Faculty of Business Economics

Master of Management

Master's thesis

Consumer Brand Engagement: An application on Jupiler

Bob Gijsbers

Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization International Marketing Strategy

SUPERVISOR :

Prof. dr. Sara LEROI-WERELDS

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Executive summary

Traditionally, the most crucial things for a firm to promote were the product and its characteristics. Nowadays, however, marketing has shifted its focus on brand values rather than just the product. Another change arose with the increase of communication channels. Where once one channel was sufficient to promote a products characteristics, it nowadays has expanded to multiple channels to reach out to the targeted customer segments.

The first change concerns **consumer brand engagement** (CBE), while the second focuses on **omni-channel marketing**. This master's dissertation is built on these two principles in the marketing environment. It investigates Obilo et al's. (2020) newly constructed CBE-model and its impact on Hollebeek et al's. (2014) CBE-consequences, as well as if there is a difference in impact across various channels based on Payne et al. (2017).

The scope of this study is confined to the beer market in Belgium and the Netherlands, where the Belgian beer brand Jupiler is available and advertised. To complete the empirical part of this study the data have been collected through a self-administered survey with the use of Qualtrics. Furthermore, the questionnaire was distributed based on non-probability sampling more specifically by using the combination of convenience and snowball sampling. The survey has been made available through an anonymous link on Facebook, WhatsApp, LinkedIn and E-mail, addressed to all students of the UHasselt. All collected data have been analysed with use of the statistical software package SPSS statistics version 26 of IBM.

This thesis builds on three key foundations: (1) the CBE construct and CBE consequences of Hollebeek; (2) the revisited CBE construct of Obilo; (3) the omnichannel marketing framework of Payne.

First, this thesis starts from the **CBE construct** and **CBE consequences** of Hollebeek et al. (2014) The CBE construct consists out **Cognitive processing, Affection and Activation**. The first element **Cognitive processing** relates to a consumer's level of brand-related ideas and processing. **Affection** measures the amount of affection for the consumer/brand connection. **Activation** is referred to as the amount of time, effort, and energy a customer devotes to the consumer/brand relationship. The CBE consequences are formed by **Self-Brand Connection (SBC)** which is the level of brand incorporation into an individual's self-concept. **Brand Usage Intent (BUI)** means the difference in response towards a focal brand or unbranded products when both have the same features and marketing stimuli.

Second, Obilo et al. (2020) recently revised Hollebeek et al's. (2014) CBE concept and concluded that the concept does measure cognitive processing, activation and affection. Accordingly Obilo et al. (2020) tested whether this concept actually measures CBE and concluded that the scale does not suffice to do so. Therefore Obilo et al. (2020) developed a new scale consisting out **Content engagement** which is interaction between any object considered to be associated with the brand. **Co-creation** means gaining more value for the customer in case of co-creation during the consumption process. **Advocacy** is when consumers are creating earned media for a brand and

promoting it towards others. **Negative engagement** arises when an engaged customer will inform a brand when underperforming rather than switching to another. In turn the revisitation by Obilo et al. (2020) and its new model forms the second pillar for this thesis. From here on, this new concept will be used to measure whether it has a positive influence on the CBE consequences.

Third, the **Omni-channel marketing** framework of Payne et al. (2017) is incorporated in the study. This framework is based on two principles. The first one being, **multi-channel marketing** which is the design, deployment, coordination and evaluation of multiple channels to enhance customer value through effective customer acquisition, retention and development (Neslin, et al., 2006). The second principle is **Integrated marketing communication** (IMC) which is a concept that focuses on delivering a consistent message with information across several platforms. Since there was a lack of consistency with omni-channel, as well as with multi-channel marketing, this notion arose. IMC's primary goal is to develop a superior communication strategy that boosts brand outcomes such as market share and performance. This framework consists of **Consumer touchpoints**, **Moderators**, **CBE** as defined by Hollebeek (2014) and **consumer profitability**. This framework influenced this study as such by adding an extra construct to the CBE model defined by Obilo et al. (2020). As Obilo et al. (2020) solely focused on a social media setting within their construct of content engagement, the framework of Payne et al. (2017) led to the addition of a construct for a setting of **traditional media** based on the consumer touchpoints. The additional construct is designed by using the omni-channel framework of Payne et al. (2017) which assesses whether or not a different channel influences the CBE consequences (SBC and BUI).

The aim of this research was to take Obilo et al's (2020) CBE model and expand it, based on Payne et al's (2017) framework with another form of content engagement being traditional media and research its effects on the CBE consequences of Hollebeek et al. (2014). An empirical study was performed in order to assess whether or not Obilo's expanded CBE model affects the CBE consequences. From here on the following research question arose:

What is the impact of consumer brand engagement on Self-Brand Connection and Brand Usage Intent in light of an integrated marketing communication strategy?

The analyses of this empirical part reveals that (1) content engagement related to social media includes two factors: social media posting and other social media usage; (2) content engagement related to traditional media includes two constructs; personal conversation and traditional mass media. Together with the existing factors form Obilo et al's. (2020) study, these new factors formed the new CBE model from which the analyses were drawn.

This study shows that Self-Brand Connection is influenced by advocacy, Brand Usage Intent by advocacy and personal conversation. Where advocacy shows a significant positive effect on Self-Brand Connection and Brand Usage Intent and Personal Conversation having a clear negative effect on Brand Usage Intent. One can conclude that, in order to enhance consumers' SBC and BUI, its level of advocacy for the brand should be influenced. These results give an answer on Obilo's suggestion to study whether its CBE model has a positive effect on Hollebeek's CBE-consequences.

A few limitations occurred during this study. First, the use of a product brand instead of a service brand. The original studies used a service brand which is why the questionnaire focuses on a service and not a product. A second limitation is the fact that a majority of the respondents (73,66%) does not use Jupiler and does not follow Jupiler on social media. which are two aspects that are quite important for having an engaged customer. A third restraint might occur from the fact that the questionnaire has been translated from English to Dutch. All has been done to remain as close as possible to the original items.

A first piece of advice for future research is to place numerous product-based businesses in the same environment as the service-based companies in the original study. This should be done to study a difference in CBE between brands in the same setting. Second, similar to the social media brands in the original study, it would be interesting to combine various beer brands in this research. Lastly future research could also examine the negative impact of personal conversation on brand usage intent.

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1. *Problem statement*

Customer engagement can be seen as plotting out the time customers will spend with your company which can be seen as setting out the customers lifetime at the company. Together with getting them engaged with your company by drawing them closer towards your organization (Solomon, 2015).

The concept of consumer brand engagement (CBE) has been developed to draw your customer closer and get them engaged. It was Hollebeek who defined and introduced this concept in 2011, which forms the main thread throughout this thesis and forms the first pillar (Hollebeek L. , 2011). 2014 was the follow-up year for Hollebeek on the introduction of her concept of CBE with a scale and framework to actually measure CBE (Hollebeek, Glynn, & Brodie, 2014). Hollebeek gave two definitions for CBE (1)"The level of an individual customer's motivational, brand-related and context-dependent state of mind characterized by specific levels of cognitive, emotional and behavioral activity in brand interactions" (Hollebeek, Glynn, & Brodie, 2014, p. 151) and (2) "A customer's level of cognitive, emotional and behavioral investment in specific brand interactions" (Hollebeek, Glynn, & Brodie, 2014, p. 151). Furthermore, Hollebeek's scale consist of three units. First the CBE antecedent which was defined as *consumer involvement*. The second unit is CBE itself existing out of *cognitive processing, activation and affection*. The last unit is formed by the CBE consequences which emerge from CBE and its antecedent, namely *self-brand connection* and *brand usage intent* (Hollebeek, Glynn, & Brodie, 2014).

Important here is to emphasise that the three units from which Hollebeek et al's (2014) scale is created, being the previously named antecedent, CBE and consequences, are linked. First, the consumer involvement is the antecedent from where the scale starts, meaning that in order to gain CBE, a customer should always be involved before even being able to have some form of CBE. Second, the CBE scale is formed by cognitive processing, activation and affection, which are ways in which a customer is engaged with the brand. Last, the consequence of CBE is that it is able to show whether a customer has a self-brand connection and/or a brand usage intent. These two factors are seen with engaged customers and are therefore influenced by the level of CBE a customer possesses.

The seminal study of Hollebeek on CBE has recently been revised by Obilo et al. (2020). In this research Obilo et al. (2020) examined the concept and scale defined by Hollebeek et al. (2014) on two subjects. First, to see whether there is a fit between all constructs of the concept. Second, they examined if the scale really measures that what it claims to measure (Obilo, Chefor, & Saleh, 2020). The study concluded that on the one hand the concept of Hollebeek et al. (2014) has a fit between all of its constructs, (cognitive processing, activation and affection) meaning that they do belong together. On the other hand, the scaling within the concept appeared to be incorrect, meaning that the provided scale should be able to measure engagement. However, study of Obilo et al. (2020) showed that the scale doesn't measure engagement but solely measures the separate constructs within the concept. The research of Obilo et al. (2020) forms the second of three pillars in this thesis.

Managing CBE enables a connection with customers, which results in turning them to fans and creating a financial benefit for the brand. First of all, fans have a higher level of loyalty towards the brand, are more willing to promote the brand, tell good stories about it and even forgive the brand when something goes wrong. Second, the financial benefit for the brand arises as the fans are easier

and less expensive to sell to than trying to attract a new customer as they are easier accessible and require less marketing expenses (Obilo, Chefor, & Saleh, 2020).

Therefore, Obilo et al. (2020) researched and created a new scale, which turned out to be valid and does measure the concept of engagement. First Obilo et al. (2020) created a new scale in which they set up new items for questioning to be able to measure engagement. These measurement items have been developed by experts in the field, from which four new constructs arose that were used for Obilo et al's. (2020) four-factor solution (Obilo, Chefor, & Saleh, 2020). This four-factor solution exists of *co-creation, advocacy, negative engagement and content engagement,* which will be elaborated further on in the literature study.

The third pillar for this research is based on omni-channel marketing. Omni-channel marketing is a communication strategy aiming on creating a customer-centered focus. The focus here is put on seeking contact with a customer throughout all the channels present during the customer journey. This contact is put together in such way that it creates a smooth and seamless customer journey across all communication channels (Payne, Peltier, & Barger, 2017).

Omni-channel marketing is of high importance for CBE, as CBE is defined as the way in which a customer interacts with their brands on a cognitive, emotional and behavioural level. The customer does this through their preferred channels, the ones they like or the ones they are active on. In order to reach these customers, a brand should be present in all channels in which the customers are active and therefore send out the same message, adapted towards the channel. Omni-channel marketing emerged within the marketing landscape as customers need to be reached out to, through several channels. A company trying to perform omni-channel marketing should have an Integrated Marketing Communication strategy. This is a strategy that is used to make sure that within omni-channel a consistent message is being communicated over all different channels (Payne, Peltier, & Barger, 2017).

With the observation of this issue a research question emerged as there hasn't been a link made between the new CBE concept designed by Obilo et al. (2020), the existing CBE consequences of Hollebeek et al. (2014) and how this can be used in an integrated marketing strategy as designed by Payne et al. (2017). Therefore, the following research question has been formulated:

What is the impact of consumer brand engagement on self-brand connection and brand usage intent in light of an integrated marketing communication strategy?

2. *Literature study*

2.1. Consumer Brand Engagement

2.1.1. What is Consumer Brand Engagement?

Consumer Brand Engagement (CBE) has been defined in various ways. Table 1 gives an overview of definitions of CBE in marketing literature.

Table 1: CBE definitions overview

Author	Concept	Definition
Abdul-Ghani, Hyde and Marshall (2010)	Engagement	"Requires consumer connection for example with a specific media" (Hollebeek L. , 2011, p. 560).
Higgins (2006)	Engagement	"Being engaged is to be involved, occupied & interested in something" (Hollebeek L. , 2011, p. 560).
Obilo et al. (2020)	Engagement	"Consumers positive and negative behavioral interactions with a brand and all its constituent elements (brand content, other consumers etc.) beyond simple transactions, that result from their interest in and commitment to the brand" (Obilo, Chefor, & Saleh, 2020, p. 2)
Brodie et al. (2011)	Customer engagement	"A motivational state that occurs by virtue of interactive, co-creative customer experiences with a focal agent/object (i.eg. a brand) in focal brand relationships" (Hollebeek, Glynn, & Brodie, 2014, p. 151)
Patterson et al	Customer engagement	"The level of a customer's physical, cognitive & emotional presence in their relationship with a service organization" (Hollebeek L. , 2011, p. 560)
Hollebeek (2011)	Customer brand engagement	"The level of an individual customer's motivational, brand related & context dependent state of mind characterized by specific levels of cognitive, emotional & behavioral activity in brand interactions" (Hollebeek L. , 2011, p. 560)
Hollebeek (2011)	Customer brand engagement	"A customer's level of cognitive, emotional and behavioral investment in specific brand interactions" (Hollebeek, Glynn, & Brodie, 2014, p. 151)
Van Doorn et al (2010)	Customer engagement behaviors	"The customer's behavioral manifestation towards the brand or firm, beyond purchase, resulting from motivational drivers" (Hollebeek L. , 2011, p. 560)
Brodie et al. (2013)	Consumer engagement	"A Multidimensional concept comprising cognitive, emotional, and/or behavioral dimensions which play a central role in the process of relational exchange where other relational concepts are engagement antecedents and/or consequences in iterative engagement processes within the brand community" (Hollebeek, Glynn, & Brodie, 2014, p. 151)

This thesis is based on the often-used definition of CBE proposed by Hollebeek (2011). Here CBE is defined as "The level of an individual customer's motivational, brand related & context dependent state of mind characterized by specific levels of cognitive, emotional & behavioral activity in brand interactions" (Hollebeek L. , 2011, p. 560).

