



The Effect of Brand Activism on Purchase Intention. What Impact Do Mediators Brand Image And Corporate Image Have?

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Dissertation written under the supervision of
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Dissertation submitted in partial fulfillment of requirements for the MSc in Management with Specialization in Strategic Marketing, at the Universidade Católica Portuguesa, January 2022.

ABSTRACT

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Corporations and brands are actively sharing their opinion on various global issues. Nike, which offers a lot of hedonic products, is known for its activism online and openly shares its opinion regardless of how its consumers react. A recent example is the Black-Lives-Matter-Movement, where brands shared their participation on social media. Statements such as this are categorized as “Brand Activism.” Brand Activism is a new term and includes the participation in many environmental, employment, and immigration issues.

Notably, younger generations want to support brands that stand for specific purposes and want to know how the companies they are consuming from are reacting to such issues.

Nevertheless, there is not much information about how the impact is on such brands that have utilitarian products such as tissues and toilet paper.

The underlying dissertation focuses on the effect of Brand Activism on utilitarian products. It also includes which roles Brand and Corporate Image take part in it and if there are any changes to their perception. The research includes 1-to-1 interviews and surveys based on eight different Brand Activism topics as a stimuli with the tissue brand Kleenex as an example.

The results suggest that Brand Activism for utilitarian products has an impact on Purchase Intention. However, Brand Activism does not seem to have an impact on Brand and Corporate Image. Nevertheless, a better Brand and Corporate Image positively impacts the Purchase Intention.

To conclude, Brand Activism also impacts utilitarian products, although there is no meaningful emotional connection to the products.

Keywords: Purchase Intention, Brand Activism, Corporate Image, Brand Image, Tissue, Utilitarian Products

SUMÁRIO

O Efeito do Ativismo de Marca na Intenção de Compra. Qual o Impacto da Imagem da Marca e da Imagem Corporativa dos Mediadores?

Yasin Sevic

As empresas e marcas partilham ativamente a sua opinião sobre questões globais. A Nike, com inúmeros produtos hedónicos, é reconhecida pelo ativismo online e partilha a sua opinião, indiferente à reação dos consumidores. Um exemplo recente é o Movimento Black Lives Matter, onde as marcas partilharam opiniões nas Redes Sociais. Estas manifestações denominam-se “Ativismo de Marca”. O Ativismo de Marca é um termo novo que designa a participação em questões ambientais, laborais e imigratórias.

As gerações mais jovens procuram apoiar marcas com objetivos específicos e querem saber como as empresas de que são consumidoras reagem a essas questões. Não obstante, há pouca informação sobre o impacto nas marcas de produtos utilitários, como lenços de papel e papel higiénico.

Esta dissertação incide sobre o efeito do Ativismo de Marca em produtos utilitários. Inclui também os papéis da Imagem da Marca e da Imagem Corporativa que nela participam e se existem mudanças de perceção. A investigação englobou entrevistas e inquéritos baseados em oito tópicos de Ativismo de Marca enquanto estímulo, tendo como exemplo a marca de lenços de papel Kleenex.

Os resultados indicam que o Ativismo de Marca para produtos utilitários tem um impacto na Intenção de Compra. Todavia, o Ativismo de Marca não parece impactar a Imagem de Marca e a Imagem Corporativa. Contudo, uma melhor Imagem de Marca e Imagem Corporativa tem impacto positivo na Intenção de Compra.

O Ativismo de Marca tem também impacto nos produtos utilitários, apesar de não haver uma ligação emocional significativa com os produtos.

Palavras-chave: Intenção de Compra, Ativismo de Marca, Imagem Corporativa, Imagem de Marca, Lenços, Produtos Utilitários

ACKNOWLEDGEMENTS

I am not a man of big words and want to keep it simple and short – but I truly want to thank everyone from the bottom of my heart who has somehow contributed and supported me (or simply beared me) personally and mentally through this and previous phases.

Thanks for reaching out, helping, and giving me the strength to achieve my goals. Without you, I wouldn't be where I am right now.

Love,
Yasin

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GLOSSARY

BA	Brand Activism
BI	Brand Image
BIPI	Brand Image Purchase Intention
CI	Corporate Image
CIPI	Corporate Image Purchase Intention
CSR	Corporate Social Responsibility
DV	Dependent Variable
DoN	The Death of Nature
H&C	Hate & Conflict
H&L	Health & Livelihood
IE	Inequality
IE1	Inequality 1
IE2	Inequality 2
IV	Independent Variable
KCC	Kimberly-Clark Cooperation
NS	No Stimuli
P&C	Power & Corruption
PI	Purchase Intention
P&M	Population & Migration
RQ	Research Question
W&T	Work & Technology

CHAPTER 1: INTRODUCTION

1.1 Background

One of the most significant assets of companies nowadays are its brands. Consumers' positive attitude toward the products eventually leads to positive goodwill for the firm. Yet, on the contrary, a negative attitude in any way can lead to negative goodwill (Katsanis, 1994).

Due to social media, many social and political movements have reached public attention much simpler and quicker (Sandoval-Almazan & Ramon Gil-Garcia, 2014). Thus, different firms have also started sharing their opinions regarding political and social movements with the public. Activism in any way is on the rise since it is much easier to share issues globally (Matos et al., 2017).

There are numerous studies about the effect of firms' Corporate Social Responsibility (CSR) actions on the impact on the purchase intention for the consumer. Moreover, the studies indicate that CSR positively affects purchase intention (Lee & Lee, 2018). However, other studies such as from Schmidt et al., (2018) suggested that prominent athletes and people representing a brand can have different meanings depending on the supported movement. Some brands have negatively affected the purchase intention through risky political activism, whereas others have indicated an improving effect on the purchase intention through safe political activism. Thus, depending on the stated movement and their brand representative, brands and firms influence on the purchase intention.

An example of a social movement where firms are highly involved in is pride month. Especially younger generations are much more likely to do business again with firms supporting marginalized groups such as the LGBTQ+ community (Snyder, 2015). In this case, participation in pride month is likely to impact purchase intention positively. Other example images that affect political activism are the raised female hand supporting feminism, the smiling sun against nuclear energy, or the black hand against racism. Although firms have made a positive experience, can this impact be assumed for every statement? Are there movements with a negative impact on purchase intention? Does the brand or corporate image change when making statements online? Hence, can companies predict if purchase intentions will change depending on the movement supported? Does every message fit a company?

There are brands where society is waiting for a statement regarding political activism. For instance, Nike is known for advertising very emotionally, yet also strategically. Thus, many of

its customers willingly wait for a statement through any channel (Devi, 2015). In 2020, the Black Lives Matter (BLM) movement garnered public attention worldwide. In this case, Nike made a strategic statement by using their slogan in a different way “For once, don’t do it” (Ahmed & Rehman, 2020). Nonetheless, statements such as these do not have to be positive all the time. For instance, Phillip Morris International introduced foundations that eventually would have washed the unhealthy image of tobacco. This had backlashed by consumers. Situations such as these can lead to “brand shaming” and are regressive for the brands (Sarkar & Kotler, 2020).

Examples of these movements mentioned above are called “Brand Activism.” This term is relatively new and includes range of activism, from ecological to social and political. Especially younger generations such as Gen Z and millennials want to support brands that represent and stand for specific purposes. Brands that engage in Brand Activism are on the rise, yet it is essential fit the type of activism to the right brand. There are many examples where brands made a statement regarding an issue that helped increase consumer recognition. However, statements have also made consumers question the brand and its purpose (Sarkar & Kotler, 2020).

Therefore, it can be assumed that certain brands can make strategic moves digitally with Brand Activism, assuming that consumers have similar interests and political opinions. However, how does this also work for utilitarian products such as water, tissues, or toilet paper? Utilitarian products can be defined as consumer goods used for daily basic purposes (Khan, 2005). Since those kinds of products do not have any sort of high direct emotional connection in the consumer’s mind and are produced for everyone, they serve different types of consumers with varying opinions on socio-political issues . Can those companies also participate in Brand Activism since consumers come from different backgrounds with distinct views? Can this also change the purchase intention, or should these firms stay out of any activism to not hurt Brand and Corporate Image or Purchase Intention?

1.2 Relevance

As of now, only few studies are conducted regarding the influence of firms’ Brand Activism on customers’ purchase intention, especially for utilitarian products. As mentioned above, depending on a prominent brand representative's statement (whether it is risky or safe), the purchase intention can change. Nevertheless, it is not known if purchase intention changes when

a firm takes part in Brand Activism (or does not). Hence, this dissertation shows firms how Brand Activism could influence their upcoming purchase intention.

Generally, this dissertation aims to discover the impact on purchase intention, when companies engage in Brand Activism by supporting a social movement. Depending on how companies would like to position themselves concerning an issue, some initial social media planning can be done. As another goal, the relationship between corporate and brand image should be analyzed.

1.3 Problem Statement

The scope of this dissertation is to evaluate how Brand Activism of firms producing utilitarian products influences the purchase intention of consumers by analyzing their purchase intention before the statement versus after the statement. Thus, it can be summarized as follows:

The Effect of Brand Activism on Purchase Intention. What Impact Do Mediators Brand Image And Corporate Image Have?

The following research questions (RQ) have been developed to answer the problem statement:

RQ 1: How do customers change their Purchase Intention through Brand Activism?

RQ 2a: How does the Brand Image change through Brand Activism?

RQ 2b: How does the Corporate Image change through Brand Activism?

RQ 3a: What is the link between Brand Image and Purchase Intention?

RQ 3b: What is the link between Corporate Image and Purchase Intention?

1.4 Research Methods

Both primary data and secondary sources is used to answer the research questions. Since data about certain aspects is already available (e.g. purchase intention, political statement, brand image, corporate image, etc.), there is a foundation of secondary sources in order to deliver further primary data.

As a first step to gather primary data, interviews are held to observe whether the stimuli is perceived correctly. Subsequently, a questionnaire is distributed to identify the difference in purchase intention with and without brand activism. Hence, there are different questionnaires that include brand activism, whereas another questionnaire does not have any information about

any brand activism. A firm that focuses on providing utilitarian products is applied in the questionnaire.

1.5 Thesis Outline

In a first step, the thesis was introduced by explaining the background, presenting the problem statement, explaining the relevance, showing the different research methods, and outlining the dissertation. Next, underlying literature review is conducted in order to single out the dependent variables, independent variables, and mediators. Based on the theory provided from previous studies, hypotheses are set up. A semi-structured interview is conducted to receive feedback on the stimuli. Subsequently, a survey is held, whose results is further explained in the following chapter. A discussion is presented in the same chapter, connecting the theoretical part with the empirical results. Finally, the dissertation is finalized with presenting a conclusion, limitations as well as further research studies.

CHAPTER 2: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

In this chapter, the theoretical framework of the research question is introduced. The theoretical framework describes current theories regarding the discussed subjects and further introduces various topics to understand the study's purpose further. First, Brand Activism is presented, and the relationship between activism is shown. Second, purchase intention as a dependent variable is discussed. Third, brand image as well as corporate image is discussed and related to the other topics. Since this thesis is focusing on utilitarian products, the term is explained in more detail. Finally, the conceptual framework combines and illustrates the previous concepts.

2.1 Brand Activism (Independent Variable)

In this part of the thesis, Brand Activism (BA) as an independent variable (IV) is further explained. First, to have an overview, Activism, in general, is discussed. Next, BA is demonstrated, and other papers and literature is shown to introduce different perspectives.

2.1.1 Activism in General

Sarkar and Kotler (2020) explain that the term activism is an effort from people who want to improve social, political, economic and environmental conditions. This is in a variety of forms such as writing letters to the media or government, boycotting targeted businesses, being active in public such as on a rally or strike, or conducting a hunger strike.

2.1.2 Theory of Brand Activism

Generally, BA has become much more important in the past few years since younger generations such as millennials and Gen Z prefer brands taking a stance on contemporary issues. Moreover, the internet makes it much easier and quicker to look up particular problems and develop an opinion – society has become more informed about these contemporary topics (Parment, 2011; Solomon, 2011). The term “Brand Activism” is a relatively newly developed one compared to other forms of activism. As Sarkar and Kotler (2020) explain, BA is an active strategy pursued by brands that aim to improve business outcome by encouraging the urge to improve social, political, and/or environmental issues. This differs from CSR, since it focuses on society's problems and includes making public statements in that regard. Consumers also see the communication online, mainly on social media, and are able to participate and share their own views and opinions (Sarkar & Kotler, 2020).

BA can be separated into two directions, regressive and progressive activism. Regressive activism can be explained as firms that use activism negatively. For instance, tobacco firms

promoted cigarettes as not health-damaging products. Progressive activism, however, is seen by firms that seek a positive impact on society. The more developed a brand is, the less the firm shares a purpose to seek profits (Sarkar & Kotler, 2020).

Although the targeted societal issues may shift over time, they can be roughly categorized into political, economic, workplace, environmental, legal, and social issues society face. Social covers subjects such as equality in gender, LGBTQ+, race, education, etc. Workplace faces governance such as corporate organizations, CEO pay, labor, and union relations. Political includes lobbying, voting rights, and policy. When it comes to environmental activism, air and water pollution, emission control, and ecocide and environmental laws are included. In terms of economic activism, issues such as wage and tax policies impact discrimination in terms of distribution of wealth. Last but not least, legal issues include tax, citizenship, and employment laws (Sarkar & Kotler, 2020).

2.1.2.1 The Wicked 7

Sarkar & Kotler (2020) mention that there are seven issues that perfectly describe and summarize the current ecosystem of BA, which is also referred to as “The Wicked 7.” These are labeled The Death of Nature, Inequality, Hate & Conflict, Health & Livelihood, Work & Technology, Power & Corruption, and Population & Migration. Below is a short description of each theme. In Appendix 1, a detailed version of the issues, including the connection between them, can be found.

The Death of Nature (DoN) describes the interlinked global crisis related to weather such as heatwaves, forest fires, flooding, hurricanes, or species extinction. Thus, everything points to a negative outcome to the climate. Inequality (IE) is an economic issue that describes social and gender inequality. The topics included are growing gaps between the rich and poor and/or wage gaps for women. Hate & Conflict (H&C) includes racism, sexism, extremism, general injustice, and intolerance for certain minorities and identity-based groups. Health & Livelihood (H&L) describes a global challenge to support public well-being and health, including access to education, employment, food, and water supply, etc., to make a living. Work & Technology (W&T) includes the future of work and data as well as the right of employees. It also describes the use of media to make false narratives for profit and politics, including policies to govern an intelligent economy. Power & Corruption (P&C) surrounds the abuse of power for higher groups in private or public organizations, such as fraud and bribery with the government or power-seeking groups. Population & Migration (P&M) deals with issues, such as refugees and

asylum seekers as well as particular injustice towards people from developing countries regarding water, food, and energy (Sarkar & Kotler, 2020).

2.1.2.2 Paper Reviews of Brand Activism

As Manfredi-Sánchez (2019) states in his report, there has been a shift regarding social problems within a firm's strategy. As a comparison, in 1997, an advertisement with "Republicans buy sneakers, too" was published for the Jordan sneakers which was a success back then. Yet, this has changed after twenty-two years. An excellent example is one of the most famous scenes in the latest American sports history; the kneeling of Colin Kaepernick. The brand has shown its support to the footballer and used him as a representative which is quite the opposite of the advertisement mentioned above. However, there was a backlash where the opposition has started a hashtag (Manfredi-Sánchez, 2019). Thus, an impact can be seen no matter what activism a brand engages in, either positively or negatively (Nielsen, 2017). Yet, this has not stopped the brand from collaborating with the sportsmen (Manfredi-Sánchez, 2019).

Nevertheless, there might be a negative development for the consumer-brand relationship, leading to declining profits. Therefore, brands need to be careful when deciding to position themselves on an issue and share their BA (Manfredi-Sánchez, 2019). Representing and including BA in a firm's advertising and marketing strategy can also negatively impact them, since the consumer could feel like it is a publicity tactic rather than genuine support for the cause (Shetty et al., 2019). Younger generations are much more marketing savvy and have already witnessed many fake advertisements with wrong promises from brands. Thus, they are much more skeptical when BA being subjected to ads and can feel like they are fake (Carr et al., 2012). Generally, studies show that BA can help increase the main customer base if it is done right. Yet, if the firm is doing it wrong, it can be seen as a marketing gimmick that does not help the firm or the brand. (Solomon, 2011). Another study from Waddock (2008) who summarizes different global empirical studies, found that younger generations have higher expectations from brands and firms when it comes to working on social welfare. It shows that the focus lies more on supporting companies that promote social responsibility than firms that are only focused on profit (Carroll, 2008; Steckstor, 2012).

