

Corporate Purpose Endorsement

A Way to Influence and Attract Multiple Stakeholders

Corporate brand endorsement has turned into an increasingly pursued strategy by companies within the FMCG industry, with the aim to connect with consumers beyond the product level. In this study, the element of purpose is added to traditional endorsement branding strategies, and reveals that this can be an efficient way to influence and attract multiple stakeholders.

A quantitative experiment was conducted, comparing groups of respondents who were exposed to a corporate purpose endorsement (CPE) manipulation with those only exposed to a product brand message. A total of 519 responses were collected through an online panel. By showing how the use of a CPE strategy can strengthen product brands within a brand-portfolio by positively affect consumers' evaluations and intentions, the study contributes with valuable insights to practitioners operating within the FMCG industry. Moreover, by assessing relevance as the explanatory mechanism behind the impact on consumers', the thesis adds to the literature and stress the importance of this construct.

Additionally, it is found that a CPE strategy positively impacts potential employees' evaluations of the corporate brand as an employer, explained by the increased relevance of the employer. The findings contribute to the growing literature on multi-stakeholder reactions to consumer advertising, and imply that consumer advertising adds to company performance beyond influencing consumers. Thereby, it is concluded that FMCG companies in Sweden should start – or continue – to invest corporate brands by adding a corporate purpose.

Key words: Corporate Brand Endorsement, Corporate Purpose, FMCG, Employer Brand, Relevance

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1. INTRODUCTION

The following chapter provides an introduction to the area of study. First, a background to the study will be presented together with the research gap in existing literature. The main purpose of the study will thereafter be presented together with the underlying research questions to be answered. Following this, the expected knowledge contribution to the existing area of research is provided and finally, the outline of the thesis will be presented.

1.1 The Shift towards Corporate Branding in the FMCG Industry

The Swedish fast moving consumer goods (FMCG) industry is a multibillion-crown market, reaching an annual turnover of 200 billion SEK in 2011 (SCB, 2013). In recent years, this market has been undergoing numerous changes. Traditionally, companies in the FMCG industry have pursued the strategy of promoting and creating multiple strong product brands, operating with a 'house of brands' brand architecture (Laforet & Saunders 1994, 1999). Thus, the focus of branding has for long primarily been on identifying product brands, and the communication has focused on product benefits as well as the creation of unique associations for each individual brand in the portfolio (Xie & Boggs 2006). The product brands have been the primary point of contact with consumers, and less attention has been attributed to the corporate brand as a source of brand equity (Uggla 2006).

Growth through international expansion has led to a record number of global brands competing for market shares (Madden, Roth & Dillon 2012), resulting in an increased homogenization of products offered in the marketplace (Kapferer 2008). As a result of this intensified competition, practitioners within the industry as well as academics have started to take interest in the strength of the corporate brand, and how it can be used as a strategic asset to differentiate the company from competitors (Brown & Dacin 1997; Souiden, Kassim & Hong 2006). A growing tendency towards investing in corporate brand building is consequently observed among FMCG companies across the world. Multinational companies like P&G and Unilever as well as Swedish Lantmännen have all started to communicate their corporate brand in their advertisement towards consumers, either in a stand-alone context or as an endorser to one or several products within the portfolio (Kapferer 2008). P&G is considered to be one of the champions when it comes to crafting and communicating purpose-driven corporate parent stories, starting with their 2010 Olympics campaign 'Proud Sponsor of Moms'. Recognized for generating over \$100 million in incremental sales, this initiative positioned thirty-four product brands under P&G's corporate umbrella for the first

time, and the campaign was expanded for the 2012 and 2014 games (Marshall, Wilke & Wise 2012). In the light of this, the benefits of using a corporate branding strategy within the FMCG industry seem evident. However, it remains unclear how this affects different stakeholders of the company, and a number of questions are unanswered regarding the use of such strategy. It is in this unexplored field that the thesis at hand steps in.

1.2 Background to the Study

1.2.1 New Competitors

The shift in the branding focus during recent years has evolved from a number of different drivers, one being the increased homogenization of products offered in the marketplace. From lagging far behind the rest of Europe in the private label development, the Swedish competition within this field has intensified in recent years. Consumers are now daily confronted with not only multiple product brands in any given product category, but also several private label alternatives. In 2012 the private label sales in Sweden grew by more than 8 percent, yielding a market share in the food and non-alcoholic beverage category of 16.4 percentage of total sales (SCB, 2012). It is therefore not surprising that the increased investments in private label brands by retailers is perceived as the most threatening trend among consumer goods producers at the moment (Swedish Food Federation 2013). As the offered private label product range has increased from solely low price options to also including premium products, the producers and trademark owners can no longer dictate the retail terms. They are rather being edged away from the best display shelves in stores, and even compelled to produce goods for their retail competitors (Arla 2012; Sveriges Radio 2013). While retailers have the advantage of benefiting from marketing synergies on their private label brands, consumer goods companies that are maintaining and investing in several product brands are faced with lower efficiency as a result. In an interview with Alexander Ripper, Market Operations Team Leader at P&G, this factor was emphasized and explained as a reason why P&G and other companies have started to communicate their corporate brand, since it can result in benefits in terms of lower costs and higher sales. “Marketing effectiveness can be achieved in the sense that the ad money is used in an effective way, because one ad is not needed for every single brand. But what P&G really wants to achieve is cross-selling – that a consumer increases the number of products purchased from the brand portfolio. People often have positive associations to one or two product brands in the brand portfolio, and when they see a link between these brands and other brands that are connected to the same corporate brand, they might consider these brands worth trying”. The private label

development has in this way driven house of brand conglomerates towards making use of their corporate brands, in order to level out this competitive edge.

1.2.2 Conscious Consumers

In addition to the development in the competitive landscape, the consumer scenery is also undergoing changes. Consumers and the society are increasingly demanding transparency and responsibility of corporations' activities (Uggla & Åsberg 2009). Due to the recent years' technological development, consumers can today find vast amount of information accessible online, and they are to a higher degree expecting corporations to offer a purpose of their existence, not just their products (Xie & Boggs 2006). It is thus becoming crucial for companies to offer a set of values to the conscious minds of consumers (Kapferer 2008). This has resulted in a new dynamic where the company behind the brands is becoming as important as the individual product brands (Forbes 2012). According to a recent study conducted by the international public relations firm Weber Shandwick, consumers today attach greater importance to the origin of product brands, and as many as two thirds examine product packages to acquire information about the company behind the product (Weber Shandwick 2012). Due to better-informed consumers that want to know of whom they support when purchasing their goods, corporations are today faced with limited opportunities to conceal the links between themselves and their product brands (Weber Shandwick 2012).

Along with increasing advertising aversion and negative general attitudes towards traditional marketing (Speck & Elliott 1998; Blackwell, Miniard & Engel 2006), firms are forced to rethink the way they address consumers. In an interview with Åsa Barsness, Senior Consultant at the Swedish strategic communication consultancy JKL, she talked about the importance that companies find new ways to be relevant, by participating in the conversation on the arena where their target group is present. Instead of interrupting their audience, companies must adapt their tone, in order to build value-creating communication. As values and beliefs to a larger extent drive people's consumption – seven out of ten consumers claim they will avoid buying a product if they do not like the company that stands behind it (Weber Shandwick 2012) – consumers have become increasingly conscious and deliberate in their selection processes. Attitudes regarding the roles of companies have during the last decade further undergone a dramatic shift and corporations are today expected to be responsible to the societies where they operate (Werther & Chandler 2005). This is confirmed by a McKinsey study from 2009, which shows that business leaders think the recent economic crisis has

increased the public's expectations of companies' role in society (Bonini & Miller 2009). Consequently, corporate likeability has become a crucial aspect (Forbes 2012) and in order to play a role in people's lives, brands must be able to connect to consumers in a bigger context (Prime 2013). In an interview with Daniel Carlsson, Creative Director at the branding agency Mother in New York, he concluded that "Transparency thanks to social media use has increased the demand on how brands communicate with consumers, and to create a lasting relationship brands need to listen to their consumers' needs". Based on this notion, it is clear that consumer goods companies no longer can solely trust well-executed commercials or the pushing of product claims to do the work for them. Instead, companies have started to communicate a higher purpose and explain to the consumers why they exist, in order to gain consumer attention, connect with them, and turn them into loyal customers.

1.2.3 Pursuit of Talent

Along with the development of an increasingly complex economy, the demand for talented employees has become central for firms to succeed on the fierce marketplace. To attract and retain 'the best and the brightest' has become a constant competition for corporations – also referred to as the 'war for talent' (Chamber 1998). Success in recruiting and keeping new talents is critical to companies wanting to thrive in the new global economy, and this battle is anticipated to continue well into the 21st century (Moroko & Uncles 2008).

Compared to a decade ago, employees are today much less loyal and stress an optimal match between themselves and their employers (Marshall *et al.* 2012). Social media has made the social and professional spheres overlap, and many employees openly share their connection to a company through their private networks. "Employees are definitely one of the key stakeholder groups when it comes to corporate branding. Just looking into my own private circle of fiends, I have many P&G colleagues who have shared successful campaign such as 'Thank You Mom' online, with comments of them being happy and proud of working at this company. Of course this is a part of employer branding as well, and important in order to attract new talent", says Alexander Ripper, Market Operations Team Leader at P&G. The company values of the employer have in this way turned into important social signals and become a matter of personal identification. Given the increased competition for talent, organizations that are able to appeal to larger pools of qualified candidates through a more efficient recruitment procedure, will in the long run drive their total corporate performance (Chamber 1998). In order to succeed in the recruiting market, employers have therefore

started to manage the corporate brand with the same professionalism as for the product brands. By adding a corporate brand that represents sound values and frames the company's role in society in the advertising towards consumers, companies are able to cater to an extended audience such as potential employees.

1.3 Problematization

As argued above, companies with a multi-brand portfolio have numerous motives to communicate their corporate brands, with the opportunity to benefit from economies of scale in marketing and media investments, achieve cross-selling, and reach several stakeholder groups with the same communication. Consequently, practitioners within the industry are promoting the use of such strategy and several of the big power houses in the FMCG industry have started to invest in their corporate brand building. Several studies explain how strong corporate brands may positively impact consumers' perceptions of existing products and new product extensions (Brown & Dacin 1997; Keller & Aaker 1998; Saunders & Guoqun 1997). Research further shows that a corporate brand can serve as an endorser, and by this transfer the promise of the corporate brand to the individual product brands (Kapferer 2001). Many researchers however suggest a further investigation of this association transfer, and the influence on consumers' product brand evaluations (Brown & Dacin 1997; Biehal & Sheinin 2007). Research regarding storytelling within corporate branding has mainly been focused on the effects for companies using a 'branded house' strategy (Sheinin & Biehal 1998), and a lot remains unknown regarding the effects when used in a 'house of brands' context. How to manage different brand architectures is widely explored (cf. Kapferer 2001; Aaker 2004), but few propose a realistic strategic direction of how the corporate brand should be put into a meaningful context that can work for the entire brand portfolio. Combining corporate brand endorsement with meaningful storytelling has evolved due to the previously mentioned ongoing changes on the market. Considering that there appear to be several upsides with the shift towards a corporate branding strategy with a purpose-driven corporate message, we find it important to build to the research stream and investigate the influence of such strategy on consumers' product brand evaluations and intentions.

The need for a comprehensive investigation of consumer-advertising effects on an extended audience such as potential employees has been overlooked in academia for a long period of time, but has recently become a topic of interest. Nevertheless, the research has mainly paid attention to recruitment initiatives aimed directly at potential employees, such as job postings,

recruitment advertising, and activities for students (cf. Collins & Stevens 2002; Lievens & Highhouse 2003; Berthon, Ewing & Hah 2005; Knox & Freeman 2006), and it remains largely unexplored if potential spillover effects from consumer marketing can appear on potential employees. A recent study by Rosengren and Bondesson (2014) shows that creative advertising positively impacts potential employees' perceptions of employer brands, and the overall attractiveness of a brand as an employer. It is therefore highly interesting to investigate if similar effects can be made through a corporate purpose endorsement strategy.

As a result of this gap in the academic research, it remains unknown if investments in corporate branding initiatives with a purpose-driven message in the FMCG industry really pay off, and the authors therefore find the topic interesting to further investigate.

1.4 The Purpose of the Study

The main purpose of the study is to investigate whether FMCG companies with a multi-brand portfolio should use a corporate purpose endorsement strategy in their advertising towards consumers.

In order to answer this, communication responses from two different stakeholder groups – consumers and potential employees – will be examined. Thus, the thesis will set out to answer the following research questions:

- RQ1:** Will a corporate purpose endorsement strategy in consumer advertising have a positive effect on consumers' product brand evaluations and intentions?
- RQ2:** Will a corporate purpose endorsement strategy in consumer advertising have a positive effect on potential employees' employer brand evaluations and intentions?
- RQ3:** What is the underlying mechanism influencing the anticipated effects of a corporate purpose endorsement strategy for consumers and employees?

1.5 Expected Knowledge Contribution

With this study the authors aim to contribute to the unexplored area of research in several ways. Firstly we intend to contribute to the existing literature on what effects a corporate purpose endorsement (CPE) strategy may have on product brand evaluations and intentions of consumers, and what is explaining these potential effects. The construct CPE is in this thesis introduced to academia and denotes a combination of a corporate brand endorsement

strategy and purpose-driven storytelling, which creates a dual branding approach where the product brand is visible and endorsed by the purpose of the corporate brand across marketing activities. By this we further aim at giving support to practitioners, mainly marketers and brand managers at FMCG companies with a multi-brand portfolio, by providing knowledge on how to effectively make use of their communication and if it is worth investing in corporate branding activities. We further intend to contribute to the developing literature on the effects of advertising on stakeholders other than consumers, and explore how advertising can be beneficial to companies beyond the consumer influence perspective. We particularly aim to build to the recent research made by Rosengren and Bondesson (2014) by investigating if a CPE strategy may in a similar way as creative advertising serve as a recruitment tool to attract new talents. By that we expect our findings to extend the existing recruitment research by suggesting new ways to attract potential employees, and hope to provide valuable insights to HR managers in the war for talent. Lastly, we hope that this study will lead to further research on how FMCG companies can use their corporate brand in order to strengthen the product brands.

1.6 Delimitations

Due to restrictions in terms of time and resources, the thesis contains some delimitations. Since many different types of corporate branding exist, we have due to the range of the study limited the scope to only look at storytelling as a way of showing the identity of the corporate brand through a higher-purpose story. To further narrow down the study, only two different product categories as well as two different forms of purpose-driven stories were used, which in the thesis were pooled and analyzed together. This was done in line with the purpose of the study, being whether a corporate purpose endorsement strategy *as such* may have a positive impact on evaluations and intentions, and not an investigation of the effects of different corporate stories, or differences between product categories. The measurements used to investigate product brand evaluations and intentions among consumers was further limited to include consumers' perceived quality of the product brand, product brand attitude, willingness to pay a price premium and purchase intention. To represent evaluations and intentions from potential employees, the measurements employer attractiveness and willingness to interact with employer were used. In this thesis, only the Swedish market within the FMCG industry is investigated, which makes the results direct applicable only in this context. This further implies that the thesis focuses on brands that market to consumers, why the results of the study should be applied with caution on other types of organizations.

1.7 Thesis Outline

The thesis is divided into five main parts. Following the introduction above where the background to the study and its purpose were presented, the second chapter presents the theoretical background to the study, where previous theories and academic research that is relevant for the purpose of the study are introduced. Based on this theoretical foundation, the hypotheses of the study are generated and described. The following chapter presents the methodology, where the scientific approach used and the study design is presented. A description of the conducted pre-studies as well as the collection and quality of data are further accounted for in this section. In the fourth chapter the results of the empirical analysis are presented, where the hypotheses are tested together with mediation analyses. This is followed by a discussion of the findings obtained, together with suggested managerial implications to practitioners. The thesis thereafter concludes with criticism of the study as well as suggestions for future research.

2. THEORY AND HYPOTHESES GENERATION

This chapter presents the theoretical framework underlying this study as well as a generation of hypotheses. The first part will provide an overview of the shift from promoting product brands to corporate branding in the FMCG industry, followed by the concept of corporate storytelling as a communication tool. The reader will thereafter be introduced to the theoretical foundation of the communication effects for both consumers and employees, which the hypotheses generation is based on.

2.1 The Shift towards Corporate Endorsement in the FMCG Industry

As explained, the focus of competitive advantage in the FMCG industry is shifting from products to organizations (Hatch & Schultz 2001), and multinational companies are trying to establish and create a strong link between their corporate brand and product brands (Uehling 2000; Kowalczyk & Pawlish 2002). As the study at hand investigates the effects of adding a corporate brand with a purposeful corporate story to a product brand advertisement, it is of importance to recognize the fundamental differences between these two brand levels, which are described in the section below.

2.1.1 A Comparison of Corporate Brands and Product Brands

A distinction between the corporate and the product brand can be explained in several ways, with the foremost being that the focus of the branding effort shifts from the product to the corporation and involves attaching certain desired meanings to the organization (Hatch & Schultz 2001; Davies & Chun 2002). This implies that while product branding is executed at the level of the product and primarily directed to consumers, corporate branding is conducted on the firm level with an extended target group including stakeholders such as employees, suppliers, investors, partners and communities (Xie & Boggs 2006; Kapferer 2008; Mukherjee & Balmer 2008). As a result of the difference in stakeholder audiences, product branding traditionally focuses on specific product benefits, while the corporate brand aims at representing and communicating the values and the identity of the corporation standing behind the products (Balmer & Greyser 2003). Therefore, corporate brands tend to have a higher strategic focus, and a stronger connection to holistic perceptions of the corporation, such as emotional appeal (e.g. trust), overall product portfolio, vision, workplace related attributes, financial performance and social responsibility of the company (Knox & Bickerton 2003; Xie & Boggs 2006; Kapferer 2008). Product brands can fundamentally be viewed as 'imaginary constructions' relying on intangible values created to attract consumers (Kapferer

2008). In contrast, corporate brands are substantially more tangible, given that they have relationships to different stakeholder groups (Xie & Boggs 2006). Hence, the corporate values cannot be constructed as freely as product brand values but must be come to life internally and meet the expectations of internal and external stakeholders (Kapferer 2008).

