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Millennials Brand Awareness

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by

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Abstract

The present work aims at identifying Portuguese Millennials' characteristics and uses them to create guidelines brands should use when it comes to successfully engaging with this generation in Portugal. A literature review about Millennials and Brand Awareness has been conducted so a research model could be created. The new 3 Cs of Millennials Brand Awareness model identify Content & Creativity, Customer Engagement and Cause-Related Marketing as central pillars brands should considerer when targeting Millennials. Data to test the model was collected through a web-based questionnaire regarding Millennials and Non-Millennial respondents so both generations could be compared. Results show that not all the pillars tested gave the expected results as some of them seem to be more significant and therefore more efficient when connecting to Generation X. Although a lot has been written about Millennials, this study is the first effort on trying to draw a Portuguese reality and test if the existing literature regarding other nationality Millennials can be applied to Portugal. Findings provide useful insights on the Portuguese reality for all firms targeting Millennials and aiming to engage with them. Still, findings should be further verified and lead to new research so stronger guidelines can be identified.

Keywords: Millennials; Brand Awareness; Customer Engagement; Brand Equity; Generation Y; Co-creation; Cause-Related Marketing

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Introduction

Context & Relevance

Every generation gets to experience the world in its own way and ends up developing characteristics that reflect who they are. Generation Y was the first to be born fully immersed on technology and raised in the new millennium, becoming the most diverse generation so far (Pew Research Center, 2010 cited in PGAV Destinations, 2010). This generation is known to be more numerous, more affluent, better educated, more ethnically diverse and with better social habits (Howe & Strauss, 2000). As it will be explained further on, Generation Y is hard to define, the challenge starting with their name. Different labels have been used to identify those who belong to this generation, Generation Y and Millennials being the most common terms. With this in mind, both expressions represent the same cohort and therefore both terms can and will be used interchangeably.

Millennials' potential brought awareness to this generation as brands and companies start to realize their importance and the advantage that engaging them can bring. The potential of this generation comes not only from their large number but also their purchasing power as Millennials are seen as a group of consumers with huge spending power. At the same time, being part of a generation that's more connected than ever gives them easy access to the products and services they want. Their purchasing volume makes them

valuable for brands and, at the same time, their large number makes them easy creators of new tendencies as well as effective spreaders of newly-created fads. Given their own characteristics and the influence they can have as consumers, Generation Y has been receiving attention and study for the last couple of years, and previous research has tried to get to know Millennials so that useful ways to connect with them can be identified and put into use.

Research gap & Motivation

Preceding works are mainly concerned with american Millennials, so it's not safe to assume that findings can be generalized and simply transposed to other realities that not the american one. In this particular research, we aim at identifying the characteristics of the portuguese Generation Y and see if and where they differ from the american one, so guidelines may be adapted.

To effectively engage portuguese Millennials, brands need to know them and understand whether what has already been discovered and established about them can, in fact, be applied when it comes to Portugal. Therefore, one of the objectives of this work is to explore the existent literature for guidelines that firms can use to engage with Millennials. At the same time, finding and testing some guidelines in the portuguese context will make us able to better tune those guidelines with the portuguese reality and characteristics.

Chapter 1

Research Question

1. Title: Research Question

Given Millennials' relevance, they have been a subject of interest for brands that wish to retain and engage customers for the future, as well as reach them in innovative ways. Therefore, we've been witnessing a growing effort from brands to understand this generation and align their values and messages according to those who rule these consumers' actions. Perhaps even more important than their afore-mentioned large number and purchasing volume potential, Millennials have become more and more important for brands because of the influence they can have on each other and even on members of Non-Millennials' generations. Still, the importance Generation Y has to brands as future main consumers and buyers should not be forgotten, making it crucial for brands not only to communicate with them but to engage them as a way of turning them into loyal and repeating customers.

A lot of research has attempted to point out what seems to be the main characteristics for marketing campaigns that work for Millennials (Bergh & Behrer, 2011; Crang, 2012; Fromm & Garton, 2013; Howe & Strauss, 2000; Lazarevic, 2012; Sanderson, 2010; Syrett & Lamminman, 2004). Still, one of the most often quoted limitations of previous research is the lack of systematization

of those conclusions in way of creating a model that marketing specialists should take into account when addressing Millennials. Simultaneously, these studies being mainly about american Millennials creates a gap between what may work in the United States and what may not, in different realities. The present work focuses on the portuguese Generation Y and tries to break down what brands can do to effectively communicate with them. By means of what has been just stated, the research question is as follows:

What factors should brands take into consideration to successfully engage portuguese Millennials?

The following chapter will be dedicated to the literature review about Millennials, Brand Awareness, and both topics combined as an effort to summarize what has been concluded so far. Since this study is related to Millennials' Brand Awareness, it is relevant not only insofar as identifying Millennials as well as introducing some concepts and definitions related to Brand Awareness itself before applying them to the intended target. This is useful not only in ascertaining what characteristics are true for the portuguese reality, but also in trying to answer the research question in a way conducing to the creation of general rules for brands to follow when wishing to target Millennials in Portugal, regardless of the nationality of the brand itself. By being able to identify the specificities of the portuguese scenario the results of this study should be able to provide guidance to all brands targeting Generation Y in Portugal.

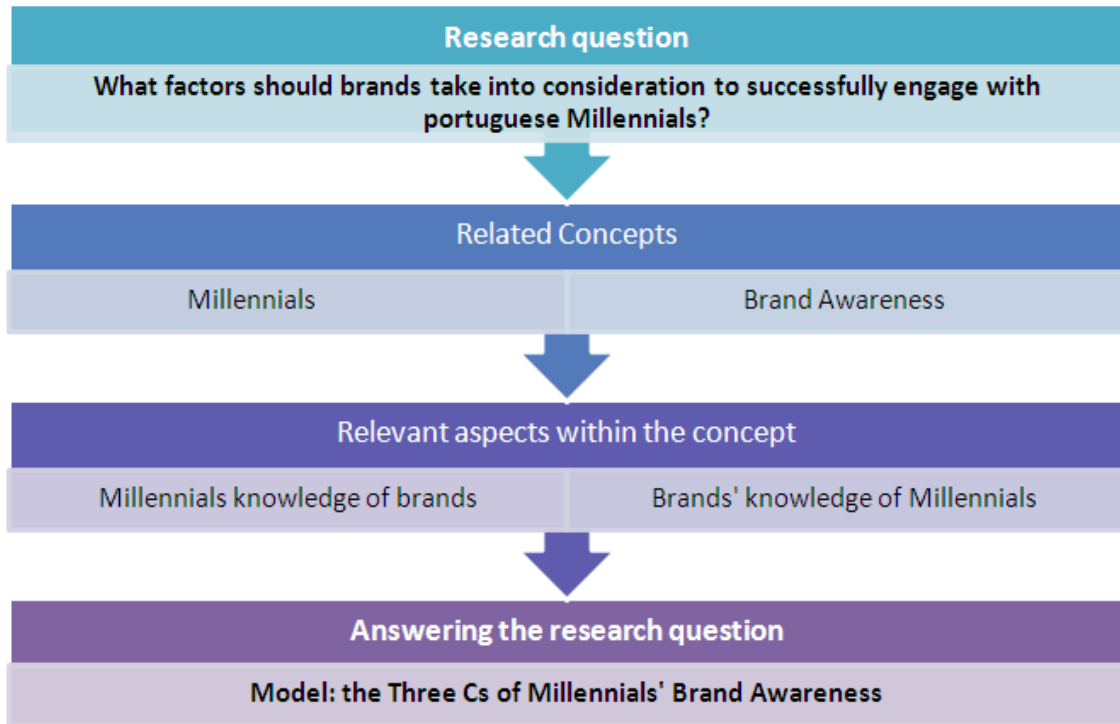


Figure 1 - Author's systematization

Chapter 2

Literature Review

1. Title: Introducing the Millennials

1.1 Subtitle: Chronological nomenclatorial disparities

Strauss and Howe “coined the name Millennials in 1987, around the time 1982-born children were entering preschool and the media were first identifying their prospective link to the millennial year 2000” (Howe & Strauss, 2000, p. 370). Still, Millennials ended up having several different designations. Generation Y, for example, first appeared in an Ad Age editorial in 1993 (Ad Age, 1993, p. 6 cited in Howe & Strauss, 2000). Not only did this generation gain different aliases, they have also been identified with different defining time periods, and there is no consensus on what time span they should be ascribed to, among all the authors.

The disparity of designations can sometimes be related to the Millennials’ position on generational hierarchy, be connected to historic moments of their time, or even with characteristics and preferences that stand out the most in the appropriate timescale (Donnison, 2007). This way, Generation Y owes its name to the fact that it is the successor of Generation X. Some other labels include Generation Net, Generation Wired, Generation We, Nexters, First Global (Williams & Page, 2010); Generation Nintendo (Sanderson, 2010); Generation

Why, Generation Search, Generation Next, Generation dotcom, digital natives, Generation Einstein, Echoe Boomers (Bergh & Behrer, 2011), among others.

The earliest year used for the birth dates of this generation is 1976 (Cui, Trent, Sullivan, & Matiru, 2003; Duff, 2009 cited in Donnison, 2007). Yet, Donnison (2007) explains “whereas 1976 is perhaps the earliest estimated for the Millennials, more commonly the dates range from 1977-1983 with the majority of authors favoring the early-to-mid eighties” (p. 7).

The lack of coherence continues when it comes to determine an endpoint for the birth of Millennials. The year of 1994 is accepted by some authors like Allerton (2001), Darko (2000), and Pekala (2001) as cited in Donnison (2007), while other authors argue that Millennials are still being born (Gardener & Eng, 2005; Tsui, 200; Weiss, 2000 cited in Donnison, 2007). Donnison (2007) helps define this generational span by claiming that the majority of authors use a span of 18 to 25 years (p. 3). Due to this lack of consensus, most authors tend to choose definitions already used in previous studies, seeing the Millennials as the teenagers and young adults of today.

For this article, in an attempt to study this generation relationship with brands, the decision to consider Millennials as being born between 1983 and 1995 (30 to 18 years old today) was made. This age span helps us identify Millennials as active consumers and old enough that the understanding of the ways they create relationships with brands is relevant.

1.2 Subtitle: Influence of cultural markers and upbringing

Regardless of the dissension in chronological and nomenclatorial categorization, the major findings pertaining to what Millennials inherit from

their predecessors can be extracted without detriment, thus creating a portfolio of values, expectations and characteristics. As the children of Generation X, Millennials were educated by mature parents who raised them with the central value of individual empowerment (Bergh & Behrer, 2011). This type of education causes them to be described as egocentric and self-centered, but also as self-sufficient and with a strong sense of independency (Gurau, 2012; Williams & Page, 2010).