In order to be able to explain what CBE is and how it works, one needs to look at Hollebeek's (2011) three fundamental principles on which CBE is built. These principles are Relationship Marketing (RM), Service-dominant logic (S-D logic) and Social Exchange Theory (SET), these concepts are described in the next sections.

2.1.1.1.   Relationship Marketing (RM)

"Relationship marketing is to identify and establish, maintain and enhance, and when necessary, terminate relationships with customers (and other parties) so that the objectives regarding economic and other variables of all parties are met. This is achieved through a mutual making and fulfilment of promises" (Grönroos, 2016, p. 281). The aim of RM is to establish an emotional relationship instead of a sole transactional relationship between customer and brand. This relationship is supported by two main pillars, namely the benefit for customer and benefit for the provider (Fahy & Jobber, 2019).

The customer's benefit is enabled in not having to search for another provider since they already have a provider, the customer is more likely to stay with what they know. The provider's benefit is reflected in a more financial matter as it is easier and less expensive/more economical to keep a customer rather than attracting new customers (Fahy & Jobber, 2019).

In 2001, De Wulf et al. published a paper on how RM works in the sense of Customer Relationship Management (CRM). The goal of CRM is to build and sustain the relationship between a company and its customers. Having a strong relation with your customer will eventually result in a win-win situation, as described by Fahy & Jobber (2019). In order to establish such relationships, companies need to invest in tactics and activities which can be used for RM (De Wulf, Odekerken-Schröder, & Iacobucci, 2001).

De Wulf et al. (2001) state that RM is based on the principle of reciprocity, which means to evoke the obligation of one to another based on its previous behavior. Accompanied, reciprocity isn't just returning a good for another good but includes having it returned in proportion to what is received (De Wulf, Odekerken-Schröder, & Iacobucci, 2001).

Based on this principle De Wulf et al. (2001) set up a framework of how RM is put together which consists of four factors as shown in Figure 1. The first item consists out of the RM tactics (direct mail, preferential treatment, interpersonal conversation and tangible rewards) that conclude how to build a relationship. This depends on what kind of relationship you want and whom you want it with. The second factor is the perceived relationship investment. This is seen from a customer's point of view, namely how they perceive the value of the investment by the company to enhance and maintain the relationship. The third aspect is the relationship quality, which is an assessment of the quality of the relationship between company and customer. It consists out of three dimensions, namely trust, relationship satisfaction and relationship commitment. The last factor is the behavioral loyalty which is the behavior of a customer based on its transactions at the company (De Wulf, Odekerken-Schröder, & Iacobucci, 2001).
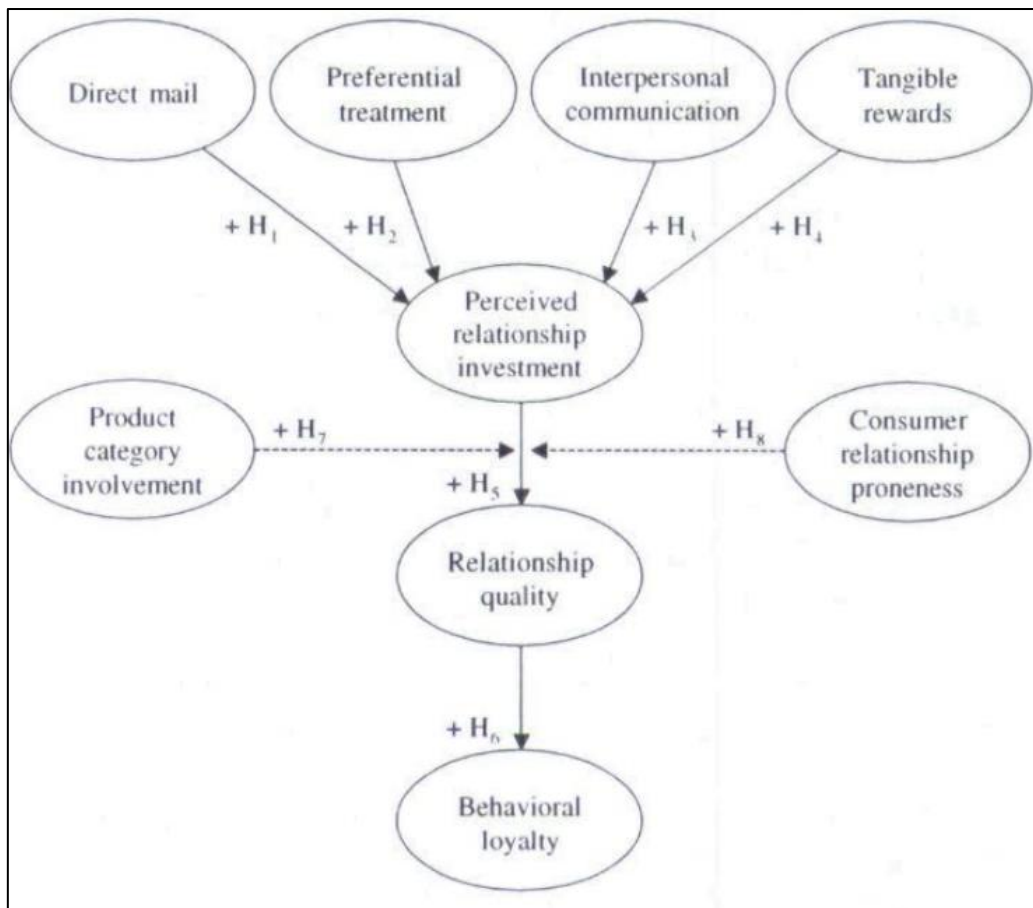
Figure 1: Relationship Marketing Model (De Wulf, Odekerken-Schröder, & Iacobucci, 2001)

These four factors are accompanied by two other factors that influence the relationship quality, namely the product category involvement and the relationship proneness. The first influences the quality as it is important to build a relationship with a customer who is already interested in the product and is involved in the category. The second factor, relationship proneness, is about having the right customer, who is willing to establish a relationship. When company and customer are not in a relationship there is no need to manage it as this would not add any value. If a customer does not want or need a relationship with the company then RM won't work as well as for someone who wants to establish one (De Wulf, Odekerken-Schröder, & Iacobucci, 2001).

2.1.1.2.   Service-dominant logic (S-D logic)

S-D logic is a service-centered logic/view in the marketing landscape with a focus on intangibility, exchange processes and relationships. Service is the application of specialized competences (knowledge and skills) through deeds, processes and performances for the benefit of another entity or the entity itself (Vargo & Lusch, 2004). This S-D logic emerged as a counterpart to the goods-dominant logic (G-D logic), which primarily existed to the S-D logic. To explain the difference between S-D logic and G-D logic, it is best to first asses what the characteristics of a G-D logic are and compare them to those of the SD-logic, as shown in Table 2 (Vargo & Lusch, 2004).

Table 2: G-D logic vs S-D logic

	G-D logic	S-D logic
Primary unit of exchange	People exchange for goods. These goods serve primarily as operand resources.	People exchange to acquire the benefits of specialized competences (knowledge and skills), or services. Knowledge and skills are operant resources.
Role of goods	Goods are operand resources and end products. Marketers take matter and change its form, place, time, and possession.	Goods are transmitters of operant resources (embedded knowledge); they are intermediate "products" that are used by other operant resources (customers) as appliances in value creation processes.
Role of customer	The customer is the recipient of goods. Marketers do things to customers; they segment them, penetrate them, distribute to them, and promote to them. The customer is an operand resource.	The customer is a coproducer of service. Marketing is a process of doing things in interaction with the customer. The customer is primarily an operant resource, only functioning occasionally as an operand resource
Determination and meaning of value	Value is determined by the producer. It is embedded in the operand resource (goods) and is defined in terms of "exchange-value."	Value is perceived and determined by the consumer on the basis of "value in use." Value results from the beneficial application of operant resources sometimes transmitted through operand resources. Firms can only make value propositions.
Firm–customer interaction	The customer is an operand resource. Customers are acted on to create transactions with resources.	The customer is primarily an operant resource. Customers are active participants in relational exchanges and coproduction.
Source of economic growth	Wealth is obtained from surplus tangible resources and goods. Wealth consists of owning, controlling, and producing operand resources.	Wealth is obtained through the application and exchange of specialized knowledge and skills. It represents the right to the future use of operant resource

Source: (Vargo & Lusch, 2004, p. 7)

Vargo and Lusch came up with ten foundational premises (FP) that describe on what the foundation of S-D logic is built. These points were first designed and developed in 2004 in their article "Evolving to a new dominant logic in marketing" but were adapted in 2008, in their study "Service-dominant logic: continuing the evolution." In this article they came up with the key premises of S-D logic mentioned in Table 3. In 2016, Vargo and Lusch revised their FP's of 2008 and were able to revise four premises and even add an 11th FP as shown in Table 4. These are the foundations on which the S-D logic is built and which form the basis of how S-D logic is seen in this thesis.

Table 3: Foundational premises of S-D logic 2008

Foundational premise (FP)	2008	Explanation
FP1	Service is the fundamental basis of exchange.	There is an exchange of a good rather than the exchange of a good.
FP2	Indirect exchange masks the fundamental basis of exchange.	A service might be exchange through a good but the character of being a service remains present.
FP3	Goods are a distribution mechanism for service provision.	A service is provided through a good.
FP4	Operant resources are the fundamental source of competitive advantage.	Operant resources are knowledge and skill. Having a certain knowledge or skill set can act as a competitive advantage.
FP5	All economies are service economies.	Service in this case reflects the process of using the resources provided by someone.
FP6	The customer is always a co-creator of value.	The customer involves itself in the value creation process by adding its own resources to the ones of the service and therefore creates a certain value.
FP7	The enterprise can't deliver value it can only offer a value proposition.	A company creates a service with a potential value and state this in the form of a value proposition.
FP8	A service-centered view is inherently customer oriented and relational.	A service is determined as having a benefit for the customer and being co-created with them. Which makes it customer oriented and relational.
FP9	All social and economic actors are resource integrators.	Everyone who uses the service puts a piece of its own resources into the process.
FP10	Value is always uniquely and phenomenologically determined by the beneficiary.	Value is objectively perceived and there unique to everyone who receives it at the time.

Based on (Vargo & Lusch, 2008)

Table 4: Changes in foundational premises of S-D logic 2016

Foundational premise (FP)	2016	Explanation
FP1	No change	
FP2	No change	
FP3	No change	
FP4	Operant resources are the fundamental source of strategic benefit.	The change to strategic benefit is shown as the service provider also benefits from the reciprocity of the service exchange.
FP5	No change	
FP6	Value is co-created by multiple actors which always include the beneficiary.	The customer isn't always the only beneficiary of the value, and the value isn't always solely for the customer.
FP7	Actors can't deliver value but can participate in the creation and offering of value propositions.	The value isn't solely provided by the firm but is enabled by all the actors of the value creation process.
FP8	A service-centered view is inherently beneficiary oriented and relational.	Here the focus is put on everyone related to the service which isn't solely the customer.
FP9	No change	
FP10	No change	
FP11	Value co-creation is coordinated through actor-generated institutions and institutional arrangements.	The value is co-created by combining the resources of the actors, companies and consumers, involved in the value creation process. Based on certain rules, norms, laws, values which help the value co-creation.

Based on (Vargo & Lusch, 2016)

2.1.1.3.   Social Exchange Theory (SET)

Blau (1964) described SET as the exchange between company and customer as a social factor. When the customer has positive thoughts, feelings or behavior towards a company, the customer is predicted to reciprocate this. Reciprocity is a norm which emerges when a good is returned for a good received (Pervan, Bove, & Johnson, 2009). According to SET, the exchange between a customer and a firm involves a cost and a reward (Homan, 1958). The cost is what has been given by the customer, whereas a reward is received which forms the exchange. The customers behavior changes based on the difference between the value of the cost and the value of the reward (Homan, 1958).

Since SET is all about exchange, it is possible to determine that a certain interaction will be performed again. This can be done by measuring the degree of the reward and the penalty for performing an interaction as shown in Formula 1. For example, if the incentive for an interaction is higher than the penalty of not interacting, it is highly likely that the interaction will occur more often (Crossman, 2020).

$$Behavior\ (Profit) = Rewards\ of\ interaction - costs\ of\ interaction$$

Formula 1: Behavior/profit (Crossman, 2020)

Crossman wrote an article in 2020 on SET and made the assumption with regard to the formula being that behavior (profit) is the difference between the cost of an interaction and the reward for interacting. This assumption shows that behavior (profit) can also be seen in other terms than a solely monetary one (Crossman, 2020).

The interaction of asking someone out on a date is a clear example of social exchange theory. If the individual agrees to go on a date, you have earned a favor and are more likely to repeat the activity by asking them out again or by asking someone else out. If, on the other hand, you ask someone on a date and they refuse, you are being punished, and you will most likely avoid repeating this type of interaction in the future (Crossman, 2020).

