



LUND UNIVERSITY
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It's Time To Become Brave - The Phenomenon of Social Brand Activism

Understanding the Impact of Social Brand Activism
on Sports Brands Personality

by

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Abstract

Purpose - Since the phenomenon of social brand activism is an emerging concept in literature and considered as a differentiation strategy for corporate brands, the purpose of this study is to evaluate the impact of social brand activism on the different brand personality dimensions. In addition, the study aims to examine if a high brand-cause fit enhances the effectiveness of social brand activism.

Methodology - To achieve the purpose of this paper, three suitable social brand activism advertisements around the sportswear industry were identified. Within the scope of an experimental research design, the effectiveness of social brand activism on brand personality dimensions was measured by conducting an online questionnaire. Through the survey, it was further tested whether the perceived brand-cause fit is able to act as a moderator.

Findings - The results revealed that social brand activism has an impact on six of the seven tested brand personality dimensions. The authors contribute to the existing theory by verifying that social brand activism has a positive influence on brand personality. In terms of the brand-cause fit, results revealed that in some cases the brand-cause fit might act as moderator by influencing the effectiveness of social brand activism either positively or negatively whereas in other cases, it might not have a significant role in the interplay. These contradictory results are in line with the findings of previous studies. The paper further provides practical implications for managers and marketers aiming to enhance their corporate brand by implementing social brand activism advertisements.

Originality - The paper contributes to a growing field of interest regarding social brand activism by providing a comprehensive framework illustrating the extent to which the dimensions of brand personality are influenced by social brand activism. Since no previous study on the influence of social brand activism has been carried out, it is the first of its kind.

Keywords: Social Brand Activism, Brand Personality, Brand Activism, Brand-Cause Fit, Source Credibility, Company Motives, Sportswear Brands

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1 Introduction

This chapter introduces the concept of brand personality with an emphasis on the emerging challenges and opportunities of social brand activism. It is followed by a short introduction of the moderating variable brand-cause fit and subsequently presents the purpose of the study which is summed up in a research question. Lastly, the introductory chapter provides the intended contributions of this study and an overview of the thesis' structure.

1.1 Background

The importance of brand personality

During the past decades, lots of research has focused on brand personality. When defining the term brand personality, Azoulay and Kapferer (2003, p. 151) state, that it a “set of human personality traits that are both applicable to and relevant for brands”. This personification can be reasoned by the fact that human beings have a so-called uniform need for identity, which implies that they are seeking for symbolic meanings and associations carried out by brands (Wee, 2004). Therefore, it is crucial for each brand to build up a strong symbolic power by interweaving the brand with the right personality traits so consumers can identify and express themselves through the brand (Austin, Siguaw & Mattila, 2003).

As the benefits of a strong brand personality are far-reaching, the subject has been discussed by several researchers in the past (i.e. Sirgy, 1982; Plummer, 2000; Buresti & Rosenberger, 2006; George & Anandkumar, 2018). To mention a few insights, according to Plummer (2000) and Sirgy (1982), brand personality is able to influence a consumer’s brand choice and preferences. Aaker and Joachimsthaler (2000) additionally ascribe brand personality the capability of creating a strong competitive advantage due to symbolic benefits derived from a certain personality. In fact, researchers agree that offering symbolic benefits has become vital in order to be one step ahead of other competitors (Buresti & Rosenberger, 2006; Keller, 2008; Kang, Bennet & Peachey, 2016; George & Anandkumar, 2018). The importance of brand personality has also been underlined by Parker (2005) who argues that a clear positioning strategy focussing on brand personality would have a much stronger impact on consumer perceptions than any other communication and marketing approach. At this point, brand personality was added to the current body of advertising research literature and thus has become an essential part of marketing activities (Aaker, 1997; Sweeney & Bradon, 2006). In fact, according to Arora and Stoner (2009), especially marketing and advertising efforts can be an effective tool for brands to link their identity to specific human personality traits. This stance is also supported by

Ouwensloot and Tudorica (2001) who confirm that direct, as well as indirect advertising campaigns, are useful instruments to create a brand's personality. Additionally, this argumentation is enhanced by the fact that advertisements provide a brand with meaningful associations regarding affective qualities as well as a human intellectual (Ouwensloot and Tudorica, 2001).

How today's advertising changed

As mentioned above, researchers agree on the fact that advertising has the power to improve and shape a brand's personality. In this context, cause-related marketing (CRM) has burgeoned within the past decades (Pracejus & Olsen, 2004; Myers & Forsythe, 2012; Moosmayer & Fuljahn, 2013; Yang & Yen, 2018; Andersen & Johansen, 2016; Yuksel, McDonald & Joo, 2016; García, Lengler & Consolación-Segura, 2017). Whereas the United States have been ahead of implementing CRM, it has only become well known to the European market within the past decade (Van den Brink, Odekerken-Schröder & Pauwels, 2006; Moosmayer & Fuljahn, 2010). CRM nowadays is an integral part of the marketing communication mix and a widely-used strategy of explicit communication of responsibility and commitment (Keller, 2010, Anderson & Johansen, 2016). Especially with consumers expecting businesses to give something back to the community, advertising campaigns communicating about social causes and collaborations with such causes have become increasingly common practice (Smith, 1994; Webb & Mohr, 1998; Till & Nowak, 2000; Lafferty & Edmondson, 2009; Anderson & Johansen, 2016). Researchers state, that with an increasing impact of CRM advertising, brands today need to communicate authentically how they take a stand on social issues in order to connect emotionally with their consumers and to attract their attention (Dahlén & Rosengren, 2016; Kotler & Sarkar, 2017).

Consumers nowadays want to buy products from companies that promote social purposes or that strive to make the world a better place (Olenski, 2018). This is also confirmed by recent research, which shows that 66% of consumers believe that brands should take a public stance on social and political issues (Sprout Social Survey, 2018). Therefore, a company's positioning in a highly competitive market should be reconsidered, particularly when it comes to marketing for millennials, one of the largest demographic group of today (Chong, 2017). Due to their high purchasing power, millennials are shaping the market place and require organizations to critically re-evaluate the way they conduct business (Göschel, 2013; Maggioni, Montagnini & Sebastiani, 2013). Millennials have high expectations as they want brands to not only care about profits but also about the communities they serve and the world they live in (Lai, 2018).

Consequently, while the study of Weber and Larsson-Olaison (2017) concluded that companies are becoming increasingly open to communicating their position on controversial issues, more and more companies launch campaigns or initiatives to proactively draw people's attention to the said issue. This is also referred to as brand activism (Sarkar & Kotler, 2018). According to Sarkar and Kotler (2018), brand activism is an emerging concept that is about to replace traditional cause-related marketing. According to the authors (Sarkar & Kotler, 2018, p. 581), brand activism goes beyond supporting any social causes and is about addressing the "biggest and most urgent problems our society is facing today". They further state that "brand activism consists of business efforts to promote, impede, or direct social, political, economic, and/or

environmental reform or stasis with the desire to promote or impede improvements in society” (Sarkar & Kotler, 2018, p. 555). Particularly the inclusion of social messages in advertising activities has become increasingly common (Kaushal & Kumar, 2016). By focusing on issues related to discrimination, equality, immigration or minorities, companies show a clear commitment to social brand activism (Drake, 2017) which is defined as a sub-category of brand activism (Sarkar & Kotler, 2018).

The slight ridge between boycott and buycott

Exemplary brands for brand activism are Patagonia and Nike which were taking a public stand against US President Trump with their campaigns and advertisements in the last years (Andrews, 2017; Gelles, 2018; Kotler & Sarkar, 2018). Taking a stand is a strategic move, however, it can also divide opinions (Kotler and Sarkar, 2017). In fact, companies that recently have been active in brand activism have attracted attention but also triggered discussions among consumers and marketers worldwide. In response, consumers who agree or disagree with the expressed opinion of the company either buycott or boycott the brand. Buycott refers to the support of a company or a brand by consciously purchasing its products while boycott is a refusal to use, buy or deal with a product, brand or company, which is an act of protest (Kelm & Dohle, 2018). Especially nowadays, these protest reactions can have severe consequences for brands since the platforms people use have largely evolved. While protests were once announced through pickets and carried out face to face; today they are carried out through the internet. The internet is a source of unlimited data for a global network of people where users can instantly and easily access news and detailed information (Parment, 2012). When referring this to the previously mentioned protest reactions, people nowadays not only have access to more diverse information, they also defend themselves against all forms of injustice by posting, commenting and hashtagging (Diani, 2000).

An example in this respect is the brand Nike. When the company decided to collaborate with Colin Kaepernick for its 30th-anniversary campaign, the effects and reactions of the society were extremely divergent. In 2016, football player Kaepernick stayed seated during the national anthem and declared he could not show pride in a flag “for a country that oppresses black people and people of colour” (Hauser, 2016). By supporting Kaepernick, Nike took a stand against both current President Trump and the NFL which terminated the contract with the player shortly after the incident (Hauser, 2016). According to Sarkar and Kotler (2018, p. 925), with this clear stance, Nike took up “debates over rights, patriotism, and the politicization of sports”. Within the first 24 hours after the official announcement of the collaboration between Nike and Kaepernick, the campaign created publicity on social media that was worth \$43 million according to Bloomberg, a global information and technology company (Novy-Williams, 2018). Despite the hype on social networks and many fans supporting Nike’s decision, President Trump created a moment of polarization and divisiveness when he called on his followers to defeat Nike (Sarkar and Kotler, 2018). Some stores, such as the sports retailer Stephen Martin, even banned Nike articles from their purchasing space (Banett, 2019). Moreover, with the hashtag #BoycottNike, dozens of consumers posted videos of burning Nike shoes or cutting off the swoosh logo of their merchandise on social media (Bostock, 2018; Fortin & Haag, 2018; Sarkar & Kotler, 2018).

Consequently, reality cases clearly show that engagement in social brand activism cannot only be considered an opportunity but still enhances unneglectable risks. When comparing Nike to other brands launching social brand activism advertisements, the polarizing effect seems to be a common phenomenon of social brand activism. Forbes magazine also states that digital advertising marketers seem to be aware of these polarizing effects i.e. the CEO of an advertising agency who recognized an increase in clients wondering about “how to navigate potentially controversial topics” (Davis, 2018). In addition to this, brands also need to be aware of possible counter effects they might receive from consumers who share a different opinion (Adler, 2018). Hence, marketers have to carefully approach this polarization strategy since reality cases also show that there is a thin line between buy- and boycott.