1.3 Subtitle: Influence of the digital revolution

One of the main characteristics of this generation appears to be connected to its relation with the digital world. Generation Y is the most sophisticated, technologically speaking, considering they have grown surrounded by computers, internet, DVDs and cell phones (Crampton & Valley, 2009). This highly technological society allows them to break barriers in terms of proximity, creating a larger and wider idea of a truly global world (Williams & Page, 2010). Products seen as luxury by previous generations are now trivial for one which has always taken for granted the use of computers, the access to internet and cable television. This way, the reality today ends up being influenced by Millennials' interest and their vision of communication as something instant (Sanderson, 2010; Wieck, 2008). By becoming used to the complete pervasiveness of technological capacity, Millennials' wishes and needs have been molded according to the general idea of technology as a commodity and constant progress and upgrades as a natural, normal, and expected occurrence.

1.4 Subtitle: Openness and predisposition for change

Millennials tend to accept the world's diversity more easily (Sanderson, 2010) as a natural consequence of the openness facilitated by the information

society in which they live. This openness and the ease of establishing connections have also contributed to the creation of this generation's sense of responsibility for others and for the environment.

In a time of constant change, Generation Y sees itself in a world that has started to include women in the work force, sees different family types as normal and is also less likely to discriminate based on ethnical and cultural factors, probably an inculcation of the already cited increased respect for diversity (Wieck, 2008). This way, Millennials value their community life more than its predecessors (Brink, 2007). They also show concern with the society they live in and with the problems this society goes through and, as such, they want to get involved and be active participants in volunteering actions and other kinds of civic activities from community groups and family to neighborhood programs, school, work or even worldwide initiatives (Sanderson, 2010; Wieck, 2008).

These role model citizens are helping redefining the negative associations that can be easily made with teens like, for instance, the prevalence of crime or substance abuse. Besides showing a determined civic concern, this generation is prepared to act and it possesses a great ability to create buzz around causes they support (Wieck, 2008) as well as the ability to multiply that support through the use of technology. This importance given to social and cultural values leads Howe & Strauss (2000) to define them as the next "hero generation" (p. 346). For these authors, the hero label means that the community wants to protect Millennials and lead them to larger deeds, promoting a great fate for them and helping them exceed their parents' and grandparents' expectations (Howe & Strauss, 2000 cited in Wieck, 2008). Millennials' ability and potential to be socially impactful also gives them the

title of “the next big generation” (Zemke, 2001 cited in Donnison, 2007; Howe & Strauss, 2000). In short, this generation has a strong willpower, a will to act and fix social problems as well as a heroic spirit and optimistic vision of the future that helps them in their quest of making the world a better place. The importance of this critical sense of morality and civic duty to the creation of relationships with brands will be explored further ahead in this literature review.

1.5 Subtitle: Image

Another Generation Y characteristic that deserves to be brought up is its concern with its image (Himmel, 2008 cited in Williams & Page, 2010) and the use of this image as a way to reflect their character and make personal statements. This image is also related to their generational concern about what others think of them and with its need of peer acceptance (Dickey & Sullivan, 2008 cited in Williams & Page, 2010). This high concern with the opinion of others has obvious consequences on their behavior and relationship with brands and it will be explored in Part 2.3.

2. Title: Introducing Brand Awareness

2.1 Subtitle: Relevance of Brand Awareness

Value creation and management is crucial to a brand’s success over time (Keller, 2005). When combined with Millennials’ behavior as consumers, the concepts of brand equity, Brand Awareness and brand loyalty become even more relevant. These concepts are at the base of creating desirable relations between brands and Generation Y. Only through the understanding of these

concepts within this generation is it possible to achieve a lasting, powerful level of engagement.

First, we must realize that Brand Awareness is integrated into a bigger picture called brand equity and that brand equity is a combination of concepts. As Figure 2 demonstrates, to Aaker (1991, 1996 cited in Nowak, Thach, & Olsen, 2006), brand equity is the multidimensional concept composed by brand loyalty, Brand Awareness, perceived quality, brand associations and other brands' assets.



Figure 2 – Dimensions of Brand Equity according to Aaker (1991)

A brand, besides being a legal valuable possession, has the ability to influence consumer behavior; to be sold and bought and to ensure the safety and sustainable future of its own revenues (Keller, 2005). These benefits carry with them both direct and indirect value. That value is the brands' brand equity (Keller, 2005) (Kapferer, 2005; Keller, 2003 cited in Keller, 2005). Brand equity can be taken as the value that is added to a brand by consumers according to what they experience and learn about that brand over time. Therefore, the brand's power is actually in the mind of the consumers and they add value to a

certain product through their thoughts, words and actions (Keller, 2005). This brand equity can be measured and translated in an increased cash-flow (Simon & Sullivan, 1993 cited in Nowak et al., 2006) and in competitive advantages based on non-price competition (Aaker, 1991 cited in Nowak et al., 2006), which can be highly useful for brands as a way of differentiation among others. If, on one hand, the understanding of brand equity sources allows us to understand what creates it, on another, knowing and studying the results helps understanding how and where brands can add value (Keller, 2005).

2.2 Subtitle: Components of Brand Equity

As already stated, Aaker (1991) defined five components to his brand equity model: brand loyalty, Brand Awareness, perceived quality, brand associations, and other proprietary assets. When it comes to Brand Awareness, it is seen as the extent to which the brand is known to the public (Aaker, 1991). This means that Brand Awareness is related to the strength the brand has in consumers' memory, since that memory is reflected on their ability to remember it and recognize it in different situations.

Besides Brand Awareness, other concepts included in brand equity definition are closely related to each other and therefore are equally important to understand as a whole as in a vacuum. For example, according to Keller (2005), brand equity is also about the knowledge consumers' have on one brand. To Keller (2005), this brand knowledge is made not only of Brand Awareness but also of brand image. Brand image is then defined as the perceptions and preferences of the consumers for a brand reflected in the associations created in their memory. Strong, favorable and unique associations to a certain brand are essential as sources of brand equity capable of guiding the consumers' behavior

(Keller, 2005). Also, this brand image component is more critical the more visible the brand is used by others (Lemon et al, 2001 cited in Nowak et al, 2006). In these situations, the brand becomes an extension of the consumer and a personal statement that this consumer can make about himself (Nowak et al, 2006). When it comes to Millennials, we already have seen that the image others have of them is seen as critical (Dickey & Sullivan, 2008 cited in Williams & Page, 2010) giving brand image even more significance.

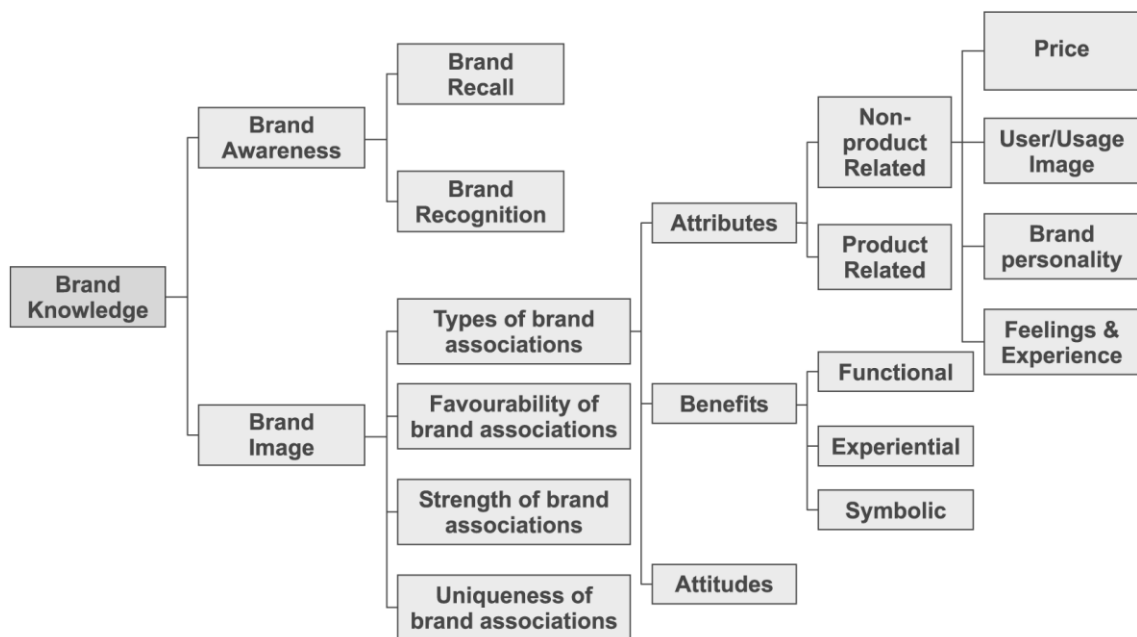


Figure 3 – Keller’s Brand Knowledge Framework (1998, p.94)

In short, Brand Awareness is only a part of brand equity which is made out of several components, all of which are important to the addition of value to a brand. With Millennials, firms should take special attention to the habits and sense of loyalty they have as well as to their thoughts on brands. These thoughts are related to the image this generation’s consumers have about the brand assuming its own identity with respect to them, influenced by the associations created.

3. Title: Introducing Millennials' Brand Awareness

3.1 Subtitle: Millennials knowledge of brands

Generation Y is known for its unique attitude towards brands (Lazarevic, 2012), since it's composed of more conscious consumers when it comes to branding and brands' actions. Millennials are more comfortable with these actions than the previous generations (Merrill, 1999), as they grew up surrounded by modern advertising efforts. According to the majority of authors, this generation is the most educated and most knowledgeable about the existing marketing techniques (Tsui & Hughes, 2001). The result of this reality is a generation with high technical knowledge of the products they buy as well as an intense pro-active attitude when it comes to purchasing activity (Hanzaee & Aghasibeig, 2008, cited in Ladeira, 2010), searching for more information and sources before actually making a purchasing decision. This knowledge and ease towards the diversity that summarizes this generation allows us to regard them as a group hard to reach since this knowledge gives them the assertiveness to question truthfulness in advertising communications (Fernandez, 2009; Lazarevic & Petrovic-lazarevic, 2007). Therefore, Millennials tend to associate marketing to something deceitful and not infrequently they regard advertising as a way of justifying price markups, which does not meet their demand for transparency and lower prices (Berad, 2003 cited in Lodes, 2010). This generation's search for honesty in brands is related to the importance they attribute them once they find those so aligned. One of the most important features of this generation's singularity when it comes to bonding with brands is the fact that Millennials like to see brands as an extension of themselves. This brings serious implications to the ways brands should communicate (Nowak et al., 2006). Furthermore, the purchasing patterns of this generation can be interpreted as a form of self-expression, since Millennials

tend to use brands as a vehicle of self-image creation and value communication (Edelman, 2010 cited in Gurau, 2012). This underlines yet again the concern brands should have to align their values with Millennials' own, as a way of making the brand a reflection of the consumer itself.

3.2 Subtitle: Brands' knowledge of Millennials

Millennials are seen as practical when it comes to consumption choices and are often looking for the alternative that adds the most value to their choices (Harris Interactive, 2001 cited in Nowak et al, 2006). Therefore, when studying this generation and its relations with brands, it becomes decisive to understand this generation's role as active consumers not only when it comes to their choices but also because of their endorsement abilities.