A study from Shetty et al. (2019) has also shown a trend towards supporting brands and firms with a cause or purpose. Additionally, there is no gender difference – both males and females have the same perception towards BA. Moreover, price inelasticity can be seen. Thus, consumers are willing to pay more if the BA is done right (Shetty et al., 2019).

2.2 Purchase Intention (Dependent Variable)

In this part, Purchase Intention (PI) as an dependent variable (DV) is further explained. PI is defined, and papers are reviewed.

2.2.1 Definition Purchase Intention

One primary definition is that PI is a possible willingness of purchasing a product or service in the future by a consumer (Wu et al., 2011). Mainly, it is divided into three fields: attitude, external variables as well as subjective norms. The attitude towards a brand or product is based chiefly on personal behavioral beliefs and evaluation of these beliefs. The subjective norm is also based on normative beliefs and motivation, leading to compliance. Combining these equals a consumer's PI (Belleau et al., 2007). To summarize, the PI of consumers is seen as a forecast of their buying behavior. It is a plan from the consumer to attempt to buy a product or service (Schlosser, 2004).

2.2.2 Paper Reviews of Purchase Intention

Planned behavior theory is a summarized approach to explain how PI works. The attitude toward the behavior and perceived behavioral control leads to a subjective norm that gives the consumer an intention. This intention may lead to a decision to buy or not buy the product of the consumers (Ajzen, 1991). There is a particular way when it comes to a consumer's intention concerning their buying behavior. It includes a certain amount of motivation for the intention as in how much people would like to engage in a behavior (such as CSR activities or Activism). In summary, it can be said that the more likely they want to engage in particular issues, the higher is the intention to buy the product (Ajzen, 1991). An increase in PI also leads to a better brand commitment which is effective for future purchases or intention to buy different product lines (Wu et al., 2011). As Ajzen (1991) mentions, the individual's different behaviors are linked when it comes to the connection between intention and action to buy. Depending on the situation and what kind of knowledge the consumer has in particular subjects, it can vary.

2.3 Literature Activism and Purchase Intention

Mantovani et al., (2017) has shown that firms engaging actively in activism and CSR witness an increase in PI, and, as such, an advantage the competition. Thus, the willingness to buy, brand image, and product perception increases also (Becker-olsen et al., 2006; Cheng, 2015; Du et al., 2007). However, if the activism does not fit, it leads to boycotting, especially when the activism is highly linked with the consumer's attitude (Kam & Kenan, 2019).

Nevertheless, Farah & Newman (2020) mention that if the total opposite happens and brands have been perceived as fake, it may lead to a decrease in sales and cash flow, which eventually leads to a lower stock price of the company. Thus, the brand and corporate image may be negatively affected, leading to a decrease in consumers' PI.

2.4 Hypothesis

Based on the literature review regarding BA and PI, the following hypothesis can be derived:

H1: Brand Activism will result in higher Purchase Intention than Non-Brand Activism

2.5 Mediators

In this part of the literature review, the two mediators, corporate and brand image, are further explained. In addition, the connection between the dependent and independent variables is shown.

Generally, the word "image" in the context of this thesis can be defined as a view of how external stakeholders see the company. It is seen as a reputation, including the image and identity consumers and other stakeholders have from outside the organization (Davies et al., 2001). When it comes to images, there are also two main differences. The way a customer views a brand is the perceived image, whereas how the firm or a firm's brand wants to be seen as, is the desired image (Kotler, 2001).

2.5.1 Corporate Image

The concept Corporate Image (CI) has already been developed in the 1950s. It is the image of the customers towards the corporation and its different products. CI is described by two essential points; the first one is the connection to the social environment and the other one is how to help achieve the objectives. This means that there is a connection between CI and human personality (Boulding, 1956; Eells, 1959). As Wei (2002) mentions, CI can be seen as a social phenomenon reviewed as self-representing the corporation to the consumers. It is a valuable indicator for a firm's overall evaluation when using its brand, product or service (Andreassen & Lindestad, 1998). It can be said that CI has the same attributes as self-schema. Characteristics include cognitive generalization about the self-including past experiences the consumer has had in the past with the company (Cantor & Mischel, 1979; Markus, 1977). A connection is seen between the CI and the consumers' general behavior and lifestyle (Newman, 2013).

Abratt (1989) has come up with a summarization of what is included in CI. It can be said that CI is based on corporate personality (including philosophy, corporate strategy, and mission) and corporate identity (communication and development of structure), including all its brands, products and services. This CI also includes consumers and other stakeholders that give the corporate a specific image towards the outside.

2.5.2 Brand Image

Brand Image (BI), which is also highly related to brand equity, describes the worth of a brand to the consumer. It is how people perceive the brand and the product. It can be explained as the description of a brand by individual consumers (Kotler, 2001). Dobni and Zinkhan (1990) define BI as a consumer analysis of the brand, either reasoned or emotional. Thus, BI can vary highly depending on how it is perceived by the consumer. Generally, it can be said that BI is what the consumer has on their mind when it thinks of the brand (Malik et al., 2012).

Interestingly, it has been found that consumers see a connection in brands between their image and preference (Gensch, 1978). A brand image is also based on the customers direct experience with the brand. As such, it can be a strategically advantageous act for brand managers to gain more consumers' trust and gain a better BI to stand out from brand competitors. This can also be done by social actions (Javalgi et al., 1992; Kim et al., 2008).

2.5.3 Paper Review Brand & Corporate Image

Corporate Image: Customer loyalty is another crucial result of positive CI. The better the CI, the higher the customer loyalty. The same is true for the opposite, in which a worse CI leads to less customer loyalty and fewer sales (Andreassen & Lindestad, 1998).

Based on studies by Burke and Berry (1975), it is clearly stated that social actions, in general, are favorable for the corporation and improve the image and increase sales, leading to higher profits.

Brand Image: Especially due to globalization, there has been increased competition within the market and more options for the consumer (Levitt, 1983). Therefore, consumers perceive products differently from all around the world. Hence, if a brand is internationally available, they must position themselves according to the consumer they want to attract and try their best to attract them as effectively as possible (Hsieh, 2002).

2.5.4 Literature How Brand & Corporate Image influence DV + IV

As Klein et al. (2004) described, a negative BI and CI lead to a decrease in PI. This can be initially based on a negative perception by the consumers of a firms' activism.

Also, BI has a certain significance to the PI. How the consumer perceives the brand in terms of technical and casual applications may lead to higher PI. It is essential to consider within the marketing strategy and adjust it to the brand's marketing mix. Additionally, communicating can help to get the consumers' attention and build competitiveness. This might help satisfy the consumer by knowing certain details about the brand, leading to a higher PI (Aaker, 1996; Keller, 1993; Malik et al., 2012; Park, 1994; Park et al., 1986; Srivastava & Shocker, 1991).

2.5.5 Hypothesis

Combining the mediators from the literature review with the dependent and independent variables, the following hypothesis can be derived:

H2a: Brand Activism will result in a more positive Brand Image than Non-Brand Activism

H2b: Brand Activism will result in a more positive Corporate Image than Non-Brand Activism

H3a: Higher Brand Image will result in a higher Purchase Intention than lower Brand Image

H3b: Higher Corporate Image will result in a higher Purchase Intention than lower Corporate Image

2.6 Utilitarian Products

Utilitarian products are consumer goods used for daily basic purposes such as household cleaning products (Khan, 2005). On the contrary to hedonic products, where the consumer wants to satisfy a certain pleasure and is more emotional towards it (e.g., chocolate or jewelry), the goal of a utilitarian product is to be a solution to daily problems. Thus, utilitarian products can be seen as more problem-solving such as a screwdriver and have less of an emotional aspect than hedonic products. Generally, the border between both elements is relatively small since a

product can also be both hedonic and utilitarian. Yet, evident signs of a product or service define the theory (Ahtola, 1991; Voss et al., 2003).

2.7 Conceptual Framework

Based on the literature review above, including the hypothesis linked to it, the Conceptual Framework below in Figure 1 can be designed.

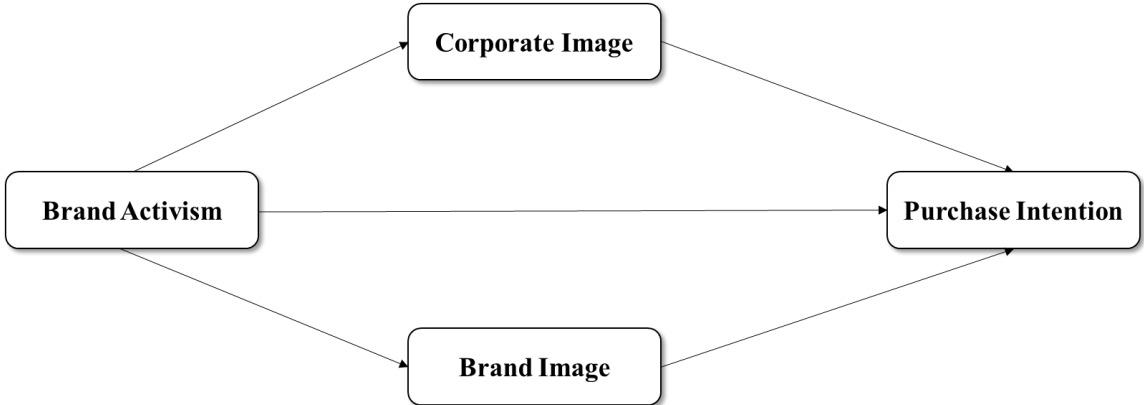


Figure 1: Conceptual Framework

CHAPTER 3: METHODOLOGY

In this part of the paper, the methodology is further explained to answer the research questions combined with the listed hypotheses above. This chapter aims to describe the kind of methodology the research question is answered. First, the research approach is shown. Second, the data and source used is explained. The primary data is described in further detail, including how the data is analyzed.

3.1 Research Approach

To fully receive the information needed, following steps are required. As seen in the conceptual framework, this study aims to understand a potential cause-and-effect relationship between BA and PI, including BI and CI. This includes seeing how social media posts on BA can affect consumers. For this study, both exploratory as well as explanatory research approaches are applied. There are qualitative sources and quantitative data evaluated. The information gained in the literature review serves as a basis for the survey. The introduced model “The Wicked 7” is used to categorize the displayed issues. Semi-structured in-depth interviews are conducted first to evaluate, whether the intended stimuli work with the created images. This method helps to independently and efficiently share thoughts as an interviewee regarding a particular picture. However, it must be noted that it might harm a small sample (Boyce & Associate, 2006; Saunders et al., 2008). The survey is built on Qualtrics, and the results are analyzed using SPSS. Additionally, to achieve a real-life scenario, a company has been chosen to serve as an example. The next part will explain further details about the company and the literature review. An overview is available in Figure 2 below:

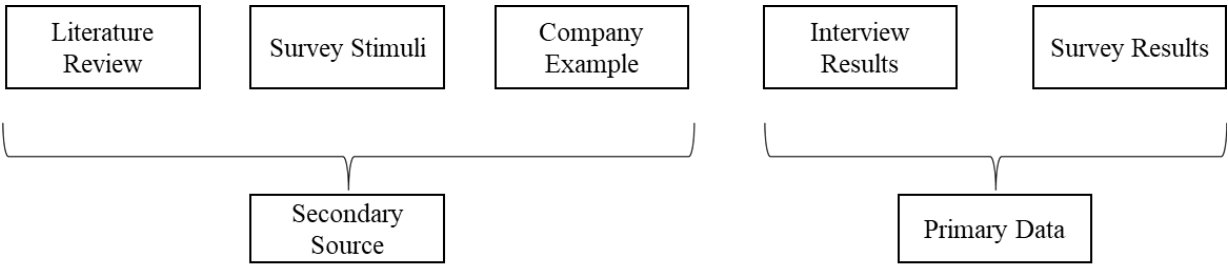


Figure 2: Overview Research Approach

3.2 Secondary Sources

The following subchapter explains how secondary resources are used to gather necessary answers to the introduced research question.

3.2.1 The Wicked 7

As mentioned above, “The Wicked 7” is served for the stimuli within the survey. The stimuli is shown as a social media post since this is the main way of communication for BA (Sarkar & Kotler, 2020). As shown in Figure 3, which provides a brief overview, the survey covers all issues mentioned within “The Wicked 7.” It must be noted that the questions are randomized within the survey.

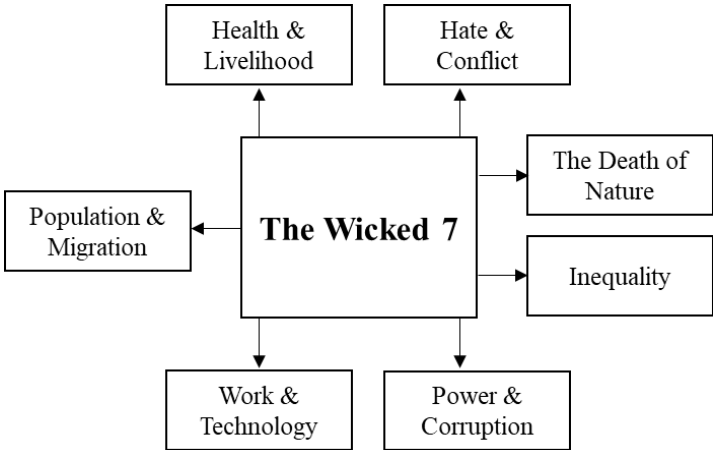


Figure 3: Overview Wicked 7 (Sarkar & Kotler, 2020)

3.2.2 The Kimberly Clark Corporation

The Kimberly-Clark Corporation (2021) has globally well-known brands with mainly utilitarian products such as Kleenex, Huggies, or Kotex. Since this thesis focuses on utilitarian products such as tissues and toilet papers, the Kimberly-Clark Corporation (KCC) is used as an example for the survey.

It must be mentioned that KCC as well as their brands such as Hackle, Kleenex and Huggies are actively sharing content on social media.

3.3 Primary Data

The following subchapter explains the setup to gain primary data.

3.3.1 Interviews

The interview consists of 16 people within the age of 24 to 61 years. The interviewees have different levels of knowledge about activism. The goal of the interview is to test the stimuli created using “The Wicked 7”, before including it in the final survey.

Three different kinds of pictures per “The Wicked 7” are shown as an Instagram-Post. The questions consist of what the interviewee thinks of the shared post, which one they prefer, how they perceive it, what kind of channel the communication is used, and how they would describe it to someone else. These insights help to adjust or confirm the correct stimuli for the final survey.

The following insights are used to adjust the stimuli for the survey. Generally, they are perceived as an Instagram-Post with the intention of the brand and/or the corporation to show their opinion regarding it. All the pictures are accepted by the participants except for two pictures (IE and P&C) which are changed based on the survey feedback. These pictures are shown to the participants again and accepted by all the participants. There are some design improvements and one significant change of wording. A detailed version of the interview results is seen in Appendix 2, with all the answers summarized.

3.3.2 Survey

Based on the qualitative sources from the literature review, a quantitative data collection method has been designed. The data is portrayed as a social media statement on the brand’s profile, as this is what most consumers are used to and prefer. The examples are limited to Instagram-Post for ease of use and consistency. Additionally, the BA is manipulated by “The Wicked 7” (Sarkar & Kotler, 2020). As an exemplary profile, the Kimberly Clark Cooperation and its products are used, particularly the tissue brand Kleenex. To gather the quantitative data, an online questionnaire has been designed using Qualtrics.