2.1.2 Corporate Endorsement as a Competitive Tool

The focus shift from product to the corporate brand is often driven from the marketing function (Hatch & Schultz 2001), with the claim that a strong corporate brand positively impacts consumer perceptions of existing products and new product extensions (Brown & Dacin 1997; Saunders & Guoqun 1997). By communicating the product brand names together with the corporate brand name, multinational companies are shifting their branding strategy towards an 'endorsed brand' state (Lafore & Saunders 1994; Muzellec & Lambkin 2009). When using the corporate brand as an endorser, the associations and promise of the corporate brand are transferred to the individual product brand (Kapferer 2001), and it allows the company to distinguish and differentiate itself in the minds of its stakeholders and to visualize a consistent quality and performance level (Aaker 1996, 2005; Balmer & Gray 2003). In the underlying mechanism of association transfer that comes into play in when letting a corporate brand support a product brand, corporate associations such as trust, innovation, or other symbolic associations can be inferred into the product brands for it to be reinforced or revitalized (Uggla & Åsberg 2009; Harish 2008).

When corporate branding is used as a marketing tool, the company is able to use the vision and culture of the company as part of its selling proposition (Ind 1997; Ackerman 1998; Hatch & Schultz 2001), and communicate what the company stands for and what it has to offer different stakeholders (King 1991; Urde 1999; Keller 2008). Visualizing the corporate brand may further help consumers to choose among the excessive number of close to identical products present in the marketplace today (Kay 2006). By leveraging on the corporate brand, this strategy can further result in cost efficiencies (Laforet & Saunders 2005), since economic synergies can be created through global marketing efforts (Ind 1997; Aaker & Joachimstahler 2000; Jakubanecs & Supphellen 2012). Further, a strong motivation to the increasing prominence of corporate brand endorsement is that it is assumed by practitioners to drive selling across the different product categories in which the corporation has product brands. This expected cross-selling impact of corporate brand endorsement is still understudied within academia, but as studies have confirmed that corporate reputations

positively affect trust and affective commitment, which increase cross-buying intentions one can presume that this effect is present. All in all, a strong corporate brand can hence generate a competitive advantage since they improve the efficiency of marketing, and may further initiate consumers' purchase decisions, and allow companies to charge more for products (Aaker 1996; Keller 1993). Due to its effect on both consumers and other stakeholders such as employees, investors, and suppliers (Hatch & Schultz 2001), communicating the corporate brand towards consumers should lead to increased communication effects for both consumers and potential employees.

2.2 Corporate Storytelling

Before a corporate brand is able to drive sales for a product brand, a strong reputation and brand equity need to be built for the corporate brand (James 2005). This can be established using corporate storytelling, where the company's story becomes the driving force behind brand values (Fog, Budtz & Yakaboylu 2005). Storytelling as a marketing tool has become increasingly important and can according to McLellan (2006) and Hatch & Schultz (2001) add value to products and be an important and meaningful way to relate to the company's stakeholders. The emotional connection with consumers developed by storytelling can create strong consistent brand images (Fog *et al.* 2005), which can be used to increase communication efficiency (Keller & Aaker 1997). Previous research has also shown that factors such as stories about a company strongly influence buying decisions (Mossberg & Nissen-Johansen 2006). A story can be told in a variety of ways, and according to Hatch & Schultz (2003) it is the act of storytelling that brings benefits to the company, not the story itself.

Storytelling can be used on both a company and/or on a product level, and can be a highly cost efficient way to market and strengthen a company (Dennisdotter & Axenbrant 2008). By choosing not to separate the product brands from the corporate brand and form strong stories for each of the product brands independently (Fog *et al.* 2005), multi-brand companies in the FMCG industry can create an overall story at the corporate level and then leverage the positive impact of this story for several of its product brands. When using storytelling on a corporate level, it enables organizations to express their core values to stakeholders (Urde 1999), demonstrate a more transparent image and showcase how they provide a unique value (Hatch & Schultz 2003; Keller 2008). To give the corporate brand a personality in this manner (Urde 2003) can be an important approach in order to create a meaningful distinction from

competitors in the same industry (Aaker 2005; Kotler & Keller 2009). In the FMCG market where a lot of brands in the same product category compete for the attention in the retail environment, consumers have to recognize which of the products that belong to which corporate brand in order for the corporate branding to have the desired impact. According to Fog *et al.* (2005), storytelling can become a powerful tool to achieve this, since the brand concept will be easier remembered when consumers' feelings have been involved in it. In order for the story to be effective, it also needs to be perceived as reasonable and believable for the audience (Denning 2001).

2.3 Hypotheses Generation

With previous research as a foundation, it is expected that using corporate purpose endorsement in advertising will lead to positive effects on consumers' brand evaluation and action intentions, as well as increased perceptions of the employer brand for potential employees. The theoretical foundations of the efficiency measurements, upon which the hypotheses are articulated, are accounted for in the following section. A complete hypotheses model is illustrated in figure 1 at the end of this chapter.

2.4 Effects of Corporate Purpose Endorsement on Consumers

Understanding the process through which advertising or other forms of marketing communications influence consumer behavior has for long been an area of inquiry among marketing researchers (Mackenzie, Lutz & Belch 1986). One way to determine the effectiveness of such communication is to use hierarchy of effects (HOE) models (Barry 1987), which describe the different stages that consumers pass through while forming or changing attitudes and intentions (Smith, Chen & Yang 2008). While many different versions of the HOE model exist, the very heart of the concept is often generalized in the causal relationship between cognition (thinking), affect (feeling), and conation (doing) (Smith *et al.* 2008). Due to the experimental setup of this study and the fact that the participants were asked to take part of and carefully observe the information in the ad, the cognitive stage has been omitted and emphasis will be put on the affective and the conative stages. In this paper, the affective stages of consumers' product brand evaluations are measured and conceptualized through the two constructs (i) *Quality of the Product Brand* and (ii) *Product Brand Attitude*, while the conative stages are represented by (iii) *Willingness to Pay a Price Premium* and finally (iv) *Purchase Intention*. The underlying mechanism explaining these effects is anticipated to be the perceived *Relevance of the Product Brand*. The concepts were selected as they are frequently cited

within academic marketing literature as indicators of consumers' product brand evaluations and intentions (Aaker 1991; Low & Lamb 2000). Further, the literature provides established and reliable measures for all chosen constructs (Low & Lamb 2000). The different measurements are explained more in detail below, together with the hypotheses of the study.

2.4.1 The Effect of CPE on the Proposed Mediator - Relevance of the Product Brand

As explained, the perceived relevance of the product brand is expected to be the underlying mechanism mediating the proposed effects of a CPE strategy on brand evaluations and intentions. This relationship is based on the findings of Smith *et al.* (2007) that relevance can to some extent explain the positive effects of creative advertising, and it is argued that relevance may in a similar way influence and mediate the effects of a corporate purpose strategy.

Relevance is a measurement of consumers' emotional response to advertising that has mainly been studied in the context of creative advertising (Smith *et al.* 2007). There is a rich research body conducted on the relevance construct and how ads can be perceived as personally relevant to consumers in order to influence processing and response (MacInnis & Jaworski 1989). According to Smith *et al.* (2007), relevance can be explained as to what extent at least some ad or brand elements are perceived as meaningful, appropriate or valuable to the consumer. The elements can either be related to the brand through for example new information or relevant attributes, or related to the ad through execution elements that are meaningful to consumers (*ibid.*). We will in this thesis focus on elements related to the brand, which occurs when the advertised brand, or product category, is perceived as relevant to potential buyers (Kamp & MacInnis 1995; Smith *et al.* 2007). To establish this type of relevance, communication must create a meaningful link between the brand and the consumer (Smith *et al.* 2007). When this type of emotional response is stimulated, it has been shown to affect consumers' reactions to ads (Edell & Burke 1987; Thorson & Page 1987), as well as brand evaluations (Aaker, Stayman & Hagerty, 1986; Edell & Burke 1987), and it is therefore an important aspect for marketers to consider.

In a study by MacInnis and Stayman (1993) it is proposed that advertising that displays a link between the product and the direct emotional benefits provided by the brand, gives consumers greater ability to learn how the brand will be relevant to them and their needs. We argue that CPE can compose this emotional link, since it puts the corporate and the product

brand in a context and shows how they are relevant to consumers in other ways than providing a product. As previously mentioned, corporate storytelling can be a powerful tool to build relationships and create emotional connections to consumers (Hatch & Schultz 2003; McLellan 2006), and may provide consumers with a demonstration of potential emotional benefits. We thus expect a CPE strategy to increase the emotional associations and therefore enhance the perceived brand relevance, since consumers will feel more emotionally connected to the brand. Based on the above reasoning we thus formulate the following hypothesis:

H1) *Using a CPE strategy in advertising will increase perceived Relevance of the Product Brand*

2.4.2 The Effect of CPE on Product Brand Evaluations – Quality of the Product Brand

The certification of product quality has for long been recognized as an important factor of consumer' product brand evaluations and decision making (Parkinson 1975; Netemeyer *et al.* 2004), since it sets the expectation of what the product will deliver. In recent years, consumers' general expectations of product quality have increased and retailers have consequently started to adapt their marketing strategies to better radiate quality (Ku, Wang & Kuo, 2012). In the FMCG environment, with numerous different choices in each product category, the quality of the brand is becoming increasingly important in order to attract and retain the consumer. This is for example observed in the battle against private label brands, where the intention to choose these brands over retailer brands has been shown to be more correlated with perceived quality than with the value for money (Richardson, Dick & Jain 1994). In order for a brand to be the considered choice in the marketplace today, the perceived quality thus needs to be high.

When consumers have imperfect knowledge about the actual quality of a product prior to a purchase, they base their decision on perceived rather than true quality (Zeithaml 1988; Steenkamp 1990). This occurs when the nature of the product makes it difficult to evaluate prior to purchase (Nelson 1970), which is often the case for fast moving consumer goods. In these situations, consumers often evaluate product quality through available attributes that are signaling quality, and form beliefs and purchase decisions based on either intrinsic or extrinsic cues (Olson & Jacoby 1972; Olson 1977). Extrinsic attributes refers to cues external to the product, such as brand image, company reputation, and level of advertising, and can due to their nature serve as a general indicator of quality across all types of products (Zeithaml 1988).

For low-involvement products it is often difficult to evaluate the intrinsic attributes before the product is consumed, and consumers often have insufficient time or interest to evaluate them. Before trying a new product, consumers instead tend to rely on extrinsic cues that can easily be processed (Zeithaml 1988; Chen & Chaiken 1999). Since a CPE strategy provides information of what kind of company that is standing behind the product brand, we argue that using a CPE strategy may serve as an extrinsic cue that consumers can use as a higher level dimensions of quality to form expectations and evaluations (Zeithaml 1988; Tse & Gorn 1993). Through the story, an image of the company is communicated, which according to Andreassen and Lindestad (1998) and de Ruyter and Wetzels (2000) serves as an important information cue and factor influencing the perception of quality.

The level of advertising is another example of an extrinsic cue that has been shown to be related to product quality (Nelson 1970, 1974). When an ad indicates that the company has made an investment in both money and managerial time and thought, it may serve as a signal that the company has put a lot of effort in its advertising (Kirmani & Wright 1989), which has shown to have a positive impact on perceived quality (Dahlén, Rosengren & Törn 2008). Using a CPE strategy may indicate such investments, since communication of a corporate brand requires a lot of effort and corporate resources in terms of integrating external and internal activities, as well as coordinating communication channels and media in order to achieve coherence of the communicated corporate image (Hatch & Schultz 2003). Consumers are likely to comprehend this increase in investment, why a CPE strategy should signal quality of the product brand. Based on above reasoning we argue that using a CPE strategy in advertising towards consumers serves as an extrinsic cue that is signaling quality, which should lead to a higher perceived quality of the product brand. We thus hypothesize:

H2) *Using a CPE strategy in advertising will increase perceived Quality of the Product Brand*

2.4.3 The Effect of CPE on Product Brand Evaluations – Product Brand Attitude

Brand Attitude can be defined as the consumers' overall attitude and evaluation of a brand, and is according to Keller (1993) often the basis of how consumers behave and relate to a brand. Keller (1993) further states that the attitude towards a brand often is a determining factor when the consumer is about to choose a brand, making it a useful predictor for consumer behavior towards the product and an important factor for marketers to consider (Mitchell & Olson 1981).

Brand attitude can be formed even if the consumer has limited information about the product (Petty & Cacioppo 1986), and one way to increase the attitude towards a brand is to induce a positive mood in the receiver (Holbrook & Batra 1987). We argue that the emotional connection established by CPE through perceived relevance of the product brand may induce such positive mood, and thus lead to an increased brand attitude. Previous research showing that brand attitude is positively affected when emotional responses are stimulated further strengthens this reasoning (Aaker *et al.* 1986; Edell & Burke 1987). As mentioned, perceived relevance of the product brand has been investigated in the context of advertising creativity, indicating the effect of relevance on brand attitude (Smith *et al.* 2007). Based on this relationship, we expect perceived relevance of the brand to have an influence on the overall product brand attitude.

Following our hypotheses model, we argue that a CPE strategy, through its effect on *Relevance of the Product Brand*, will have a positive effect on consumers' *Product Brand Attitude*. We therefore hypothesize:

H3) *Using a CPE strategy in advertising will increase consumers' Product Brand Attitude*

2.4.4 The Effect of CPE on Intentions – Willingness to Pay a Price Premium

Willingness to pay a price premium refers to the amount consumers are willing to pay for a product or a brand, compared to similar products offered by other relevant brands (Aaker 1996; Netemeyer *et al.* 2004; Bondesson 2012). Due to its link to profitability, consumers' willingness to pay is of great importance to marketing practitioners (Han, Gupta & Lehmann 2001). A central aspect of this construct is that it due to its relative character fluctuates depending on which brand options are included in the comparison (Aaker 1996). However, a willingness to pay a higher price is often linked to paying a high price also in absolute terms. The basis is thus that willingness to pay a price premium fundamentally originates in what value the consumer prescribes the product (Homburg, Koschate & Hoyer 2005).

The value that consumers prescribe a product can be based on different types of value, one being the emotional value which can be explained as the perceived utility acquired from an alternative's ability to stimulate feelings or affective states (Sheth, Newman & Gross 1991). As

argued above, the use of a CPE strategy should via perceived relevance of the product brand lead to consumers feeling more emotionally connected to the brand, which is likely to result in an increased perceived emotional value, and in the extension willingness to pay. For low-involvement products, the use of an extrinsic cue helps consumers to simplify a decision because it reduces the complexity and minimizes the cognitive effort (Verlegh, Steenkamp & Meulenberg 2005). A CPE strategy may thus serve as an extrinsic cue and should positively affect consumers' perceived value of a brand and lead to a higher willingness to pay a higher price. To further strengthen our reasoning, previous research has shown that a strong and favorable brand attitude positively impacts consumers' willingness to pay (Fazio 1995; Chaudhuri & Holbrook 2001), and as argued above that CPE is expected to positively influence *Product Brand Attitude*, consumers' *Willingness to Pay a Price Premium* should consequently be affected.

The presented arguments motivate the suggested mediating path of *Relevance of the Product Brand* in the positive relationship between corporate purpose endorsement and willingness to pay a price premium. Thereby, the following hypothesis is formulated:

H4) *Using a CPE strategy in advertising will increase consumers' Willingness to Pay a Price Premium*

2.4.5 The Effect of CPE on Intentions – Purchase Intention

Purchase Intention is a well-established measurement for advertising effectiveness and the ultimate goal of any communication and interaction with consumers for most brands (Percy & Elliott 2009). In most hierarchy of effects models, purchase intention is placed at the end of the chain, following the cognitive and affective stadium (MacKenzie *et al.* 1986; Dahlén & Lange 2009). According to Rosengren & Dahlén (in review), perceptions of a brand are often stored in consumers' memory and are bridging the gap when the exposure to advertising and buying behaviors are separated in time. When real behavior cannot be measured, as is the case in the study at hand, purchase intention is being used as a proxy variable for actual purchase, with the assumption that intentions may indicate consumers' future behavior (Young, DeSarbo & Morwitz 1998; Söderlund 2001). An intention should thus be seen as an indication of an individual's expected behavior in the future, and should not be equal to an actual behavior (Söderlund & Öhman 2003).

Since products in the FMCG industry are generally considered to be low-involvement products, the barrier to trial is relatively low (Silayoi & Speece 2004) and a brand purchase occurs according to Moroko & Uncle (2008) when a brand's value proposition is perceived as relevant to consumers. In accordance with the line of reasoning applied in this paper, the perceived relevance of the product brand to consumers by a CPE strategy should thus positively impact *Purchase Intention*. According to Smith *et al.* (2007) this is since consumers are more likely to develop behavioral intentions towards brands that are meaningful to them. Furthermore, the intention to purchase depends on the degree to which consumer expects the product to satisfy their needs (Kupiec & Revell (2001), which should be increased when the product is perceived as more appropriate to the consumer. The above hypothesized effect of CPE on consumers' brand evaluations regarding perceived *Quality of the Product Brand* and *Product Brand Attitude* further support an increased purchase intention, since both measurements have been recognized as important factors driving purchase intentions (Parkinson 1975; Boulding & Kirmani 1993; Netemeyer *et al.* 2004).

Based on the above we argue that a corporate purpose endorsement strategy will have a positive effect on consumers' purchase intention. We therefore hypothesize:

H5) *Using a CPE strategy in advertising will increase consumers' Purchase Intention*

2.5 Effects of Corporate Purpose Endorsement on Employees

The potential effects consumer advertising may have on stakeholders other than consumers, such as potential employees, has in academia been examined to a very limited extent. Traditionally, researchers have divided organizational communication into two categories – external and internal – and examined these separately (Celsi & Gilly 2009). Organizational behavior researchers have studied the effects of internal communication on employees, while marketers have studied the effects of external communication on consumers. As mentioned earlier, corporate branding is opposed to product branding focusing on all stakeholders (Mukherjee & Balmer 2008), and a growing interest on the effects of advertising on stakeholders other than consumers is observed in academia (e.g. Joshi & Hanssens 2010; Celsi & Gilly 2010). Existing research has shown that consumer advertising can influence and attract talented employees (Cable & Graham 2000; Collins & Han 2004), and in a recent study by Rosengren and Bondesson (2014) it is shown that *creative* consumer advertising has a positive impact on the overall attractiveness of the brand as an employer for potential

employees, and that it is reasonable to believe that other elements than creativity can have the ability to attract employees. We therefore expect a CPE strategy to have a positive effect on potential employees, and following the structure of the section on consumer responses to a CPE strategy, it is expected that this treatment will have a positive influence on the employee efficiency measurements *Employer Attractiveness* and *Willingness to Interact with Employer*, mediated by a positive effect on perceived *Relevance of the Employer*. The various measurements will be described more in detail below, together with the hypotheses.