Cook (2015) made four key assumptions in her article on exchange theory:

1. "A motivator for behavior is the need to reduce loss and enhance gain". This exchange is seen as a loss for something, which then results in a gain.
2. "Mutual dependence structures are developed by exchange relations" means that when two or more parties have a relationship in which they exchange products/services, they will end up in a situation of mutual dependence. Being that both depend on each other's product or service to keep performing,
3. "Over time, actors participate in recurrent, mutually dependent interactions with individual partners" shows that every actor will have interaction with specific people of the other actor,

4. "Outcomes which have value are an outcome of the economic law of diminishing marginal utility." This economic law states that utility changes when adding or losing a certain amount of a product or service. This change in utility is seen in case of exchange in the form of value, where an exchange will be made to gain a higher utility and therefore a higher value (Cook, 2015).

These four elements described by Cook and the basic assumptions given by Crossman show that SET is founded on the reasoning that exchange isn't a solely economic aspect. Exchange is based on relationships between producer and customer and is thus developed on a higher level than solely exchanging products for money. This shows that SET is linked to RM as it is also based on reciprocity, since Cook explained that a mutual dependence is formed during these exchange relationships. This dependent relationship shows that both parties need each other as they exchange a good for another. This exchange shows that reciprocity is present due to the mutual dependence. The two parties in the relationship become dependent as they need each other's products and keep on reciprocating.

2.1.2. CBE concluded

RM, S-D logic and SET are put together to establish and maintain a relationship between a customer and a brand. In this relationship, the interaction between the customer and the brand is co-creative: both parties create value and interact with each other. This is the foundation on which the former three theories are based. On this basis CBE plays a role to advance these theories (Hollebeek, Glynn, & Brodie, 2014).

CBE has been defined by Hollebeek as the way in which a customer interacts with a brand on multiple levels, namely on a cognitive, emotional and a behavioral level. Hollebeek et al. (2014) created a conceptual model for CBE with its antecedents and its consequences. There are three important elements in this conceptual model. The first one, customer involvement, is an antecedent of CBE and can be defined as an individual's level of interest in relation to an object in contrast to the individual's basic values, goals and self-concept (Hollebeek, Glynn, & Brodie, 2014).

Second, CBE itself is based on three aspects: cognitive processing, affection and activation. Cognitive processing involves a consumer's level of brand-related thoughts and elaboration in an interaction between a consumer and a brand. Affection is related to the level of positive affection towards the consumer/brand interaction. Activation holds the amount of time, effort and energy a consumer spends on the consumer/brand interaction (Hollebeek, Glynn, & Brodie, 2014).

The last aspect concerns the consequences of CBE, including self-brand connection and brand usage intent. The former involves the level of brand incorporation in an individual's self-concept, whereas the latter refers to the consumers' difference in response towards a focal brand or an unbranded product. In the case that both have the same level of marketing stimuli and product attributes (Hollebeek, Glynn, & Brodie, 2014).
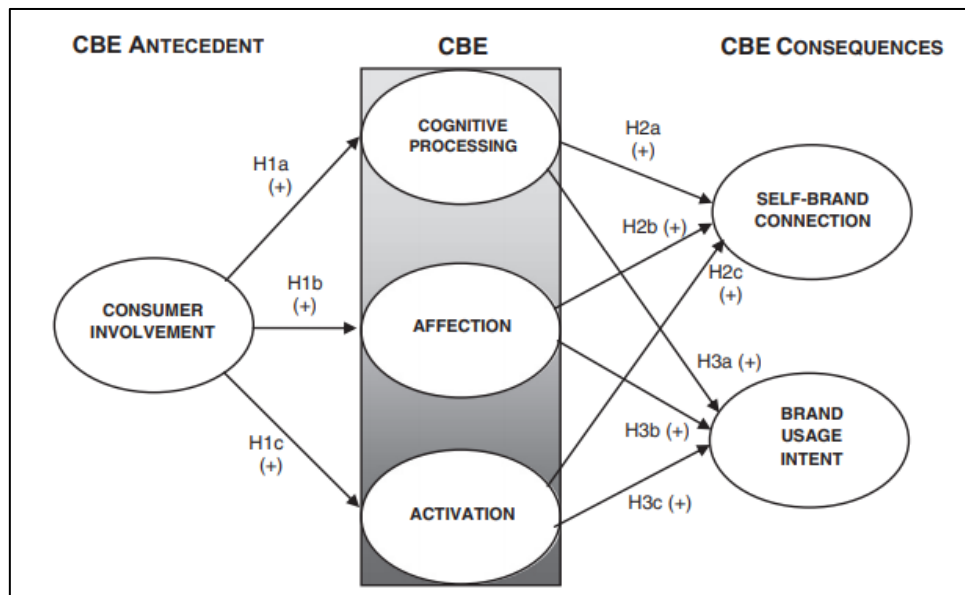

Figure 2: Nomological net of selected CBE conceptual relationships (Hollebeek, Glynn, & Brodie, 2014)

2.2. Obilo et al's. revisited CBE

In 2020, Hollebeek et al's. concept on CBE has been revised by Obilo et al. (2020) in their article "Revisiting the consumer brand engagement concept". The first thing to be reinvestigated was the validity of the CBE scale given by Hollebeek et al (2014). Obilo et al. (2020) started their test on Hollebeek et al's (2014) concept of engagement by measuring its scale which is the first part of their study.

The scale has been tested using a *face validity assessment* (FVA). The FVA is used to assess whether Hollebeek et al's (2014) scale measures what it says to measure. In the study of Obilo et al. (2020) this has been performed with the use of three expert judges on psychometric scaling. The items of the CBE scale were rated based on its representativeness on a scale from 1 to 3, in which 1 was least representative and 3 being the most representative. In this analysis, all ten original items of Hollebeek et al's. (2020) article were assessed. Dis assessment resulted in one item having a rating of 2.0 and the rest got assessed less. This resulted in the scale not meeting the requirements to measure the concept of engagement as it solely measures its constructs of *cognitive processing, affection and activation*. Therefore, Hollebeek et al's. (2014) scale fails to measure its initial concept of consumer brand engagement (Obilo, Chefor, & Saleh, 2020).

Second, the consumer brand engagement across all brands was tested with a *confirmatory factor analysis*, used to analyse whether the gathered results fit the model. This analysis tested the three factors, *affection, cognitive processing and activation*, which showed a good fit and a convergent validity. This shows that Obilo et al. (2020) obtained the same results as Hollebeek did and thus were able to validate this part of Hollebeek et al's (2014) scale. Lastly, Obilo et al. (2020) tested the conceptual relationships. They found that all the three factors have a direct and positive effect on the CBE consequences as shown before by Hollebeek (Obilo, Chefor, & Saleh, 2020).

The revision Obilo et al. (2020) stated that the CBE scale of Hollebeek does measure the consumer's cognitive processing, affection and activation but doesn't measure a consumer's engagement based on these three factors. With this statement, Obilo et el. (2020) sought to develop a new scale that does measure engagement (Obilo, Chefor, & Saleh, 2020).

As a second study Obilo et al. (2020) performed an *exploratory factor analysis (EFA)* and a *confirmatory factor analysis (CFA)* to measure which items could be used for their own measurement scale. In order to perform the *EFA* and the *CFA* 52 items that reflect Obilo et al's. (2020) conceptualization of CBE have been generated. These items were rated by three judges as has been done in the *FVA*. Only those items that were rated a 2.0 or higher were taken into account for the rest of the study, ending up with 34 items. These items were assessed with the use of the *EFA* and excluded three more items. The remaining 31 items are used for the measurement. Four types of engagement behaviour came forth from the *EFA* which are used in the four-factor solution provided in this article as shown in Figure 3 (Obilo, Chefor, & Saleh, 2020).

- *Content engagement*: The interaction with any object one considers to be associated with the brand either physical or virtual,
- *Advocacy*: The suggestion of consumers creating earned media for the brand as being an advocate and promoting product consumption to other potential customers,

- *Co-creation*: An engaged consumer derives more value from a brand's offerings when they can co-create during the consumption process in the form of interacting with the brand during this process,
- *Negative engagement*: Concludes the idea that an engaged customer has a stronger connection to the brand than a non-engaged customer. Due to this strong connection, the customer feels the need to inform the brand when they underperform rather than switch towards another brand (Obilo, Chefor, & Saleh, 2020).
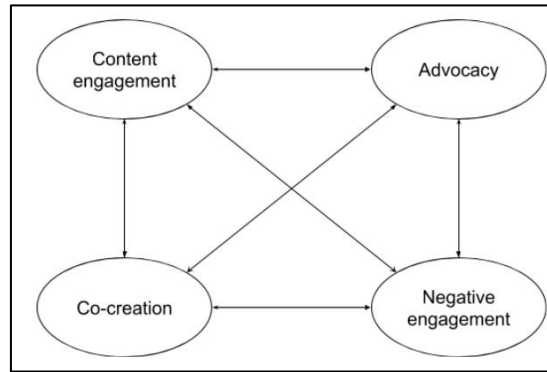
Figure 3: Obilo's CBE concept (Obilo, Chefor, & Saleh, 2020)

While examining the fit of the new model, Obilo et al. (2020) concluded that there were a few items that did fit but weren't loaded correctly towards the construct it was aimed to. They thus reexamined their own items and deleted another ten items, resulting in an amount of 21 items for their model.

"Further future research should explore the predictive utility of the new engagement scale to determine if it truly derives the outcomes it purports to (e.g. brand usage, purchasing, stronger brand connections, etc.)" (Obilo, Chefor, & Saleh, 2020, p. 8). With this recommendation, Obilo et al. (2020) aim for extra research to assess to what level their CBE constructs affect the outcomes of the CBE consequences, self-brand connection and brand usage intent as provided by Hollebeek (2014). This can be shown by creating a new conceptual development as shown in Figure 4. In order to assess whether Obilo's CBE affects Hollebeek's CBE consequences, this concept is researched within the empirical study. This is done with the help of a questionnaire, surveying Obilo's CBE model and Hollebeek's CBE consequences with the use of the same questionnaires from the original studies.
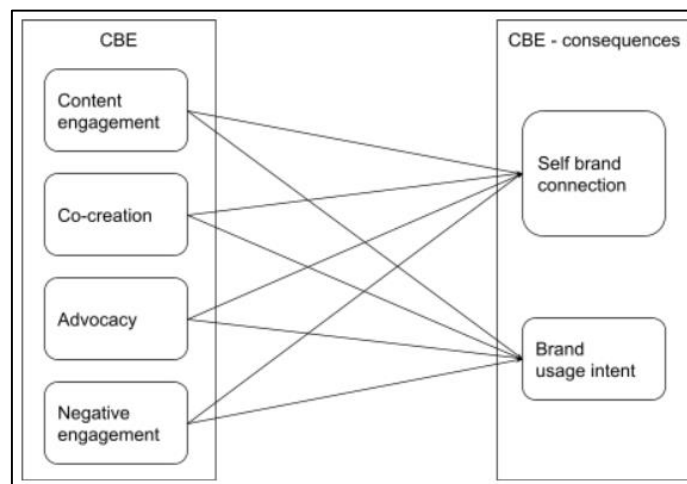
Figure 4: New conceptual model of CBE x CBE consequences

2.3. Omni-channel marketing

As mentioned earlier the third pillar of this thesis is the concept of Omni-channel marketing as designed by Payne et al. (2017). This concept has been included as the CBE concept designed by Obilo et al. (2020) has a sole focus on social media with its content engagement construct. The aim of this thesis is to investigate the effect of multiple channels on the CBE consequences as this hasn't been investigated yet. Therefore, this concept of omni-channel marketing has been incorporated within the CBE scale.

2.3.1.   *What is omni-channel marketing*

Omni-channel marketing is a concept combining multi-channel marketing and integrated marketing communication (IMC) (Payne, Peltier, & Barger, 2017). To fully understand what omni-channel marketing is, these two facets are examined separately.

2.3.2.   *Multi-channel marketing*

Multi-channel marketing is "the design, deployment, coordination and evaluation of multiple channels to enhance customer value through effective customer acquisition, retention and development" (Neslin, et al., 2006, p. 96) In multi-channel marketing the marketing communication for a product or service is delivered through two or more synchronized channels. This is the challenge for a marketeer, whereas from a brand perspective the challenge lays in managing an interactive customer relationship through the preferred channel of the customer. These channels are either offline such as catalogs or online like social media (Payne, Peltier, & Barger, 2017). Aiming on all preferred channels of the customer is beneficial as a multi-channel shopper has a higher level of loyalty and profitability than the uni-channel shoppers (Kumar & Venkatesan, 2005).

The use of omni-channel marketing comes with a limitation, namely the lack of consideration of the impact that all the used channels have on the brand experience, either separately or jointly (Payne, Peltier, & Barger, 2017). This arises from the use of different channels, for omni-channel marketing as different customer segments are targeted and reached out to through different channels (Rangaswany & Van Bruggen, 2005).

2.3.3.   *Integrated marketing communication*

Integrated marketing communication (IMC) is a concept that puts its focus on having a consistent message with information over the different channels used by a company. This concept emerged with the existence of omni-channel since there was a lack of consistency, as there also was with multi-channel marketing. The main focus of IMC is to create a superior communication campaign that improves brand outcomes like its market share and performance (Payne, Peltier, & Barger, 2017).

2.3.4.   *Omni-channel marketing*

Omni-channel marketing is seen as a customer-centered strategy in which the customers buying journey is a smooth and seamless experience irrespective of the used channels. As a buying journey goes through multiple channels, the main consistent aspect is the brand. This shows that the most

critical aspect of communication lays with the brand rather than the channel that is used. The brand should communicate a consistent message which enables a synergy in optimizing the brand performance and customer experience over all used channels (Payne, Peltier, & Barger, 2017).