The survey consists of several blocks. The first block contains a pre-question to study whether customers buy this particular product, in this dissertation a tissue. If they have bought tissues in the past six months, they can continue with the survey. If not, the survey ends immediately. The second part examines the manipulation check, to see if the participants understand the manipulation. They receive the stimuli beforehand, either one of the posts prepared or the Instagram-Profile of Kleenex as a “No Stimuli.” The stimuli have an introductory text with a

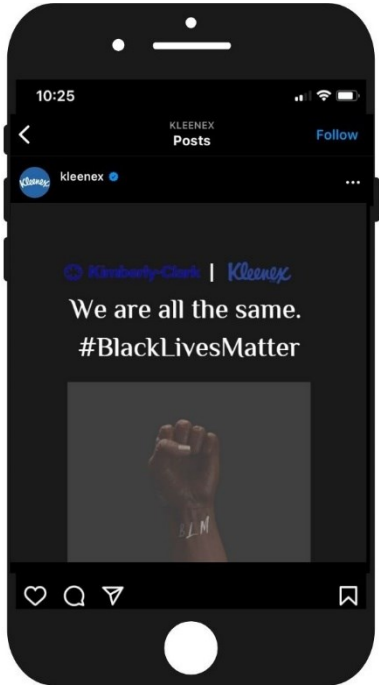
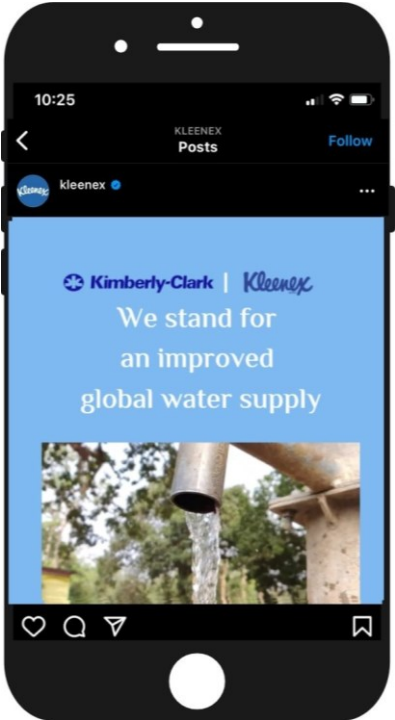
picture (only the Instagram-Post). The “No Stimuli” group sees the Instagram-Profile and not get any stimuli through a created BA post. For the ease of the manipulation, some terms changed. The new terms are based on the detailed “The Wicked 7” theory (see Appendix 1). The following terms have been changed: Inequality became Gender Inequality, Health & Livelihood became Water Security, Work & Technology became Worker Rights & Exploitation, Power & Corruption became Lobbying & External Groups, and Population & Migration became Migration & Refugees. The third block of the survey examines the BI changes based on either no stimulus or “The Wicked 7” stimuli with different Instagram-Posts. Next, PI questions based on BI are in line. As a fifth block, the CI is further analyzed based on the social media posts. Again, there is a short introduction text regarding KCC as a corporate firm of Kleenex. Thus, the PI for the whole corporation is checked as the next block. The last block of the survey gathers demographic data.

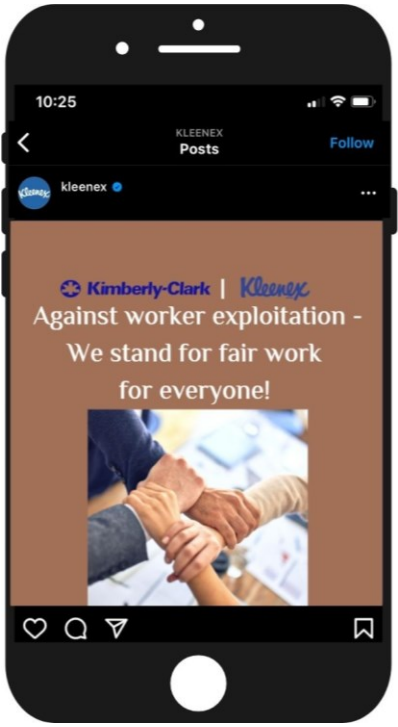
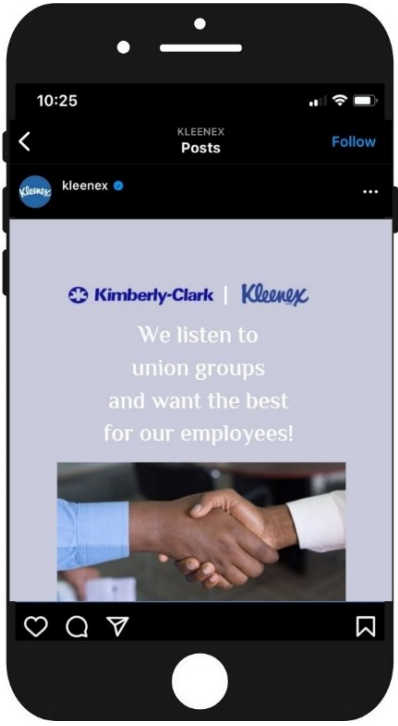
The survey consists of twelve multiple-choice questions using a Likert 7 Scale response. It was distributed through different social media channels. The data was collected from 11th until 18th November 2021 and contains the answers of 485 responses in total. Participants took approximately between three to four minutes on average to fill out the survey. Since not everyone completed the survey and some did not make it through the manipulation, only 310 responses are used in the final data analysis. An overview of the questions is collected in Appendix 3.

As a stimulus, one of the following pictures is seen at the beginning of the survey. These stimuli are explained in detail in Table 1, including each picture with the stimuli next to it. Additionally, to analyze the difference between BI and CI, the IE is shown once with only the brand logo (IE1) and once with both (IE2), corporate, and brand logos. Due to time, network, and word restriction, only the IE stimuli is shown with this difference. Details and inspiration for the stimuli have been taken from Appendix 1, which is mentioned in the literature review in the BA part:

Stimuli	Type of Stimuli	Detail of Stimuli
	<p>No Stimuli (NS)</p>	<p>No Stimuli to see the general perception of the product and the brand compared to the survey group with the stimuli.</p>
	<p>The Death of Nature (DoN)</p>	<p>Show the followers that they want to make the world better, including less water and air pollution.</p>

	<p>Inequality 1 (IE1)</p>	<p>Sharing information regarding the gender gap salary issue (with brand and corporate logo).</p>
	<p>Inequality 2 (IE2)</p>	<p>Sharing information regarding the gender gap salary issue (only with brand logo).</p>

	<p>Hate & Conflict (H&C)</p>	<p>Sharing their opinion regarding the Black-Lives-Matter movement.</p>
	<p>Health & Livelihood (H&L)</p>	<p>Showing support for a better global water supply.</p>

	<p>Work & Technology (W&T)</p>	<p>Sharing a statement regarding fair work for everyone.</p>
	<p>Power & Corruption (P&C)</p>	<p>Sharing information that they are working together with lobbying groups for better communication.</p>


	<p>Population & Migration (P&M)</p>	<p>Showing a statement regarding refugees and communicating everyone is the same.</p>
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Table 1: Stimuli Overview

In Table 2 below, the questions linked to BI, CI, and PI respectively, are listed. As a manipulation question, it has been asked if the stimuli show some sort of activism or not. It must be noted that the questions for PI are recorded for both – once after the BI and another time one after CI:

Subject	Questions
Brand Image	<ul style="list-style-type: none"> - The brand plays a leading role in the industry - This brands' image is differentiated from other brands - This brand is friendly
Corporate Image	<ul style="list-style-type: none"> - I think this corporation manages its business well - I think this corporation's work for the environment is good - I can trust the products of this corporation

Purchase Intention	<ul style="list-style-type: none"> - I will recommend this brand/the product of the corporation presented above to people around me - I want to purchase the products of the brand/ corporation presented above - I will consider purchasing the products of the brand/corporation presented for sure
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Table 2: Survey Questions

3.3.3 Construct Measurement

The construct measurement is further explained in this subchapter. Different theories from studies are used to solve the research question and understand what perception the respondents have based on the stimuli.

Framework	Measurement	Items	Scale	Reference	Cronbach α
IV	Brand Activism	Stimuli	n/a	(Sarkar & Kotler, 2020)	n/a
Mediator	Brand Image	3	Likert 7 Scale	(Aaker, 1991; Martinez & Chernatony, 2004)	0.887
Mediator	Corporate Image	3	Likert 7 Scale	(Brown & Dacin, 1997; Winters, 1986)	0.763
DV	Purchase Intention	3	Likert 7 Scale	(Fournier, 1998)	0.930

Table 3: Construct Measurement

As shown in Table 3 above, the construct measurement includes the following points. In general, the survey consists of a Likert 7 Scale. There are answer options ranging from 1 to 7, one meaning strongly agree and seven meaning strongly disagree.

It has been suggested to use a three-item scale to see the perceived BI, CI, and initial PI. For the BI, the theory of Aaker (1991) and Martinez & Chernatony (2004) are used to find out how the impact of the activism is. For CI, the theory of Brown & Dacin (1997) and Winters (1986) are fundamental to see how BA affects it. To fully understand how PI are affected generally, Fourniers (1998) theory is included in the measurement. Previous studies are used similar concepts with other stimuli instead of BA.

3.4 Operational Model

Figure 4 below shows the operational model based on the literature review in the last chapter and the Methodology in this chapter:

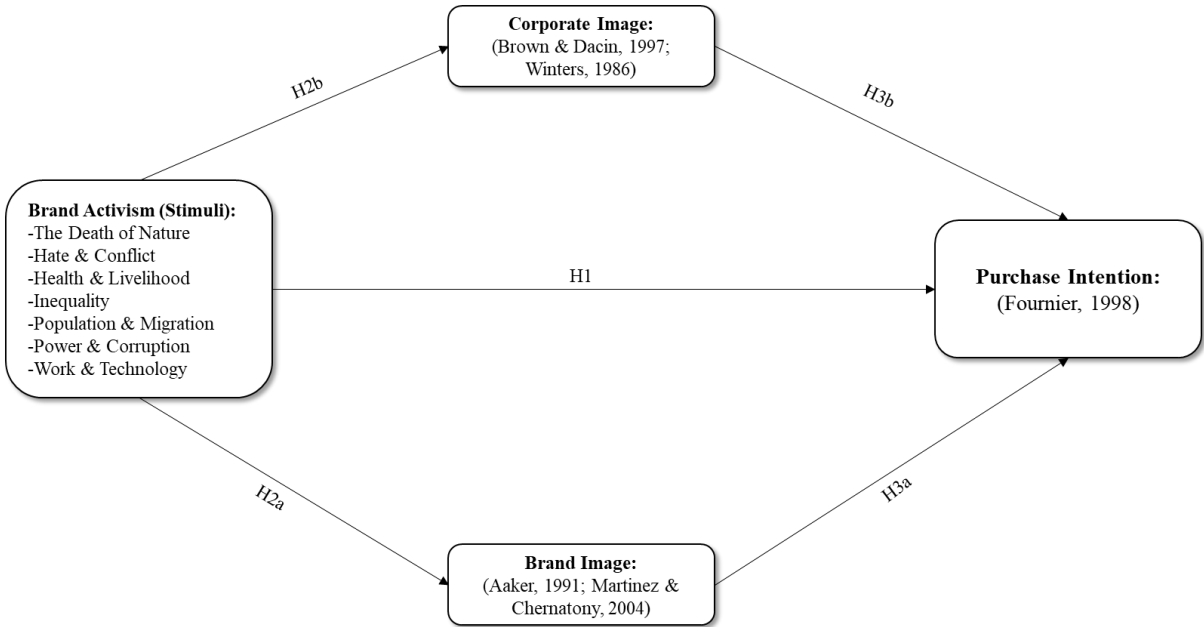


Figure 4: Operational Model

CHAPTER 4: RESULTS AND DISCUSSION

The following chapter introduces the results of the survey. First, the data preparation part is discussed. Next, the sample characterization is shown. Finally, the hypotheses are tested, and conclusions drawn based on the data findings. It must be noted that the data is based on a Likert 7 Scale from one (Totally Agree) to seven (Totally Disagree). Thus, the higher the number, the more negative the participants perceived each section.

4.1 Data-Preparation

A total of 485 participants responded to the survey. Out of these, 340 were accepted. Hence, the response rate was 70,1%, making it sufficiently designed (Saunders et al., 2008). While cleaning the data, 20 participants were excluded from the analysis since they had not bought any personal care products in the past six months. This was a prerequisite to ensure relevant answers. Another ten participants have not been included in the analyses due to non-completion of the survey. Moreover, an outlier's analysis by using the Mahalanobis Distance method was performed. Nevertheless, none of the data is perceived as insufficient.

Block 2 is divided into eight groups, group 0 being the one without stimuli whereas group one to seven with a particular stimulus, having two different groups 4.1 and 4.2 with the IE stimuli. Out of the eight stimuli, seven have been accepted. Group 6 has unfortunately not made it through the manipulation check since only a total of five people have passed the manipulation check. Although some have seen the manipulation correctly, none of the answers can be used for the analysis to ensure data reliability. Nevertheless, the other stimuli, as well as group 0, can be used for further analysis as most participants have answered the manipulation correctly. More detailed information is presented below in Table 4:

Part	Description	Total Participants	After Manipulation
1	Pre-Question	485	485
2	Group 0: NS	44	32
	Group 1: DoN	52	35
	Group 2: H&C	52	34
	Group 3: H&L	36	32
	Group 4.1: IE2	50	43
	Group 4.2: IE1	46	39

	Group 5: P&M	59	46
	Group 6: P&C	45	n/a
	Group 7: W&T	63	49
3	BIPI	465	310
4	CIPI	465	310
5	Demographics	485	310

Table 4: Distribution of Responses

4.2 Sample Characterization

A sample characterization is done to show the diverse sample received from the people who participated in the survey. Analyzing the respondents, 60.3% were female, 39% were male, and 0.6% identified non-binary. Looking at the age distribution, the respondents were <18 (0.6%), 18-24 (30%), 25-30 (51.9%), 31-40 (11.3%), 41-49 (3.2%), 50-59 (1.0%), 60-69 (1.6%) and above 70 (0.3%). Most of the respondents were from Switzerland (58.1%), some of the respondents were either from South Africa (10.6%), Portugal (6.1%), the United Kingdom (5.2%), or Germany (3.2%). Looking at the education level in detail, there is also some variability; most of the participants have a Bachelors' Degree (49%) or High School or equivalent (31.6%). 17.7% hold a Masters' Degree whereas 1.3% had lower than High School education and 0.3% have a Ph.D. Most of the respondents are employed (52.6%), some of them are students (21.9%), and some of them are student-workers (20.6%). 3.5% are unemployed, and 1.3% are retired. A detailed version of the frequencies can be seen in Appendix 4.1.

4.3 Measures Reliability

Although BI, CI as well as PI scales are conducted from previous articles and literature for the survey, it is found necessary to check the reliability regarding the current survey. The measurement is based on the guidelines of George & Mallery (2003). An overview is seen in Table 5. Further details are attached in Appendix 4.2. Generally, the reliability of BIPI (0.92) and CIPI (0.91) is perceived as excellent and have a superior level combined as PI (0.95). The BI (0.73) and CI (0.78) is perceived as Acceptable and can therefore be accepted for the survey. Thus, it is not needed to delete any of the constructs within the survey.

Construct	Cronbach α	Quality	No of Items
Purchase Intention Brand Image Measurement	0.92	Excellent	3
Purchase Intention Corporate Image Measurement	0.91	Excellent	3
Brand Image Measurement	0.73	Acceptable	3
Corporate Image Measurement	0.78	Acceptable	3

Table 5: Measure Reliability

4.4 Hypothesis Testing

In this part of the analysis chapter, the hypotheses of this thesis is analyzed to see if they can be accepted (see Appendix 4.4, 4.5, 4.6 and 4.7). A one-way ANOVA test is conducted, since it is an appropriate test for comparing scores between subjects with three or more levels/groups. Additionally, an analysis of variance to compare variability in scores between the groups (dependent and independent variable) with the variability within each group (due to chance) is performed. An F ratio is added to calculate variances between the groups. If an F ratio is large, it indicates more variability between groups due to the independent variable than within a group. A significant F test indicates that the null hypothesis can be rejected, making the population equal. However, it does not represent if the groups differ. Thus, a post-hoc test must be performed (Pallant, 2010). The results are listed in Appendix 4.4. More details on the scores and significance are detailed in the following chapters. Another assumption made for ANOVA is that the mixed models have followed a normal distribution. Nevertheless, ANOVA shows to be robust when the assumption of normality is violated (Hair et al., 2014). Yet, it should be taken with care when significant departs from normality. Thus, values for skewness and kurtosis should be considered as well. To analyze this, both values should maintain between -1 and 1 to indicate normality. As shown in Appendix 4.5, only kurtosis for BI exceeds this threshold, yet not substantially. Thus, no substantial numbers are deviating from normality.