2.5.1 The Effect of CPE on Proposed Mediator – Brand Relevance as an Employer

As has been set out in the consumer section of the theoretical framework, relevance is a measurement of consumers' emotional response to advertising that arises when advertising establishes a meaningful connection between the brand and the consumer (Smith *et al.* 2007). In a consumer-branding context, brand purchase occurs when a brand's value proposition is perceived as relevant to consumers (Moroko & Uncle 2008). The authors further state that this can be transferred into an employee context, where prospective employees have to perceive the value proposition of the employer, i.e. the benefits offered by the firm, as relevant to them in order for the employer brand to be attractive. We therefore argue that the measurement of relevance can be transferred into an employee context, where a perceived relevance of the employer brand to potential employees is important in order for the brand to be seen as attractive. Since offering a meaning as an employer brand is seen as central in winning the war for talent (Chambers 1998), this measurement is of high importance.

To portray the company as relevant from a recruitment perspective, previous studies have shown that company-based attributes have a greater impact on potential employees than specific attributes of the role (Collins & Stevens 2002), and a strong and positive corporate reputation increases the relevance of the employer brand as well as attracts applicants (Cable & Turban 2003). Moreover, to be perceived as a strong and relevant employer brand, it is necessary to provide a reasonably accurate picture of what it entails to work there (Moroko & Uncle 2008). When potential employees lack information about a company, they similar to consumers use signals to observe characteristics of a prospective employer (Spence 1973; Cable & Graham 2000). When these characteristics are difficult to observe, 'information substitutes' are used as signals to form opinions about these characteristics (Wilden, Gudergan, & Lings 2010). We argue that using a CPE strategy may serve as such signals and display the meaningfulness and appropriateness of the employer, i.e. increase the perceived relevance.

The substitute signals play a great role in the early phases of recruitment, when the job-seekers that the company tries to attract have limited knowledge (Gatewood, Gowan & Lautenschlager 1993; Cable & Turban 2003; Collins 2007). Given that creative advertising is found to enhance specific perceptions of the employer brand and what it offers its employees (Rosengren & Bondesson 2014), it is reasonable to argue that increasing the amount of information and telling a purpose-driven story about the corporation will have a similar effect, and increase the perceived relevance of the company from a job-seeking point of view.

Based on the above-mentioned research, we argue that using a CPE strategy in advertising will signal relevance of the brand as an employer to potential employees. We therefore hypothesize:

H6) *Using a CPE strategy in advertising will increase the perceived Relevance of the Employer*

2.5.2 The Effect of CPE on Evaluations – Attractiveness of the Brand as an Employer

Employer attractiveness can be understood as the overall imagined benefits that a potential employee sees in working for a certain organization (Berthon *et al.* 2005). The overall employer attractiveness a brand possesses is assumed to be increasingly important for companies in the future, as the competition to attract talented professionals is expected to increase (*ibid.*). For companies to achieve this, it is crucial to be successful in the first phase of recruitment, defined as the period in which an organization uses an array of different methods to attract talent to apply to for positions (Barber 1998). In this first phase, consumer advertising can have an impact.

As mentioned earlier, Rosengren and Bondesson (2014) show in a recent study that a brand's consumer advertising may function as a signal that influences how potential employees perceive the brand as an employer. In their research they conclude that creative advertising towards consumers positively impacts the overall attractiveness of the brand as a potential employer, and that it is reasonable to believe that other elements than creativity can have the same ability. We therefore argue that a CPE strategy can be comparable to creative advertising, and that using such strategy may increase the attractiveness of the employer. To further motivate this reasoning, we argue that the previous referred study by Smith *et al.* (2007), where it is concluded that relevance of the brand to consumers may have an affect on consumer

processing and response, also could be used in an employee setting. Following the same line of reasoning in an employee context, we argue that the hypothesized increase in *Relevance of the Employer* when applying a CPE strategy, will mediate an effect on perceived *Employer Attractiveness*; the logic being that a more relevant brand should be more able to attain positive evaluations of its overall attractiveness as a future employer to potential employees.

We therefore propose that using a CPE strategy in consumer advertising will have a spillover effect on the employer brand and influence the perceived attractiveness of the brand as an employer. Based on the reasoning outlined above, we hypothesize:

H7) *Using a CPE strategy in advertising will increase Employer Attractiveness*

2.5.3 The Effect of CPE on Intentions – Willingness to Interact with Employer

The willingness to interact with an employer can be defined as potential employees' inclination to freely get in contact with the employer, without any insisting efforts from the company's side. This interaction can appear in the shape of intention to seek additional information about the company, or to induce a contact with the employer through its own communication channels. Existing literature has recognized the growing importance of voluntarily consumption of advertising in a consumer context (Rosengren & Dahmén 2014). This is due to a shift in advertising fueled by changes in media consumption and by technological progress, allowing consumers to choose whether they want to take part of advertising or not (Rappaport 2007; Hull 2009). This implies that future advertisers must to a greater extent rely on consumers' willingness to voluntarily approach advertising, and they are likely to do so when they expect to appreciate the communicated message.

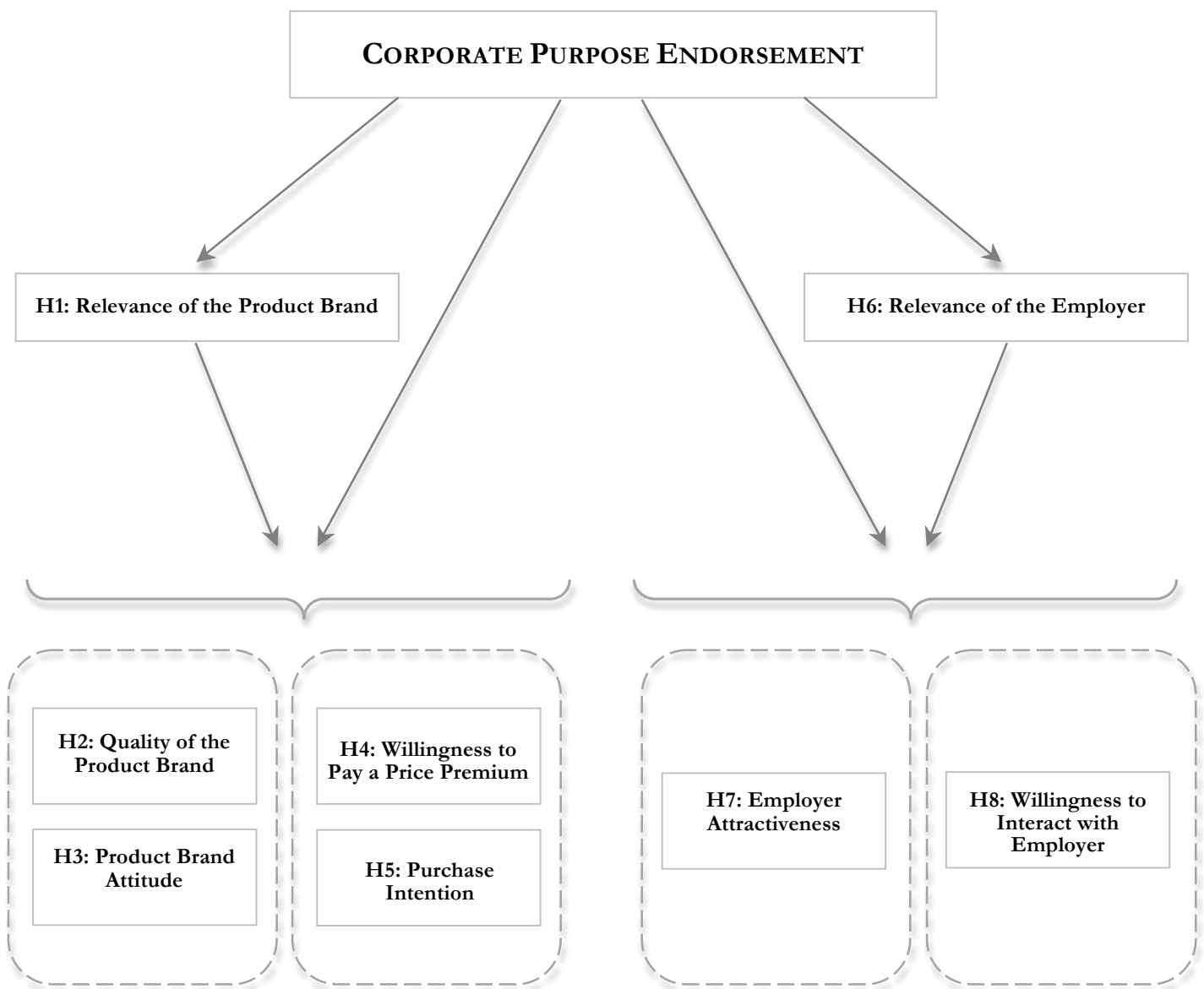
We argue that it is equally important for employer brands to attain a position in which they can benefit from a voluntarily inclination by people to take part of recruitment or employer brand information. This is not least because it enables lower investments in marketing towards students and other potential employees, as more communication initiatives can be executed through own channels (Rosengren & Dahmén 2014). Consumers have shown to display a stimulation of the willingness to approach future advertising if a brand has a track record in contributing with interesting and entertaining advertising (ibid.). In a similar manner, we argue that a company that is communicating with a high degree of relevance to job-seekers, will

benefit from a higher willingness to interact with the brand.

Given the above hypothesis that corporate purpose endorsement in consumer advertising will positively impact the *Relevance of the Employer* among potential employees, we expect that such advertising also will increase the *Willingness to Interact with Employer*. We therefore hypothesize:

H8) Using a CPE strategy in advertising will increase employee's Willingness to Interact with Employer

FIGURE 1: Hypothesis Model of the Study



3. METHODOLOGY

The following chapter will provide the reader with an explanation of the research methods used in the thesis. First the initial work and the chosen scientific approach will be presented, followed by a presentation of the conducted pre-studies. The chapter will thereafter outline the research design for the main study and the analytical tool used, and conclude with a discussion of the validity and reliability of the study.

3.1 Initial work

The inspiration to the study was given when the authors noticed an increased tendency by house of brands companies to invest in their corporate brand building and to tell a story at the corporate level, alongside the product brand. Since it remains unknown if investments in such initiatives really pay off, and what impact it has on evaluations and action intentions of both consumers and employees, the authors found the topic interesting to investigate further.

An extensive search in libraries and databases was conducted in order to identify academic research within the field of corporate brand building, and after exploring academic literature and industry press, quantitative academic studies regarding the effects of a corporate endorsement strategy using a purpose-driven corporate story for house of brands companies was found to be absent. In particular there was a lack of studies focusing on what impact this branding strategy has on evaluations and actions from a multi-stakeholder perspective, and the authors settled that there was a academic gap to fill.

In consultation with Sara Rosengren, Associate Professor at the Department of Marketing and Strategy at the Stockholm School of Economics, it was decided that a quantitative study of how communication based on a corporate brand story influence consumer evaluations and behaviors was an interesting area of study. It was further decided to also investigate what effects the strategy may have on potential employees of the company. The knowledge of companies with a multi-brand portfolio and their current branding strategies was deepened by reading relevant literature and by conducting a qualitative interview with Alexander Ripper, Market Operations Team Leader Salon Professional Nordics at P&G. To acquire an understanding of current industry practices and trends on the topic of corporate branding and purpose-focused communication, interviews were held with industry experts Åsa Barsness, Senior Consultant at the Swedish communication consultancy JKL, and Daniel Carlsson, Creative Director at the New York branch of the advertising agency Mother. Furthermore, a discussion meeting focusing on current problems in the consumer goods industry in regards

to corporate branding was held with Strategist Sandra Wu and Partner Bernhard Lüthi at the Swedish branding agency Seventy Agency, in order to arrive at a research topic of practical value to companies. After this extensive literature overview and interview process, the problem area and the purpose of the study were decided.

3.2 Scientific approach

This study is using a deductive research approach, where hypotheses are developed based on existing theory and knowledge, and tested in an empirical analysis. Thus, theory is guiding the overall research, as it forms the basis from which hypotheses are deduced (Bryman & Bell 2011). The research design of the study is of a casual nature, as the authors want to examine a cause-and-effect-relationship between the visualization of purpose endorsement by a corporate brand and the consumers' evaluations and intentions. According to Bryman and Bell (2011), an experiment can be explained as the intentional manipulation of independent variables in order to determine whether it has an effect or influence on dependent variables, i.e. if a casual relationship can be found. The study at hand was performed by an experiment under controlled conditions (Christensen *et al.* 2010). This approach was chosen as it provides the possibility to control for external factors, meaning that the independent variables of interest were included while excluding factors that might have influenced the variables. This increases the probability that the relationships between the dependent and independent variables are accurate (Webster & Sell 2007). According to Churchill and Iacobucci (2005), an experiment can give more convincing evidence of causal relationships than exploratory or descriptive design. A quantitative approach is both recommended and necessary when the intention is to reach generalizations through statistical analysis (Bryman & Bell 2011). As our aim was to achieve generalizable conclusions, a quantitative approach was chosen to test the hypotheses. Since the experiment was conducted in an artificial setting and not in a real-life setting, the experiment is according to Söderlund (2010) of a laboratory kind.

3.3 Preparatory work

In order to ensure the accuracy of the main study, the preparatory work was of great importance and was performed in four steps with one pre-study for each of them. Firstly we selected appropriate product categories to be used in the experiment. It was decided to include one with a transformational purchase motivation and one with an informational purchase motivation, in order to include positive as well as negative purchase motivation in the experiment and achieve a good representation of the low involvement consumer goods

category as such (Rossiter & Percy 1987). Secondly we selected and created the stimuli elements, i.e. decided what fictitious corporate and product brand names to use as well as how the logos should be designed. In this step it was also decided what types of higher purposes to feature in the corporate stories. The decision was made to include two realistic story purposes, getting to represent the phenomenon purpose-driven storytelling as such. Further, we also concluded the design of the ads. In pre-study 3 the final manipulated ads were tested in order to make sure that they were realistic and not too reminding of any real brands. In the final pre-study a pilot-study of the final questionnaire was conducted, in order to adjust potential misunderstandings and difficulties in the survey design.

3.3.1 Pre-study 1 – Selection of Transformational and Informational Product Categories

The purpose of the first pre-study was to select one product category with a transformational purchase motivation and one with an informational purchase motivation to be used in the experiment, in order to prevent any potential effects depending on a specific purchase motivation. Based on relevant literature three product categories were chosen to represent each purchase motivation; toothpaste, laundry detergent and cough drops were chosen to represent the informational product category and beer, chocolate and coffee were chosen for the transformational product category (Rossiter & Percy 1987; Percy, Hansen & Randrup 2004). A questionnaire was created using the online survey software Qualtrics, consisting of three statements concerning positive and three regarding negative motives to purchase for each product category (Puto & Wells 1984). The questionnaire was sent to a convenience sample of 26 people and a total of 21 responses were received. To increase the reliability of the pre-study, only structured questions were asked and the same questions were included for each product category (Malhotra 2004). A Cronbach's alpha over $\alpha > 0.70$ was found for both the informational as well as the transformational measurements, indicating a high internal consistency. The three statements for each motivation could therefore be indexed together and the means could be calculated (Malhotra 2004). The respondents were asked to answer to what extent they agreed with statements on a 7-point Likert scale, where number 1 was represented by the label 'Strongly Disagree' and number 7 by 'Strongly Agree', as recommended by Söderlund (2005). We decided to use the product that had the highest mean difference between transformational and informational purchase motivation, in order to get a wide spread between the products. Based on the mean results, laundry detergent was chosen to represent the product category with an informational purchase motivation and chocolate as the transformational product category. The results can be seen in table 1 below.

TABLE 1. Pre-study 1 – Selection of Transformational and Informational Product Categories

	TRANSFORMATIONAL				INFORMATIONAL			MEAN DIFFERENCE
	<i>n</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	
Laundry detergent	21	1	6.33	2.04	2	7	6.32	-4.28
Coffee	21	2	7.00	5.54	1	6.33	3.57	1.97
Toothpaste	21	1	6.33	2.33	5	7.00	6.57	-4.24
Chocolate	21	4	7.00	6.16	1	6.00	2.41	3.74
Cough drops	21	1	6.33	2.08	2	7.00	5.84	-3.76
Beer	21	4	7.00	6.14	1	5.67	2.73	3.41

3.3.2 Pre-study 2 – Selection and Creation of Stimuli Elements

The purpose of the second pre-study was to select three different brand names and two different corporate stories to be used in the experiment. The design of the brand logos as well as the layout for the ads also needed to be decided, in order to create the stimuli. Firstly, the decision whether to use fictive or existing brands in the stimuli needed to be made. In consultation with Sara Rosengren, it was decided to only use hypothetical brands, in order to eliminate the risk of an impact on product evaluations from pre-existing beliefs and attitudes (MacKenzie *et al.* 1986; Keller 1993). To make sure that the stimuli elements did not evoke thoughts of existing brands or were perceived as unfitting or unrealistic, which could have influenced the responses, we evaluated six fabricated product brand names for both product categories, as well as seven fictional corporate brand names for the company (intended to be the same for both product categories). This was done by assessing their appropriateness within the FMCG industry. The list of brand name options was compiled based on a review of authentic brand names, and all of them had a reasonable link to the product categories but without any expected recognition (Sheinin & Biehal 1998). The brand name options can be viewed in Appendix I.

It was decided to conduct this pre-study qualitatively, as an understanding of the underlying motivations to the attitudes were desired. Further, it was easier to attain concrete feedback on the aesthetic aspects when receiving qualitative data. Therefore, interviews were held with ten participants, chosen based on a convenience sample. The respondents were asked to answer to what extent they perceived the suggested names as suitable for a family owned company in the FMCG industry that sells and markets consumer goods available in grocery stores. They were further asked to think out loud and explain their impressions when hearing names. Some spontaneous responses were gathered, followed by an evaluation of each name on a scale

from 1 meaning ‘Not At All Suitable’ to 7 indicating ‘Very Suitable’. Each respondent were also asked to indicate if having any associations to the brand names, from 1 denoting ‘I have strong associations’ to 7 meaning ‘I have no associations’. All in all, the company brand name ‘Axéns’ received the highest scores and was assessed to be suitable as corporate brand name for both product categories. As a name typical for the transformational product chocolate, the product brand ‘Fröjd’ was selected. Finally, ‘Sunda’ was chosen as an appropriate name for the informational product laundry detergent.

