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Mental Health is Everybody's Business:
The Role of Brands in Overcoming the
Stigma while Nurturing Consumers' Brand
Perceptions

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ABSTRACT

The World Health Organisation (WHO) defines health as a holistic balance between physical, mental and social well-being. The COVID-19 virus has not only weakened the physical component of the population. Although seemingly invisible, this virus has brought abysmal psychological consequences to society and accelerated the urgent mental health approach that screams to the world its need for expression, normalisation, and acceptance. Consumers have come to value their own well-being, and that of society as a whole, exponentially.

The study reveals that consumers now similarly value mental health and physical health initiatives implemented by familiar brands. These corporate social responsibility practices prove to be extremely incremental in terms of consumers' brands perceptions. However, consumers feel more socially responsible when they are an integral part of a social cause. Therefore, consumer-centric approaches are more beneficial to the brand than employee-centric stimuli.

Additionally, this study has proven that exposure to mentally focused scenarios triggers a considerable decrease in mental health-related stigma in society. In this way, brands are able to, almost in a pioneering way, unmask stigma, adopting an educational role in the community, while simultaneously building and strengthening brand equity.

Keywords: Mental health, physical health, corporate social responsibility, stigma, trust, hedonic and utilitarian value, loyalty, purchase intention, propensity to pay.

Dissertação: Saúde mental é uma abordagem de todos: o papel das marcas na superação do estigma enquanto nutrem as percepções dos consumidores face à marca

Autor: Joana Garcia

RESUMO

A Organização Mundial de Saúde (OMS) define saúde como o equilíbrio holístico entre o bem estar físico, mental e social. Ainda que aparentemente invisíveis, este vírus trouxe consequências psicológicas abismais para a sociedade e fez acelerar a urgente abordagem de saúde mental que grita ao mundo a sua necessidade de expressão, normalização, e aceitação. Os consumidores passaram a valorizar exponencialmente o bem estar próprio e da sociedade como um todo.

O estudo revela que os consumidores avaliam, de forma semelhante, iniciativas de saúde mental e física implementadas por marcas familiares. Estas práticas de responsabilidade social corporativa revelam-se extremamente incrementoras no que toca às percepções dos consumidores face à marca. No entanto, os consumidores sentem-se mais socialmente responsáveis quando são parte integrante de uma causa social. Por isso, abordagens centradas no consumidor revelam-se mais vantajosas para a marca, comparativamente com estímulos voltados para os colaboradores.

Adicionalmente, este estudo comprovou que a exposição a cenários de foco mental despoleta uma diminuição considerável do estigma relacionado com saúde mental existente na sociedade. Desta forma, as marcas são capazes de, quase de forma pioneira, desmascarar o estigma, adotando um papel educacional na comunidade, enquanto constroem e fortalecem, simultaneamente, *brand equity*.

Palavras Chave: Saúde mental, saúde física, responsabilidade social corporativa, estigma, confiança, valor hedónico e utilitário, lealdade, intenção de compra, propensão para pagar.

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CHAPTER 1. RESEARCH PROPOSAL

1.1. Introduction

On a global scale, 1 in 3 individuals faces a mental health disorder (MHD) during their lifetime. Converting to absolute values, in 2017, about 970 million people suffered from it, not to mention the large number of undiagnosed cases due to stigma (Javed et al., 2021).

Despite the statistics representing an overwhelmingly present reality, many people avoid the designation in an attempt to escape the stigma (Zboun, 2018). As early as 1973, Rittel and Webber described stigma as a "wicked problem." (Henderson & Gronholm, 2018). People decide not to confront the illness, like any other physical illness, because of how risky it is to be identified and subjected to public warning, leading them to ignore necessary treatment (Conklin, 2021).

Those with a challenging, fragile, and severe mental condition face stigma harshly and unfairly and are exposed to derogatory attitudes and behaviors (Henderson & Gronholm, 2018). In cases where someone is unable to perform an action due to their condition, some people do not see the disability and place the blame on the person rather than the disease (Zboun, 2017). The consequences of the social distance imposed on people with mental illness are severe and manifest themselves through a preference for social isolation, impaired social networks, and poor participation and social capital.

Identified in 2019, COVID-19 has invaded our lives and our minds leaving us with limited and scarce control over our daily lives. The number of cases and subsequent deaths continued to rise and skyrocket all over the world. The quarantine restrictions and the new social isolation routine have resulted in a severe economic collapse.

Moreover, the coronavirus disease constituted a three-fold challenge concerning global public mental health: it reduced mental well-being by triggering an increased risk of mental health disorders (MHDs), made people with MHDs more vulnerable to the virus, and prompted mental health interventions to health professionals (Campion et al., 2020 RSI). Both patients and relatives showed high levels of worry, stress, and anxiety related to the pandemic. The physical distance from their loved ones, family-care burdens, uncertainty associated with their conditions, and financial complications are some pandemic-related stress indicators that have worsened the mental condition of the population (Dorman-Ilan, et al, 2020).

Globally, 1 in 3 surveyed individuals recognized that COVID-19 has damaged their mental health (NielsenIQ, 2021). A damaged psychological state has had dramatic effects on social isolation, unemployment, and housing, and vice-versa. As a result, psychological instability has set in in many countries, either creating new psychological challenges or even aggravating the condition of those already suffering from mental illness. To delay recovery, the social distance made access to mental health care services even more difficult (Statista Research Department, 2021).

The pandemic tested limits and put humanity's ability to respond and adapt once again to the test. New habits emerged, old ones were revolutionized, and thus the unbridled acceleration of what was predicted to take decades. Although it has more negative connotations, it is undeniable that COVID-19 also brought with it positive changes that can affect all of us. This reality made people seek a better world, both for their own sake and for humanity as a whole (Ibn-Mohammed et al., 2021; Euromonitor International, 2021). It may also have contributed to facing the mental health stigma and starting a movement of demystification, still with a vast way to go. Approximately 60% of U.S. adults strongly agreed or somewhat agreed that there has been a considerable reduction in stigma against people with mental illness compared to 10 years ago (Statista Research Department, 2021).

As Euromonitor International (2021) reports, the pandemic has spurred more proactive societal functioning approaches to address the mental health-related needs that have emerged. On the demand side, there seems to be a response that goes along with this mindset. Consumers are dealing with social issues more seriously and they are looking for businesses that embody a new and more robust meaning of social purpose. Consumers are daily seeking brands that prioritize the well-being and health of their workforce while supporting local communities.

Mental health is not just having a moment of glory. This recent notion of mental well-being brings to light the consumer mental health equation. On one hand, this movement spreads knowledge around mental health issues and drives a rising tide of self-care. On the other hand, this movement also drives efforts into reducing mental health-related stigma (NielsenIQ, 2021). These nuanced approaches are especially remarkable given that mental health challenges affect all consumer segments, covering different ages, races, genders, and backgrounds (NielsenIQ, 2021).

Therefore, a promising opportunity for brands emerges. Brands must take advantage of their educational role to educate society about mental illness acceptance and mental health de-stigmatization efforts. Firms must allocate efforts not only into upskilling managers so that they're equipped to deal with supportive conversations internally, but also integrate well-being practices into their business and communicate it externally. By doing so, brands are taking advantage of this opportunity to advocate for and to accelerate positive disruptions of mental health issues, by underlying the relevance of facing, discussing, and normalizing mental health concerns at work and at different contexts of people's lives. However, these corporate social responsibility initiatives would be beneficial not only for society but also for the company itself, since it may evoke incremental changes on consumers' brand perceptions.

By educating consumers in balancing the mind, the body, and the connectivity in one place, brands may improve the connection pillar between consumers and the brand. By creating space to talk about mental health, brands may nurture the company culture and improve the consumers' well-being journey (NielsenIQ, 2021). Thus, brands would really empower both employees and society at large.

1.2. Research Objectives

This research study aims to explore the effect of well-being initiatives undertaken by familiar brands on consumers' brand perceptions and on consumers' mental health stigma. The implementation of these corporate social responsibility actions, whether addressing mental or physical well-being, and internal or external focus, will be analysed in order to determine how the effect changes across different scenarios. Additionally, stigma measurement scales will be applied to all participants, extending the spectrum of analysis, to ascertain whether mental health-related stigma exists and whether or not mental health stimuli have a positive effect on respondents, attenuating the related stigma. To deeply analyze the previous key issues they were strategically divided into different research questions (RQ). The first one aims to infer how brands' well-being practices – physical vs. mental - will have an impact on consumers' brand perceptions - brand resonance, CSR values, hedonic and utilitarian value, trust, loyalty, PI and WTP.

RQ1: What is the effect of well-being initiatives undertaken by familiar brands on consumers' brand perceptions, not only regarding its ethics but also its value?

In order to make this study thorough, the second RQ aims to explore from which will a familiar brand benefit the most - internal or external mental health endorsements.

The rise importance of employees' role in brand management and the increasingly interface between customers and brands bring to light the previous proposal. A successful brand management strategy requires a balance between external and internal orientations (Foster et al., 2010). Bearing this in mind, there will be two potential branches of action: internal when these initiatives are directly applied to employees, i.e., when the brand invests in employees well-being, improving the internal culture, work environment and authenticity (Brouwers et al., 2019); and external, referring to well-being practices when applied to the product, i.e., when the product carries with it a representative message of either physical or mental well-being and it is sold to the final consumer.

Some real examples are shown next. On one hand, during COVID-19, Nike gave workers a week off for them to prioritize mental health (internal focus). On the other hand, Barbie launched a new campaign that embraces, in an act of social inclusion, daily difficulties imposed for physical health. Undressed from the usual perfect doll, the brand mirrors in its products skin depigmentation as a consequence of chronic conditions, the absence of

hair due to oncological diseases, the implementation of a prosthesis, and the use of wheelchairs as a response to limited motor skills (external focus).

Both socially-conscious actions may contribute positively to consumers' brand perceptions. It remains to be seen whether this impact is greater in physical or mental actions, and in internal or external ones.

RQ2: Do internal and external mental health initiatives have different impacts on consumer's brand perceptions?

Last but not least, the third RQ is aimed at proving that there is still a stigma associated with mental illness and it also intends to examine whether mental health scenarios have a positive impact on reducing mental health stigma.

RQ3: Is there a moderator effect in mental health-related stigma when consumers are exposed to mental health initiatives?

1.3. Research Structure

Going back to the embryonic phase, this dissertation starts by introducing the problem and its relevance to the demanding, competitive, and creative world of marketing. To overcome it, the research objectives and subsequent research questions on which the dissertation will be supported are identified.

Moving on to chapter two, the literature review explores the key concepts of this study and the consequent relationship between them. Navigating to chapter three, it is the turn of the conceptual model and the hypotheses to be formulated and carefully defined, to be later, in chapter 4, subjected to the methodology and the data collection process.

In chapter number five the long-awaited results will be seen, and more concrete answers will be acquired. This journey comes to an end with the sixth chapter, bringing up conclusions, implications, limitations collected throughout the process, and suggestions for the future.

CHAPTER 2. LITERATURE REVIEW

2.1. Corporate Social Responsibility (CSR)

Throughout the last years, lots of research has been conducted in order to better understand consumers' perceptions regarding social and environmental issues. CSR has been previously defined as the company's activities and consequent reputation as regards its societal obligation (Sen & Bhattacharya, 2001). In a more recent perspective, this concept has been described by the European Commission (2011) as the notion of social and environmental concerns undertaken by companies and its stakeholders.

CSR must be interpreted as a mainstream and imperative topic of marketing and must constitute a key and ongoing strategy for corporations (Islam et al., 2020).

By widely spreading CSR information, corporations create a particularly meaningful interaction with consumers which consequently builds a solid and stronger identification with that corporation. For that reason, consumers will be able to rank companies more easily by distinguishing high fit from low fit companies (Sen & Bhattacharya, 2001). Consequently, it nourishes the organization's commitment by increasing the support given to and the desire for contact with and, at the same time, it also contributes to increase the organization's citizenship actions (Bergami and Bagozzi, 2000).

Therefore, by devoting efforts to these practices, organizations build a competitive advantage in an attempt to beat the competition that is dramatically emerging with time (Zayyad et al., 2020). Bearing this in mind, companies can add value to their business by offering a wider range of societal needs.

Additionally, companies can monitor and evaluate the positive net results given by CSR models (Islam et al., 2020), which have yielded significant results in terms of profitability due to the increasing likelihood of purchase behaviors of that corporation's products (Sen and Bhattacharya, 2001). Managers need this theoretical evidence in order to allocate efforts into a management strategy that encompasses CSR decisions.

Notwithstanding the previous evidence, there is empirical data that clarifies that the implementation of these types of initiatives is not as linear as it has been framed. By betting on socially conscious actions, enterprises take the risk of being perceived not only as hypocritical but also as a trigger for a commercial tactic that exclusively aims to earn higher profits (Qi et al., 2021). Therefore, often these practices fail to achieve what is expected and it may even contribute to corrode corporate reputation and brand value (Qi et al., 2021).

Aligned with this theoretical concept but in a more recent dimension, people have increasingly shown interest in the social perspective. In today's world, prioritizing the well-being and claiming it to the world has become the new normal. A closer look at this liberating wave submerging us will be discussed next.

2.2. Economy of Well-Being and Build Back Better movement

According to Sheth (2020), natural disasters constitute one explanation for significant, unpredictable, and unexpected changes and disruptions of usual consumers' consumption patterns, for example, the most recent global pandemic COVID-19. The coronavirus has driven new habits and attitudes that arrived unexpectedly but will remain, even when the pandemic is over (Sheth, 2020). This reality is reshaping what the consumer values, how he thinks about the future, and how he behaves accordingly. People became aware of how fragile health conditions are, which makes consumers reframe the purpose of their lives (Kotler, 2020).

From the consumers' point of view, companies must now care beyond the actual pandemic and beyond revenue (Euromonitor International, 2021). Businesses must reposition from profit-driven approaches to purpose-driven strategies (Batra, 2019; Kotler, 2020) in order to be rewarded by consumers for a meaningful post-pandemic.

Society at large is now focused on protecting urgent social needs. The general public deal with social issues more seriously and they are permanently demanding brands that take the well-being and health of their workforce as a priority, supporting local communities at the same time (Euromonitor International, 2021).

By now, the majority of countries have exclusively used the gross domestic product (GDP) to measure the performance of their country's economy. This indicator helps to examine the total value of goods and services produced by the country's particular economy in one single year. Nevertheless, this economic measure fails when it comes to assessing relevant factors of life's quality (Diener & Seligman, 2018). There seems to be a lack of some insightful well-being indicators in order to measure the annual gross domestic happiness (GDH) or the gross domestic well-being (GDW) (Kotler, 2020).

It is noteworthy that, even though the well-being, health, and interest of society are the new expectations, the COVID-19 won't eclipse environmental concerns. Instead, brands have the opportunity to Build Back Better, becoming an active intervenient in

transforming the world into a healthier, cleaner, and equitable place (Euromonitor International, 2021). The present study is focused solely on one vertice - the social one. Due to pandemic restrictions, people were for a long time constrained to live authentically, which increased, even more, their desire for social contact. In fact, social relationships are a key driver of attaching meaning in people's lives, thus when people fail to build it, there may be repercussions on both physical and mental sides (Lambert et al., 2013).

Betting on Build Back Better approaches, investing now specifically in well-being systems seems to be a meaningful strategy for corporations (Gray et al., 2021).

2.3. Mental Health and Mental Health-Related Stigma

Globally, one in three consumers suffer from a mental health (MH) disorder in the course of their lives. In 2017, approximately 970 million people reported that they faced it (Javed et al., 2021). Despite the egregious values, representative enough to earn attention and respect, people with mental illnesses are often perceived as unpredictable, dangerous, incompetent, and less worthy and able to independently work and live (Stangl et al., 2019). Mentally ill people capture psychological states that are difficult to manage, such as depression, anxiety, distress, and a lot more. When a person faces high levels of those states, it will be reflected through a severe psychological condition that needs to be diagnosed and rapidly treated clinically.

