

The effect of brand identity-cognitive style fit and social influence on consumer-based brand equity

Diego Alvarado-Karste and Francisco Guzmán
University of North Texas, Denton, Texas, USA

Abstract

Purpose – Brand identities have a dual nature that appeals to the head (rational appeal) and to the heart (emotional appeal) of their consumers. Furthermore, consumers can process information in a predominately analytic or intuitive cognitive style (CS) manner. This study aims to analyze the influence of brand identity-cognitive style (BI-CS) fit on the perceived value of a brand. It also analyzes how different forms of social influence affect the perceived value of the brand.

Design/methodology/approach – Using a two-step experimental design, Step 1 examines the effect that BI-CS fit has on consumer-based brand equity (CBBE); Step 2 evaluates the effect that the three elements of social influence—compliance, identification and internalization—have on CBBE.

Findings – Both the BI-CS fit, and the identification and internalization forms of social influence have a significant and positive effect over the perceived value of the brand. A rational brand identity is given a higher perceived brand value by analytic CS consumers than intuitive CS consumers. Conversely, an emotional brand identity is given a higher perceived brand value by intuitive CS consumers than analytic CS consumers. However, whether the brand identity is more emotional or rational is less important than the values and beliefs that the brand communicates to create social influence.

Research limitations/implications – This study contributes to the branding literature by introducing the CS concept to better understand the influence of emotional and rational brand identities on consumers with either rational or intuitive cognitive thinking styles and reinforce the importance of the brand duality concept.

Practical implications – The results demonstrate the importance of brand duality and show how firms could present emotional or rational brand identities depending on their consumers' CS to increase the effectiveness of their messaging to build stronger brand images that increase the perceived value of the brand. These findings could have important implications for market segmentation.

Originality/value – Brand identities can be emotional or rational, and this creates more or less value depending on the consumers' CS, but what is more important is that consumers internalize the brand's message or identify with what the brand represents. Although this has been discussed in prior literature, the original contribution of this paper is tying all these concepts together.

Keywords Brand identity, Brand image, Cognitive style, Social influence, Consumer brand equity

Paper type Research paper

Introduction

Understanding the key management issues and consumer associations of a brand is critical to creating better and more productive branding plans to increase a company's revenue. Brands not only serve to identify products, but they are also concepts that develop connections with customers in the form of images (Nandan, 2005), relationships (Fournier, 1998) and experiences (Brakus *et al.*, 2009). Past research has shown that strong brands enjoy a vast array of benefits (Broniarczyk and Alba, 1994; Buchanan *et al.*, 1999; Glynn *et al.*, 2012; Leone *et al.*, 2006; Roy and Banerjee, 2014) such as increased levels of brand loyalty (Aurier and Gilles Séré, 2012; Oliver, 1999; Pappu and Quester, 2016) and the ability to charge price

premiums (Steenkamp *et al.*, 2010) and negotiate increased shelf-space from retailers (Ailawadi and Harlam, 2004). In other words, strong brands benefit from an increased marketing effectiveness (Keller, 2009). Moreover, the power of a brand relies on what customers think and feel about it (Keller, 2013), which is what ultimately gives value to a brand (Keller and Lehmann, 2006). What customers do in response to their thoughts and feelings builds a brand's reputation, which affects brand equity (Baalbaki and Guzmán, 2016; Cowan and Guzmán, 2018; Heinberg *et al.*, 2018) and, ultimately, the financial market (Keller and Lehmann, 2006). This provides the business justification for branding and an explanation as to why it is important for firms to build brands that are congruent with what consumers want and need.

What consumers want and need varies from consumer to consumer and evolves over time. Consumer insights and the analysis of market trends have been a staple in developing

The current issue and full text archive of this journal is available on Emerald Insight at: <https://www.emerald.com/insight/1061-0421.htm>



segmentation and positioning strategies to develop strong and relevant brands. Nevertheless, beyond the identification of these consumer needs and evolving consumer wants, some consumer psychological characteristics are stable and can serve to group people based on the way they think. Messick (1976) introduced the concept of cognitive style (CS), which classifies people into the following two broad groups based on their type of thinking: right hemisphere predominant and left hemisphere predominant (Allinson and Hayes, 1996). Furthermore, another consumer constant is that, to a larger or lesser degree, consumers are social creatures and use brands as enablers to socially interact (Escalas and Bettman, 2003, 2005). Consumers self-identify with brands (Cui *et al.*, 2018; Dolich, 1969; Graeff, 1996; Grubb and Hupp, 1968; Guzmán *et al.*, 2017; Roy and Rabbane, 2015), use them to portray their social personas (Baalbaki and Guzmán, 2016) and build social groups/communities around them (Bagozzi and Dholakia, 2006; Muniz and O'Guinn, 2001).

This paper explores the relationship between consumers' CS and a brand's identity to create a congruent brand image and analyzes how social influence—namely consumers' compliance, identification and internalization with a brand—affects consumer attitudes and strengthens consumer perceived brand equity. To the best of our knowledge, past research on CS and branding is limited (Armstrong *et al.*, 2012; Monga and John, 2010). Likewise, although widely used in the technology of acceptance model—which deals with people's behavior and attitude toward technology change (Bock *et al.*, 2005; Malhotra and Galletta, 2005; Moon and Kim, 2001)—past research has not explored the relationship of social influence theory—as in Kelman's (1958) psychological view—with the consumer perceived value of a brand.

Emotional, more than informative, messages increase the audience attention toward products and boost recall, recognition and attitudes toward the brand (Hamelin *et al.*, 2017; Page *et al.*, 1990; Poels and Dewitte, 2006). Furthermore, consumer-based brand equity (CBBE) is as a function of recall, recognition and attitudes (Baalbaki and Guzmán, 2016). In other words, past research could imply that emotional messages increase CBBE in comparison with informative messages. In contrast to previous research, this paper suggests that an emotional advertising message will help create a stronger brand image, and therefore, increase CBBE, in consumers who are highly intuitive, while a functional advertising message will help create a stronger brand image, and therefore, increase CBBE, with consumers who are highly analytical. Furthermore, in the past few years brands such as Procter & Gamble, Gillette, Nike, Chick-Fil-A, Ben & Jerry's and Coca-Cola, among others, started taking ideological stances around issues such as civil rights, gay rights, gun control or racial minorities (Cheadle, 2019). Despite the controversies around the political stances made by some of these brands, little is known about the impact that such decisions have on the value of brands. Relying on social influence theory, we explore this relationship and suggest that regardless of the tone of the message—emotional or rational—the ideological stance of a brand will have a strong impact on CBBE.

Hence, the purpose of this article is twofold. First, to test whether a brand identity-cognitive style fit (BI-CS fit) creates a stronger brand image that increases the value of the

brand—measured as CBBE. Second, to explore the relationship between social influence components—compliance, identification and internalization—and CBBE. To achieve these goals, first the literature on brand identity, brand image and brand equity is examined. Second, a discussion on CS, brand dimensions, and the social influence concept lead to the development of the research hypotheses. Third, the method section and results are presented. Finally, the findings, implications and limitations of the study are discussed.

Background

Nandan (2005) claims that brand identity and brand image are two different but related concepts. A “brand message is ‘packaged’ or ‘wrapped’ in terms of brand identity, and it is ‘unpacked’ or ‘unwrapped’ by the consumer in the form of brand image” (p. 268). In other words, brand identity relates to companies' actions, whereas brand image relates to what consumers think and feel about a brand. Furthermore, brand identity and brand image are essential ingredients of strong brands that must be “in harmony” to build and maintain brand loyalty (Nandan, 2005). Furthermore, de Chernatony and Dall'Olmo Riley (1998) posit that brands are multidimensional, and their success requires matching customers' performance and psychological needs with the functional and emotional values of a brand. Brand performance thus profoundly depends on the congruence between consumer perceptions about the brand (i.e. brand image) and the firm's brand message (i.e. brand identity) (Park *et al.*, 1986).

Brand identity

Brands serve the basic function of identifying and differentiating a product or service offering according to a firm's values (Kapferer, 1992). In other words, firms craft a brand identity as a way to identify and differentiate themselves in a manner that is congruent to their values and relevant to consumers (Margulies, 1977). Brand identity represents a company's internal intended image and promise to consumers using a unique set of brand associations (Ghodeswar, 2008). Therefore, a company's branding strategy used to communicate its brand identity and values both externally—to consumers and other stakeholders (Gehani, 2001) – and internally—to managers and employees (Harris and de Chernatony (2001)—is critical to the success of brands (Aaker, 1991; Kapferer, 1992).

Brand image

While brand identity is related to a firm's strategies, brand image is analogous to the consumers' perceptions created by those strategies (Nandan, 2005). It is constituted by the consumer beliefs and impressions about a particular brand (Dichter, 1985). Brand image is “the understanding consumers derive from the total set of brand-related activities engaged by the firm” (Park *et al.*, 1986, p. 135). It is defined as the “perceptions about a brand as reflected by the brand associations held in consumer memory” (Nandan, 2005, p. 2); it is initiated by companies' actions but depends on the perceptions, associations, and beliefs of consumers toward the brand (Yuan *et al.*, 2016).