In order to rule out effects dependent on a specific type of story, we chose to include two different corporate purpose themes, meaning a corporate message indicating the identity of the company and what it stands for, which were pooled together in the analysis. Using the online survey software Qualtrics we asked participants to imagine a company that produces and markets consumer goods available in grocery stores and then indicate how likely it was that the company would focus on different corporate stories in its advertising towards consumers. The seven optional themes were chosen based on a review of purposeful consumer advertising themes and can be viewed in Appendix II. A 7-point Likert scale was used, where number 1 was represented by the label ‘Very Unlikely’ and number 7 by ‘Very Likely’, as recommended by Söderlund (2005). When calculating the means in SPSS, a story about how the company takes environmental responsibility showed the highest mean ($M=5.52$), followed by how the company takes social responsibility ($M=4.86$). Based on this, the first purpose theme was decided to be *CSR*. The second theme *Heritage* was based on the options with the third and forth highest means – the company’s history ($M=4.48$) and the place where the company was founded ($M=4.33$).

A traditional magazine ad was selected as the format of the stimuli based on its frequent use in the FMCG industry. When creating the ads it was due to the nature of the experiment of highest importance that they were realistic and did not look homemade in any way. To ensure a sufficient realism of the ad, the design was based on an existing printed ad from the consumer goods company Lantmännen, shown in Appendix III. We were inspired by existing brands in the design of the fictitious brand logos. To further ensure a high quality of the ads and the brand logos, they were designed and created with assistance from Jonas Nilsson, freelancing graphic designer. To exclude any effects from differences besides the corporate brand story, the ads for the two categories were exactly the same in terms of pictures and size for each product category and story theme. In consultation with Sara Rosengren, the

information provided in the product ads were also chosen to be related to the corporate story theme, but with a clear focus on the product benefits. This was decided in order to strengthen the manipulation and to keep the differences between the focus on the company versus the focus on the product. To manipulate CPE, two versions of each advertisement were created. The control version (no CPE treatment) only contained the name and logo of the product brand along with a text about the product. In the manipulated version (with CPE treatment), the name and logo of the company brand as well as a text about the company was added. With two different product categories, two different corporate purpose themes as well as two treatments, a $2 \times 2 \times 2$ matrix were used resulting in a total of eight ads – four different ads in the control group with no CPE and four ads in the manipulated group with CPE. The eight different advertisements can be found in Appendix IV.

3.3.3 Pre-study 3 – Testing the Final Manipulated Ads

The purpose of the third pre-study was to test the final manipulated ads and see if they were close to reality, and held a quality good enough to be used in the experiment. The pre-study was conducted using both a quantitative and a qualitative approach, in order to detect differences but to also get a deeper understanding of how the respondents perceived the ads and to capture their thoughts and feelings by following their cognitive processes in their evaluation (Bryman & Bell 2011).

First we used a qualitative approach in which eight respondents were asked to evaluate two ads each – one for chocolate and one for laundry detergent. This was chosen to easier get an insight of how the ads were perceived and if they needed to be changed in any way. The respondents were asked to share their thoughts about the ads and if it would be likely to see them in a magazine. The majority of the respondents felt that the ads focusing on CSR were of high quality and likely to be seen in a magazine, as well as perceived the pictures as suitable to the theme. The decision was therefore made to use the ads in the experiment. The respondents exposed to the ads focusing on *Hertiage* had different feelings towards the picture. In the first version the ads contained a picture of a family portrait from the 19th century, supposed to represent the founding family Axéns. Many respondents did not feel a natural connection between the picture and the purpose, meaning this ad would unlikely be observed in reality. Therefore we changed the family portrait from both ads to a picture of an old factory, for the chocolate and a washing machine with a woman for the detergent. The new ads were tested on four other respondents who all gave positive reactions, and the ads were

therefore included in the experiment.

The quantitative part of the third pre-study was conducted using a questionnaire created in Qualtrics, where the respondents answered questions regarding if the ad was realistic, likely to be used by a company in a magazine and if the overall ad quality was high. The questionnaire was sent via e-mail to a convenience sample of 35 persons, and was responded to by a total of 29 respondents. The mean for the ad with the lowest value on each question is reported below, implying that all eight ads received mean values equal to or higher than those indicated in the table. The absolute values are naturally difficult to evaluate, but all ads were deemed to fulfill its purpose, since no extreme differences were found between them.

TABLE 2. Pre-study 3 – Testing the Final Manipulated Ads

	CHOCOLATE ADS				WASHING DETERGENT ADS		
	<i>n</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean value for all ads</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean value for all ads</i>
The ad was realistic	29	2	7	M > 4.67	1	7	M > 4.14
The ad could have been used by a brand in a newspaper	29	1	7	M > 4.17	1	7	M > 4.43
The overall ad quality was high	29	1	7	M > 4.20	1	7	M > 3.57

3.3.4 Pre-study 4 – Testing the Questionnaire

To make sure that the questionnaire is of high quality, it is according to Bryman & Bell (2011) important to pre-test it on a small sample before using it in the actual experiment. We therefore conducted a pilot study of the two questionnaires on a convenience sample consisting of six people in varying age and gender, where the main purpose was to ensure that the respondents understood the questions and to identify potential risks for misinterpretation. Together with the respondents we sat down and asked them to indicate if any questions were challenging to understand, in order to get opinions on the entire questionnaire. The main communicated concern by the respondents was that the questionnaires were quite long, and that it to some extent was difficult to remember the ad by the end of the survey. Smaller misinterpretations were changed as well as the order of some questions to create a better flow. Before launching the surveys, valuable input was received from Björn Vilson, Analyst at Nepa, to improve the questionnaires. To maintain the respondent's attention and to avoid tiredness (Söderlund 2005), it was decided to let the respondents see the ad twice, based on the insights

from the pilot study. This was further supported by Björn Vilson, who recommended a re-exposure of the advertisement stimuli after the first 12 questions. The respondents were thus viewing the ad once in the beginning of the survey and then once more in the middle, to reinforce the link between the manipulation and the answers. This also helped us to clarify that the questions about the *product brand* in the latter part of the survey were regarding *Sunda* and *Frjidl*, which was highlighted together with the second exposure of the ad. In consultation with Björn Vilson, a randomizer effect was applied on some of the questions, to exclude a potential effect depending on the specific order of the response options. Moreover, it was decided to only show one question per page, since that helped respondents to stay focused on each question. After making the changes, the two updated questionnaires were tested on three additional people. Since they did not experience any misunderstandings or find any points of improvement, it was decided to use these final versions.

3.4 The Main Study

The main experimental study was carried out between the 20th and 28th of March and was distributed via e-mail by the research company Nepa to their panel of respondent. Data was collected via a web-based, self-completion survey. The participants were randomly assigned to one of the two questionnaires, and within each survey the eight different stimulus versions were randomly distributed to the respondents, in order to create as comparable groups as possible. This random sample approach will exclude individual differences and increase the opportunities to draw fairly explicit conclusions (Söderlund 2010). In order to prevent participants from guessing the purpose of the study and exclude reactions affected by this (ibid), the participants were not informed that they were part of a scientific study.

3.4.1 Research Design

To examine the research question quantitatively, two different surveys were designed and distributed for the main experimental study – one focusing on the consumer perspective and one on the employee perspective. In each survey the respondents were initially introduced to a visual stimulus showing an ad with or without a CPE treatment, constituting the experimental manipulation. Each respondent was randomly assigned to one of the eight stimuli, resulting in a total of 16 different groups. The respondents exposed to a stimulus with CPE treatment were then pooled together to comprise the manipulation group, and the respondents not exposed to such treatment formed the control group. To ensure a true impact of the manipulation and an understanding of the questions in the questionnaire, respondents were

asked to carefully examine the exposed ad and to read all information provided. In order to make sure this was done, a check box stating *I have read and taken part of the information in the ad* was inserted beneath the ad. The box was mandatory to tick, in order to proceed to the questions. This introduction was followed by the main part of the questionnaire where the respondents were asked to answer questions based on the exposed stimulus. All respondent were given the same information and instructions prior to filling out the questionnaire, in order to ensure the effect of the manipulation. The research design is modeled in table 3 below.

TABLE 3. Research Design for both Stakeholder Groups

	CSR	HERITAGE
CHOCOLATE	<i>Control vs. CPE Manipulation</i>	<i>Control vs. CPE Manipulation</i>
WASHING DETERGENT	<i>Control vs. CPE Manipulation</i>	<i>Control vs. CPE Manipulation</i>

3.4.2 Questionnaires

In consultation with the branding agency Seventy Agency, the questionnaires of the study were developed. Through discussions with Pär Lundgren, Head Analyst at Seventy Agency, the structure of the various parts of the questionnaires were outlined in order to achieve a logical progression. Further, the research approach and the general focus of the questionnaire were reviewed, including discussions of what items to include. Moreover, some of the items were included after discussions with Sara Rosengren, as parts of the scope of the study build upon her research.

In order to respond to the research questions, and through that the main purpose of the study, the respondents were divided into two groups, which were exposed to different questionnaires – one concerning a consumer perspective and one from the angle of a potential employee. Both questionnaires were created using the research company Nepa's online tool Easy Research, and since the experiment was conducted via one of their panels with only native

Swedish speakers, it was decided to construct the questionnaire in Swedish. Established measurements in academic marketing research were thus translated into Swedish, and specialist terminologies as well as confusing words were avoided or simplified with the aim to minimize misunderstandings, upon recommendation by Pär Lundgren. To avoid tiredness of the respondents and the risk of response bias, we aimed at keeping both questionnaires as short and understandable as possible (Söderlund, 2005). Structured questions were used including multiple choices, dichotomous, and mainly scale questions, where the respondents were asked to answer to what extent they agreed with different statements on a seven-point Likert scale (Malhotra & Birks 2007). The majority of the variables were measured using multi-item scales in order to achieve a high internal consistency and thereby increase the reliability (Söderlund 2005). All multi-items measurements were tested for internal validity using a Cronbach's alpha test.

In the consumer questionnaire, 25 questions were included with the intention to get responses regarding product brand evaluations, action intentions, and demographics. One open question was asked in order to assess respondents' willingness to pay. Further, this question also provided a way to detect abnormally low or high responses, which functioned as a way to exclude unserious respondents from the analysis. Two questions regarding the perceived focus of the ad was further included to use as a manipulation control. The employee questionnaire consisted of 24 questions, intended to reveal evaluations of the corporate brand as an employer, and demographics of the sample. Similar to the consumer questionnaire, two questions regarding the perceived focus of the ad was included to use as a manipulation control. See Appendix V for the two complete questionnaires.

To examine whether a CPE strategy in consumer advertising has an effect on consumers' product brand evaluation and intentions, the consumer questionnaire was designed to measure: (i) *Relevance of the Product Brand*, (ii) *Quality of the Product Brand*, (iii) *Product Brand Attitude*, (iv) *Willingness to Pay a Price Premium* and finally (v) *Purchase Intention*. In order to further examine the potential effects of CPE in consumer advertising on potential employee's evaluations of a corporate brand as an employer, the employee questionnaire was designed to measure (i) *Relevance of the Employer*, (ii) *Employer Attractiveness* and lastly (iii) *Willingness to Interact with Employer*. Worth mentioning is that the consumer questionnaire set out to measure evaluation and intentions connected to the *product brand*, while the employee questionnaire only consisted of question regarding the *corporate brand*. What constitutes each measurement is explained below.

Relevance of the Product Brand

The perceived *Relevance of the Product Brand* was measured based on Smith *et al.*'s (2007) construct *Brand-to-Consumer Relevance*, where the three questions with the highest factor loadings were used, as well as adapted to focus on the product brand instead of 'the product *or* brand'. The questions used were hence: 'The product brand is meaningful to me', 'The product brand is appropriate to me' and 'The product brand is valuable to me', which were answered on a seven-point scale from 1 = 'Strongly Disagree' to 7 = 'Strongly Agree'. An index of the three statements was thereafter created, showing a Cronbach's alpha of $\alpha = 0.97$.

Quality of the Product Brand

The perceived *Quality of the Product Brand* was measured using three items adapted from Buil, de Chernatony, & Hem (2009): 'I consider the product brand as being of high quality', 'The product must be of very good quality' and 'I feel confident that the product brand fulfills its function'. Each statement were answered on a seven-point scale from 1 = 'Strongly Disagree' to 7 = 'Strongly Agree' and was indexed together after showing a Cronbach's alpha of $\alpha = 0.95$.

Product Brand Attitude

Product Brand Attitude was measured using the definition by Smith *et al.* (2007), where respondents were asked to answer the question 'What is your overall opinion of the product brand?' on a four-item, seven-point semantic differential scale: Bad/Good, Unpleasant/Pleasant, Not Likeable/Likeable, and Favourable/Unfavourable. An internal consistency of $\alpha = 0.91$ gave support to the index.

Willingness to Pay a Price Premium

Willingness to Pay a Price Premium was measured by asking to what extent participants agreed with the statements 'I am willing to pay a higher price for the product brand than for other brands' and 'I am willing to pay a lot more for the product brand than for other brands' on a seven-point scale from 1 = 'Strongly Disagree' to 7 = 'Strongly Agree'. The two items were adapted from Netemeyer *et al.* (2004). An index of the two statements was created after showing an internal consistency of $\alpha = 0.92$.

Purchase Intention

To assess consumers' *Purchase Intention* a well-established measurement by Söderlund and Öhman (2003) was used, asking to what extent participants agreed with the statements 'I can see myself buying this product', 'I intend to purchase this product' and 'It is likely that I will

purchase this product' on a seven-point scale from 1 = 'Strongly Disagree' to 7 = 'Strongly Agree'. An internal consistency of $\alpha = 0.96$ gave support to the index.

Relevance of the Employer

The perceived *Relevance of the Employer* was inspired by Smith *et al.*'s (2007) measurement *Brand-to-Consumer Relevance*, where the three questions with the highest factor loadings were used as well as adapted to an employee setting: 'The company Axéns is meaningful to me as an employee', 'The company Axéns is appropriate to me as an employee' and 'The company Axéns is valuable to me as an employee', which all were answered on a seven-point scale from 1 = 'Strongly Disagree' to 7 = 'Strongly Agree'. An index of the three statements was thereafter created, showing a Cronbach's alpha of $\alpha = 0.98$.

Employer Attractiveness

To assess the *Employer Attractiveness* we used a multi-item scale from Highhouse *et al.* (2003) that is established in the employer branding literature. Again, we chose the three items with the highest factor loadings: 'For me, this company would be a good place to work', 'A job at this company is very appealing to me', and 'This company is attractive to me as a place for employment' was answered on a seven-point scale from 1 = 'Strongly Disagree' to 7 = 'Strongly Agree', showing an internal consistency of $\alpha = 0.97$.

Willingness to Interact with Employer

Willingness to Interact with Employer was inspired by the recently introduced construct *Willingness to Attend Future Advertising (WTA)* by Rosengren and Dahlén (in review), transferred into an employee setting. It was measured by asking to what extent participants agreed with the statements: 'I look forward to search for additional information about the product brand', 'I want to visit the web page of the product brand' and 'I want to watch the corresponding commercial from the product brand' on a seven-point scale from 1 = 'Strongly Disagree' to 7 = 'Strongly Agree'. An index of the three statements was created after showing an internal consistency of $\alpha = 0.98$.

3.4.3 Quantitative Data Sampling

In order to secure a high quality of the data and a representative sample of the Swedish population we collaborated with the market research company Nepa to collect the data. A total of 690 respondents participated in the experiment and 519 responses were considered of satisfactory quality, resulting in a large sample of respondents in each of the 16 groups.

In the consumer questionnaire, respondents that answered that they had bought the product category in question less than once during the last six months were excluded from the sample ($n=85$), since consumers not at all interested in the product category are considered to be uninteresting for the scope of this study. Unserious answers were also chosen to be excluded, and it was decided to leave out respondents stating 1 SEK or lower, as well as higher than 150 SEK, for the willingness to pay for the product ($n=27$). Hence, a total of 97 responses were excluded from the consumer sample (15 responses were applicable to both criterion), resulting in a final sample of 235 respondents. In the employee questionnaire, respondents that had answered retired on the question on occupation were excluded, since questions about attitudes towards a potential employer were not suitable for them. 74 respondents were hence eliminated from the sample, and a total of 284 respondents were used in the final employee sample.

The four groups representing the product focus in each survey were later pooled together as well as the four groups for the corporate focus, resulting in a total of two groups for each questionnaire. Since the two treatment groups in each survey consisted of a sample size greater than 30 respondents, generalizable results from the data could be obtained (Bryman & Bell 2011). The final consumer sample consisted of respondents between 20 and 70 years old, with an average age of 45 years old. 61.4% of the respondents were working professionals, 17.0% retired, 10.2% students, 11.1% unemployed and 0.4% answered that they were on a leave. The gender distribution in the sample was 50.9% females and 49.1% men.

The final sample of the potential employees consisted of respondents between 20 and 69 years old, with an average age of 40 years old. 71.9% of the respondents were working professionals, 14.5% students, 10.7% unemployed and 2.9% answered that they were on a leave. The gender distribution in the sample was 50.6% females and 49.4% men. The characteristics for both samples indicate a heterogeneous sample considered to be reasonably representative for the Swedish population in 2014, which makes the sample appropriate. To further represent the Swedish population, the data for both samples were in consultation with Björn Vilson from Nepa weighted in terms of regional origin.

3.5 Analytical Tools

The data was analyzed using the software program IBM SPSS Statistics, version 21, for both the pre-studies and the main study. Before conducting the main analysis, indexes were created

for each multi-items measurement and were tested for internal consistency using Cronbach's alpha, where a result over $\alpha = 0.7$ was accepted (Malhotra 2010). Stronger support for the results could therefore be obtained, since the questions measuring the same variable did not have to be individually analyzed. Independent samples t-tests were used in order to examine effects theorized in H1-H8, if statistically significant mean differences could be observed between the control group and the manipulation group for both consumers and employees. Since only directional hypotheses were used in the study, a one-tailed significance level of 5% ($p < 0.05$) has been decided to empirically support the hypotheses in all cases (UCLA 2014). To statistically test our third research question, mediation analyses were conducted according to Preacher-Hayes' (2004, 2008) regression-based bootstrap test, using the approach suggested by Zhao, Lynch & Chen 2010. The mediation tests were carried out by downloading the INDIRECT macro for SPSS (Preacher-Hayes 2014).

3.6 Data Quality

To guarantee the accuracy of the findings and results in the thesis, it is of high importance to measure the reliability and validity of the study (Bryman & Bell 2011). There is a strong correlation between the measurements, as validity presumes reliability.