A lot of research has been conducted during the last two years with the aim of better understanding and unveiling consumers' behaviors towards the pandemic COVID-19, the unexpected reality that upended the lives of millions of humans from all over the world (Aknin et al., 2021). Recent studies have empirically proven that COVID-19 gave wings to complex and surprisingly MH changes and disruptions, causing psychological distresses and depression symptoms that seem to give no truce and persist for months (Aknin et al., 2021). On a global scale, 1 in 3 consumers discerned that this virus has damaged their MH condition (NielsenIQ, 2021).

Either the people directly exposed to this virus or their relatives, deal with difficult and never-before-experienced stressors. Some examples of these pandemic constraints are the social distance from their closest ones leading to their health status' unpredictability, the increased burdens from family care, and also the uncertainty regarding economic

conditions (Dorman-Ilan et al., 2020). All those stress indicators put humanity at a higher risk of mental illnesses.

If, on one hand, the COVID-19 pandemic contributed to worsening and harm MH prognosis, on the other hand, it may have leverage the related knowledge and thus it may reduce the related stigma.

The World Health Organization (WHO) has defined stigma as “a mark of shame, disgrace or disapproval” that leads to discrimination and rejection in several areas of life (Javed et al., 2021). Often, when someone mentally ill is unable to perform as others expect, they place the blame on the person rather than the disability (Anglin et al., 2006). This blindness dissuades people from seeking treatment and self-care (Michaels and Corrigan, 2013).

As Fife and Wright (2000) argue, the illness specification has no direct influence on any self-perception dimension. However, regardless of the type of illness, factors such as the illness severity and the personal functional level did appear to contribute to stigmatization. The fact that these two elements may reflect a greater difference between mentally ill people and others, constitutes one explanation for such stigmatization. Another cause consists of the lower capability to engage in a social life which will lead to more isolation and rejection feelings. Stigma can also arise from social services, the educational system, and the media (Brakel, 2005).

The stigmatization of MH can be manifested through multiple levels. Firstly, the interpersonal (or public) stigma is performed by society as a whole (Michaels & Corrigan, 2013). Either problems in knowledge leading to misinformation and ignorance, or problems in attitudes giving rise to prejudice, or even human rights violations causing discriminatory behaviors, are some examples of how the population can manifest mental health-related stigma. The mere fact that a person is named “mentally ill” leads to him or her being considered dangerous (Angermeyer & Matschinger, 2003). Bearing this in mind, people with mental illnesses are often victims of physical and verbal abuse, as well as sexual and financial exploitation (Henderson & Gronholm, 2018).

The tremendous effect of public stigma on the life of people mentally ill can stimulate the internalized stigma that consists on the personal internalization of the stigma (Michaels & Corrigan, 2013). It can also be labelled as intrapersonal or self-stigma. At this stage, people mentally ill endorse others' stigmatizing behaviors, and then it becomes their own

beliefs. Arguments like "incompetent", "inferior", "unpredictable", "dangerous" seem to gain truth and lead to low self-esteem (Zhang et al., 2018; Brakel, 2005).

An individual facing a severe MH condition who experiences multiple discrimination often harbor a sense of inferiority, which affects his social functioning. In fact, they are exposed to so much criticism and so many stereotypes that it makes them feel less capable and less worthy (Zhang et al., 2018).

Lastly, the structural stigma pertains to the poor quality of MH services and discriminatory social structures, policies, and legislation (Henderson & Gronholm, 2018). With this in mind, MH stigma can have disastrous consequences in several areas of life, such as education, health and social systems, housing, and employment (Henderson & Gronholm, 2018). Continued derogatory and stigmatizing behaviors might negatively influence job search (Staiger et al., 2018) and the process of obtaining and retaining jobs (Henderson & Gronholm, 2018; Zhang et al., 2018; Follmer and Jones, 2017). Despite the irrational misjudgments, often employers rate MH carriers less employable than people who have no disabilities or those who have physical disabilities (Corrigan, 2000). It is important to note that the multiple domains previously mentioned have harmful outcomes on self-esteem and life satisfaction (Verhaeghe et al., 2007).

Interestingly, stigma does not play a role in cultural diversity since the domains of life affected by stigma are similar across countries (Brakel, 2005).

Taking all this into consideration, it's clear that the implementation of interventions to reduce public stigma is extremely imperative. The Mental Health Action Plan 2013 - 2020 created by the WHO defined the formulation of anti-stigma strategies as a key priority (Potts & Henderson, 2021).

Literature suggests that this topic has been getting some stage to shine over the last few years due to the multiple studies evoking an urgent MH approach. "Opening Minds" from Canada and 'Beyond Blue' from Australia have proven relevant positive impacts (Javed et al., 2021). 'Time to Change' created in the UK was no exception. Launched in 2018, this program quickly crossed borders to other low and middle-income countries (Sampogna et al., 2017; Meyer et al., 2019; Potts & Henderson, 2021; Javed et al., 2021). The WHO (2001) spreads the idea that the most crucial and urgent barrier to overcome in society is the stigma towards mentally and behavioral ill people. The community has a duty - fighting against stigma and discrimination - which means, in other words, fighting for mental health.

People must not be recognized by just one disease, one stereotyped difference, one behaviour (Stangl et al., 2019). A mentally ill person has the same right and must have the same access to treatment as a physically ill person (Aknin et al., 2021).

2.4. The Role of Brands

As new consumers' habits and needs are rapidly emerging, fully understanding what consumers are currently looking for becomes critical and a top priority for companies. Past literature suggests that the marketing strategy can shape the consumers' mindset towards the brand (Rajavi et al., 2019). Bearing this in mind, brands may prioritise social marketing strategies into their business in order to enhance consumers' engagement. This strategy reflects a positioning and branding that goes beyond an individual perspective, addressing broader social issues (Yap et al., 2017).

Subjective well-being and MH concerns have dramatically evolved and might fade, given their relevance towards someone's identity. Consumers' social needs have never been more under threat than in the face of this virus, and so consumers will do whatever it takes to embrace good post-pandemic policies that protect urgent social needs. Now, more than ever, the community looks to well-being and health as precious goods, a privilege. A CSR strategy mainly focused on consumers' physical and mental well-being may exert relevant outcomes on consumers' brand perceptions.

Brands must take advantage of their visibility to embrace greater and nobler social causes that fit current consumers' needs, playing an active role in the community, while gaining competitive advantage. People seek brands that prioritize the well-being of their employees while sustaining local communities at the same time (Euromonitor International, 2021). This approach, motivated by COVID-19, provides a new opportunity for brands to make a difference in society through a greater purpose (Javed et al., 2021).

With an eye toward a future of greater acceptance and respect, society, as a whole, has the mission of fighting against stigma. Again, brands can differentiate themselves by starting this movement of demystification. In fact, stigma towards mentally ill people is often constructed early in life, even contributing to forming mental illnesses where they do not exist (Day et al., 2007). Hence, brands must make the most of their visibility and their educational role to educate people from a young age, because, as past literature

suggest the closer proximity with MH issues, the lower the stigmatizing behavior (Potts and Henderson, 2021; Day et al., 2007).

By doing so, brands are not only contributing to society, but also strengthening consumers' brand perceptions. Consequently, it builds up the ultimate brands' goal – customer-based brand equity – which occurs, as Y. L. and Lee (2011) explain, in the presence of familiar, positive, powerful and unique associations in consumers' memory. A holistic overview towards brand equity can only be built in the long term by means of a deliberate marketing strategy (Y.L. & Lee, 2011), however, brands must adapt quickly and serve the common good (Kotler, 2020).

With these concepts in mind, the research goes into depth in terms of which and how consumers' brand perceptions can be affected by the implementation of well-being initiatives.

CSR Values

As suggested by Zayyad et al., (2020), CSR actions, regardless of its social, environmental, or stakeholder benefit, will generate an increment in brand image and credibility, positive word of mouth and repeat purchase. Qi et al. (2021) complete the previous perspective by framing the set of benefits resulting from CSR initiatives, including brand purchase intentions, performance and reputation, competitive advantage, and thereby brand value.

Ceteris paribus in terms of product and price conditions, consumers express their willingness to switch brands to the one that embraces social purposes (Qi et al., 2021).

The effects previously under analysis might be moderated by an additional variable - brand familiarity. High levels of familiarity evoke more positive effects of CSR on consumers' brand perceptions. Interestingly, “the more a firm engages in CSR, the more its products and brands are positively evaluated by consumers”, known as the spillover or “halo effect” of CSR (Perera and Takashima, 2010). The level of brand familiarity constitutes a relevant predictor of CSR values, which indeed foster purchase intentions and behaviors (David et al., 2009).

Given the diverse scope of CSR actions, prior studies settled them on different domains designed to manifest the essence of the major CSR activities. Sen and Bhattacharya (2001) categorize them under community support, diversity, employee support, and product development. Community support is focused on art and health programs as well

as educational practices. Consumers experience brands early in life (Alba and Williams, 2013) and so its educational role must be reinforced from an early age. Diversity relates to disability, gender, race, and family initiatives. Employee support is the category specialized in ensuring job rights such as safety, security, and employees' integration. Lastly, product development appears to be the research and innovation needed to release new products. It should be mentioned that innovation is a *must-have* since consumers do not prioritize variety across brands, instead, consumers are looking for variety within a brand (Alba and Williams, 2013).

Hedonic and Utilitarian Value

Broadly speaking, consumers' brand perceptions might have both utilitarian and hedonic aspects. When evaluating an everyday product, consumers might characterize it as essentially hedonic, essentially utilitarian, both at the same time or neither (Dhar and Wertenbroch, 2000). Interestingly the same product may prototypically possess both hedonic and utilitarian features throughout the course of the day. For example, the same phone can be either an essential tool or a toy.

Adopting a goal-based approach, goals products fulfill might help consumers distinguish them with regards to its nature, whether hedonic or utilitarian (Steinhart et al., 2013; Alba and Williams, 2013; Dhar and Wertenbroch, 2000). Hedonic products are focused on providing fun, experiential consumption, and excitement. Hedonic consumption is mainly motivated by the very purpose of obtaining pleasure (Alba and Williams, 2013), employing multisensory and aesthetic effects (Voss et al., 2003). Additionally, people might consume an utilitarian product when they seek to meet more functional, practical, and fundamental goals (Khan and Dhar, 2006). Bearing this in mind, it might become harder to justify a hedonic experience than a utilitarian one (Kivetz and Zheng, 2017). In the presence of a predominantly hedonic product, either by meeting or exceeding the criteria, consumers feel delighted and excited. In the case of a product that meets or exceeds the utilitarian attributes, consumers achieve satisfaction.

As Steinhart et al. (2013) argue, consumers characterize an environmental claim more as a utilitarian product aspect rather than a hedonic one, regardless of product type and particularly when it highlights a global environmental benefit, such as global warming and deforestation, rather than a personal-social benefit. The tendency relies on perceiving the environmental claim as a functional driver rather than an emotional predictor. In both scenarios, the CSR action enhances consumers' evaluations of the product.

Consumers' Trust in Brands

Businesses have the chance to embrace society's needs and interests through socially and ethically conscious practices. By spreading their commitment, firms can create trustworthy relationships and properly engage with consumers (Swaen & Chumpitaz, 2008), having in mind that trust is an indispensable pillar to transform these bonds into long-lasting relationships (Keh and Xie, 2009). It is important to note that firms must instigate brand trust in consumers, and never renege on previous promises (Rajavi et al., 2019).

Furthermore, CSR strategies have one of the most effective impacts when it comes to generating trust. When consumers realize that a specific purchase is aligned with a social cause, the perceived value increases, similarly to trust, making consumers feel better and more socially responsible. The social responsibility value increased because consumers knew it was about helping society at large (Bhaduri & Ha-Brookshire, 2011).

Brand Resonance

Keller (1993) proposed the customer-based brand equity model (CBBE) in which he explains that brand equity not only leverages consumers' purchase intentions, but also contributes to build competitive advantage and gain higher profits. One of the dimensions of brand building is brand resonance that measures specifically the relationship and sense between brands and consumers. To properly evaluate the intensity of this variable, four dimensions are proposed: attachment, community, engagement and loyalty (Huang et al., 2014).

Attachment relates to how strong the psychological relationship is. Community relates to the company effort in building a sense of community among its consumers that are, in fact, the company's advocates. Engagement portrays the deep and active connection established between the brand and consumers (Huang et al., 2014).

Lastly, brand loyalty can be defined as the consumers' incurrence in repurchase behaviors through the choice of the same brand due to good previous experiences. In other words, brand loyalty means that consumers will not include other brands into their frame of reference and so they will maintain their brand preference, buying from their preferred brands and adhering to a repurchase commitment in the future. Prior studies explain that

the cost of maintaining a loyal customer is less than five times the cost of obtaining a new one (Malik, 2013), which clearly shows the relevance of this measure.

CSR is a key driver of loyalty (Islam et al., 2020). Moreover, brand loyalty is perceived by several authors as the ultimate outcome of marketing strategies (Taylor et al., 2004; Chi et al., 2009) and a core element of brand equity (Chi et al., 2009). The present study expands the CSR spectrum to well-being approaches, either physical or mental, and it examines the effect in brand resonance.

Consumer Purchase Intention

According to Spears and Singh (2004), purchase intention is the tendency to rely on a personal conscious plan to purchase from a specific brand. However, it should be mentioned that purchase intentions differ from behaviors since the threshold needed for the second one is much higher.

The higher the level of familiarity, the higher the consumer's brand preference and hence, the higher the purchase intention (Chi et al., 2009).

Businesses can effectively and positively contribute to purchase and consumption options by reinforcing legitimacy and brand reputation (Bhaduri and Ha-Brookshire, 2011). With the issue of mental health in vogue, the impact of the implementation of these initiatives on consumers' purchasing intentions will be studied.

Willingness to Pay (WTP)

An additional variable to measure consumers' intentions towards a brand is their willingness to pay, being the maximum price a consumer is likely to pay (Barber et al., 2012). As empirically proven, CSR efforts (Sen and Bhattacharya, 2001) are a key determinant to increase the value consumers are willing to pay.

According to Barber et al. (2012), while facing environmentally responsible decisions, consumers face a deliberate conscious evaluation of environmental consequences and the overall concerns for society. If on one side, consumers attach higher concerns towards society as a whole, they express greater importance to environmental consequences, and therefore they are willing to pay more. If on the other side, consumers report lower environmental concerns, then their purchase intentions and WTP are much lower. Indeed, consumers' stated values are reflected in the purchase behavior and consequent WTP.

Even though there is no evidence of whether well-being initiatives affect WTP, it might request a similar deliberate thinking process between consequences and concerns for society. It is worthy to project the linking between consumers' values and their WTP specifically when exposed to physical or mental well-being practices.

There is no sufficient evidence of whether these dependent variables were tested in well-being approaches especially on mental health initiatives, neither of the effectiveness of anti-stigma campaigns (Javed et al., 2021). Bearing this in mind, the present research aims to close this gap.

CHAPTER 3. CONCEPTUAL MODEL AND HYPOTHESES

As aforementioned, this study aims to answer the previous RQ by evaluating the effect of the implementation of well-being practices by familiar brands on consumers' brand perceptions and on MH stigma.

To do that, an empirical and quantitative analysis is suggested, in which the impact of MH initiatives, as well as physical health initiatives, will be analyzed through the manipulation (independent variable). In parallel, the effect of the implementation of these initiatives will be measured internally, targeting employees, and externally, addressing the final consumer (independent variable).

Consequently, these socially conscious actions might leverage consumers' brand perceptions, such as brand resonance, CSR values, hedonic and utilitarian value, trust, PI and WTP (dependent variables). Consumers' brand perceptions will be measured before and after presenting the scenario in order to access the difference between the two moments.

Additionally, the mental health-related stigma will be measured in detail.

The halo effect of CSR highlights that the more a company invests in transparent CSR actions, the better the consumers' brand perceptions. With COVID-19, individuals' well-being became a key priority and so the following hypothesis explores whether brands should be encouraged to adopt these current consumers' demanding values.

H1: Well-being initiatives undertaken by familiar brands will positively impact consumers' brand perceptions, not only regarding its ethics but also its value.