Another relevant quality of Millennials and what they are as consumers is their concern with what others think about them. This generation is more conscious of the social consequences a bad purchase can have and desire their social image to be trendy, which can be achieved through the consumption of certain brands (Twenges & Campbell, 2008). Consequently, brands need to concentrate their efforts in developing a positive image that is aligned with Millennials' tastes, preferences and self-image. Branding becomes crucial to get the loyalty of these consumers, since they use brands as a way to satisfy their need for self-expression and are constantly searching for brands that are aligned with the image they want to pass, sticking to the ones that do it better.

The importance of being in tune with what Millennials want will also affect the way communication should be done, as Millennials will only recognize communication efforts and messages where they see their values reflected

(Scarborough, 2007). Most consumer brands use Millennials as targets since this generation reflects a wide market knowledge when it comes to brands it chooses to use (Fernandez, 2009). Besides the impact they have on each other by giving extreme importance to others people's opinion, Millennials also influence their parents' spending habits. As future consumers, Millennials are vital to marketing and market knowledge in a way their brand preferences are mostly established during the ages they know go through: 15 to 25 years (Taylor & Cosenza, 2002 cited in Fernandez, 2009).

Millennials' brand-related choices are mainly determined by peer recommendations either directly or through social networks (Littman, 2008 cited in Gurau, 2012). The importance of reference groups to purchasing choices and behavior has been explored by several authors, parents and friends being almost always included in them (Feltham, 1998 cited in Fernandez, 2009). When it comes to Millennials, they tend to search for peer acceptance as a way to increase their self-trust and creating a sense of belonging within a certain group or social context. This phenomenon creates more conscious consumers, given the community's influence on their choices and need for acceptance (Lawrence, 2003 cited in Grant & Stephen, 2005). The importance of this need for acceptance has been confirmed by several authors, namely regarding clothes' brands where it's becoming usual to use peer-to-peer marketing strategies as a way to generate demand (Dotson Dotson & Hyatt, 2005 cited in Fernandez, 2009; Keller, 2005). The vulnerability to peer pressure that affects this generation confirms this social factor as a major element in this generation's interaction with brands and their consumption (Wang, 2006 cited in Fernandez, 2009). The main conclusion is that Millennials are potential market mavens. In other words, they are consumers with strong product knowledge that act as disseminators of information about those products (Gerzenna & D'Antonio,

2011 cited in Smith, 2012). As already stated, Generation Y was born and raised into a never before seen digital environment. As a natural consequence, Millennials became more open to different forms of communication and are the group of consumers that is best influenced by communications made in multiple platforms to which they can interact with (Pendergast, 2009 cited Lazarevic, 2012). Millennials are used to sharing marketing information with each other and are more connected between them than any previous generation. This connectivity makes them more alert and demanding in creating a bigger need to use Integrated Marketing Communication (Lazarevic, 2012).

The knowledge and familiarity Millennials have with brands gave rise to a cynical generation that believes more in what others have to say about brands than what brands say about themselves. With this in mind, word-of-mouth is an example of a technique that can become more effective than traditional marketing forms. A BazarVoice's study revealed that reviews made by other customers are seen as 12 times more reliable than the product description the brands does itself (BazarVoice, 2011 cited in Smith, 2012). This means that messages and information that come from consumers are more relevant (Bergh & Behrer, 2011; Smith & Brower, 2012; Smith, 2012), underlining the importance of the mutations effected in communication, and in the overall concept of globalization has in this generation. Compared with other generations, Generation Y is more active when it comes to integrate the use of technologies in its daily life, using cell phones and internet as ways to connect with brands and retailers (Moore, 2012). Social networks are the most illustrative example of a generation defined by the ease and speed of relations at a distance and by the dissemination of content production and sharing.

Another relevant feature of this generation is its utilization of digital media and the advantages of education as well as the aptitude Millennials display when confronted with new forms of communication and new technologies. Therefore, it is easier for this generation to search and compare information, making it easier to find inconsistencies in brand messages. At the same time, after these findings, it is also less difficult to share information and make it reach consumers all around the world. As mentioned before, any of these inconsistencies will drastically decrease the trust this generation has on a brand (Nobel et al, 2009 cited in Lazarevic, 2012). Still, the engagement between Generation Y and the digital environment does not end at social networks. Millennials go online to purchase, get informed, be entertained and also to communicate. Their use of online media and digital marketing transforms these tools into effective ways of reaching this generation. This is why digital marketing is considered one of the best ways to reach Millennials (Okazaki et al, 2007 cited in Smith, 2012).

Besides Facebook, other online tools like, for example, websites, can be used as forms of communicating and promoting products and as ways of mobilizing new brand enthusiasts through the interactions that their tools allow the brand to have with its audience (Orrell, 2009 & Roberts & Roach, 2009 cited in Mccorkindale & Distaso, 2013). Using these new tools not only creates new communication channels, but it allows the brand to deliver its message in formats that encourage engagement (Mccorkindale & Distaso, 2013) and create new channels not only for communication but also for distribution. As stated before, Millennials are multi-channel consumers. As Lachman & Brett (2013) discovered in their study, Millennials take their purchasing decisions seriously and are used to and willing to spend time online not only searching for information but also checking promotions, opinions, blogs and sharing their

preferences. Still, the research also found that most Generation Y consumers still prefer to buy in stores using online tools to search for products and compare prices but not actually to buy them.

Internet made Millennials able to more effectively control the free market by expressing their opinion through multiple platforms and by sharing that opinion with other consumers. Social networks, websites and other interactive tools give these consumers the opportunity to become more active when promoting products and brands. This generation is, therefore, more willing to write online reviews and give feedback promoting their favorite brands and expanding ads, podcasts and blogs with content generated by themselves (Smith, 2012). As a consequence, to capture this generation's attention and interest, brands must be able to create something Millennials have not been exposed to yet (Tsui & Hughes, 2001). Such fact brings to light the importance of creativity and user-generated content as a way to reach these consumers and engage with them. Millennials tend to only pay attention to brands they consider relevant, recommending the use of strategies that allow content co-creation and high levels of customization as ways to generate more creativity. In tandem, it will allow the brands to listen to what this generation has to say (Sebor, 2006; Tsui & Hughes, 2001).

As mentioned previously, Millennials were raised with a more open perspective on diversity and in an era where all opinions deserve to be listened to. The result of this education is a generation that becomes harder to reach. Always surrounded by stimuli, Millennials have a shorter attention span and a greater need for instant gratification (Bergh & Behrer, 2011). For example, the proliferation of shopping malls reflects a generation constantly seeking for new forms of entertainment and consumption of new products and technologies

(Barkewell & Mitchell, 2003; Coupland, 1991 cited in Ladeira, 2010). Millennials belong to a generation that seeks immediate satisfaction in a time of constant change and products that quickly become obsolete. This generates an unending search for new products and offers, where client satisfaction no longer means automatic loyalty (Chandrashekar et al, 2007; Lam et al, 2004; McEwan & Fleming, 2003; Mittal & Kamakura, 2001 cited in Gurau, 2012).

3.3 Subtitle: The myth of Millennials' loyalty

Another feature that's extremely important to refer when it comes to Millennials is loyalty. Globally speaking, most authors define them as an informed generation with low rates of brand loyalty (BrandAmplitude, 2009; Greenberg, 2001; Reisenwitz & Iyer, 2009; Caplan, 2005; Phillips, 2007; Richie, 1995 cited in Gurau, 2012; Bush et al, 2004; Megehee et al, 2003; Woldburg & Pokrywczynski, 2001 cited in Lazarevic, 2012). This lack of loyalty to brands is associated with several factors, from this generation's big exposure to promotions (Ritchie, 1995 cited in Gurau, 2012 and in Lodes, 2010) to their will of searching for products that are aligned with their personality and lifestyle no matter what brands deliver them (Caplan, 2005 cited in Gurau, 2012 and in Lodes, 2010). Additionally, it may be also associated with the fact that this generation is made of more rational consumers who value a product's price and characteristics more than the brand's identity (Phillips, 2007 cited in Gurau, 2012 and Lodes, 2010). Nowadays, not only Millennials but consumers in general are abandoning brands they were loyal to for cheaper and newer alternatives as they search for lower prices. But even though some previous research reveals that Millennials are less loyal to brands when compared to the previous generations, Edelman (2010 cited in Gurau, 2012) finds that this generation has a strong sense of brand loyalty that frequently shares with its social groups.

This means that the hardship in guaranteeing consumer loyalty is not only in the initial barrier of entry, given their zero tolerance policy to bad experiences with brands, but that Millennials can easily lose their trust and quickly replace brands (Parris, 2010 cited in Gurau, 2012). All these discussed factors underline the importance of not only loyalty creation, but of its preservation as well. To do so, marketing specialists have been betting on creating emotion connections with the consumers believing that once truly connected to a brand they will not be capable of replace it regardless factors such as prices changes (Hamilton, 2009 cited in Lodes, 2010).

Generation Y is a generation in which repeated purchases are hard to ensure (Sebor, 2006; Wood, 2004 cited in Lazarevic, 2012). Therefore, learning how to work the loyalty of Millennials is crucial to create a long-lasting relation with them as consumers. Being able to find and create loyal consumers among this generation will translate in advantages like the diffusion and positive promotion of a brand's products by them. Through the use of technology and thanks to the importance given to their peers' opinion, good reviews will travel fast and reach large volumes of consumers. This can be accomplished by evincing Millennials' values and personality in such a way they identify themselves with the brand enough to want to be a part of it. Such state is achieved through a consistent, transparent and well defined vision, as Millennials search for brands to give them stability, harmony, authenticity and integrity (Edelman, 2010 cited in Gurau, 2012; Keller, 2005).

Chapter 3

Research Model

1. Title: Research Model

Given the importance that Millennials seem to have as segment, a lot has been written about how to reach or what should and should not be done to effectively get to this generation. Santos & Silva (2013) came up with the 3 Cs model of Millennials Brand Awareness. The purpose of the model is to understand Millennials' profile when it comes to their buying behavior in order to generate more efficient marketing strategies. As concluded by the authors, the major difference when it comes to marketing to Millennials regards the communication channels that should be employed. Therefore, brands aiming to reach this generation must be willing to do it in what Eastman & Liu (2012) call the "digital arena". Topics such as online image, customization, creativity and consumers as co-creators of content must be seriously considered. Santos & Silva (2013) suggest a bilateral relationship model that related creativity, content and Customer Engagement. Although a majority of the Cs of those mentioned in Santos & Silva, 2013 are taken in consideration, the research model for the present study proposes a different approach, combining two of the already existing Cs: Creativity & Content, keeping one: Customer Engagement and adding a new one: Cause-Related Marketing.