2.3.5. *Omni-channel integrated marketing communications framework*

Payne et al. (2017) created a framework which incorporates omni-channel marketing and IMC. In this framework, Payne et al. (2017) incorporated the consumer touchpoints, brand engagement, moderators and the customer profitability as show in Figure 5.

Consumer Touchpoints

Non-Personal Touchpoints
- Traditional advertising media
- In-store non-personal
- Direct mail
- E-mail
- Catalogs (hard copy and digital)
- Digital–website
- Digital–social media
- Paid and organic search
- Loyalty programs
- Mail returns

Personal Touchpoints
- In-store personal
- Field salesforce
- Telephone (inbound and outbound)
- Live digital chat/conferencing
- Trade shows
- In-store returns

Brand Engagement

Customer Profitability

Moderators
- **Cross-touchpoint unity**
- **Touchpoint utility**: information, sales, customer service, payment, returns, loyalty programs
- **Digital device**: smartphone, tablet, laptop, desktop
- **Customer lifecycle**: prospect, new buyer, long-term buyer
- **Product vs. service**
- **Hedonic vs. utilitarian**
- **Consumer characteristics and theories**

Figure 5: Omni channel IMC framework: touchpoints, engagement and profitability (Payne, Peltier, & Barger, 2017)

First, the consumer touchpoints are certain moments in which a customer has contact with a brand. These touchpoints are divided into two types, non-personal and personal touchpoints. The non-personal touchpoints, shown in table 5, are those in which there is no direct personal contact either physical or digital. The personal touchpoints, shown in Table 6, are those where there is personal contact (Payne, Peltier, & Barger, 2017).

Table 5: Non-personal touchpoints

Non-Personal touchpoints	Explanation
Traditional advertising media	Newspapers, billboards, radio, tv and magazines
In-store Non-personal	In-store advertising through the product specific point of contacts (POC)
Direct mail	Post, mainly personalized
E-mail	Digital post, mostly personalized
Catalogs (Hard copy and digital)	A list or record of items for sale, systematically arranged and often including descriptive material
Digital website	Website through which products can be ordered or information can be obtained
Digital social website	Company social websites such as Facebook, Instagram, Twitter, LinkedIn, etc.
Paid and organic search	Search results delivered by Google which are gained through its organic or paid methods
Loyalty programs	Relationship marketing technique through which the company creates a bond with its customers and rewards them for it
Mail returns	When a customer has ordered a product, but it is not what they expected, they can return their order to the company through the postal service

Source: (Payne, Peltier, & Barger, 2017)

Table 6: Personal touchpoints

Personal touchpoints	Explanation
In-store personal	In-store, physical shopping with store employees
Field salesforce	Sales representatives who work in the field
Telephone	Call center agents who call in name of a company to either sell a product or service or customer service center
Live digital	Same principle as with telephone but expanded with a video function where you are able to see the person through camera
Trade Shows	Event where multiple companies that operate in the same market come together to show their products, services innovations etc. and try to sell them to existing and potential customers
In-store returns	Physical return in which you as a customer go to the store. Here you hand in your product at an employee and get a refund or new product in return

Source: (Payne, Peltier, & Barger, 2017)

Second to the consumer touchpoints Payne et al. (2017) included the *moderators*, shown in Table 7, which influences three links: (1) the link between the consumer touchpoints and the customers brand engagement, (2) the link between the customers brand engagement and the customers profitability and (3) the link that moderators influence the link between the consumer touchpoints and the customers profitability (Payne, Peltier, & Barger, 2017).

Table 7: Moderators

Moderator	Explanation
Cross touchpoint unity	The use of different consumer touchpoints throughout the IMC and the level of consistency between the touchpoints. The same message is communicated regardless of how the consumers gets in touch with the brand.
Touchpoint utility	Point of information, point of sales, customer service, payment, returns, loyalty programs
Digital device	Difference between the used devices by a customer such as laptops, smartphones, tablets, desktops, etc.
Customer lifecycle	The lifecycle in which the customer is present being either a prospect, new buyer or long-term buyer.
Product vs service and Hedonic vs Utilitarian	Similarities and differences for products/services and hedonic/utilitarian purchases, as well as the level of interaction between products/services and hedonic/utilitarian purchases. Where hedonic are more experimental purchases for fun (designer clothing, sports car, etc) and utilitarian are instrumental and functional purchases (microwave, laptop, minivan, etc).
Consumer characteristics and Theories	These are the users' own skills, such as their technological skills, their own search process, attitude towards the brand/product. Together with the existing theories on attitude formation, cognitive, affective and behavioral attitude towards the brand/product.

Source: (Payne, Peltier, & Barger, 2017)

Third, they found consumer-brand engagement for their omni-channel framework and took the definition of Hollebeek (2014) as previously mentioned. The last matter, customer profitability arises which shows the overall profitability of a customer rather than the profitability divided per channel. This profitability is measured by indicators such as conversion, return on investment (ROI), margins, sales, customer retention and customer lifetime value (CLV) (Payne, Peltier, & Barger, 2017).

The IMC framework has been incorporated in this thesis to examine whether an omni-channel marketing strategy affects CBE and its consequences. Payne et al. (2017) used the 2014 CBE model designed by Hollebeek while developing their IMC framework. As Hollebeek et al's. CBE model has been revised by Obilo in 2020, the new model will be used for this study.

3. *Hypotheses development*

In order to assess whether the new CBE constructs have an effect on the existing CBE consequences, ten hypotheses were developed as shown in Table 8. This as each construct has an effect on two different consequences namely SBC and BUI.

Table 8: Hypotheses development

H1: Content engagement has a positive effect on self-brand connection
 	
    H1A: Social media content engagement has a positive effect on self-brand connection
    H1B: Traditional media content engagement has a positive effect on self-brand connection

H2: Content engagement has a positive effect on brand usage intent
 	
    H2A: Social media content engagement has a positive effect on brand usage intent
    H2B: Traditional media content engagement has a positive effect on brand usage intent

H3: Advocacy has a positive effect on self-brand connection
H4: Advocacy has a positive effect on brand usage intent
H5: Co-creation has a positive effect on self-brand connection
H6: Co-creation has a positive effect on brand usage intent
H7: Negative engagement has a positive effect on self-brand connection
H8: Negative engagement has a positive effect on brand usage intent

As Obilo's study solely focused on social media and this study goes further with adding traditional media by incorporating the IMC framework, **H1** and **H2** needed to be separated. Content engagement is the factor within Obilo's model which is separated into *content engagement: social media* and *content engagement: traditional media*. Therefore H1A, H1B, H2A and H2B are formulated to evaluate whether there is a difference in effect on the CBE 9consequences arising from the used channel.

Figure 6 shows the new conceptual model that is tested in the empirical part of this study. On the left side, the new CBE concept and its constructs as defined by Obilo et al. (2020) are shown. The right side shows the CBE consequences of Hollebeek et al. (2014). The arrows between the constructs and the consequences are marked with the representation of the hypotheses. In this case every hypothesis has a null hypothesis (**H0**) stating that there is no positive relation between the construct and the consequences, meaning that there is a negative effect.
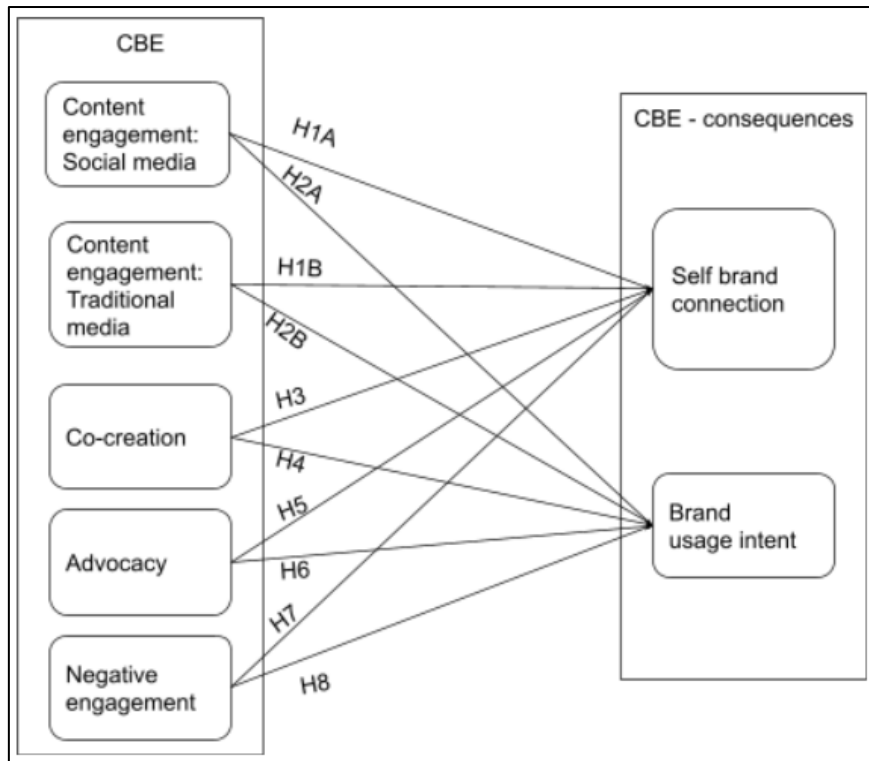
Figure 6: New conceptual model with hypothesis indication

4. _Empirical study_

4.1. Setting

The aim of this study is to research the effect of the four different CBE constructs developed by Obilo et el. (2020) on the CBE consequences developed by Hollebeek et al. (2014). Furthermore, the construct of Obilo et al. (2020) is elaborated on by adding a fifth construct concerning the content engagement in sense of traditional media channels, as the original construct solely concerns social media channels. For this extension the framework of Payne et al. (2017) was used to determine other channels in order to assess the effect of a certain channel in an IMC-strategy.

For the scope of the research, there is no sole focus put on a certain audience for as long as the respondent knows the brand being questioned in the questionnaire. The chosen brand is the beer brand Jupiler as this is a brand which is highly known and used in both Belgium and The Netherlands. Therefore, the questionnaire has been translated from English to Dutch to facilitate the recruitment of the needed respondents.

4.2. Questionnaire development and data collection

The questions in the survey are based on two conceptual developments: the first part is based on the concept of Obilo et al. (2020) concerning its four constructs on CBE and the added construct of traditional media with its items. The last part is based on the CBE consequences of Hollebeek et al. (2014).

All questions were rephrased to fit the context and translated to Dutch as the research has been conducted in both Belgium and the Netherlands.

In table 9, each construct can be found with the corresponding reference and item. In the table the original study items are shown together with the adapted items in English. Since the survey was conducted in Dutch, its translations can be found in appendix 1.

Table 9: Questionnaire development

Construct	Definition of the construct	Source	Original study items	Items adapted to the study
Content engagement - social media	The interaction with any object one considers to be associated with the brand either physical or virtual	(Obilo, Chefor, & Saleh, 2020)	I initiate posts related to [Brand] on social network sites	I initiate posts related to Jupiler on social network sites
			I post pictures/graphics related to [Brand]	I post pictures related to Jupiler
			I post photographs of my use of [Brand] products on social media	I post pictures of my use of Jupiler products on social media
			I follow blogs related to [Brand]	I follow blogs related to Jupiler
			I share [Brand] related posts	I share Jupiler related posts
			I read fan pages related to [Brand] on social media sites	I read fan pages related to Jupiler on social media sites

			I initiate conversations online and offline about [Brand]	I initiate conversations online and offline about Jupiler
			I would write reviews about my positive experiences with [Brand] products	I would write reviews about my positive experiences with Jupiler products
			I comment on posts related to [Brand]	I comment on posts related to Jupiler
Content engagement - Traditional media	The interaction with any object one considers to be associated with the brand either physical or virtual	(Obilo, Chefor, & Saleh, 2020)	I initiate posts related to [Brand] on social network sites	I talk about Jupiler in my daily life
			I post pictures/graphics related to [Brand]	I save advertising campaigns and actions from Jupiler
			I post photographs of my use of [Brand] products on social media	I make pictures of advertising campaigns from Jupiler and share these with friends and family
			I follow blogs related to [Brand]	I read newspaper articles about Jupiler
			I share [Brand] related posts	I save articles and/or columns about Jupiler
			I read fan pages related to [Brand] on social media sites	I read columns about Jupiler in newspapers and/or magazines
			I initiate conversations online and offline about [Brand]	I initiate offline conversations about Jupiler with friends and family
			I would write reviews about my positive experiences with [Brand] products	I tell friends and family about my positive experiences with Jupiler products
			I comment on posts related to [Brand]	I react on opinions of family and friends about Jupiler
Co-creation	Co-creation is the process of interaction, sharing knowledge and collaboration between a firm and its customers.	(Obilo, Chefor, & Saleh, 2020)	I make constructive suggestions to [Brand] about how to improve its products	I make constructive suggestions to Jupiler about how to improve its products
			I let [Brand] know of ways that can better serve my needs	I let Jupiler know of ways that can better serve my needs
			I proactively communicate with [Brand] about potential product-related problems	I proactively communicate with Jupiler about potential product-related problems