To create a strong brand image, companies must develop a congruent brand identity and consistently communicate it through its different channels and brand touchpoints. Brand image is an important component of brand equity (Keller and Lehmann, 2006), and strong brand associations translate into a higher CBBE. Nevertheless, because brand image depends on consumer perceptions, even consistent communication strategies can originate multiple perceptual outcomes, generating methodological issues when it comes to measuring it. Given that different consumers may develop different interpretations of the same brand narrative, this allows defining brands as a portfolio of meanings (Guzmán *et al.*, 2006; Iglesias and Bonet, 2012). Given these potential different interpretations, segmentation strategies are critical to develop positive brand image and associations, though the successful implementation of the marketing mix and brand activation programs (Keller, 1993), which lead to stronger CBBE in each of these different consumer groups. Ultimately, the creation of brand equity is one of the primary goals of brand managers (Aaker, 1991; Gehani, 2001; Keller, 2001, 2009; Keller and Lehmann, 2003; Roy and Banerjee, 2014; Shepherd *et al.*, 2015).

Consumer-based brand equity

Brand equity has been analyzed from multiple perspectives and approaches (Davicik *et al.*, 2015). The most common have been from the consumer, product-market and financial-market perspectives (Keller and Lehmann, 2006). This paper analyzes brand equity from a consumer's perspective and adopts Keller's (1993, p. 2) definition of CBBE as "the differential effect of brand knowledge on consumer response to the marketing of the brand." According to this definition, both "consumer response" and "brand knowledge" are the pillars of brand equity.

Furthermore, Keller (1993) suggests that "brand knowledge" depends on both "brand awareness" and "brand image", linking brand image to CBBE. Recent research, however, posits that it is necessary to estimate the strength or value of a brand with dynamic and forward-looking brand equity systems (Veloutsou and Guzmán, 2017). Thus, considering that Keller (2001) argues that strong brands have to appeal to both consumers' heads and hearts, this paper posits that the brand duality concept serves as a link between consumers' CS (Messick, 1976) and CBBE—measured using Baalbaki and Guzmán's (2016) consumer-perceived CBBE scale. Left predominant—analytic—thinking style relates to the head, whereas right predominant—intuitive—thinking style relates to the heart. Moreover, this paper suggests that to more effectively create brand value, brand messaging should emphasize rational versus emotional associations depending on the predominant CS of the consumer.

Hypotheses development

Past research has identified attitude toward the message or ad to mediate the relationship between brand messages and attitude toward the brand (Batra and Ray, 1986; Gardner, 1985; Holbrook and Batra, 1987; Lutz *et al.*, 1983; MacKenzie *et al.*, 1986; Park and Young, 1986; Shimp, 1981). Based on these studies, Holbrook and Batra (1987) developed a

communication model that identifies the role of consumer emotions in brand messaging, as well as the rational and emotional content of the message, to build an attitude toward the brand. Brand messages, as a vehicle to communicate a brand's identity, serve as one of the most essential tools to build brand equity. Brand messages try to elicit both rational and emotional associations given their importance for building strong brands (Keller, 2001). Effective brand messaging leads to consumers developing a brand image consistent with the firm's brand identity.

Although Keller's (1993) CBBE model discusses the rational and emotional associations necessary to build the brand image and knowledge that leads to strong brands, no discussion is provided on how rational or emotional associations might have a different degree of influence depending on consumers' preferences, market types or the type of products and services. Furthermore, there may be consumers that depending on their CS (Messick, 1984), might be more attracted to brands given the elicited emotional or rational associations. This paper posits that a higher level of BI-CS fit leads to stronger brand image, which leads to stronger brand equity.

Consumers' cognitive style

CS was first defined as the individual and consistent differences among people in their preferences on how to organize and process information (Messick, 1984). It is a natural and automatic way to respond to information and situations, which is very dominant and present from birth or at least very early in life (Riding and Rayner, 2013). For the purpose of this research, this paper adopts Armstrong and Qi's (2016, p. 240) recent definition of CS: the "individual differences in how people perceive, think, process information, solve problems, make decisions, learn and relate to others." This paper also adopts Allinson and Hayes (1996) cognitive style index, a 38-item instrument drawn up to assess people's place on a unitary model consisting of two dimensions—analytic or intuitive. The authors cite evidence of the value of the CS for its use as a measure in organizational research.

There are profound differences between subjects with intuitive cognitive predominance and those with analytic cognitive predominance (Allinson and Hayes, 1996; Hayes and Allinson, 1994). Intuitivists (right-brain dominant):

[...] tend to be relatively nonconformist, prefer an open-ended approach to problem-solving, rely on random methods of exploration, remember spatial images most easily, and work best with ideas requiring overall assessment (Allinson and Hayes, 1996, p. 122).

whereas analysts (left-brain dominant):

[...] tend to be more compliant, favor a structured approach to problem-solving, depend on systematic methods of investigation, recall verbal material most readily and are especially comfortable with ideas requiring step by step analysis (Allinson and Hayes, 1996, p. 122).

Despite the resemblance between CS and the dual nature of brands, previous literature has not linked these two concepts. Moreover, the idea of brand duality is only addressed to explain the two components of a strong brand, but not viewed independently or in a way, which explains the dimensions that an intuitive and/or an analytic brand should have.

Brand dimensions

According to Keller (1993), brand associations can be categorized into three categories, namely, attributes, benefits and attitudes. *Attributes* reflect descriptive features of what the consumer thinks the product or service is or has. Attributes can be specific (e.g. size, color, weight, etc.) or abstract (e.g. youthful, durable, glamorous, etc.) (Nandan, 2005; Plummer, 1985). Attributes can also be product-related (or service-related) and non-product-related. While product-related attributes are related to the particular function and performance of the product or service, non-product-related attributes resemble external aspects of the product or service, such as price information, packaging, user imagery and usage imagery (Keller, 1993). *Benefits* are more related to the consumers’ perceptions of the needs the product intends to satisfy (Nandan, 2005) and can be placed in the following three categories according to their motivations (Park et al., 1986): functional needs that are more associated with the product-related attributes, and therefore, solve consumption-related problems; experiential needs that are related to the search for sensory pleasure, variety and the feeling when the product or service is used, therefore also corresponding to product-related attributes; and symbolic benefits that offer more extrinsic benefits related to the fulfillment of self-enhancement needs, such as identification, social status or group membership, and are, therefore, associated with non-product-related attributes. *Attitudes*, defined as the consumers’ comprehensive evaluation of the brand (Wilkie, 1986), frequently become the basis for consumer actions (Keller, 1993). The tri-component attitude model (Lutz, 1980; Schiffman and Kanuk, 2000) divides attitudes into three categories, namely, cognitive, related to the consumers’ knowledge about the brand; affective, linked to the emotions and feelings toward the brand; and conative, which refers to the extent to which the consumer will engage in a distinct action with respect to the brand.

The three dimensions of brand associations are related concepts and build on the dual nature of brands previously discussed. These dimensions could be used to potentially understand the perceived value of a brand by classifying brand identities high in rational content (and low in emotional content) versus brand identities high in emotional content (and low in rational content). A proposed example of this classification is presented in Table I.

Strong brands undoubtedly possess both rational and emotional components. Therefore, this research proposes that consumers’ CS could determine the success of a brand identity in building CBBE. As previously discussed, analytic-cognitive-predominant individuals, lean toward a structured approach to problem-solving, have better verbal memory, are more investigative on their decisions, and rely more on the tangible

aspects of things (Allinson and Hayes, 1996). Based on these characteristics, we propose that analytic CS consumers will create a more congruent brand image with a “highly rational brand identity”. Furthermore, analytic CS consumers will create a less congruent brand image with a “highly emotional brand identity.” Founded on the corresponding physiognomies of the intuitive-cognitive-predominant individuals, we propose that intuitive CS consumers will create a more congruent brand image with a “highly emotional brand identity.” Furthermore, intuitive CS consumers will create a less congruent brand image with a “highly rational brand identity”. Figure 1 depicts this relationship, which is formally hypothesized as follows:

- H1. Higher BI-CS fit leads to a more congruent brand image, which translates into higher CBBE

Social influence and consumer-based brand equity

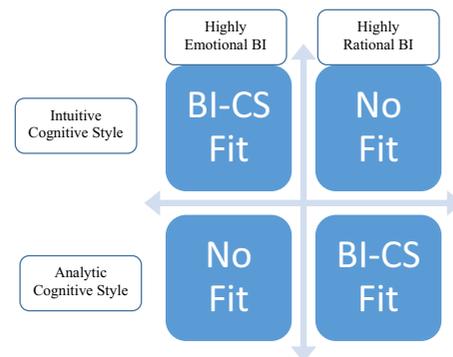
Brands have the potential to represent various ideologies or values (Holt, 2004, 2006). For instance, Shepherd et al. (2015), demonstrate that the value and preference for a brand depend on consumers’ support or rejection of society’s dominant ideology, based on the 10 universal values defined by Schwartz and his colleagues (Schwartz, 1994, 1999; Schwartz and Bardi, 2001; Schwartz and Boehnke, 2004; Schwartz et al., 2000). Shepherd et al. (2015, p. 78) hypothesize that and provide supporting evidence of, consumers that have high confidence in the system will “[...] positively evaluate brands that reflect power compared to those low in system confidence.” Moreover, Torelli et al. (2012) suggest that in the context of corporate social responsibility (CSR), activities have a better (or worse) effect depending on the values of the consumers who are attracted by the brand, and the values that are offered by the CSR activity. Likewise, Muniz et al. (2019) show that CSR messages that appeal to the consumers’ sense of identification with the brand have a positive immediate effect on brand loyalty, which leads to higher perceived brand equity.