The moderating role of brand-cause fit

An example of severe counter-reactions is the brand Gillette who faced negative press and reputation risks once the company launched its #MeToo campaign. The campaign shows inappropriate behaviour of men such as sexual harassment and boorishness while asking if this would be the only and best way a man can be (Piacenza, 2019). According to Forbes magazine, despite positive intentions, the ad majorly drew “criticism for its polarizing, preachy qualities, contrasting sexist and progressive attitudes” (Cave, 2019). Consequently, Gillette did not benefit from polarizing effects but rather needed to defend themselves against boycott reactions from their consumers (Taylor, 2019; Topping, Lyons & Weaver, 2019). Under the circumstances of these far-reaching boycott reactions, one could argue that the brand-cause fit might have been too low leading to these counter-reactions. In fact, as Abitbol (2019) argues, whenever companies try to include pro-social messages in their marketing, a poor fit between the brand and the addressed cause can rapidly result in unwanted reactions. Abitbol (2019) further elaborates on this argument by stating that “in order for the corporate activism to be warmly received, the cause usually needs to be connected to the company’s product line or brand in some way” (Abitbol, 2019). Even though it could be argued that Gillette actively supports their cause by donating US\$1 million to non-profit organizations designed to support positive forms of masculinity (Abitbol, 2019; Stanley-Becker, 2019; Taylor, 2019), it seems that consumers did not buy the message from the brand. With more than 250,000 dislikes of the advertisement on YouTube (Stanley-Becker, 2019), one could arguably question the brand-cause fit between Gillette and the issue of toxic masculinity. More precisely, brand-cause fit can be defined as the degree of congruence between a social cause and the brand (Lafferty, 2007). As literature states, high brand-cause fit contributes to image improvements of the brand (Smith & Langford, 2009; Du, Bhattacharya & Sen, 2010; Aguinis & Glavas, 2012; Torres et al., 2012) through image transfers with the social purpose (Moosmayer & Fuljahn, 2013). Additionally, a high brand-cause fit is also said to result in positive effects on attitudes (e.g., Aaker & Keller, 1990; Bucklin & Sengupta, 1993; Simonin & Ruth, 1998; Rifon et al., 2004) and responses to the campaign (Basil & Herr, 2006). Other researchers such as Becker-Olson and Hill (2006) as well as Gupta and Pirsch (2007) also state that high brand-cause fit would lead to higher purchase intentions. To conclude, marketers need to consider the brand-cause fit when wanting to include social messages in their advertisements.

1.2 Research Purpose

By taking the polarizing effects of social brand activism into consideration, this study aims at examining the often-neglected field of advertising and brand personality research. In literature, the importance of engaging in social brand activism and taking a stand has already been outlined by several researchers (Horst, 2018; Moorman, 2018; Sarkar & Kotler, 2018). Despite its importance for researchers as well as practitioners, up to today, limited empirical research focuses on its effects of advertising on a brand's personality dimensions. To the best of the authors' knowledge, even fewer academics have contemplated the possibility of shaping a multidimensional brand personality with the help of one single advertisement. More importantly, until today, there is no evidence that single advertisements focusing on social brand activism can influence a brand's personality on a multidimensional level. However, it is crucial for brands to understand social brand activism as a source to shape a brand's personality and thus to manipulate consumers' responses to the brand (Grumbein, 2014). Henceforth, this paper aims at examining the effectiveness of different advertisements on a brand's personality.

Additionally, as exemplified, social brand activism is not only a differentiation strategy but also a polarizing strategy due to the thin line between buy- and boycott reactions. Firms, therefore, need to be aware of its dividing effects on society and the risk of counter-reactions. As demonstrated with the case of Gillette, a brand can never be certain about consumer reactions when launching social brand activism advertisements. To better evaluate the effects of social brand activism, it is thus important to measure which brand personality dimensions are positively or negatively influenced by social brand activism and if brand-cause fit influences the mentioned effectiveness.

This paper aims to quantitatively assay if different brand personality dimensions are influenced by social brand activism. Additionally, it further examines whether the perceived brand-cause fit influences the relationship between social brand activism and a brand's personality. Therefore, the following research questions have been formulated:

RQ1: Which brand personality dimensions of sports companies are influenced by social brand activism?

RQ2: Does brand-cause fit influence the effectiveness of social brand activism on brand personality dimensions?

To achieve this purpose, this research first identifies various social brand activism advertisements around the sportswear industry. Within the scope of an experimental research design, the effects of social brand activism are measured in a second step. At this stage, great importance is set on changes in the different dimensions of brand personality traits. Lastly, it is tested whether the relationship between social brand activism and the brand's personality dimensions is dependent on the brand-cause fit. By testing this, it is further investigated whether brand-cause fit acts as a moderator influencing the effectiveness of social brand activism.

1.3 Outline of the Thesis

The thesis is structured in six chapters. The first chapter, the introductory chapter, serves as an opening to the research presenting the background to the phenomenon and the importance of conducting this study. Additionally, the intended practical and theoretical contribution and the main research question of this thesis is outlined. Chapter two presents an extensive literature review, in particular, three literature streams - brand personality, social brand activism, and brand-cause fit - were developed which helped to understand the research results provided by previous authors as well as the overall topic and its context. The chapter concludes with a conceptual framework. The third chapter presents the methodological approach and explains among others the research philosophy, approach, and design. It ends with limitations that occurred during the course of the research. Chapter four analyses the findings of the study and discusses the results in relation to the theoretical framework, and the hypotheses and research questions previously developed while the fifth chapter provides a discussion about the results. The sixth and subsequent chapter, the conclusion, outlines the main findings of the study in relation to the main objective and the research question by providing theoretical contributions and practical implications. Finally, it summarizes the limitations of the study and suggests approaches for future research.

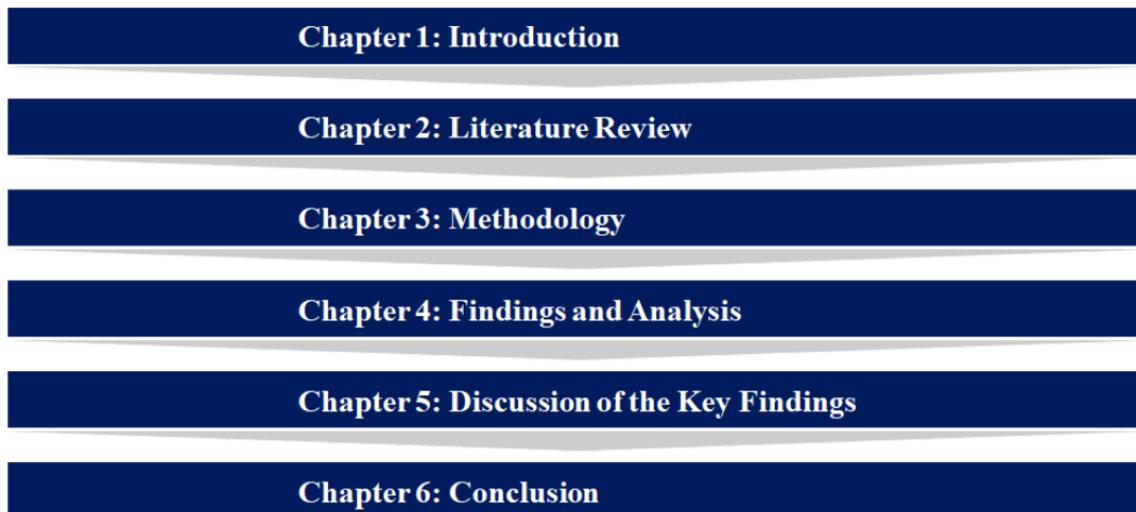


Figure 1.1 Outline of the Thesis

2 Literature Review

This literature review presents the existing research on brand personality and social brand activism and discusses the subject of brand-cause fit. While in the past only a few studies focused specifically on the phenomenon of social brand activism, this literature research offers relevant historical contexts and illustrates how this phenomenon emerged and developed.

2.1 Brand Personality

In the following, the concept of brand personality is examined as well as definitions from several scholars are compared. Moreover, the benefits of a strong brand personality are analyzed more in detail.

2.1.1 Brand Personality Definition

During the past 60 years, much research has focused on the importance of brand personality in the marketing environment. Ever since, brand personality has been considered to serve as a symbolic and self-expressive tool for the brand (Levy, 1959; Johar & Sirgy, 1991; Maehle, Otnes & Supphellen, 2011). The term brand personality first emerged in 1958, where Martineau referred it to the non-material dimensions of a store (Martineau, 1958). A few decades later, with the work of Aaker (1997) - who established a general measurement scale for brand personalities, research on this phenomenon has increased (Maehle, Otnes & Supphellen, 2011). In fact, Aaker's (1997) work has introduced a certain degree of structure and definition to the construct of brand personality and thus became very popular among branding researchers (Venable et al., 2005; Geuens, Weijters & De Wulf, 2009; Grohmann, 2009). According to Aaker, brand personality can be defined as the "set of human characteristics associated with a brand" (Aaker, 1995, p. 350). However, subsequent studies have contributed to the literature and Aaker's definition faced criticism since it is majorly considered a too loose definition of brand personality (Azoulay & Kapferer, 2003; Geuens, Weijters & De Wulf, 2009; Mitsis & Leckie, 2016; Saucier & Srivastava, 2015; Kang, Bennet & Peachey, 2016). Azoulay and Kapferer (2003, p. 151) further expanded this definition by stating that brand personality would not only be the "set of human personality traits" but also needed to be "both applicable to and relevant for brands". When comparing these two definitions to others such as the one of Keller

(1998), one could categorize brand personality definitions into two different themes. More precisely, some authors decided to focus on a branding perspective that describes brand personality as a more direct facet focussing on brand identity. In contrary to this, others argue that brand personality would be established in an indirect way through particular activities and behaviours that are then interpreted by the observer, hence focussing on brand image. The following table further illustrates different definitions of brand personality.