Advocacy	Advocacy in the economical aspect is when an individual, mainly an existing customer recommends, defends and speaks for a brand towards others in the name of the brand voluntarily	(Obilo, Chefor, & Saleh, 2020)	I engage in forwarding the promotions offered by [Brand] to others	I engage in forwarding the promotions offered by Jupiler to others
			I actively inform others online and offline about the superiority of [Brand] and [Brand] products	I actively inform others online and offline about the superiority of Jupiler and Jupiler products
			I am willing to stand to protect the reputation of [Brand]	I am willing to stand to protect the reputation of Jupiler
			I recommend [Brand] and its employees to others	I recommend Jupiler to others
			I encourage friends and relatives to use [Brand] in the future	I encourage friends and relatives to use Jupiler in the future
			I give advice to others regarding [Brand] products	I give advice to others regarding Jupiler
Negative engagement	Negative engagement occurs when the customer feels the need to inform the brand when they underperform or when something else within the customer-brand interaction goes wrong	(Obilo, Chefor, & Saleh, 2020)	I would tell consumers not to buy [Brand] products if they continue to perform below expectations	I would tell consumers not to buy Jupiler products if they continue to perform below expectations
			I would boycott [Brand] products if they continue to perform below expectations	I would boycott Jupiler products if they continue to perform below expectations
			I would post negative comments on social media if [Brand] products continue to perform below expectations	I would post negative comments on social media if Jupiler products continue to perform below expectations
Self-Brand Connection	The level of brand incorporation in an individual's self-concept	(Hollebeek, Glynn, & Brodie, 2014)	[Brand] reflects who I am	Jupiler reflects who I am
			I can identify with [Brand]	I can identify with Jupiler
			I feel a personal connection to [brand]	I feel a personal connection to Jupiler
			I use [brand] to communicate who I am to other people	I drink Jupiler to communicate who I am to other people
			I think [brand] (could) help(s) me become the type of person I want to be	I think Jupiler helps me to become the type of person I want to be
			I consider [brand] to be 'me' (It reflects who I consider myself to be or	I consider Jupiler to be 'me' (it reflects who I consider myself to be or the way that I want

			the way that I want to present myself to other(s)	to present myself to others)
			[Brand] suits me well	Jupiler suits me well
Brand Usage Intent	The consumers difference in response towards a focal brand or an unbranded product	(Hollebeek, Glynn, & Brodie, 2014)	It makes sense to use [brand] instead of any other brand, even if they are the same	It makes sense to use Jupiler instead of any other brand, even if they are the same
			Even if another brand has the same features as [brand] I would prefer to use [brand]	Even if another brand has the same features as Jupiler I would prefer to use Jupiler
			If there is another brand as good as [brand] I prefer to use [brand]	If there is another brand as good as Jupiler I prefer to use Jupiler
			If another brand is not different from [brand] in any way, it seems smarter to use [brand]	If another brand is not different from Jupiler in any way, it seems smarter to use Jupiler

The data for the empirical part of this study was collected with use of a self-administered survey designed and developed with the use of the survey program Qualtrics. As the survey has been distributed in both Belgium and The Netherlands there was chosen for a non-probability sample to gain as much respondents as possible (Malhotra, Nunan, & Birks, 2017). To gain as much different answers there has been made use of convenience sampling and snowball sampling (Malhotra, Nunan, & Birks, 2017). The distribution channels used for this questionnaire consists out of social media channel namely Facebook, WhatsApp and e-mail. All respondents entered the questionnaire via an anonymous link and were asked to share the link with friends and family.

The survey consists out of nine blocks and starts with questioning the demographics of the respondents. Following up on the respondent's knowledge on Jupiler as they are asked if they know Jupiler, drink Jupiler and if they use social media, follow Jupiler on these media.

The remaining seven blocks are divided into two parts being five questions concerning the CBE constructs as defined by Obilo et al. (2020) and the last two questioning the CBE consequences as stated by Hollebeek et al. (2014).

The first question block aims on 'Content engagement in a social media setting' in which the questioning is about the respondent's engagement with content provided through social media by Jupiler. The following block is concerned with 'Content engagement in a traditional media setting' in which the questions are focused on the respondent's engagement with Jupiler content through a traditional media setting.

Co-creation forms the basis for the third block as it questions the level of a respondent's co-creation towards Jupiler. The fourth and fifth blocks question the respondent's level of advocacy for Jupiler and its level of negative engagement towards Jupiler.

The last two blocks concerning the CBE consequences consist out of the Self-Brand Connection (SBC) and the Brand Usage Intent (BUI).

The questions used for this survey were taken from the studies of Obilo et al. (2020) and Hollebeek et al. (2014). Consequently, the answer method to these questions were also copied from the original studies and are responded to on basis of the 7-point Likert scale. The used Likert scale here went from "Very strongly disagree" (1) to "Very strongly agree" (7) and directly in the middle being "Neither disagree/Neither agree" (4) (Malhotra, Nunan, & Birks, 2017).

Prior to publication, the survey has been sent out under five native Dutch speaking people to check the questionnaire for mistakes in language, unclear questions and the overall flow and logic. The complete survey is available in appendix 1.

4.2.1.   *Sample*

The survey was filled in by 375 respondents and had a total of 224 respondents who fully completed the questionnaire. Therefore 151 responses were deleted from the data set as these were inadequate Some missed or skipped a question and therefore these answers weren't sufficient as required data was missing. Data was collected from Monday March 29th to Friday April 9th.

The questionnaire has been filled in 50.9% by male and 48.7% female respondents. One respondent answered with "X" (0.4%). The average age of the respondents is 23 years old. The age amongst respondents varies from 17 years old to 69 years old. Figure 7 gives an overview of the age distribution.
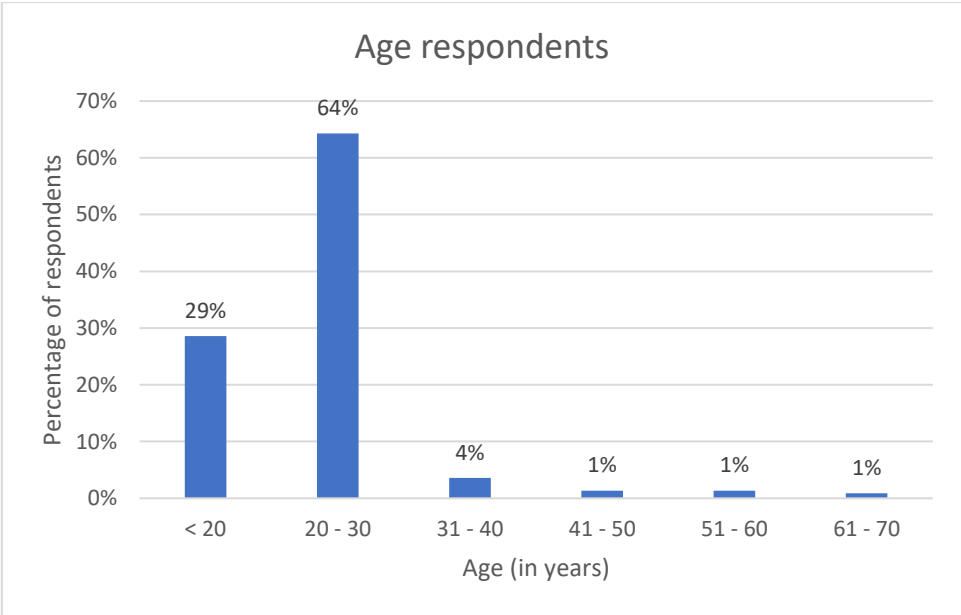

Figure 7: Age respondents

As the brand used for the survey is the Belgian beer Jupiler which is known in Belgium as well as The Netherlands there were two questions which were interesting to ask. First do they know the brand Jupiler and second in which country they live.

As for the respondents, everyone knew the brand Jupiler and from this data set 204 respondents live in Belgium and 33 live in The Netherlands. Amongst the participants there was one who stated to live in both countries as shown in Figure 8.
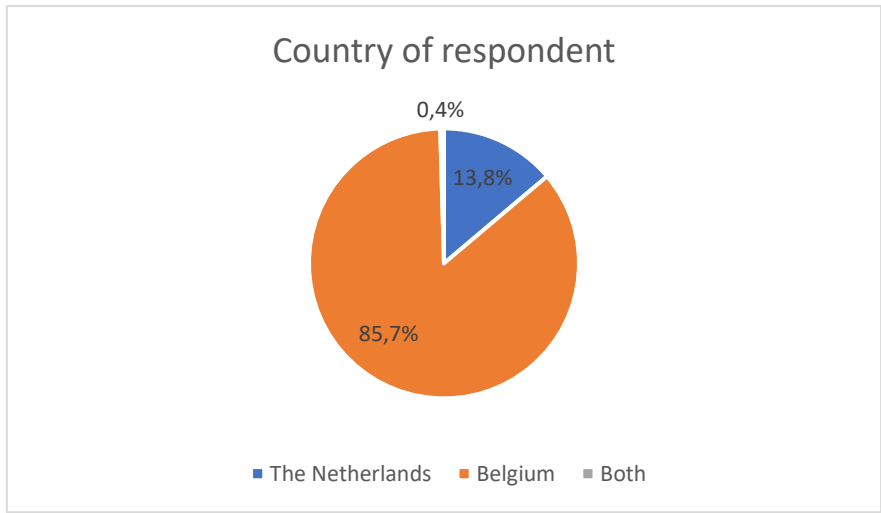
Figure 8: Country of respondents

Although all respondents did have at least one or more social media channels in use there were only nine respondents, being 3,4%, who follow Jupiler on any of these channels where 205 respondents didn't follow Jupiler. 10 respondents answered with not being sure if they did or didn't follow Jupiler on any social media channels.

As the respondents to the survey were evenly divided within gender being almost 50/50 it was quite interesting to also look at the usage per gender in a week. Figure 9 shows that it could be concluded that the majority of respondents who use Jupiler at least once a week are by far men with 21,43%. In the second case of the female respondents, they use Jupiler more than once a week with 4,91%. Where 73,66% states that they use Jupiler zero times a week.
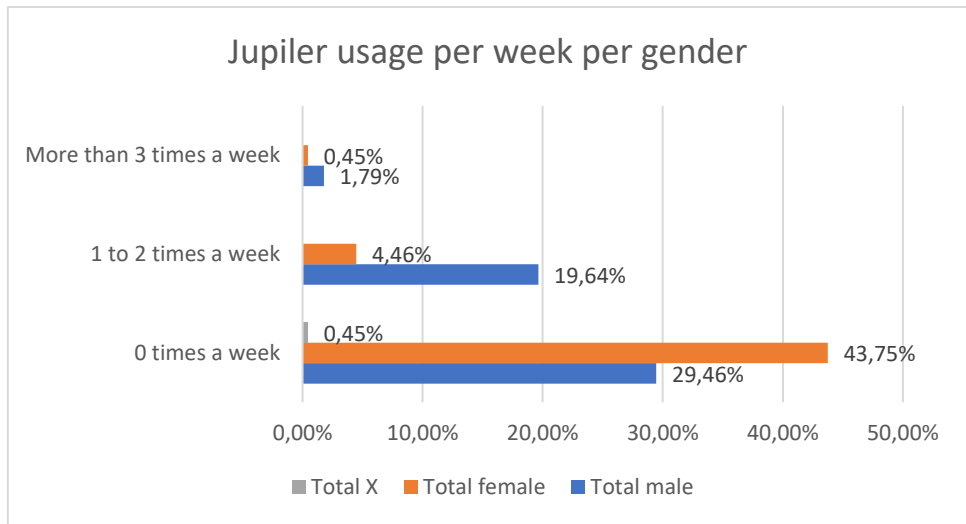

Figure 9: Usage frequency per gender

4.2.2.   Methodology

The preparatory and descriptive analysis of the data collected with the survey was conducted with the use of the SPSS Statistics software of IBM, version 26.

For this study a Regression analysis is used to test the hypotheses. To make it possible to measure the effects of the five constructs of the CBE scale on its consequences the mean of the different items per construct is measured as shown in figure 2.

4.2.3.   Factor analysis and Reliability analysis

Before starting the regression, analysis there are two test which should be conducted on the variables to be able to assess whether the items within the constructs can be used. Namely a factor analysis to test Unidimensionality and a Reliability test.

"Unidimensionality: a notion that a set of observed variables represent only one underlying construct. All cross-loadings being zero" (Malhotra, Nunan, & Birks, 2017, p. 799). The factor analysis shows whether Unidimensionality is present or not, which would mean that if it is present all items within a construct are connected to it. Where on the other hand if there is no Unidimensionality this would mean that the construct should be split into two or more constructs to make the items fit and have Unidimensionality. The results for the Unidimensionality testing can be found in appendix 2 and shows that all factors are unidimensional except for content engagement traditional media and content engagement social media. For these constructs there are two factors which explain 63,795% and 62,237% of the variance. To assess these Unidimensionality issues a *varimax rotation* has been used. Table 10 and 11 show the results of the *varimax rotation* and shows which item loads best on a component. The varimax rotation is done to assess which item belongs to which factor being component 1 or component 2. For example, table 10 shows that Q9.1, Q9.1, Q9.3 and Q9.5 belong to the first factor and the rest to the second. This therefore means that new factors need to be made existing from the belonging items. This can only be done when the loadings exceed the minimum of 0.45, which is the case for all loadings, meaning that none should be excluded.