Furthermore, some studies relate consumer’s social identity with their buying behavior (Chan et al., 2012; Watkins, 2014; White and Dahl, 2007). These studies are based on social identification theory (Tajfel and Turner, 1979), which suggests that people who belong to a group tend to find negative aspects on individuals who do not fall into the group, as well as positive perspectives of people inside the group. In other words, social

Table I Characteristics of rational and emotional brand identities

	Highly rational brand identity	Highly emotional brand identity
Attributes	Specific and product-related	Abstract and non-product-related
Benefits	Functional and experiential	Symbolic and experiential
Attitudes	Reason-oriented	Affective-oriented

Figure 1 Brand identity – cognitive style fit framework



identity theory states that people within a group discriminate against people outside the group to enhance their self-image (Tajfel and Turner, 1979).

Thus far, the importance of the relationship between BI-CS fit and CBBE has been discussed. Nevertheless, based on previous research, this paper also posits that BI-CS fit is not sufficient to build strong brands. In line with Baalbaki and Guzmán's (2016) brand equity dimension of social influence—which establishes that consumers value brands according to how they believe a brand improves the way they are perceived by others, make a good impression on other people, gives them social approval, and helps them feel socially accepted—and drawing on Kelman's (1958) social influence theory, this paper proposes a relationship between internalization, identification and compliance and CBBE. It is important to note that when referring to identification, this research considers identification with the messenger—i.e. the brand—as described in Kelman's (1958) social influence theory, and not identification with a group as in Tajfel and Turner's (1979) identification theory.

Kelman (1958) describes influence as attitude change produced by external messages. In similar words, Venkatesh et al. (2002) define social influence as “the degree to which a person believes that people who are important to him or her want that person to perform a particular behavior.” Individuals are induced into an attitude change (i.e. influence) depending on the intensity of the message, and this intensity can be higher or lower depending on three forms of influence: compliance, identification and internalization.

The most rudimentary form of influence is *compliance*, which occurs when people accept influence to create a promising reaction from another person or group (Kelman, 1958). This form of social influence could occur, for example, when a brand lowers its prices or uses promotions to get a single buying response from consumers' compliance. The second level of social influence is *identification*, which occurs when a subject accepts influence to create a positive impression or relationship with another person or group (Kelman, 1958). In this case, the subject recognizes the influence, not because of the content of the message, but because he or she feels attracted to the influencer—in this case, the brand. A consumer, for instance, may accept a brand because he or she feels identified with (or attracted to) its logo design, people in its advertising, friends who use the brand, the colors on its package or the appearance of the company's owner or spokesperson. The third level of social influence is *internalization*, which occurs when the subject accepts the influence because of the ideas, actions and values proposed within the message (Kelman, 1958). According to Kelman, internalization is the deepest level of influence, which leads to a change in attitude that is intrinsically rewarding because the message—in this case, the brand and its advertising—is congruent with the subject's value system. For example, a consumer may accept a brand because he or she values the way the company treats its employees, the essence of innovation that the brand is based on, or even the cultural values of the country in which the corporation has its headquarters.

Sometimes consumers may buy products because they want to comply with the seller or with a third party. This is the “compliance” form of social influence. For instance, some apartment complexes mandate that consumers use only one internet or cable service provider. Therefore, consumers must

hire these services to comply with management policies. Similarly, consumers may purchase insurance just to comply with their company's policies or state or federal laws. In other words, sometimes consumers buy products or services influenced by a pressure that we suggest, will be counterproductive to the value of the brand. This paper, thus, posits that when consumers feel a form of compliance toward a brand identity, they will perceive a lower brand value:

H2. Consumers' compliance over a brand identity will create a weaker brand image that will translate into lower CBBE.

Furthermore, when consumers shape a brand image that is highly congruent with a firm's proposed brand identity, the level of perceived brand equity amongst consumers is going to differ. For instance, two consumers may have a clear brand image of Apple, congruent with the brand identity proposed by the company, but one consumer may perceive Apple as more valuable than the other because he or she may feel more identified with the personality of the brand. Building upon this idea, and in congruence with Kelman's identification form of influence, this research posits that consumers will perceive higher brand equity when they feel identified with the brand identity of the firm:

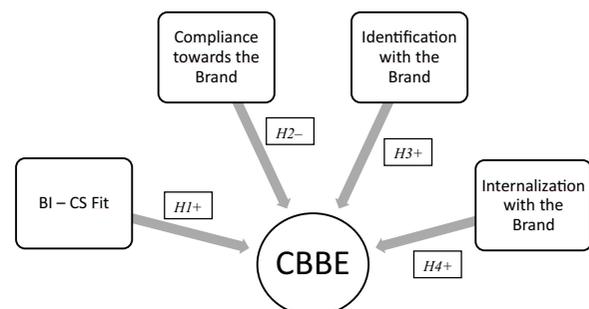
H3. Consumers' identification with a brand identity will create a stronger brand image that will translate into a higher CBBE.

Retaking the Apple example, and having two consumers that have a congruent brand image with the firm's proposed brand identity, a consumer may perceive Apple as more valuable than the other because he or she may share the values associated with the brand. Building upon this idea, and in congruence with Kelman's internalization form of influence, this research posits that consumers will perceive higher brand equity when the brand identity is congruent with the consumer's values:

H4. Consumers' internalization of a brand identity will create a stronger brand image that will translate into a higher CBBE.

The research model that summarizes the four proposed hypotheses is presented in Figure 2.

Figure 2 Brand identity – CBBE framework



Research method

An experiment comprised of two steps was developed to test the hypotheses. Step 1 examined the effect that brand identity–CS fit has on CBBE. Step 2 evaluated the effect that the three elements of social influence–compliance, identification and internalization–have on CBBE. Following the recommendations of Good and Hardin (2012), and with the objective of avoiding confounding variables, an international brand unknown to the US market–Nutri-milk–was used to create the stimuli and conditions: an emotional brand identity and a rational brand identity. The use of a milk brand was considered appropriate given that it is a mass-consumed commodity and, as such, more difficult to create brand differentiation, loyalty and value (Punniyamoorthy *et al.*, 2011), enhancing the value of this experiment. Two similar advertisements and press releases that included either emotional elements of the brand or rational elements of a brand were created to manipulate brand identity. Given the experimental nature of this study, a student sample was used with the objective of increasing its internal validity (Brinberg and McGrath, 1985; Hanel and Vione, 2016).

In total, 252 students (50 per cent female, $M_{\text{age}} = 28.7$, $SD = 3.19$), selected from a large public university located in the south-central USA, participated in the two-step experimental study in exchange for extra credit. After checking for incomplete responses, those that followed a pattern or that took less than 5 min, 241 responses were deemed usable. Participants were randomly selected to either the emotional or the rational condition and then exposed to the manipulation. A manipulation check, using six questions on a five-point Likert scale agree vs disagree that this ad for Nutri-milk is rational or emotional, confirmed that the brand identities were either rational or emotional. A *t*-test found significant differences between both brand identities' level of reason ($M_{\text{Rational}} = 3.83$, $M_{\text{Emotional}} = 3.57$, $p = 0.01$) and emotion ($M_{\text{Rational}} = 2.87$, $M_{\text{Emotional}} = 3.55$, $p < 0.01$). Following, participants answered questions regarding their CS using Allinson and Hayes (1996) CS index. On step two of this experiment, participants were exposed to another stimulus—one of two press releases, presented in the appendices—assigned randomly to improve internal validity. One press release included innovative and liberal values and the other traditional and conservative values. Respondents then answered questions that gathered information about the level of compliance, identification and internalization with the brand identities they were exposed to, based on previous studies by Kang and Schuett (2013). To assure construct validity, a Q-test was performed on three doctoral students who related the questions to the groups that were intended. Finally, the survey measured the perceived value of the brand using Baalbaki and Guzmán's (2016) CBBE scale dimensions—quality, preference, sustainability and social influence—on a five-point Likert scale for each item.

Results

Before testing the hypotheses, all scale items measuring social influence dimensions and perceived CBBE were first subjected to exploratory factor analysis (EFA). All factors were examined for internal consistency. The results of the EFA (factor structure with varimax rotation) of the final items are presented

in Table II. The scale items for the dimensions of social influence and all items of CBBE were next studied for internal consistency (using alpha scores) and convergent and discriminant validity using inter-item correlation scores (Tables III and IV). All inter-factor correlations within factors were higher than the correlations across factors, satisfying the essential criteria for discriminant validity (Churchill, 1979). Additionally, most of the alpha scores were above 0.75, demonstrating acceptable levels of internal consistency (Nunnally and Bernstein, 1978).