Indeed, mental health is not just a trend. In today's world, consumers' MH equation is really gaining a stage to express and scream its vulnerabilities to the world. Now more than ever, consumers acknowledge the level of fragility of their health and so they pay special attention to self-care and MH (NielsenIQ, 2021).

Despite the recent relevance given to MH challenges, it is a path yet to be unravelled. Currently, people try to make a mentally ill person counteract his psychological state by blaming the person rather than the illness (Anglin et al., 2006). A mentally ill person has not the same access to treatment as a physically ill person (Aknin et al., 2021). Differences between physical and mental approaches are diverse. Another example is the fact that often employers characterize mentally ill carriers as less employable than people who

have physical disabilities (Corrigan, 2000). Therefore, practices that address MH reality may not be favourably interpreted by consumers. Even if it would be well-interpreted, it may trigger a different impact in comparison to physical orientations, given the higher commonness and acceptance of the latest. In the next hypothesis, a manipulation will be made in this sense.

H1.1: Physical well-being initiatives will more positively impact consumers' brand perceptions, than mental health practices.

Furthermore, consumers are increasingly seeking brands that go along with this mindset, prioritizing the mental well-being of its employees and the society at large (Euromonitor International, 2021). Both orientations, either external or internal, are extremely imperative for an effective brand strategy (Foster et al., 2010). On one hand, internal measures suggest honesty of cause. On the other hand, these are much more reductive in terms of reach than external measures. The second hypothesis intends to determine whether it's more beneficial for a firm to adopt well-being practices internally, targeting employees, or externally, addressing the final consumer, i.e., which focus become more advantageous to the brand to target in terms of consumers' perceptions.

H2: Consumers' brand perceptions are more positive when the well-being initiative is applied internally, addressing employees, than externally, targeting the final consumer.

Despite the recent destigmatization efforts (NielsenIQ, 2021), there is still a long way to go to minimize the mental health-related stigma.

Previous studies prove that contact and intimacy with people suffering from a mental disease reduce the associated stigma (Holmes et al., 1999; Corrigan, 2000). The MH movement increases awareness and knowledge around this topic and thus can have a significant effect on de-stigmatization (NielsenIQ, 2021). This study will examine whether participants' stigma is lowered when consumers have contact with mental health initiatives undertaken by companies.

H3: The mental health-related stigma is moderated by the implementation of mental health initiatives.

CHAPTER 4. METHODOLOGY AND DATA COLLECTION

4.1. Experimental Research Method

In parallel with the previous secondary data, and in order to properly answer the questions that have arisen, primary data was collected.

The methodology being conducted was an online questionnaire survey. This descriptive method has several benefits, such as lower to zero costs and higher speed, due to the opportunity to aggregate a huge amount of participants' data in a short period of time (Andrade, 2020). Additionally, this process has the major and notable advantage of allowing participants to complete the survey in the most convenient environment, reducing pressure, constraints, and uncertainties. There is no space nor a stipulated and mandatory time to respond to the questionnaire, which provides greater comfort, flexibility, and freedom to the respondent. Moreover, participants can choose autonomously whether they prefer to fill out the questionnaire via computer or through the mobile-optimized solution, selecting the one that gives them more convenience and practicability (Décieux, 2021). In the end, authors have direct access to results, which probably are more accurate and reliable since there is no inhibiting intermediary.

Regardless of the countless advantages mentioned above, online questionnaire surveys may also present some disadvantages. Firstly, authors do not have the chance to elucidate participants regarding their doubts, and often it is a determining factor to quit filling. Moreover, there is no way to be certain that respondents deliver focus and effort to the request. The flexibility of online questionnaires increases the likelihood of distractions and the risk of participants combining the questionnaire with other actions, in a multi-tasking procedure (Décieux, 2021). For this reason, questions to ascertain the respondents' concentration are often applied, such as the manipulation check variable used in this research study.

In order to avoid the previous set of constraints, an intuitive, concise, easy to complete, and a closed-answers survey was created (Kaye & Johnson, 1999).

This study was conducted through the platform Qualtrics XM, a research software containing determining features that simplify the data collection process, allow users to easily analyze the data (Andrade, 2020) in SPSS, and provide the link that was solely shared through internet channels, mainly email and social media platforms.

4.2. Participants

The sample shows a fairly balanced distribution between females (50,4%) and males (46,4%) (Appendix 1). Portuguese nationality is clearly dominant in the sample (87.4%), however, other nationalities also enriched the study, such as Germany (5%), Spain (3,6%), and Italy (2,2%) (Appendix 2). Respondents were aged between 17 and 75 years old, being the survey predominantly answered by young people aged between 21 and 25 years old (47,9%) (Appendix 3).

Regarding the level of education, 43,2% of participants hold a master's degree, 39,6% are currently enrolled on a bachelor's degree and 13.6% state an high school education level or a professional technical course, 6.8% each. Only 2.5% point out a doctoral degree, with the remaining 1% referring to education levels below high school (Appendix 4).

The majority of participants (57.6%) are currently employed, being the remaining distributed for different occupations, such as student (20.1%), student-worker (17.6%), unemployed (4%), and retired (0.7%) (Appendix 5).

Lastly, three different levels of income are equally distributed, with 25.2% of the participants stating the range from 1001€ to 1500€, 22.3% reporting the range from 1501€ to 2000€, and 21.6% claiming less than 500€ (Appendix 6).

4.3. Research Instruments

Pilot study

In order to overcome the fact that stigma towards mentally ill people is often constructed early in life (Day et al., 2007), brands must make the most of their visibility and their educational role to educate people from a young age. With this reasoning in mind, the brand Barbie was chosen. Barbie is an American Toy brand that has built a long journey in terms of social inclusion and which is mainly aimed at a young target age group. It was possible to confer familiarity towards the brand.

In order to ensure that the questions were perfectly understood and that the survey flow was accurately applied, a pilot study was launched a priori. This testing process also confirmed that the group randomization was applied correctly, distributing participants across different blocks and originating four experimental groups.

Seven participants with different ages answered this pilot survey and were subsequently interviewed so that they could list and express with maximum rigor and clarity the shortcomings detected. The detailed and insightful feedback was taken into consideration and adjustments were applied.

Final study:

As aforementioned, the link obtained through Qualtrics XM was distributed solely online, through two main channels: email and social media - LinkedIn, Facebook, and Instagram. The survey was launched on November 16th and massively shared until November 30th. Only 278 responses, out of the 431, were validated and analysed.

As Galesic (2006) argues, at the beginning of the questionnaire participants are still motivated to give their contribution, possibly because of their personal interest in the topic that constitutes a determinant motivation factor. Boredom and experienced burden begin to set in and the propensity to give up becomes greater. The more restricted screen and the lower processing power of the mobile device option may also constitute a barrier since it increases the completion time (Décieux, 2021). The predominance of previous factors may be intensified by the length of the questionnaire and may justify the high dropout rate. But when this differential in the motivation cycle is not sufficient to affect volunteers' behavior, participants will continue answering, regardless of the growing preference to stop. The manipulation check variable was used to verify the previous statement.

To overcome the fact that people could be uncomfortable with English, and in order to collect as much data from a big diversity of ages and backgrounds as possible, a Portuguese version was made available. Participants were advised to complete the questionnaire in English in case they were fluent in this language, to accurately maintain the consumers' perceptions, scales, and statements taken from the empirical base.

4.4. Research Materials

4.4.1. Independent Variables

Type of Health: This independent variable was divided into two conditions, physical health and mental health. On one hand, respondents could be exposed to a stimulus that represents the brand's involvement in a physical health initiative. On the other hand, there was another stimulus that encompasses the brand's involvement in a MH practice.

Participants were randomly assigned to solely one of these two conditions which was, therefore, integrated with one more condition from the two following.

Focus: This independent variable was similarly divided into two conditions, internal and external. The variable was assessed by presenting to participants evidence regarding two different stimuli: one that represents internal applicability, which means that the action will be applied to employees, and another that reveals external applicability since the message is applied to the product itself and, thus, directed to the final consumer. As happened in the previous independent variable, respondents were randomly distributed by solely one of these two conditions.

Variables Manipulation and Stimuli Architecture

The following four scenarios are the resulting intersections of the four conditions of the independent variables (Appendix 7 and 8).

It is noteworthy that some of the stimuli do not correspond to reality, having been created for the purpose.

To enhance the participant's experience and to help them idealize their randomized scenario, each text was followed by a visual stimulus. The author tried to ensure that the four stimuli contain similar amounts of information, good image quality, and bolds to reinforce whether that situation is about mental health or physical health. The second independent variable – focus - was also described in the text and represented mainly through the image.

4.4.2. Dependent Variables

Brand Resonance

Brand resonance was assessed by resorting to subvariables as attachment, community, engagement and loyalty were measured through a seven-point scale, from 1 (does not describe me at all) to 7 (describes me very well).

CSR Values

The Socrates database provides records of the CSR initiatives of more than 600 companies. To overcome the fact that CSR actions may be diverse and aimed at different fields, the database is structured into different domains: community support, diversity,

employee support, and product development (Sen & Bhattacharya, 2001). Participants were asked to rate the performance of Barbie on the four previous CSR domains. These CSR behaviors were measured exactly as prior studies in which participants had to rate the corporation performance through a scale from 0 (performs very poorly) to 7 (performs extremely well) (David et al., 2009).

Hedonic and Utilitarian Value

To measure the perceived hedonic value of the brand, participants were asked to judge to what extent Barbie is: "a source of fun" and "a source of happiness" on a scale from 1 (Not at all) to 7 (Totally). To access the perceived utilitarian value of this brand, respondents were asked the extent to which Barbie is "Something that helps us achieving a goal" and "Practical and essential in a certain period of our lives" (Steinhart et al., 2013; Dhar & Wertenbroch, 2000). The same number of items were used in each measure so that participants' responses were not biased.

Consumers' Trust in Brand

This dependent variable was tested through two sentences adapted from Rajavi et al. (2019) "I trust Barbie." and "Barbie is an honest brand.". To accurately measure the intensity of the consumer perception regarding each statement, they were asked to choose the option that best describes themselves, on a scale ranging from 1 (Not at all) to 7 (Totally). This scale was also applied to the following dependent variable.

Brand Loyalty

Brand loyalty was assessed through the sentences "I intend to keep purchasing Barbie" and "I would recommend Barbie to other people." (Chaudhuri & Holbrook, 2001; Erdoğmuş & Büdeyri-Turan, 2012).

Consumer Purchase Intention

To perceive the respondents' purchase intentions, a single item was used "The likelihood I purchase Barbie's products is high.", adapted from Bian and Forsythe (2012) and measured through a seven-point scale from 1 (Not at all likely to buy) to 7 (Extremely likely to buy) (Spears & Singh, 2004; David et al., 2009).

Willingness to Pay (WTP)

Respondents were asked to specify how much they would pay for a product from Barbie, in euros. The value range could vary between 0 and 50€. It is noteworthy that there are products from this brand being sold at 180€ intended for collector's purposes given the exclusivity and history associated with it. Nevertheless, in order to avoid biased responses, a maximum of 50€ was selected.

4.4.3. Manipulation Check

Additionally, it is necessary to ensure that the scenarios have been thoroughly perceived and that the manipulation is being correctly put into practice. Whether focused on mental or physical health, whether applied internally or externally, participants had to provide their level of agreement with each condition of the independent variables.

4.4.4. MH-Related Stigma Measurement

Firstly, participants were asked whether they knew someone close to them with a mental illness since literature suggests that either personal experience or contact with a severe mental illness reduces the propensity for stigmatized judgments and it leads to more favorable behaviors (Potts and Henderson, 2021; Day et al., 2007). As Holmes et al. (1999) mentioned, respondents with close and intimate contact with someone mentally ill show higher levels of benevolence. Corrigan (2000) adds the inverse correlation between someone establishing a close relationship with another with a mental illness and endorsing stigmatized behaviors.

Subsequently, the stigma was measured through the Third Person Effect, which assesses the perception of stigma in society as a whole and reduces biases (Link et al., 1997).

Last but not least, the error-choice technique was applied. Participants tend to answer what society expects them to answer and not the most honest answers. Egalitarian people may be predominant in these types of stigma-related scales due to the fact that often people aspire to a positive self-image and thus they switch into the socially well-regarded perspective (Tourangeau & Yan, 2007). Respondents might prefer to escape to social opprobrium and avoid referring to the dangerousness they associate with those mentally ill people. This approach helps to minimize the social desirability effect, i.e. it reduces the participants' tendency to rely on cultural instead of true beliefs (Michaels & Corrigan, 2013).

As Michaels and Corrigan (2013) argue, the error-choice technique measures knowledge primarily, but actually, it is objective in detecting implicit stigmatized behaviors. Respondents are encouraged to make a guess, out of two error choices, as quickly as possible (Hepperlen et al., 2002).

The first error-choice based question would be answered correctly if the midpoint (between 3% to 15%) were an option since literature suggests that 7% of mentally ill people are dangerous during their lives (Michaels & Corrigan, 2013). Hence, all of those who have chosen the 15% option perceive mentally ill people as more dangerous than they actually are, which reflects their stigmatizing attitude. In the second error-choice-based question, the right answer would be 48.2% according to the National Comorbidity Study, which means that “Greater than 60%” reveals prejudice and stigmatizing opinions (Michaels & Corrigan, 2013).

This error-choice technique has already evaluated several disputable and polemic topics such as American behaviors towards Russia, personality, and epilepsy (Bishop & Slevin, 2004; Hepperlen et al., 2002).

4.5. Procedure

The main study flow (Appendix 9) was carefully designed so that it was possible to obtain clear, insightful, and decisive answers to the research questions stated before.

Firstly, participants were exposed to an introductory section in which they were presented with the scope of the study, and they were incentivized to answer honestly due to the anonymous and confidential character of their responses.

Once given that context, respondents were asked about the American toy brand Barbie. Without any specific information, they started by referring to the level of familiarity they associate with the brand. It was asked in the pilot test and again in the main study in order to confirm that the present study evaluates a recognized brand in the market and among consumers.

Immediately afterward respondents were asked about the level of familiarity specifically regarding the CSR activities undertaken by this brand. This particularity was made to test whether this brand is optimizing the potential of its campaigns in Portugal.

Also in this section, participants evaluated several brand perceptions as dependent variables: brand resonance, CSR values, hedonic and utilitarian value, trust, PI and WTP.

A short statement was included before these questions to remind volunteers that products from Barbie can be purchased for multiple purposes – their own use, collector’s purposes or even to offer to someone. This additional information may reduce biases related to the association of the brand with a more youthful phase of their lives, thus reducing the risk of gathering biased data in some variables, namely purchase intention.

In the third block, the variables type of illness and type of focus were orthogonally paired, and participants were randomly distributed to one of the four scenarios (Appendix 7 and 8).

Next, the fourth section was applied with the exact same questions as the second one, so that the results would be perfectly comparable before and after the stimuli.

The manipulation check variable aims to ensure that respondents interpreted the stimuli correctly, being only mentioned at the end of the fourth block after respondents answering the subsequent questions after stimulus.

The fifth block was designed and constructed in a way that it’s possible to measure participants' contact and stigma towards people suffering from a mental illness, of whatever kind.

Although the majority of the questions of the survey were double measured before and after scenario, the same mechanic was not applied in terms of the mental health stigma block, since participants tend to infer that, due to the repeated assessment, authors expect a differential in the stigmatizing behavior, leading respondents to reduce their stereotypical and discriminatory attitude and providing biased responses (Michaels & Corrigan, 2013).

The sixth and last section aimed to gather some demographical data of the sample and lastly, participants were thanked for their contribution.

4.6. Experimental Design

This experimental study followed a 2 (type of health: physical health, mental health) x 2 (focus: external, internal) between-within subjects’ design. On one hand, it was imperative to fully ascertain the impact of these initiatives on consumers’ brand perceptions. To do so, it was necessary to study the dependent variables a priori, mentioning only the brand to be approached without providing any additional information; then in a second moment the exact same consumers faced a stimulus that provided new information about the brand and the same dependent variables were

evaluated. The same participant was exposed to a pre and post-campaign evaluation (within-subjects design). In the third section of the questionnaire, participants were randomly assigned and exposed to only one of four scenarios (Appendix 7 and 8), originating, therefore, four experimental groups (between-subjects design).