Before conducting an ANOVA analysis, a Levene's test was performed to see if variances are homogeneous. As it can be seen in Appendix 4.6, all tests revealed similar variances ($p > 0.05$). Thus, the analysis can proceed safely.

4.4.1 Purchase Intention and Brand Activism

First, the descriptive divided into two, without stimuli and with all the stimuli, is analyzed. Appendix 4.7.1 and 4.7.2 show a detailed version of the descriptive statistics. One descriptive includes all the stimuli as one table, whereas another one does without the stimuli. The statistic with the stimuli has $n=278$, whereas the one without has $n=32$.

The mean of the answers for stimuli groups to the questions regarding PI (Row 4-6 and 10-12 in Appendix 4.7.1) ranged from 2.83 to 3.28 (SE=0.81-0.89) in BIPI and 2.85 to 3.26 (SE=0.78-0.86) in CIPI. The Standard Deviation also varies from 1.348 to 1.479 in BIPI and 1.303 to 1.433 in CIPI.

NS descriptive statistics are different (Row 4-6 and 10-12 in Appendix 4.7.2). The mean ranges from 3.53 to 4.00 (SE=0.27-0.29) in BIPI and 3.41 to 3.84 (SE=0.24-0.27) in CIPI. Standard Deviation, in this case, varies between 1.362 and 1.666 in BIPI and 1.343 and 1.526 in CIPI.

To have a better overview, Appendix 4.7.3 has been created. The answers for each sector are summarized as a mean. Firstly, the stimuli results are presented. The mean for BIPI is 3.04 (SE=0.078), CIPI 3.04 (SE=0.075) and PI 3.04 (SE=0.074). The Standard Deviation is 1.3 for BIPI and CIPI, 1.24 for PI. The results for the NS responses are the following: the mean for BIPI is 3.77 (SE=0.25), CIPI is 3.56 (SE=0.24), and PI is 3.67 (SE=0.24). The Standard Deviation is also BIPI 1.41, CIPI 1.35, and PI 1.34.

A more detailed descriptive is seen in Appendix 4.7.5. First, the NS results are shown. There, the highest mean score by BIPI is NS with 3.77, which would in the Likert Scale mean “Neither Agree or Disagree.” The same is true for CIPI; the NS group has 3.56, again seen as “Neither Agree or Disagree” in the Likert Scale. Combining both in PI, the NS group is again with 3.67 in the “Neither Agree or Disagree” scale.

Looking at the different stimuli, the lowest mean score in BIPI has W&T with 2.75, “Partly Agree” in the Likert Scale. The second is P&M (2.85), the third is IE1 (2.91), and the next is IE2 (2.98). Next, H&C with 3.20 and H&L with 3.33. Before, all the mentioned stimuli groups have ended up in BIPI as “Partly Agree.” The most minor effective stimuli is DoN. This has reached a mean of 3.51, which corresponds to “Neither Agree or Disagree” as well, just like the NS group. The CIPI means have resulted differently. Again, W&T has the lowest score with the stimuli, with 2.74. Second, P&M (2.86), third IE1 (2.87). Next are the IE2 (3.06), H&C (3.16), H&L (3.40), and DoN (3.46). All of them are on the Likert Scale “Neither Agree or Disagree.”

Since PI is the combination of BIPI and CIPI, a ranking has been created in Table 6 below for a better overview, including the mean and where the Likert Scale is:

Ranking	Group	Mean	Likert Scale
1	W&T	2.76	3 (Partly Agree)
2	P&M	2.84	3 (Partly Agree)
3	IE1	2.89	3 (Partly Agree)
4	IE2	3.02	3 (Partly Agree)
5	H&C	3.18	3 (Partly Agree)
6	H&L	3.37	3 (Partly Agree)
7	DoN	3.49	3 (Partly Agree)
8	NS	3.67	4 (Neither Agree or Disagree)

Table 6: Ranking Mean PI

As it can be observed, the mean and the Likert Scale are different as mentioned above. Additionally, an ANOVA (see Appendix 4.4) is conducted to analyze if the mean differences along with the groups are statistically significant. As it can be seen, BIPI ($F=2.815$, $p=0.007$), CIPI ($F=2.365$, $p=0.023$), and PI ($F=2.724$, $p=0.009$), have a $p < 0.05$ and can be perceived as statistically significant. Therefore, the following hypothesis based on the literature can be confirmed:

H1: Brand Activism will result in higher Purchase Intention than Non-Brand Activism

The PI of consumers is higher with BA than without. However, it also depends on the BA itself and is not excessively high. Looking at the 7 Likert Scale, some of the stimuli results the same as a mean, whereas others were better. Nevertheless, the best two stimuli (W&T and P&M) can be highlighted since it has also been responded as one point higher within the 7 Likert Scale, therefore progressive. The literature review has already mentioned that the right BA might affect a higher PI; this is seen here with the top three results with almost an entire point of difference. Based on the data, DoN has not been as effective as the others. Looking at the interview results, some participants have perceived it as greenwashing. Combining the theory with the interview answers and the survey results, this can be supposed as a result.

4.4.2 Brand Image

In Appendix 4.7.1 and 4.7.2, the BI (Row 1-3) is divided into each question, with or without stimuli. Participants who have received the stimuli have answered the BI questions with a mean between 2.41 to 3.21 (SE=0.068-0.084). Without the stimuli, the questions have responded to with a mean of 2.84 to 3.53 (SE=0.220-0.258). Combining the questions together for one BI mean as in Appendix 4.7.3, BI with stimuli are received as 2.80 (SE=0.060), whereas BI without the stimuli is perceived as 3.14. Looking at the Likert Scale, both would translate to “Partly Agree.”

To show the more detailed analysis of BI values, Appendix 4.7.5 can be referred to. Generally, based on the Likert Scale, the outcome of BI biased by all the stimuli’s translates to “Partly Agree” for all. However, some of them are perceived better based on the mean. In terms of BI, P&M (2.59) are perceived best. It is followed by W&T (2.67), IE1 (2.68), H&C (2.80), IE2 (2.86), WS (3.03), and DoN (3.08). The lowest rank is the NS (3.14) group again. Subsequently, looking at the ANOVA (see Appendix 4.4), the BI ($p=0.143$) is not significant since $p>0.05$. Thus, the following hypothesis based on the literature cannot be accepted:

H2a: Brand Activism will result in a more positive Brand Image than Non-Brand Activism

The BI is a little better with the stimuli. Nevertheless, looking at it in detail, there is no immense difference between the stimuli and NS. Additionally, based on the Likert Scale, all are on “Partly Agree” based on the mean. Plus, the significance has not been accepted. As previously mentioned in the literature review, it can be supposed since the effect might be caused due to not suitable BA to the brand itself. This might be explained by a lack of emotional context towards the products.

4.4.3 Corporate Image

Appendices 4.7.1 and 4.7.2 (Row 7-9) show the result for CI. The mean for participants who see the stimuli is between 2.77 and 3.39 (SE=0.070-0.082) for the CI questions. In comparison, without stimuli is 2.78 and 3.97 (SE= 0.222-0.250). The mean of these statistics are profound with the following (see Appendix 4.7.3); the stimuli participants have a mean of 2.99 (SE=0.063) for the CI, whereas without the stimuli 3.25 (SE=0.209).

In a detailed analysis based on Appendix 4.7.5, the different stimuli have a different effect on CI. The most positive stimuli are W&T with 2.78, followed by IE1 (2.82), IE2 (2.90), P&M (2.96), H&C (3.05), WS (3.24). Interestingly, DoN (3.31) has a higher mean score than NS

(3.25) group. Thus, this stimuli is perceived as more negative. Also, looking at the ANOVA (see Appendix 4.4), CI ($p=0.197$) is not significant since $p>0.05$. Therefore, the following hypothesis based on the literature cannot be accepted:

H2b: Brand Activism will result in a more positive Corporate Image than Non-Brand Activism

Although all groups correspond to “Partly Agree” on the Likert Scale, DoN is more negatively perceived than the NS group. Thus, not all stimuli are perceived positively based on H2b. Moreover, the data is not significant. All of this might be found on the previously mentioned fact that the wrong BA might be non- or negatively effective on CI, or even also regressive. It can be supposed that it might be difficult to achieve, since there is no emotional aspect present in the product.

4.4.4 Comparison Brand and Corporate Image

To compare BI and CI in more detail, the Inequality Stimuli is split into two, one with only one logo (Kleenex) as IE1 and one with two logos (Kleenex and KCC logo, as the rest of the stimuli pictures) as IE2. The Inequality post is used as most of the interview participants preferred this post the most. More details regarding the pictures can be seen in Appendix 2. As an overview, the following Table 7 shows the with the initial means based on Appendix 4.7.4.

	BI	CI	BIPI	CIPI	PI
IE1	2.68	2.82	2.91	2.87	2.89
IE2	2.86	2.90	2.98	3.06	3.02

Table 7: Overview IE1 and IE2

Based on Appendix 4.7.4, all numbers are significant since $p<0.05$. As it can be seen, BI is perceived slightly better in IE1 (2.68) than in IE2 (2.86), although both have the logo of the brand on the post. Also, for CI (IE1=2.82, IE2=2.90), IE1 achieves a better score. However, the difference is smaller. The same is true for BIPI (IE1=2.91, IE2=2.98), CIPI (IE1=2.87, IE2=3.06), and PI, IE1 (2.89) is perceived slightly better than IE2 (3.02). Thus, based on the survey, having one logo might be perceived better than having both logos. Therefore, based on these findings, it would not be essential to put both logos on each post. Nevertheless, other posts

needs to be looked at in more detail as well. Interestingly, most of the participants in the semi-structured interviews preferred both logos on the picture.

4.4.5 Brand Image and Purchase Intention

In this subchapter of the dissertation, the relationship between BI and BIPI is analyzed. Table 8 shows the means of both BI and BIPI. It is based on Appendix 4.7.5. All sections are compared and, the difference is calculated between BI and BIPI.

Group	Mean BI	Mean BIPI	Difference	Likert Ranking	Accepted
IE1	2.68	2.91	+0.23	3 → 3	Yes
IE2	2.86	2.98	+0.12	3 → 3	Yes
H&C	2.80	3.20	+0.40	3 → 3	Yes
P&M	2.59	2.85	+0.26	3 → 3	Yes
DoN	3.08	3.51	+0.43	3 → 4	Yes
H&L	3.03	3.33	+0.30	3 → 3	Yes
W&T	2.67	2.75	+0.08	3 → 3	Yes
NS	3.14	3.77	<u>+0.63</u>	3 → 4	

Table 8: Comparison BI and BIPI

Although the BIPI is lower in all the sections after BI, the difference between BI and BIPI within the stimuli (+0.08 – +0.43) is less than the NS group (+0.63). Additionally, as shown in Appendix 4.7.6, all results are $p < 0.05$ and therefore significant. Thus, the following hypothesis based on the literature can be accepted:

H3a: Higher Brand Image will result in a higher Purchase Intention than lower Brand Image

It must be noted that generally, BIPI scores less than the perceived BI. However, the higher and better the BI, the better the BIPI.

4.4.6 Corporate Image and Purchase Intention

Also in this subchapter of the dissertation, the relationship between CI and CIPI is analyzed. Table 9 shows the means of CI and CIPI. It is based on Appendix 4.7.5. All groups were compared and the difference was calculated between CI and CIPI.

Group	Mean CI	Mean CIPI	Difference	Likert Ranking	Accepted
IE1	2.82	2.87	+0.05	3 → 3	Yes
IE2	2.90	3.06	+0.16	3 → 3	Yes
H&C	3.05	3.16	+0.11	3 → 3	Yes
P&M	2.96	2.83	-0.13	3 → 3	Yes
DoN	3.31	3.46	+0.15	3 → 3	Yes
H&L	3.24	3.40	+0.16	3 → 3	Yes
W&T	2.78	2.74	-0.04	3 → 3	Yes
NS	3.25	3.56	<u>+0.31</u>	3 → 4	

Table 9: Comparison CI and CIPI

As it can be observed, all the stimuli groups are either less negatively perceived (+0.05 - +0.16) by the participants or better perceived (-0.04 - -0.13) in CIPI than NS (+0.31). Moreover, in Appendix 4.7.7 all the results are $p < 0.05$ which means that the results are significant. Thus, the following hypothesis based on the literature can be accepted:

H3b: Higher Corporate Image will result in a higher Purchase Intention than lower Corporate Image

Nevertheless, looking at the Likert Scale, the differences are not immense regarding perception in general. Yet, it is more negative for the NS, going down from “Partly Agree” to “Neither Agree or Disagree” as shown in Table 9 above.

4.5 Full Model Hypothesis Testing

In this subchapter, the matrix procedure by Hayes PROCESS model 4 is conducted. Further analysis can be seen in Appendix 4.8. It is analyzed and explained based on the data (Hayes, 2013). The hypothesis is tested again based on this process.

To begin with, it can be said that the general model is statistically significant based on the Estimated Model Coefficient ($F(1;306) = 177.9878; p < 0.0001$) (see Figure 5 and Appendix 4.8). The independent variable BA explains 63.57% ($R\text{-Square} = 0.6357$) of the variance in the PI of utilitarian products.

All of the survey versions are compared with each other. There is no significance between BA and BI and CI. However, the rest of the results correlate, and all of the results are normally

distributed. Additionally, as shown in Appendix 4.6, there is no homogeneity between the results.

The coefficient between BA and PI is 0.3095 with a $p < 0.05$. This implies that increasing BA on average increases 0.3095 in PI of utilitarian products. Thus, the null hypothesis that BA will not result in higher PI than the NS group can be rejected. As already mentioned, H1 can be accepted.

BA and BI have a coefficient of 0.3381 with a $p < 0.1$, which corresponds to an increase of BA by one, it increases PI on average by 0.3381. Although $p < 0.1$, it is $p > 0.05$. Thus, it is not significant. Therefore, the null hypothesis that BA will not result more positively in BI than the NS group can be accepted.

Looking at BA and CI, they have a coefficient of 0.2644 with a $p > 0.05$, which can translate to an increase of one BA, leading to an increase of 0.2644 PI on average. However, the significance value is much higher with 0.1851, meaning $p > 0.05$. Thus, the null hypothesis that BA will not result more positively in CI than NS group can be accepted.

The coefficient between BI and PI can be explained as follows; if BI increases, PI will increase by 0.5229 on average with a $p < 0.0001$. Therefore, the null hypothesis that higher BI will not result in a higher PI can be rejected, and H3a can be accepted.

As the last step, the relationship between CI and PI is explained. As it can be seen, the coefficient is based on that if CI increases, PI increases by 0.5259 with a $p < 0.0001$. In this case, the null hypothesis that a higher CI will not result in a higher PI can be rejected, and H3b can be accepted.