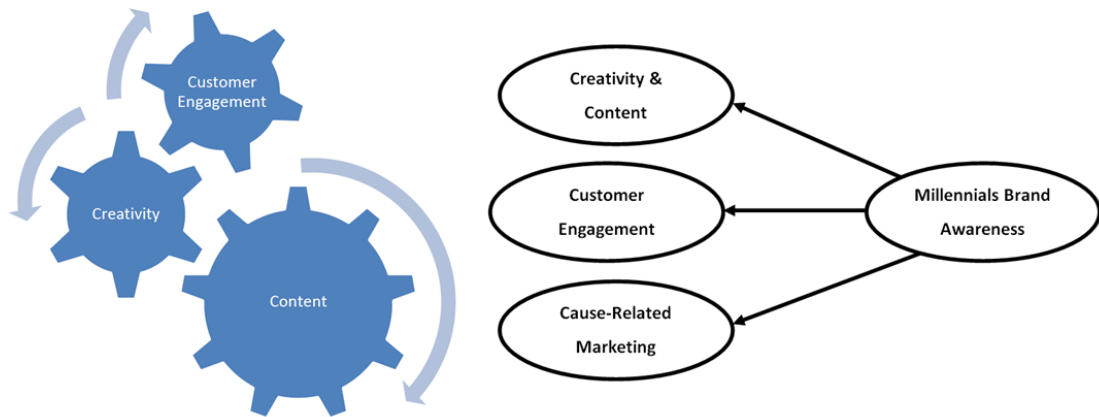


Figure 4- Santos & Silva 3 Cs model (2013) and author's new Three Cs model

1.1 Subtitle: Creativity & Content and Customer Engagement

Firstly, the Creativity “C” is born from the previous findings that in order for brands to align their values with those of Millennials, they need not only listen to consumers, but also allow them to speak. The same way, the already stated IMC relevance reflects the need for creativity to take place when it comes to delivering the message. This concept of creativity is related to Millennials because of their tendency to exact a highly transformative influence on their surroundings, in accordance to their own image. As defended by Tapscott (2010), Generation Y is used to customize what they have by making it their own: from cell phones to the capability of re-organizing their favorite TV shows according to their preference, Millennials are used to have what they want, when and where they want it, according to their needs and wishes - and they do it by changing the products so they can reflect who they are. This is also connected to the concern they have with their projected image and to the use of products and brands as an extension of themselves. Tapscott’s research (2010) also concludes that this need for customization is transversal to almost every product category, creating new business opportunities that use these

possibilities as an anchor to profit by allowing consumers to change the design and product features even if they have to pay extra for it as it happens, for instance, in the automotive industry. This wish owes more to the aesthetical plane than to the functional, translating only to a self-image issue that materializes in all activities, ranging from the customization of a personal site to the media they consume. Two thirds of the author's study's respondents chose to watch their television shows at their leisure, once recorded, instead of watching when the broadcaster airs them.

Besides the self-image factor and its importance to Millennials, the idea of empowering this generation's creativity is aligning with their firm beliefs about freedom of choice as to them, it is a basic right to be able to change things according to their preference. This is why Millennials as consumers expect to have a world full of choices that they have the right to combine the way they want. Another characteristic that relates to the importance of creativity is collaboration: Millennials are the generation of relations (Tapscott, 2010), and therefore natural collaborators that expect to be able to take part. They do it so through online chats and voice-over-IP servers, multiplayer games, opinion forums, file shares and social media websites, all this allowed by the technology that has been at their side since the day they were born. Discussing brands, companies, products and services creates a sharing and collaboration culture and community that can be used by a brand to reach them. It is this generation's wish to be able to walk side by side with the brands on the development of new and better products and services. The digital environment allowed a mutual dialogue that reflects on the constant improvement of what the brand can offer them. All this importance given to customization dictates that to efficiently reach this generation it's necessary to let it participate on the creation of what is aimed to be delivered to it. In fact, Millennials nowadays are

already participating on campaign creations and products (Tapscott, 2010). This participation allows the multiplication of sources of creativity while simultaneously increasing the engagement of the consumers with the final product.

When it comes to the Content “C”, in the book “Marketing to Millennials” (Fromm & Garton, 2013) the authors talk about the transition from creative excellence to something more encompassing: content excellence. The idea is not making excellence end in the creative process in terms of design or copy but extend this influence to the creation of ideas that assure consistency across all platforms of development and outreach and, therefore, in terms of delivery mechanisms for the created content as well. Millennials value brands that focus on this content excellence since those brands allow a dialogue and an honest engagement where opinions are shared. Content can be seen as the central factor of success for communicating with Millennials because it’s the content that dictates what is being communicated and has in itself the possibility of being creative and original enough to grab (or alienate) the consumers’ attention.

A good way of knowing if the content is Millennial approved is by letting them participate on that content creation. The consumers’ creativity must be seen as an asset that is worth exploring and as a way of creating appealing content according to what Millennials want to see. This generation is transforming the internet into a place that is used not only to search for information but also to create it, share it and use it in projects that connect people with common interests, and this course of action is fostering new ways of solving problems. These solutions are often the natural result of the possibility of co-creation. Millennials end up democratizing content creation,

contributing to the rise of a new communication paradigm with impact in the most diverse areas (Tapscott, 2010). Not only is this participation present on messages' content but also in the product design itself. This generation is willing to help creating products which includes talking about them, testing them, giving feedback and sharing information about themselves. In other words, anything that makes them feel part of the process and helps improving the ideas going into the creating of a final product that meets their needs as much as possible. This new reality is only possible thanks to the internet and the ways Millennials use it by transforming it into a space of collaboration organized by communities that create things together. There are many practices that reflect this reality, as is the case of open source. Since Millennials are not willing to passively accept what's delivered to them, they easily adopt the possibility of dictating content and expect to be able to edit it and change it anytime they see fit (Bergh & Behrer, 2011). Generation Y is a constant presence on the internet, a channel open to sharing, creating and interacting with their peers that functions as a support structure of their ideas.

Santos & Silva (2013) explain that the "C" of Creativity in their model must be understood as part of the content creation process and as part of the way that content is delivered. Taking this into consideration and combining this idea with Fromm & Garton's (2013) concept of content excellence, we suggest that Content & Creativity should be considered together as one factor of our research model.

Giving Content & Creativity as a factor, Customer Engagement comes up as a natural consequence of this constant interaction and relation with a brand. The fact that the brand allows co-creation of content through the use of consumers' creativity will allow them to engage with the brand since the very

beginning. Starting this engagement from the conceptual phase is an advantage that will not only give the brand more time to invest in that relation, but also create an increasingly larger engagement until the final product is launched and even afterwards. By then, consumers will be completely aligned with the brand.

Likewise, Customer Engagement creates a virtuous cycle since the appropriate use of this creativity and content creation generates this relation and this relation enhances once more the consumers' will to participate and collaborate with the brand, resulting in the birth of new ideas and content. Customers can contribute to firms in a variety of ways that go beyond transactions. Although customer value has been traditionally measured by acquisition and retention (Kumar, 2008 cited in Kumar et al., 2010), commercial agents are now starting to realize the potential of interacting with customers that are going to nourish those interactions (Kumar, 2010). Firms are no longer focusing only on transactions between them and the customers, but they begin building solid two-way relationships by understanding that to sustain and nourish a customer base they need to look further than the repurchase behavior (van Doorn et al., 2010).

These important interactions do not develop exclusively between the firm and the customer but also incorporate active interactions with other customers as well. The goal is to create deeper and more meaningful connections and to make those connections endure over time (The Economist Intelligence Unit, 2007 cited in Kumar, 2010). Nowadays, engagement is finally also seen as a way to provide customer with interaction and participation. It is also seen as a crucial factor for future growth, as well as a threat, when low. An EIU Survey of 2007 (cited in Kumar, 2010) found that engaged customers provide frequent feedback about products and services, creating good word-of-mouth (WOM)

and consequently creating higher Customer Engagement. This being said, customers can create value in different dimensions that don't end at the purchase of a product or service alone. Taking into consideration Millennials' already discussed characteristics, mainly their potential to influence each other, we will not focus on Customer Engagement's purchasing dimension but rather on its dimension of customers' influence on other customers, as well as prospects through for example the use of WOM. By talking and sharing their opinion, Millennials can persuade and convert potential new customers to a certain brand as well as minimize remorse or encourage increased share-of-wallet of existing customers (Kumar, 2010). At the same time, Customer Engagement is also related to customers' behavior relating to knowledge acquisition by, for example, going online and providing the firm with new ideas for innovation and new products, contributing in this way to knowledge development (Kumar, 2010). A study by van Doorn et al. (2010) points out Customer Engagement behaviors can be defined by the manifestations customers have towards a brand that result from motivational drivers, and that fare beyond the purchasing action. Brands should then focus on generating positive behavioral manifestation such as for example the posting of a positive review on a blog. This Customer Engagement behavior by brands' customers may generate a much wider network, since customers' opinions and reviews can go all the way to other current and even potential new customers, as well as suppliers and general public (van Doorn et al., 2010).

One dimension that Customer Engagement includes is, then, co-creation. Today's markets are filled with technology and this new era has provided consumers with access to endless information and the means to communicate with each other (Hoyer, Chandy, Dorotic, Krafft, & Singh, 2010). This rapid development of technology for information, communications and social media

has contributed to a sense of consumers' empowerment where consumers stop being passive and have the desire to have a role in exchanges with firms (Ernst, Hoyer, Krafft and Soll, 2010 cited in Hoyer et al., 2010). Consequently, consumers are now provided with the possibility of not only easily creating content but sharing it over the internet. The consumer's participation doesn't end at providing new ideas, but can now go all the way to actually co-develop those ideas and make them real, with the help of firms by, for example, testing their products or providing support (Nambisan, 2002 cited in Antikainen, 2011). These consumers' new will to participate can be seen in different contexts and it's referred to as co-creation (Bolton & Saxena-Iver, 2009 cited in Hoyer et al., 2010).

According to Lusch and Vargo (2006 cited in Hoyer et al., 2010), the process of customer co-creation involves the participation of the customers in the creating of a core offer. This participation can occur by different means: shared inventiveness; co-design or shared production, among others (Hoyer et al., 2010). In short, co-creation happens when the customer participates with the brand or firm through behaviors and actions that customize their experiences with that brand or firm. Examples of co-creation can include making improvement suggestions, helping service providers or helping other customers consume a certain product better. All these aspects of co-creation help the main goal of enhancing customers' engagement behaviors (Hoyer et al., 2010). Co-creation can then be considered a manifestation of Customer Engagement behavior (van Doorn et al., 2010). One area where co-creation is getting increasingly important is new product development, where consumers provide ideas for new products and services. By having consumers willing to help, firms can get to identify some of their needs which are yet to be met by the market, as well as improving the already existing offers (Ernst, Hoyer,

Krafft and Soll, 2010 cited in Hoyer et al., 2010). The best part about co-creation is that the ideas given by the consumers will be mirroring consumers' needs and then be better prepared to answer them. The successful management and implementation of co-creation will allow firms to create new sources of competitive advantage by increasing efficiency and productivity gains as well as improving their effectiveness by better fitting the consumers' needs (Hull, 2004; Payne, Storbacka and Frow, 2008; Prahalad and Ramaswamy, 2000 cited in Hoyer et al., 2010). And just like co-creation can enhance Customer Engagement behavior, the same happens with open innovation.

The open innovation paradigm is based on the idea that firms can (and should) use not only internal but also external sources for ideas as a way of generating long-term success in a market environment know to be always changing (Chergrough, 2003 cited in Antikainen, 2011).

In conclusion, the fast moving technological environment and the empowerment it has given to consumers is motivating new sources of innovativeness. Firms need to accept the idea they can be enriched by external sources of knowledge and take advantage of those external sources willing to participate. By getting the consumers' involved, firms can lower the barriers to adopting new innovations (Alam, 2006 and Rogers, 1983 cited in Antikained, 2011).