	Physical Health	Mental Health
External Focus	Scenario I	Scenario III
Internal Focus	Scenario II	Scenario IV

Table 1 | Manipulation Scenarios | Author Elaboration

CHAPTER 5. Data' Analysis

5.1. Manipulation Check

Before deep dive into the data analysis, a manipulation check variable was conducted to assure respondents understood the corresponding scenario as expected. On average the responses correspond to what would be expectable. Despite the fact that only 278 out of 431 responses were analysed, this test allows the author to believe participants understood the manipulation and ensured a credible and reliable database.

5.3. Scales Reliability Analysis

Before moving on to the analysis itself, and even though all the scales are supported on an empirical basis, it is necessary to validate the scales' reliability.

The author uses 3 or more items to consistently measure CSR values, brand resonance and stigma. The Cronbrach's alpha shows that all variables are internally consistent since it varies between 0.8 and 0.9.

	CSR Values	Brand Resonance	Stigma
Cronbach's Alpha	0.834	0.942	0.928

Table 2 | Initial Cronbach's Alpha

It is noteworthy that by eliminating the item "I grew up with Barbie" from the BR scale, Cronbach's alpha shows a higher value. To guarantee the higher internal consistency possible, this item was deleted.

	CSR Values	Brand Resonance	Stigma
Cronbach's Alpha	0.834	0.950	0.928

Table 3 | Final Cronbach's Alpha

In the case of scales with 2 items, a bivariate correlation test was assessed.

	Utilitarian Value	Hedonic Value	Brand Trust	Brand Loyalty
Pearson Correlation (r)	0.689	0.886	0.785	0.766
Sig. (2-tailed)	0.000	0.000	0.000	0.000

Table 4 | Bivariate Correlation test

The findings show that the two items of each dependent variables' scale are significantly, and positively correlated, revealing high reliability levels.

5.4. Results' Analysis

As Perera and Takashima (2010) argue, although CSR initiatives have a positive impact on participants' product evaluation, this relationship is moderated by the familiarity of the brand among consumers. In other words, the higher the level of familiarity, the higher the impact of CSR on consumers' brand perceptions.

Given the importance of brand familiarity on CSR effect (David et al., 2009), the level of familiarity was tested, confirming that Barbie is indeed a familiar brand among participants (M=6.08). This particular assessment was given through the aided recall technique. This tool helps respondents to quickly recall their long-term memory, framing lifetime information more easily.

	N	Minimum	Maximum	Mean	Std. Deviation
Brand Familiarity	278	1	7	6.08	1.35
Familiarity with brand's CSR activities	278	1	7	3.39	1.71

Table 5 | Brand Familiarity Descriptive Statistics

Moving forward, new dependent variables were constructed as the mean of the items under that scale, both for pre and post-scenarios.

H1: Well-being initiatives undertaken by familiar brands will impact consumers' brand perceptions, not only regarding its ethics but also its value.

Before moving on to the different manipulations, it is relevant to test whether well-being initiatives, regardless of their specification, affect or not consumers' brand perceptions.

For that purpose, a paired sample t-test was conducted.

	Paired Samples Statistics		Paired Samples Correlations		Paired Samples Test	
	Mean	SD	Correlation	Sig.	t-test	Sig. (2-tailed)
BR_pre	3.55	1.57	.85	.00	-14.13	.00
BR_post	4.39	1.89				
CSR_pre	4.42	.97	.62	.00	-17.86	.00
CSR_post	5.43	1.16				
UtilitarianValue_pre	4.29	1.40	.73	.00	-11.21	.00
UtilitarianValue_post	5.15	1.87				
HedonicValue_pre	5.78	1.38	.73	.00	2.130	.03
HedonicValue_post	5.64	1.44				
Trust_pre	4.85	1.12	.66	.00	-9.14	.00
Trust_post	5.47	1.47				
Loyalty_pre	4.78	1.37	.76	.00	-9.13	.00
Loyalty_post	5.38	1.67				
PI_pre	4.53	1.71	.78	.00	-8.30	.00
PI_post	5.13	1.94				
WTP_pre	21.61	8.29	.76	.00	-12.77	.00
WTP_post	27.25	11.39				

Table 6 | Impact of well-being initiatives on consumers' brand perceptions | Paired Sample t-test

These findings show a significant mean difference between the two variables pre vs post scenario of each dependent variable. Thereafter, it is possible to reject that the means of the two pairs of observations of each dependent variable are equal. Thus, H1 is fully verified.

Then, it should be reinforced that this research explores the main effects of well-being initiatives on consumers' valuations. This effect can be studied with greater precision if the difference between the results obtained in the post-scenario and the pre-scenario is targeted directly. In line with this assumption, new variables were computed (Table X).

Variable	Formula
BR_effect	BR_post – BR_pre
CSR_effect	CSR_post – CSR_pre
UtilitarianValue_effect	UtilitarianValue_post – UtilitarianValue_pre
HedonicValue_effect	HedonicValue_post – HedonicValue_pre
Trust_effect	Trust_post – Trust_pre
Loyalty_effect	Loyalty_post – Loyalty_pre
PI_effect	PI_post – PI_pre
WTP_effect	WTP_post – WTP_pre

Table 7 | New variables expression

H1.1: Physical well-being initiatives will more positively impact consumers’ brand perceptions than mental health practices.

To explore whether there are any differences between experimental conditions on several continuous dependent variables, a one-way multivariate analysis of variance was conducted.

		F test	Sig.
Type of Health	BR_effect	.95	.33
	CSR_effect	.46	.50
	UtilitarianValue_effect	.34	.56
	HedonicValue_effect	2.00	.16
	Trust_effect	2.70	.10
	Loyalty_effect	.27	.60
	PI_effect	1.71	.19
	WTP_effect	.34	.56

Table 8 | Type of Health | One-way MANOVA

Interestingly, all dependent variables recorded $p > 0.1$, so it is clear that there is no significant effect in any of them. Thus, it is important to underline that the two conditions of the independent variable “type of health” do not motivate significantly different responses in consumers.

In order to double-check the previous results, an independent sample t-test was conducted.

	Physical		Mental		t-test	Sig.
	Mean	SD	Mean	SD		
BR_effect	.89	1.05	.78	.91	.97	.33
CSR_effect	1.05	1.02	.97	.86	.68	.50
UtilitarianValue_effect	.82	1.40	.91	1.15	-.58	.56
HedonicValue_effect	-.05	1.11	-.22	.96	1.41	.16
Trust_effect	.50	1.15	.72	1.07	-1.64	.10
Loyalty_effect	.56	1.13	.63	1.03	-.52	.60
PI_effect	.51	1.38	.70	1.01	-1.31	.19
WTP_effect	5.38	7.30	5.90	7.44	-.58	.56

Table 9 | *Type of Health | Independent sample t-test*

This procedure strengthens the previous theory arguing that the effect obtained in each dependent variable does not differ significantly between the two scenarios. In other words, all variables register a $p > 0.1$ which provides evidence that there is no significant mean difference between the effects of physical vs mental health initiatives. Applying stimuli focused on MH, or conveying physical health messages, seems to trigger similar reactions towards the brand. Interestingly, this finding expresses what Conklin (2021) argues, that is extremely important to assign equal value to physical and mental approaches. By now, the author rejects H1.1., however, more statistical tests will be carried out.

H2: Consumers’ brand perceptions are more positively affected when the well-being initiative is applied internally, addressing employees, than externally.

Similarly to the first independent variable, also in the second one a one-way MANOVA will be conducted.

		F test	Sig.
Focus	BR_effect	20.59	.00
	CSR_effect	8.93	.00
	UtilitarianValue_effect	4.31	.04
	HedonicValue_effect	.49	.48
	Trust_effect	5.87	.02
	Loyalty_effect	2.17	.14
	PI_effect	4.28	.04
	WTP_effect	22.33	.00

Table 10 | Focus | One-way MANOVA

However, focus evokes a completely different pattern projecting a significant main effect on the new dependent variables, except hedonic value_effect, and loyalty_effect. This effect is especially noticeable for external focus, as observed in the following independent sample t-test.

	External		Internal		t-test	Sig.
	Mean	SD	Mean	SD		
BR_effect	1.10	1.13	.58	.73	4.54	.00
CSR_effect	1.18	.98	.85	.88	2.99	.00
UtilitarianValue_effect	1.03	1.26	.71	1.29	2.08	.04
HedonicValue_effect	-.09	.93	-.18	1.14	.70	.48
Trust_effect	.78	1.15	.45	1.06	2.42	.02
Loyalty_effect	.69	1.14	.50	1.02	1.47	.14
PI_effect	.76	1.19	.46	1.22	2.07	.04
WTP_effect	7.69	8.47	3.67	5.45	4.73	.00

Table 11 | Focus | Independent sample t-test

A significant mean difference is evident among the effect of these initiatives on the dependent variables when consumers are exposed to external vs internal initiatives. Other than hedonic value, and loyalty, all consumers' valuations express these findings which, thereby, show significantly higher means for external stimuli, rejecting H2.

Since results yield significantly different responses in consumers, it is appropriate to analyze these variations more in-depth.

A MANOVA was performed considering the four manipulations. However, also the interaction between the two independent variables proved to have no significant effect (Appendix 10).

Therefore, and to ensure that any effect is suppressed, each scenario² will be analyzed in isolation. When filtering out participants who were exposed to externally focused stimuli, the interaction of physical vs mental health stimuli did not show a significant effect (Appendix 11). When limiting the analysis to internal focus scenarios, a significant brand trust effect is detected, and it is considerably higher for MH (Appendix 12). That said, H1.1. is fully rejected.

When participants were subjected to physical health stimuli, several significant effects were found: BR, utilitarian value, trust effect, loyalty, PI, and WTP (Appendix 13). These variables are in accordance with the focus' significance studied before. All these variables show higher means' values when the initiative is applied to the product.

Mental health's exposure turned out to have significant effects as well, specifically for BR, CSR, and WTP (Appendix 14), with significant higher values for external cues, inasmuch H2 is rejected.

The analysis described so far is represented and completed through several plots that depict the interaction of each stimulus with the dependent variables (Appendix 15 to 22).

MH initiatives let consumers know that they contribute to help society at large, increasing their CSR values (Appendix 16) and brand trust (Appendix 19) – finding aligned with Bhaduri and Ha-Brookshire (2011).

The effect recorded in loyalty is not significant between the two focus' conditions because it is extremely identical between external and internal psychological stimuli (Appendix 20). Both impact loyalty equally, which makes the two conditions equally promising for loyalty purposes.

In the case of the perceived hedonic values, the results are negative (Appendix 18), symbolizing that hedonic valuations decreased, not because consumers attached less feelings of fun and happiness to the brand, but because participants identified the items related to utilitarianism and the items related to hedonism and, after the scenario, allocated more utilitarian than hedonic values to the brand, essentially on mental approaches. External cues also reflect higher utilitarian values (Appendix 17) since, as Steinhart et al. (2013) found regarding environmental claims, consumers attach greater utilitarian values to global benefit actions.

H3: The mental health-related stigma is moderated by the implementation of mental health initiatives.

Firstly, respondents were asked about the level of importance they assign to MH issues and whether they know close people who are/were mentally ill through the test univariate one-way ANOVA.

			Mean	SD
<i>In today's world, how important do you consider mental health issues?</i>	Physical	External	6.39	.958
		Internal	6.32	1.078
		Total	6.35	1.015
	Mental	External	6.66	.597
		Internal	6.66	.558
		Total	6.66	.574
	Total	External	6.51	.816
		Internal	6.49	.865
		Total	6.50	.840

Table 12 | MH importance across different stimuli exposure | Descriptive Statistics

		F	Sig.
<i>In today's world, how important do you consider mental health issues?</i>	Type of Health	9.229	.003
	Focus	.119	.731
	Type of Health * Focus	.128	.721

Table 13 | MH importance across different stimuli exposure | Tests of Between-Subjects Effects

			Mean	SD
<i>Do you know anyone close to you who is/was mentally ill?</i>	Physical	External	1.39	.491
		Internal	1.49	.504
		Total	1.44	.498
	Mental	External	1.19	.393
		Internal	1.15	.360
		Total	1.17	.375
	Total	External	1.29	.457
		Internal	1.32	.467
		Total	1.31	.462

Table 14 | Level of proximity to mentally ill people across different stimuli exposure |
Descriptive Statistics

		F	Sig.
<i>Do you know anyone close to you who is/was mentally ill?</i>	Type of Health	26.237	.000
	Focus	.399	.528
	Type of Health * Focus	1.758	.186

Table 15 | Level of proximity to mentally ill people across different stimuli exposure |
Tests of Between-Subjects Effects

Psychological scenarios seem to trigger a greater participants' sensitivity to MH issues, both in the attribution of the level of importance and in the willingness to recognize symptoms in those closest to them.

Moreover, one of the major objectives of this study is to measure mental health related-stigma and to understand whether this can be mitigated with the projection of MH stimuli. To do so, different measures of stigma were applied, again through univariate one-way ANOVA.

			Mean	SD
<i>Stigma</i>	Physical	External	5.22	1.37
		Internal	5.14	1.17
		Total	5.18	1.27
	Mental	External	5.23	1.24
		Internal	5.23	1.30
		Total	5.23	1.27
	Total	External	5.23	1.31
		Internal	5.18	1.24
		Total	5.20	1.27

Table 16 | *Mental health related-stigma measurement across different stimuli exposure | Descriptive Statistics*

		F	Sig.
<i>Stigma</i>	Type of Health	.107	.744
	Focus	.083	.774
	Type of Health * Focus	.054	.816

Table 17 | *Mental health related-stigma measurement across different stimuli exposure | Tests of Between-Subjects Effects*

The stigma scale initially used was shown to be similar across stimuli, as expected, given that this scale used the third-person effect to bring out the sincerity of all participants and so it aimed to explicitly examine the perception of stigma in society.

Subsequently, the two error-choice technique allows the author to access the knowledge associated with mental illness but, in fact, intends to circumvent social desirability biases and subvert implicit stigmatized opinions.

			Mean	SD
<i>What percentage of people with serious mental illnesses is dangerous in their lifetime?</i>	Physical	External	1.57	.499
		Internal	1.62	.488
		Total	1.60	.492
	Mental	External	1.16	.366
		Internal	1.25	.434
		Total	1.20	.405
	Total	External	1.38	.486
		Internal	1.43	.497
		Total	1.40	.491

Table 18 | Error-choice technique to access mental illness stigma I | Descriptive Statistics

		F	Sig.
<i>What percentage of people with serious mental illnesses is dangerous in their lifetime?</i>	Type of Health	53.029	.000
	Focus	1.764	.185
	Type of Health * Focus	.114	.736

Table 19 | Error-choice technique to access mental illness stigma I | Tests of Between-Subjects Effects

		Physical		Mental	
		Frequency	Valid Percent	Frequency	Valid Percent
<i>What percentage of people with serious mental illnesses is dangerous in their lifetime?</i>	3%	57	40.4	109	79.6
	15%	84	59.6	28	20.4

Table 20 | Error-choice technique to access mental illness stigma I | Frequencies

			Mean	SD
<i>The divorce rate among the general population is about 50%. What is the divorce rate among people who experience mental illness?</i>	Physical	External	1.31	.464
		Internal	1.20	.405
		Total	1.26	.438
	Mental	External	1.61	.492
		Internal	1.59	.495
		Total	1.60	.492
	Total	External	1.45	.499
		Internal	1.40	.492
		Total	1.42	.495

Table 21 | Error-choice technique to access mental illness stigma I | Descriptive Statistics

		F	Sig.
<i>The divorce rate among the general population is about 50%. What is the divorce rate among people who experience mental illness?</i>	Type of Health	38.091	.000
	Focus	1.210	.272
	Type of Health * Focus	.542	.462

Table 22 | Error-choice technique to access mental illness stigma I | Tests of Between-Subjects Effects

		Physical		Mental	
		Frequency	Valid Percent	Frequency	Valid Percent
<i>The divorce rate among the general population is about 50%. What is the divorce rate among people who experience mental illness?</i>	Greater than 60%	105	74.5	55	40.1
	Less than 50%	36	25.5	82	59.9

Table 23 | Error-choice technique to access mental illness stigma II | Frequencies

Being the answers "3%" and "Less than 50%" those that point to a non-stigmatized perspective, it is observed, as expected, that the exposure to MH stimuli minimizes discriminatory behaviors, totally demonstrating the veracity of H3.