Table 10: Rotated component matrix Content engagement Social media

	Component	
Item	1	2
Q9.1 I initiate posts related to Jupiler on social network sites	0.775	
Q9.2 I post pictures related to Jupiler	0.881	
Q9.3 I post pictures of my use of Jupiler products on social media	0.855	
Q9.4 I follow blogs related to Jupiler		0.792
Q9.5 I share Jupiler related posts	0.606	
Q9.6 I read fan pages related to Jupiler on social media sites		0.835
Q9.7 I initiate conversations online and offline about Jupiler		0.482
Q9.8 I would write reviews about my positive experiences with Jupiler products		0.686
Q9.9 I comment on posts related to Jupiler		0.639

Table 11: Rotated component matrix Content engagement Traditional media

		Component
Item	1	2
Q10.1 I talk about Jupiler in my daily life	0.814	
Q10.2 I save advertising campaigns and actions from Jupiler		0.508
Q10.3 I make pictures of advertising campaigns from Jupiler and share these with friends and family		0.650
Q10.4 I read newspaper articles about Jupiler		0.686
Q10.5 I save articles and/or columns about Jupiler		0.827
Q10.6 I read columns about Jupiler in newspapers and/or magazines		0.826
Q10.7 I initiate offline conversations about Jupiler with friends and family	0.778	
Q10.8 I tell friends and family about my positive experiences with Jupiler products	0.798	
Q10.9 I react on opinions of family and friends about Jupiler	0.816	

Furthermore, to assess whether the loadings are correct and reliable the Kaiser-Meyer-Olkin test (KMO), and a Bartlett's test have been conducted on these non-unidimensional constructs.

"Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. The KMO measure of sampling adequacy is an index used to examine the appropriateness of factor analysis. High values (between 0.5 and 1.0) indicate that factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate" (Malhotra, Nunan, & Birks, 2017, p. 712). This definition on KMO shows that this test should be conducted to assess whether the factor analysis has been run appropriately or that it might have any flaws. In this case the analysis for both constructs was appropriate as the social media showed a KMO of 0.849 and the traditional media had a KMO of 0.843. Which insinuates that both analyses where appropriate and can be used.

"Bartlett's test of sphericity. This is a test statistic used to examine the hypothesis that the variables are uncorrelated in the population. In other words, the population correlation matrix is an identity matrix; each variable correlates perfectly with itself ($r = 1$) but has no correlation with the other variables ($r = 0$)" (Malhotra, Nunan, & Birks, 2017, p. 711). For the Bartlett's test the most important number to look at is that of the significance level. This should be statistically significant being less than 0.5, which for both variables turned out on 0.000 and therefore makes the factor analysis useful for the data in this thesis.

From both varimax rotations it can be concluded that there is no unidimensionality in either one of the constructs which results in the need to split them in more constructs. In this case both will be divided into two constructs as there are only two underlying components in the construct. The first construct will be divided in component 1, becoming "Social media posting" and component 2 turning into "Other social media usage". From where on the first will exist from items Q9.1, Q9.2, Q9.3 and Q9.5 and the second consists out of Q9.4, Q9.6, Q9.7, Q9.8 and Q9.9. The traditional media construct will also be divided into two components in which the first one will be changed to "Personal conversation" and the second will be named "Traditional mass media". From which the first is formed by Q10.1, Q10.7, Q10.8 and Q10.9 and the second consists of Q10.2, Q10.3, Q10.4, Q10.5 and

Q10.6. With these constructs being divided the rest of this thesis will be based on *Content engagement: social media posting, Content engagement: Other social media, Content engagement: Personal conversation, Content engagement: Mass media, Co-creation, Advocacy* and *Negative engagement.*

Secondly a reliability test is run on the provided data and constructs. This is done with the use of a Cronbach's alpha test. This type of analysis aims to measure whether the different items which measure the construct, can be transformed into the needed construct. Table 12 below shows the Cronbach's Alpha per construct which shows whether the construct is reliable or not. This coefficient varies from 0 to 1 and is satisfactory when it reaches a number higher than 0.6 and then shows reliability within the construct (Malhotra, Nunan, & Birks, 2017, p. 360). In this case table 12 shows that all alphas for the variables exceed the minimum of 0.6 and therefore reliability within the constructs can be concluded.

Table 12: Cronbach's Alpha

Variable	Cronbach's Alpha
Content engagement : Social media posting	0.838
Content engagement: other social media	0.746
Content engagement: Personal conversation	0.855
Content engagement: Mass media	0.761
Co-creation	0.934
Advocacy	0.853
Negative engagement	0.669
Self-Brand Connection	0.915
Brand Usage Intent	0.922

As all variables are reliable according to the Cronbach alpha's the next step is to calculate the means of all items measured per variable. For example, the variable "social media posting" is being calculated based on the formula below. This equation is made based on the items which fit together according to the varimax rotation. This showed that items one, two, three and five belong together to component 1 and form a new variable. This same formula has been used for all other constructs and the CBE consequences.

$$Social\ media\ posting = \frac{Q9_1 + Q9_2 + Q9_3 + Q9_5}{4}$$

Formula 2: Item mean for social media posting

As first of all the factor analysis together with the varimax rotation showed that two constructs needed to be taken apart into new constructs. Secondly the Cronbach's Alpha showed reliability between all constructs a new conceptual model could be made based on both tests. This new conceptual model is shown in figure 10.
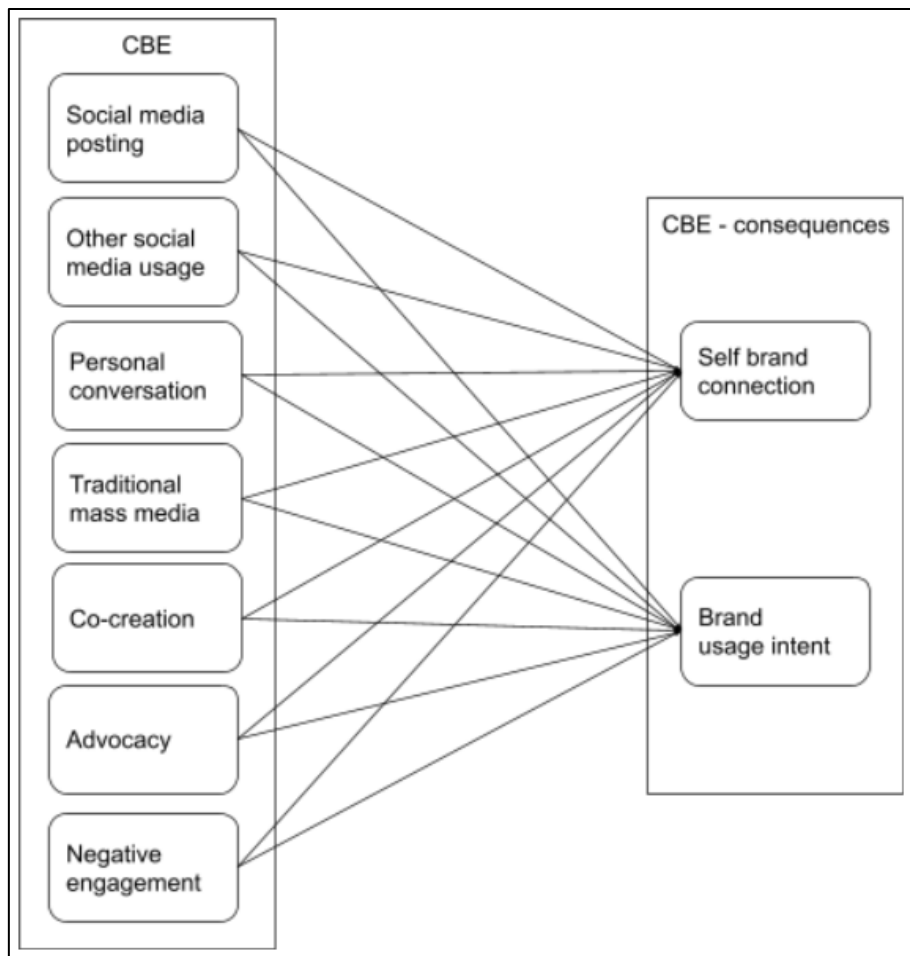
Figure 10: Adjusted conceptual model

4.3. Mean scores per variable

Below the mean scores of each variable within the construct are being revised in which should be taken into account that there has been made use of a Likert-scaling. In this case specific the 7-point Likert-scale in which 1 was "Totally not agreed" and 7 stood for "Totally agreed". All statements below are based upon the respondents gathered for this thesis, which in sense can't be seen as representative beyond the population of this thesis.
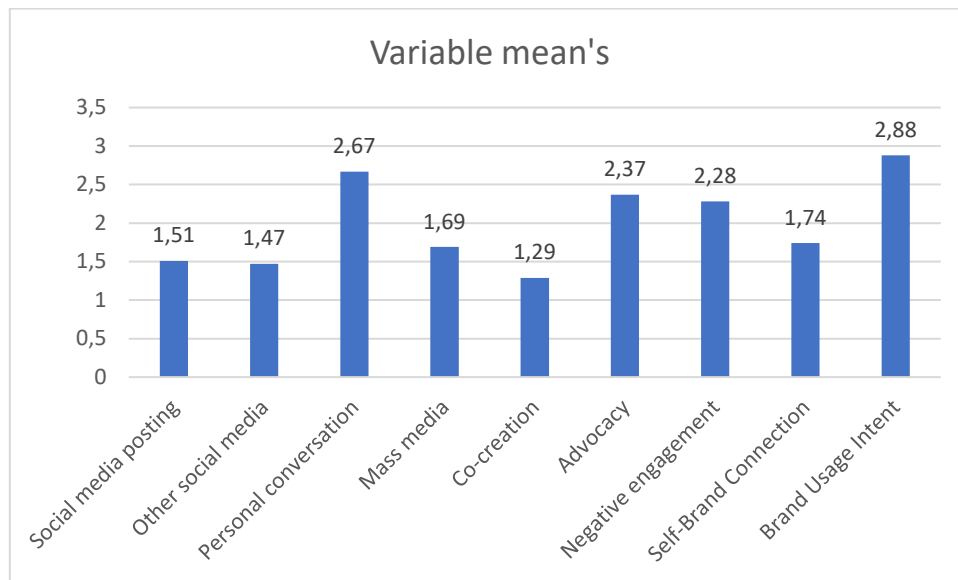

Figure 11: Variable mean's

The figure above shows that the means of every variable is low, as they don't exceed 3.5 being the middle of the 7-point Likert scale. A more detailed table of all means on item and variable level can be found in appendix 4.

Within the content engagement related variables, it can be said that there is a higher level of personal conversation than any other form of engagement within this variable. This might show that the respondents are more eager to talk about Jupiler in person rather than using text, social posts or social comments. Co-creation has the lowest mean of all variables. The last two CBE variables advocacy and negative engagement score a 2,37 and a 2,28 which are still low.

The last two variables are the dependent ones which form the CBE consequences and show that both Self-Brand Connection and Brand Usage Intent have rather low means as they are lower than the middle point of the Likert scale. All the items within this variable are aimed to search for the usage of the brand Jupiler when another brand is seen as the same. The respondent population, being respondents who on one hand are not really engaged with the brand Jupiler, a large amount does not drink Jupiler and just very few are actively engaged with Jupiler through social media, can explain all these low means.

4.4.   Regression analysis

To test the hypotheses from the conceptual model two regression analyses have been conducted with the use of the statistics program SPSS. Each regression analysis had seven independent variables and one dependent variable. The independent variables were *social media posting, other social media usage, personal conversation, mass media, co-creation, advocacy and negative engagement*. The first regression analysis included the dependent variable *Self-Brand Connection* and for the second analysis the dependent variable *Brand Usage Intent* was analyzed.

Before discussing the two regressions, the coefficient of determination R-square will be assessed of the dependent SBC and BUI. This R-square is the fraction of the sample variance of the dependent variable that is explained by the independent variables. This is a squared correlation index that indicates the proportion of variance of the optimally scaled data for which R-square is a goodness-of-fit measure (Malhotra, Nunan, & Birks, 2017, p. 766). The R-square first of all shows if there is a fit in the construct and secondly how good the fit is. The R-square should be higher than 0 to have a fit for which, according to Malhotra et al. (2017) the higher the R-square the better the fit and the better the prediction of the dependent variables.

Table 13: R-square

Dependent variable	R²
Self-Brand Connection	0.346
Brand Usage Intention	0.501

Table 13 shows the R-squares per dependent variable, as both dependent variables have a R-square lower than 0.6. This shows that the independent variables have a low to mediate prediction for the dependent variables. The R-square in this case shows that 34,6% of variance in the dependent variable SBC can be explained by its independent variables. For BUI it shows that 50,1% of the variance is formed by its independent variables.

As previously mentioned, the hypotheses in this master's thesis are tested with the use of two different regression analysis. By using this form of analysis there can be analyzed if a significant relationship exists between the independent and dependent variables. To test this the P-value is being used to assess the significance of the relationship. The p-value is the probability of obtaining a statistic that is at least as different from the null hypothesis as the statistic obtained in the sample, under the assumption that the null hypothesis is true. For this master's thesis the null hypothesis is that there is no positive significant relationship between the dependent and independent variable. In this study a significance level of 5% is used, which means that when the p-value is lower than 0.05, it may be concluded that the null hypothesis can be rejected. Therefore, it can be said that there is a significant relationship between the dependent and the independent variable at a significance level of 5%. Accordingly, the Standardized Beta coefficient (β) should be assessed, which predicts whether the independent variable has a positive or a negative effect. (Malhotra, Nunan, & Birks, 2017).