Estimates for all constructs were obtained by averaging answers to the items related to each construct. The hypothesized relationships were tested using ANOVA on SPSS. A 2 (CS: analytical vs intuitive) \times 2 (brand identity: rational vs emotional) between-subjects experimental design was used, with CBBE as the dependent variable. First, *H1* was tested and checked for significance using brand identity and CS as factors, and CBBE as the dependent variable. The results indicate that the interaction between BI-CS fit has a significant positive relationship with CBBE ($p < 0.01$, $R^2 = 0.042$) supporting *H1*. Planned contrasts revealed that analytical cognitive-style participants reported significantly higher CBBE when they were exposed to a rational brand identity ($M = 3.3$, $SD = 0.048$) in comparison to an emotional brand identity ($M = 3.13$, $SD = 0.05$, 95 per cent CI [0.027, 0.301], $p < 0.05$). Conversely, intuitive cognitive-style participants reported higher CBBE when they were exposed to an emotional brand identity ($M = 3.29$, $SD = 0.05$) in comparison to a rational brand identity ($M = 3.14$, $SD = 0.05$, 95 per cent CI [0.00, 0.29], $p < 0.05$).

Next, the relationship was tested again using internalization, identification and compliance as covariates in the ANOVA with brand identity and CS as factors and CBBE as the dependent variable (Table V). Correlations between CS and the three components of social influence were measured finding no correlation ($p > 0.10$). Furthermore, the results show that the relationship between compliance and BI-CS fit is not significant ($p = 0.382$), not supporting *H2*. However, the relationships between internalization and identification and BI-CS fit are significant at a less than 0.001 level, supporting *H3* and *H4*. The complete model's R^2 is 56.2 per cent. Table VI provides a summary of the results of all the tested hypotheses and Figure 3 presents the interactions between CS and brand identity.

Discussion

This paper aimed to empirically test the effect of BI-CS fit on creating a stronger brand image to increase the perceived value of a brand, and to understand the effect of social influence on the perceived value of a brand. The study contributes to the branding literature by introducing the CS concept to better understand the influence of emotional and rational brand identities on consumers with either rational or intuitive cognitive thinking styles, and reinforce the importance of the brand duality concept (Keller, 2001).

The study finds that, as expected, a rational brand identity is given a higher perceived brand value by analytic CS consumers than intuitive CS consumers. Conversely, an emotional brand identity is given a higher perceived brand value by intuitive CS

Table II Rotated factor structure

	Rotated component matrix ^a							
	1	2	3	4	5	6	7	
I believe that Nutri-milk would perform consistently	0.837							
I believe that Nutri-milk would have a consistent quality	0.816							
I believe that Nutri-milk would have an acceptable standard of quality	0.804							
It seems that Nutri-milk would be consistent in the quality it offers	0.779							
I believe that Nutri-milk would be well made	0.779							
It seems that the quality of Nutri-milk is extremely high	0.623						0.587	
It seems that Nutri-milk has very high reliability	0.618							
I would not buy other brand if Nutri-milk was available at the store		0.778						
I see myself becoming loyal to nutri-milk		0.769						
Nutri-milk would become my first choice of milk		0.733						
I see myself committed to buy Nutri-milk		0.730						
By buying Nutri-milk I would feel a sense of "ownership" of the brand		0.711						
I would talk about Nutri-milk with my colleagues as being an amazing brand		0.701						
By buying Nutri-milk I feel a sense of belonging to the brand's community		0.669						
Nutri-milk would improve the way I am perceived by others			0.827					
Nutri-milk would make a good impression on other people			0.802					
Nutri-milk would give its owner social approval			0.800					
Nutri-milk would help me feel accepted		0.526	0.678					
Nutri-milk is an environmentally responsible brand				0.823				
Nutri-milk is an environmentally safe brand				0.799				
Nutri-milk is a sustainable brand				0.726				
Nutri-milk is a healthy brand				0.621				
It seems like Nutri-milk and I have similar believes					0.885			
I believe that nutri-milk and I have similar values					0.847			
I like what nutri-milk stands for					0.640			
Unless nutri-milk is cheaper than other milk brands, I see no reason to buy it						0.772		
Unless I am rewarded for buying Nutri-milk, I see no reason to change from my current milk brand							0.741	
I would buy Nutri-milk only if I feel pressured to buy it							0.683	
It seems that the functionality of nutri-milk is extremely high								0.749
I believe that the performance of Nutri-milk would be very high	0.523							0.595

Notes: Extraction method: principal component analysis. Rotation method: varimax with Kaiser normalization; ^aRotation converged in seven iterations

Table III Social influence inter-item correlation

	Q7_1	Q7_3	Q7_4	Q7_6	Q7_7	Q7_8	Q7_9	Q7_10	Q7_11
Q7_1	1	0.612**	0.579**	0.412**	0.339**	0.246**	-0.184**	-0.083	-0.226**
Q7_3	0.612**	1	0.853**	0.297**	0.349**	0.301**	-0.165*	-0.099	-0.129*
Q7_4	0.579**	0.853**	1	0.345**	0.410**	0.337**	-0.118	-0.155*	-0.100
Q7_6	0.412**	0.297**	0.345**	1	0.676**	0.562**	-0.316**	-0.193**	-0.055
Q7_7	0.339**	0.349**	0.410**	0.676**	1	0.661**	-0.316**	-0.199**	-0.075
Q7_8	0.246**	0.301**	0.337**	0.562**	0.661**	1	-0.251**	-0.189**	-0.010
Q7_9	-0.184**	-0.165*	-0.118	-0.316**	-0.316**	-0.251**	1	0.534**	0.334**
Q7_10	-0.083	-0.099	-0.155*	-0.193**	-0.199**	-0.189**	0.534**	1	0.263**
Q7_11	-0.226**	-0.129*	-0.100	-0.055	-0.075	-0.010	0.334**	0.263**	1

Notes: *Correlation is significant at the 0.05 level (two-tailed); **Correlation is significant at the 0.01 level (two-tailed)

consumers than analytic CS consumers. This finding is relatively intuitive and simply serves to test the basic assumption of this study. Not surprisingly, the R^2 for this relationship without social influence as a covariate is low (0.058). This result was expected and previously discussed.

Indeed, predominantly analytic thinkers find a brand identity more appealing when built on rational rather than emotional associations. Analytic CS individuals tend to have a logical processing of information (Allinson and Hayes, 1996), which explains why they prefer functional associations on a brand