Table 2-1 Brand personality definitions

Category	Author(s)	Brand personality definition
Brand identity	McCracken (1989)	Personality traits come to be associated with a brand in a direct way by the people associated with the brand (company employees, CEOs, and the brand's product endorsers etc.)
	Allen & Olson (1995)	Brand personality as a set of meanings constructed by an observer to describe the inner characteristics of a brand
	Aaker & Fournier (1995)	A brand as a character, a partner and a person
	Aaker (1995, p. 350), Keller (1998)	Brand personality is a set of human characteristics associated with a brand and which tend to serve a symbolic or self-expressive function rather than a utilitarian function
	Kapferer (1997), Blythe (2007)	Brand personality is only one component of brand identity
	Punyatoya (2011, p. 1)	Brand personality is about the personification of a brand or brand character, which describes the inner characteristics of a brand
Brand image	Biel (1992), Keller (1993), Aaker (1996)	Brand personality is a component of brand image
	Batra, Lehmann & Singh (1993)	Personality traits come to be associated with a brand in an indirect way through product-related attributes, product category associations, brand name, symbol or logo, advertising style, price and distribution channel
	Keller (1998)	Brands may also take on personality traits similar to people. A brand, like a person, can be characterized. Brand personality reflects how people feel about a brand rather than what they think the brand is or does.
	Kapferer (2012, p.159)	A brand has a personality. By communicating, it gradually builds up character. The way in which it speaks of its products or services shows what kind of person it would be if it were human.

Consequently, a brand's personality can be structured in two ways, one focussing on brand identity and another on brand image. This categorization is closely related to the way of structuring a brand's personality into direct and indirect approaches (Plummer, 1985; McCracken, 1989; Batra, Lehmann & Singh, 1993). More precisely, Plummer (1985) suggests that brand personality traits are built through either direct or indirect contact points a brand has with a particular consumer. As illustrated in Table 2-1, McCracken (1989) especially emphasizes the direct way of establishing a brand's personality by associating the brand with its people such as the company's employees or the CEO as well as brand ambassadors. By doing so, a transfer of the personality traits of the people associated with the brand to the company itself is proceeded (McCracken, 1989). In addition, researchers ascribe the marketing mix and advertising campaigns the power to influence a brand's personality through an indirect way (Batra, Lehmann & Singh, 1993; Aaker, 1997; Wysong, Munch & Kleiser, 2002; Maehle, Otnes & Supphellen, 2011; Ang & Lim, 2006; Cervera-Taulet, Schlesinger & Yagüe-Guillen, 2013; Bairrada, Coelho & Lizanets, 2019). The findings of Maehle & Supphellen (2011, p. 97) underline this argumentation by stating that all marketing mix activities and brand management decisions can be constructed as "behaviours enacted on the part of the brand". Batra, Lehmann & Singh (1993) also consider advertising and communication styles to have an indirect influence on a brand's personality. Ekinci and Hosany (2006) ascribe marketing programs such as sports and event sponsorships, athlete-celebrities, and the media construction of sports the capability to build up particular personality traits. Ouwersloot and Tudorica (2001) further elaborate on the power of advertising by arguing that a brand's personality is communicated and shown in an indirect way from the key message the advertising adds to the brand in regard to human, intellectual, as well as effective qualities. By referring this to the purpose of this paper, one could argue that while integrating social messages into advertisements, a brand can clearly create and shape its own personality with social brand activism. However, Ouwersloot and Tudorica (2001) argue that the transfer of brand personality does not occur simply by presenting the advertisement but strongly depends on the viewer. The consumer must be able to connect the brand personality communicated through the characters acting in the advertisement with the brand itself. By doing that, consumers humanize the brand since they attach the latter to human personality traits shown in the advertisement. With this in mind, it is important to mention that the consumer does not necessarily associate the brand with the specific personality the marketer has chosen for the brand (Ouwersloot & Tudorica, 2001). Henceforth, marketers need to carefully examine which personality is likely to also be associated with the brand and thus, one could argue that the brand-cause fit plays a key role in the effectiveness of social brand activism. For this reason, special importance is placed on the brand-cause fit which is further examined in section 2.3.

2.1.2 The Effects of Brand Personality

After having discussed the phenomenon of brand personality in a more general way, it is also important to focus on the reasons why brand personality has become such an important construct for today's marketers. Aaker (1997) suggests that beyond its utilitarian and functional character, brands also possess symbolic and emotional human personality aspects that influence

consumer behaviours. As already indicated, thanks to this symbolic character, a brand is capable of creating a strong competitive advantage (Aaker & Joachimsthaler, 2000; Buresti & Rosenberger, 2006; Keller, 2008; Kang, Bennet & Peachey, 2016; George & Anandkumar, 2018). Especially in a time where products do not differ significantly regarding functional characteristics, a strong brand identity is vital in order to be able to differentiate oneself from its competitors (van Rekom, Jakobs & Verlegh, 2006; Geuens, Weijters & De Wulf, 2009). To better understand the diverse benefits derived from a strong brand personality, there is a need to explicitly examine how brand personality can contribute to a stronger positioning and differentiation strategy.

First, already in 1998, Fournier (1998) discovered that consumers have the tendency to build relationships with brands. When relating this to the phenomenon of branding, a well-established brand personality has the power to build up a stronger emotional relationship to consumers (Carlson & Donovan, 2013). This stronger relationship is further reinforced by a greater level of trust and loyalty towards the brand (Diamantopoulos, Smith & Grime, 2005; Kressmann et al., 2006). Fitzsimons, Chartrand and Fitzsimons (2008) agree with this point by stating that consumers' perceptions of a brand's personality would strengthen the consumer-brand relationship which can further create an enduring point of differentiation (Diamantopoulos, Smith & Grime, 2005). Sung and Kim (2010) further elaborate on this aspect by arguing that a consumer's level of trust towards a brand would increase if a brand is associated with positive personality traits.

Second, apart from building a stronger relationship, brand personality is also ascribed to shape consumer attitudes and purchase intentions (Plummer, 1985; Helgeson & Supphellen, 2004; Govers & Schoormans, 2005; Ramaseshan & Tsao, 2007; Freling, Crosno & Henard, 2011; Badgaiyan, Dixit & Verma, 2017). In fact, a strong brand personality additionally has its economic purpose by improving brand preference and purchase intentions (Punyatoya, 2011; Mitsis & Leckie, 2016). Maehle, Otnes and Supphellen (2011) further elaborate that consumers do not only buy products for their functionality but also for their symbolic attributes. Even more interestingly, the symbolic qualities of products can be considered the primary source deciding on a consumer's purchase or non-purchase decision (Maehle, Otnes & Supphellen, 2011).

Third, building a brand personality is important as consumers express their own identity by associating it with a brand's personality traits (Belk, 1988). Fitzsimons, Chartrand and Fitzsimons (2008) argue that a strong brand personality would be able to influence a consumer's evaluation of oneself. Thus, it can be derived that brand personality is closely interlinked with human personality. According to Austin, Siguaw and Mattila (2003), consumers aim at establishing a unique representation of themselves through the choice of brands with particular personality characteristics.

2.1.3 Brand Personality Dimensions

Whereas several researchers align with the definition of brand personality as well as its benefits, there still exist a lot of contradictions concerning the respective personality dimensions that describe a brand's overall personality. Aaker (1997) has been one of the first authors who defined in total five dimensions describing a brand's personality. More precisely, within her study, she defined the five dimensions (1) sincerity, (2) excitement, (3) competence, (4) sophistication and (5) ruggedness. By closer examination, these dimensions are related to the big five human personality dimensions that have been established by Goldberg in 1990 and it can thus be derived that brand personality dimensions and human dimensions are alike. Even though Aaker's work can be titled as the first of its kind being able to generate robust brand personality dimensions (George & Anandkumar, 2018), during the past decades, subsequent studies have contributed to the literature and remarked some validity and reliability issues. More precisely, with the dimensions 'sophistication' and 'ruggedness', her framework has been criticized to include non-personality traits such as socio-demographics (Austin, Sigauw & Mattila, 2003; Azoulay & Kapferer, 2003; Geuens, Weijters & De Wulf 2009; Avis, 2012; Kang, Bennet & Peachey, 2016). The inclusion of non-personal traits can be sourced back to the loose definition of brand personality which already embraces other characteristics and therefore poses a first problem (Azoulay & Kapferer, 2003; Bosnjak, Bochmann & Hufschmidt, 2007; Geuens, Weijters & De Wulf, 2009). With the inclusion of non-personality dimensions, Geuens, Weijters and De Wulf (2009) are also sceptic towards the validity of this research since the authors question whether all dimensions are able to explain a brand's personality or rather only focus on more general consumer associations with the brand. When referring this to the brand identity prism, Aaker mixes up sender's and receiver's side since the intended perceived brand personality is a sender's aspect whereas general associations with the brand find its origins at the receiver's side (Azoulay & Kapferer, 2003; Geuens, Weijters & De Wulf, 2009). As another argument, the non-replicability of the dimensions is a source of criticism (Aaker, Benet-Martinez & Garolera, 2001; Geuens, Weijters & De Wulf, 2009; Kang, Bennet & Peachey, 2016). When in 2001, Aaker revised her work, she quickly realized that the brand personality dimensions cannot be replicated on a cross-cultural level. To give a precise example, when applying the frame to the Spanish market, the dimension 'ruggedness' was replaced by a new dimension called 'peacefulness' and the dimension 'competence' was changed to 'passion' (Aaker, Benet-Martinez & Garolera, 2001; Geuens, Weijters & De Wulf, 2009).