The results reveal that the non-discriminatory attitude is more frequent in scenarios applied to the product compared to those applied to employees, although the difference is not significant, meaning that no matter the focus' cue, mental scenarios, by itself, do mitigate the existing stigma.

CHAPTER 6. CONCLUSION

Globally, around 970 million people suffered from a mental disorder in 2017 (Javed et al., 2021). Actually, the COVID-19 damaged even more the mental condition of the population, with 1 in 3 surveyed individuals recognizing it (NielsenIQ, 2021). Psychological instability has drastic effects on social isolation, unemployment, and housing which, in fact, can originate news or even aggravate existing mental illnesses, creating a snowball effect. MH disorders are not tackled because public stigma still exists. If nothing is done inversely, it will continue to exist. To overcome it, a movement of demystification seems to emerge and come to last.

As marketing seeks to satisfy consumers' wants and needs, an opportunity for brands also seems to emerge. On one hand, the brand would embrace initiatives of high significance to consumers, being recognized and valued for a practically pioneering attitude and observing this effort favorably reflected in consumers' brand perceptions. On the other hand, the brand would adopt a solid educational role, working towards reducing stigma in society.

Given the importance attached to this issue, this research brought to light the effect of the implementation of well-being practices by familiar brands on consumers' brand perceptions and adds its mitigating effect in the related stigma. In summary, MH is a recent approach and so the author faced a big gap in the interconnection of this reality with marketing. The present research aims to close this gap by exploring the role of brands in addressing it.

As David et al. (2009) argue, high levels of familiarity evoke greater effects of CSR on consumers' valuations. In order to accurately predict consumers' CSR values, a highly familiar brand was tested - Barbie (M = 6.08). However, its CSR practices proved to be weakly recognized by consumers (M = 3.39), something that may weaken the analysis since, according to the Halo effect of Perera and Takashima (2010), the more frequent a firm addresses CSR concerns, the better the consumers' brand perceptions regarding its products and brands. As previously reported, Barbie is not optimizing the potential of its campaigns in Portugal.

Moreover, the findings show that consumers' brand perceptions are, indeed, strongly, and positively influenced by the implementation of well-being initiatives. All dependent variables are favorably impacted by these practices, given the significant mean differences recorded before vs after scenario. Indeed, CSR efforts contribute to enhanced brand perceptions.

However, those differences vary across multiple scenarios' characteristics. Initially, the two conditions of the independent variable "type of health" do not motivate significantly different responses in consumers. In fact, it is speculative to say that similar effects on physical vs mental endorsements may prove the growing normalization, awareness, and prominence around MH issues in the general population when compared to a few years ago. In a previous reality, there was controversy around this topic, and the stigma surrounding it blocked conversations and thus related knowledge. This behavior inhibited managers from embracing psychological approaches in their business, like any other pressing societal approach, and certainly would inhibit consumers from engaging in related actions. Interestingly, the previous finding shows indirect but insightful evidence that perhaps society is becoming aware of this issue and that consumers start giving value to brands that prioritize the own sake of the society by implementing destigmatization efforts, and by aligning equal value to physical and mental issues. Again, this reasoning is aligned with past literature (Conklin, 2021). Additionally, and specifically for MH stimuli, brands can take advantage of the fact that these practices are still perceived as pioneering.

well-being stimuli implemented on an external level, trigger identical reactions in consumers, regardless of whether they portray physical or mental problems. The same happens with internal scenarios that seem to elicit a significant brand trust interaction in mental vs physical, with a particular effect on mental. Therefore, the psychological component of employees stands out and reveals a higher readiness to trust the brand's purpose.

Additionally, it is important to highlight that by implementing internal endorsements, brands build a stronger and consistent internal culture, nurturing both employees' and consumers' perceptions.

Despite the non-significant effect gathered throughout the type of health manipulation, the same pattern was not observed for the second independent variable - focus. The brand's involvement in external vs internal well-being initiatives shows significant mean differences between the two independent groups. When analyzing solely a physical well-being perspective, several significant effects are detected between external and internal groups, and these effects are reinforced in external conditions. The same happens when the mental condition is isolated.

The latter findings suggest that in the presence of initiatives applied to the product itself and so to the final consumer, there is a greater difference between the scores obtained

after and before the stimulus and, therefore, a greater effect. As a result, it is possible to conclude that the product manages to provide a more considerable impact than the practices directed at the employees.

The evidence proffered above points out what past literature argues, explaining that external focus conveys to consumers the idea that they are actively participating in the action, making them feel more socially responsible and bringing out the other perceptions in a positive way. The higher the customer-centricity approach, the more socially responsible the consumer feels (McDonald & Lai, 2011). Another reasonable aspect is the fact that external stimuli were, due to research purposes, defined as the incorporation and representation of well-being traits in the doll itself. Thus, the physical product can more easily trigger consumers' associations with other people with identical traits, increasing the attachment to the product. Moreover, consumers support their behavior on the premise that it will represent signals to others, in a chance to improve their image. Consumers opt for a product that eloquently and explicitly reflects a fight of and for society, either physical or mental, an attitude that will be potentially observed, acknowledged, and valued by others. Furthermore, the inherent physical presence of the product makes the message be accessed a greater number of times and remain in consumers' memory in the long term, something that would not be the case with internally focused news. As a result, it could be more advantageous for companies to implement externally based initiatives in their businesses from a consumer point of view.

An inspiring body of research in marketing is that people who were exposed to MH stimuli revealed lower levels of discriminatory behaviors (Potts and Henderson, 2021; Day et al., 2007). The implementation of mental stimulation has the extra applicability of mitigating stigmatized and derogatory behaviors in society.

Since stigma is undoubtedly the most widespread factor, the previous finding precisely manifests the strength of social marketing (Yap et al., 2017). The exposure to mental contexts forces the contact of society with realities hitherto less discussed and more hidden. These notes increase consumers' sensitivity, foster discussion and commonness about, and so foster education (Collins et al., 2019). People will be more willing to preventively recognize symptoms and interpret them as a need for intervention (Collins et al., 2019). Thus, social marketing campaigns can increase MH awareness and knowledge, and foster behavior changes, reducing the prevalence of stigma and contributing to the betterment of society (Yap et al., 2017). It is noteworthy that these

social marketing and destigmatization efforts are extremely valuable due to the increasing widescale rates of mental disorders (Yap et al., 2017).

Now that there is evidence that MH endorsements have an equal positive effect, it is time to embrace this movement and purpose in order to contribute to the holistic well-being of individuals, community, and society, and thus work to strengthen the brand equity.

6.1. Managerial Implications

Given the aforementioned main takeaways, it is undeniable that the implementation of well-being initiatives, regardless of their specification, provides several benefits for the business since consumers' brand perceptions are significantly and positively affected.

Indeed, CSR actions can perform as a summative evaluation that enhances the overall consumers' brand perceptions, known as the halo effect (Perera and Takashima, 2010). For that reason, the current study supports what previous literature has anticipated. A differentiated and well-designed CSR initiative turns out to be worth it due to the improved consumer evaluation and subsequent incremental behavioral intentions, being part of a holistic overview of the company's CSR journey.

Moreover, since the current research shows significant effects for all dependent variables in each of the four scenarios, managers may deliberate which of them makes the best fit with the business industry and core, always having the brand's values as priority alignment.

As already discussed, initiatives applied externally show a greater influence on consumers' brand perceptions when compared to those applied internally. As a result, it could be more advantageous for companies to implement externally based initiatives in their businesses from a consumer point of view. However, it is important to highlight that by implementing internal endorsements, brands build a strong and consistent internal culture.

Previous findings show that brands will benefit equally from mental cues and physical ones. However, brands can take advantage of the fact that MH practices are still perceived as pioneering. The "first-mover advantage" is described as the positive impact on consumers' learning, judgments, and preferences that settle this positive brand association in their memories (Boulding & Christen, 2003). Moreover, this research expands past literature regarding the additional utility of mental approaches in reducing the stigma and contributing to the betterment of the community and society (Yap et al., 2017). This evidence gives marketers the clues they need to invest in innovative and powerful psychological targeting practices.

The perceived CSR values are strengthened by these social marketing activities which act as a powerful means of conveying MH messages, enhancing consumers' engagement, and

transforming them into vocal advocates (Yap et al., 2017). In fact, these strategic plans nurture the ultimate brands' goal - brand equity.

Ultimately, consumers' perceptions are moderated by the high level of consumers' familiarity with the brand. As David et al. (2009) suggested, brands' familiarity is a determinant trigger to evoke more positive effects on consumers' brand perceptions when they are building CSR values. Thus, in order for managers to maximize the potential of their campaigns, they must allocate CSR efforts while managing brand familiarity at the same time. Additionally, it would be interesting to evaluate how different communication strategies perform, not only to Barbie that faces lack of awareness regarding the social causes that the brand engages in, but also to brands in general.

6.2. Limitations and Future Research

This study was constructed and carried out through an online survey. As Décieux, (2021) argue, online questionnaires imply some uncertainty associated with the focus and effort participants devote to it, since it may be just another task in a multitasking procedure. Thus, it becomes difficult to state that the results are completely credible, reliable, and representative.

In addition, from 431 responses only 278 has been analyzed due to the high drop-out rate. This discrepancy can be explained, based on the feedback collected throughout the process, by the participants' overload, the length of the questionnaire, and also the repetitive nature of the questions in the pre and post stimuli.

Another limitation relies on the distribution channels used for the purpose which were limited to email and social media tools. Therefore, the sample is highly characterized by the Portuguese young generation (Appendix 2). Thus, the sample characteristics may be tendentious and may distort the intended representativeness of the population. Such limitations can guide to a specific direction and lead to biased results of the overall population, so future research may evaluate the effect of these manipulations on a broader and more diverse sample.

Even though the questionnaire notified consumers with clear informational sentences that clarify and remind consumers that Barbie could be bought for personal use, collector's purposes or even to offer to someone, a group of participants were reluctant to evaluate the brand because it was not a recurring brand in their daily lives.

Furthermore, consumers were exposed to stimuli from a company that proved to be very familiar to them, but which relates to a very specific industry: the toy industry. Thus, further research should be conducted to explore whether this effect can change across different levels of familiarity and across different industries. Consumers build numerous associations with each brand throughout their lives and therefore may value activations differently.

Additionally, this research addresses a still controversial and stigmatized subject, so volunteers may have been induced to answer what society would approve. Egalitarian people may have switched to a socially well-regarded perspective (Tourangeau & Yan, 2007), neglecting the honesty asked for and opening a gap between the proposed intentions and the real ones. Moreover, the double measurement before and after scenario may have exacerbated these social desirability biases.

Besides, destigmatization programs deal with the challenge of measuring the change in real-time. That said, it is worthwhile to understand whether this change varies as the conditions to which consumers are exposed vary, namely between online or offline exposure.

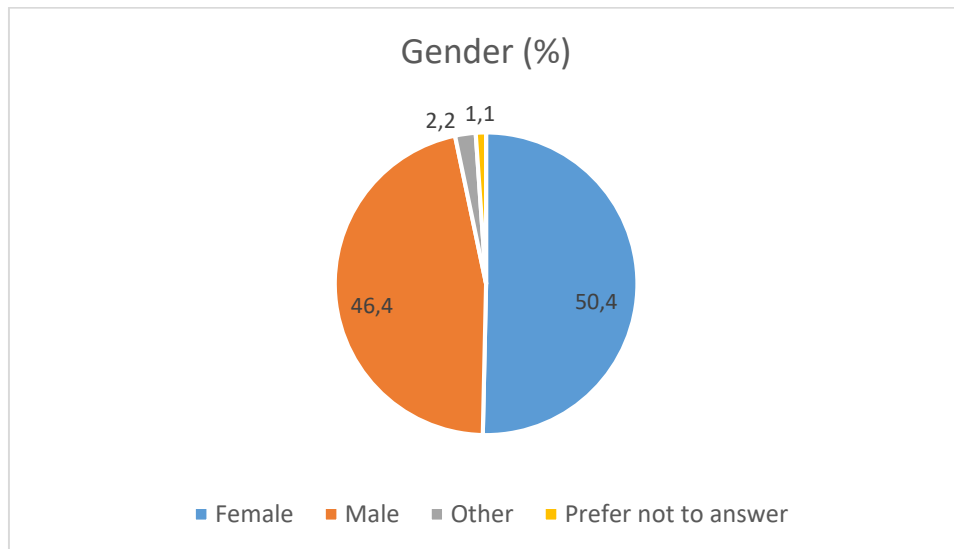
Furthermore, different approaches to anti-stigma campaigns can be explored, depending on the primary goal of the campaign, for example encouraging treatment-seeking, improving people's quality of life, increasing literacy, publicizing other life experiences, etc (Collins et al., 2019). These campaigns are based on the premise that their implementation will have a significant positive impact on consumer perceptions, and consequently trigger a beneficial snowball effect, however, it is important to understand through which approach a company can benefit the most.

Besides, this study strongly pointed out that MH stimuli weaken stigma by enhancing contact and knowledge about this reality. Bearing this in mind, the author recommends further analysis on how brands can embrace this mission and spread MH stimuli because, indeed, mental health is everybody's business!