Table IV CBBE Inter-item correlation

	Q9_1	Q9_2	Q9_3	Q9_4	Q9_5	Q9_6	Q9_7	Q9_8	Q9_9	Q9_10	Q9_11	Q9_12	Q9_13	Q9_14	Q9_15	Q9_16	Q9_17	Q9_18	Q9_19	Q9_20	Q9_21
Q9_1	1	0.752**	0.580**	0.572**	0.534**	0.516**	0.506**	0.568**	0.546**	0.276**	0.289**	0.251**	0.291**	0.307**	0.289**	0.335**	0.352**	0.139*	0.182**	0.154*	0.139*
Q9_2	0.752**	1	0.616**	0.650**	0.518**	0.649**	0.670**	0.654**	0.647**	0.230**	0.225**	0.156**	0.200**	0.332**	0.343**	0.371**	0.413**	0.101	0.131*	0.167**	0.089
Q9_3	0.580**	0.616**	1	0.682**	0.628**	0.517**	0.452**	0.555**	0.585**	0.322**	0.322**	0.214**	0.274**	0.361**	0.370**	0.399**	0.354**	0.143*	0.168**	0.179**	0.246**
Q9_4	0.572**	0.650**	0.682**	1	0.634**	0.574**	0.473**	0.599**	0.641**	0.249**	0.226**	0.143**	0.157*	0.325**	0.329**	0.260**	0.309**	0.030	0.091	0.154*	0.137*
Q9_5	0.534**	0.518**	0.628**	0.634**	1	0.390**	0.381**	0.452**	0.406**	0.238**	0.272**	0.161**	0.201**	0.327**	0.311**	0.380**	0.274**	0.074	0.055	0.068	0.123
Q9_6	0.516**	0.649**	0.517**	0.574**	0.390**	1	0.763**	0.581**	0.613**	0.225**	0.144**	0.131*	0.137*	0.317**	0.289**	0.347**	0.406**	0.047	0.083	0.062	0.099
Q9_7	0.506**	0.670**	0.452**	0.473**	0.381**	0.763**	1	0.652**	0.565**	0.259**	0.208**	0.209**	0.203**	0.234**	0.288**	0.309**	0.376**	0.140*	0.148*	0.149*	0.116
Q9_8	0.568**	0.654**	0.555**	0.599**	0.452**	0.581**	0.652**	1	0.728**	0.249**	0.186**	0.117	0.198**	0.286**	0.339**	0.379**	0.396**	0.075	0.091	0.077	0.084
Q9_9	0.546**	0.647**	0.585**	0.641**	0.406**	0.613**	0.565**	0.728**	1	0.329**	0.222**	0.176**	0.213**	0.342**	0.315**	0.405**	0.427**	0.075	0.084	0.128*	0.077
Q9_10	0.276**	0.230**	0.322**	0.249**	0.238**	0.225**	0.259**	0.249**	0.329**	1	0.731**	0.624**	0.626**	0.246**	0.193**	0.185**	0.195**	0.382**	0.387**	0.455**	0.509**
Q9_11	0.289**	0.225**	0.322**	0.226**	0.272**	0.144*	0.208**	0.186**	0.222**	0.731**	1	0.714**	0.744**	0.336**	0.275**	0.254**	0.208**	0.482**	0.492**	0.544**	0.589**
Q9_12	0.251**	0.156**	0.214**	0.143*	0.161*	0.131*	0.209**	0.117	0.176**	0.624**	0.714**	1	0.678**	0.230**	0.241**	0.189**	0.120	0.429**	0.407**	0.454**	0.564**
Q9_13	0.291**	0.200**	0.274**	0.157*	0.201**	0.137*	0.203**	0.198**	0.213**	0.626**	0.744**	0.678**	1	0.359**	0.325**	0.283**	0.187**	0.554**	0.498**	0.539**	0.599**
Q9_14	0.307**	0.332**	0.361**	0.325**	0.327**	0.317**	0.234**	0.286**	0.342**	0.246**	0.336**	0.230**	0.359**	1	0.813**	0.551**	0.429**	0.237**	0.233**	0.249**	0.241**
Q9_15	0.289**	0.343**	0.370**	0.329**	0.311**	0.289**	0.288**	0.339**	0.315**	0.193**	0.275**	0.241**	0.325**	0.813**	1	0.546**	0.474**	0.193**	0.193**	0.173**	0.208**
Q9_16	0.335**	0.371**	0.399**	0.260**	0.380**	0.347**	0.309**	0.379**	0.405**	0.185**	0.254**	0.189**	0.283**	0.551**	0.546**	1	0.612**	0.218**	0.161*	0.176**	0.180**
Q9_17	0.352**	0.413**	0.354**	0.309**	0.274**	0.406**	0.376**	0.396**	0.427**	0.195**	0.208**	0.120	0.187**	0.429**	0.474**	0.612**	1	0.186**	0.115	0.154*	0.122
Q9_18	0.139*	0.101	0.143*	0.030	0.074	0.047	0.140*	0.075	0.382**	0.482**	0.429**	0.554**	0.237**	0.193**	0.218**	0.186**	1	0.694**	0.712**	0.712**	0.712**
Q9_19	0.182**	0.131*	0.168**	0.091	0.055	0.083	0.148*	0.091	0.084	0.387**	0.492**	0.407**	0.498**	0.233**	0.193**	0.161*	0.115	0.694**	1	0.770**	0.626**
Q9_20	0.154*	0.167**	0.179**	0.154*	0.068	0.062	0.149*	0.077	0.128*	0.455**	0.544**	0.454**	0.539**	0.249**	0.173**	0.176**	0.154*	0.712**	0.770**	1	0.722**
Q9_21	0.139*	0.089	0.246**	0.137*	0.123	0.099	0.116	0.084	0.077	0.509**	0.589**	0.564**	0.599**	0.241**	0.208**	0.180**	0.122	0.712**	0.626**	0.722**	1

Notes: *Correlation is significant at the 0.05 level (two-tailed). **Correlation is significant at the 0.01 level (two-tailed).

Table V ANOVA results

Source	Tests of between-subjects effects							
	Type III Sum of Squares	df	Mean square	F	Sig.	Partial eta squared	Noncent. parameter	Observed power ^b
Dependent variable: perceived value of the brand								
Corrected model	45.568 ^a	6	7.595	49.972	0.000	0.562	299.832	1.000
Intercept	14.861	1	14.861	97.785	0.000	0.295	97.785	1.000
I_INT	5.160	1	5.160	33.953	0.000	0.127	33.953	1.000
I_ID	18.370	1	18.370	120.873	0.000	0.341	120.873	1.000
I_COMP	0.116	1	0.116	0.766	0.382	0.003	0.766	0.140
Cog.Style	0.003	1	0.003	0.018	0.894	0.000	0.018	0.052
BrandID	0.005	1	0.005	0.030	0.862	0.000	0.030	0.053
Cog.Style * BrandID	1.414	1	1.414	9.306	0.003	0.038	9.306	0.860
Error	35.563	234	0.152					
Total	2580.624	241						
Corrected total	81.131	240						

Notes: ^aR² = 0.562 (adjusted R² = 0.550); ^bComputed using alpha = 0.05

Table VI Results

Hypothesis	Result	p-value
H1	Supported	0.003
H2	Not supported	0.382
H3	Supported	0.000
H4	Supported	0.000

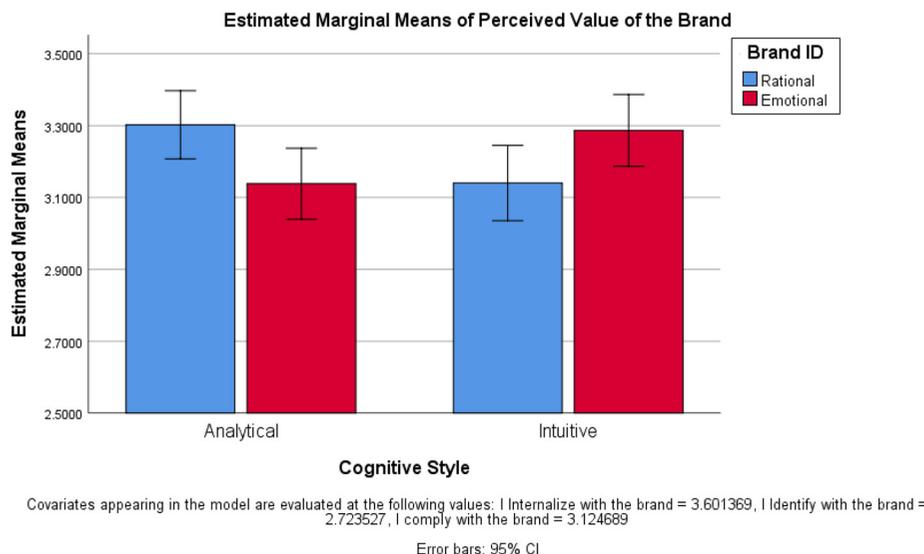
Note: R² = 0.562 (Adjusted R² = 0.550)

identity. On the other hand, predominantly intuitive thinkers process information at a macro level, guiding their decision on hunches rather than logical explanations (Allinson and Hayes, 1996), which is why they would favor a brand identity when is built on emotional rather than rational associations.

However, the more important contribution of this study is identifying that whether the brand identity is more emotional or rational is less important than the values and beliefs that the

brand communicates to create social influence. Introducing the social influence dimensions (i.e. compliance, identification and internalization) into the model increased the R² to 0.562. Moreover, the findings show that to have a considerable effect, the level of social influence of the message has to be medium to high. As the lack of support of H2 shows, compliance is not enough for the relationship to be significant either in a positive or negative way. In other words, people feeling forced to comply is not enough to influence the perceived brand image neither positively or negatively, and therefore, does not reduce perceived brand value, as originally expected. It is only when social influence reaches the levels of identification and internalization that it does. BI-CS fit creates a stronger brand image leading to an increased perceived brand value, but only when the consumer feels a certain level of identification with the brand. In other words, when the brand actually represents or stands for something the consumer cares about. These results support Baalbaki and Guzmán's (2016) finding that a key dimension of perceived brand equity is a brand's level of social influence. They are also in line with Fournier's (1998)

Figure 3 Interactions



brand relationship theory and provide support and an explanation as to why so many brands today are trying to engage with consumers (Harmeling *et al.*, 2017) by strongly aligning with causes that consumers care about (Hoewe and Hatemi, 2017; Schmidt *et al.*, 2019; Shepherd *et al.*, 2015) and by getting them involved in the process of co-creating brand identities (Iglesias *et al.*, 2018; Ind *et al.*, 2019; Kennedy and Guzmán, 2016, 2017; Merz *et al.*, 2018).

Managerial implications

This paper answers Goller *et al.*'s (2002) call for research on new and more strategic forms of segmentation. The results demonstrate the importance of brand duality and show how firms could present emotional or rational brand identities, depending on their consumers' CS, to increase the effectiveness of their messaging. By identifying their consumers' predominant thinking style and tapping into social influence factors that increase the levels of identification with and internalization of the brand, their brand identity messaging could lead to higher levels of perceived value. In other words, the results of this study show that brand managers need to be cognizant of the potential of communicating brand identities that consumers understand—based on consumers' CS, that consumers relate to—based on identification form of social influence, and with values in which consumers believe—based on the internalization form of social influence. With the rise of social media and the power of data technologies, brand managers are now equipped with new marketing analytic tools that can help them identify whether their target consumers are more intuitive or analytical. By doing so, and by engaging with consumers to more deeply understand how they identify with the brand and what they truly care about, managers can become more effective in their brand communication to build a stronger brand image, which translates into a better positioning, and ultimately, a higher brand value.