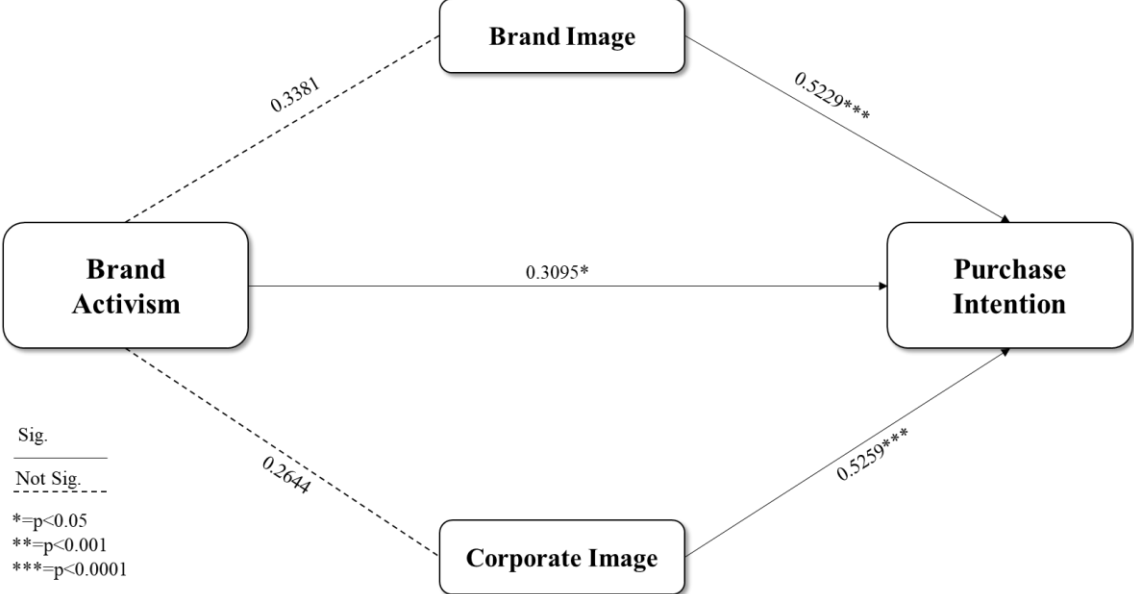


Figure 5: Statistical Model - Estimated Model Coefficients

4.6 Further Findings

As seen in the results of the data analysis, DoN is the least attractive BA within each stimulus with mean scores accounting to BI 3.08, CI 3.31, BIPI 3.51, CIPI 3.46, and PI 3.44. It was either the least attractive stimuli or even less appealing than NS and therefore, the least attractive factor, which is the case for the CI. Nevertheless, it must be mentioned that BI and CI are not significant. Yet, the slight repulsion can be supposed from the wrong BA regarding the brand. Two participants in the interviews made statements that they did not fully believe the statement of a green environment and perceived it as greenwashing, which may explain this finding. As already mentioned in Chapter 2, having the wrong BA for the wrong company can backlash. Nevertheless, it did not fully backlash; it was just the least attractive in all the terms. Yet, this can be supposed as an additional finding.

CHAPTER 5: CONCLUSIONS AND LIMITATIONS

This final part of the dissertation summarizes its findings and conclusions. The results are compared with the literature. Additionally, some implications regarding academic and managerial perspectives are added. Finally, limitations and further research are identified and discussed.

5.1 Main Findings & Conclusions

BA is an increasingly upcoming topic in academic and business context, with different kinds of societal issues being addressed. Looking back at the main research question,

The Effect of Brand Activism on Purchase Intention. What Impact Do Mediators Brand Image And Corporate Image Have?

it can be concluded that BA has an effect on the PI of utilitarian products. However, the subsequent research questions (RQ 1-3) need to be discussed more distinctively below to understand if there is an impact on BI and CI.

5.1.1 Purchase Intention

Generally, all the introduced stimuli's were able to achieve a higher PI compared to the NS group. As mentioned in the literature review, people react positively towards the various statements of firms and brands concerning activism. Although some of the stimuli are perceived less positively than others (e.g. DoN), they all eventually impacted the PI more positively than NS. Therefore, the following RQ

RQ 1: How do customers change their Purchase Intention through Brand Activism?

can be answered with a positive impact. Nevertheless, the right stimuli must be found for the right brand in order to achieve the best result. This was mentioned in the literature and can be therefore confirmed for utilitarian products specifically as well.

5.1.2 Brand Image

To conclude the results in regards to BI, it can be said that the utilitarian product were perceived slightly more positively when looking at the mean value. However, the results were not significant, and therefore, the following RQ

RQ 2a: How does the Brand Image change through Brand Activism?

can be answered as follows: the product received a slightly better BI but this was not seen as significant. Different reasons could be assumed why it has not been significant. One possible explanation could be the use of such as wrong imaging of the stimuli towards the utilitarian product based on the literature review with a non-emotional utilitarian product. However, this hypothesis cannot be confirmed and is subject to further studies.

5.1.3 Corporate Image

The same conclusion can be drawn in regards to the CI. All the stimuli were perceived slightly better, except for DoN, which has been perceived worse after BA. Nevertheless, these results were also not significant. Therefore, the following RQ

RQ 2b: How does the Corporate Image change through Brand Activism?

can be answered as follows: there is a slight improvement in CI after BA yet the results were not significant. Again, multiple reasons could be considered for this outcome, such as wrong imaging of CI for a non-emotional utilitarian product, as suggested by the literature review. Yet this assumption cannot be confirmed as part of this thesis.

5.1.4 Brand Image and Purchase Intention

Concluding the connection between BI and PI, having a better BI leads to a positive outcome of PI in comparison between the groups. Therefore, the RQ

RQ 3a: What is the link between Brand Image and Purchase Intention?

can be answered as the following; the better the BI, the more positive is the outcome of the PI. This can be explained based on the literature review, where a higher BI indicates a better PI. Thus, based on the theory, this connection can be confirmed for utilitarian products as well.

5.1.5 Corporate Image and Purchase Intention

Summarizing the relationship between CI and PI, it can also be said that having a better CI leads to a better outcome of PI. Hence, the RQ

RQ 3b: What is the link between Corporate Image and Purchase Intention?

can be answered by saying that; the better the CI is, the better the PI is as well. Also, this can be explained based on the literature review, where a better CI eventually leads to a better PI. Consequently, this dissertation confirms the theory for utilitarian products.

5.2 Implications

The managerial and academic implications of this dissertation's results is explained in the following part.

5.2.1 Managerial Implications

BA remain a topic with growing significance in the upcoming years. The more brands speak up, the more they are also expected to do so (Sarkar & Kotler, 2020). Thus, brands and corporations are going to share their opinions – even more in the future. Although customers do not have a high level of emotional connection to utilitarian products, this dissertation showed that it is still an important factor in increasing PI. The study contributes relevant insights to how BA can influence actual products and brands that do not have a strong emotional connection to consumers. Managers may use this information to develop an advantageous social media strategy regarding different global issues. Also, as seen in this dissertation, it leads to a higher PI which is positively perceived for the whole company. More specifically, this dissertation can be used by Kleenex and KCC for further development of their online activism. It also shows the importance of using a fitting or correct stimuli. Based on the results, KCC and specifically Kleenex can use this to develop a strategy using BA with Work & Technology and Population & Migration, as seen in the results since those were the most positively perceived ones.

Having the right BA leads to higher PI. Also, brands and corporations need to understand the importance of their image. It shows based on this dissertation again that a higher BI and/or CI leads to a higher PI. Having the right image is generally profitable for companies. Companies should incorporate engaging in BA and try to make their customers aware since this leads to higher PI, if employed correctly. This dissertation shows that it can also help products and

services with less emotional connection, such as tissues. Thus, it is helpful for different kinds of businesses, no matter the size of the company.

5.2.2 Academic Implications

There is not a lot of information regarding BA in theory. Thus, this dissertation can improve the understanding of the subject. Additionally, it shows that also BA needs the proper way of application for firms to increase the impact on PI. Furthermore, the primary research about the activism-related subject is done with hedonic products instead of utilitarian products. Therefore, this thesis adds more context for product categories outside of hedonic ones.

However, looking at the BI, CI, and BA, there is not a significant of relationship between these subjects based on this dissertation. This can be added into theories as another finding, yet must be looked into more detailed. Nevertheless, it shows that also BI and CI have a connection to the PI, which approves the theory.

5.3 Limitations and Further Research

In this part of the dissertation, limitations and opportunities for future research are shown.

5.3.1 Limitations

One of the limitations is that this study was conducted with participants worldwide. Thus, it may include a variety of different opinions around the world on different issues. Also, this study did not explore generational differences in regards to BA. There were a lot of younger participants who took part in this survey who are either students or young professionals, which puts a strong focus on opinions on this age group.

Another limitation is that one of the stimuli (P&C) was not accepted by the manipulation check. Thus, it was not included in this study. Also, although there was a result for the BI and CI relationship with BA, it was not significant.

Moreover, the survey was not online for more than a week due to time restrictions. To receive a more precise answer, the survey could have been conducted for a longer period of time. Generally, since this is a master dissertation, there is a certain monetary and time restriction, and thus, the reader should be aware of this. Also, it was made with a mostly known brand, Kleenex. Thus, if all the limitations are considered, there is room for improvement.

5.3.2 Further Research

Firstly, further research could be a study conducted for each one of “The Wicked 7” and how these may affect the PI in more detail. Additionally, a comparison between hedonic and utilitarian products can be made to understand the difference in PI between the two product categories. Other utilitarian products could be included to see if the results are different for other products. The willingness to pay could be added as an additional moderator to study how much this would affect the decision.

One other possibility is to specifically do this study in one country. There, the different age groups could be studied as well. Other focus groups and interviews could be made to investigate the difference in BA perception within generational groups.

Another way to look further into this subject is to investigate the topics using a combination of different organizations (for instance environmental NGO’s) on the posts based on the interviews. There, the other kinds of logos from the organizations could be included and studied. This could be combined with the studies of every single country since organizations can change.

IE1 and IE2 looked at the difference between BI and CI. As it can be seen, the results suggest that it is not particularly necessary to put both logos on the post to reach a better CI. Yet, this has only been tested for one stimulus. Therefore, this can be further reviewed with other situations to understand the impact of and on BI and CI with the presence of both the brand and the company.

DoN was the least attractive stimuli compared to the rest. Thus, further studies on why this stimulus was perceived differently could be made. Generally, further analysis can be made by looking at regressive BA that can influence PI. As another possible future research, it might be helpful to get more precise answers by presenting a fictional brand instead of a known brand and corporation. A study towards BI or CI relationship with BA could be developed for further research. Since the results in this study was not significant, they could be looked at in more detail.

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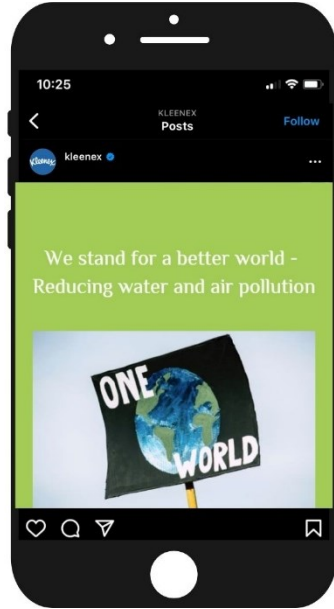
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Appendix 2 – Interview

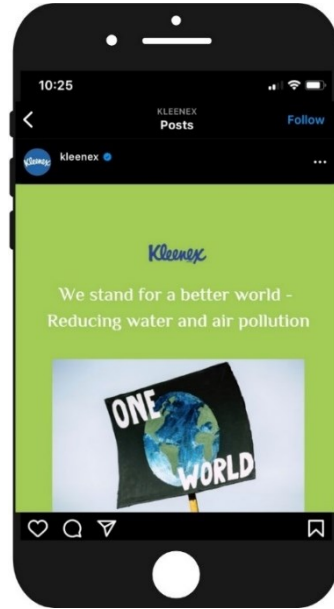
List of Participants

Sex	Nationalities	Ages
9x Female 7x Male	Swiss, Turkish, Italian, Serbian, Portuguese	Between 24 and 61

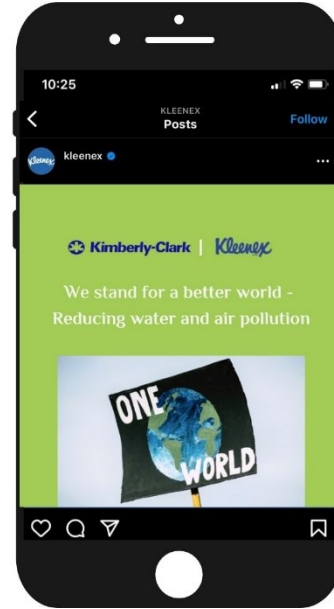
Part 1



Picture 1



Picture 2



Picture 3

What do you think about these images 1-3?

All participants understood the main message – it is a post from Kleenex about less air and water pollution. Most think it is a simple and strong statement for a more environmentally friendly world.

What is the difference between them?

All participants saw the difference between the logos and fonts. Some of the participants knew KCC, others did not.

What does this picture tell you?

The participants perceived the picture as an environmental movement and were also highly aware of Kleenex as a brand, partly also of KCC.

Where would you see this picture (internet, social media, etc.)? Be specific.

All the participants agreed that they would see this post on social media, specifically on Instagram. Some also mentioned that they could imagine it somewhere else as well, such as Twitter or Facebook. Also, some mentioned that the post (without the frame of Instagram) could be used at the end of an advertisement as well to show their activism.

Would you change something? What would you change?

Most people did not want to change a lot since the message and main point was understood. However, some participants were not sure regarding the design of the post (did not like the green on the background, etc.). One participant was suggesting adding an organization who is also working on this issue to support the credibility. Another participant wanted to see additionally if they are really doing something, suggesting adding some information about how they want to fight against air and water pollution. They did not fully believe that the organization stands behind it and wanted more proof. They saw this post more as greenwashing.

Which one do you prefer? (From 1-3) And why?

Most of the participants preferred picture 3 since both, KCC and Kleenex are there – mainly to see that the whole group is concerned about the issue. Two liked picture one more to make it less like greenwashing.

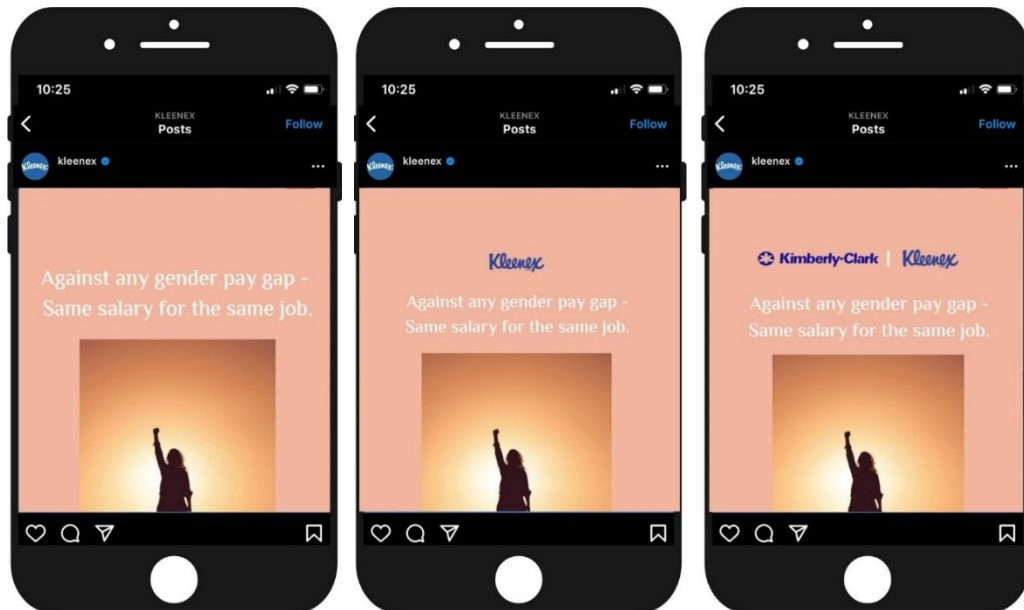
Focusing this statement to one category, which one would you take? (Hate & Conflict / Work & Technology / Inequality / Power & Corruption / Population & Migration/ Health & Livelihood / The Death of Nature)

All of the participants have fit the statement to “The Death of Nature.”

Summary

The main message was understood in all the pictures and thus, can be used as a Stimuli. Picture 3 was preferred by most of the people; thus, this will be used for the survey.

Part 2



Picture 1

Picture 2

Picture 3

What do you think about these images 1-3?

All participants understood the main message – it is a post from Kleenex gender pay gap equality. Most think it is a simple and strong statement for equality. However, most of the participants did not like the background color said it did not fit the picture and the statement at all. Most of them suggested purple since this stand for equality.

What is the difference between them?

All participants saw the difference with the logos and font. Some of the participants knew KCC, others did not.

What does this picture tell you?

All the participants understood the main message as it being for equality and against the gender pay gap. They were highly aware of Kleenex and KCC.

Where would you see this picture (internet, social media, etc.)? Be specific.