1.2 Subtitle: Another C: Causes

As stated before, although some of the Cs of the 3 Cs model by Santos & Silva (2013) were included into our research model, the literature reviews showed a factor we considered relevant to add as a new factor, which has to do with the importance Millennials give to social causes and activities.

The fundamental need for a brand and its values to be in perfect tune with the values and identity of this generation's consumers reveals another strong Millennials quality: their concern with the environment and social causes. Confronted with increasing levels of pollution and climatic changes, Millennials tend to prefer brands that are environmentally friendly (BrandAmplitude, 2009 cited in Gurau, 2012). Other studies also show that brands that express community and social values (Beire & Howe, 2008; Edelman, 2010 cited in Gurau, 2012) generate a more dedicated following. Therefore, a brand's image and associations can be influenced by cause-related marketing actions, making this form of marketing a tool for value creation.

As stated by Syrett & Lamminman (2004), Millennials' personal characteristics have consequences not only on the fields of brand marketing but also in other areas like corporate social policy. Companies are using their names and resources to support causes as a way of increasing their reputation while creating more meaningful bonds and tying more strongly with employees, consumers and business partners in the meanwhile.

Jeff Fromm, in his book "Marketing to Millennials" (2013) presents the results of a Barkley study on American Millennials. The results show that brands that wish to engage with Millennials need to be willing to engage with their desire to make a difference in the world (Fromm & Garton, 2013). Even though the study conducted shows that Millennials are not volunteering more hours than other generations, the conclusions say that the main difference is in Generation Y overwhelming interest in making a difference by supporting companies that wish to do the same. On the Barkley survey, almost half of the Millennials answered that they would be more likely to buy from a brand when they know it's supporting a cause. According to the same survey, 37% of

Millennials are even willing to pay a bit more for products or services that support a cause they believe in. These results are underlined by other surveys, like the 2006 Millennial Cause Study by Cone, a Boston-based consulting firm specializing in Cause branding and marketing. The Cone Inc (2006) results showed that Millennials have more money and are more willing to spend it, but what actually differs from previous generations is their idea of believing they can help change the world through their purchases and spending habits. 89% of respondents stated they are likely to switch brands in order to support a cause. The same survey revealed that Millennials are more likely to trust companies supporting causes as well as rewarding them by recommending its products to other friends. According to Cone's Millennial Case Study (2006), Millennials don't pay attention only to quality and price when it comes to decide which products and services to purchase: a company's social and environmental concerns are important when deciding which products to buy and play a critical role on Millennials' decisions as well as on their recommendations.

According to Fromm & Garton (2013) it is then critical that brands wishing to engage with these consumers are willing and able to show them that they care. At the same time, brands can never forget the importance of transparency for Generation Y. These consumers are at ease with brands and advertising and will know when a brand is supporting a cause just to sell a product. The main idea is that Millennials are willing to turn the world into a better place and believe they can contribute more easily through company programs than through their own initiative (Fromm & Garton, 2013). Therefore, affiliation with a cause is more important to Millennials than to any other previous generation (Fromm & Garton, 2013), which is a golden opportunity for brands that are willing to do it authentically.

1.3 Subtitle: The Three Cs of Millennials Brand Awareness Research Model

The present research model combines three factors that the reviewed literature points as crucial for the engagement of Millennials with a brand. Therefore, Creativity & Content, Customer Engagement and Cause-Related Marketing are believed to be a successful combination of factors to answer the research question of this study: what factors should brands take into consideration to successfully engage with portuguese Millennials?

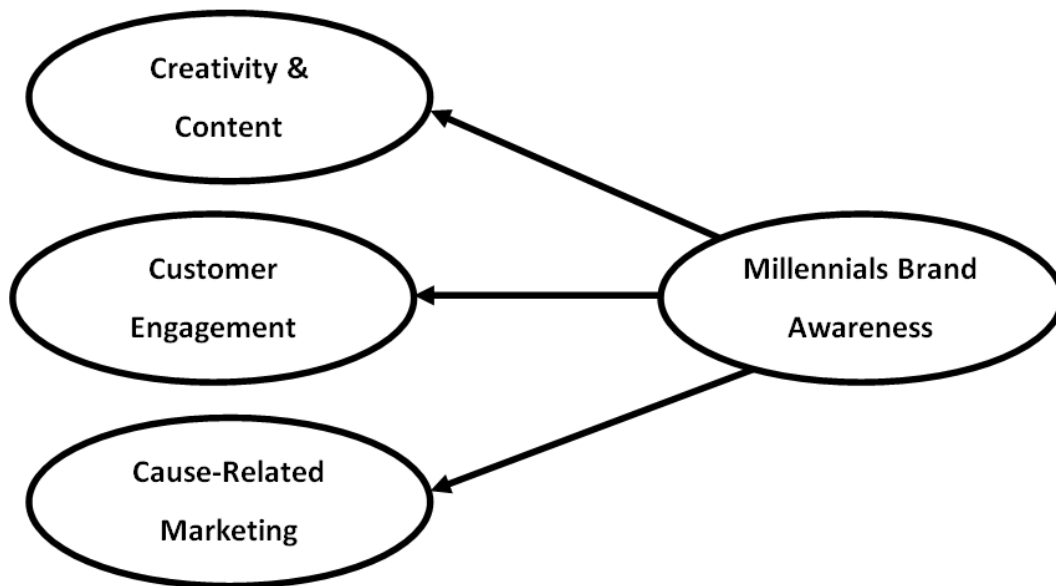


Figure 5 – The Three Cs of Millennials Brand Awareness Research Model

Unlike in the 3 Cs model (Santos & Silva, 2013), no causal relationships are suggested and the main objective is to ascertain if these three factors work for portuguese Millennials given their profile. Although no influence is suggested between factors, it can be read from the model that Millennials Brand Awareness is expected to be higher if firms display more creativity and creative content, if they promote more Customer Engagement and if they use more cause-related marketing.

Based on these three factors, the formulated hypotheses were agglomerated for clarity and to better test the validation of each of these three factors.

Creativity & Content	H1 Millennials create more online content and expect brands to connect with them by creating it as well
	H2 Millennials are more willing to engaged with a brand through the process of co-creation
	H3 Millennials care more about customization and ways to personalize products and services to make them their own
Customer Engagement	H4 Millennials are more willing to review and rate products and services online as a way to spread their opinion to others
	H5 Millennials take more into consideration other people’s opinions when it comes to search for information as well as influence purchase decisions
Cause Related Marketing	H6 Millennials are more into social related causes and programs
	H7 Millennials are more willing to engaged with brands supporting a Cause

Table 1 – Study’s hypotheses

Chapter 4

Methodology

1. Title: Methodology

The main goal of the present work is to answer the research question: what factor should brands take into consideration to successfully engage with Portuguese Millennials? By doing it so, we envision the creation of guidelines that brands should use when communicating with the portuguese Millennials in order to successfully engage this generation.

The created research model combines three factors for Millennials Brand Awareness as a result of careful consideration of the reviewed literature. By applying the model, we intend to determine which factors are in tune with the

portuguese reality, and if the results lead us to conclusions that, despite not having been contemplated previously, but that make sense when it comes to Portugal. Although no causal relationships between factors are taken into considerations, by identifying different ones, the results will be able to let us know which of the Cs can be used in Portugal and which constitute potentially misleading or inappropriate markers when applied to this specific country's Generation Y.

As defined by Neuman (2003), an investigation's intention can be organized in three different ways depending on the researcher's goals: exploring a new subject; describing a social phenomenon or explaining why something happens. The goal of this work being the behavioral study of the portuguese Generation Y and how brands can take advantage of it, it falls more into the explanatory case mentioned above and therefore experimentation tends to be the more suitable method (Yin, 2009). Given the nature of this study's specific case, the suggested research design is experimentation and the method of data collection is a questionnaire.

1.1 Subtitle: Questionnaire design

The questionnaire presented for inquiry is based on the one conducted by Barkley, The Boston Consulting Group (BCG) and a Service Management group named "American Millennials: Deciphering the Enigma Generation" (Fromm, Lindell, & Decker, 2011). Therefore, the same or similar items were used whenever possible and the same scales were maintained in an attempt to better draw comparative conclusions, especially in juxtaposition with the american study to the portuguese reality and to ascertain whether or not considerations

made by literature mainly considering american Millennials can actually be brought to bear in a portuguese context.

1.2 Subtitle: Data collection

A quantitative methodology tests a theory by taking existing knowledge and developing hypothesis that propose outcomes for study (Charoenruk, 1999). According to Muijs (2004), when the collected data is quantitative, it means the study is measuring definite variables and verifying a certain theory or hypothesis. This type of data can then be used to generate new hypotheses based on the study's results. Still, not all phenomena seem to be able to produce quantitative data. Many data that does not appear naturally in a quantitative form can still be collected in a quantitative way through the use of instruments of design research that allow one to analyze them statistically. The population considered for this study is the portuguese Generations X and Y. The sample was collected through random sampling. Nonetheless, given the questionnaire was divulged and answered via the internet (for the reasons of attaining a statistically meaningful volume and level of dissemination), there's a chance that the homogeneity of responses is polluted by the higher propensity of certain age groups to use those selfsame platforms of distribution.

In short, a web-based questionnaire was made and promoted online through the Facebook platform during one month (from November 11 to December 11, 2013), at which time a statistically significant amount of responses had been collected.

1.3 Subtitle: Data analysis

Data analysis was performed with the algorithms of the statistical software SPSS (version 22) and AMOS (version 20). SPSS was used to build the data base and AMOS was used for Structural Equation Modeling (SEM) methodology. This was accomplished by selecting and combining the questions of the survey into items relating to each of the hypotheses, taking into account the formulated points for each factor of the model. Therefore, for each C, there are several questions that will help or undermine the validation of that C's hypothesis.

Since the study intends to compare the estimates of two different age groups (18-30 years old and over 30 years old), duplicate models (one for each age group) were created. These two models are comparable to the level of magnitude of the coefficients, although not comparable to the level adjustment due to the difference of degrees of freedom. The number of respondents aged between 18 and 30 years was 824 and those with more than 30 years were 169. To Comrey (1962), these sample sizes are considered suitable for SEM. The methodology chosen for validation of the used instruments is the one suggested by Everitt (2002).

1.3.1 Subsubtitle: Reliability

The reliability analysis was performed using the Cronbach's alpha which, according to Nunnally (1978), should indicate adequate internal consistency when above .70 and the correlation values of each item to the total for the respective theoretical factor above .30 (Field, 2005), in order to confirm the internal consistency of each factor of the questionnaire.

1.3.2 Subsubtitle: Single factor verification

The verification of a single factor refers to the confirmation that the set of items of each factor reflects, in fact, a single factor (Churchill, 1979) and the critical value of the explained variance must exceed 50% (Jacob, 2006). This means the set of items that is related to the extracted factor explains at least 50% of its total. The procedure used to measure these values was the principal component analysis with orthogonal varimax rotation. This process is designed to maximize the explained variance and block the "saturation" of the items to just one of the factors (Maroco, 2003).