Brands such as Nike, Chick-Fil-A, Netflix, Starbucks, Ben and Jerry's, Uber, Patagonia or P&G's Gillette, among many others, are currently "taking a stand" on certain values or political ideologies (Schmidt *et al.*, 2019), committing to their customers deepest beliefs. According to the findings of this study, this is not a coincidence. Although risking alienating a certain segment of the market, this article demonstrates that it might be worth taking that risk to generate a stronger bond with those consumers that do align with the values the brand supports. Brands that engage and create synergy with consumers, by creating brand identities that consumers identify with and ultimately internalize, create stronger brand images, which will be reflected on higher values for their brands. In other words, the most important managerial implication that this study presents is that the way brand identities are presented—more emotional or more rational—is not as important as what brand identities communicate—the core beliefs and values of a brand. Brand managers must be cognizant that identities can be emotional or rational, and this creates more or less value depending on the consumers' CS, but what is more important is that consumers internalize the brand's message or identify with what the brand represents. Hence, a brand identity that portrays reasons or emotions that the consumer

can identify with and, ultimately, internalize will most likely be more effective in generating higher levels of perceived value (i.e. becoming a strong brand). Although these concepts had been discussed in prior literature, the contribution that this paper makes is tying them all together which, to the best of our knowledge, had not been done.

In sum, the findings of this article contribute to the branding literature by demonstrating that intuitive consumers assign more value to brands that communicate emotional messages, while analytical consumers assign more value to brands that communicate rational messages. Furthermore, this study also finds that CBBE increases as long as consumers' values are aligned with the overt values of the brand. In other words, brands that openly express their values and beliefs could experience an upsurge in the perceived value of the brand, independently of how these brands communicate their values and beliefs.

Limitations and future research

The framework presented in this paper was tested using a student sample (Hanel and Vione, 2016). Although the sampling is appropriate given the experimental nature of the study, future research could further validate the model and strengthen the theory-building by providing empirical evidence that supports this framework using a more representative sample. The nature of this study opens the door for more research, especially in new ways to understand consumers' CS and how brands can get consumers to engage to influence their aspirations and beliefs so they can profoundly identify with and internalize the values of the brand.

A second potential limitation of this study is that it relied on a brand with which subjects had never interacted. Although this was done intentionally to isolate the effects that were being measured and to take care of the internal validity threat and any potential biases that consumers could have had from past exposure to the brand, in reality, the experience that consumers have with brands can change its value for better or for worse. For instance, if a product's quality is below a consumer's expectations, the brand image may be affected despite the branding efforts made by the firm to create a high-quality identity.

A third limitation of this study is that it relies on cross-sectional data. Future research could consider the use of respondents' current brand knowledge and examine the changes in CBBE (Muniz *et al.*, 2019) to further understand how the examined constructs shape brands. For instance, researchers could examine CBBE in the event of variations in brand campaigns.

Finally, for this study, the emotional and rational brand identities were built from scratch. Even though subjects categorized the emotional brand identity as emotional and the rational brand identity as rational, there are different emotions that could trigger different responses. For example, for this study, the emotion of happiness was triggered by talking about love to the subjects' families. Future research could explore if different types of emotions have different levels of effect or how triggering different types of emotions affects CBBE on consumers with different CS.

References

- Aaker, D.A. (1991), *Managing Brand Equity: Capitalizing on the Value of a Brand Name*, The Free Press, New York, NY.
- Ailawadi, K.L. and Harlam, B. (2004), "An empirical analysis of the determinants of retail margins: the role of store-brand share", *Journal of Marketing*, Vol. 68 No. 1, pp. 147-165.
- Allinson, C. and Hayes, J. (1996), "The cognitive style index: a measure of intuition-analysis for organizational research", *Journal of Management Studies*, Vol. 33 No. 1, pp. 119-135.
- Armstrong, S.J. and Qi, M. (2016), "A reassessment of the factor structure of the Allinson-Hayes cognitive style index", *Personality and Individual Differences*, Vol. 101, pp. 240-242.
- Armstrong, S.J., Cool, E. and Sadler-Smith, E. (2012), "Role of cognitive styles in business and management: reviewing 40 years of research", *International Journal of Management Reviews*, Vol. 14 No. 3, pp. 238-262.
- Aurier, P. and Gilles Séré, D.L. (2012), "Impacts of perceived brand relationship orientation on attitudinal loyalty", *European Journal of Marketing*, Vol. 46 Nos 11/12, pp. 1602-1627.
- Baalbaki, S. and Guzmán, F. (2016), "A consumer-perceived consumer-based brand equity scale", *Journal of Brand Management*, Vol. 23 No. 3, pp. 229-251.
- Bagozzi, R.P. and Dholakia, U.M. (2006), "Antecedents and purchase consequences of customer participation in small group brand communities", *International Journal of Research in Marketing*, Vol. 23 No. 1, pp. 45-61.
- Batra, R. and Ray, M.L. (1986), "Affective responses mediating acceptance of advertising", *Journal of Consumer Research*, Vol. 13 No. 2, pp. 234-249.
- Bock, G.W., Zmud, R.W., Kim, Y.G. and Lee, J.N. (2005), "Behavioral intention formation in knowledge sharing: examining the roles of extrinsic motivators, social-psychological forces, and organizational climate", *MIS Quarterly*, Vol. 29 No. 1, pp. 87-111.
- Brakus, J.J., Schmitt, B.H. and Zarantonello, L. (2009), "Brand experience: what is it? How is it measured? Does it affect loyalty?", *Journal of Marketing*, Vol. 73 No. 3, pp. 52-68.
- Brinberg, D. and McGrath, J.E. (1985), *Validity and Research Process*, Sage Publications, Beverly Hills, CA.
- Broniarczyk, S.M. and Alba, J.W. (1994), "The importance of the brand in brand extension", *Journal of Marketing Research*, Vol. 31 No. 2, pp. 214-228.
- Buchanan, L., Simmons, C.J. and Bickart, B.A. (1999), "Brand equity dilution: retailer display and context brand effects", *Journal of Marketing Research*, Vol. 36 No. 3, pp. 345-355.
- Chan, C., Berger, J. and Van Boven, L. (2012), "Identifiable but not identical: combining social identity and uniqueness motives in choice", *Journal of Consumer Research*, Vol. 39 No. 3, pp. 561-573.
- Cheadle, H. (2019), "Companies are realizing that being publicly conservative is really unpopular", available at: www.vice.com/en_us/article/7x5v9y/companies-are-realizing-that-being-publicly-conservative-is-really-unpopular (accessed 11 November 2019).
- Churchill, G.A. (1979), "A paradigm for developing better measures of marketing constructs", *Journal of Marketing Research*, Vol. 16 No. 1, pp. 64-73.
- Cowan, K. and Guzmán, F. (2018), "How CSR reputation, sustainability signals, and country-of-origin sustainability reputation contribute to corporate brand performance: an exploratory study", *Journal of Business Research*, available at: <https://doi.org/10.1016/j.jbusres.2018.11.017>
- Cui, C.C., Mrad, M. and Hogg, M.K. (2018), "Brand addiction: exploring the concept and its definition through an experiential lens", *Journal of Business Research*, Vol. 87, pp. 118-127.
- Davcik, N.S., da Silva, R.V. and Hair, J.F. (2015), "Towards a unified theory of brand equity: conceptualizations, taxonomy and avenues for future research", *Journal of Product & Brand Management*, Vol. 24 No. 1, pp. 3-17.
- de Chernatony, L. and Dall'Olmo Riley, F. (1998), "Defining a brand: beyond the literature with experts' interpretations", *Journal of Marketing Management*, Vol. 14 No. 5, pp. 417-443.
- Dichter, E. (1985), "What's in an image", *Journal of Consumer Marketing*, Vol. 2 No. 1, pp. 75-81.
- Dolich, I.J. (1969), "Congruence relationships between self images and product brands", *Journal of Marketing Research*, Vol. 6 No. 1, pp. 80-84.
- Escalas, J.E. and Bettman, J.R. (2003), "You are what they eat: the influence of reference groups on consumers' connections to brands", *Journal of Consumer Psychology*, Vol. 13 No. 3, pp. 339-348.
- Escalas, J.E. and Bettman, J.R. (2005), "Self-construal, reference groups, and brand meaning", *Journal of Consumer Research*, Vol. 32 No. 3, pp. 378-389.
- Fournier, S. (1998), "Consumers and their brands: developing relationship theory in consumer research", *Journal of Consumer Research*, Vol. 24 No. 4, pp. 343-373.
- Gardner, M.P. (1985), "Does attitude toward the ad affect brand attitude under a brand evaluation set?", *Journal of Marketing Research*, Vol. 22 No. 2, pp. 192-198.
- Gehani, R. (2001), "Enhancing brand equity and reputational capital with enterprise-wide complementary innovations", *Marketing Management Journal*, Vol. 11 No. 1, pp. 35-48.
- Ghodeswar, B.M. (2008), "Building brand identity in competitive markets: a conceptual model", *Journal of Product & Brand Management*, Vol. 17 No. 1, pp. 4-12.
- Glynn, M.S., Brodie, R.J. and Motion, J. (2012), "The benefits of manufacturer brands to retailers", *European Journal of Marketing*, Vol. 46 No. 9, pp. 1127-1149.
- Goller, S., Hogg, A. and Kalafatis, S.P. (2002), "A new research agenda for business segmentation", *European Journal of Marketing*, Vol. 36 Nos 1/2, pp. 252-271.
- Good, P.I. and Hardin, J.W. (2012), *Common Errors in Statistics (and How to Avoid Them)*, John Wiley & Sons, New York, NY.
- Graeff, T.R. (1996), "Using promotional messages to manage the effects of brand and self-image on brand evaluations", *Journal of Consumer Marketing*, Vol. 13 No. 3, pp. 4-18.
- Grubb, E.L. and Hupp, G. (1968), "Perception of self, generalized stereotypes, and brand selection", *Journal of Marketing Research*, Vol. 5 No. 1, pp. 58-63.