All the participants perceived it as a social media post, specifically on Instagram (either seeing it on their news feed or exploring page). They said they could also see it on other social media channels. Interestingly, some of the participants said they may would see it on job fairs as a picture too to show how they stand regarding this issue.

Would you change something? What would you change?

As mentioned before, some people liked the picture as it is. However, most of the people suggested a different background color and picture since it would suit more the issue. They have suggested purple. As a picture, they would like to see all genders at once instead of only one female on the picture.

Which one do you prefer? (From 1-3) And why?

Most of the participants preferred picture 3 since both, KCC and Kleenex are there – mainly to see that the whole group is concerned about the issue.

(Hate & Conflict / Work & Technology / Inequality / Power & Corruption / Population & Migration/ Health & Livelihood / The Death of Nature)

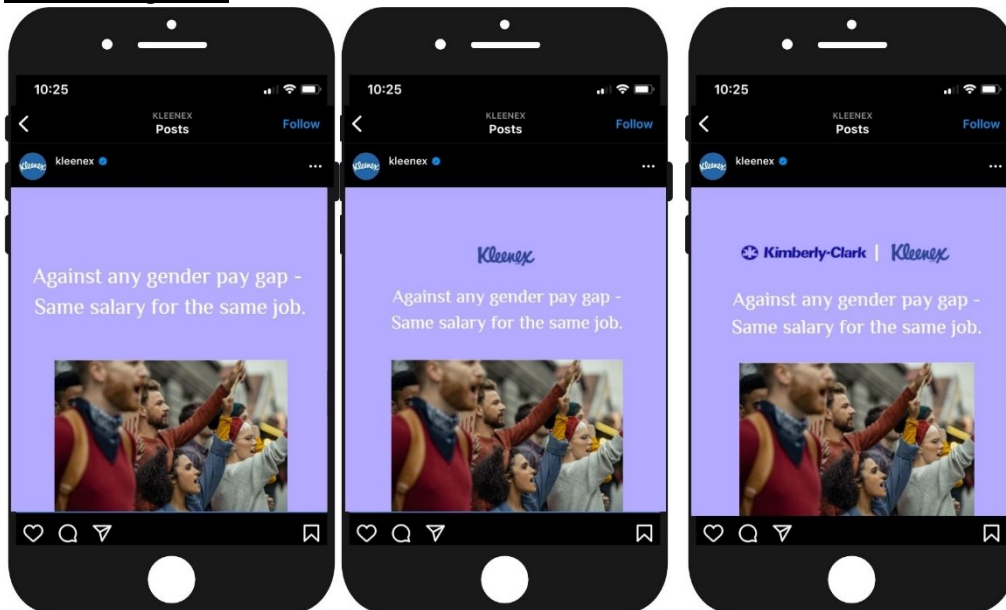
All of the participants have fit the statement to Inequality.

Summary

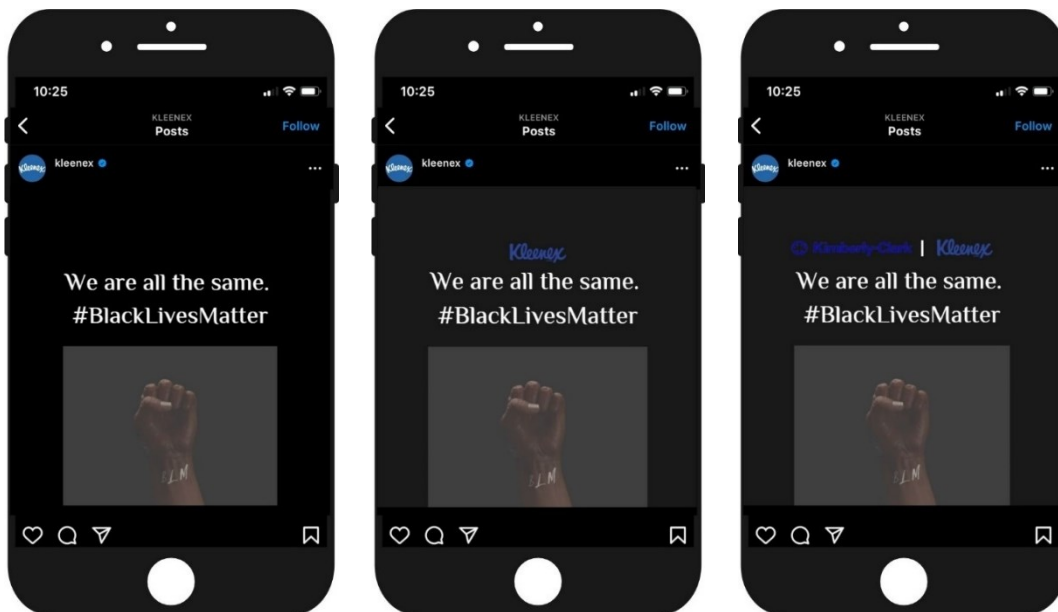
The main message within the picture was understood. Since a few people did not like the design and thought the message and the design of the picture does not fit, another post has been prepared. This post has been shown to

the participants again and agreed to continue with this one. The new post can be seen below and will be used for the survey since the stimuli has been accepted (Picture 3 again).

New stimuli/picture



Part 3



Picture 1

Picture 2

Picture 3

<p><u>What do you think about these images 1-3?</u> All participants understood the main message – it is a post from Kleenex about the “Black Lives Matter”- movement. Most think it is a strong and simple statement.</p>
<p><u>What is the difference between them?</u> All participants saw the difference with the logos and fonts.</p>
<p><u>What does this picture tell you?</u> All the participants understood the message that the post is from Kleenex against any kind of oppression of people of color and stand against the system that suppresses them, in this case the Black Lives Matter movement.</p>

Where would you see this picture (internet, social media, etc.)? Be specific.

All the participants perceived it as a social media post, specifically on Instagram (either seeing it on their news feed or exploring page). They said they could also see it on other social media channels.

Would you change something? What would you change?

All the participants agreed to not change anything on the post and liked it as it is.

Which one do you prefer? (From 1-3) And why?

Some participants liked the third post since it shows again both the corporation and the brand. Some others liked the first picture the most in this case since it has been a strong message and feel like it does not need both the logos on it. They felt like it distracts from the cause and makes it look like whitewashing for better publicity gains.

(Hate & Conflict / Work & Technology / Inequality / Power & Corruption / Population & Migration/ Health & Livelihood / The Death of Nature)

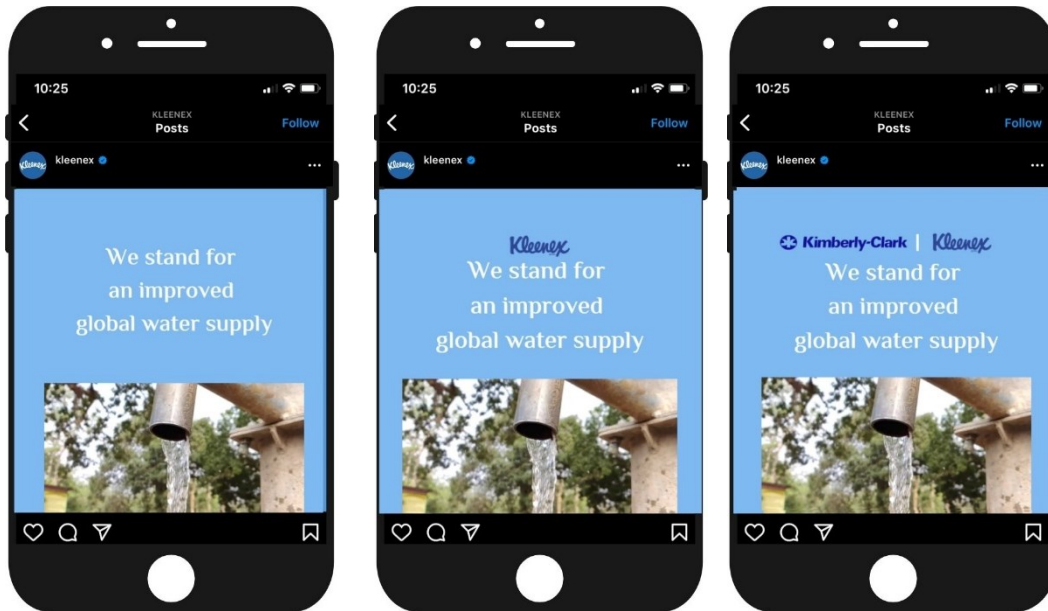
All of the participants have fit the statement to Hate & Conflict.

Summary

The main message was understood in all the pictures and thus, can be used as a Stimuli.

Picture 1 and 3 was liked by most of the people.

Part 4



Picture 1

Picture 2

Picture 3

What do you think about these images 1-3?

All participants understood the main message – it is a post from Kleenex about improved global water supply. Most think it is a simple and strong statement for better water supply. Participants also really liked the picture on the post.

What is the difference between them?

All participants saw the difference with the logos and fonts.

What does this picture tell you?

All the participants understood the message that the post is from Kleenex for an improved global water supply and strives for improved global water supply.

Where would you see this picture (internet, social media, etc.)? Be specific.

All the participants perceived it as a social media post, specifically on Instagram (either seeing it on their news feed or exploring page). They said they could also see it on other social media channels.

Would you change something? What would you change?

All the participants agreed to not change anything on the post and liked it as it is.

Which one do you prefer? (From 1-3) And why?

Most of the participants preferred picture 3 since both, KCC and Kleenex are there – mainly to see that the whole group is concerned about the issue.

Focusing this statement to one category, which one would you take? (The Death of Nature/ Inequality / Hate & Conflict / Health & Livelihood / Work & Technology / Power & Corruption / Population & Migration)

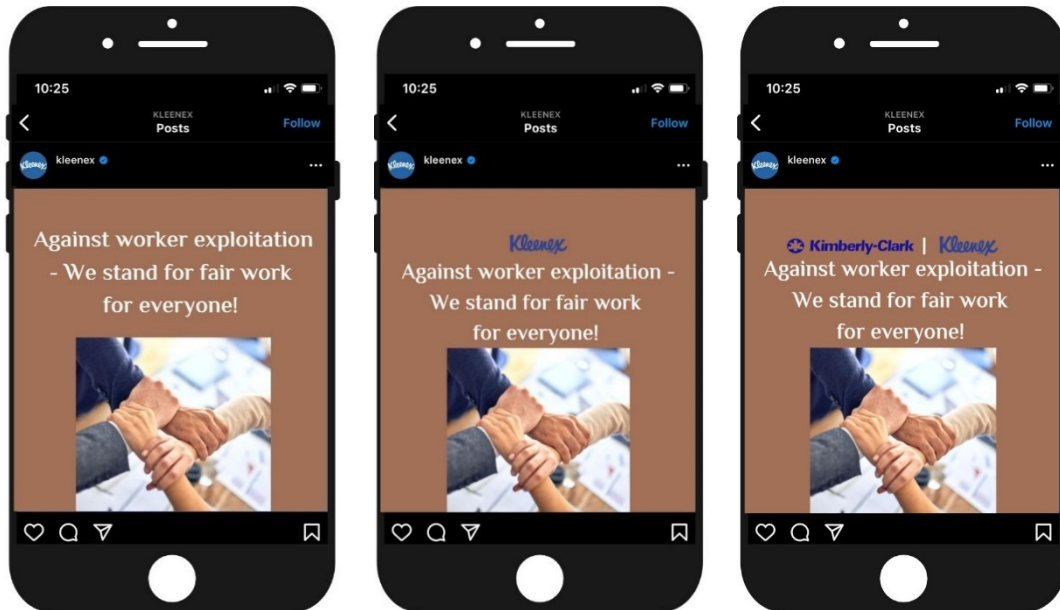
All of the participants have fit the statement to Health & Livelihood.

Summary

The main message was understood in all the pictures and thus, can be used as a Stimuli.

Picture 3 was preferred by most of the people since they would like to have both logos on the picture.

Part 5



Picture 1

Picture 2

Picture 3

What do you think about these images 1-3?

All participants understood the main message – it is a post from Kleenex against worker exploitation. Most think it is a simple and strong statement. Some participants liked the picture whereas a few did not like the picture and would prefer a local picture from Kleenex instead. However, all the participants liked the design and the color on the post.

What is the difference between them?

All participants saw the difference with the logos and fonts.

What does this picture tell you?

All the participants understood the message that the post is from Kleenex for less worker exploitation. They included words such as fair work for everyone, unity, fairness for every kind of people.

Where would you see this picture (internet, social media, etc.)? Be specific.

All the participants perceived it as a social media post, specifically on Instagram (either seeing it on their news feed or exploring page). They said they could also see it on other social media channels such as Twitter, Facebook or also LinkedIn. Some participants mentioned that they could see it on their career page.

Would you change something? What would you change?

All the participants agreed to not change anything on the post and liked it as it is. One person mentioned that it would have been good to mention a project they are currently doing against exploitation.

Which one do you prefer? (From 1-3) And why?

Most of the participants preferred picture 3 since both, KCC and Kleenex are there – mainly to see that the whole group is concerned about the issue. Two liked number one more to focus more on the issue than the brand.

Focusing this statement to one category, which one would you take? (*The Death of Nature/ Inequality / Hate & Conflict / Health & Livelihood / Work & Technology / Power & Corruption / Population & Migration*)

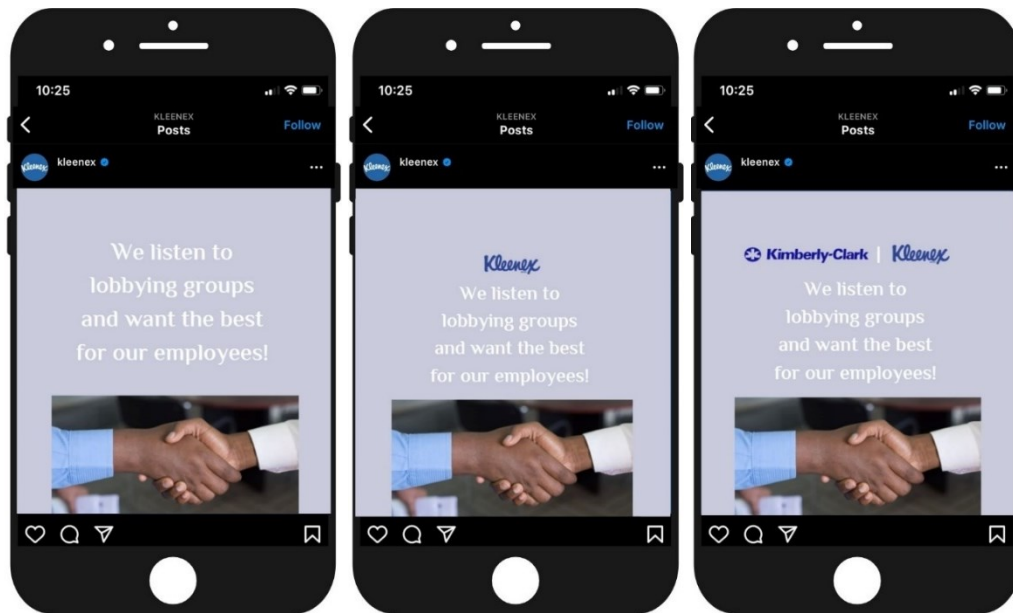
Most of the participants have fit the statement to Work & Technology. One thought it could be Power & Corruption.

Summary

The main message was understood in all the pictures and thus, can be used as a Stimuli.

Picture 3 was preferred by most of the people since they would like to have both logos on the picture.

Part 6



Picture 1

Picture 2

Picture 3

What do you think about these images 1-3?

All participants understood the main message – it is a post from Kleenex to work with other groups outside for better work. However, some were not happy with wording of the post.

What is the difference between them?

All participants saw the difference with the logos and fonts.

What does this picture tell you?

Most of the people perceived the post as Kleenex is considering the concerns of their employees and adjust the conditions to the statements of the employees. Some perceive the post as the company listens to other stakeholders and their employees to change something within the work environment. They perceive it as an open communication between the parties.

Where would you see this picture (internet, social media, etc.)? Be specific.

All the participants perceived it as a social media post, specifically on Instagram (either seeing it on their news feed or exploring page). They said they could also see it on other social media channels such as Twitter, Facebook or also LinkedIn.