3.7.1 Reliability

Reliability means that an experiment gives consistent results when performed on several different occasions (Söderlund 2005; Malhotra 2010). This is of particular importance in quantitative research, and can be evaluated in terms of *stability over time* and *internal reliability* (Bryman & Bell 2011).

Stability over time refers to which extent a measurement can be considered stable over time (Bryman & Bell 2011), i.e. how other researchers can reproduce the study and obtain similar results and come to the same conclusions. To increase the comparability with future studies and ensure that the study is stable over time, we pre-tested the two questionnaires before the main study in a pilot-study, to confirm that the respondents would understand the questions used in the questionnaire. The probability of getting the same results if the study is reproduced was therefore increased. To be entirely certain about the stability of the study and that the results are stable over time, it would be needed to re-conduct the exact study again, which is outside the scope of this thesis.

For the *internal reliability* it is essential that the multiple indicators for each respondent give an

overall score for a measurement, which are consistent and reliable (Bryman & Bell 2011). To guarantee the internal reliability of the study and that the items that proposed to measure the same general construct correlated with each other, an extensive exploration in previous academic research was made in order to find well established multi-item measurements, which according to Söderlund (2005) should result in a high internal reliability. We also used a Cronbach's alpha test to further test and control the internal consistency between the multi-items measurement used in the study (Malhotra 2010). The tests all gave values above $\alpha = 0.91$, indicating a strong internal consistency and therefore a high internal reliability in the main study.

3.7.2 Validity

Validity is an important measurement indicating whether the study measures what it is intended to measure, and to what extent the measure is free from random and systematic measurement errors (Söderlund 2005). Validity can be divided into *external* and *internal validity*, and it is according to Malhotra and Birks (2007) important to create an experimental design that has both high internal and external validity when conducting an experiment.

Internal validity refers to what extent the examined effects are actually caused by the intended independent variables, rather than influenced by other external factors (Malhotra & Birks 2007). In the study at hand, this refers to what extent the effects on the perceived evaluations and intentions of the product brand and employer were actually caused by the CPE treatment. To reduce the risk of external factors affecting the results, three manipulation controls were conducted which ensured that the observed effects were indeed caused by the intended research stimulus. It was also decided to utilize fictitious brands in order to exclude potential effects of pre-existing attitudes and knowledge about the brands and thus strengthen the internal validity. Since the purpose of the study is to investigate if visualizing a corporate brand via a CPE strategy may strengthen a product brand, it was seen of utmost importance that the respondents not exposed to a CPE treatment was unaware of the connection to a corporate brand. The elimination of responses not holding up to certain quality requirements further adds to the internal validity of our study. Based on the above, the internal validity of the study is seen to be high.

External validity concerns the question whether the cause-and-effect relationships revealed in the experiment can be generalized beyond the specific research context (Malhotra & Birks 2007). Having conducted the experiment in a laboratory setting may lower the generalizability

of the results compared to if it had been carried out in a real-life scenery, since the planned setting and manipulated condition of the experiment do not accurately represent a real-life setting (Bryman & Bell 2011). One focus of attention was therefore to generate a sample that was representative for the Swedish population. Using panelists of the research company Nepa – with a large sample widely distributed in terms of age, gender, regional origin, and occupation – is considered to represent the overall Swedish population, and the external validity of our study in terms of generalizability across people is thus considered to be high. Since all respondents originate from the Swedish market, the results of the study cannot be said to be fully generalizable to other geographical markets, and should be applied to other markets with caution. Since the purpose of the study aim at the Swedish FMCG market, this however does not impact the obtained results. Including two product categories with different purchase motives – informational and transformational – further adds to the generalizability of the study to the chosen FMCG industry. The findings are however specific for the FMCG industry and should not be generalized to other markets without further research.

4. RESULTS AND ANALYSIS

The following chapter outlines and portrays the results of our analysis. In the first section, the results of the manipulation controls are presented. Thereafter, the effects of a CPE treatment on consumer and employee reactions are presented. In doing so, we first investigate the results for the hypotheses through mean comparisons. Following this, we further test our reasoning that the proposed mediator explains the relationship between a CPE strategy and the efficiency measurements, through a mediation analysis. To facilitate interpretation, all data has been illustrated in supplementary tables.

4.1 Manipulation Controls

Before investigating the results of the stated hypotheses, manipulation controls were conducted in order to assess the internal validity and ensure that the observed effects were indeed caused by the intended research stimulus. First, a mean comparison test was carried out in order to validate the equality of esthetic elements used in the different ads, and that a potential increase in perceived relevance was not derived from these (Smith *et al.* 2007). Independent t-tests were used to compare the means of two variables concerning the ad between the control groups (not exposed to the CPE treatment) and the manipulation groups (exposed to the CPE treatment), for both the consumer and the employee data set. The independent t-test showed an insignificant mean difference between the consumer groups on *Ad Attitude* ($p = 0.98 > 0.05$) and *Relevance of the Ad* ($p = 0.33 > 0.05$). The same conclusion could be drawn from the employee groups with insignificant mean difference on *Ad Attitude* ($p = 0.76 > 0.05$) and *Relevance of the Ad* ($p = 0.06 > 0.05$), confirming that the different elements used in the ads did not change the general attitude of the ad, nor did it affect the perceived relevance of the ad. Based on the outcome of the manipulation checks, the comparability of the stimulus was deemed to be satisfactory, meaning that any potential effects on dependent variables were attributed to the CPE treatment in the ads, rather than being a result of differences in ad execution or specific ad elements. It should however be noted that for the employee study, the significance level was relatively low, indicating somewhat of a difference in the perceived relevance of the ad, which should be kept in mind when analyzing the forthcoming results.

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (2-tailed)
Consumer Ad Attitude	4.76	4.75	-0.01	0.98
Relevance of the Ad to Consumer	3.46	3.26	-0.20	0.33

n = Total: 235, CPE: 114, Control group: 121, Significance: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (2-tailed)
Employee Ad Attitude	4.75	4.79	-0.05	0.76
Relevance of the Ad to Employee	3.20	2.82	-0.38	0.06

n = Total: 284, CPE: 134, Control group: 150

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

To further ensure that the manipulation groups had comprehended that a company was explicitly endorsing the product brand, a screening of the respondents' perception of this was performed. This was done using mean comparison of the control question '*The ad contained primarily information about the company behind the product brand*' in both the consumer and the employee survey. In the consumer study, the group exposed to the CPE treatment reported a significantly higher mean than the control group not exposed to any corporate message ($p = 0.00 < 0.05$). The same result on this control statement was valid for the employee version of the study ($p = 0.00 < 0.05$), verifying the success of the manipulation. Worth noticing is that the level of perceived corporate focus was relatively low, which is often the case in advertising studies when controlling for manipulation, for example regarding creativity (cf. Dahlén *et al.* 2008; Reinartz & Saffert 2013). This can also be explained by the fact that the information about the company was exposed *in addition* to the product brand message to the respondents in the manipulated ads, which can have confused the opinion of what was the 'primarily information'. Since the study intends to investigate potential positive effects by adding a corporate purpose to the product brand in advertising, the relatively low absolute values should not influence the study.

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (2-tailed)
Consumer Perceived Focus on Company	4.45	3.42	-1.04	.00***

n = Total: 235, CPE: 114, Control group: 121

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (2-tailed)
Employee Perceived Focus on Company	4.40	3.75	-0.65	.00***

n = Total: 284, CPE: 134, Control group: 150

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

4.2 Effects of Corporate Purpose Endorsement on Consumers

The following section investigates whether a CPE strategy in consumer advertising influences consumer response, and thereby assess the effectiveness of using such strategy as a marketing tool. This is examined through empirically testing the proposed mediator (H1) *Relevance of the Product Brand*, the brand evaluation measurements (H2) *Quality of the Product Brand* and (H3) *Product Brand Attitude* as well as the intention measurements (H4) *Willingness to Pay a Price Premium* and (H5) *Purchase Intention*. First the results regarding the expected mediator are presented, followed by the efficiency measurements and the outcome of the conducted mediation analysis. Following the manipulation control above, any positive effects on evaluations and intentions towards the product brand should undoubtedly be derived from the manipulation of a corporate purpose endorsement strategy. All hypotheses are tested by conducting mean comparison analysis via independent t-tests, where a significance level ($p < 0.05$) will be accepted.

4.2.1 The Effect of CPE on the Proposed Mediator – Relevance of the Product Brand

Following the reasoning presented in the theoretical framework, it is hypothesized that consumers exposed to a CPE treatment, meaning that they have been exposed to a corporate brand message supporting the advertised product brand, will perceive the product brand as more meaningful, appropriate, and valuable – i.e. more relevant to themselves. Through the mean comparison analysis, the following results were obtained:

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (1-tailed)
Relevance of the Product Brand	3.74	3.27	-.47	.01*

n = Total: 235, CPE: 114, Control group: 121

Significance: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

In accordance with the presented theories, a significant difference was found between the groups. It was thereby concluded that consumers who had been exposed to a purpose-driven corporate message in addition to the product brand message, perceived the product brand as more relevant to themselves. Since no information concerning the product brand was added or modified between the control and manipulation groups, this positive effect is indeed derived from the manipulation of the endorsement of the corporate brand. The results indicate that the use of a CPE strategy as testimonial to a product brand triggers perceptions to the latter as being more meaningful, appropriate, and valuable, and hypothesis (H1) below can consequently be accepted.

H1) *Using a CPE strategy in advertising will increase perceived Relevance of the Product Brand*

ACCEPTED

4.2.2 The Effect of CPE on Brand Evaluations – Quality of the Product Brand

It was further proposed that a CPE strategy will increase the perceived quality of the product brand, suggesting that it will serve as an extrinsic cue that consumers can use as a signal of quality. A comparison between the means for the control group and the manipulated CPE group provided the following results:

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (1-tailed)
Quality of the Product Brand	3.99	3.64	-.35	.04*

n = Total: 235, CPE: 114, Control group: 121

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

The results showed a significant higher perceived quality of the product brand for the CPE group, which was in line with the expectations. This can be explained by the notion that the company functions as a guarantee to the product brand, vouching for that it maintains a high level of quality. To involve a corporate brand and communicate a purpose beyond simply selling a product in a consumer advertising can be concluded to increase perceived quality of the product brand, and (H2) is therefore accepted.

H2) *Using a CPE strategy in advertising will increase perceived Quality of the Product Brand*

ACCEPTED

4.2.3 The Effect of CPE on Brand Evaluations – Product Brand Attitude

The claim that applying a CPE strategy should lead to a more positive attitude towards the product brand is based on theories proposing that attitudes towards a brand are positively affected when emotional responses are stimulated within consumers, which is expected to be achieved by a CPE strategy. The mean comparison analysis revealed the following results:

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (1-tailed)
Product Brand Attitude	4.58	4.41	-.17	.19

n = Total: 235, CPE: 114, Control group: 121

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

As opposed to our anticipation, no significant positive difference in the attitude towards the product brand was observed among the respondents who were exposed to CPE in addition to the product brand message. This can be explained by the specific characteristics of the product categories used in the study, which is further discussed in the final chapter of the study. Although a slight positive tendency can be observed in the mean comparison, a significance level under 5% do not provide support for (H3) and thus need to be rejected.

H3) *Using a CPE strategy in advertising will increase consumers' Product Brand Attitude*

REJECTED

4.2.4 The Effect of CPE on Intentions – Willingness to Pay a Price Premium

Including a CPE element in advertising was projected to lead to a rise in consumers' willingness to pay a price premium, based on the notion that adding a CPE element should result in an increased perceived emotional value, and in the extension willingness to pay. The analysis revealed the following results:

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (1-tailed)
Willingness to Pay a Price Premium	2.93	2.37	-.56	.01**

n = Total: 235, CPE: 114, Control group: 121

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

The stated results strongly support that a higher willingness to pay a price premium for the product brand is achieved when consumers are exposed to corporate purpose endorsement. Consequently, it seems that simply by informing consumers about the relationship to a parent company and explaining what the company does beyond selling the product, the willingness to pay a price premium is triggered. Simply put, by placing the product brand in a meaningful context, it becomes more relevant and appropriate to consumers, which they are willing to pay additional for. Accordingly, (H4) can be accepted.

H4) Using a CPE strategy in advertising will increase consumers' Willingness to Pay a Price Premium **ACCEPTED**

4.2.5 The Effect of CPE on Intentions – Purchase Intention

Based on the notion that consumers are likely to develop behavioral intentions toward brands that are meaningful to them, a CPE strategy was expected to positively influence consumers' purchase intention. A mean comparison analysis gave the following results:

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (1-tailed)
Purchase Intention	3.82	3.41	-.41	.04*

n = Total: 235, CPE: 114, Control group: 121

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

It can be concluded that corporate purpose endorsement imposes a significant positive effect on consumers' purchase intention, which is worth highlighting considering the difficulty in influencing this measurement. The results are in line with our projected outcome, nevertheless it is to some extent surprising given that purchase intention usually is preceded by a favorable brand attitude. As the latter effect proved to be absent, one could assume that also the purchase intention would remain uninfluenced by a CPE treatment. The found result can as mentioned earlier however be explained by the specific characteristics of the low involvement product categories used in the experiment. The theoretical explanation for this is further elaborated in the *5.0 Discussion* chapter. The empirical findings reveal that a CPE strategy in advertising increases consumers' intention to purchase, thus gives support for (H5) which is consequently accepted.

H5) Using a CPE strategy in advertising will increase consumers' Purchase Intention **ACCEPTED**

4.2.6 Assessing the Mechanism behind the Effects of a CPE Strategy

In the study at hand, it is argued and hypothesized that applying a CPE strategy in advertising targeted to consumers should have a positive impact on a number of efficiency measurements. To statistically test our reasoning that *Relevance of the Product Brand* mediates the relationship between a CPE strategy and efficiency measurements for consumers, a mediation analysis was

conducted according to the Zhao *et al.* (2010) approach using Preacher-Hayes' regression-based bootstrap test. This is essentially a test of the proposed mediator's *indirect* effect on the dependent variables, in order to explain how the presented effects of a CPE strategy occur. Establishing the relationship between variables in this manner is important, since correlation is not a sufficient way to claim that two variables are causally related (Preacher & Hayes 2004, 2008). Below we briefly explain the procedure and present the results for the consumer study. Worth noticing is that Zhao *et al.* (2010), in contrast to other scholars, claim that there should be only one requirement to establish mediation, namely that the indirect effect of $a \times b$ is significant, see figure 2. Based on their argument that there need not to be a significant 'effect to be mediated' in order for mediating factors to exist, we also conduct a mediation analysis with *Product Brand Attitude* as dependent variable.

Four independent mediation analyses were thus conducted in order to assess the causal relationship between the perceived *Relevance of the Product Brand* and each of the efficiency measurements. The conducted bootstrap analysis revealed statistical support that the influence of a corporate purpose endorsement strategy on all measurements were indeed mediated by perceived *Relevance of the Product Brand*, since the confidence interval for each dependent variable excluded zero (Zhao *et al.* 2010). Since the direct effect c was non-significant ($p > 0.05$) for all dependent variables, the mediation analyses revealed that an indirect-only mediation exist, which is overlapping with what Baron and Kenny (1986) refer to as a full mediation. Figure 2 illustrates the mediating path for relevance of the product brand, and table 4 provides the results of the indirect and direct effects.

FIGURE 2. Mediation Model for Consumers

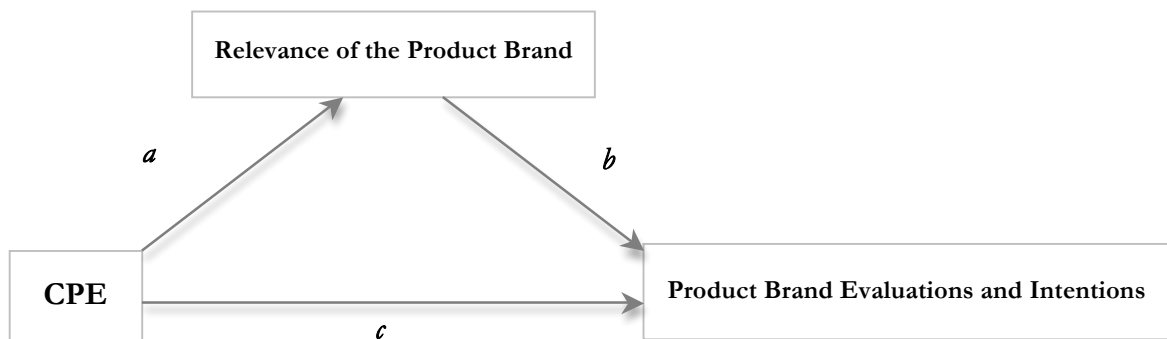


TABLE 4. Results of Mediation Analysis with Relevance of the Product Brand as Mediator

Dependent Variable	Quality of the Product Brand	Product Brand Attitude	Willingness to Pay a Price Premium	Purchase Intention
$a \times b$	(95% CI: 0.002-0.61)	(95% CI: 0.01-0.45)	(95% CI: 0.003-0.48)	(95% CI: 0.005-0.67)
<i>Boot</i>	0.31	0.22	0.24	0.34
$a\text{-path}$	0.42, $p = 0.046$	0.42, $p = 0.046$	0.42, $p = 0.046$	0.42, $p = 0.046$
$b\text{-path}$	0.73, $p = 0.00$	0.53, $p = 0.00$	0.57, $p = 0.00$	0.80, $p = 0.00$
$c\text{-path}$	0.006, $p = 0.96$	-0.07, $p = 0.68$	0.27, $p = 0.10$	0.05, $p = 0.77$
<i>Type of mediation</i>	Indirect-only	Indirect-only	Indirect-only	Indirect-only

n = Total: 235, Significance: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

4.3 Effects of Corporate Purpose Endorsement on Employees

In the following section we investigate if a CPE strategy in advertising will positively influence potential employees and their evaluations of an employer, and thereby assess the effectiveness of using this form of consumer advertising towards other stakeholders than consumers. Following the same procedure as in the previously presented consumer study, this is examined through the proposed mediator (H6) *Relevance of the Employer* and the employer evaluation (H7) *Employer Attractiveness* and the newly introduced intention measurement (H8) *Willingness to Interact with Employer*. First the results of the expected mediator is presented, followed by the efficiency measurements and the outcome of the conducted mediation analysis. The hypothesis is tested by conducting a mean comparison analysis via independent t-tests and are accepted below a significance level of ($p < 0.05$)

4.3.1 The Effect of CPE on the Proposed Mediator – Relevance of the Employer

Based on recent streams of academic literature emphasizing the importance of including the employee angle when evaluating consumer advertising, we proposed that a CPE strategy would lead to an increased perceived *Relevance of the Employer*. More specifically, adding a corporate brand message to the advertised product brand should in line with similar measurement aimed at consumers strengthen the perception of the employer to be more meaningful, appropriate, and valuable – i.e. more relevant. After performing a mean comparison analysis, the following results were obtained:

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (1-tailed)
Relevance of the Employer	3.90	3.48	-.42	.01*

n = Total: 284, CPE: 134, Control group: 150

Significance: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

The results reveal that employees' perceived relevance of the company as a potential employer is indeed increased in the CPE condition. The findings support our reasoning that CPE elements in consumer advertising signal relevance of the company behind the product brand, to potential employees. This can be seen as quite intuitive, given that respondents in the CPE treatment group were given more information about the company, which gave them the opportunity to place it in a context. The result is nonetheless interesting, and it can be concluded that by taking part in a discussion and contributing with something more than simply information about the offered product, companies can appear as more relevant to the extended target group of advertising, including also potential talent. Based on the observed findings, (H6) is accepted.