- Guzmán, F., Montaña, J. and Sierra, V. (2006), "Brand building by associating to public services: a reference group influence model", *Journal of Brand Management*, Vol. 13 Nos 4/5, pp. 353-362.
- Guzmán, F., Paswan, A. and Fabrice, B. (2017), "Crossing the border: changes in self and brands", *Journal of Consumer Marketing*, Vol. 34 No. 4, pp. 306-318.
- Hamelin, N., El Moujahid, O. and Thaichon, P. (2017), "Emotion and advertising effectiveness: a novel facial expression analysis approach", *Journal of Retailing and Consumer Services*, Vol. 36, pp. 103-111.
- Harris, F. and de Chernatony, L. (2001), "Corporate branding and corporate brand performance", *European Journal of Marketing*, Vol. 35 Nos 3/4, pp. 441-456.
- Hanel, P.H. and Vione, K.C. (2016), "Do student samples provide an accurate estimate of the general public?", *PloS One*, Vol. 11 No. 12, p. e0168354.
- Harmeling, C.M., Moffett, J.W., Arnold, M.J. and Carlson, B.D. (2017), "Toward a theory of customer engagement marketing", *Journal of the Academy of Marketing Science*, Vol. 45 No. 3, pp. 312-335.
- Hayes, J. and Allinson, C.W. (1994), "Cognitive style and its relevance for management practice", *British Journal of Management*, Vol. 5 No. 1, pp. 53-71.
- Heinberg, M., Ozkaya, H.E. and Taube, M. (2018), "Do corporate image and reputation drive brand equity in India and China? – Similarities and differences", *Journal of Business Research*, Vol. 86, pp. 259-268.
- Holbrook, M.B. and Batra, R. (1987), "Assessing the role of emotions as mediators of consumer responses to advertising", *Journal of Consumer Research*, Vol. 14 No. 3, pp. 404-420.
- Holt, D.B. (2004), *How Brands Become Icons: The Principles of Cultural Branding*, Harvard Business Press, Cambridge, MA.
- Holt, D.B. (2006), "Jack Daniel's America iconic brands as ideological parasites and proselytizers", *Journal of Consumer Culture*, Vol. 6 No. 3, pp. 355-377.
- Hoewe, J. and Hatemi, P.K. (2017), "Brand loyalty is influenced by the activation of political orientations", *Media Psychology*, Vol. 20 No. 3, pp. 428-449.
- Iglesias, O. and Bonet, E. (2012), "Persuasive brand management", *Journal of Organizational Change Management*, Vol. 25 No. 2, pp. 251-264.
- Iglesias, O., Markovic, S., Bagherzadeh, M. and Singh, J.J. (2018), "Co-creation: a key link between corporate social responsibility, customer trust, and customer loyalty", *Journal of Business Ethics*, available at: <https://doi.org/10.1007/s10551-018-4015-y>
- Ind, N., Coates, N. and Lerman, K. (2019), "The gift of co-creation: what motivates customers to participate", *Journal of Brand Management*, available at: <https://doi.org/10.1057/s41262-019-00173-7>
- Kang, M. and Schuett, M.A. (2013), "Determinants of sharing travel experiences in social media", *Journal of Travel & Tourism Marketing*, Vol. 30 Nos 1/2, pp. 93-107.
- Kapferer, N.J. (1992), *Strategic Brand Management*, Kogan Page, London.
- Keller, K.L. (1993), "Conceptualizing, measuring, and managing customer-based brand equity", *Journal of Marketing*, Vol. 57 No. 1, pp. 1-22.
- Keller, K.L. (2001), "Building customer-based brand equity: a blueprint for creating strong brands", MSI Report, pp. 1-107.
- Keller, K.L. (2009), "Building strong brands in a modern marketing communications environment", *Journal of Marketing Communications*, Vol. 15 Nos 2/3, pp. 139-155.
- Keller, K.L. (2013), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, Pearson Education, Upper Saddle River, NJ.
- Keller, K.L. and Lehmann, D.R. (2003), "How do brands create value?", *Marketing Management*, Vol. 12 No. 3, pp. 26-31.
- Keller, K.L. and Lehmann, D.R. (2006), "Brands and branding: research findings and future priorities", *Marketing Science*, Vol. 25 No. 6, pp. 740-759.
- Kelman, H.C. (1958), "Compliance, identification, and internalization: three processes of attitude change", *Journal of Conflict Resolution*, Vol. 2 No. 1, pp. 51-60.
- Kennedy, E. and Guzmán, F. (2016), "Co-creation of brand identities: consumer and industry influence and motivations", *Journal of Consumer Marketing*, Vol. 33 No. 5, pp. 313-323.
- Kennedy, E. and Guzmán, F. (2017), "When perceived ability to influence plays a role: brand co-creation in web 2.0", *Journal of Product & Brand Management*, Vol. 26 No. 4, pp. 342-350.
- Leone, R.P., Rao, V.R., Kevin, L.K., Luo, A.M., McAlister, L. and Srivastava, R. (2006), "Linking brand equity to customer equity", *Journal of Service Research*, Vol. 9 No. 2, pp. 125-138.
- Lutz, R.J. (1980), *The Role of Attitude Theory in Marketing*, Center for Marketing Studies, University of CA, Los Angeles, CA.
- Lutz, R.J., MacKenzie, S.B. and Belch, G.E. (1983), "Attitude toward the ad as a mediator of advertising effectiveness: Determinants and consequences", in Bagozzi, R.P. and Tybout, A.M. (Eds), *NA-Advances in Consumer Research Volume 10*, Association for Consumer Research, Ann Arbor, MI, pp. 532-539.
- MacKenzie, S.B., Lutz, R.J. and Belch, G.E. (1986), "The role of attitude toward the ad as a mediator of advertising effectiveness: a test of competing explanations", *Journal of Marketing Research*, Vol. 23 No. 2, pp. 130-143.
- Malhotra, Y. and Galletta, D. (2005), "A multidimensional commitment model of volitional systems adoption and usage behavior", *Journal of Management Information Systems*, Vol. 22 No. 1, pp. 117-151.
- Margulies, W.P. (1977), "Make most of your corporate identity", *Harvard Business Review*, Vol. 55 No. 4, pp. 66-74.
- Merz, M.A., Zarantonello, L. and Grappi, S. (2018), "How valuable are your customers in the brand value co-creation process? The development of a customer co-creation value (CCCV) scale", *Journal of Business Research*, Vol. 82 No. 1, pp. 79-89.
- Messick, S. (1976), "Personality consistencies in cognition and creativity", in Messick, S. (Ed.), *Individuality in Learning*, Jossey-Bass, San Francisco, CA, pp. 4-22.
- Messick, S. (1984), "The nature of cognitive styles: problems and promise in educational practice", *Educational Psychologist*, Vol. 19 No. 2, pp. 59-74.