This process includes a set of more specific pleadings that, together, allow us to identifying unique factorial solutions. Firstly, the correlation between the factor and the item (factor loading) should be situated above .45 (Comrey and Lee, 1992). Secondly, each set of items identified as a factor should explain at least 50% of the total variance of all items initially related to that factor (Streiner, 1994). Thirdly, the Kaiser - Meyer - Olkin test (KMO) that gives information about the proportion of variance of the data that can be considered common to all variables should be considered a minimum value of .60 (Maroco, 2003). Finally, the Bartlett test of sphericity (BTS) that tests the possibility of no correlation between the variables is run and its probative value must be less than .05 (Snedecor and Cochran, 1989).

The set of indicators presented above relates to what is indicated in cases of sets made exclusively of quantitative or ordinal variables. However, the fact that this study included a dichotomous variable component, forces us not to linearly take into account these references. Moreover, the use of the value of Cronbach's alpha and the factor loading is controversial when one or more study variables are dichotomous (Kolenikov & Angeles, 2004). However,

according to Lew (2003), it is possible to use indexes, which are sometimes preferable to methodologies such as multiple correspondence analysis, as it does not become so informative when compared to the intra-factor ones. Even the value of Cronbach's alpha, more informative in case of ordinal scales, may become useful for identifying cases of correlation matrices not positively defined which means the correlation between the items of the factor is not positive in all cases.

In this study, the used indicators are regarded as indicative and the real adjustment's quality was measured by estimation of confirmatory models (construct's validity), where it is possible to consider the introduction of dichotomous variables (Lew , 2006).

1.3.3 Subsubtitle: Construct validation

The construct validation is a method for verifying whether the constructed instrument actually measures what it was designed to measure. For that effect, a measurement model was constructed and evaluated (as recommended by Cortina, 1993) as a method of confirmatory factor analysis (CFA).

The method of estimation of the coefficients used was the maximum likelihood, which has proved to be robust, even in cases where the normality was not guaranteed (Rodrigues, 2008).

The adjustment's quality of the model of measure was verified with a set of measures used to verify if the constructed model achieved a good fit to the data (Rodrigues, 2008). To validate the construct (Research Model), different statistical tests were used, such as: the χ -square; the Root Mean Square of Error Approximation (RMSEA) by Steiger (1990), considered one of the most

informative indices of adjustment; the Goodness-of-fit Index (GFI) by Jöreskog & Sörbom (1993) to measure the relative amount of variance and covariance jointly explained by the model (Tabachnick and Fidell, 2007); the Comparative Fit Index (CFI) by Bentler (1990) to compare the covariance matrix of the sample with the standard model, the Incremental Fit Index (IFI) and the Tucker-Lewis Index (TLI).

Chapter 5

Findings

1. Title: Findings

The survey was online for a month (between November 11 and December 11 of 2013) with a total of 1074 respondents with valid questionnaires.

1.1 Subtitle: Reliability and Unidimensionality

The following section is a presentation of the reliability and unidimensionality results of the SEM analysis, for each one of Cs present on the research model: Creativity & Content; Customer Engagement and Cause-Related Marketing.

	Creativity & Content	Total-item	α Cronbach	Loadings	Explained Variance
Non-Millennials	P1_8.1	,21	.55	,52	25%
	P1_8.2	,20		,46	
	P1_8.3	,37		,66	
	P1_8.4	,28		,64	
	P1_13.1	,40		,54	
	P1_13.2	,36		,50	
	P1_18.1	,14		,27	
	P1_18.4	,12		,29	
Millennials	P1_8.1	.19	.59	.46	27%
	P1_8.2	.22		.48	
	P1_8.3	.30		.57	
	P1_8.4	.33		.64	
	P1_13.1	.55		.66	
	P1_13.2	.47		.58	
	P1_18.1	.15		.25	
	P1_18.4	.20		.38	

Millennials: KMO= .60; BTS, p<.001; > Non Millennials: KMO= .61; BTS, p<.001

Table 2 - Reliability analysis for Creativity & Content

Regarding Creativity & Content, the main problems were found at the level of item-total correlations, Cronbach's alpha and explained variance, where the results for both samples were low considering the established values. The loadings only presented problems on items P1_18.1 and P1_18.4 in both age groups, with the assumptions KMO ($> .60$) and BTS ($p < .05$) have been met in both groups (Millennials and Non-Millennials).

		Customer Engagement	Total-item	α Cronbach	Loadings	Explained Variance
Millennials	2.1	P2_14.2	,21	.50	,55	50%
		P2_14.3	,31		,73	
		P2_17.3	,42		,82	
	2.2	P2_14.4	,15	.36	,48	45%
		P2_14.5	,27		,76	
		P2_17.2	,25		,74	
	2.3	P2_8.5	.22	.28	.74	42%
		P2_14.1	.10		.40	
		P2_19.4	.19		.74	
Non-Millennials	2.1	P2_14.2	.10	.26	.10	43%
		P2_14.3	.17		.80	
		P2_17.3	.26		.81	
	2.2	P2_14.4	.18	.44	.54	47%
		P2_14.5	.26		.71	
		P2_17.2	.36		.80	
	2.3	P2_8.5	.21	.23	.80	42%
		P2_14.1	.10		.11	
		P2_19.4	.47		.79	

Millennials: P2.1 (KMO =.54; BTS, p <.001) P2.2 (KMO= .54; BTS, p<.001) P2.3 (KMO= .52; BTS, p<.001); >
Non-Millennials: P2.1 (KMO= .48; BTS, p<.001) P2.2 (KMO= .53; BTS, p<.001) P2.3 (KMO= .49; BTS, p<.001)

Table 3 - Reliability Analysis for Customer Engagement

The initial analysis of the Customer Engagement factor revealed a negative internal consistency value, which indicated that the matrix of correlations between the items of the factor in question was not defined positively. The item-total correlations were inconsistent and the presented values sometimes negative and sometimes positive, confirming the previous statement. Verification of the single factor has failed as well, since three separate factors were extracted and the items P2_17.1 and P2_17.4 were discarded due to the values of the loading factor being under the desirability threshold mentioned previously. These items were also discarded given their allocation in two separate factors with only one item each, which would violate the rule of the SEM that states that latent variables have to include at least three items each (Rodrigues, 2008). These results were corroborated for both samples (Millennials and Non Millennials). To confirm these results, two confirmatory

models (one for each age group) were fitted with all items allocated to the same factor as defined theoretically. This adjustment attempt did not work and confirmed that it would be more appropriate to separate the items into three distinct groups. The adjustment to this new model was adequate according to the aforementioned criteria in the methodology.

In Table 3, the results for the three new factors found are presented, having been extracted from Customer Engagement, hereafter referred to as P2.1, P2.2 and P2.3. For these results the main problems found were related to Cronbach's alpha and the total item correlation in both age groups. The values of explained variance approached the limit of 50% and most of the loadings met the criteria of being above .45.

The KMO assumption is not met in any of the factors, although it is close to the .60 limit in some cases. The BTS assumption was met in all cases.

	Cause Related Marketing	Total-item	α Cronbach	Loadings	Explained Variance
Millennials	P3_16.1	.20	.70	.30	26%
	P3_16.2	.16		.25	
	P3_16.3	.46		.62	
	P3_16.4	.08		.15	
	P3_16.5	.12		.20	
	P3_16.6	.28		.39	
	P3_16.7	.24		.34	
	P3_13.11	.67		.82	
	P3_13.12	.64		.79	
	P3_13.13	.57		.75	
	P3_13.14	.20		.33	
	P3_15.3	.32		.47	
	Non-Millennials	P3_16.1		.16	
P3_16.2		.11	.16		
P3_16.3		.51	.65		
P3_16.4		.10	.13		
P3_16.5		.19	.26		
P3_16.6		.30	.40		
P3_16.7		.15	.23		
P3_13.11		.74	.86		
P3_13.12		.76	.88		
P3_13.13		.65	.79		
P3_13.14		.41	.58		
P3_15.3		.10	.16		

Millennials: KMO= .79; BTS, p<.001; > Non-Millennials: KMO= .74; BTS, p<.001

Table 4 - Reliability analysis for Cause-related Marketing

When it comes to Cause-related Marketing, the reliability indices rose in relation to the factors above with the values of Cronbach's alpha both above .70, despite the existence of items with low item-factor correlation. As for loadings, several items had values above .45, in both groups, although in some other cases the result was below this value. The explained variance was 26% for Millennials and 27% for Non-Millennials. The assumptions of KMO (> .60) and BTS ($p < .05$) were met in all cases.

As a general conclusion for the ACP analysis's results, we can state that, despite the problems encountered when it comes to the proximity to theoretical limits of the examined measures, all identified factors had a positive defined matrix, a prerequisite for the establishment of confirmatory models.

1.2 Subtitle: Construct Validation

PCA (Principal Component Analysis) was the methodology used to validate the construct. One model was created and then applied to both samples (Millennials and Non-Millennials) using AMOS 20. The figure below shows the structure of the generated model.

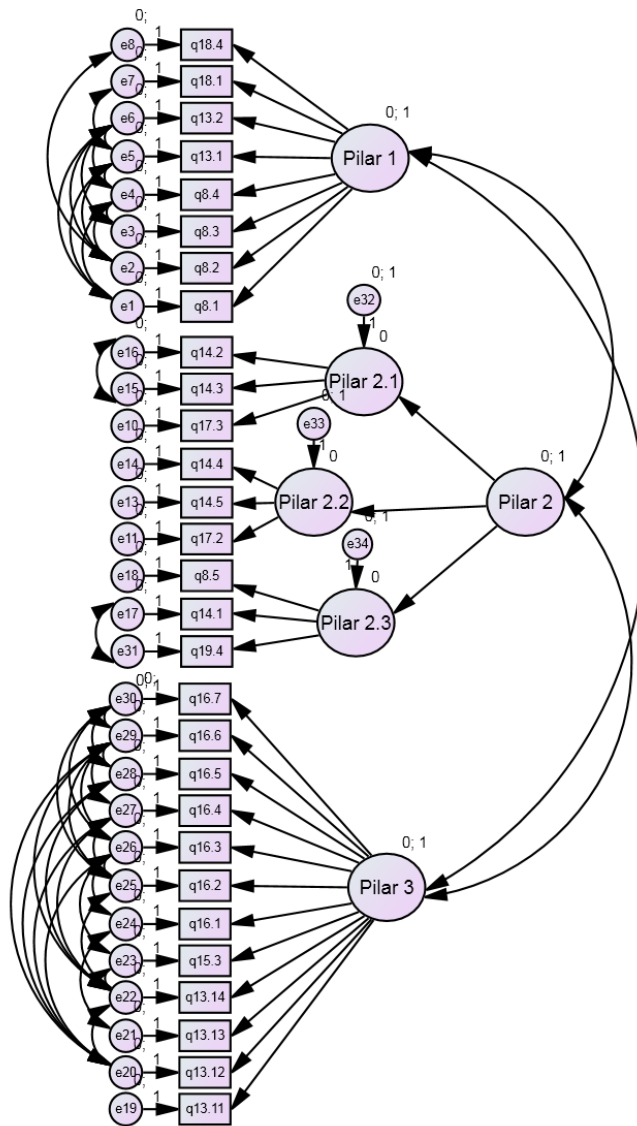


Figure 6 – Confirmatory model generated for both groups (Millennials and Non-Millennials)

On Figure 6 is presented the confirmatory structure composed by the interrelated Cs: Creativity & Content (Pillar 1); Customer Engagement (Pillar 2) and Cause-Related Marketing (Pillar 3).