H6) *Using a CPE strategy in advertising will increase perceived Relevance of the Employer*

ACCEPTED

4.3.2 The Effect of CPE on Employer Evaluation – Employer Attractiveness

Building on previous academic research indicating that a positive connection between creative consumer advertising and employer attractiveness exist, it has been proposed that a CPE strategy should have a similar impact and thus lead to a higher perceived attractiveness of the brand as an employer, and that this effect is influenced by an increased relevance of the employer. The conducted analysis provided the following results:

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (1-tailed)
Employer Attractiveness	4.54	4.12	-.42	.02*

n = Total: 284, CPE: 134, Control group: 150

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

The results revealed statistically significant support for the reasoning that a CPE strategy increases the attractiveness of a brand as a potential employer. The supplementary target group of potential employees is thus influenced by communication intended for consumers, as CPE is shown to lead to a higher perceived attractiveness of the employer, compared to traditional consumer advertising in which only the product is included. We thus find strong support for our hypothesis (H8), which can be accepted.

H7) *Using a CPE strategy in advertising will increase Employer Attractiveness*

ACCEPTED

4.3.3 The Effect of CPE on Intentions – Willingness to Interact with Employer

In a recent study by Rosengren & Dahlén (in review), it has been found that ad creativity drives consumers' willingness to attend future advertising from the company. This intention to voluntarily take part of advertising through a brands own communication channels has been argued to also apply in an employee setting, and the measurement *Willingness to Interact with Employer* was therefore introduced to academia. Since creativity partly is constituted by relevance, and CPE has been hypothesized to stimulate perceived relevance of the employer, CPE in consumer advertising was expected to drive potential employees' incentive to actively seek information about and interact with the company. The analysis of this projected outcome showed the following results:

	Mean _{CPE}	Mean _{Control}	Mean Difference	Sig. (1-tailed)
Willingness to Interact with Employer	4.20	3.74	-.46	.02*

n = Total: 284, CPE: 134, Control group: 150

Significance: *p < 0.05; **p < 0.01; ***p < 0.001.

The group exposed to a CPE treatment demonstrated similar results on potential employees' willingness to interact with employer as it did on perceived employer attractiveness, which implies that potential employees' are more inclined to learn more about the company, visit the company website, and search for additional information about the company when they are exposed to a purpose-driven message about the corporate brand. Thus, we find support that including CPE in consumer advertising drives potential employees' intention to interact with the potential employer. Hypothesis (H9) can therefore be accepted.

H8) *Using a CPE strategy in advertising will increase consumers' Willingness to Interact Employer*

ACCEPTED

4.3.3 Assessing the Mechanism behind the Effects of a CPE Strategy

It has been hypothesized that applying a CPE strategy in advertising targeted towards consumers will not solely positively impact this stakeholder group, but also influence potential

employees. Following the same procedure as for the consumer model, two independent mediation analyses were conducted in order to statistically test our reasoning that *Relevance of the Employer* mediates the relationship between a CPE strategy and the efficiency measurements for potential employees – *Employer Attractiveness* and *Willingness to Interact with Employer*. First a bootstrap test was conducted including *Employer Attractiveness* as the dependent variable, which showed that the influence of a CPE strategy was indeed mediated by perceived *Relevance of the Employer*, since the confidence interval excluded zero (95% CI: 0.04-0.46). Since the direct effect c (0.20) was in-significant ($p = 0.24 > 0.05$), the mediation can be explained as indirect-only (Zhao *et al.* 2010).

The second mediation analysis was conducted with *Willingness to Interact with Employer* as dependent variable. The bootstrap test confirmed that the influence of a CPE strategy on the increased *Willingness to Interact with Employer* was mediated by perceived *Relevance of the Employer*, since the confidence interval excluded zero (95% CI: 0.04-0.51). An in-significant direct effect c (0.26) of ($p = 0.17 > 0.05$) further indicates that the mediation is indirect-only. Figure 3 and table 5 provide further details on the mediation mechanism for the employee model.

FIGURE 3. Mediation Model for Potential Employees

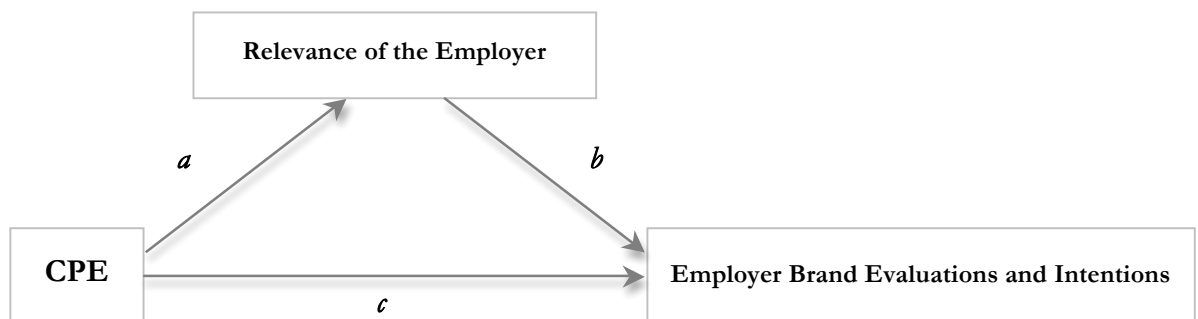


TABLE 5: Results of Mediation Analysis with Relevance of the Employer as Mediator

Dependent Variable	Employer Attractiveness	Willingness to Interact with Employer
$a \times b$	(95% CI: 0.04-0.46)	(95% CI: 0.04-0.51)
Boot	0.24	0.27
a -path	0.43, $p = 0.02$	0.43, $p = 0.02$
b -path	0.55, $p = 0.00$	0.62, $p = 0.00$
c -path	0.20, $p = 0.24$	0.26, $p = 0.17$
Type of mediation	Indirect-only	Indirect-only

4.4 Summary of Hypotheses

Table 6 below summarizes the findings attained from the statistical analysis and provides a comprehensive overview of which hypotheses could be supported by the data.

TABLE 6: Summary of Results

Research question	Hypothesis
Should FMCG companies with a multi-brand portfolio use a corporate purpose endorsement strategy in their advertising towards consumers?	
<i>Will a corporate purpose endorsement strategy in consumer advertising have a positive effect on consumers' product brand evaluations and intentions?</i>	H1: <i>Using a CPE strategy in advertising will increase perceived Relevance of the Product Brand</i> ACCEPTED
	H2: <i>Using a CPE strategy in advertising will increase perceived Quality of the Product Brand</i> ACCEPTED
	H3: <i>Using a CPE strategy in advertising will increase consumers' Product Brand Attitude</i> REJECTED
	H4: <i>Using a CPE strategy in advertising will increase consumers' Willingness to Pay a Price Premium</i> ACCEPTED
	H5: <i>Using a CPE strategy in advertising will increase consumers' Purchase Intention</i> ACCEPTED
<i>Will a corporate purpose endorsement strategy in consumer advertising have a positive effect on potential employees' employer evaluations and intentions?</i>	H6: <i>Using a CPE strategy in advertising will increase perceived Relevance of the Employer</i> ACCEPTED
	H7: <i>Using a CPE strategy in advertising will increase Employer Attractiveness</i> ACCEPTED
	H8: <i>Using a CPE strategy in advertising will increase potential employees' Willingness to Interact with Employer</i> ACCEPTED
<i>What is the underlying mechanism explaining the anticipated effects of a corporate purpose endorsement strategy for consumers and employees?</i>	Mediation analysis showed that <i>Relevance of the Product Brand</i> is mediating the effects on key measurements for consumers, and <i>Relevance of the Employer</i> is explaining the effects for potential employees.

5. DISCUSSION

The following chapter will discuss the results obtained in the study. First, a conclusion in which the research questions together with the main purpose of the study will be responded to. This is followed by a general discussion of the effectiveness of a CPE strategy from a consumer point of view, as well as a section regarding effects on potential employees. Managerial implications will thereafter be presented, where suggested ways for practitioners to use the obtained results in practice are provided. Finally, criticism towards the study is highlighted as well as suggestions for further research within the studied area.

5.1 Conclusion

The main purpose of the study was to investigate whether FMCG companies with a multi-brand portfolio should use a corporate purpose endorsement strategy in their advertising towards consumers. Following the above analysis of the results, we will in this section undertake the three research questions and answer them separately, in order to build a conclusion regarding the main purpose of the study.

RQ1: *Will a corporate purpose endorsement strategy in consumer advertising have a positive effect on consumers' product brand evaluations and intentions?*

The study provides empirical support that using a CPE strategy in consumer advertising positively affects consumers' perceived *Relevance of the Product Brand*, *Quality of the Product Brand*, *Willingness to Pay a Price Premium* and *Purchase Intention*. Surprisingly, our results reveal that the proposed positive effect on *Product Brand Attitude* is not statistically confirmed. The positive effects of a CPE strategy on consumers' product brand evaluations and intentions can thus be concluded to some extent.

RQ2: *Will a corporate purpose endorsement strategy in consumer advertising have a positive effect on potential employees' employer brand evaluations and intentions?*

The study provides empirical evidence that the perceived *Relevance of the Employer* and *Employer Attractiveness* are increased when a CPE strategy is used, as well as a greater *Willingness to Interact with the Employer*. Since all hypotheses were statistically supported, we conclude that a CPE strategy in consumer advertising indeed has a positive effect on potential employees' evaluations and intentions.

RQ3: *What is the underlying mechanism explaining the anticipated effects of a corporate purpose endorsement strategy for consumers and employees?*

The conducted mediation analyses statistically support that the proposed intermediaries concerning *Relevance* can be seen as mediating the effect of a CPE strategy on key measures of advertising effectiveness, for both stakeholder groups included in the study. It can hence be concluded that *Relevance of the Product Brand* and *Relevance of the Employer* are the underlying mechanisms explaining *why* the found effects of CPE in consumer advertising occur.

Following the answered research questions above, we conclude that FMCG companies with a multi-brand portfolio operating on the Swedish market should use a CPE strategy in their advertising towards consumers, since this may lead to several benefits. The obtained results provide a lot of interesting findings for both the academic literature as well as for practitioners within the FMCG industry, which is accounted for in a more detailed discussion below.

5.2 General Discussion

As an extension of existing academic research on corporate branding, the study at hand aimed at investigating the opportunity for FMCG companies to combine corporate brand endorsement with purpose-driven storytelling to strengthen perceptions of a product brand from a consumer perspective and perceptions of a corporate brand from a potential employee point of view. Overall, the observed results are robust and should be of interest in both practice and academia. In our expected knowledge contribution presented in the initial chapter, we intended to contribute with knowledge regarding whether investments in corporate branding initiatives are worthwhile for FMCG companies with multiple product brands operating on the Swedish market. Our study indeed indicates that so is the case. The findings can thus provide support to marketers in such companies by enlightening the mechanisms of CPE while at the same time developing the academic literature on the effects of advertising on stakeholders beyond consumers. We claim that our findings to a certain degree also extend the existing recruitment research, by suggesting new ways to attract potential employees.

The fact that no prior associations were attached to the different brands used in the study due to their fictitious nature, implies that the positive effects of a CPE strategy undeniably can be said to derive from the added corporate purpose manipulation. This is of high importance to what implications can be given and strengthens the internal validity of the study. A mere knowledge of that a purpose-driven corporate brand is standing behind a product brand is thus beneficial for perceptions of the product brand, and for the corporate brand as an employer. It could be argued that the effect would have been even greater if the respondents had held genuine positive corporate brand associations. However, this circumstance should

also be considered when generalizing the results. The findings are expected to offer valuable guiding for new corporate and product brands lacking previous strong associations attached to them, but should be handled with more caution in the context of well-known brands. Previous research has revealed that it is more difficult to change consumers' evaluations of a product brand through corporate endorsement if consumers already hold strong, favorable brand associations (Bichal & Sheinin 2007). It has further been shown that unfavorably perceived corporate brands have failed to positively impact consumers' product evaluations (Aaker & Joachimsthaler 2000). This implies that pre-existing associations are important to consider when using a corporate endorsement strategy, and should be reflected upon when using our results. According to the findings in our study the negative effects previously found may however be altered when adding a purpose to the endorsement strategy, and a replication of our study including brands with pre-existing beliefs is therefore suggested. This is further discussed in the section 5.5 *Further Research* below.

5.2.1 Effects of a CPE Strategy on Consumers

In accordance with our expectations, the analysis of the empirical data strongly supported that CPE strategy in advertising leads to a higher perceived *Relevance of the Product Brand*. This concludes the predicted notion that using a CPE strategy can construct an emotional link to consumers and put the product brand in a context where it appears more meaningful, valuable and appropriate to consumers. This finding adds to the existing literature on relevance, which has mostly been investigated in the context of creative advertising (Smith *et al.* 2007), by concluding that endorsing a product brand with a corporate purpose increases the relevance of the brand to consumers. The results further stress the importance of creating advertisements that portrays the brand as *relevant* to the audience. The results provided in this study shows that a perceived relevance of the brand serves as an underlying mechanism influencing all positive effects on consumers' brand evaluations and intentions of a CPE strategy. This implies the importance of this construct and that it is indeed a dimension worth considering when creating and evaluating consumer advertising.

It was further concluded that in line with our reasoning, a higher *Quality of the Product Brand* was perceived when a corporate brand was endorsing the product brand. This implies that a CPE strategy may serve as an extrinsic cue that consumers use to form expectations and evaluations of the quality, which makes it a valuable strategy for corporate brands with the need of better radiate quality. This further indicates that CPE is a strategy worth considering

in the increased battle against private labels, since it is shown that consumers put high value in the perceived quality when evaluating between retailer brands and private label brands. As mentioned earlier, it was somewhat surprising that the result regarding *Product Brand Attitude* was opposed to our anticipation, and that no difference in the attitude towards the product brand was observed in the group exposed to CPE in addition to the product brand message. This finding is however understandable, since it is shown that when perceived risk and involvement with the purchase are low, advertising may move consumers directly to purchase. According to Krugman (1965) and a later adaption by Ray *et al.* (1973), there is a unique hierarchy of effects model for low involvement purchases that alter the order of the stages to follow the steps of cognitive – conative – affective. This implies that consumers first behave, and then develop attitudes as a result of that behavior. Based on this, it is reasonable that no effects on product brand attitude was observed since such attitude will follow a product trial, which was not possible to test in the study. Since the attitude towards a brand is considered a key measurement when evaluating advertising effectiveness, this result is worth keeping in mind. It should however not impact the subsequent observed effects, since the affective stage according to Krugman (1965) appears at the end of the hierarchy.

In line with our reasoning, the application of a CPE strategy showed a strong support for a positive effect on consumers' *Willingness to Pay a Price Premium*. This is a noteworthy finding since consumers' willingness to pay a price premium has become an increasingly central aspect of marketing after the introduction of strong private label competitors on the Swedish retail market. Via the mediation analysis it was shown that the effects of a CPE strategy on willingness to pay a price premium can be explained by increased perceived relevance of the product brand. Consumers are hence inclined to pay more for a brand they perceive as being more meaningful and appropriate to them. This constitute valuable insights for FMCG companies, as they provide management direction in the area of how to appear as an alternative worth paying extra for. Our findings recommend FMCG companies to either proceed, or start, leveraging their corporate brand assets and utilize them in a strategic manner to form purposeful corporate communication that signals relevance of their product brands. This is likely to improve the chances of FMCG companies to win the crucial battle against the private labels on the future retail game plan.

Finally, the results provide empirical support that consumers' *Purchase Intention* significantly increases when a CPE strategy is used within the FMCG industry. These findings are of great

importance and worth highlighting since this is often considered to be the utmost goal of any marketing communication activity. Previous research also shows that intentions are difficult to influence (Dahlén & Lange 2009). The conclusion that perceived relevance is explaining this effect contributes to the existing research in the area of relevance of product brands to the consumer (Smith *et al.* 2007), as we show that the construct influences consumers' purchase intentions in this context. This concludes that when brands are perceived as meaningful and appropriate to consumers, they are more inclined to develop behavioral intentions towards the brand. As stated, the result is worth reflecting upon, as it indicates that marketing departments should focus their effort and resources into designing communication campaigns that really triggers the perceived meaningfulness and relevance among the target group. We further elaborate on this in section 5.3 *Managerial Implications*.

5.2.2 Effects of a CPE Strategy on Potential Employees

The positive effects of a CPE strategy on potential employees adds to the growing literature on the effects of advertising on stakeholders other than consumers (e.g., Joshi & Hanssens 2010; Celsi & Gilly 2010). The findings particularly build to the recent research made by Rosengren and Bondesson (2014), and suggests that a CPE strategy may in a similar way as creative advertising serve as a recruitment tool in attracting new talents. Our study thus provide empirical support that the contribution of advertising to company performance is not limited to effects on consumers, but also includes the labour market.