- Monga, A.B. and John, D.R. (2010), "What makes brands elastic? The influence of brand concept and styles of thinking on brand extension evaluation", *Journal of Marketing*, Vol. 74 No. 3, pp. 80-92.
- Moon, J.W. and Kim, Y.G. (2001), "Extending the TAM for a world-wide-web context", *Information & Management*, Vol. 38 No. 4, pp. 217-230.
- Muniz, A.M. and O'Guinn, T.C. (2001), "Brand community", *Journal of Consumer Research*, Vol. 27 No. 4, pp. 412-432.
- Muniz, F., Guzmán, F., Paswan, A. and Crawford, H. (2019), "The immediate effect of corporate social responsibility on consumer-based brand equity", *Journal of Product & Brand Management*, Vol. 28 No. 7, pp. 864-879.
- Nandan, S. (2005), "An exploration of the brand identity-brand image linkage: a communications perspective", *Journal of Brand Management*, Vol. 12 No. 4, pp. 264-278.
- Nunnally, J. and Bernstein, I. (1978), *Psychometric Theory*, McGraw-Hill, New York, NY.
- Oliver, R.L. (1999), "Whence consumer loyalty?", *Journal of Marketing*, Vol. 63, pp. 33-44.
- Page, T.J., Thorson, E. and Heide, M.P. (1990), "The memory impact of commercials varying in emotional appeal and product involvement", in Agres, S.J., Edell, J.A. and Dubitsky, T.M. (Eds), *Emotion in Advertising*, Quorum Books, New York, NY, pp. 255-268.
- Pappu, R. and Quester, P.G. (2016), "How does brand innovativeness affect brand loyalty?", *European Journal of Marketing*, Vol. 50 Nos 1/2, pp. 2-28.
- Park, C.W. and Young, S.M. (1986), "Consumer response to television commercials: the impact of involvement and background music on brand attitude formation", *Journal of Marketing Research*, Vol. 23 No. 1, pp. 11-24.
- Park, C.W., Jaworski, B.J. and MacInnis, D.J. (1986), "Strategic Brand concept-image management", *Journal of Marketing*, Vol. 50 No. 4, pp. 135-145.
- Plummer, J.T. (1985), "How personality makes a difference", *Journal of Advertising Research*, Vol. 24 No. 6, pp. 27-31.
- Poels, K. and Dewitte, S. (2006), "How to capture the heart? Reviewing 20 years of emotion measurement in advertising", *Journal of Advertising Research*, Vol. 46 No. 1, pp. 18-37.
- Punniyamoorthy, M., Mahadevan, B. and Shetty, N. (2011), "A framework for assessment of brand loyalty score for commodities", *Journal of Targeting, Measurement and Analysis for Marketing*, Vol. 19 Nos 3/4, pp. 243-260.
- Riding, R. and Rayner, S. (2013), *Cognitive Styles and Learning Strategies: Understanding Style Differences in Learning and Behavior*, Routledge, Oxford.
- Roy, D. and Banerjee, S. (2014), "Identification and measurement of brand identity and image gap: a quantitative approach", *Journal of Product & Brand Management*, Vol. 23 No. 3, pp. 207-219.
- Roy, R. and Rabbanee, F.K. (2015), "Antecedents and consequences of self-congruity", *European Journal of Marketing*, Vol. 49 Nos 3/4, pp. 444-466.
- Schiffman, L.G. and Kanuk, L.L. (2000), *Consumer Behavior*, 7th ed., Prentice-Hall, New York, NY.
- Schmidt, H., Ind, N. and Guzmán, F. (2019), "Politically conscious brands: insights into consumer attitudes and managerial perceptions", in Baumgarth, C. and Boltz, D.M. (Eds), *Booklet of Abstracts from the 14th Global Brand Conference of the AM's Brand, Identity and Corporate Reputation SIG*, Academy of Marketing-Brand SIG, Berlin, p. 54.
- Schwartz, S.H. (1994), "Are there universal aspects in the structure and contents of human values?", *Journal of Social Issues*, Vol. 50 No. 4, pp. 19-45.
- Schwartz, S.H. (1999), "A theory of cultural values and some implications for work", *Applied Psychology*, Vol. 48 No. 1, pp. 23-47.
- Schwartz, S.H. and Bardi, A. (2001), "Value hierarchies across cultures taking a similarities perspective", *Journal of Cross-Cultural Psychology*, Vol. 32 No. 3, pp. 268-290.
- Schwartz, S.H. and Boehnke, K. (2004), "Evaluating the structure of human values with confirmatory factor analysis", *Journal of Research in Personality*, Vol. 38 No. 3, pp. 230-255.
- Schwartz, S.H., Sagiv, L. and Boehnke, K. (2000), "Worries and values", *Journal of Personality*, Vol. 68 No. 2, pp. 309-346.
- Shepherd, S., Chartrand, T.L. and Fitzsimons, G.J. (2015), "When brands reflect our ideal world: the values and brand preferences of consumers who support versus reject society's dominant ideology", *Journal of Consumer Research*, Vol. 42 No. 1, pp. 76-92.
- Shimp, T.A. (1981), "Attitude toward the ad as a mediator of consumer brand choice", *Journal of Advertising*, Vol. 10 No. 2, pp. 9-48.
- Steenkamp, J.B.E., Van Heerde, H.J. and Geyskens, I. (2010), "What makes consumers willing to pay a price premium for national brands over private labels?", *Journal of Marketing Research*, Vol. 47 No. 6, pp. 1011-1024.
- Tajfel, H. and Turner, J.C. (1979), "An integrative theory of intergroup conflict", in Austin, W.G. and Worchel, S. (Eds), *The Social Psychology of Intergroup Relations*, Wiley, New York, NY, pp. 33-47.
- Torelli, C.J., Monga, A.B. and Kaikati, A.M. (2012), "Doing poorly by doing good: corporate social responsibility and brand concepts", *Journal of Consumer Research*, Vol. 38 No. 5, pp. 948-963.
- Venkatesh, V., Speier, C. and Morris, M.G. (2002), "User acceptance enablers in individual decision making about technology: toward an integrated model", *Decision Sciences*, Vol. 33 No. 2, pp. 297-316.
- Veloutsou, C. and Guzmán, F. (2017), "The evolution of brand management thinking over the last 25 years as recorded in the journal of product and brand management", *Journal of Product & Brand Management*, Vol. 26 No. 1, pp. 2-12.
- Watkins, B.A. (2014), "Revisiting the social identity-brand equity model: an application to professional sports", *Journal of Sport Management*, Vol. 28 No. 4, pp. 471-480.
- White, K. and Dahl, D.W. (2007), "Are all out-groups created equal? Consumer identity and dissociative influence", *Journal of Consumer Research*, Vol. 34 No. 4, pp. 525-536.
- Wilkie, W.L. (1986), *Consumer Behavior*, Wiley, New York, NY.
- Yuan, R., Liu, M.J., Luo, J. and Yen, D.A. (2016), "Reciprocal transfer of brand identity and image associations arising from higher education brand extensions", *Journal of Business Research*, Vol. 69 No. 8, pp. 3069-3076.

Appendix

Conservative press release

Please take a couple of minutes to read the following press release:

Nutri, the South American brand that wants to be part of the tradition of American families

March 2017. After building and maintaining a strong presence in South America for 40 years, Nutri is ready to be part of the American families, beginning in fall of 2017.

The initiative to expand beyond the borders of South-America comes after the brand has reached a point near perfection in food security. Nutri's products are expected to be on the shelves of the main grocery retailers at the beginning of September.

Nutri is a family-owned and family-operated company with renowned prestige in the world of dairy products. The traditional and perfectionist family behind the brand respects the conservative values of the American society and fully supports the decision to get into the American market.

American consumers demand high quality and food safety. Therefore, Nutri relies on a permanent ally: Tetra Pak, a Swedish multinational with a presence in over 170 countries, which supports Nutri with the best packaging to reassure American families with secure and high-quality products.

For Rigoberto Moncayo, CEO of Nutri, "It is a dream come true to sell Nutri in the USA. We share the great traditional values of the American families, and I am a true believer in the American dream. I trust that this expansion will be beneficial both for Nutri and American families".

Nutri expects to become the leading dairy brand in America in a few years by using a conservative marketing campaign, but above all, by focusing on the highest safety standards for dairy products. The brand's food safety recognitions, its corporate values, and above all, its hard-working men and women, will be the fuel to become part of American families.

Now, based on this press release, select how well do you agree with the following statements. Please select based on *the number* that closely matches your opinion.

Liberal press release

Please take a couple of minutes to read the following press release:

Nutri, the South American brand that wants to be part of the innovation of American people

March 2017. After innovating and building a strong presence in South America for 40 years, Nutri is ready to be part of the American families, beginning in fall of 2017.

The initiative to expand beyond the borders of South-America comes because of the brand's culture of innovation and change. Nutri's products are expected to be on the shelves of the main grocery retailers at the beginning of September.

Nutri is a family-owned and family-operated company with renowned prestige in the world of dairy products. The non-traditional and innovative family behind the brand respects the liberal values of American society and fully supports the decision to get into the American market.

American consumers demand high quality and innovative products. Therefore, Nutri relies on a permanent ally: Tetra Pak, a Swedish multinational with a presence in over 170 countries, which supports Nutri with the best packaging to reassure Americans with creative and high-quality products.

For Rigoberto Moncayo, CEO of Nutri, "It is a dream come true to sell Nutri in the USA. We share the great open-minded values of the American people, and I am a true believer in the American dream. I trust that this expansion will be beneficial both for Nutri and the American people".

Nutri expects to become the leading dairy brand in America in a few years by using an aggressive marketing campaign and focusing on the highest innovation procedures for dairy products. The brand's innovation recognitions, its corporate values, and above all, its creative men and women, will be the fuel to become part of American society.

Now, select how well do you agree with the following statements. Please select based on *the number* that closely matches your opinion.

Corresponding author

Francisco Guzmán can be contacted at: francisco.guzman@unt.edu