Would you change something? What would you change?

Some participants liked the post as it was. However, a few did not like the wording at all. Although they were getting the message, they perceived especially the wording lobbying as something negative and would not see it as something positive on a post – comparing to the other posts.

Which one do you prefer? (From 1-3) And why?

Most of the participants preferred picture 3 since both, KCC and Kleenex are there – mainly to see that the whole group is concerned about the issue.

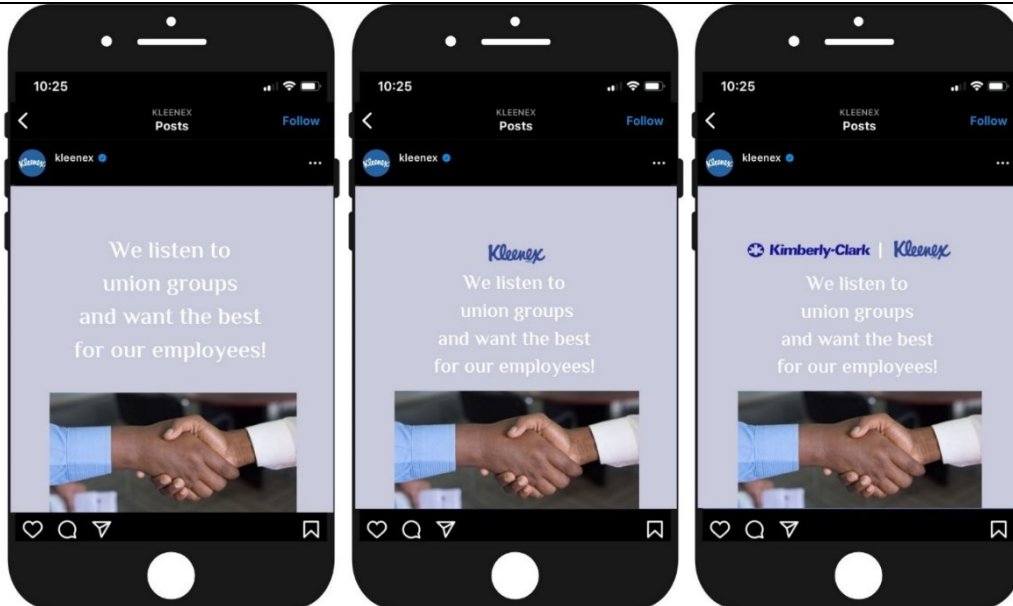
Focusing this statement to one category, which one would you take? (*The Death of Nature/ Inequality / Hate & Conflict / Health & Livelihood / Work & Technology / Power & Corruption / Population &*

Migration)

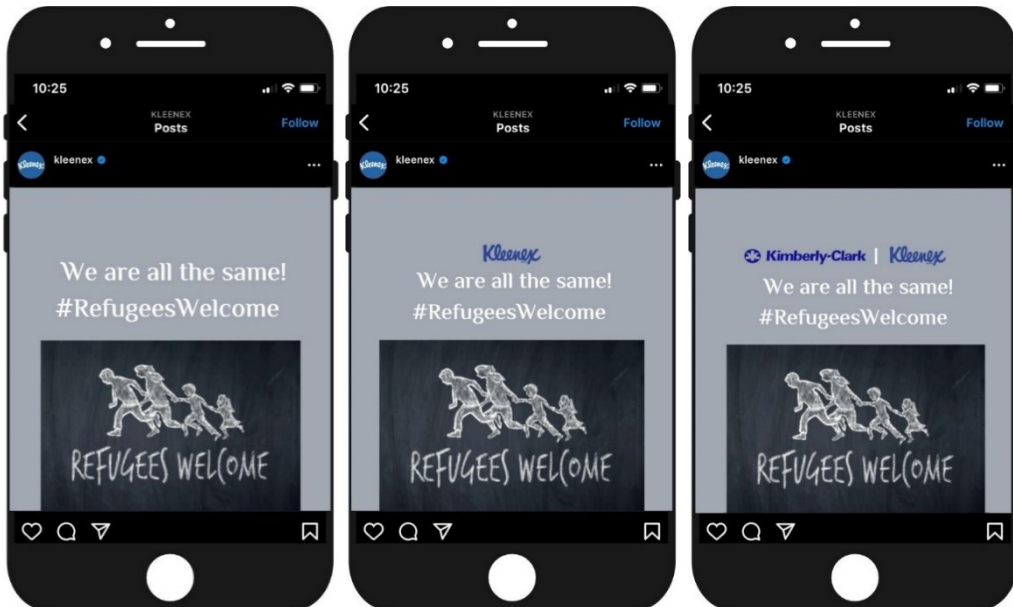
Most of the participants have fit the statement to Power & Corruption. One person thought it could be Work & Technology.

Summary

The main message within the picture was understood. Since a few people did not like the wording and thought the message and the design of the picture does not fit, another post has been prepared. This post has been shown to the participants again and agreed to continue with this one. The new post can be seen below and will be used for the survey since the stimuli has been accepted (Picture 3).



Part 7



Picture 1

Picture 2

Picture 3

What do you think about these images 1-3?

All participants understood the main message – it is a post from Kleenex regarding the refugee issue. Some people really liked the design whereas others thought the design was ok.

What is the difference between them?

All participants saw the difference with the logos and fonts.

What does this picture tell you?

All the participants understood the message that the post is from Kleenex as supporting the refugee issue. They perceived as pro-refugee and against exclusion of these people.

Where would you see this picture (internet, social media, etc.)? Be specific.

All the participants perceived it as a social media post, specifically on Instagram (either seeing it on their news feed or exploring page). They said they could also see it on other social media channels such as Twitter, Facebook or also LinkedIn.

Would you change something? What would you change?

All the participants liked the post as it was and wouldn't change anything, they like the wording and the picture. One participant did not like the picture but would not change it and thinks its ok like this.

Which one do you prefer? (From 1-3) And why?

All the participants liked pic 3 the most.

Focusing this statement to one category, which one would you take? (*The Death of Nature/ Inequality / Hate & Conflict / Health & Livelihood / Work & Technology / Power & Corruption / Population & Migration*)

All of the participants have fit the statement to Power & Corruption. One said it could also be seen as inequality.

Summary

The main message was understood in all the pictures and thus, can be used as a Stimuli.

Picture 3 was preferred by most of the people since they would like to have both logos on the picture.

Appendix 3 – Survey

Introduction:

Dear Participants

Thank you for participating in my survey for my Master Thesis. My name is Yasin Sevic, and I am a student at Catolica Lisbon School of Business and Economics. This survey will last around 3 minutes. All answers are anonymous and used for the mere purpose of the dissertation.

If you have any further questions, please do not hesitate to contact me.

Thank you very much in advance and best

Yasin Sevic

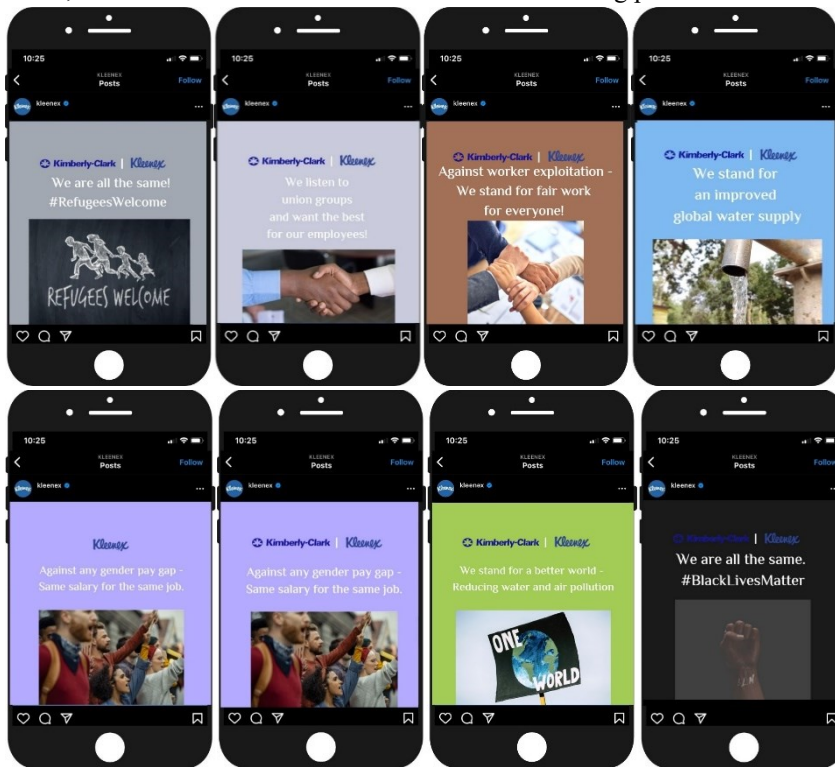
Pre-Question:

Have you bought any personal care products (tissues, toilet paper, or similar) over the past 6 months at least once?

- Yes
- No (Skipped to the end of the survey)

Pre-Information:

Including one Stimuli below: Kimberly-Clark is a multinational personal care company and sells different kind of care products. The company owns, Scottex/Hackle, which is a toilet paper brand, Huggies, which is a diaper brand, and Kleenex which is a tissue brand. The following posts have been done by Kleenex Brand:



No Stimuli: Kimberly-Clark is a multinational personal care company and sells different kind of care products. The company owns, Scottex/Hackle, which is a toilet paper brand, Huggies, which is a diaper brand, and Kleenex which is a tissue brand. This is the Instagram profile of one their brands where they share about different topics and products:



Block 1: Manipulation Check

Which of the following global issues wants the company to make you aware of?

- The Death of Nature
- Hate & Conflict
- Water Security
- Gender Inequality
- Migration & Refugees
- Lobbying & External Groups
- Worker Rights & Exploitation
- None of the above

Block 2: Brand Image

Please state your agreement with the following statements:

	Totally Agree	Agree	Partly Agree	Neither Agree or Disagree	Partly Disagree	Disagree	Totally Disagree
This brand plays a leading role in the industry							
This brands' image is differentiated from other brands							
This brand is friendly							

Block 3: Purchase Intention Brand Image

Please state your agreement with the following statements:

	Totally Agree	Agree	Partly Agree	Neither Agree or Disagree	Partly Disagree	Disagree	Totally Disagree
I will recommend the products of the brand presented above to people around me							
I want to purchase the products of the brand presented above							
I will consider purchasing the products of the brand presented for sure							

Block 4: Corporate Image

Kleenex is part of Kimberly Clark Corporation (KCC). The company owns, Scottex/Hackle which is a toilet paper brand, Huggies, which is a diaper brand and other brands. Please state your agreement with the following statements:

	Totally Agree	Agree	Partly Agree	Neither Agree or Disagree	Partly Disagree	Disagree	Totally Disagree
I think this corporation manages its business well							
I think this corporation's work for environment is good							
I can trust the products of this corporation							

Block 5: Purchase Intention Corporate Image

Kleenex is part of Kimberly Clark Corporation (KCC). The company owns, Scottex/Hackle which is a toilet paper brand, Huggies, which is a diaper brand and other brands. Please state your agreement with the following statements:

	Totally Agree	Agree	Partly Agree	Neither Agree or Disagree	Partly Disagree	Disagree	Totally Disagree
I will recommend the products of the corporation							

presented above to people around me							
I want to purchase the products of the corporation presented above							
I will consider purchasing the products of the corporation presented for sure							

Demographics:

What is your gender?

- Male
- Female
- Non-binary / third gender
- Prefer not to say

What is your age?

- Under 18
- 18-24
- 25-30
- 31-40
- 41-49
- 50-59
- 60-69
- Above 70

In which country do you currently reside?

- (Drop Down with all the countries)

What is your highest education?

- Lower than High School
- High School or equivalent
- Bachelor
- Master/MBA
- PhD

What is your current occupation?

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

Appendix 4 – Results

Appendix 4.1 Frequency Tables

Gender:

	What is your gender?			
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	121	39.0	39.0	39.0
Female	187	60.3	60.3	99.4
Non-binary / third gender	2	.6	.6	100.0
Total	310	100.0	100.0	

Age:

	What is your gender?			
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	121	39.0	39.0	39.0
Female	187	60.3	60.3	99.4
Non-binary / third gender	2	.6	.6	100.0
Total	310	100.0	100.0	

Countries:

	List of Countries			
	Frequency	Percent	Valid Percent	Cumulative Percent
Albania	1	.3	.3	.3
Australia	1	.3	.3	.6
Austria	1	.3	.3	1.0
Belgium	3	1.0	1.0	1.9
Belize	1	.3	.3	2.3
Canada	2	.6	.6	2.9
Chile	1	.3	.3	3.2
Croatia	2	.6	.6	3.9
Estonia	1	.3	.3	4.2
Finland	1	.3	.3	4.5
France	3	1.0	1.0	5.5
Germany	10	3.2	3.2	8.7
Hungary	2	.6	.6	9.4
Israel	1	.3	.3	9.7
Italy	4	1.3	1.3	11.0
Mexico	2	.6	.6	11.6
Netherlands	5	1.6	1.6	13.2
Poland	6	1.9	1.9	15.2
Portugal	19	6.1	6.1	21.3
Qatar	1	.3	.3	21.6
Romania	1	.3	.3	21.9
South Africa	33	10.6	10.6	32.6
South Korea	1	.3	.3	32.9
Spain	1	.3	.3	33.2
Sweden	1	.3	.3	33.5
Switzerland	180	58.1	58.1	91.6
Turkey	1	.3	.3	91.9
United Kingdom of Great Britain and Northern Ireland	16	5.2	5.2	97.1
United States of America	9	2.9	2.9	100.0
Total	310	100.0	100.0	

Education:

	What is your highest education?			
	Frequency	Percent	Valid Percent	Cumulative Percent
Lower than High School	4	1.3	1.3	1.3
High School or equivalent	98	31.6	31.6	32.9
Bachelor	152	49.0	49.0	81.9
Master/MBA	55	17.7	17.7	99.7
PhD	1	.3	.3	100.0
Total	310	100.0	100.0	

Occupation:

	What is your current occupation?			
	Frequency	Percent	Valid Percent	Cumulative Percent
Student	68	21.9	21.9	21.9
Student-Worker	64	20.6	20.6	42.6
Employed	163	52.6	52.6	95.2
Unemployed	11	3.5	3.5	98.7
Retired	4	1.3	1.3	100.0
Total	310	100.0	100.0	

Appendix 4.2 Cronbach Alpha Test

Cronbach Purchase Intention (combined)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.952	.952	6

Cronbach Purchase Intention (Brand Image)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.923	3

Cronbach Purchase Intention (Corporate Image)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.910	3

Cronbach Brand Image

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.726	.728	3

Cronbach Corporate Image

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.775	.778	3

Appendix 4.3 Descriptive Statistic – All Answers

Part	Question	Mean	Std. Deviation	N
BI	This brand plays a leading role in the industry	2.46	1.205	310
	This brands' image is differentiated from other brands	3.24	1.415	310
	This brand is friendly	2.80	1.157	310
CI	I think this corporation manages its business well	2.79	1.186	310
	I think this corporation's work for environment is good	3.45	1.373	310
	I can trust the products of this corporation	2.80	1.290	310
BIP1	I will recommend the products of the brand presented above to people around me	3.35	1.512	310
	I want to purchase the products of the brand presented above	3.10	1.396	310
	I will consider purchasing the products of the brand presented for sure	2.90	1.378	310

CIPI	I will recommend the products of the corporation presented above to people around me	3.32	1.452	310
	I want to purchase the products of the corporation presented above	3.06	1.372	310
	I will consider purchasing the products of the corporation presented for sure	2.90	1.326	310

Appendix 4.4 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
BI	Between Groups	11.216	7	1.602	1.573	0.143
	Within Groups	307.617	302	1.019		
	Total	318.833	309			
BIPI	Between Groups	33.455	7	4.779	2.815	0.007
	Within Groups	512.652	302	1.698		
	Total	546.108	309			
CI	Between Groups	11.220	7	1.603	1.420	0.197
	Within Groups	340.951	302	1.129		
	Total	352.171	309			
CIPI	Between Groups	26.049	7	3.721	2.365	0.023
	Within Groups	475.127	302	1.573		
	Total	501.176	309			
PI	Between Groups	29.290	7	4.184	2.724	0.009
	Within Groups	463.871	302	1.536		
	Total	493.161	309			