With this criticism faced, throughout the years, considerable evidence has been gathered suggesting an alternative dimensional personality structure (Ashton & Lee, 2007). Ashton and Lee (2004) were the first ones to establish more than five dimensions regarding a brand's personality. More precisely, when revising the five dimensions of Aaker (1997), Ashton and Lee (2004) found cross-cultural evidence supporting a six-dimensional personality frame which they later called the HEXACO model. To a certain extent, the HEXACO model can be considered a replication of the one from Aaker (1997) since three of the dimensions, namely 'extraversion', 'conscientiousness' and 'openness to experience', are very similar to the counterparts of Aaker's Big Five structure (Ashton & Lee, 2004). Also, the dimensions

'emotionality' and 'agreeableness' are closely related to the five-factor dimensions 'neuroticism' and 'agreeableness'. However, the HEXACO framework adds in addition to the common dimensions the dimensions 'honesty-humility' (Ashton & Lee, 2004). According to Ashton and Lee (2007), the HEXACO model leads to a clear benefit in terms of its replicability compared to Aaker's (1997) Big Five. In fact, its replicability is proven by the fact that a six-dimensional personality structure has been found in several countries respectively. As Ashton and Lee (2007, p. 152) state, "the personality lexicons of the Dutch, French, Germany, Hungarian, Italian, Korean, and Polish languages produced very similar six-factor solutions". A strength of this model is, therefore, the cross-cultural approach since the same findings were made in different countries. However, even with this second model established to define a brand's personality dimensions, researchers could not be dissuaded from setting up further models. To give precise examples, the research of Geuens, Weijters and De Wulf (2009) focuses on adapting the already established personality dimensions. Additionally, personality dimensions have been adapted depending on the context. Here, a precise example is the work of Sheena (2012) who identified different personalities that define FMCG brands in general. Besides using several traits defined by Aaker (1997) the author added characteristics such as masculine, feminine, flavouring and glamorous in his research (Sheena, 2012). Also, in the context of sports brands, researchers have identified various dimensions of brand personality that differ from the Big Five or HEXACO dimensions (d'Astous & Lévesque, 2003; Geuens, Weijters & De Wulf, 2009). Since these are of special importance for this paper, they will further be discussed in chapter 3.2.3. Scaling procedures.

2.2 Brand Activism

As brand activism is such a recent concept in literature, cause-related marketing and corporate social responsibility are hereinafter clarify the nature of the phenomenon of brand activism and thus social brand activism.

2.2.1 From CRM to CSR to Brand activism

According to Sarkar and Kotler (2018), brand activism is an emerging concept that replaces cause-related marketing (CRM) and corporate social responsibility (CSR). CRM is an approach used by several researchers and especially the definition of Varadarajan and Menon (1988) is often cited in research papers. According to them, CRM can be defined as "[...] the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives" (Varadarajan and Menon, 1988, p. 60). Beise-Zee (2013) simplified the definition of cause-related marketing and described it as a campaign of a corporation in which a charitable or social cause is promoted commonly together with its products and services as a bundle or in combination. In order to

differentiate CRM from corporate philanthropy which is merely a donation to a cause or a charity, CRM is based on a marketing partnership with another organisation that involves a transaction and therefore cannot be treated as a charitable donation (Wherry & Schor, 2015). Wherry and Schor (2015) further state that CRM is a profit-generating initiative of a profit-oriented company to create consumer commitment to environmental or social issues, to raise money and to create customer awareness for the brand itself.

With regard to the consumer side, they perceive CRM as a response to their request for CSR, while offering a convenient way to contribute to a charitable purpose (Daw, 2006; Langen, 2013; Nielsen, 2014). Here, an engaging approach is crucial for the success of a CRM campaign, as monetary transactions to non-profit organisations are only made when consumers become active and generate sales (Steckstor, 2012; Beise-Zee, 2013). The cooperation is beneficial for both the company and the non-profit organization as it allows the latter to have greater financial resources and a better ability to reach potential supporters through a company's customer base. At the same time, companies benefit from positive public relations that enhance customer relationships, improve morale and create additional marketing and business opportunities (Wherry & Schor, 2015).

According to Kotler and Sarkar (2018), the next stage on its way to brand activism is business-driven CSR. This is also in line with Lin (2018) who states that CSR can be described as a major determinant of the emergence of contemporary business activism. CSR is used by companies as a positioning strategy that provides an opportunity for differentiation (Drumwright, 1996; Bramber & Millington, 2006; Du, Bhattacharya & Sen, 2010). Various stakeholders, in particular consumers, are placing increasing demands on companies that manufacture and market products in accordance with ethical standards (Freestone and McGoldrick, 2008). According to Bigné-Alcañiz, Cáceres and Pérez (2010), competitive differentiation and sophisticated social demands from the public are two key drivers that best explain the recent development of different types of prosocial persuasion strategies that aim to position companies as socially responsible in the consciousness of the public by linking them to a social cause (Lafferty & Goldsmith, 2005; Lafferty, 2007). However, when it comes to socially responsible actions and promotion, tensions between both businesses and consumer expectations exist. In general, consumers prefer socially responsible companies (Drumwright, 1996; Maignan & Ferrell, 2001; Sen & Bhattacharya, 2001), however, consumers often do not seem convinced of those practices in the beginning as they assume that a company's involvement in social initiatives is driven mainly by self-interested motivations (Webb & Mohr, 1998; Speed & Thompson, 2000). This will be further evaluated in the part brand-cause fit.

2.2.2 The Shift to (Social) Brand Activism

While Kotler and Lee (2005) stated more than a decade ago that a good corporate citizen involves marketing-driven or enterprise-driven actions, recent research has shown a shift in the trend towards society-driven action, also known as brand activism (Sarkar & Kotler, 2018). Sarkar and Kotler, (2018, p. 581) further state that “brand activism is different because it is

driven by a fundamental concern for the biggest and most urgent problems facing society". It is a development beyond the values-driven CSR and Environmental, Social and Governance (ESG) programs (Sarkar & Kotler, 2018). Researchers further have described the concept of brand activism as either regressive, neutral or progressive (Sarkar & Kotler, 2018). The latter helps the common good, while regressive brand activism refers to the violation of the common good such as denying the harm a product (i.e. cigarettes) causes to consumers (Sarkar & Kotler, 2018). In the case of progressive activism, an increasing number of companies are trying to influence the most pressing social problems. These companies have a greater purpose than profit-seeking and are increasingly perceived as leaders in their fields (Sarkar & Kotler, 2018). Under the concept of brand activism, Sarkar and Kotler (2018) identified six categories which are the following:

- Legal activism focuses on laws and policies such as labour law, workplace safety, etc.
- Workplace activism includes governance, unions, living wages, etc.
- Economic activism involves employment, infrastructure, public transit, taxes, etc.
- Political activism deals with voting rights, legislation, democracy, etc.
- Environmental activism covers the rights of nature, climate change, circular economy, etc.
- Social activism includes societal matters such as equality, immigration, culture and discrimination

The latter, being the centre of this paper, further addresses inequality issues including age, gender, race, and LGBTQ (Lesbian, Gay, Bisexual, Transgender and Queer) as well as societal and community issues such as healthcare, education, social security, privacy, consumer protection (Sarkar & Kotler, 2018). Sarkar and Kotler (2018) also define gender equality, immigration and race discrimination as topics of social brand activism which will be elaborated in the following.

To remind, (social) brand activism being an emerging concept in the literature of practical strategic marketing only limited research exists. Consequently, brand activism is seen as a business strategy that aims to positively affect the corporation's reputation (Sarkar & Kotler, 2018). In this context, it is important to mention that consumers pay greater importance on social responsibility initiatives when those are developed by a socially credible company (Erdem, Swait & Valenzuela, 2006). Therefore, previous research has focused on supporting marketers in building effective CM campaigns (Berglind & Nakata, 2005) by investigating the brand-cause fit (Nan & Heo, 2007; Chéron, Kohlbacher & Kusuma, 2012) as well as the impact of individual factors such as skepticism towards a company (Alcañiz, Cáceres & Pérez, 2010). As these findings are not only important for CM but also for social brand activism advertisements the brand-cause fit is discussed in the following.

2.3 Brand-Cause Fit

The third literature stream encompasses brand-cause fit. Here, a special emphasis is set on three different constructs influencing the perceived brand-cause, namely the perceived fit, source credibility, and a company's motives. Furthermore, the role of brand-cause fit as a moderator is analyzed at the end of this chapter.

2.3.1 The Perceived Fit

As touched upon beforehand, the following research stream addresses the brand-cause fit which is often used interchangeably with the term company-cause fit (Alcañiz, Cáceres & Pérez, 2010). In a broader view, brand-cause fit is also referred to as congruence (Yoon, Gürhan-Canli & Schwarz 2006), similarity (Gwinner & Eaton, 1999), compatibility (Lafferty, 2007; Pracejus & Olsen, 2004) or relevancy (Rodgers, 2003) and is typically understood as the consistency between a brand and a cause (Barone, Norman & Miyazaki, 2007). For instance, Du, Bhattacharya & Sen (2010, p. 12) explain this fit as “the perceived congruence between a social issue and a company's business”. Additionally, Menon and Kahn (2003) state that the fit is considered as good, when a company and charity or cause have the same kind of customers. In a similar vein, researchers such as Lafferty et. al. (2004) claim that not only products and social causes, but also the names of the partners can be a source of fit as well. While the product-category fit describes the relationship between a product and a specific social cause, the brand-name fit addresses the question of whether consumers are comfortable with the cause-brand-pairing or not. More precisely, it refers to how logical the partnership might seem to the consumer (Lafferty et. al, 2004).

Academics (Lafferty, Goldsmith & Hult, 2004; Trimble & Rifon, 2006; Bigné-Alcañiz et al., 2012) further argue that a distinction between image fit and functional fit exists. The latter refers to the coherence between a company's product or service and the type of social cause endorsed. According to Alcañiz, Cáceres and Pérez (2010), when consumers recognize that the company has the competence and experience to manufacture a particular product and this product is functionally consistent with the objectives of the social cause, the company is perceived as an expert. However, this does not indicate that it has any influence on the perceived trustworthiness of the company (Alcañiz, Cáceres & Pérez, 2010). In contrary to this, image fit refers to the degree of similarity between the brand's associations and the image of the cause. More precisely, it influences the perceived trustworthiness of the company (Lafferty, 2007). Image-fit is a more holistic and symbolic approach for assessing corporate identity, which is more likely to be associated with consumer reactions. These emotional reactions further improve the perception of the trustworthiness of companies as well as a company's credibility (Maathuis, Rodenburg & Sikkel, 2004).

Another distinction that can be made is between product-cause fit and value-cause fit (Guzmán & Davis, 2017). According to Guzmán and Davis (2017, p. 436), product-cause fit refers to the

“relatedness of the functional needs evidenced by the social cause with the function of a brand’s product”. In contrary to this, brand value-cause fit touches upon the emotional character of the brand and relates to the compatibility of the values of the brand and the social cause (Guzmán & Davis, 2017). As social brand activism appeals on the emotional touch of the brand, especially value-cause fit might influence the effectiveness of such advertising messages.