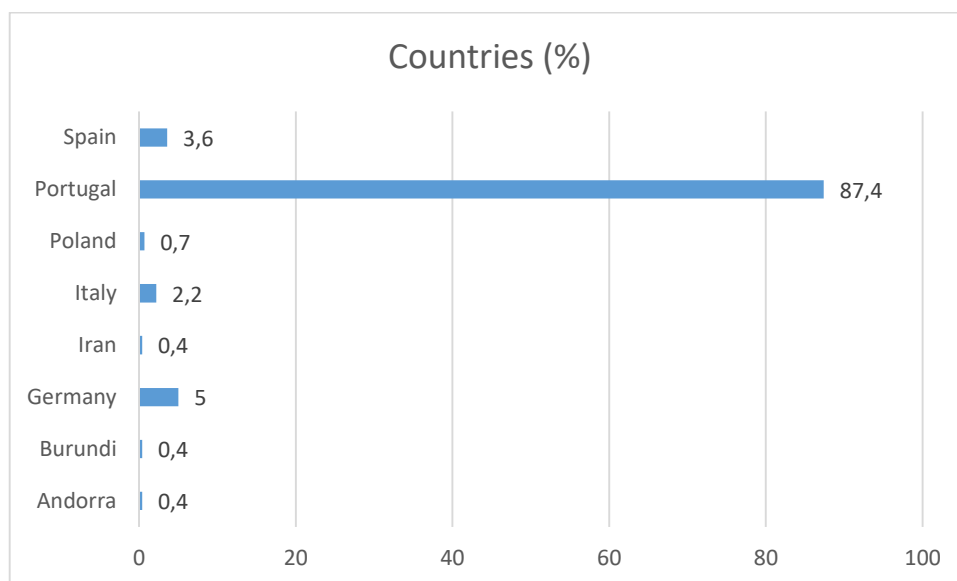
CHAPTER 7. APPENDICES

CHAPTER 7 | Appendices

Appendix 1: Gender



Appendix 2: Countries



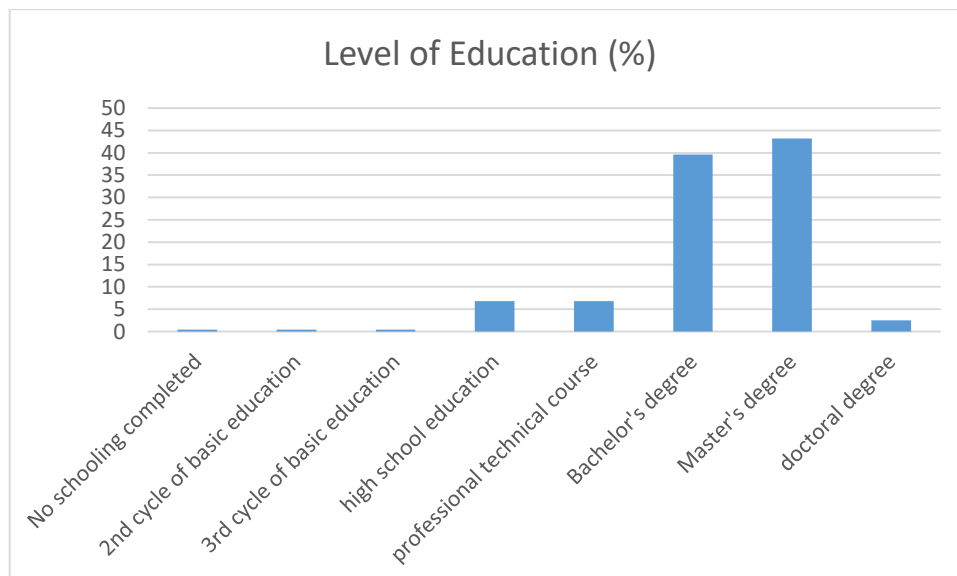
Appendix 3: Age

How old are you? - Age

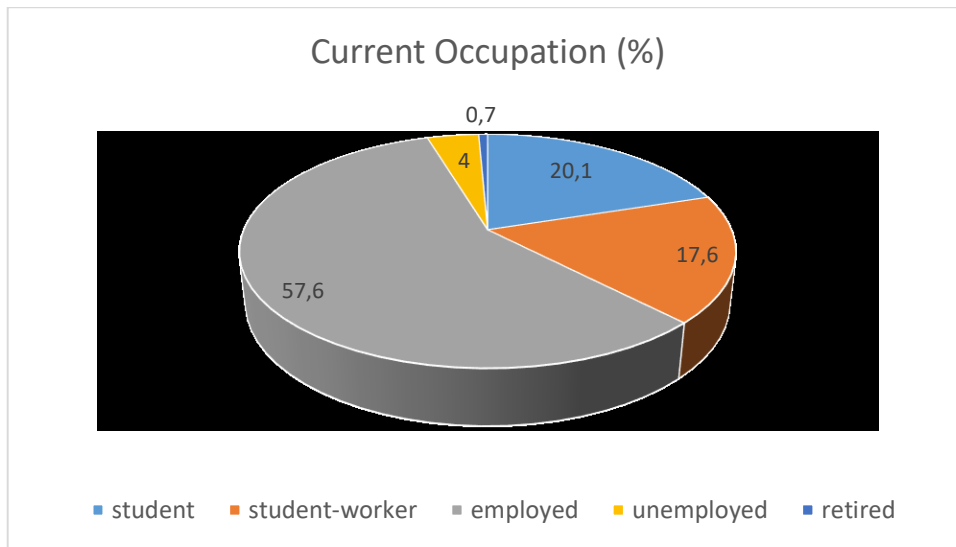
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17,00	5	1,8	1,8	1,8
	18,00	2	,7	,7	2,5
	19,00	3	1,1	1,1	3,6
	20,00	11	4,0	4,0	7,6
	21,00	13	4,7	4,7	12,2
	22,00	44	15,8	15,8	28,1
	23,00	32	11,5	11,5	39,6
	24,00	28	10,1	10,1	49,6
	25,00	16	5,8	5,8	55,4
	26,00	11	4,0	4,0	59,4
	27,00	5	1,8	1,8	61,2
	28,00	4	1,4	1,4	62,6
	29,00	8	2,9	2,9	65,5
	30,00	5	1,8	1,8	67,3
	31,00	3	1,1	1,1	68,3
	32,00	1	,4	,4	68,7
	34,00	1	,4	,4	69,1
	35,00	2	,7	,7	69,8
	36,00	9	3,2	3,2	73,0
	37,00	3	1,1	1,1	74,1
	38,00	4	1,4	1,4	75,5
	39,00	2	,7	,7	76,3
	40,00	4	1,4	1,4	77,7
	41,00	1	,4	,4	78,1
	42,00	3	1,1	1,1	79,1
	44,00	2	,7	,7	79,9
	45,00	2	,7	,7	80,6
	46,00	3	1,1	1,1	81,7
	47,00	1	,4	,4	82,0

48,00	3	1,1	1,1	83,1
49,00	4	1,4	1,4	84,5
50,00	6	2,2	2,2	86,7
51,00	5	1,8	1,8	88,5
52,00	4	1,4	1,4	89,9
54,00	9	3,2	3,2	93,2
55,00	3	1,1	1,1	94,2
56,00	5	1,8	1,8	96,0
57,00	1	,4	,4	96,4
58,00	4	1,4	1,4	97,8
59,00	1	,4	,4	98,2
60,00	1	,4	,4	98,6
67,00	1	,4	,4	98,9
68,00	2	,7	,7	99,6
75,00	1	,4	,4	100,0
Total	278	100,0	100,0	

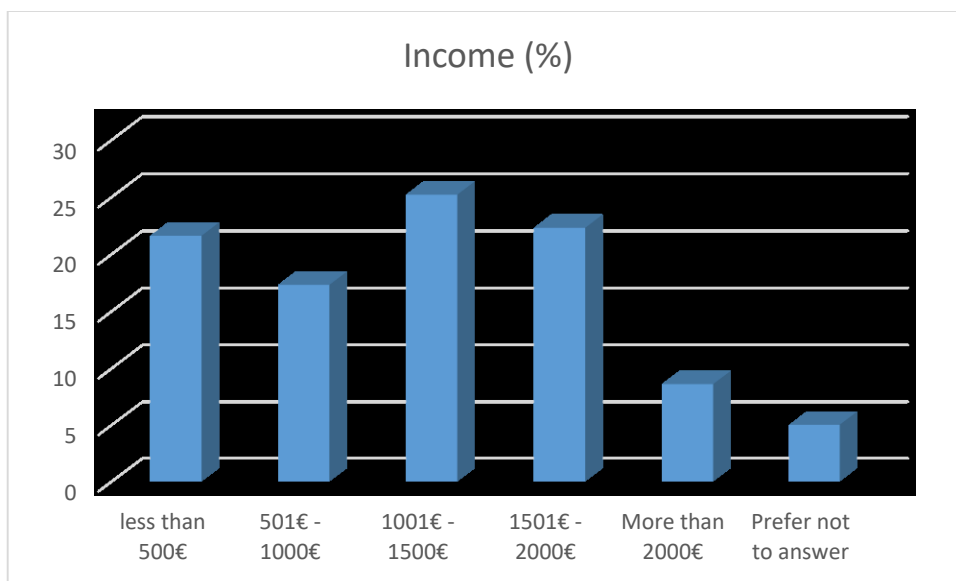
Appendix 4: Level of education



Appendix 5: Current Occupation



Appendix 6: Income



Appendix 7 | Stimuli Development (English Version)

Stimulus 1: Physical Health & External Applicability

Barbie has just launched the "Barbie Fashionista" campaign, which enriches the iconic collection of the brand's history.

The campaign embraces, in an act of social inclusion, the complexity that is, in fact, the real world: a society that faces daily difficulties imposed by their **physical health**.

To this end, the brand "undresses" itself from the usual doll pattern and mirrors in its barbies skin depigmentation as a consequence of chronic conditions, the absence of hair due to oncological diseases, the implementation of a prosthesis and the use of wheelchairs as a response to limited motor skills.

The brand thus positions itself as a true icon of culture - not only for children, not only for women but for the society as a whole - committing itself to make everyone feel represented and accompanied.



Stimulus 2: Physical Health & Internal Applicability

Barbie stands out for the integration of employees with oncological diseases. Throughout this journey, this company is ready to provide any support to the ill employee, distinguishing itself by the ability to attract and retain the best employees and treat them properly (Employer Branding). In these situations, the brand adopts solutions such as remote work, team buildings to ensure proximity with the company, internal training plans, internal culture of mutual help and de-stigmatization, and later on when recovery occurs, plans to return to work in person.

The goal is to ensure the **physical well-being** of employees, retaining the human capital in which this entity has invested so much and thus contributing to the creation of a more equitable society.

The latest occurrence was a delicate case of breast cancer and, due to the immediate intervention of all parties, it had a happy ending. The brand does not postpone the **physical well-being** of any employee, treating each one with the promptness and singularity they deserve.



Stimulus 3: Mental Health & External Applicability

Barbie has just launched another edition that enriches the iconic collection of the brand's history.

The doll of the new campaign aims to portray Simone Biles, the North American gymnast who accustomed us successively to the gold medal. In the last Olympic Games, the gymnast registered a performance far below normal and expected, and gave up the remaining jumps claiming that her **mental health** had to come first.

The brand's goal is to support and educate society, highlighting its inclusive nature to all those who, to quote Simone, have "demons" in their heads and thus establish a close relationship with consumers. The brand is committed to making everyone feel represented and accompanied.

Through Barbie's clothes and accessories, the brand also intends to reinforce the importance of practicing sports for **mental well-being**.



Stimulus 4: Mental Health & Internal Applicability

With the motto "Barbie is giving workers a week off to prioritize their mental health" this entity showed to be a brand for all hours, supporting its members, especially when they face more difficult phases. The brand surprised employees and the world with this unexpected strategy.

On one hand, it intends to present its employees with a turning point and hope after two atypical years under pandemic restrictions, reinforcing their mental health and believing that such a measure will be reflected in increased productivity and performance. Promoting **mental health** seems to be the lock of success - first for the employees, and then, as a connecting thread, for the company itself.

On the other hand, this action aims to alert society to the urgent need of addressing **mental well-being**.

Aug 30, 2021, 09:11am EDT | 33 806 views

Barbie Is Closing Its Corporate Offices, Giving Workers A Week Off To 'Prioritize Mental Health'

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Appendix 8 | Stimuli Development (Portuguese Version)

Saúde Física e Aplicabilidade Externa

A Barbie acaba de lançar a campanha “Barbie Fashionista”, que vem enriquecer a coleção icónica da história da marca.

A campanha vem abraçar, num ato de inclusão social, a complexidade que é, de facto, o mundo real: uma sociedade que se confronta diariamente com dificuldades impostas pela sua **saúde física**.

Para tal, a marca “despe-se” do padrão habitual de boneca e espelha nos seus produtos a despigmentação da pele como consequência de condições crónicas, a ausência de cabelo motivada por doenças oncológicas, a implementação de próteses e o uso de cadeiras de rodas como resposta à capacidade motora condicionada.

A marca posiciona-se assim como um verdadeiro ícone de cultura – não só para as crianças, não só para as mulheres, mas para a sociedade como um todo –, comprometendo-se a fazer com que todos se sintam representados e acompanhados.



Saúde Física e Aplicabilidade Interna

A Barbie destaca-se pela integração de colaboradores com doenças oncológicas. Durante a sua jornada, esta empresa prontifica-se a fornecer qualquer apoio ao colaborador doente, distinguindo-se pela capacidade de atrair e reter os melhores trabalhadores e tratá-los devidamente (Employer Branding).

Nestas situações, a marca adota soluções como trabalho remoto, team buildings para assegurar a proximidade com a empresa, planos de formação interna, cultura interna de entreajuda e desestigmatização e, posteriormente, aquando da recuperação do trabalhador, planos de retorno ao trabalho presencial.

O objetivo é assegurar o **bem-estar físico** dos colaboradores, retendo o capital humano em que esta entidade tanto investiu e dando assim o seu contributo para a criação de uma sociedade mais equitativa. A última ocorrência tratou-se de um caso delicado de cancro da mama e, devido à intervenção imediata de todas as partes, este teve um final feliz. A marca não adia o **bem-estar físico** de nenhum colaborador, tratando cada um com a prontidão e singularidade que merecem.



Saúde Mental & Aplicabilidade Externa

A Barbie acaba de lançar mais uma edição que vem enriquecer a coleção icónica da história da marca.

A boneca da nova campanha pretende retratar Simone Biles, a ginasta norte-americana que nos habituou sucessivamente à medalha de ouro. Nos últimos Jogos Olímpicos a ginasta registou uma performance muito abaixo do normal e do expectável, e desistiu dos restantes saltos alegando que a sua **saúde mental** tinha de ficar em primeiro lugar.

O objetivo da marca é apoiar e educar a sociedade, evidenciando o seu carácter inclusivo perante todos aqueles que, citando Simone, têm “demónios na cabeça” e estabelecer, assim, uma relação de proximidade com os consumidores. A marca compromete-se a fazer com que todos se sintam representados e acompanhados.

Através da roupa e acessórios da Barbie, a marca pretende ainda reforçar a importância da prática de desporto para o **bem-estar mental**.



Saúde Mental & Aplicabilidade Interna

Foi com o mote “A Barbie oferece uma semana de férias aos seus colaboradores para que estes priorizem a sua saúde mental.” que esta entidade mostrou ser uma marca para todas as horas, apoiando os seus membros, especialmente quando estes enfrentam fases mais difíceis. A marca surpreendeu os colaboradores e o mundo com esta estratégia inesperada.

Por um lado, pretende apresentar aos seus colaboradores um ponto de viragem e esperança face aos dois anos atípicos vividos sob restrições pandémicas, reforçando a sanidade mental dos mesmos e acreditando que tal medida se refletirá num incremento de produtividade e desempenho. Promover a **saúde mental** parece ser o cadeado do sucesso – primeiro para os colaboradores e depois, num fio condutor, para a própria empresa.

Por outro lado, esta ação tem como objetivo alertar a sociedade para a urgente necessidade de abordar o **bem-estar mental**.

Forbes

30 Ago, 2021, 09:11 EDT | 33 806 visualizações

Barbie Fecha os Escritórios da Empresa, Dando aos seus Colaboradores uma Semana de Férias para “Priorizar a Saúde Mental”

Jack Kelly Senior Contributor ©
Careers
Escrevo conselhos de entrevistas, carreira, e salário.

Seguir

Ouvir artigo 7 minutos

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Appendix 9: Survey Structure

Block 1 | Welcome Page

Dear participant,

Thank you in advance for your availability to complete this questionnaire.

The survey that you are about to answer aims to understand consumers' brand perceptions towards well-being initiatives and it makes part of my Master Thesis, on the course of Management with Specialization in Strategic Marketing.

I would ask you to please answer honestly and consciously since the data gathered throughout this questionnaire will be treated completely anonymous and confidential, being only used for research purposes.

It will take around 7 minutes to complete.

In case you have any question or curiosity, please contact joanacorgarcia@gmail.com

Your participation is really much appreciated!

Thank you,

Joana

Block 2 | Control Group

Q1) Please indicate how familiar are you with each of the following sentences, on a scale from 1 (not at all familiar) to 7 (extremely familiar).

	Not at all familiar 1	2	3	4	5	6	Extremely Familiar 7
I am familiar with the brand Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am familiar with the corporate social responsibility activities developed by the brand Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2) Please indicate how well these sentences describe you, on a scale from 1 (Does not describe me at all) to 7 (Describe me very well).

	Does not describe me at all 1	2	3	4	5	6	Describe me very well 7
I grew up with Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barbie helps me express myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barbie helps me communicate my self-identity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barbie is more than a product to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I identify with buy Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I admire and respect buy Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel proud when others know I buy Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3) Please rate the performance of Barbie on each of the following corporate social responsibility behaviours.

	Performs very poorly 1	2	3	4	5	6	Performs extremely well 7
Community support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4) To what extent do you perceive Barbie...

	Not at all 1	2	3	4	5	6	Totally 7
Practical and essential in a certain period of our lives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Something that helps us achieving a goal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A source of fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A source of happiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the following questions taking into account that you can buy Barbie's products for your own use, for collector's purposes or even to offer to someone.

Q5) Please indicate the option that best describes you.