The first thing to address is the fact that Customer Engagement (Pillar 2) is composed of 3 distinctive factors. This is a purified solution obtained by the preliminary analysis of reliability and unique factorial solution, already explained. However, so the C would not lose the identity that characterizes it, Barreto's (2010) definition of aggregate construct was used. According to

Barreto (2010) the aggregate construct is a one-dimensional aggregator element of other factors whose adjustment makes more sense than when the factors are considered separately.

The estimation method for the coefficients was the Maximum Likelihood (ML), which according to Bentler (2006) is considered to be robust even when multivariate normality fails, as noted previously. This assumption was measured by the coefficients of skewness and kurtosis and was not ensured at all variables. However, the ML method ensured the robustness of the regression coefficients' estimates. The correlation established between the errors followed the suggestion of the AMOS software (version 20) when it comes to the modification indices to better fit the models.

The table with all the estimates values for analysis (Appendix 1) presents the coefficients for the relationship of each type of measure (β), as well as the respective standard errors (SE) and p-values (95% confidence). The sample size influences the reduction of the p-value, and therefore comparisons between coefficients are based on the magnitude of their values combined with the associated standard error (SE).

As explained before, for each C of the research model several survey questions were chosen as a way to validate or not the hypotheses formulated. Therefore, for each C, there's a set of questions and the analysis of the already explained statistical procedures will allow us to draw some conclusions regarding Millennial and Non-Millennial respondents, their characteristics and their fit with the research model.

The data on Appendix 1 shows that for Creativity and Content (Factor P1), survey questions number 8.1 (I have my own blog), 8.2 (I have my own personal pages) and 8.3 (I subscribe to online content) obtained superior coefficient in the Millennials group of respondents (with respectively, $\beta=.12$, $p<.001$; $\beta=.16$, $p<.001$, $\beta=.24$, $p<.001$). When it comes to all other survey questions included as part of Creativity & Content, results were superior for the Non-Millennials group of respondents.

To what pertains to Customer Engagement (Factor P2), the dimension that better contributed for this factor was dimension P2.1. The contribution by all the survey questions included on that dimension (14.2 "Recommendation made by professional"; 14.3 "Recommendations by online/blog consumers"; 17.3 "Recommendation made by other consumers") was Millennials' exclusive with $\beta=.52$ and statistic significance of $p<.001$. When it comes to Non-Millennials ($\beta=.35$), the coefficient was not significant, most likely because of the SE. Still related to Customer Engagement, for the 2.1 dimension the item 14.2 ("Recommendations made by professional") obtained a positive coefficient ($\beta=.14$, $p<.001$) on the Millennials group of respondents in contrast with Non-Millennials although this group had a superior coefficient ($\beta=.16$). In this case, it is possible that the sample size may have had an impact on statistical significance. Item 14.3 ("Online and blogs' consumers recommendations as a frequent way of searching information") had a higher value for Non-Millennials ($\beta=.36$, $p<.05$) while 17.3 ("Recommendation made by other consumers as a purchasing decision influence") had a higher coefficient within the Millennials group ($\beta=.28$, $p<.05$). In dimension 2.2 no significant results were found for Non-Millennials, whereas, when it comes to Millennials, all coefficients for the items of 2.2 dimension were statistically significant. The items included are 14.4 ("Work or school colleagues as frequent sources of information on products and services"); 14.5 ("Family and friends as frequent

sources of information on products and services“) and 17.2 (“Family and friends’ opinions as influences on purchasing decisions“). On 2.3 dimension, only the group of respondents over 30 years old (Non-Millennials) had significant differences in the coefficients of the items 8.5 (“I rate and write online recommendations“) and 19.4 (“I’m willing to leave reviews as a way to help the brand improve its products“).

Lastly, in Cause-Related Marketing (Factor P3), questions 13.11($\beta=.82$, $p<.001$, “When I know a brand is supporting a certain cause I choose its products“), 13.12 ($\beta= .96$, $p<.001$, “I’m willing to pay more for a brand that I know it’s associated to a cause“), 13.13 ($\beta= .76$, $p<.001$, “Usually when buying a brand I take into consideration the values and causes that brand supports“), 13.14 ($\beta= .55$, $p<.001$, “It’s easier to contribute to a cause through a brand than on my own“), 16.3 ($\beta= .26$, $p<.001$, “I engage with a cause by buying products of brands that I related to it“), 16.5 ($\beta= .09$, $p<.05$, “I engage with a cause by volunteering“) e 16.6 ($\beta= .13$, $p<.001$, “I engage with a cause by making friends and family support a cause it’s dear to me“) obtained superior coefficients with Non-Millennials. In the opposite way, Millennials had superior values for the items 15.3 ($\beta= .12$, $p<.001$, “Values and Causes defended by a brand contribute to my loyalty to it“), 16.1 ($\beta= .09$, $p<.001$, “I engage with a cause by donating used clothes and other things I no longer use“) 16.2 ($\beta= .06$, $p<.001$; “I engage with a cause by helping causes that are dear to my friends and family“) 16.7 ($\beta= .10$, $p<.001$, “I engage with a cause by participating on events whose revenues go to it“).

Measure	Millennials	Non-Millennials
X-squared	690.05; gl=333; p <.001	438.94.01;gl=333; p <.001
RMSEA	.04 (IC 90%=.03;.04)	.04 (IC 90%=.03;.05)
GFI	.95	.90
CFI	.88	.87
IFI	.89	.88
NNIFI	.87	.84

gl= degrees of freedom

Table 5 - Kindness and fit measure for the confirmatory model

Presented in Table 5 is evidence that the adjustment of the confirmatory models in both groups was considered acceptable. In the group of respondents between 18 and 30 years of age (Millennials) the values of GFI=.95, IFI=.89, CFI=.88 and NNIFI=.87 were considered marginally acceptable because they are situated near the values of acceptable fit (>.90), except the GFI, which was above the limit, being an indicator of good fit. The value of RMSEA =.04 (90% CI=.03, .04) was a sign of good adjustment. The chi-squared test ($\chi^2=690.05$, $p<.001$) suggests poor fit. However, it is known that this test often results in a statistically significant result when the sample has a high dimension, as is the case in this study (Bentler & Bonnet, 1980).

In the Non-Millennials group (above 30 years old) the values were GFI=.90, IFI=.88, CFI=.87 and NNIFI=.84. Adjustment, measured with these indices proved to be slightly lower than the previous model (although they may not be comparable due to the different sample size). Nevertheless, the value of RMSEA=.04 (90% CI=.03, .05) allows to suggest the adjustment as acceptable. As in the previous model, the value of chi-squared ($\chi^2=438.94$, $p<.001$) suggests poor fit, although the already stated applicability to large-sized samples also applies (Bentler & Bonnet, 1980).

In short, by the acceptable adjustment of both models we can conclude that, although they don't have a perfect embodiment of all indices, the proximity to the admissibility limit ($>.90$) as well as the proper framework of the RMSEA's lets us consider the models as adjusted to reality solutions.

Chapter 6

Discussion

1. Title: Discussion

The findings stated in the previous chapter will now be further developed to determine if they relate or not with the hypotheses and help answer our research question. The hypotheses were formulated given the reviewed literature. Therefore, by evaluating if they are or not validated, we can identify consistencies as well as divergences with the literature. To begin with, a brief commentary regarding the hypotheses' validation is presented and then further discussed.

Creativity & Content	H1 Millennials create more online content and expect brands to connect with them by creating it as well	Not validated: Millennials do subscribe to more online content but still the finding show Non-Millennials had higher results when it comes to creating and sharing online content as well as
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		seeing it a way for a brand to engage with them.
	H2 Millennials are more willing to engaged with a brand through the process of co-creation	Not-validated: Results were higher for Non-Millennials when regarding co-creation as a way for a brand to efficiently engage with them.
	H3 Millennials care more about customization and ways to personalize products and services to make them their own	Not-validated: Non-Millennials showed more significant results regarding being able to pay more for a product that can customize their way as well as being willing to pay more for products that are consistent with their image. This shows Non-Millennials attribute more importance than Millennials to such factors.
Customer Engagement	H4 Millennials are more willing to review and rate products and services online as a way to spread their opinion to others	Not-validated: Non-Millennials had more significant results to what it's related to rating online and leaving online reviews and well as doing it as a way to help a brand improve.
	H5 Millennials take more into	Validated: results show that

	consideration other people's opinions when it comes to search for information as well as influence purchase decisions	Millennials give more importance to recommendation made by other consumers and are more influenced by them when it comes to decide on what to buy but at the same time these consumers give more importance to their friends and family as sources of information.
Cause Related Marketing	H6 Millennials are more into social related causes and programs	Validated: Millennials showed more significant results related to donating money as well as clothes and other objects; helping causes dear to their friends and family and going to events which profits go to a cause. Non-Millennials on had more significant results than Millennials when it comes to volunteering and with similar values.
	H7 Millennials are more willing to engaged with brands supporting a Cause	Not-validated: Non-Millennials showed more significant results when it comes to buy a brand

		supporting a cause; paying more for brands supporting a cause and considering helping a cause easier through a brand than on their own.
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Table 6 - Hypotheses' validation

As the literature review showed, Millennials are the digital natives' generation. Not only are they used to marketing efforts, they are also tired of them. Taking into consideration authors like Santos & Silva (2013), Eastman & Liu (2012), Smith (2012) among others included in the literature review, it was expected for Millennials to be more at ease with new channels of communication and therefore to create more online content than people above 30 years old. It was also expected for Generation Y consumers to be more willing to engage with a brand by the creation and sharing of online content since authors stated these consumers are engaged with the digital environment and so brands should meet at that territory and turn the online area to a tool used to effectively reach this generation.

Results, however, showed that when it comes to the answers that can help validate this hypothesis, a superior coefficient was found related to Non-Millennials. When it comes to creating and sharing online content, as well as selecting the creation and possibility of sharing online content as an efficient way of a brand to engage with consumers, results were more relevant for respondents above 30 years old. This being said, Hypothesis 1 concerning "Millennials create more online content and expect brands to connect with them by creating it as well" cannot be validated.

Another assumption made was that Millennials would be a much more open generation to co-creation and other sources of open innovation. According, for instance, to authors such as Tsui & Hughes (2001), Sebor (2006) and Tapscott (2010), the importance given to customization by Millennials and their will to create products to better fit their wishes and needs would lead to this generation's consumers being more open to co-creation than Generation X. On the questionnaire, respondents were asked to choose the most efficient way for a brand to engage them by choosing between several options. Again, results were statistically stronger for Non-Millennials although with the same p-value for both generations and only a slightly difference on the coefficient related to the relations of every measurement model (0.11 for Millennials and 0.12 for Non-Millennials). These findings diverge from the reviewed literature and Hypothesis 2 ("Millennials are more willing to engaged with a brand through the process of co-creation") cannot be validated neither. This idea of Millennials giving extreme importance to the possibility of customization and their urge to transform what's around them to make it reflect themselves was tested as well by Hypothesis 3 that stated "Millennials care more about customization and ways to personalize products and services to make them their own". Results show that, when it comes being willing to pay more for products that the consumer can customize as well being willing to pay more for products that are consistent with the image a consumer wants to convey of himself, Non-Millennials had superior coefficients and thus these options are strongly related to consumer's above 30 years old and Hypothesis 3 cannot be validated.