Table 14: Significance level

Independent variable	Significance level per dependent variable			
	Self-Brand Connection		*Brand Usage Intent*	
	P-value	*Standardized Beta coefficient*	*P-value*	*Standardized Beta coefficient*
Social media posting	0.114	0.110	0.583	0.033
Other social media usage	0.753	-0.027	0.064	-0.137
Personal conversation	0.908	0.010	0.001	-0.243
Mass media	0.963	-0.004	0.151	0.103
Co-creation	0.431	0.060	0.232	-0.075
Advocacy	0.000	0.480	0.000	0.893
Negative engagement	0.112	0.094	0.523	-0.033

Table 14 shows all significance levels from the regression analysis per dependent variable, within this table the significance being the P-value is shown. From these significance levels there are two main conclusions to be drawn. First is that the independent variable *Advocacy* has a positive significant effect ($P < 0.05$) on both SBC ($\beta = 0.480$, $P = 0.000$) and BUI ($\beta = 0.893$, $P = 0.000$). Secondly it also shows that *Personal conversation* has a significant effect ($P < 0.05$) on the dependent variable *Brand Usage Intent* ($\beta = -0.243$, $P = 0.001$). While looking at the Beta coefficients it can be seen that when a consumer's level of Advocacy rises with 1 its level of SBC rises with 0.480 and its level of BUI rises with 0.893. For Personal conversation a significant effect is found but is in the opposite direction of the hypothesis. Being that it has a negative significant effect resulting in a decrease of 0.243 points for BUI when personal conversation rises with a level of 1 point. All other independent variables don't have a significant effect on the dependent variables as their significance levels exceed the statistically accepted level.

Table 15: Hypotheses overview

Hypotheses	Backed by results?
H1: Content engagement has a positive effect on self-brand connection	
H1A: Social media content engagement has a positive effect on self-brand connection	No
H1B: Traditional media content engagement has a positive effect on self-brand connection	No
H2: Content engagement has a positive effect on brand usage intent	
H2A: Social media content engagement has a positive effect on brand usage intent	No
H2B: Traditional media content engagement has a positive effect on brand usage intent	No
H5: Co-creation has a positive effect on self-brand connection	No
H6: Co-creation has a positive effect on brand usage intent	No

H3: Advocacy has a positive effect on self-brand connection	Yes
H4: Advocacy has a positive effect on brand usage intent	Yes
H7: Negative engagement has a positive effect on self-brand connection	No
H8: Negative engagement has a positive effect on brand usage intent	No

The table above shows an overview of which hypotheses are backed by the results and which are not. that **H3** and **H4** are backed by the results as both regressions show a significance of 0.000 and a positive Beta coefficient which shows that advocacy has a positive significant effect on both SBC and BUI. All other hypotheses aren't backed by the results and therefore the **H0** for all are accepted, being that there is no significant effect between the independent and the dependent variables.

5. _Conclusion and managerial implications_

The aim of this study was to investigate the impact of Obilo's CBE model on Hollebeek's CBE consequences in an Integrated Marketing Communication strategy. This impact has been measured with use of the Belgian beer brand Jupiler and is conducted in both Belgium and the Netherlands.

This research contributes towards the relationship marketing research in multiple ways. First of all, it examines, whether or not Obilo et al's. (2020) new CBE model affects the consequences of Hollebeek et al's. (2014) model. Secondly, this research expands Obilo's model with an extra construct to assess if omni-channel, as described by Payne and Frow (2017), affects the CBE consequences. The literature study examined three subjects, namely CBE and its consequences described by Hollebeek, CBE revised by Obilo, and Omni-Channel framework developed by Payne and Frow.

First, the CBE model of Hollebeek has been examined to explain what CBE and its consequences are, how they are formed and what they predict. In conclusion, CBE is a combination of three relationship marketing tactics put together, not only to build and sustain a relationship, but also to create consumers who are engaged with the brand. Furthermore, the two consequences in the model of Hollebeek showed which effects are outcomes of CBE. The first is having a self-brand connection where the consumer places the brand in its daily life. The second outcome is brand usage intent which indicates the level of willingness to use the brand. These consequences are influenced by Hollebeek's CBE model.

Secondly, the revisitation done by Obilo in 2020 has also been taken into account as this revision showed that Hollebeek's model isn't entirely correct. From this study it appeared that the model, contrary to the expectations, does not measure CBE. This does not directly mean that the model is wrong, but just that it does not measure what it claims to measure. It measures solely the constructs, but these constructs don't form a basis to measure CBE. Which is why Obilo et al. (2020) developed a new model which should capture and measure CBE. Therefore, as a reference for future research provided by Obilo, the new model was used to measure if it affects the CBE consequences of Hollebeek.

Thirdly, the study of Payne and Frow on omni-channel marketing has been incorporated in this thesis to include an extra layer, which is aimed to research whether or not the use of a channel influences the CBE consequences. From this study different channels should be used for certain messages and strategies. Which resulted in incorporating traditional and social media within this research to assess whether or not there might be a difference in channel usage.

The empirical part of this thesis has been built with Obilo's questionnaire to measure the four CBE constructs. Besides these four constructs a fifth was added in order to measure whether there is a difference in effect on the consequences by the use of other channels. Together these formed the basis of CBE and for the consequences the questions of Hollebeek were used to assess whether or not there are any effects of Obilo's CBE model on Hollebeek's CBE consequences.

After the survey was completed the results were analyzed. The analysis showed that there was no unidimensionality in the original construct of Obilo et al. (2020) content engagement, which was renamed to _content engagement: social media_. This resulted into being it separated in two as such

that unidimensionality would occur within the new constructs. This has also been done for the newly added construct being *content engagement: traditional media* as in this case there was no unidimensionality either.

On the one hand the aim was to assess whether the new CBE model positively affects the existing CBE consequences, where on the other hand a focus was put on testing if different channels influence the CBE consequences. These analyses are done with use of the regression analysis and show that within the results of this study that advocacy affects SBC and BUI. The second conclusion which can be drawn from the analysis is that personal conversation negatively affects BUI.

6.   _Future research and limitations_

As for this research one beer brand, Jupiler, has been used and as there were just two significant effects it would be very interesting to use extra beer brands to compare the results as has been done in the original study of Obilo et al. (2020) with social media channels. The original study used Facebook, Instagram, Twitter and LinkedIn to compare engagement between the brands therefore, it would be highly interesting to assess if other beer brands would also give other results.

Accordingly, there also would be a solid option to research whether or not there is a difference between a product brand and a service brand. As the original study is focused on service brands (Facebook, Twitter, LinkedIn and Instagram) where this research used a product brand, Jupiler. The brands used in the original study are brands which offer a service, in this case the use of their social media platforms, keeping in touch with friends and family and sharing all sorts of content. Where for this thesis the used brand was solely a product provider, in this case being beer.

Another interesting reference would be to study if a brand which provides services and products. This study could be separated into examining the service and the product part of the brand. This then also could be used to assess whether a difference would occur within the effects on the consequences. If a difference can be seen, then it might be concluded that the developed questionnaire isn't suited for a product brand. This in turn could insinuate that a different questionnaire should be developed for product focused brands.

As the construct of personal conversation has been found significant but loaded negative this could be researched on why it is significant but loaded opposite to the hypothesis. This can be seen as a reference for some future research as the original study was created as such that all constructs should positively affect the CBE consequences.

One main limitation to be named for this thesis is that the brand used in this research is that this is a brand which makes a product instead of a brand that offers a service. This in sense is a limitation as the original survey designed and developed by Obilo is more aimed on a service brand than a product brand. Secondly there is a limitation which can be named as within the respondents there are a lot which use the brand Jupiler 0 times or less per week. This could bias the results as there was no even distribution between people who use it 0 times or less or 1 time and more per week.

As a second limitation it could be stated that the respondents collected with the survey in this thesis are respondents of which the majority (73,66%) does not use Jupiler that often, does not actively follow Jupiler on social media and therefore are not really active towards Jupiler. This might have influenced the collected data as this is highly biased by a respondent group who are not or not very familiar with Jupiler. Therefore, these results can not be generalized over the Belgian and Dutch population.

A third limitation can be seen in sense that the original questionnaire was in English and has been translated to Dutch for this study. As this has been done there is a slight chance that some questions lost their nuances and therefore might not be the same as from the original study. This might have slightly influenced the results as not all wording therefore is the same.

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Appendix 1: Questionnaire translation

Omni-Channel & CBE

Intro Beste respondent, welkom!
Ik ben een student Master of Management aan de Universiteit Hasselt. In het kader van mijn masterproef voer ik onderzoek uit naar het engagement van consumenten ten opzichte van het merk Jupiler. Ik ben zeer geïnteresseerd in uw mening. Er zijn dus geen juiste of foute antwoorden. Uw gegevens worden strikt vertrouwelijk verwerkt. Deze vragenlijst zal maximum 10 minuten van uw tijd in beslag nemen. Uw antwoorden leveren een belangrijke bijdrage aan mijn masterproef. Alvast bedankt om deel te nemen aan dit onderzoek.
Bob Gijsbers
Master of Management - UHasselt

Page Break ───

Consent form

Vooraleer u toestemt mee te werken aan dit onderzoek is het belangrijk om onderstaand toestemmingsformulier door te nemen.

TOESTEMMINGSFORMULIER:

Doel van het onderzoek: Het doel van dit onderzoek is inzicht krijgen in het engagement van consumenten met merken.

Onderzoeksopzet: Het onderzoek bestaat uit een online enquête waarin u vragen over Jupiler dient te beantwoorden. Het invullen van de vragenlijst zal maximum 10 minuten duren.

Opdrachtgever van het onderzoek: Deze studie gebeurt in opdracht van Universiteit Hasselt, in het kader van een masterproef.

Vrijwillige deelname: Uw deelname aan dit onderzoek is volledig vrijwillig. Indien u wenst deel te nemen aan het onderzoek, wordt er gevraagd om onderaan deze pagina 'Ik stem hiermee in, ik wens deel te nemen aan de studie' aan te klikken. Het aanklikken van deze stelling geeft enkel aan dat u het formulier heeft doorgelezen en wenst deel te nemen, maar behoudt u niet van het recht om op ieder ogenblik de deelname stop te zetten zonder dat u hiervoor een reden hoeft te vermelden.

Privacy: Zowel uw deelname als persoonlijke gegevens worden strikt vertrouwelijk behandeld. Onder geen enkel beding zullen uw persoonlijke gegevens openbaar gemaakt worden. De gegevens zullen elektronisch verwerkt en geanalyseerd worden.

U beschikt over het recht de door u verzamelde gegevens op te vragen ter controle en eventuele aanpassingen aan te vragen. U kan deze gegevens opvragen of aanpassen door een e-mail te versturen naar bob.gijsbers@student.uhasselt.be
Contactpersonen in geval van vragen betreffende het onderzoek: Indien u nog verdere vragen heeft met betrekking tot het onderzoek of uw rechten als deelnemer, aarzel dan niet om contact op te nemen met bob.gijsbers@student.uhasselt.be
Ik heb de informatie gelezen en begrepen.

Ik bevestig dat de onderzoeker heeft mij voldoende informatie heeft gegeven met betrekking tot de doelen, inhoud en duur van het onderzoek. Ik heb begrepen dat ik mijn deelname aan deze studie op elk ogenblik mag stopzetten, zonder dat dit mij enig nadeel kan berokkenen. Ik ga akkoord met de verzameling, de verwerking en het gebruik van deze gegevens voor het beschreven onderzoeksdoel. Ik stem geheel vrijwillig toe om deel te nemen aan dit onderzoek.

- Ik stem hiermee in en wens deel te nemen aan de studie (1)
- Ik stem hier niet mee in en wens niet deel te nemen aan de studie (2)

Page Break ────────────────────────────────────

End of Block: Informed consent

Q1 Kent u het merk Jupiler?

- Ja (1)
- Nee (2)

Q2 Hoe vaak per week drinkt u Jupiler?

- 0 keer per week (1)
- 1 tot 2 keer per week (2)
- Meer dan 3 keer per week (3)

Q3 Gebruikt u social media?

- Ja (1)
- Nee (2)

Q4 Op welke social media heeft u een account

- Facebook (1)
- Snapchat (2)
- Twitter (3)
- Instagram (4)
- YouTube (5)
- Anders (6) _____

Q5 Volgt u Jupiler op social media?

- Ja (1)
- Nee (2)
- Weet ik niet (3)

Q6 Op welke social media kanalen volgt u Jupiler?

- Facebook (1)
- Instagram (2)
- Twitter (3)
- Snapchat (4)
- YouTube (5)
- Anders, namelijk (6) _____

Q7 Zou u Jupiler nog op andere kanalen willen volgen? Zo ja, op welke kanalen zou u Jupiler willen volgen?

- Ja (1) _____
- Nee (2)

Q8 Gebruikt u de Jupiler app?