	Not at all 1	2	3	4	5	6	Totally 7
I trust Barbie.	0	0	0	0	0	0	0
Barbie is an honest brand.	0	0	0	0	0	0	0
I intend to keep purchasing Barbie.	0	0	0	0	0	0	0
I would recommend Barbie to other people.	0	0	0	0	0	0	0

Q6) Please indicate your intention to buy at Barbie on a scale from 1 (not at all likely to buy) to 7 (extremely likely to buy).

	Not at all likely to buy 1	2	3	4	5	6	Extremely likely to buy 7
The likelihood I purchase Barbie's products is high.	0	0	0	0	0	0	0

Q7) How much would you be willing to pay for a product from Barbie, in euros?



RANDOMIZER

Block 3 | Experimental Scenarios

Block 3.3 | *Stimulus 3: Mental Health & External Applicability*

Barbie has just launched another edition that enriches the iconic collection of the brand's history.

The doll of the new campaign aims to portray Simone Biles, the North American gymnast who accustomed us successively to the gold medal. In the last Olympic Games, the gymnast registered a performance far below normal and expected, and gave up the remaining jumps claiming that her **mental health** had to come first.

The brand's goal is to support and educate society, highlighting its inclusive nature to all those who, to quote Simone, have "demons" in their heads and thus establish a close relationship with consumers. The brand is committed to making everyone feel represented and accompanied.

Through Barbie's clothes and accessories, the brand also intends to reinforce the importance of practicing sports for **mental well-being**.



Q8.3 | Now that you have read this scenario carefully, are you ready to move forward?

Yes.

Block 4 | Experimental Groups

Q9) Please indicate how well these sentences describe you, on a scale from 1 (Does not describe at all) to 7 (Describe me very well).

	Does not describe me at all						Describe me very well
	1	2	3	4	5	6	
I grew up with Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barbie helps me express myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barbie helps me communicate my self-identity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barbie is more than a product to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I identify with buy Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I admire and respect buy Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel proud when others know I buy Barbie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10) Please rate the performance of Barbie on each of the following corporate social responsibility behaviours.

	Performs very poorly 1	2	3	4	5	6	Performs extremely well 7
Community support	0	0	0	0	0	0	0
Diversity	0	0	0	0	0	0	0
Employee support	0	0	0	0	0	0	0
Product Development	0	0	0	0	0	0	0

Q11) To what extent do you perceive Barbie...

	Not at all 1	2	3	4	5	6	Totally 7
Practical and essential in a certain period of our lives	0	0	0	0	0	0	0
Something that helps us achieving a goal	0	0	0	0	0	0	0
A source of fun	0	0	0	0	0	0	0
A source of happiness	0	0	0	0	0	0	0

Please answer the following questions taking into account that you can buy Barbie's products for your own use, for collector's purposes or even to offer to someone.

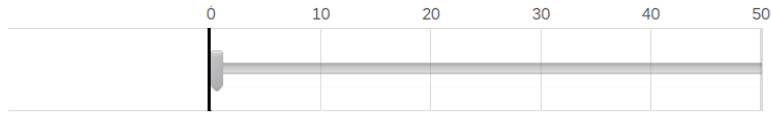
Q12) Please indicate the option that best describes you.

	Not at all 1	2	3	4	5	6	Totally 7
I trust Barbie.	0	0	0	0	0	0	0
Barbie is an honest brand.	0	0	0	0	0	0	0
I intend to keep purchasing Barbie.	0	0	0	0	0	0	0
I would recommend Barbie to other people.	0	0	0	0	0	0	0

Q13) Please indicate your intention to buy at Barbie on a scale from 1 (not at all likely to buy) to 7 (extremely likely to buy).

	Not at all likely to buy 1	2	3	4	5	6	Extremely likely to buy 7
The likelihood I purchase Barbie's products is high.	0	0	0	0	0	0	0

Q14) How much would you be willing to pay for a product from Barbie, in euros?



Q15) Please indicate your level of agreement with the following sentences.

	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree nor disagree 4	Somewhat agree 5	Agree 6	Strongly agree 7
The previous scenario was focused on physical health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The previous scenario was focused on mental health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The previous scenario mainly targeted employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The previous scenario mainly targeted the final consumer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Block 5 | Mental Health Stigma

Q16) In today's world, how important do you consider mental health issues?

	Not important at all 1	2	3	4	5	6	Extremely important 7
Mental health issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17) Do you know someone that is/was mentally ill?

- Yes.
- No.

Q18) Please choose the option that best fits with your sincere opinion.

	Not at all 1	2	3	4	5	6	Definitely 7
Most people believe that a person with a mental illness is dangerous.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most people are afraid of those mentally ill people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most people will not date someone who has mental health issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most people believe that mentally ill people cannot be trusted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most people think less of a person after he has been hospitalized for mental illness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most employers will not hire a person who has been hospitalized for mental illness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

There are **no right or wrong answers**. Choose the option that makes the most sense to you.

Q19) What percentage of people with serious mental illnesses is dangerous in their lifetime?

- 3%
- 15%

Q20) The divorce rate among the general population is about 50%. What is the divorce rate among people who experience mental illness?

- Greater than 60%
- Less than 50%

Block 6 | Demographical Data

Please answer some demographic characteristics about yourself, having in mind that all the data is anonymous and confidential.

Q21) What is your gender?


- Female
- Male
- Other
- Prefer not to answer

Q22) How old are you?



A horizontal slider control for selecting age. The scale ranges from 0 to 90 with major tick marks every 9 units (0, 9, 18, 27, 36, 45, 54, 63, 72, 81, 90). A vertical line is positioned at 0, and a grey shaded area extends from 0 to approximately 3. The word "Age" is written below the slider on the left side.

Q23) Where are you from?

Q24) What is your level of education?

(If currently enrolled, please choose the level of education you are enrolled in)

- No schooling completed
- 1st cycle of basic education
- 2nd cycle of basic education
- 3rd cycle of basic education
- High School Education
- Professional Technical Course
- Bachelor's degree
- Master's degree
- Doctoral Degree

Q25) What is your current occupation?

- Student
- Student-Worker
- Employed
- Unemployed
- Retired

Q26) What is your personal gross monthly income, in euros?

- Less than 500 €
- 501 € - 1000 €
- 1001 € - 1500 €
- 1501 € - 2000 €
- More than 2000 €
- Prefer not to answer

Your response has been recorded.

Thank you for your participation, it is really much appreciated!

Appendix 10: MANOVA

Multivariate Tests^a

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power ^c
Intercept	Pillai's Trace	,668	67,208 ^b	8,000	267,000	,000	,668	537,661	1,000
	Wilks' Lambda	,332	67,208 ^b	8,000	267,000	,000	,668	537,661	1,000
	Hotelling's Trace	2,014	67,208 ^b	8,000	267,000	,000	,668	537,661	1,000
	Roy's Largest Root	2,014	67,208 ^b	8,000	267,000	,000	,668	537,661	1,000
Focus	Pillai's Trace	,124	4,710 ^b	8,000	267,000	,000	,124	37,683	,998
	Wilks' Lambda	,876	4,710 ^b	8,000	267,000	,000	,124	37,683	,998
	Hotelling's Trace	,141	4,710 ^b	8,000	267,000	,000	,124	37,683	,998
	Roy's Largest Root	,141	4,710 ^b	8,000	267,000	,000	,124	37,683	,998
Type_of_Health	Pillai's Trace	,038	1,336 ^b	8,000	267,000	,226	,038	10,687	,608
	Wilks' Lambda	,962	1,336 ^b	8,000	267,000	,226	,038	10,687	,608
	Hotelling's Trace	,040	1,336 ^b	8,000	267,000	,226	,038	10,687	,608
	Roy's Largest Root	,040	1,336 ^b	8,000	267,000	,226	,038	10,687	,608
Focus * Type_of_Health	Pillai's Trace	,026	,897 ^b	8,000	267,000	,520	,026	7,175	,416
	Wilks' Lambda	,974	,897 ^b	8,000	267,000	,520	,026	7,175	,416
	Hotelling's Trace	,027	,897 ^b	8,000	267,000	,520	,026	7,175	,416
	Roy's Largest Root	,027	,897 ^b	8,000	267,000	,520	,026	7,175	,416

a. Design: Intercept + Focus + Type_of_Health + Focus * Type_of_Health

b. Exact statistic

c. Computed using alpha = ,05

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power ¹
Corrected Model	BR_effect	19,680 ^a	3	6,560	7,216	,000	,073	21,648	,982
	CSR_effect	7,991 ^b	3	2,664	3,063	,029	,032	9,188	,714
	UtilitarianValue_effect	10,726 ^c	3	3,575	2,199	,089	,024	6,596	,555
	HedonicValue_effect	3,540 ^d	3	1,180	1,089	,354	,012	3,266	,293
	Trust_effect	15,189 ^e	3	5,063	4,212	,006	,044	12,636	,855
	Loyalty_effect	6,020 ^f	3	2,007	1,723	,162	,019	5,170	,448
	PI_effect	11,446 ^g	3	3,815	2,633	,050	,028	7,899	,641
	WTP_effect	1222,291 ^h	3	407,430	8,095	,000	,081	24,286	,991
Intercept	BR_effect	194,572	1	194,572	214,024	,000	,439	214,024	1,000
	CSR_effect	284,565	1	284,565	327,204	,000	,544	327,204	1,000
	UtilitarianValue_effect	206,506	1	206,506	126,987	,000	,317	126,987	1,000
	HedonicValue_effect	4,754	1	4,754	4,385	,037	,016	4,385	,550
	Trust_effect	103,632	1	103,632	86,215	,000	,239	86,215	1,000
	Loyalty_effect	97,025	1	97,025	83,325	,000	,233	83,325	1,000
	PI_effect	101,516	1	101,516	70,059	,000	,204	70,059	1,000
	WTP_effect	8895,436	1	8895,436	176,747	,000	,392	176,747	1,000
Focus	BR_effect	18,240	1	18,240	20,064	,000	,068	20,064	,994
	CSR_effect	7,578	1	7,578	8,713	,003	,031	8,713	,837
	UtilitarianValue_effect	7,059	1	7,059	4,341	,038	,016	4,341	,546
	HedonicValue_effect	,468	1	,468	,432	,512	,002	,432	,100

Focus	BR_effect	18,240	1	18,240	20,064	,000	,068	20,064	,994
	CSR_effect	7,578	1	7,578	8,713	,003	,031	8,713	,837
	UtilitarianValue_effect	7,059	1	7,059	4,341	,038	,016	4,341	,546
	HedonicValue_effect	,468	1	,468	,432	,512	,002	,432	,100
	Trust_effect	7,441	1	7,441	6,190	,013	,022	6,190	,698
	Loyalty_effect	2,530	1	2,530	2,173	,142	,008	2,173	,312
	PI_effect	6,468	1	6,468	4,464	,036	,016	4,464	,558
	WTP_effect	1129,345	1	1129,345	22,439	,000	,076	22,439	,997
Type_of_Health	BR_effect	,619	1	,619	,681	,410	,002	,681	,130
	CSR_effect	,272	1	,272	,313	,577	,001	,313	,086
	UtilitarianValue_effect	,678	1	,678	,417	,519	,002	,417	,099
	HedonicValue_effect	2,012	1	2,012	1,856	,174	,007	1,856	,274
	Trust_effect	3,599	1	3,599	2,994	,085	,011	2,994	,407
	Loyalty_effect	,350	1	,350	,301	,584	,001	,301	,085
	PI_effect	2,753	1	2,753	1,900	,169	,007	1,900	,279
	WTP_effect	31,005	1	31,005	,616	,433	,002	,616	,122
Focus * Type_of_Health	BR_effect	,424	1	,424	,466	,495	,002	,466	,105
	CSR_effect	,001	1	,001	,001	,981	,000	,001	,050
	UtilitarianValue_effect	2,957	1	2,957	1,818	,179	,007	1,818	,269
	HedonicValue_effect	,928	1	,928	,856	,356	,003	,856	,152
	Trust_effect	4,227	1	4,227	3,517	,062	,013	3,517	,464
	Loyalty_effect	3,081	1	3,081	2,646	,105	,010	2,646	,367
	PI_effect	2,338	1	2,338	1,614	,205	,006	1,614	,244
	WTP_effect	65,339	1	65,339	1,298	,256	,005	1,298	,206

Appendix 11: External (focus=0)

Type_of_Health	BR_effect	1,011	1	1,011	,783	,378
	CPE_effect	,800	1	,800	,621	,432
	CSR_effect	,122	1	,122	,127	,722
	UtilitarianValue_effect	,393	1	,393	,246	,621
	HedonicValue_effect	,101	1	,101	,115	,735
	Trust_effect	,012	1	,012	,009	,924
	Loyalty_effect	,662	1	,662	,510	,476
	PI_effect	,008	1	,008	,006	,939
	WTP_effect	3,092	1	3,092	,043	,837

Appendix 12: Internal (focus=1)

Type_of_Health	BR_effect	,009	1	,009	,017	,895
	CPE_effect	2,374	1	2,374	1,511	,221
	CSR_effect	,152	1	,152	,193	,661
	UtilitarianValue_effect	3,309	1	3,309	2,003	,159
	HedonicValue_effect	2,903	1	2,903	2,268	,134
	Trust_effect	7,996	1	7,996	7,465	,007
	Loyalty_effect	2,819	1	2,819	2,719	,101
	PI_effect	5,202	1	5,202	3,535	,062
	WTP_effect	95,366	1	95,366	3,260	,073

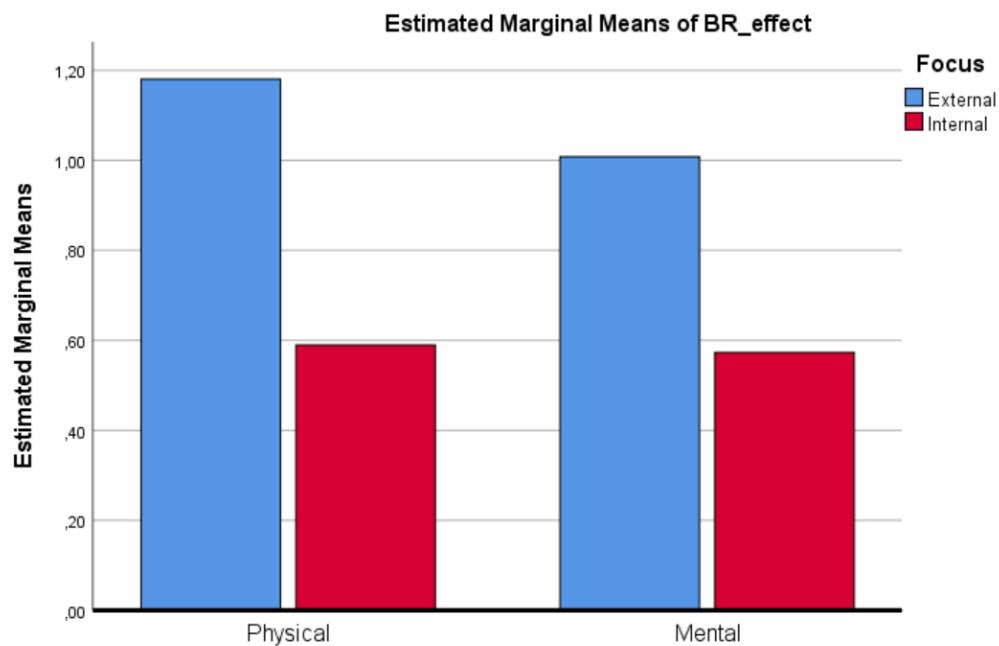
Appendix 13: Physical (health=0)

Focus						
Focus	BR_effect	12,314	1	12,314	11,936	,001
	CPE_effect	4,742	1	4,742	2,861	,093
	CSR_effect	3,788	1	3,788	3,742	,055
	UtilitarianValue_effect	9,736	1	9,736	5,109	,025
	HedonicValue_effect	,040	1	,040	,032	,858
	Trust_effect	11,632	1	11,632	9,367	,003
	Loyalty_effect	5,690	1	5,690	4,544	,035
	PI_effect	8,430	1	8,430	4,527	,035
	WTP_effect	883,406	1	883,406	18,651	,000