The finding that a CPE strategy in consumer advertising enhances perceptions of the relevance of the employer brand can be related to the study by Smith *et al.* (2007), transferred into an employer context. More specifically, by communicating some kind of information about the company and what values it stands for, the company can establish a meaningful connection between the brand and potential employees, and thus increase the perceived relevance of the employer. Similar to consumers, whose perceived relevance of a brand's value proposition is found to impact brand purchase (Moroko & Uncle 2008), we show in our study that a relevant employer brand in the eyes of potential employees serves as an important factor influencing the perceived attractiveness of the brand as an employer as well as the willingness to interact with the employer brand. The finding that the effect of a CPE strategy on these factors is mediated by perceived relevance of the employer can further be related to Rosengren and Bondesson's (2014) recent study, where potential employees' perceived *development possibilities* is shown to impact employer attractiveness. Even if being two distinct

constructs, we argue that they have a common denominator, namely that they both relate to the individuality of the potential employee. We mean that relevance of the employer, in this study built by meaningfulness, appropriateness and perceiving the brand as valuable, can be associated with individual development possibilities, since both regards the individualism of the job-seeker. Evidently, when it comes to consumer advertising, a CPE treatment similar to ad creativity positively impacts potential employees' perceived relevance of the employer brand.

Our finding that a CPE strategy influences the attractiveness of a brand as an employer adds to the limited research on the effects of consumer advertising on employees (cf. Celsi & Gilly 2010; Rosengren & Bondesson 2014). By providing support that the marketing and human resource department both are attracting talent to corporations by communicating the corporate brand, the findings add to the literature that is connecting the recruitment and marketing research. While existing research has shown that consumer advertising as such can influence and attract talented employees (Cable & Graham 2000; Collins & Han 2004), we show in this study that the specific form of CPE advertising positively affects perceptions and attractiveness of the brand as an employer. The present research thus show that corporate branding efforts, in particular using a CPE strategy, represent an additional marketing level that companies can use to attract two of its primary stakeholder audiences – both consumers and employees. This further implies that using a CPE strategy in consumer advertising can be an influential component that companies can use to attract job-seekers.

In this paper we introduced the novel construct *Willingness to Interact with Employer*, denoting the reported willingness to voluntarily interact with the company as a potential employer. The inspiration and need for this concept has been taken and observed in consumer marketing research, where a voluntary attendance to advertising has been appointed an increasing importance. That applying a CPE strategy in advertising increases the willingness to interact with the employer – meaning that potential employees are inclined to learn more about the company, visit the company's website, and search for additional information about the company – is an interesting finding that builds upon the recent study by Rosengren & Dahlén (in review). The authors suggest that *advertising equity* leads to consumers' willingness to voluntarily take part of a company's advertising, which is a growingly important behavior since new technology and altered media consumption behavior allow consumers to filter out unwanted corporate messages. Put in a recruitment context, this finding is very useful for

companies since it suggests a way to leverage on the consumer-advertising budget, and use consumer ads to attract potential employees to visit their own communication channels. The ongoing war for talent is resulting in growing investments to reach out in the recruitment market. Costs to part-take in career fairs, recruitment events, and relevant industry press have grown, not least in order to attract top performing students and young professionals. In this context, CPE in consumer advertising can be a cost-efficient approach in the early phases of recruitment, when the targeted job-seekers have limited knowledge (Cable & Turban 2003; Collins 2007). Since CPE drives job-seekers to initiate contact with the company, for example through the companies own social media channels, it is crucial to manage the subsequent steps of the recruitment process by aligning the communicated messages in consumer advertising and the internal recruitment channels, since the study confirms that the job-seekers are targets of both.

5.3 Managerial Implications

The findings reached in this study provide valuable insights and implications for practitioners within the FMCG industry, mainly brand owners and marketing managers, as well as managers within the human resources department. As previously mentioned, since fictitious brands lacking prior associations were used, the findings are of particular use for companies with fairly unfamiliar brands, or for brands about to be launched. The results can however be assumed to be applicable to companies where the associations towards the corporate and product brands are in line with each other. To fully validate the findings of the study to apply also for well-known brands, a replication of our study is suggested in section *5.5 Further research*.

The findings have the potential of helping practitioners to more effectively make use of their communication towards consumers. First and foremost, the results provide an important implication to corporate brand owners operating on the Swedish market, being that it is worth investing in corporate branding activities for FMCG companies with a multi-brand portfolio. Since brand owners each year put vast amounts of money on marketing communication to build their brands and stimulate sales (Dahlén & Lange, 2009), this is of utter importance. Not only may a CPE strategy lead to more well-spent marketing money through economies of scale, this study also provides support for a positive effect on consumers' evaluations and intentions in relation to the endorsed product brand, as well as a potential to attracting new talents.

With an increasing base of conscious consumers, a CPE strategy can help brands to emotionally connect and appeal to this segment. The fact that consumers' purchase intention was found to increase when a CPE strategy was used gives an important managerial implication to brand owners, and suggest that letting the corporate brand endorse products in the brand portfolio in this manner may be a successful way to gain market shares in the battle against private label brands. As the goal for brand owners is to maximize profits, the resulted increase in consumers' willingness to pay a price premium further highlights the potential benefits of utilizing this strategy.

That a CPE strategy used in consumer advertising influences perceptions and attractiveness of the brand as a potential employer is further a highly relevant finding that might be used as a powerful tool in the important first phase of recruiting. This implies a valuable insight to human resources managers, suggesting that not only traditional recruitment advertising should be considered when forming strategies to attract employees – a CPE strategy in consumer advertising can also bring a meaningful differentiation in the war for talent. The results also show that companies no longer can expect their messages to be limited to the intended audience, and that potential effects on other stakeholders need to be considered. Given the knowledge that potential employees seem to be affected by communication intended for other stakeholder groups, greater demands are placed on the internal alignment and coordination of internal and external channels, owned by different departments within the company. More explicitly, since purposeful corporate endorsement in consumer advertisement motivates job-seekers to interact with the company, for example through social media and recruitment part of the company web page, it is important that these are signaling the same purposeful content as that in consumer advertising.

Moreover, the findings provide vital information for marketing managers that are struggling with growing demands on accountability. In the light of the effectiveness of a CPE strategy on both consumers and potential employees, this study can be used internally to emphasize the value of advertising and the impact it has on the company's performance. The results provided further suggest that companies could look into how marketing and human resources departments can cooperate in a structured way, and strategically consider both consumers and potential employees in order to achieve the best impact of communication efforts. Support is thus given to existing research suggestions that marketing and human resources managers should work more closely together (Knox & Freeman 2006; Rosengren & Bondesson 2014).

A minor undesirable aspect for brand owners to consider is that a higher perceived quality,

which was experienced by consumers exposed to CPE, could signal a higher selling price, which might discourage price sensitive consumers. Worth mentioning is also that when endorsing multiple brands with a corporate purpose, it could be desired to include brands that fit together on some image dimensions in order to facilitate the consumers' understanding of the brand.

5.4 Criticism of the Study

After the above discussion of the positive effects of using a CPE strategy in advertising, in this section we aim to address the difficulties associated with the study design, as well as other limitations and shortcomings of the study. Firstly, we want to highlight the aspect that the study was conducted using an experiment in a planned setting based on manipulated ads, which might have affected the results. Although a lot of effort was put into constructing the ads and a pre-test confirmed that they were indeed close to reality, the fact that the brands used were fictitious and the ads manipulated might have altered the results. This further indicates that to entirely assess the effects of a CPE strategy for brands with pre-existing beliefs, a replication of our study with well-known brands is suggested.

Another limitation is the sample of the study. Despite a large sample of respondents collected from a survey panel of the professional market research firm Nepa, it cannot be said to be entirely representative for the Swedish population as a whole. Furthermore, since the respondents were asked to take part in the study, the sample cannot be seen as entirely random. To obtain more valid results, an experiment in a real life setting had thus been preferred. A further shortcoming connected to the survey procedure is that the established scale items taken from existing research were translated from the original language English to Swedish, as this was the native language of the respondents. In the writing of the paper, the items were translated back into English. There is a risk that this translation process caused misinterpretations. Another shortcoming of the study is that it only contains two different product categories that are said to represent the segment of low involvement FMCG goods. To further validate this, it would have been desired to include additional product categories to achieve a more sound representation.

Worth mentioning is further that the absolute mean values obtained in the analysis were generally low, which can be explained by the fact that the brands were all fictitious. Since the respondents had not encountered any of the brands before, it is reasonable to expect lower scores than from a study with well-known brands why high absolute values were difficult to

achieve. Low absolute values should however not influence the interpretation of our results given that the differences between the control and manipulation groups are investigated in the study.

5.5 Further Research

Due to the numerous unexplored aspects within research of corporate branding in the context of consumer and recruitment market responses, this study can function as a departure for further research. There is an array of directions for additional research within this area of branding, both when it comes to investigating entirely new areas and delving deeper into aspects brought up in this study. Particularly, great opportunities prevail in the area of potential employees' responses to corporate branding used in communication for which consumers constitute the primary target audience. Further, it would be of interest to examine whether the application of a CPE strategy would have an impact on other stakeholder groups, such as existing employees. Future studies that investigate the impact on internal employer evaluations such as the perceived organizational identification and pride of working for the employer would therefore be of interest. To do this in an optimal research setting, a real-life situation using real corporate and product brands would be desired.

In the conducted study, perceived relevance is shown to explain the positive effects of a CPE strategy on consumer responses, and perceived relevance of the employer brand is shown to have the same impact for employees. The importance of creating advertising that portrays the brand as *relevant* to the audience is shown to be evident, and further research regarding the effects of this construct and how to create relevant advertising is therefore suggested.

We further propose an extension of the scope of the experiment. This study focuses on one country, two product categories and two kinds of storytelling focus. For corporations operating on a global market, we advocate extending the magnitude of the present study with an experiment design involving a larger number of countries, not least since Kim, Han and Yoon (2010) have found that appropriateness is subject to cultural influences, and thus may differ between cultures. We also suggest including a wider range of tested product categories by also exploring high involvement products. Further it can be of interest to investigate potential differences in reception of CPE between products with different purchase motivations, as both products included in our study were analyzed on an aggregated level. Moreover, in this thesis it has been assumed that it is the act of storytelling that provides positive effects when using a CPE strategy, and not caused by the exact wording.

Nevertheless, it could be valuable to confirm this, by conducting a study with the aim to investigate how consumer and potential employees' evaluations and intentions differ dependent on the type of corporate story used in the advertising.

In this paper, the internal positive gains of an endorsement strategy are not investigated, such as efficiency in marketing and increased cross selling. The latter part would however be interesting to look into in the context of corporate purpose endorsement, by conducting a future study investigating if CPE drives cross selling. The results in our study are indicating that this is the case, since the results occurred after the respondents were informed about the fact that the corporate brand was an umbrella company, owning and managing several product brands. Yet, it should be noted that each ad stimuli only visualized one product brand, meaning that the effect of CPE on each separate product brand when including several in the same advertising space remains unknown. It is therefore certainly interesting to replicate our study, and include multiple brands in each ad.

Finally, this study is limited to solely investigating positive aspects in terms of more favorable evaluations and intentions. Since previous research reveals that it may not always be beneficial to support a product brand with corporate brand endorsement, we find it to be an interesting area of future research to investigate if adding a purpose element could even out before studied negative effects.

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Sandra Wu, Strategist & Bernhard Lüthi, Partner/CEO, Seventy Agency
Interview, Stockholm 2014-01-20

Appendix I

Brand Name Options in pre-study 2 – Selection and Creation of Stimuli Elements

CORPORATE BRAND NAMES	PRODUCT BRAND NAMES CHOCOLATE	PRODUCT BRAND NAMES WASHING DETERGENT
<i>Engwalls</i>	<i>Milky</i>	<i>Sunda</i>
<i>VFK</i>	<i>Caribo</i>	<i>Rena</i>
<i>Nestla</i>	<i>Fröjd</i>	<i>Kulöra</i>
<i>Veberöda</i>	<i>Malabo</i>	<i>Blenda</i>
<i>Axéns</i>	<i>Lacta</i>	<i>Tinktur</i>
<i>Erkla</i>	<i>Prinsen</i>	<i>Adela</i>
<i>Almén & Fagerberg</i>		

Appendix II

Options of Corporate Purpose Themes in pre-study 2 – Selection and Creation of Stimuli Elements

CORPORATE PURPOSE STORIES				
	<i>n</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>
How the company takes social responsibility	21	1	6	4.86
How the company takes environmental responsibility	21	2	7	5.52
The company's history	21	2	7	4.48
The person who founded the company	21	1	6	3.71
The people working within the company	21	1	5	3.38
The place where the company was founded	21	1	7	4.33
The company's customers	21	2	7	4.10

Appendix III

Ad from Lantmännen Inspiring the Stimuli Design

Lantmännen

Bra mat från Lantmännen

Lantmännen ägs gemensamt av svenska bönder och producerar bra mat som till exempel Axas fullkornssmoothie. Om vår gröna grodd finns på paketet, kan du känna dig säker på att maten är ansvarsfullt producerad med morgondagen i åtanke - från jord till bord. Läs mer om vår syn på bra mat på lantmannen.se

Udenvik slravfel!

Vår fullkornssmoothie hjälper dig att behålla fokus och minska sötsugel mellan måltiderna. Den finns i två goda smaker och är gjord på en fiberrik blandning av havre, vete, korn och råg.

AXA

Appendix IV

Ad Stimuli Design

(i) Chocolate / Heritage with CPE treatment



AXÉNS

Klassiska produkter sedan 1892
 Axéns producerar klassiska produkter som till exempel Fröjds choklad. Familjeföretaget Axéns grundades i Stockholm år 1892 och sedan starten har vi värnat om vårt ursprung. Det lokala engagemanget har alltid varit viktigt för oss och därför tillverkar vi fortfarande alla våra produkter i vår fabrik söder om Stockholm, i samarbete med lokala leverantörer.

EN FRÖJD FÖR DINA SINNEN



Vår allra mest älskade chokladkaka kom redan 1892. Grundreceptet på den goda chokladsmaken används fortfarande, där hemligheten ligger i förstklassiga kakao-bönor i kombination med noga utvalda ingredienser.



(ii) Chocolate / Heritage with no CPE treatment



EN FRÖJD FÖR DINA SINNEN



Vår allra mest älskade chokladkaka kom redan 1892. Grundreceptet på den goda chokladsmaken används fortfarande, där hemligheten ligger i förstklassiga kakao-böner i kombination med noga utvalda ingredienser.



(iii) Detergent/ Heritage with CPE treatment



BLI FRI FRÅN FLÄCKAR



Vårt populära tvättmedel kom redan 1892 och tillverkas fortfarande i Sverige. Sunda tar effektivt bort svåra fläckar och ger dig ren tvätt varje gång. Tvättmedlet är speciellt anpassat för att bevara plaggets färger och få det att se fräschare ut längre.



Klassiska produkter för hemmet sedan 1892
Axéns producerar klassiska produkter för hemmet som till exempel Sundas tvättmedel. Familjeföretaget Axéns grundades i Stockholm år 1892 och sedan starten har vi värnat om vårt ursprung. Det lokala engagemanget har alltid varit viktigt för oss och därför utvecklar och tillverkar vi fortfarande alla våra produkter i vår fabrik söder om Stockholm i samarbete med lokala leverantörer.

(iv) Detergent/ Heritage with no CPE treatment



BLI FRI FRÅN FLÄCKAR



Vårt populära tvättmedel kom redan 1892 och tillverkas fortfarande i Sverige. Sunda tar effektivt bort svåra fläckar och ger dig ren tvätt varje gång. Tvättmedlet är speciellt anpassat för att bevara plaggets färger och få det att se fräschare ut längre.

SUNDA

(v) Chocolate/ CSR with CPE treatment



EN FRÖJD FÖR DINA SINNEN



Vår allra mest älskade chokladkaka är skapad av ett noggrant urval av råvaror och erbjuder en härligt mild och len chokladupplevelse. Hemligheten bakom chokladens goda smak ligger i förstklassiga kvalitetsbönor som odlats på ett hållbart sätt.

f
fröjd

(vi) Chocolate/ CSR with no CPE treatment



EN FRÖJD FÖR DINA SINNEN



Vår allra mest älskade chokladkaka är skapad av ett noggrant urval av råvaror och erbjuder en härligt mild och len chokladupplevelse. Hemligheten bakom chokladens goda smak ligger i förstklassiga kvalitetsbönor som odlats på ett hållbart sätt.



(vii) Detergent/ CSR with CPE treatment



AXÉNS

BLI FRI FRÅN FLÄCKAR



Bra produkter för hemmet
Axéns producerar bra produkter för hemmet som till exempel Sundas tvättmedel. Att arbeta aktivt för en bra miljö är vår ledstjärna och alla våra produkter är därför anpassade till naturens eget kretslopp. Vi arbetar aktivt med minimering av andelen icke miljöanpassade material och vår tillverkning sker av förnyelsebara råvaror så långt som möjligt.

Sunda tvättmedel tar effektivt bort svåra fläckar och ger dig ren tvätt varje gång. Tvättmedlet hjälper till att bevara plaggets färger och är speciellt framtaget utan blekmedel för att rengöra dina kläder på ett skonsamt sätt.



(viii) Detergent/ CSR with no CPE treatment



BLI FRI FRÅN FLÄCKAR



Sunda tvättmedel tar effektivt bort svåra fläckar och ger dig ren tvätt varje gång. Tvättmedlet hjälper till att bevara plaggets färger och är speciellt framtaget utan blekmedel för att rengöra dina kläder på ett skonsamt sätt.

SUNDA

Appendix V

Questionnaire – Consumer Study

Tänk dig att bilden nedan föreställer en annons som du ser i en tidning. Ta god tid på dig att studera annonsen och klicka dig sedan vidare för att delta i undersökningen.

☐ Jag har läst och tagit del av informationen i annonsen.