When Customer Engagement was addressed, the literature showed that Millennials would pay more attention to other people's opinions. At the same, given they are more comfortable around technology than previous generations, it was also expected of them that they would share their opinion more and

expect other to do the same by going online to rate products and leave reviews. Results of the questionnaire show that when it comes to rate and write online recommendations and to being willing to leave recommendations as a way to help the brand improve, the statistical values not only were superior for Non-Millennials but also significant differences on the coefficient of these items was only found in this generation's respondents. By revealing these results, the analysis shows that Hypothesis 4 ("Millennials are more willing to review and rate products and services online as a way to spread their opinion to others") is also unable to be validated. Still, something that this study brought attention on was the importance Millennials can give to cost and rewards. Their need of instant gratification can be used to favor brands as a way to effectively promote the writing of online reviews among this generation. Further information on this topic should be developed as a way to test if Millennials would be more willing to engage with a brand when that engagement is related to some source of gratification and reward.

Another strong idea from the literature reviewed was that Millennials have a great concern with what other people think of them and will trust other consumers more than the brand itself when it comes to searching for information and making purchasing decisions. To what concerns sources of information on products and services, recommendations by online and blog consumers had a higher value for Non-Millennials showing this generation gives more importance than Millennials to these types of reviews. On the other hand, recommendations made by professional are more important to Millennials as well as recommendations made by their friends and family. When it comes to influencing the purchase decision, results show that Millennials give more importance to recommendations made by other consumers. These findings show that Millennial are more influenced by other

consumers when it comes to decide on what to buy but, at the same time, these consumers give more importance to their friends and family as sources of information as well. With this in mind, Hypothesis 5 that stated that Millennials take other people's opinions more into consideration when it comes to searching for information as well as influencing purchase decisions can be validated.

When it comes to Cause-Related Marketing, the present study proposed it as a new C for the research model given the literature's claim of Millennials' ideal of changing the world being linked with social causes. The literature also stated that Millennials are more open to the world and more concerned about it, which makes it easy to assume they would be more susceptible to social related causes and activities as well as more willing to be engaged by brands that reflect that same concern with cause by supporting them. This study's findings reveal that when it comes to engage a brand, Millennials related more to actions such as helping their friends and family with causes that are dear to them, donating money and participating in events whose profits go to a certain cause. Non-Millennials, on the other hand, prefer and take more into consideration engaging with a cause by buying products from a brand that's related to it, volunteering or encouraging family and friends to support a cause that's dear to them. To what is concerned with consumer's loyalty, results show that the values and cause a brand supports are more important to Millennials and have greater influence on this consumers' loyalty than on consumers over 30 years old (Non-Millennials). Still, in practice, when a brand is supporting a certain cause, Non-Millennials seem to be more willing to choose that brand than Millennials consumers. The same happens with being willing to pay more for a brand that's related to a cause, with results showing a higher correlation for Generation X. Both generations compared, Non-Millennials are also more

willing buy products from brands that are supporting a cause and seem to take more into consideration the values as causes a brand supports when making a purchasing decision. Non-Millennial consumers also present higher correlation values with believing it's easier to help a cause through a brand than doing it on their own.

These findings show that, depending on what kind of action we are talking about, Millennials or Non-Millennials can be more willing to be engaged by it. Insofar as Hypothesis 6 is concerned, or "Millennials being more into social related causes and programs" nothing concrete can be stated because, for illustration, Millennials give more importance to making donations to charity and to supporting causes that are dear to their friends, while Non-Millennials seem to give more importance to volunteering services. All things considered, we can validate that Millennials are indeed into social related causes and programs but, depending on the type and degree of engagement, Non-Millennials can be more into some activities or programs. The same pattern repeated with Hypothesis 7, concerning "Millennials' willingness to engage brands supporting a cause." It has been shown that the causes supported by a brand have more influence on Millennials' loyalty to a brand than Non-Millennials. Still, Non-Millennials show more significant results when it comes to believing it's easier to contribute to a cause through a brand as well buying products from a brand supporting a cause and being willing to pay more for those products, and so not validating this hypothesis.

Finally, most of the formulated hypotheses were not validated for Millennials reality. The research question of this study being "what factors should brands take into consideration to successfully engage with portuguese Millennials?" the results clarify some wrongly made assumptions based on the

preliminary bibliographical review as well as highlight some points of contact with that literature. The findings reveal that the research model used is not strong enough to answer the research question completely, and therefore future research should aim to find stronger and more efficient factors to be used by brands to engage with portuguese Millennials.

Chapter 7

Conclusions

1. Title: Theoretical implications/contribution

This study presented what has been proposed and considered by existing literature to be relevant factors of improvement of Brand Awareness of brands that target Millennials. Therefore, literature regarding Millennials and Brand Awareness was reviewed and taken further by relating what has been taken to be Millennial characteristics to the topics of brand equity and awareness. The result is an effort at combining all the concepts and stating useful associations intended for use by all interested on engaging Millennials. Therefore, this study was intended as a starting point to all of those wishing to know and study portuguese Millennials. Taking into consideration the findings and discussion already stated, this first effort was made to study Generation Y's differences between countries, making it clear that not all conclusions and assumptions made pertaining to american Millennials translate well into other realities, namely and specifically, the portuguese context.

2. Title: Practical contribution

According to the existent literature, three factors were taken into consideration to create a model that aimed at answering the research question. Taking the results into consideration, it is safe to say that not all of the factors assume the importance they were expected to have when it comes to Portugal and to its Generation Y. At the same time, the findings shed some light into new clues that can turn out to be new and stronger factors.

The present study pioneered the definition of the identity of the Portuguese Millennials. Generation Y has been receiving attention from many brands and authors, but in Portugal it is still an unexplored territory. This study and the survey made helped define the characteristics of Portuguese Millennials, which is a relevant effort in and of itself. Furthermore, the study not only drew on the portuguese reality but, at the same time, compared it to the efforts made in other countries when it comes to marketing campaigns to engage Generation Y. These findings will help decide what to test next and come up with secure guidelines to be used in Portugal.

The findings of this study show that when it comes to the portuguese reality and to the sample collected, brands that wish to engage their customers through online content and new web forms should not target specific age groups but proficiency and preponderance of web use instead. This study shows that when it comes to the use of the Cs of the research model, targets should not be defined by age, since some characteristics expected to be found overwhelmingly in Millennials are actually proven to be more significant in Generation X. Against what was expected, results show that Creativity & Content appear to have more relevance for Generation X. Results also point out

that Generation X consumers are more willing to leave online recommendation, something that according to the existing literature Millennials were supposed to do more. Even when it comes to customization, the results show Non-Millennials are more open to the idea of reflecting their personality on products as well as more willing to pay more for those products.

3. Title: Limitations of the study

The biggest limitations are related to the survey. Internet surveys are not homogeneous representations of the population as a whole. In order to ensure a statistically relevant number of valid responses, the questionnaire was promoted online, which is expected to have biased the sample. Answers regarding the age were divided between 18-30 or more than 30 years of age, but given the average age of Facebook users, there is no way to know the exact age of those who marked "over 30". This means that most of those answers can be from people from 31 to 35 years of age, for example, which makes the responses not that relevant when it comes to the comparison with Millennials' answers, which would assume a smoother distribution, with all ages represented proportionately to their correspondent weight in society. Future research should make birth date an open answer, so results can be made more discriminating by comparing Generation Y age consumers with those old enough to think differently (40 years old or more, in this case). Given the profile of the majority of people that use the internet and Facebook, the expected sample for Millennials and Non-Millennials was significantly different from the one actually obtained. This difference led to lower errors (p) in the group with the larger sample sizes and thus it was easier to consider significant differences

on that group. Also related to the questionnaire, but this time concerning its design, the difference between scales of items, some measured in ordinal scales and others in dichotomous scales made them not comparable with each other despite them being able to be compared among the groups.

4. Title: Suggestions for future research

Future research should try to find new factors so they can be tested and compared with the importance given to the ones present on this research model. The next step would be to take these findings into consideration and use all of the already considered and other, new factors as a way to compare their relative importance. Future research should test the importance Generation X and Y give not only to Creativity & Content, Customer Engagement and Cause-Related Marketing but also go deeper in their understanding of the different ways brands can use these Cs. At the same time, Customization should be tried as a factor, and further information should be surveyed when it comes to the importance Millennials give to Costs and Celebrities. Only by comparing all of these factors will we be able to determine which of them are seen as more relevant, and therefore come up with a model centered only on those who seem to matter the most to Portuguese Millennials. By doing this, brands and companies will have a clear idea of what ways they have to and should explore to better engage Millennials and, in this specific case, those from Portugal.

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Appendix

Item	Fac tor	Millennials			Non-Millennials		
		β	SE	p-value	β	SE	p-value
P2.1	← P2	0. 54	0. 09	p<.001*	0. 35	0. 18	0.06
P2.2	← P2	- 0.18	0. 07	0.01	0. 10	0. 10	0.32
P2.3	← P2	3. 62	5. 94	0.54	1. 17	0. 67	0.08
P3_13.11	← P3	0. 77	0. 03	p<.001*	0. 82	0. 06	p<.00 1*
P3_13.12	← P3	0. 77	0. 03	p<.001*	0. 96	0. 06	p<.00 1*
P3_13.13	← P3	0. 67	0. 03	p<.001*	0. 76	0. 07	p<.00 1*
P3_13.14	← P3	0. 30	0. 04	p<.001*	0. 55	0. 08	p<.00 1*
P3_15.3	← P3	0. 12	0. 01	p<.001*	0. 03	0. 02	0.09
P3_16.1	← P3	0. 09	0. 02	p<.001*	0. 08	0. 03	0.02*
P3_16.2	← P3	0. 06	0. 02	p<.001*	0. 05	0. 04	0.20
P3_16.3	← P3	0. 25	0. 02	p<.001*	0. 26	0. 04	p<.00 1*
P3_16.4	← P3	0. 04	0. 02	0.01*	0. 06	0. 04	0.12
P3_16.5	← P3	0. 06	0. 02	p<.001*	0. 09	0. 04	0.01*
P3_16.6	← P3	0. 11	0. 02	p<.001*	0. 13	0. 04	p<.00 1*
P3_16.7	← P3	0. 10	0. 02	p<.001*	0. 05	0. 04	0.17
P2_14.2	← P2.1	0. 14	0. 02	p<.001*	0. 16	0. 10	0.11
P2_14.3	← P2.1	0.	0.	p<.001*	0.	0.	0.03*

* *statistically significant result (p<.05)

Appendix 1 – Estimated values for model analysis