2.3.2 Source Credibility

Apart from the general perceived fit, another important part influencing the overall brand-cause fit is source credibility (Newell & Goldsmith, 2001; Alcañiz, Cáceres & Pérez, 2010). Source credibility, being interchangeable with brand credibility, can be defined as the “extent to which a consumer perceives that the brand expresses sincerity and goodwill (trustworthiness) and has the skill and experience (expertise) to associate to the specified social cause” (Bigné-Alcañiz, Currás-Pérez & Sánchez-García, 2009, p. 438). Moreover, Alcañiz, Cáceres & Pérez (2010) argue that altruistic attributions have a significant impact on both credibility dimensions, results however show that the effect for trustworthiness is more intense than for perceived expertise. The importance of trustworthiness and expertise is also underlined by Ohanian (1990) who states that source credibility leads to a greater believability of the brand’s message. In the context of trustworthiness, especially “image fit and altruistic attribution are cues that consumers use to evaluate company trustworthiness when linking to a social cause” (Alcañiz, Cáceres & Pérez, 2010, p.169). In fact, altruistic motivations seem to be able to generate more credibility (Klein & Dawar, 2004; Ellen, Webb & Mohr, 2006; Du, Bhattacharya & Sen, 2007). According to Bigné-Alcañiz, Currás-Pérez and Sánchez-García (2009, p. 439), there is “greater congruence between what the brand is transmitting (social commitment vocation) and the motives that have led to this behaviour (altruistic motives)”. Hence, the following section focuses on company motives as part of the overall phenomenon ‘brand-cause fit’.

2.3.3 Company’s Motives

According to Yuksel, McDonald & Joo (2016), the perceived motivation behind CRM campaigns is interwoven with ethical issues and the fact of helping the society. In the best case, a company’s motives should be perceived as altruistically and interested in society. Especially in the context of CRM, Foreh and Grier (2003) discovered that consumers attribute two different types of company motives. On the one hand, consumers evaluate a company’s intention in regard to potential benefits for the social cause which would then be altruistic. On the other hand, benefits for the brand itself are analyzed as well and can be summarized as egoistic motives (Foreh & Grier, 2003). Within their study, the authors also prove that consumers are less responsive to socially responsible brand practices if they have egotistical motivations, not because they are inherently egotistical, but rather because people believe that they are being rigged. By reviewing the literature, several authors also argue that consumers are often sceptical about the company’s real intention behind social actions as they believe that they are purely profit-oriented (Webb & Mohr, 1998; Rifon et al., 2004; Kim, Kwak & Kim,

2010). According to Kim, Kwak & Kim (2010), CRM campaigns are marketing efforts designed to be mutually beneficial for each partner, however, when the brand's motives are perceived as purely profit-oriented, the aimed positive impacts of the advertising campaign on the brand may disappear. This is also in line with Becker-Olsen, Cudmore & Hill (2006) who state that in cases of purely profit-oriented motives, consumer responses are dramatically influenced no matter if the brand-cause fit is generally perceived as high or low. By these means, a company's motives are likely to influence the effectiveness of CRM campaigns (Becker-Olsen, Cudmore & Hill, 2006; Moosmayer & Fuljahn, 2013; Samu & Wymer, 2013) and thus need to be considered by a brand. At this point, one could argue that a high perceived fit between the brand and the social cause leads to better company motives. However, while studies show that consumers value socially responsible efforts resulting from the company's core business activities (Hamlin, 2004), other scholars point out that a high degree of conformity between a firm's core business and a societal issue may lead to scepticism among consumers (Zasuwa, 2017). Drumwright (1996) for instance further states that if the relationship between cause and company is too strong, consumers responded cynically to the company's motive, which they viewed as either opportunistic or exploitative.

Bloom et al. (2006) further argue that under certain conditions, consumers may perceive low-fit campaigns more favourably if they view a high-fit campaign as being largely motivated by commercial gain. Additionally, according to an experimental study of Yoon, Gürhan-Canli & Schwarz (2006), a company with a bad reputation that purely tries to correct its image by supporting a highly congruent cause in a dishonest way only harms its reputation. Hence, the existing corporate motives seem to be a strong factor that not only diminishes the positive effects of high suitability but in a worst-case scenario could also lead to a change from positive to negative. Consequently, and as Barone, Norman & Miyazaki (2007) state as well, the impact of fit on consumer response is manifoldly and is also strongly dependent on other influencing factors such as the company's motives. By considering the consumer's perspective, primarily, consumers use causal attributions such as heuristics that allow them to form an opinion about the willingness and honesty of the business objective in supporting a charitable cause (Drumwright, 1996; Varadarajan & Menon, 1988; Webb & Mohr, 1998). Consumers recognize that the motive for the campaign is an important determinant for this positive correlation between congruence and campaign effectiveness (Rifon et al., 2004; Barone, Norman & Miyazaki, 2007; Bloom et al., 2006).

2.3.4 The Moderating Role of Brand-Cause Fit

The influence of brand-cause fit in the context of CRM campaigns has already been thoroughly studied. According to previous research, higher levels of brand-cause fit would significantly improve the aimed effects of CRM campaigns (Pracejus & Olsen, 2004; Gupta & Pirsch, 2006; Barone, Norman & Miyazaki, 2007; Samu & Wymer, 2009). In contrary, when the brand-cause fit is perceived as low, Till and Nowak (2000) prove that the effectiveness of CRM campaigns may decrease. Consequently, the authors suspect brand-cause fit to act as a moderator influencing the effectiveness of CRM campaigns (Till & Nowak, 2000). This is also in line with

Hoeffler and Keller (2002) who strongly support the idea of brand-cause fit as a mediator by positively influencing consumer responses to CRM. One of the first researchers proving a positive impact of brand-cause fit were Pracejus and Olsen (2004) with their study measuring the role of brand-cause fit in the effectiveness of CRM campaigns. According to these authors, brand-cause fit significantly influences how well CRM campaigns are perceived. It is also stated that a good brand-cause fit might lead to increased purchase intention (Smith & Langford, 2009; Du, Bhattacharya & Sen, 2007; Aguinis & Glavas, 2012; Torres et al., 2012). This is also in line with a study done by Gupta and Pirsch (2006), where it was proven that higher fits result in greater purchase intentions. Basil and Herr (2006) additionally found out that high brand-cause fit would lead to more favorable attitudes towards the advertisement. In line with this research, Rifon et al. (2004) also contribute brand-cause fit an influencing role on altruistic attributions. However, there still seems to be a contradiction in literature because other researchers strongly oppose the idea of brand-cause fit having a positive-mediating influence (Bigné-Alcañiz et al., 2012). In particular, Menon and Kahn (2003) reject any influence of brand-cause fit on brand image, whereas other authors even go further by stating that brand-cause fit would not impact the attitudes towards CRM (Ellen, Webb & Mohr, 2000; Lafferty, Goldsmith & Hult, 2004). Moreover, it has been discovered that the brand-cause fit does not have a significant impact on the attitude towards the brand and the product (Barone, Norman & Miyazaki, 2007; Lafferty, 2007; Nan & Heo, 2007). Several researchers even contradict what has been stated before by arguing that purchase intentions would not significantly be influenced by brand-cause fit (Barone, Norman & Miyazaki, 2007; Lafferty, 2007). Lastly, Moosmayer and Fuljahn (2013) also investigated that CRM campaigns are perceived more favourably if the suitability of the product and the cause is low, as in such cases, the company's motives are attributes as more altruistic rather than profit-oriented (Guzmán & Davis, 2017).

To summarize, although previous studies have proven that higher levels of congruency improve CRM campaign results (Pracejus & Olsen, 2004; Gupta & Pirsch, 2006; Barone, Norman, & Miyazaki, 2007; Samu & Wymer, 2009), debates about the role of brand-cause fit still exist. This is why it is of special importance to examine, whether in the particular case of social brand activism, brand-cause fit acts as a moderating variable. Additionally, and in regard to advertising, the particular context addressed by the advertisement, namely the value-cause fit, might also influence the role of brand-cause fit.

2.4 Summary of Literature and Hypotheses formulation

As previously presented, brand personality has become an important concept in branding literature. Scholars agree that a brand's personality can be described as the total of human characteristics that can be referred to as a brand (Aaker, 1997). However, for the purpose of this paper and in line with several authors, this definition is considered as too vague (e.g. Geuens, Weijters & De Wulf, 2009; Kang, Bennet & Peachey, 2016). In the view of the authors of this paper, a brand's personality should always encompass both, the side of the consumer and the brand. Thus, the personality has to be comprehensible and understandable not only for

the brand but also for the consumer. Consumers should be able to easily apply specific personality dimensions to a brand in a rather spontaneous way. However, it is equally important that these personality dimensions are also relevant for brands, which is why the definition of Azoulay and Kapferer (2003) suited the purpose of this paper best. Again, Azoulay and Kapferer (2003, p.151) define a brand personality as “the set of human personality traits that are both applicable to and relevant for brands” and thus include both perspectives.

However, by examining this definition, it is becoming rapidly apparent that it raises questions in regard to the personality dimensions included in a brand’s overall personality. As already indicated in the literature review, contradictions regarding various personality dimensions still exist since several authors established different personality frames (e.g. Goldberg, 1990; Geuens, Weijters & De Wulf, 2009; Ashton & Lee, 2014; Kang, Bennet & Peachey, 2016.). Especially when aiming at dimensions that are relevant for both, consumers and a brand, a brand’s personality dimensions should be carefully selected. With this in mind, there is a special need to clearly define which personality dimensions should be examined in the context of sportswear brands to reach the purpose of this paper. This is done in chapter 3.2.3 Scaling Procedures, where different sports brand personality scales are discussed. Another important point that shapes the body of this paper is that brands can, to a certain extent, shape their personality through the marketing mix and advertising campaigns (Batra, Lehmann & Singh, 1993; Aaker, 1997; Wysong, Munch & Kleiser, 2002; Ang & Lim, 2006; Maehle, Otnes & Supphellen, 2011, Bairrada, Coelho & Lizanets, 2019). Due to this argument and since social brand activism takes part of a brand’s marketing and advertising activities, one could assume that social brand activism is evenly able to influence and shape a brand’s personality. As Maehle, Otnes and Supphellen (2011, p. 97) state, all marketing mix activities, as well as brand management decisions, can be taken as “behaviors enacted on the part of the brand”. Thus, by supporting minorities or by addressing social conflicts within advertisements, brands indirectly present their personality. Consequently, the engagement in social brand activism might associate the brand with certain character traits and thus shape its personality. Hence, the following first hypothesis in regard to social brand activism and brand personality was established:

RH1: Social brand activism has a positive influence on a brand’s personality.