- Ja (1)
- Nee (2)

Q9 Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen

	Helemaal niet akkoord (1)	Niet akkoord (2)	Eerder niet akkoord (3)	Noch akkoord/noch niet akkoord (4)	Eerder akkoord (5)	Akkoord (6)	Helemaal akkoord (7)
Ik post Jupiler gerelateerde berichten op social media (1)	●	●	●	●	●	●	●
Ik post foto's van Jupiler op social media (2)	●	●	●	●	●	●	●
Ik post foto's van mijn Jupiler gebruik op social media (3)	●	●	●	●	●	●	●
Ik volg blogs die over Jupiler gaan (4)	●	●	●	●	●	●	●
Ik deel berichten op social media die over Jupiler gaan (5)	●	●	●	●	●	●	●
Ik lees Jupiler-fanpaginas op social media (6)	●	●	●	●	●	●	●
Ik start online gesprekken over Jupiler op social media (7)	●	●	●	●	●	●	●
Ik zou een review schrijven over mijn positieve ervaringen met Jupiler (8)	●	●	●	●	●	●	●
Ik reageer op posts die met Jupiler te maken hebben (9)	●	●	●	●	●	●	●

Q10 Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen

	Helemaal niet akkoord (1)	Niet akkoord (2)	Eerder niet akkoord (3)	Noch akkoord/Noch niet akkoord (4)	Eerder akkoord (5)	Akkoord (6)	Helemaal Akkoord (7)
Ik praat over Jupiler in mijn dagelijks leven (1)	⚫	⚫	⚫	⚫	⚫	⚫	⚫
Ik bewaar reclame campagnes/acties van Jupiler (2)	⚫	⚫	⚫	⚫	⚫	⚫	⚫
Ik maak foto's van reclame acties van Jupiler en deel deze met vrienden en familie (3)	⚫	⚫	⚫	⚫	⚫	⚫	⚫
Ik lees krantenartikelen over Jupiler (4)	⚫	⚫	⚫	⚫	⚫	⚫	⚫
Ik bewaar artikels en/of columns over Jupiler (5)	⚫	⚫	⚫	⚫	⚫	⚫	⚫
Ik lees columns over Jupiler in dagbladen en/of tijdschriften (6)	⚫	⚫	⚫	⚫	⚫	⚫	⚫
Ik start offline gesprekken over Jupiler met vrienden en familie (7)	⚫	⚫	⚫	⚫	⚫	⚫	⚫
Ik vertel vrienden en familie over mijn positieve ervaring met Jupiler producten (8)	⚫	⚫	⚫	⚫	⚫	⚫	⚫
Ik reageer op meningen van familie en vrienden over Jupiler (9)	⚫	⚫	⚫	⚫	⚫	⚫	⚫

Q11 Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen

	Helemaal niet akkoord (1)	Niet akkoord (2)	Eerder niet akkoord (3)	Noch akkoord/Noch niet akkoord (4)	Eerder akkoord (5)	Akkoord (6)	Helemaal akkoord (7)
Ik geef Jupiler suggesties over hoe ze hun producten kunnen verbeteren (1)	●	●	●	●	●	●	●
Ik laat Jupiler weten hoe hun producten mij beter van dienst kunnen zijn (2)	●	●	●	●	●	●	●
Ik communiceer proactief met Jupiler over potentiële product-gerelateerde problemen (3)	●	●	●	●	●	●	●

Q12 Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen

	Helemaal niet akkoord (1)	Niet akkoord (2)	Eerder niet akkoord (3)	Noch akkoord/Noch niet akkoord (4)	Eerder akkoord (5)	Akkoord (6)	Helemaal akkoord (7)
Ik deel acties en promoties van Jupiler op social media met anderen (1)	○	○	○	○	○	○	○
Ik informeer anderen online en offline over de superieure kwaliteit van Jupiler en Jupiler producten (2)	○	○	○	○	○	○	○
Ik ben bereid om de reputatie van Jupiler te beschermen (3)	○	○	○	○	○	○	○
Ik raad Jupiler aan bij anderen (4)	○	○	○	○	○	○	○
Ik moedig vrienden en familie aan om Jupiler in de toekomst te drinken (5)	○	○	○	○	○	○	○
Ik geef anderen advies over het gebruik van Jupiler (6)	○	○	○	○	○	○	○

Q13 Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen

	Helemaal niet akkoord (1)	Niet akkoord (2)	Eerder niet akkoord (3)	Noch akkoord/Noch niet akkoord (4)	Eerder akkoord (5)	Akkoord (6)	Helemaal akkoord (7)
Ik zou anderen vertellen dat ze geen Jupiler moeten kopen indien Jupiler onder verwachting blijft presteren (1)	○	○	○	○	○	○	○
Ik zou Jupiler boycotten indien Jupiler onder verwachting blijft presteren (2)	○	○	○	○	○	○	○
Ik zou een negatieve comment plaatsen op social media indien Jupiler onder verwachting blijft presteren (3)	○	○	○	○	○	○	○

Q14 Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen

	Helemaal niet akkoord (1)	Niet akkoord (2)	Eerder niet akkoord (3)	Noch akkoord/Noch niet akkoord (4)	Eerder akkoord (5)	Akkoord (6)	Helemaal akkoord (7)
Jupiler weerspiegelt wie ik ben (1)	○	○	○	○	○	○	○
Ik kan mezelf identificeren met Jupiler (2)	○	○	○	○	○	○	○
Ik voel een persoonlijke connectie met Jupiler (3)	○	○	○	○	○	○	○
Ik drink Jupiler om aan anderen te laten zien wie ik ben (4)	○	○	○	○	○	○	○
Ik denk dat Jupiler mij kan helpen met het worden van het soort persoon die ik wil zijn (5)	○	○	○	○	○	○	○
Ik zie Jupiler als "mij" (Jupiler weerspiegelt hoe ik mezelf zie of hoe ik mezelf wil presenteren tegenover anderen) (6)	○	○	○	○	○	○	○
Jupiler past goed bij mij (7)	○	○	○	○	○	○	○

Q15 Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen

	Helemaal niet akkoord (1)	Niet akkoord (2)	Eerder niet akkoord (3)	Noch akkoord/Noch niet akkoord (4)	Eerder akkoord (5)	Akkoord (6)	Helemaal akkoord (7)
Het is logisch om Jupiler te drinken in plaats van andere merken, ookal zijn deze merken hetzelfde (1)	○	○	○	○	○	○	○
Ookal heeft een ander merk dezelfde kenmerken als Jupiler, drink ik bij voorkeur nog steeds Jupiler (2)	○	○	○	○	○	○	○
Indien er een ander merk is dat net zo goed is als Jupiler, blijf ik Jupiler drinken (3)	○	○	○	○	○	○	○
Indien een ander merk zich niet onderscheidt van Jupiler, is het logischer om Jupiler te blijven drinken (4)	○	○	○	○	○	○	○

Q16 Wat is uw leeftijd? Enkel een cijfer invullen alstublieft,

_____

Q17 Wat is uw geslacht
- Man (1)
- Vrouw (2)
- X (3)
- Zeg ik liever niet (4)

Q18 Waar woont u nu?
- België (1)
- Nederland (2)
- Anders, namelijk (3) _____

Content engagement Social media

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,522	50,245	50,245	4,522	50,245	50,245
2	1,220	13,551	63,795	1,220	13,551	63,795
3	,757	8,412	72,207			
4	,731	8,123	80,330			
5	,497	5,527	85,857			
6	,418	4,650	90,507			
7	,361	4,006	94,513			
8	,298	3,312	97,825			
9	,196	2,175	100,000			

Extraction Method: Principal Component Analysis.

Content engagement Traditional media

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,302	47,802	47,802	4,302	47,802	47,802
2	1,299	14,435	62,237	1,299	14,435	62,237
3	,948	10,532	72,769			
4	,588	6,537	79,306			
5	,463	5,149	84,455			
6	,447	4,971	89,426			
7	,397	4,410	93,836			
8	,286	3,177	97,013			
9	,269	2,987	100,000			

Extraction Method: Principal Component Analysis.

Co-creation

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,675	89,177	89,177	2,675	89,177	89,177
2	,211	7,041	96,218			
3	,113	3,782	100,000			

Extraction Method: Principal Component Analysis.

Advocacy

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,472	57,862	57,862	3,472	57,862	57,862
2	,839	13,981	71,842			
3	,601	10,012	81,855			
4	,500	8,341	90,196			
5	,379	6,320	96,516			
6	,209	3,484	100,000			

Extraction Method: Principal Component Analysis.

Negative engagement

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1,871	62,366	62,366	1,871	62,366	62,366
2	,737	24,561	86,927			
3	,392	13,073	100,000			

Extraction Method: Principal Component Analysis.

Self-brand connection

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,959	70,838	70,838	4,959	70,838	70,838
2	,919	13,135	83,972			
3	,411	5,865	89,837			
4	,256	3,654	93,491			
5	,212	3,031	96,522			
6	,150	2,137	98,658			
7	,094	1,342	100,000			

Extraction Method: Principal Component Analysis.

Brand usage intent

<table>
<tr><td colspan="7" align="center">Total Variance Explained</td></tr>
<tr><td></td><td colspan="3" align="center">Initial Eigenvalues</td><td colspan="3" align="center">Extraction Sums of Squared Loadings</td></tr>
<tr><td>Component</td><td>Total</td><td>% of Variance</td><td>Cumulative %</td><td>Total</td><td>% of Variance</td><td>Cumulative %</td></tr>
<tr><td>1</td><td>3,256</td><td>81,402</td><td>81,402</td><td>3,256</td><td>81,402</td><td>81,402</td></tr>
<tr><td>2</td><td>,318</td><td>7,955</td><td>89,357</td><td></td><td></td><td></td></tr>
<tr><td>3</td><td>,289</td><td>7,227</td><td>96,585</td><td></td><td></td><td></td></tr>
<tr><td>4</td><td>,137</td><td>3,415</td><td>100,000</td><td></td><td></td><td></td></tr>
<tr><td colspan="7">Extraction Method: Principal Component Analysis.</td></tr>
</table>

Appendix 3: Varimax rotation - Rotated component matrix

Rotated Component Matrix[a]

	Component	
	1	2
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik post Jupiler gerelateerde berichten op social media	,775	,283
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik post foto's van Jupiler op social media	,881	,195
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik post foto's van mijn Jupiler gebruik op social media	,855	,102
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik volg blogs die over Jupiler gaan	,297	,793
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik deel berichten op social media die over Jupiler gaan	,606	,502
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik lees Jupiler-fanpaginas op social media	,185	,835
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik start online gesprekken over Jupiler op social media	,386	,482
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik zou een review schrijven over mijn positieve ervaringen met Jupiler	,033	,686
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik reageer op posts die met Jupiler te maken hebben	,422	,639

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Rotated Component Matrix[a]

	Component	
	1	2
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik praat over Jupiler in mijn dagelijks leven	,814	,180
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik bewaar reclame campagnes/acties van Jupiler	,216	,508
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik maak foto's van reclame acties van Jupiler en deel deze met vrienden en familie	,320	,650
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik lees krantenartikels over Jupiler	,320	,686
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik bewaar artikels en/of columns over Jupiler	,096	,827
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik lees columns over Jupiler in dagbladen en/of tijdschriften	,164	,826
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik start offline gesprekken over Jupiler met vrienden en familie	,778	,285
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik vertel vrienden en familie over mijn positieve ervaring met Jupiler producten	,798	,229
Gelieve aan te geven in welke mate u al dan niet akkoord bent met onderstaande stellingen - Ik reageer op meningen van familie en vrienden over Jupiler	,816	,240

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Appendix 4: Item and Variable mean's

Social media posting	**1.51**
I initiate posts related to Jupiler on social network sites	1,4
I post pictures related to Jupiler	1,58
I post pictures of my use of Jupiler products on social media	1,79
I share Jupiler related posts	1,27
Other social media usage	**1.47**
I follow blogs related to Jupiler	1,23
I read fan pages related to Jupiler on social media sites	1,25
I initiate conversations online and offline about Jupiler	1,31
I would write reviews about my positive experiences with Jupiler products	1,98
I comment on posts related to Jupiler	1,62
Personal conversation	**2.67**
I talk about Jupiler in my daily life	2,7
I initiate offline conversations about Jupiler with friends and family	2,33
I tell friends and family about my positive experiences with Jupiler products	2,51
I react on opinions of family and friends about Jupiler	3,18
Mass Media	**1.69**
I save advertising campaigns and actions from Jupiler	1,68
I make pictures of advertising campaigns from Jupiler and share these with friends and family	1,73
I read newspaper articles about Jupiler	2,21
I save articles and/or columns about Jupiler	1,26
I read columns about Jupiler in newspapers and/or magazines	1,59
Co-creation	**1,29**
I make constructive suggestions to Jupiler about how to improve its products	1,34
I let Jupiler know of ways that can better serve my needs	1,3
I proactively communicate with Jupiler about potential product-related problems	1,24
Advocacy	**2,37**
I engage in forwarding the promotions offered by Jupiler to others	1,5
I actively inform others online and offline about the superiority of Jupiler and Jupiler products	1,67
I am willing to stand to protect the reputation of Jupiler	2,49
I recommend Jupiler to others	3,53
I encourage friends and relatives to use Jupiler in the future	2,74
I give advice to others regarding Jupiler	2,29
Negative engagement	**2,28**
I would tell consumers not to buy Jupiler products if they continue to perform below expectations	3
I would boycott Jupiler products if they continue to perform below expectations	2,14

I would post negative comments on social media if Jupiler products continue to perform below expectations	1,71
Self-Brand Connection	**1,74**
Jupiler reflects who I am	1,76
I can identify with Jupiler	1,87
I feel a personal connection to Jupiler	1,82
I drink Jupiler to communicate who I am to other people	1,45
I think Jupiler helps me to become the type of person I want to be	1,43
I consider Jupiler to be 'me' (it reflects who I consider myself to be or the way that I want to present myself to others)	1,43
Jupiler suits me well	2,4
Brand Usage Intent	**2,88**
It makes sense to use Jupiler instead of any other brand, even if they are the same	2,61
Even if another brand has the same features as Jupiler I would prefer to use Jupiler	2,72
If there is another brand as good as Jupiler I prefer to use Jupiler	2,85
If another brand is not different from Jupiler in any way, it seems smarter to use Jupiler	3,32