Appendix 4.5 Descriptive Statistics with Skewness and Kurtosis

	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
BI	310	2.832	1.016	0.551	0.138	1.270	0.276
BIPI	310	3.118	1.329	0.442	0.138	-0.293	0.276
CI	310	3.013	1.068	0.429	0.138	0.760	0.276
CIPI	310	3.094	1.274	0.540	0.138	0.051	0.276
PI	310	3.106	1.263	0.485	0.138	-0.123	0.276
Valid N (listwise)	310						

Appendix 4.6 Test of Homogeneity of Variances

		Levene Statistic	df1	df2	p
BI	Based on Mean	1.042	7	302	0.402
	Based on Median	0.929	7	302	0.484
	Based on Median and with adjusted df	0.929	7	267.151	0.484
	Based on trimmed mean	1.015	7	302	0.421
BIPI	Based on Mean	1.035	7	302	0.406
	Based on Median	0.881	7	302	0.522
	Based on Median and with adjusted df	0.881	7	267.395	0.522
	Based on trimmed mean	1.022	7	302	0.416
CI	Based on Mean	1.577	7	302	0.142
	Based on Median	1.348	7	302	0.227
	Based on Median and with adjusted df	1.348	7	276.189	0.228
	Based on trimmed mean	1.552	7	302	0.150
CIPI	Based on Mean	1.449	7	302	0.185
	Based on Median	1.236	7	302	0.283
	Based on Median and with adjusted df	1.236	7	276.995	0.283
	Based on trimmed mean	1.408	7	302	0.201
PI	Based on Mean	1.361	7	302	0.222
	Based on Median	1.263	7	302	0.268
	Based on Median and with adjusted df	1.263	7	282.815	0.269

Appendix 4.7 Descriptive Statistics

Appendix 4.7.1 With Stimuli

	N	Mean	Std. Error	Std. Deviation	Variance
This brand plays a leading role in the industry	278	2.41	.072	1.195	1.428
This brands' image is differentiated from other brands	278	3.21	.084	1.408	1.983
This brand is friendly	278	2.77	.068	1.141	1.302
I will recommend the products of the brand presented above to people around me	278	3.28	.089	1.479	2.187
I want to purchase the products of the brand presented above	278	3.02	.083	1.380	1.906
I will consider purchasing the products of the brand presented for sure	278	2.83	.081	1.348	1.816
I think this corporation manages its business well	278	2.79	.070	1.167	1.362
I think this corporation's work for environment is good	278	3.39	.082	1.375	1.892
I can trust the products of this corporation	278	2.77	.077	1.276	1.627
I will recommend the products of the corporation presented above to people around me	278	3.26	.086	1.433	2.054
I want to purchase the products of the corporation presented above	278	3.02	.082	1.371	1.881
I will consider purchasing the products of the corporation presented for sure	278	2.85	.078	1.303	1.698

Appendix 4.7.2 Without Stimuli

	N	Mean	Std. Error	Std. Deviation	Variance
This brand plays a leading role in the industry	32	2.84	.220	1.247	1.555
This brands' image is differentiated from other brands	32	3.53	.258	1.459	2.128
This brand is friendly	32	3.03	.227	1.282	1.644
I will recommend the products of the brand presented above to people around me	32	4.00	.294	1.666	2.774
I want to purchase the products of the brand presented above	32	3.78	.241	1.362	1.854
I will consider purchasing the products of the brand presented for sure	32	3.53	.266	1.502	2.257
I think this corporation manages its business well	32	2.78	.241	1.362	1.854
I think this corporation's work for environment is good	32	3.97	.222	1.257	1.580
I can trust the products of this corporation	32	3.00	.250	1.414	2.000
I will recommend the products of the corporation presented above to people around me	32	3.84	.270	1.526	2.330
I want to purchase the products of the corporation presented above	32	3.44	.237	1.343	1.802
I will consider purchasing the products of the corporation presented for sure	32	3.41	.253	1.434	2.055

Appendix 4.7.3 Mean Descriptive

		N	Mean	Std. Error	Std. Deviation	Variance
Stimuli	BIMean	278	2.7974	.05982	.99744	.995
	BIPIMean	278	3.0432	.07810	1.30218	1.696
	CIMean	278	2.9856	.06312	1.05247	1.108
	CIPIMean	278	3.0396	.07529	1.25541	1.576
	PIMean	278	3.0414	.07441	1.24060	1.539
	Valid N (listwise)	278				
No Stimuli	BIMean	32	3.1354	.20073	1.13548	1.289
	BIPIMean	32	3.7708	.24840	1.40516	1.974
	CIMean	32	3.2500	.20900	1.18231	1.398
	CIPIMean	32	3.5625	.23921	1.35318	1.831
	PI	32	3.6667	.23677	1.33937	1.794
	Valid N (listwise)	32				

Appendix 4.7.4 One Simple T-Test Comparison BI and CI

Mani_Clean		One-Sample Statistic			
		N	Mean	Std. Deviation	Std. Error Mean
IE2	BIMean	43	2.8605	1.18909	.18133
	CIMean	43	2.8992	.94711	.14443
	BIPIMean	43	2.9845	1.29499	.19748
	CIPIMean	43	3.0620	1.18468	.18066
	PIMean	43	3.0233	1.19056	.18156
IE1	BIMean	39	2.6838	.87174	.13959
	CIMean	39	2.8205	.93611	.14990
	BIPIMean	39	2.9060	1.24005	.19857
	CIPIMean	39	2.8718	1.20577	.19308
	PIMean	39	2.8889	1.19412	.19121

Mani_Clean		One-Sample Test					
		t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
IE2	BIMean	15.775	42	.000	2.86047	2.4945	3.2264
	CIMean	20.073	42	.000	2.89922	2.6077	3.1907
	BIPIMean	15.113	42	.000	2.98450	2.5860	3.3830
	CIPIMean	16.949	42	.000	3.06202	2.6974	3.4266
	PIMean	16.652	42	.000	3.02326	2.6569	3.3897
IE1	BIMean	19.226	38	.000	2.68376	2.4012	2.9663
	CIMean	18.816	38	.000	2.82051	2.5171	3.1240
	BIPIMean	14.635	38	.000	2.90598	2.5040	3.3080
	CIPIMean	14.874	38	.000	2.87179	2.4809	3.2627
	PIMean	15.108	38	.000	2.88889	2.5018	3.2760

Appendix 4.7.5 Detailed Descriptive

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
BI	IE1	39	2.684	0.872	0.140	2.401	2.966
	IE2	43	2.860	1.189	0.181	2.495	3.226
	H&C	34	2.804	0.932	0.160	2.479	3.129
	P&M	46	2.587	0.799	0.118	2.350	2.824
	NS	32	3.135	1.135	0.201	2.726	3.545
	DoN	35	3.076	1.013	0.171	2.728	3.424
	H&L	32	3.031	1.216	0.215	2.593	3.470
	W&T	49	2.673	0.927	0.132	2.407	2.940
	Total	310	2.832	1.016	0.058	2.719	2.946
	BIPI	IE1	39	2.906	1.240	0.199	2.504
IE2		43	2.984	1.295	0.197	2.586	3.383
H&C		34	3.206	1.438	0.247	2.704	3.708
P&M		46	2.848	1.235	0.182	2.481	3.214
NS		32	3.771	1.405	0.248	3.264	4.277
DoN		35	3.514	1.401	0.237	3.033	3.996
H&L		32	3.333	1.479	0.261	2.800	3.866
W&T		49	2.748	1.033	0.148	2.452	3.045
Total		310	3.118	1.329	0.076	2.970	3.267
CI		IE1	39	2.821	0.936	0.150	2.517
	IE2	43	2.899	0.947	0.144	2.608	3.191
	H&C	34	3.049	1.083	0.186	2.671	3.427
	P&M	46	2.957	1.005	0.148	2.658	3.255
	NS	32	3.250	1.182	0.209	2.824	3.676
	DoN	35	3.305	1.189	0.201	2.896	3.713
	H&L	32	3.240	1.350	0.239	2.753	3.726
	W&T	49	2.782	0.889	0.127	2.527	3.038
	Total	310	3.013	1.068	0.061	2.894	3.132
	CIPI	IE1	39	2.872	1.206	0.193	2.481
IE2		43	3.062	1.185	0.181	2.697	3.427
H&C		34	3.157	1.349	0.231	2.686	3.628
P&M		46	2.826	1.102	0.162	2.499	3.153
NS		32	3.563	1.353	0.239	3.075	4.050
DoN		35	3.457	1.536	0.260	2.929	3.985
H&L		32	3.396	1.390	0.246	2.895	3.897
W&T		49	2.741	1.014	0.145	2.450	3.033
Total		310	3.094	1.274	0.072	2.951	3.236
PI		IE1	39	2.889	1.194	0.191	2.502
	IE2	43	3.023	1.191	0.182	2.657	3.390
	H&C	34	3.181	1.354	0.232	2.709	3.654

P&M	46	2.837	1.135	0.167	2.500	3.174
NS	32	3.667	1.339	0.237	3.184	4.150
DoN	35	3.486	1.431	0.242	2.994	3.977
H&L	32	3.365	1.400	0.248	2.860	3.870
W&T	49	2.745	0.975	0.139	2.465	3.025
Total	310	3.106	1.263	0.072	2.965	3.247

Appendix 4.7.6 One Sample T-Test Significance BI/BIPI

Mani_Clean		One-Sample Test					
		t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
DoN	BIMean	17.961	34	.000	3.07619	2.7281	3.4243
	BIPIMean	14.839	34	.000	3.51429	3.0330	3.9956
H&C	BIMean	17.534	33	.000	2.80392	2.4786	3.1293
	BIPIMean	13.001	33	.000	3.20588	2.7042	3.7076
H&L	BIMean	14.098	31	.000	3.03125	2.5927	3.4698
	BIPIMean	12.752	31	.000	3.33333	2.8002	3.8664
IE1	BIMean	15.775	42	.000	2.86047	2.4945	3.2264
	BIPIMean	15.113	42	.000	2.98450	2.5860	3.3830
P&M	BIMean	21.967	45	.000	2.58696	2.3498	2.8241
	BIPIMean	15.643	45	.000	2.84783	2.4812	3.2145
W&T	BIMean	20.195	48	.000	2.67347	2.4073	2.9396
	BIPIMean	18.622	48	.000	2.74830	2.4516	3.0450
NS	BIMean	15.620	31	.000	3.13542	2.7260	3.5448
	BIPIMean	15.181	31	.000	3.77083	3.2642	4.2774
IE2	BIMean	19.226	38	.000	2.68376	2.4012	2.9663
	BIPIMean	14.635	38	.000	2.90598	2.5040	3.3080

Appendix 4.7.7 One Sample T-Test Significance CI/CIPI

Mani_Clean		One-Sample Test					
		t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
DoN	CIMean	16.441	34	.000	3.30476	2.8963	3.7133
	CIPIMean	13.313	34	.000	3.45714	2.9294	3.9849
H&C	CIMean	16.418	33	.000	3.04902	2.6712	3.4269
	CIPIMean	13.645	33	.000	3.15686	2.6862	3.6275
H&L	CIMean	13.575	31	.000	3.23958	2.7529	3.7263
	CIPIMean	13.822	31	.000	3.39583	2.8948	3.8969
IE1	CIMean	20.073	42	.000	2.89922	2.6077	3.1907
	CIPIMean	16.949	42	.000	3.06202	2.6974	3.4266
P&M	CIMean	19.949	45	.000	2.95652	2.6580	3.2550
	CIPIMean	17.400	45	.000	2.82609	2.4990	3.1532
W&T	CIMean	21.918	48	.000	2.78231	2.5271	3.0375
	CIPIMean	18.918	48	.000	2.74150	2.4501	3.0329
NS	CIMean	15.550	31	.000	3.25000	2.8237	3.6763
	CIPIMean	14.893	31	.000	3.56250	3.0746	4.0504
IE2	CIMean	18.816	38	.000	2.82051	2.5171	3.1240
	CIPIMean	14.874	38	.000	2.87179	2.4809	3.2627

Appendix 4.8 Matrix

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.0 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
Y : PIMean
X : Mani_Sti
M1 : BIMean
M2 : CIMean

Sample
Size: 310

OUTCOME VARIABLE:
BIMean

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.1014	.0103	1.0245	3.2010	1.0000	308.0000	.0746

Model	coeff	se	t	p	LLCI	ULCI
constant	2.4593	.2162	11.3733	.0000	2.0338	2.8848
Mani_Sti	.3381	.1889	1.7891	.0746	-.0337	.7098

Standardized coefficients
coeff
Mani_Sti .3328

Covariance matrix of regression parameter estimates:

	constant	Mani_Sti
constant	.0468	-.0394
Mani_Sti	-.0394	.0357

OUTCOME VARIABLE:
CIMean

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.0755	.0057	1.1369	1.7644	1.0000	308.0000	.1851

Model	coeff	se	t	p	LLCI	ULCI
constant	2.7212	.2278	11.9464	.0000	2.2730	3.1694
Mani_Sti	.2644	.1990	1.3283	.1851	-.1273	.6560

Standardized coefficients
coeff
Mani_Sti .2477

Covariance matrix of regression parameter estimates:

	constant	Mani_Sti
constant	.0519	-.0437

Mani_Sti -.0437 .0396

OUTCOME VARIABLE:

PIMean

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7973	.6357	.5871	177.9878	3.0000	306.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.3010	.2029	-1.4836	.1390	-.7002	.0982
Mani_Sti	.3095	.1438	2.1524	.0321	.0266	.5924
BIMean	.5229	.0569	9.1933	.0000	.4110	.6348
CIMean	.5259	.0540	9.7405	.0000	.4197	.6322

Standardized coefficients

	coeff
Mani_Sti	.2450
BIMean	.4204
CIMean	.4444

Covariance matrix of regression parameter estimates:

	constant	Mani_Sti	BIMean	CIMean
constant	.0412	-.0209	-.0025	-.0030
Mani_Sti	-.0209	.0207	-.0006	-.0001
BIMean	-.0025	-.0006	.0032	-.0020
CIMean	-.0030	-.0001	-.0020	.0029

Test(s) of X by M interaction:

	F	df1	df2	p
M1*X	.1623	1.0000	305.0000	.6873
M2*X	.1915	1.0000	305.0000	.6620

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

PIMean

Model Summary

R	R-sq	MSE	F	df1	df2	p
.1508	.0228	1.5647	7.1708	1.0000	308.0000	.0078

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.4161	.2672	9.0411	.0000	1.8902	2.9419
Mani_Sti	.6253	.2335	2.6778	.0078	.1658	1.0848

Standardized coefficients

	coeff
Mani_Sti	.4950

Covariance matrix of regression parameter estimates:

	constant	Mani_Sti
constant	.0714	-.0602
Mani_Sti	-.0602	.0545

***** CORRELATIONS BETWEEN MODEL RESIDUALS *****

	BIMean	CIMean	PIMean
BIMean	1.0000	.6518	.0000

CIMean	.6518	1.0000	.0000
PIMean	.0000	.0000	1.0000

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps
.6253	.2335	2.6778	.0078	.1658	1.0848	.4950

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps
.3095	.1438	2.1524	.0321	.0266	.5924	.2450

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.3158	.2065	-.0750	.7369
BIMean	.1768	.1081	-.0285	.3974
CIMean	.1390	.1171	-.0730	.3840
(C1)	.0377	.0903	-.1443	.2092

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.2500	.1606	-.0612	.5728
BIMean	.1399	.0840	-.0232	.3094
CIMean	.1101	.0917	-.0596	.3000
(C1)	.0299	.0717	-.1137	.1671

Specific indirect effect contrast definition(s):

(C1) BIMean minus CIMean

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Standardized coefficients for dichotomous or multicategorical X are in partially standardized form.

WARNING: Variables names longer than eight characters can produce incorrect output when some variables in the data file have the same first eight characters. Shorter variable names are recommended. By using this output, you are accepting all risk and consequences of interpreting or reporting results that may be incorrect.

----- END MATRIX -----