Another important point of the in-depth literature review is that especially brand-cause fit can be considered a relevant moderating variable when it comes to cause-related marketing (Till & Nowak, 2000; Pracejus & Olsen, 2004; Lafferty, 2006; Liu & Ko, 2011; García, Lengler & Consolación-Segura, 2017). Since brand activism is a derived form of CRM (Sarkar & Kotler, 2018), this paper examines whether the perceived brand-cause fit further influences the effectiveness of social brand activism on a brand’s personality dimensions. Here, several researchers already pointed out that a higher perceived brand-cause fit would lead to better effects of CRM campaigns (Pracejus & Olsen, 2004; Gupta & Pirsch, 2006; Barone, Norman & Miyazaki, 2007; Samu & Wymer, 2009). By contrast, a lack of brand-cause fit can be a

barrier and negatively influence the effectiveness of CRM campaigns (Till & Nowak, 2000). Consequently, the authors of this paper suspect brand-cause fit to act as moderator influencing the effectiveness of social brand activism campaigns in shaping a brand’s personality. This is also in line with Hoeffler and Keller (2002) who strongly support the idea of brand-cause fit having a moderating role in advertising campaigns by positively influencing consumer responses towards such campaigns. Based on this theoretical perspective, the effectiveness of social brand activism might be depended on the perceived brand-cause fit which leads to the second hypothesis:

RH2: A high brand-cause fit has a positive influence on the effectiveness of social brand activism.

As touched upon in the literature review, especially source credibility (Newell & Goldsmith, 2001) and a company’s motives (Kim, Kwak & Kim, 2010; Moosmayer & Fuljahn, 2013; Yuksel, McDonald & Joo, 2016) are two important levers that might influence the way a consumer perceives brand-cause fit. Thus, these constructs will be analyzed more in detail within the scope of this study. More information on how to measure brand-cause fit, source credibility, and a company’s motives is provided in chapter 3.2.3 Scaling Procedures.

To conclude and to summarize the hypotheses in form of a conceptual framework, it can be deduced from the literature that social brand activism can be seen as an opportunity to shape and improve the personality of a brand. Hence, regarding the conceptual framework, a brand’s personality dimensions might be dependent on the key messages of the advertisement. Additionally, the literature reveals that brand-cause fit might have an influence on this relationship and will thus be treated as a moderating variable. According to Baron and Kenny (1986, p.1174), variables acting as moderators possibly “affect the direction and/or strength of a relationship between an independent or predictor variable and a dependent criterion/variable”. Henceforth, the authors of this paper believe that a high level of brand-cause fit might strengthen the relationship between social brand activism and a brand’s personality and thus test whether it can be treated as a moderating variable.

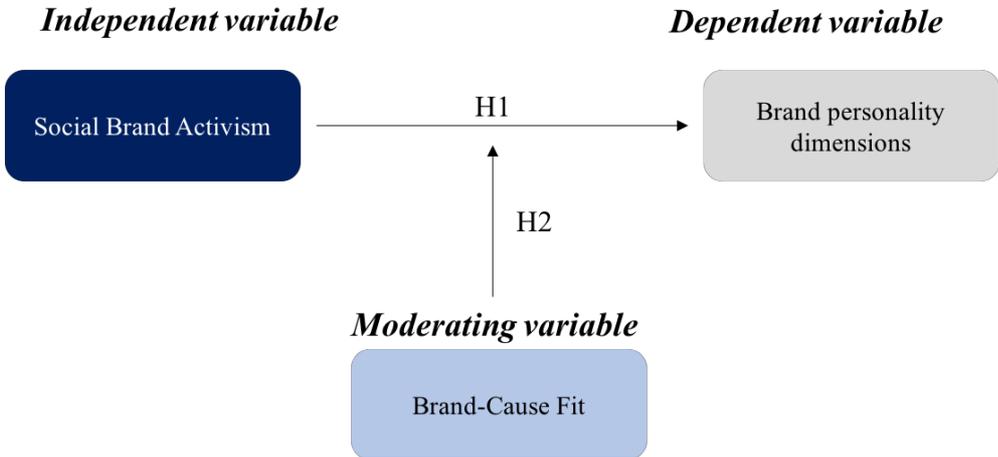


Figure 2.1 Conceptual Framework

3 Methodology

This chapter presents the methodological approach of the data collection. It starts by explaining how the research philosophy has been translated into the research approach. This is followed by a draft of the research design, explaining in depth the actions taken to carry out the study as well as data analysis.

3.1 Research Philosophy

Methods and data collection techniques are the most common elements of a research project, but they depend heavily on decisions about ontology, epistemology, and methodology (Easterby-Smith, Thorpe & Jackson, 2015). It is important to clearly discuss and outline the underlying assumptions of the research in order to apply the most appropriate methods to ultimately answer the research question of this paper.

3.1.1 Ontology

According to Easterby-Smith, Thorpe and Jackson (2015), ontology is about how researchers view the nature of existence and reality. Since this study is intended to examine if and to which extent social brand activism influences the different brand personality dimensions, it implies an ontological philosophy of realism. More specifically, this study applies the perspective of internal realism which, according to Easterby-Smith, Thorpe and Jackson (2015), states that there is a single true reality. However, since facts are concrete, but not directly accessible, it is impossible for researchers to fully understand this true reality. It is therefore only indirectly possible to gather conclusive evidence of what happens in reality or in the observed state of the phenomenon studied (Easterby-Smith Thorpe & Jackson, 2015). The ontological stance of this study shows that there is a single truth about the impact of social brand activism on consumer brand perception. However, due to the need for operationalization, it is not possible to directly address and accurately measure this phenomenon in an absolute sense, as it is only an approximation to the "true phenomenon" (Easterby-Smith, Thorpe & Jackson, 2015). Internal realists are often confronted with difficulties in defining and measuring social concepts, but disagreements about the definition and measurement of such concepts do not alter the fact that they do ultimately have consequences (Easterby-Smith, Thorpe & Jackson, 2015). By arriving

at a relevant measurement of each approach in this study, it is possible to conclude about the relationship between these approaches.

3.1.2 Epistemology

According to Easterby-Smith, Thorpe and Jackson (2015), epistemology focuses on the theory of knowledge and, through a series of common assumptions, helps researchers to understand the ideal ways to explore the nature of the world. It is further argued that there are two conflicting views on how research in social science should be conducted, namely, positivism and social constructionism. The idea of the latter is according to Burns and Burns (2008) based on the interpretive paradigm and concentrates on the different ways in which individuals understand the world through the use of language and exchange of experience (Easterby-Smith, Thorpe & Jackson, 2015).

In this thesis, the epistemological view of positivism is discussed. Since this study measures the brand personality dimensions before and after consumers are exposed to a social brand activism advertisement, the aim is to examine the phenomenon as an observable opinion and not as a social construction. According to Easterby-Smith, Thorpe and Jackson (2015), the key concept within the positivist approach is that the social world exists externally and that objective methods of measuring this world are more effective than subjective ones such as reflection or intuition. Therefore, the researchers adopt an independent stance from what is observed. (Easterby-Smith, Thorpe & Jackson, 2015). In addition to independence, there are several other philosophical assumptions of positivism that will be discussed in the context of this study. The choice to examine the impact of social brand activism on consumer brand perception is based on freedom of values. This study builds upon two main hypotheses derived from prior research and deduces the empirical observations as true or false. In order to test hypotheses, positivists must operationalize theoretical concepts to measure these facts quantitatively. In this study, this is done based on previous research on brand personality and brand-cause fit with regards to brand social brand activism. Since the positivist theory is based on reductionism, the concepts measured in this study are reduced to meaningful scales. In addition, a cross-sectional analysis is conducted to enable comparisons between individuals in the research sample. Finally, a simple random sample of individuals and a large sample size allows positivists to generalize from one sample to a larger population. This was also the aim of this research process, but these possibilities were limited due to resource constraints.

3.2 Research Approach

In the following, the research approach of this study, being of experimental nature, is explained. In the first place, the advertisements chosen for the experimental design are described. Thereafter, appropriate scaling methods are chosen and information needed for the study is specified.

3.2.1 Experimental Stimuli Selection

For the experimental design, three social brand activism advertisements have been chosen as stimuli. Here, the main focus is set on the sportswear industry since especially the brand Nike is considered as one of the pioneers of integrating social brand activism into their marketing mix (Kotler & Sarkar, 2018). Additionally, researchers argue that sports brands have a unique personality which is why they should be examined separately (Gwinner & Eaton, 1999; Gwin & Gwin, 2003, d'Astous & Lévesque, 2003; Braunstein & Ross, 2010; Geuens, Weijters & De Wulf, 2009; Kang, Bennet & Peachey, 2016). Another argument that strengthens the decision to focus on sports brands is due to the existing literature on brand activism. In fact, researchers of social brand activism such as Sarkar and Kotler (2018) also mention sports brands as examples.