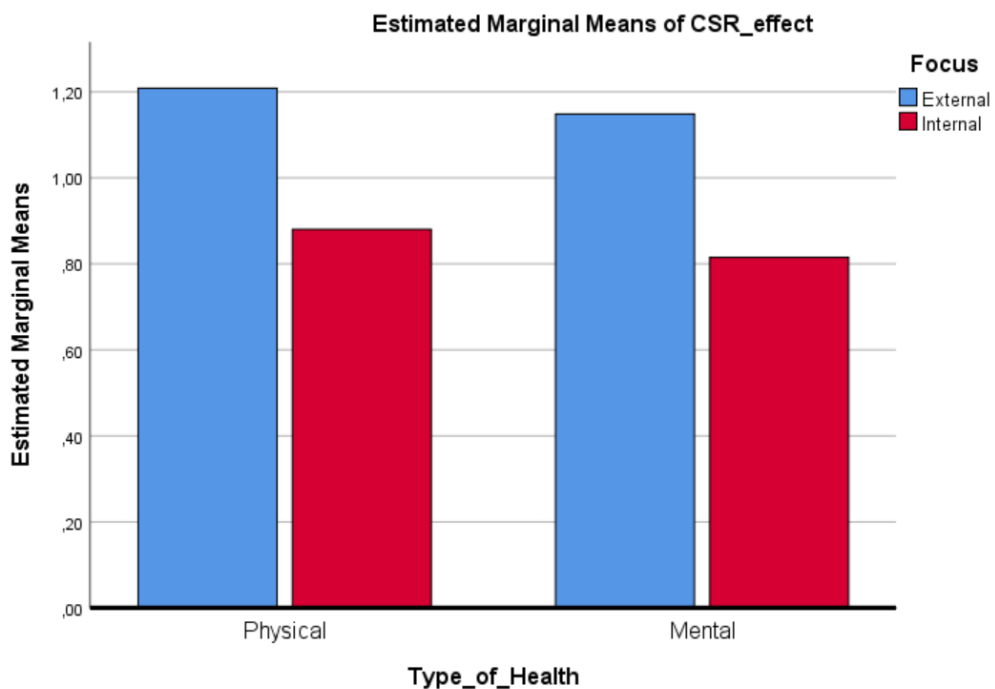
Appendix 14: Mental (health=1)

Focus						
Focus	BR_effect	6,446	1	6,446	8,233	,005
	CPE_effect	,071	1	,071	,059	,809
	CSR_effect	3,790	1	3,790	5,243	,024
	UtilitarianValue_effect	,432	1	,432	,323	,571
	HedonicValue_effect	1,335	1	1,335	1,441	,232
	Trust_effect	,222	1	,222	,191	,663
	Loyalty_effect	,013	1	,013	,012	,911
	PI_effect	,506	1	,506	,494	,483
	WTP_effect	320,467	1	320,467	6,004	,016

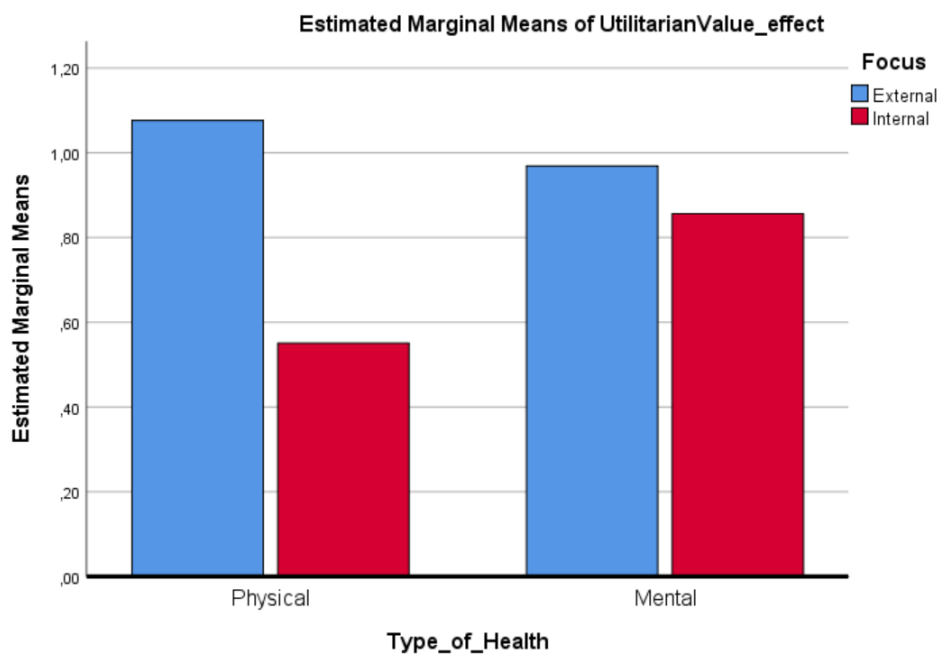
Appendix 15: Profile Plots | BR effect



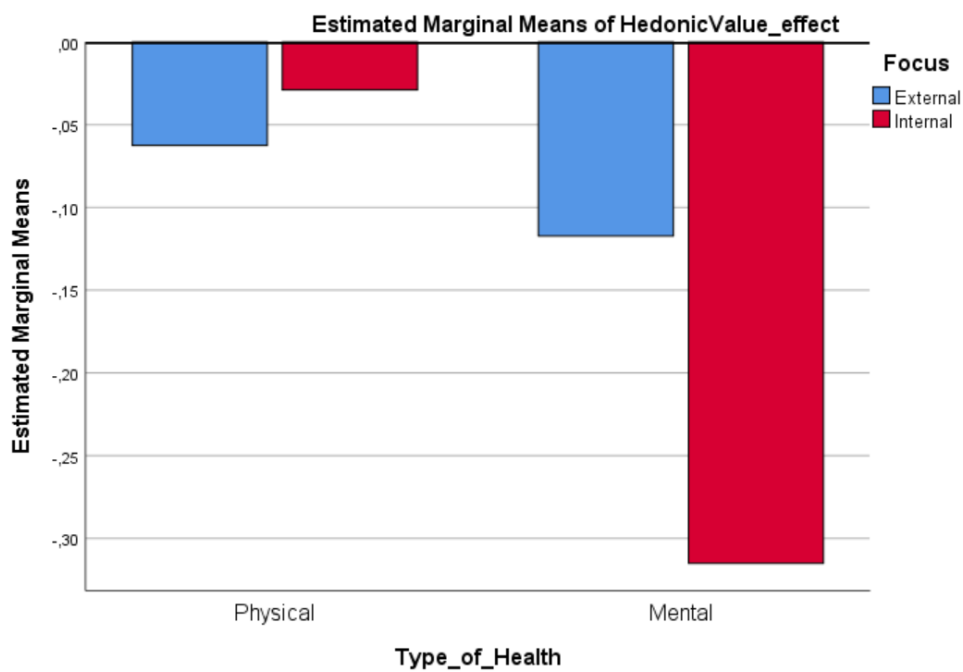
Appendix 16: Profile Plots | CSR effect



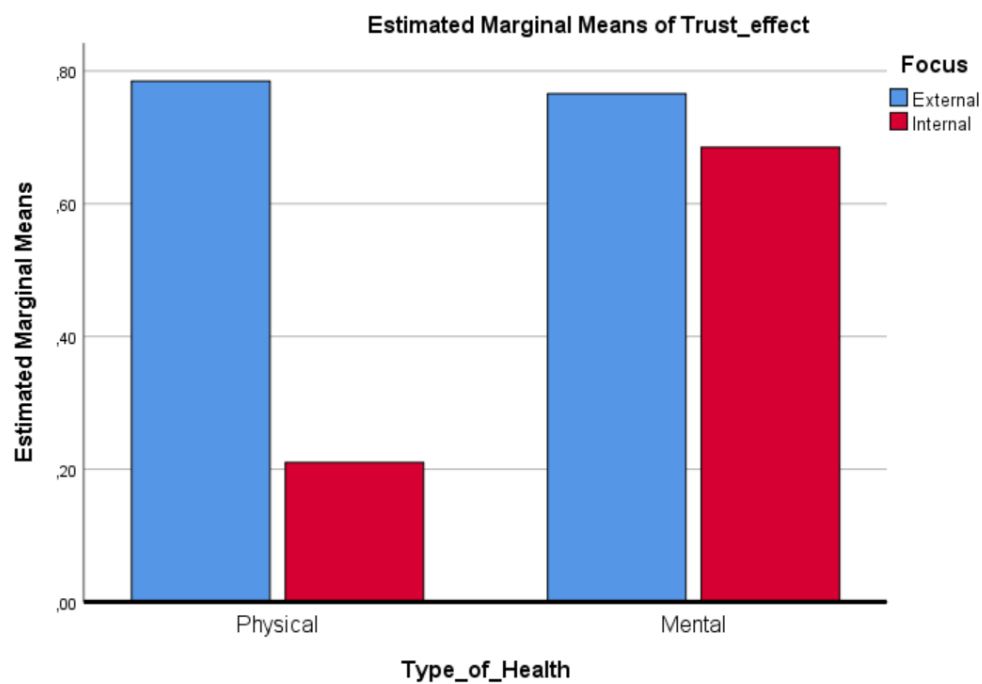
Appendix 17: Profile Plots | Utilitarian Value effect



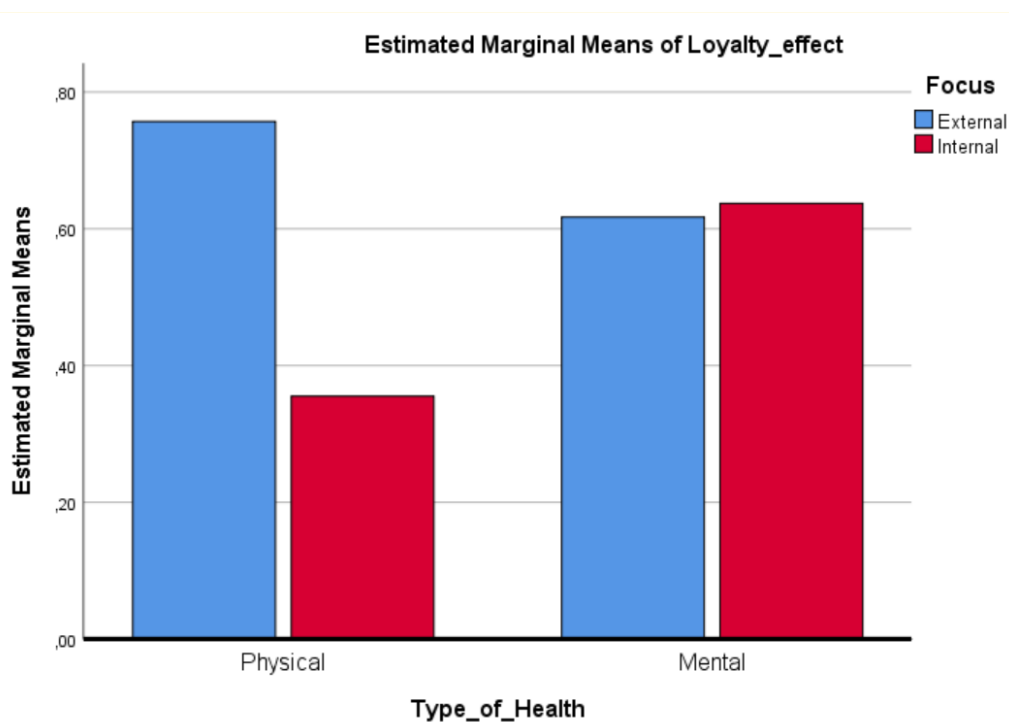
Appendix 18: Profile Plots | Hedonic Value effect



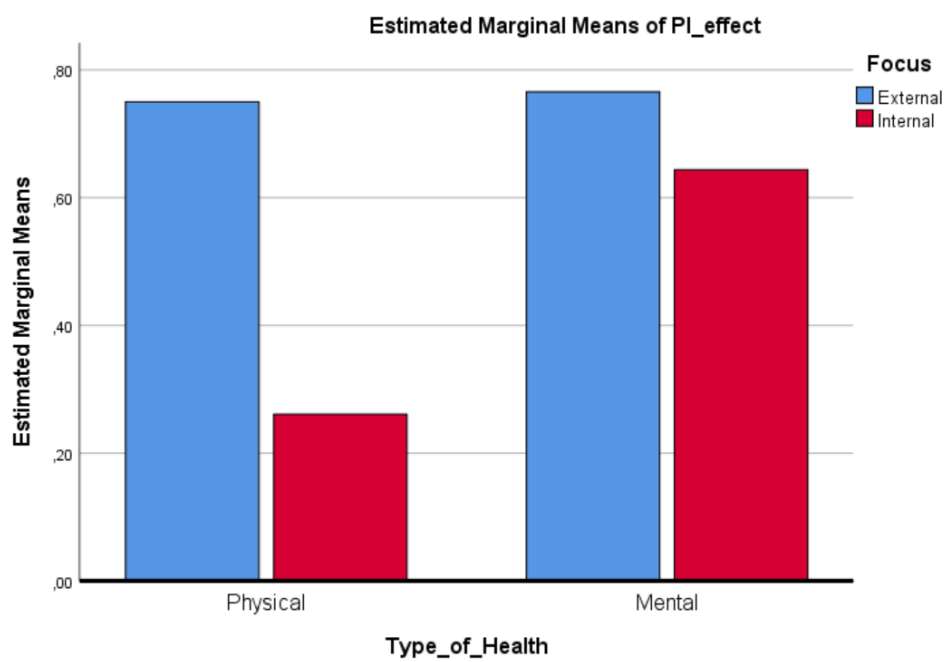
Appendix 19: Profile Plots | Trust effect



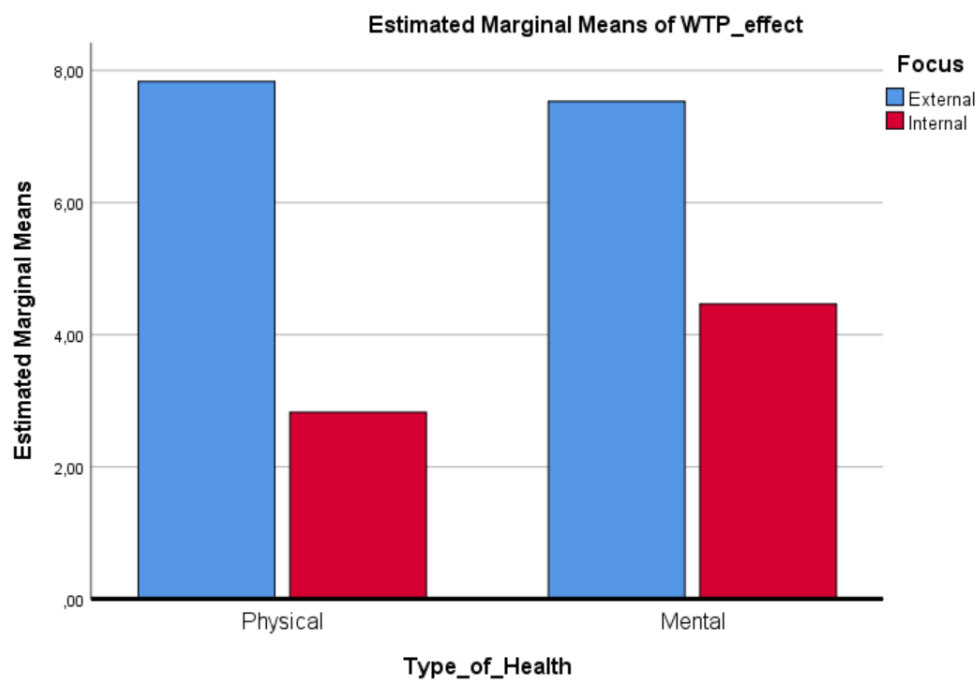
Appendix 20: Profile Plots | Loyalty effect



Appendix 21: Profile Plots | PI effect



Appendix 22: Profile Plots | WTP effect



CHAPTER 8. REFERENCES

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