1. Vad är din övergripande uppfattning om annonsen?

	1	2	3	4	5	6	7	
Dålig	☐	☐	☐	☐	☐	☐	☐	Bra
Otrevlig	☐	☐	☐	☐	☐	☐	☐	Behaglig
Ej tilltalande	☐	☐	☐	☐	☐	☐	☐	Tilltalande
Ej fördelaktig	☐	☐	☐	☐	☐	☐	☐	Fördelaktig

2. Var vänlig ta ställning till nedanstående påståenden om din uppfattning om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsupplevelsen var relevant för mig	☐		☐	☐	☐	☐	☐
Annonsupplevelsen var användbar för mig	☐		☐	☐	☐	☐	☐
På det stora hela så var annonsen inte riktigt aktuell för mig	☐		☐	☐	☐	☐	☐

3. Till vilken grad känner du att annonsen var...

	1. Inte alls	2	3	4	5	6	7. Helt och hållet
Lämplig för dig	☐	☐	☐	☐	☐	☐	☐
Passande för dig	☐	☐	☐	☐	☐	☐	☐
Relevant för dig	☐	☐	☐	☐	☐	☐	☐
Pålitlig	☐	☐	☐	☐	☐	☐	☐
Trovärdig	☐	☐	☐	☐	☐	☐	☐
Ärlig	☐	☐	☐	☐	☐	☐	☐

4. Var vänlig ange till vilken grad du håller med om nedanstående påståenden om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsen innehöll primärt information om produkten	☐	☐	☐	☐	☐	☐	☐
Annonsen innehöll primärt information om företaget bakom produkten	☐	☐	☐	☐	☐	☐	☐

5. Enligt mig var annonsupplevelsen...

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Underhållande	☐	☐	☐	☐	☐	☐	☐
Informativ	☐	☐	☐	☐	☐	☐	☐
Irriterande	☐	☐	☐	☐	☐	☐	☐
Givande	☐	☐	☐	☐	☐	☐	☐
Irrelevant	☐	☐	☐	☐	☐	☐	☐
Förvirrande	☐	☐	☐	☐	☐	☐	☐
Unik	☐	☐	☐	☐	☐	☐	☐
Värd min uppmärksamhet	☐	☐	☐	☐	☐	☐	☐

6. Var vänlig ta ställning till nedanstående påståenden om din uppfattning om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsen bröt mönstret för vanliga annonser	☐	☐	☐	☐	☐	☐	☐
Annonsen innehöll information kopplad till flera olika ämnen	☐	☐	☐	☐	☐	☐	☐
Annonsen kopplade samman objekt som vanligtvis är orelaterade	☐	☐	☐	☐	☐	☐	☐
Annonsen kombinerade information så att den blev mer invecklad	☐	☐	☐	☐	☐	☐	☐
Annonsen var konstnärligt producerad	☐	☐	☐	☐	☐	☐	☐

7. Var vänlig ta ställning till nedanstående påståenden.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Jag kommer ihåg mycket av meddelandet i annonsen	☐	☐	☐	☐	☐	☐	☐

Påståendena i annonsen var minnesvärda	☐	☐	☐	☐	☐	☐	☐
Meddelandet i annonsen var lätt att förstå och komma ihåg	☐	☐	☐	☐	☐	☐	☐

8. Till vilken grad känner du dig på följande sätt efter att ha sett annonsen?

	1. Inte alls	2	3	4	5	6	7. Helt och hållet
Intresserad	☐	☐	☐	☐	☐	☐	☐
Inspirerad	☐	☐	☐	☐	☐	☐	☐
Exalterad	☐	☐	☐	☐	☐	☐	☐
Uppmärksam	☐	☐	☐	☐	☐	☐	☐

9. Var vänlig ta ställning till nedanstående påståenden om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsen var meningsfull för mig	☐	☐	☐	☐	☐	☐	☐
Annonsen var användbar för mig	☐	☐	☐	☐	☐	☐	☐
Annonsen var värdefull för mig	☐	☐	☐	☐	☐	☐	☐

10. Var vänlig ta ställning till nedanstående påståenden om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsen var meningsfull för personer jag bryr mig om	☐	☐	☐	☐	☐	☐	☐
Annonsen var användbar för personer jag bryr mig om	☐	☐	☐	☐	☐	☐	☐
Annonsen var värdefull för personer jag bryr mig om	☐	☐	☐	☐	☐	☐	☐

11. Ange hur väl nedanstående påståenden stämmer in på dig efter att du sett annonsen.

	1. Stämmer inte alls	2	3	4	5	6	7. Stämmer helt
Jag ser fram emot att prata med andra om den här annonsen	☐	☐	☐	☐	☐	☐	☐
Jag kommer uppleva det som värdefullt att dela den här annonsen med andra	☐	☐	☐	☐	☐	☐	☐
Jag vill rekommendera den här annonsen	☐	☐	☐	☐	☐	☐	☐

till andra

12. Vad är din övergripande uppfattning om produktvarumärket?

	1	2	3	4	5	6	7	
Dålig	☐	☐	☐	☐	☐	☐	☐	Bra
Otrevlig	☐	☐	☐	☐	☐	☐	☐	Behaglig
Ej tilltalande	☐	☐	☐	☐	☐	☐	☐	Tilltalande
Ej fördelaktig	☐	☐	☐	☐	☐	☐	☐	Fördelaktig

13. Var vänlig ta ställning till nedanstående påståenden om produktvarumärket.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Produktvarumärket är meningsfullt för mig	☐	☐	☐	☐	☐	☐	☐
Produktvarumärket är lämpligt för mig	☐	☐	☐	☐	☐	☐	☐
Produktvarumärket är värdefullt för mig	☐	☐	☐	☐	☐	☐	☐

14. Var vänlig ange det belopp som du skulle vara villig att betala för produkten i annonsen.

15. Var vänlig ta ställning till nedanstående påståenden om produktvarumärket.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Jag är villig att betala ett högre pris för produktvarumärket än för liknande varumärken	☐	☐	☐	☐	☐	☐	☐
Jag är villig att betala mycket mer för produktvarumärket än för liknande varumärken	☐	☐	☐	☐	☐	☐	☐
Produktvarumärket är värt ett högre pris än liknande varumärken	☐	☐	☐	☐	☐	☐	☐

16. Var vänlig ta ställning till nedanstående påståenden om produktvarumärket.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Jag anser att	☐	☐	☐	☐	☐	☐	☐

produktvarumärket är av hög kvalitet

Produktvarumärket måste vara ☐ ☐ ☐ ☐ ☐ ☐ ☐

av väldigt bra kvalitet

Jag känner mig säker på att ☐ ☐ ☐ ☐ ☐ ☐ ☐

produktvarumärket fyller sin funktion

17. Ange hur väl nedanstående påståenden stämmer in på dig efter att du sett annonsen.

	1. Stämmer inte alls	2	3	4	5	6	7. Stämmer helt
Jag kan se mig själv köpa den här produkten	☐	☐	☐	☐	☐	☐	☐
Jag avser att köpa den här produkten	☐	☐	☐	☐	☐	☐	☐
Det är troligt att jag kommer köpa den här produkten	☐	☐	☐	☐	☐	☐	☐

18. Ange hur väl nedanstående påståenden stämmer in på dig efter att du sett annonsen.

	1. Stämmer inte alls	2	3	4	5	6	7. Stämmer helt
Jag skulle vilja prata med andra om produktvarumärket	☐	☐	☐	☐	☐	☐	☐
Det är troligt att jag kommer prata med andra om produktvarumärket	☐	☐	☐	☐	☐	☐	☐
Jag skulle vilja rekommendera produktvarumärket till andra	☐	☐	☐	☐	☐	☐	☐
Det är troligt att jag kommer rekommendera produktvarumärket till andra	☐	☐	☐	☐	☐	☐	☐

19. Ange hur väl nedanstående påståenden stämmer in på dig efter att du sett annonsen.

	1. Stämmer inte alls	2	3	4	5	6	7. Stämmer helt
Jag ser fram emot att ta del av produktvarumärkets framtida reklam	☐	☐	☐	☐	☐	☐	☐
Jag kommer att uppleva produktvarumärkets framtida reklam som värdefull	☐	☐	☐	☐	☐	☐	☐
Jag vill ta del av produktvarumärkets framtida reklam	☐	☐	☐	☐	☐	☐	☐

20. Ange hur väl nedanstående påståenden stämmer in på dig efter att du sett annonsen.

	1. Stämmer inte alls	2	3	4	5	6	7. Stämmer helt
Jag ser fram emot att söka upp ytterligare reklam från produktvarumärket	☐	☐	☐	☐	☐	☐	☐
Jag kommer uppleva det som värdefullt att besöka produktvarumärkets hemsida	☐	☐	☐	☐	☐	☐	☐
Jag vill söka efter ytterligare information om produktvarumärket	☐	☐	☐	☐	☐	☐	☐

Nedan följer ett antal frågor om dig som person.

22. Kön?

- ☐ Man
☐ Kvinna

23. Födelseår?

21. Hur ofta har du under det senaste året köpt en produkt inom denna produktkategori?

- ☐ Ingen gång
☐ Någon gång
☐ Någon gång i halvåret
☐ Någon gång i kvartalet
☐ Någon gång i månaden
☐ Någon gång i veckan
☐ Flera gånger i veckan

24. Sysselsättning?

- ☐ Studerande
☐ Yrkesarbetande
☐ Pensionär
☐ Arbetssökande
☐ Tjänstledig

25. Var bor du?

- ☐ Storstad inkl. förort (>100 000 invånare)
☐ Mindre stad (>10 000 invånare)
☐ Litet samhälle/landsbygd

Questionnaire – Employee Study

Föreställ dig att du arbetar på företaget Axéns som äger ett antal olika produktvarumärken för konsumentvaror. Tänk dig att bilden nedan föreställer en tidningsannons från ett av dessa produktvarumärken. Ta god tid på dig att studera annonsen och klicka dig sedan vidare för att delta i undersökningen.

☐ Jag har läst och tagit del av informationen i annonsen.

1. Vad är din övergripande uppfattning om annonsen?

	1	2	3	4	5	6	7	
Dålig	☐	☐	☐	☐	☐	☐	☐	Bra
Otrevlig	☐	☐	☐	☐	☐	☐	☐	Behaglig
Ej tilltalande	☐	☐	☐	☐	☐	☐	☐	Tilltalande
Ej fördelaktig	☐	☐	☐	☐	☐	☐	☐	Fördelaktig

2. Var vänlig ta ställning till nedanstående påståenden om din uppfattning om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsupplevelsen var relevant för mig	☐	☐	☐	☐	☐	☐	☐
Annonsupplevelsen var användbar för mig	☐	☐	☐	☐	☐	☐	☐
På det stora hela så var annonsen inte riktigt aktuell för mig	☐	☐	☐	☐	☐	☐	☐

3. Till vilken grad känner du att annonsen var...

	1. Inte alls	2	3	4	5	6	7. Helt och hållet
Lämplig för dig	☐	☐	☐	☐	☐	☐	☐
Passande för dig	☐	☐	☐	☐	☐	☐	☐
Relevant för dig	☐	☐	☐	☐	☐	☐	☐
Pålitlig	☐	☐	☐	☐	☐	☐	☐
Trovärdig	☐	☐	☐	☐	☐	☐	☐
Ärlig	☐	☐	☐	☐	☐	☐	☐

4. Var vänlig ange till vilken grad du håller med om nedanstående påståenden om annonsen.

1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
-------------------------	---	---	---	---	---	-------------------------------

Annonsen innehöll primärt information om produkten	☐	☐	☐	☐	☐	☐	☐
Annonsen innehöll primärt information om företaget bakom produkten	☐	☐	☐	☐	☐	☐	☐

5. Enligt mig var annonsupplevelsen...

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Underhållande	☐	☐	☐	☐	☐	☐	☐
Informativ	☐	☐	☐	☐	☐	☐	☐
Irriterande	☐	☐	☐	☐	☐	☐	☐
Givande	☐	☐	☐	☐	☐	☐	☐
Irrelevant	☐	☐	☐	☐	☐	☐	☐
Förvirrande	☐	☐	☐	☐	☐	☐	☐
Unik	☐	☐	☐	☐	☐	☐	☐
Värd min uppmärksamhet	☐	☐	☐	☐	☐	☐	☐

6. Var vänlig ta ställning till nedanstående påståenden om din uppfattning om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsen bröt mönstret för vanliga annonser	☐	☐	☐	☐	☐	☐	☐
Annonsen innehöll information kopplad till flera olika ämnen	☐	☐	☐	☐	☐	☐	☐
Annonsen kopplade samman objekt som vanligtvis är orelaterade	☐	☐	☐	☐	☐	☐	☐
Annonsen kombinerade information så att den blev mer invecklad	☐	☐	☐	☐	☐	☐	☐
Annonsen var konstnärligt producerad	☐	☐	☐	☐	☐	☐	☐

7. Var vänlig ta ställning till nedanstående påståenden.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Jag kommer ihåg mycket av meddelandet i annonsen	☐	☐	☐	☐	☐	☐	☐
Påståendena i annonsen var minnesvärda	☐	☐	☐	☐	☐	☐	☐
Meddelandet i annonsen var lätt att förstå och komma	☐	☐	☐	☐	☐	☐	☐

ihåg

8. Till vilken grad känner du dig på följande sätt efter att ha sett annonsen?

	1. Inte alls	2	3	4	5	6	7. Helt och hållet
Intresserad	☐	☐	☐	☐	☐	☐	☐
Inspirerad	☐	☐	☐	☐	☐	☐	☐
Exalterad	☐	☐	☐	☐	☐	☐	☐
Uppmärksam	☐	☐	☐	☐	☐	☐	☐

9. Var vänlig ta ställning till nedanstående påståenden om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsen gör mig stolt över företaget	☐	☐	☐	☐	☐	☐	☐
Att se annonsen ger mig en positiv känsla av företaget	☐	☐	☐	☐	☐	☐	☐
Jag skulle tycka om att berätta för andra om annonsen	☐	☐	☐	☐	☐	☐	☐

10. Var vänlig ta ställning till nedanstående påståenden om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Jag ser fram emot att prata med andra om den här annonsen	☐	☐	☐	☐	☐	☐	☐
Jag kommer uppleva det som värdefullt att dela den här annonsen med andra	☐	☐	☐	☐	☐	☐	☐
Jag vill rekommendera den här annonsen till andra	☐	☐	☐	☐	☐	☐	☐

11. Var vänlig ta ställning till nedanstående påståenden om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsen var meningsfull för mig som anställd	☐	☐	☐	☐	☐	☐	☐
Annonsen var användbar för mig som anställd	☐	☐	☐	☐	☐	☐	☐
Annonsen var värdefull för mig som anställd	☐	☐	☐	☐	☐	☐	☐

12. Var vänlig ta ställning till nedanstående påståenden om annonsen.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Annonsen var meningsfull för personer jag bryr mig om	☐	☐	☐	☐	☐	☐	☐
Annonsen var användbar för personer jag bryr mig om	☐	☐	☐	☐	☐	☐	☐
Annonsen var värdefull för personer jag bryr mig om	☐	☐	☐	☐	☐	☐	☐

13. Min övergripande uppfattning om Axéns som arbetsgivare är...

	1	2	3	4	5	6	7	
Negativ	☐	☐	☐	☐	☐	☐	☐	Positiv
Dålig	☐	☐	☐	☐	☐	☐	☐	Bra
Ej tilltalande	☐	☐	☐	☐	☐	☐	☐	Tilltalande
Ej fördelaktig	☐	☐	☐	☐	☐	☐	☐	Fördelaktig

14. Var vänlig ta ställning till nedanstående påståenden om företaget Axéns.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Företaget Axéns är meningsfullt för mig som anställd	☐	☐	☐	☐	☐	☐	☐
Företaget Axéns är lämpligt för mig som anställd	☐	☐	☐	☐	☐	☐	☐
Företaget Axéns är värdefullt för mig som anställd	☐	☐	☐	☐	☐	☐	☐

15. Var vänlig ta ställning till nedanstående påståenden om företaget Axéns.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
Jag är stolt att berätta för andra att jag är en del av Axéns	☐	☐	☐	☐	☐	☐	☐
Jag bryr mig om hur det går för Axéns	☐	☐	☐	☐	☐	☐	☐
Axéns framgång är min framgång	☐	☐	☐	☐	☐	☐	☐
Jag är villig att lägga ner mycket arbete, utöver vad som normalt förväntas, för att hjälpa Axéns att bli framgångsrik	☐	☐	☐	☐	☐	☐	☐

16. Var vänlig ta ställning till nedanstående påståenden om företaget Axéns.

1. Stämmer inte	2	3	4	5	6	7. Stämmer
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	alls						helt
Jag skulle vilja prata med andra om företaget Axéns	☐	☐	☐	☐	☐	☐	☐
Det är troligt att jag kommer prata med andra om företaget Axéns	☐	☐	☐	☐	☐	☐	☐
Jag skulle vilja rekommendera företaget Axéns till andra	☐	☐	☐	☐	☐	☐	☐
Det är troligt att jag kommer rekommendera företaget Axéns till andra	☐	☐	☐	☐	☐	☐	☐

17. Var vänlig ta ställning till nedanstående påståenden om företaget Axéns som arbetsgivare.

	1. Stämmer inte alls	2	3	4	5	6	7. Stämmer helt
Jag ser fram emot att prata med andra om Axéns som arbetsgivare	☐	☐	☐	☐	☐	☐	☐
Jag kommer att uppleva det som värdefullt att tala väl om Axéns som arbetsgivare till andra	☐	☐	☐	☐	☐	☐	☐
Jag vill rekommendera Axéns som arbetsgivare till andra	☐	☐	☐	☐	☐	☐	☐

Föreställ dig nu att du har sett samma annons som arbetssökande när du besvarar kommande frågor.

18. Hur troligt är det att du skulle...

	1. Inte alls troligt	2	3	4	5	6	7. Mycket troligt
Ansöka om ett jobb hos Axéns, om företaget erbjuder en tjänst som passar din profil och erfarenhet?	☐	☐	☐	☐	☐	☐	☐
Tacka ja till jobberbjudandet, om företaget Axéns erbjöd dig tjänsten?	☐	☐	☐	☐	☐	☐	☐

19. Var vänlig ta ställning till nedanstående påståenden om företaget Axéns.

	1. Håller inte alls med	2	3	4	5	6	7. Håller helt och hållet med
För mig skulle det här företaget vara ett bra ställe att arbeta på	☐	☐	☐	☐	☐	☐	☐
Ett jobb på det här företaget är väldigt lockande för mig	☐	☐	☐	☐	☐	☐	☐
Som en plats för anställning är det här företaget attraktivt för mig	☐	☐	☐	☐	☐	☐	☐

20. Var vänlig ta ställning till nedanstående påståenden om företaget Axéns.

1. Håller inte	2	3	4	5	6	7. Håller helt och
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	alls med							hållet med
Jag ser fram emot att ta reda på mer om arbetsgivaren Axéns	☐	☐	☐	☐	☐	☐	☐	☐
Jag kommer uppleva det som värdefullt att besöka arbetsgivaren Axéns hemsida	☐	☐	☐	☐	☐	☐	☐	☐
Jag vill söka efter ytterligare information om arbetsgivaren Axéns	☐	☐	☐	☐	☐	☐	☐	☐

Nedan följer ett antal frågor om dig som person.

22. Födelseår?

23. Sysselsättning?

- ☐ Studerande
- ☐ Yrkesarbetande
- ☐ Pensionär
- ☐ Arbetssökande
- ☐ Tjänstledig

24. Var bor du?

- ☐ Storstad inkl. förort (>100 000 invånare)
- ☐ Mindre stad (>10 000 invånare)
- ☐ Litet samhälle/landsbygd