To facilitate the decision and to get an overview of well-known sports brand and which of them is already engaging in brand activism campaigns/advertisements, a list of pre-selected sports brands was created based on the worldwide top sporting goods brand (Statista, 2016). A list of the ten worldwide top sporting goods brands and their brand activism campaigns is presented in Appendix A. The sports brands chosen for this paper are Nike, Under Armour and Puma. More precisely, the advertisements 'Dream Crazier', 'I Will' and 'Reform' have been chosen for the respective brands. This decision has been made based on several arguments. First, all three brands take part in the ten world's top sportswear brands (Statista, 2014; Statista, 2018) and can thus be considered direct competitors. Moreover, these selected brands have already launched advertisements focussing on social brand activism (Sarkar & Kotler, 2018). By these means, Adidas has been excluded since the brand does not only focus on social but also environmental brand activism and thus has a rather ambiguous brand personality and respondents might associate Adidas to its environmental brand activism. Second, especially the advertisements from Nike and Puma have just recently been launched which is why they are probably not known by consumers yet. By these means, the probability of a consumer already knowing or having read about the key message of the advertisement can be minimized and the bias of previous knowledge can be reduced. Despite the recency of Nike and Puma, an advertisement from 2017 has been chosen for Under Armour. This decision has been made due to two main reasons. Within the pre-study, it was investigated that Under Armour only achieved a brand awareness of 74 % since 4 out of 15 participants were not able to recall the brand or associate anything more precise with the brand. Additionally, the goal of choosing three different brands was to cover different areas of social brand activism. Since Under Armour addresses immigration and thus focuses on another scheme defined as social brand activism by Sarkar and Kotler (2018), the advertisement was considered suitable for this paper. As another argument, due to the recency of the topic social brand activism as well as the advertisements chosen, no research has been made on these advertisements in the context of brand activism and this paper is, therefore, the first of its kind. However, when examining other papers that investigate the brand personality of sportswear brands, especially Nike has been in focus of the conducted study. To give precise examples, Mengxia (2007) took Nike as an example to analyze the role of brand personality on preference, attitude, loyalty and buying intention. Another example is the study conducted by Kim, Magnusen and Kim (2012) which

examined sports brand personalities on the example of Nike and Adidas. Also, Tong and Su (2014) focused on the top ten sportswear brands including Nike, Under Armour and Puma within their study. By these means, the brands chosen have already been taken as examples in other studies and can thus be argued relevant.

Lastly and most importantly, when taking the advertisements chosen into account, the same issue is addressed in different contexts. All advertisements somehow address unequally treated or somehow discriminated groups but treat different issues in other contexts. Whereas Nike decided to support the undervalued power of women, Under Armour and Puma decided to focus on more racial related issues. Here, Under Armour takes a stand for refugees whereas Puma is aiming at equal rights for every human-being including unfairly-treated black people in the United States. Even though all three brands focus on different contexts, the key message of standing up for unequally treated groups is predominant in the advertisements and the brands can thus be compared. In the following, the advertisements chosen are going to be explained in detail.

Nike - 'Dream Crazier' with Serena Williams, 2019

First, just recently, tennis star Serena Williams has created a strong advertisement in collaboration with Nike celebrating 'crazy' women. The advertisement 'Dream Crazier' presents several female athletes who have overcome barriers in sport. It shows Simone Biles from the Olympic Games, Olympic snowboarder Chloe Kim, Katherine Switzer the first woman running the Boston Marathon, the US National Women's Team and other revolutionary athletes. Serena Williams, the 23-time Grand Slam winner, calls on women to show the world "what crazy can do" (Thomson, 2019). With this advertisement, the brand takes a stand against gender inequalities and actively encourages women to follow their dreams despite all prejudices and stereotypes undermining their potential (Monllos, 2019; Thomson, 2019; Del Valle, 2019; Brito, 2019). As Forbes states, with this advertisement, Nike "called out gender inequality and the double standards women are subjected to at work and on the playing field" (Thomson, 2019). The key message, spoken by Williams, is cited in the following:

"If we show emotion, we're called dramatic. If we want to play against men, we're nuts. And if we dream of equal opportunity, we're delusional. When we stand for something, we're unhinged. When we're too good, there's something wrong with us. And if we get angry, we're hysterical, irrational, or just being crazy. But a woman running a marathon was crazy. A woman boxing was crazy. A woman dunking - crazy. Coaching an NBA team - crazy. [...] So if they want to call you crazy, fine, show them what crazy can do"
(Nike, 2019).

Through the 'Dream Crazier' advertising, Nike addressed a topic that has been revived in recent years, namely the feminist movement (McBride & Mazur, 2008). The feminist movement, which is a subcategory of the women's movement, addresses the position of women in society, demands for autonomy, gender equity, and gender equality, questions structures that preserve male privileges and challenge gender hierarchies (McBride & Mazur, 2008). In the past, companies have enhanced the stereotypical roles in society and the norm of female appearance (Jalees & Majid, 2009). For instance, in advertising, gender stereotypes were very common as

they offered opportunities for simplification of information (Johnson & Grier, 2012; Goffman, 1979). However, companies have become more aware of those issues and have started to actively promote gender equality, which has led to a new area of gender distribution in advertising (Grau & Zotos, 2016). Thus, in 2014, the term ‘femvertising’ gained acceptance and is since then used as a label for modern advertising campaigns that focus on empowering women and that question the traditional stereotypes (Akestam, Rosengren & Dahlen, 2017).

Under Armour - ‘I Will’ with Yusra Mardini, 2017

Second, in 2017, Under Armour decided to collaborate with the Syrian refugee Yusra Mardini. The advertisement ‘I Will’ tells the story of her journey all the way down from Syria to Germany and how she saved fellow refugees when the boat was threatening to sink. In 2016, the swimmer participated in the Refugee Olympic Athletes Team (ROT) for the Olympic games. After several appointments with the Pope or Obama, Mardini’s message of an equal world and no refugee discrimination became very popular. After her participation in the Olympic Games, she was appointed the youngest ever UNHCR Goodwill ambassador and ever since inspires people with her incredible story of pain, tears, and unlimited hope (Crossland, 2018; Beer, 2017; Oster, 2017). The commercial ‘I Will’ in collaboration with Under Armour directly relates to this thrilling story that starts with Mardini saying:

“I shouldn’t be alive today. I should have been killed by the bomb that hit the pool in Damascus. I should have drowned in the Mediterranean Sea. I should have been one of the many faces of refugees who died along the way, but I am here, alive, because I kept moving.”
(Under Armour, 2017).

With the strong and repetitive key message of “I kept moving”, the Syrian girl shows which “greater things have tried to stop [her]” and therefore stands for determination, success and the willingness to keep on going. By ending with the line “turn your pain into strength” and the brand’s slogan ‘I Will’, (Diaz, 2017), the campaign also is in line with other ‘I Will’ campaigns that have been launched beforehand.

In this context, the refugee crisis which is a major topic since 2015 has challenged the principles of the European Union. An influx of over one million refugees to Europe has posed challenges to European societies and caused political tensions, including religious conflicts and xenophobia. According to Naccache and Al Ariss (2017), as an integrated part of society, not only governments but also companies were challenged by these refugee flows. Here, corporations were asked to react to the emerging crisis and to invade unknown CSR areas. This has given corporate communication a more constitutional role in shaping a reality (Putnam & Nicotera, 2010). While the study of Weber and Larsson-Olaison (2017) concluded that companies are becoming increasingly open in communicating about the refugee crisis in their annual reports, which contributes to existing CSR literature. However, according to the authors’ knowledge no research is available in connection to marketing and branding literature, for instance, that presents a real story of a refugee such as the advertisement of Under Armour.

Puma - 'Reform' with Meek Mill, 2019

Lastly, Puma's advertisement 'Reform' calls on social injustice and discrimination that has always been taking place in history. It starts with showing what this world has already gone through including prejudice and hatred. On the other side, it gives hope by showing that people in history achieved something by daring to believe in it, by respecting each other, by taking action and revolutionizing. As Puma states themselves, the commercial should represent the wrong-going U.S. prison system, "where many people face unjust sentences that do not match the crimes for which they were convicted" (Puma Catch Up, 2019). One of these examples is the brand ambassador Meek Mill who is also the narrator in the advertisement (Puma Catch Up, 2019). In November 2017, the judge of the Philadelphia County Court of Common Pleas Meek Mill imposed a two to four-year sentence for probation violations resulting from an arrest on weapons and drug charges from 2007. The violations were widely regarded as minor, and the verdict was considered exaggerated and thus attracted public criticism. By taking a stand, Puma wants to fight against these kinds of issues and present strong personalities such as Tommie Smith who has "given everything to fight oppression and injustice over the past decades" (Puma Catch Up, 2019). In 1968, Tommie Smith, who is also shown in the advertisement raised his fist at the Olympics in support of equal rights. The silent protest after the 200-meter sprint became a civil rights movement (Puma Catch Up, 2019). The key message of the advertisement is that people can fight against injustices by reforming and by uniting themselves. This also refers to Meek Mill who, in cooperation with Jay-Z, Mike Rubin and others, established the Reform Alliance in January, an organization that aims to reduce the number of people caught in the criminal justice system (France, 2019). Puma's commercial aims at supporting this alliance by donating all the profit-generated by a particular Puma sneaker to this reform (SGB Media, 2018). The key message of standing together is also underlined by the last few seconds of the commercial where Meek Mill states:

"as long as we stand together, we can all continue to make a difference"
(Puma, 2019).

Although presenting people with diverse backgrounds is nowadays common practice in advertisements, there has not been much research on ethnically integrated advertising since the late 1970s. Researchers (Grier & Brumbaugh, 1999; Holland & Gentry, 1999) argue this shift to be a consequence of the progression of ethnically segmented media since the 1980s. Since then, authors have conducted research mainly aimed at the following target groups: Hispanics (Dimofte, Forehand & Deshpandé, 2003), African-Americans (Green, 1999) and Asian-Americans (Morimoto & La Ferle, 2008). In addition to studies on the effectiveness of advertising with an ethnically oriented focus, a growing number of researchers have also concentrated on how ethnic groups are represented in advertising (e.g., Bailey, 2006; Taylor & Stern, 1997; Wilkes & Valencia, 1989). The theory has since then been used to investigate how the consumption of news and entertainment media distorts people's perception of minority ethnic groups (Schemer, 2013; Åkestam, Rosengren, & Dahlen, 2017; Vergeer, Lubbers & Scheepers, 2000). However, research on issues that minority groups face has not been

conducted in an advertising setting yet which is why this study majorly contributes to the field of social brand activism as well as racial issues addressed through advertising.

To conclude, the different advertisements selected address various social issues identified by Sarkar and Kotler (2018). While Nike is questioning traditional gender roles in society with narrator Serena Williams, Under Armour focuses on immigration by presenting Olympic refugee swimmer Yusra Mardini and Puma collaborates with rapper Meek Mill, who does not take his fight for justice lightly. These three different communication messages are therefore suitable examples for this study to understand the true impact of social brand activism on the personality dimensions of sports brands.

