To complete the understanding of service failures that occur during the duration of the research sample, this study also reveals that the seasonality of freight affects the quality of performance performed by UPS. Seasonality of Freight occurs in countries that experience four seasons due to changes in weather and calendars, which also affect the performance of shipping agents, shippers, or shipping companies (Raju et al., 2020). Other relevant contributions from this research focus on the consequences arising from brand hate on the Facebook-based UPS community. The antecedents that have been mentioned are significant in the consequences that arise, as discussed in research by (Yadav et al., 2023), namely negative word-of-mouth, brand revenge, brand switching, and research by (Zhang, 2017), namely brand avoidance, and communication with the brand. Overall, this study demonstrates the phenomenon of brand hate and emphasizes its potential dangers to consumer-brand relations, even for brands like UPS, which can be considered global brands. The findings in this study provide important implications for the literature and actors involved in the marketing aspect. Internal management must be improved by the brand or marketing manager to prevent activities that can generate hatred towards their brand. After experiencing a damaged brand image from brand hate, managers must determine recovery strategies to minimise the consequences that will arise when brand hate occurs. The special context obtained from UPS currently enriches the knowledge of actors in the logistics industry, considering that usually discussions in the logistics industry will focus on operational aspects. With the import-export characteristics of the logistics industry,

somehow there will be links between actors in the logistics industry in various parts of the world. So because this research is limited to one logistics brand, caution is needed if you want to generalise with other findings. In addition, this research is also limited to Facebook social media, where future research can use various types of social media to understand whether the brand hate that occurs on each social media platform will be consistent.

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