3.2.2 Brand Personality Scaling Procedure

Another important part of the data collection preparation is the definition of appropriate scaling methods. Here, as previously presented, many different brand personality scales have been developed throughout the past decades which is why the authors of this paper needed to select one particular brand personality scale suiting the purpose of this paper. When considering sports brands, literature states that these brands would be unique in their personality dimensions and should therefore be treated separately by including other factors (Gwinner & Eaton, 1999; Gwin & Gwin, 2003; Braunstein & Ross, 2010; Kang, Bennet & Peachey, 2016). Sport brand researchers further argue that these brands include other brand personality traits than the ones summarized by the Brand Big Five or HEXACO structure that has been discussed in the literature review (d'Astous & Lévesque, 2003; Geuens, Weijters & De Wulf, 2009; Kang, Bennet & Peachey, 2016). According to Gladden and Milne (1999) sports brand personalities are for example in particular dependent on the logo as well as the success of the sports team. This is in line with Braunstein and Ross (2010) who include non-human personality traits in the scale such as 'successful', 'community-driven' or 'high-performance'. Nandan (2005) further adds that the interaction between consumer and brand would be of special importance for sport brand personalities. An overview of different sports brand personality scales can be found in the Appendix B.

For the purpose of this paper, the model of Tong and Su (2014) which includes in total seven brand personality dimensions is the most suitable construct (see Figure 3.1) As the authors state, five of these dimensions, being 'competence', 'attractiveness' (equals sophistication), 'sincerity', 'excitement' and 'ruggedness', are similar to the ones of the big five structure from Aaker (Tong & Su, 2014). Additionally, 22 of the 42 characteristics by Aaker were included in the final set of personality traits for sportswear brands (Tong & Su, 2014). Since the study from Aaker has gained considerable importance throughout the years, the resemblance of these two models is considered an advantage since the dimensions describing sportswear brands thus seem to highly correlate with the usual brand personality dimensions. This argument is also in line with a study conducted by Arora and Stoner (2009) who also identified three of the five dimensions as being relevant for the sports brands Adidas and Nike. As Tong and Su (2014) argue, sportswear brands are unique in their nature since they can be positioned between sports

and fashion industry. By these means, their personality would be based on a combination of usual brand personality dimensions and dimensions focussing more on the athlete as well as the fashionable part (Tong & Su, 2014). More precisely, as already mentioned, five of the dimensions focus on Aaker's (1997) brand personality scale. Additionally, the dimension 'activity' relies more on the sporty and athlete character of the brand whereas the dimension 'innovation' refers to the fashionable part of the brand (Tong & Su, 2014). As another argument, Tong and Su (2014) include the brands Nike, Puma and Under Armour in their study. Therefore, this brand personality scale can be summarized as being the most suitable for the purpose of this paper.

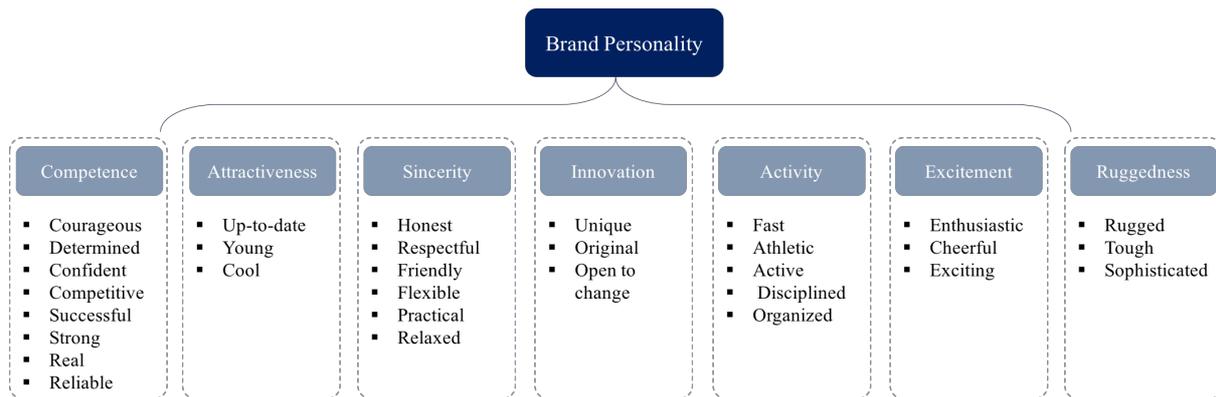


Figure 3.1 Sportswear brand personality scale (own illustration based on Tong & Su, 2014)

However, since the Tong and Su (20014) attributed in total 31 character traits to the different dimensions, the model needed to be simplified in order to include it in the survey. Consequently, the 31 character traits were reduced to 21, more specifically, three character traits per brand dimension. The pre-selection of these character traits was made with the help of two different tools - first, a pre-test of qualitative nature and second, a rather statistical approach by having a look at the factor loadings of each variable. Concerning the pre-test, in total 15 respondents also fitting the target group of this study were asked about their evaluation of the character traits. Here, the respondents were asked to choose the three most important character traits in order to describe a brand's particular dimension, such as its competence (first dimension) or its attractiveness (second dimension). Detailed information on the pre-test is also given in 3.4.1.

Second, concerning the statistical approach, Tong and Su's (2014) character traits have been examined regarding their factor loadings. According to Burns and Burns (2008, p. 447), a factor loading can be described as "the correlation between a variable and a factor" and ranks between +1.00 and -1.00. For the purpose of pre-selection, the three character traits with the highest absolute factor loadings have been examined for each dimension (see Figure 3.2). However, due to the qualitative pre-test, some characteristics have been replaced with others as they were considered more important by the respondents. Nevertheless, at least two out of three character traits of each dimension are also part of the highest absolute factor loadings (which are underlined in the following illustration) indicating that the majority of the selected character traits in the qualitative study also suite the statistical approach and can thus be considered valid.

Traits	Competence	Attractiveness	Sincerity	Innovation	Activity	Excitement	Ruggedness
Competitive	<u>0.72</u>	0.23	0.00	0.14	0.09	0.09	0.04
Confident	<u>0.72</u>	0.28	0.12	0.17	0.07	0.12	0.08
Determined	<u>0.69</u>	0.13	0.15	0.11	0.26	0.18	0.12
● Hard working	<u>0.66</u>	0.02	0.25	0.22	0.19	0.24	0.15
Courageous	<u>0.64</u>	0.12	0.23	0.25	0.08	0.14	0.09
● Motivated	<u>0.63</u>	0.20	0.19	0.13	0.11	0.14	-0.03
● Powerful	<u>0.61</u>	0.22	0.16	0.09	0.19	0.10	0.16
Strong	<u>0.59</u>	0.25	0.21	0.01	0.29	0.06	0.34
Successful	<u>0.56</u>	0.49	0.14	0.10	0.14	0.02	-0.09
Real	<u>0.54</u>	0.17	0.25	0.24	0.16	0.03	0.14
● Ambitious	<u>0.54</u>	0.16	0.19	0.18	0.37	0.06	-0.03
● Supportive	<u>0.53</u>	0.22	0.31	0.15	0.17	0.12	0.26
● Energetic	<u>0.52</u>	0.29	0.18	0.07	0.13	0.38	0.09
Reliable	<u>0.48</u>	0.10	0.14	0.32	0.12	0.01	0.15
● Team-oriented	<u>0.46</u>	0.43	0.24	0.07	0.08	0.09	0.03
● Intense	<u>0.45</u>	0.22	0.24	0.14	0.25	0.04	0.24
● Outgoing	<u>0.40</u>	0.14	0.18	0.22	0.18	0.24	0.11
● Spirited	<u>0.40</u>	0.12	0.36	0.24	0.12	0.34	0.07
Up-to-date	<u>0.35</u>	<u>0.69</u>	0.04	0.28	0.13	0.13	0.07
● Popular	<u>0.33</u>	<u>0.69</u>	0.22	0.00	0.10	-0.09	-0.09
● Trendy	<u>0.17</u>	<u>0.67</u>	0.06	0.17	0.10	0.17	0.12
Young	<u>0.14</u>	<u>0.59</u>	0.12	0.13	0.10	0.07	0.07
Attractive	<u>0.33</u>	<u>0.53</u>	0.35	0.19	0.05	0.36	-0.03
Cool	<u>0.30</u>	<u>0.49</u>	0.05	0.30	0.21	0.16	-0.07
Relaxed	<u>0.08</u>	<u>0.24</u>	<u>0.70</u>	0.01	0.09	0.14	0.15
Respectful	<u>0.26</u>	<u>0.17</u>	<u>0.67</u>	0.26	0.13	0.02	-0.03
Honest	<u>0.28</u>	<u>-0.02</u>	<u>0.61</u>	0.40	0.08	0.17	0.14
Friendly	<u>0.29</u>	<u>0.11</u>	<u>0.58</u>	0.23	-0.06	0.40	0.04
● Down-to-earth	<u>0.15</u>	<u>-0.06</u>	<u>0.55</u>	0.25	-0.10	0.11	0.17
● Solid	<u>0.36</u>	<u>0.13</u>	<u>0.54</u>	0.14	0.28	0.10	0.13
Practical	<u>0.06</u>	<u>0.34</u>	<u>0.52</u>	0.04	0.30	-0.16	0.08
Flexible	<u>0.28</u>	<u>0.33</u>	<u>0.43</u>	0.11	0.07	0.29	0.21
Unique	<u>0.13</u>	<u>0.15</u>	<u>0.22</u>	<u>0.76</u>	0.04	0.20	0.10
Original	<u>0.23</u>	<u>0.27</u>	<u>0.23</u>	<u>0.62</u>	-0.02	-0.08	0.16
● Intelligent	<u>0.29</u>	<u>0.11</u>	<u>0.32</u>	<u>0.57</u>	0.40	0.12	0.02
● Independent	<u>0.35</u>	<u>-0.01</u>	<u>0.27</u>	<u>0.55</u>	0.34	0.07	-0.06
Open to change	<u>0.14</u>	<u>0.29</u>	<u>0.16</u>	<u>0.55</u>	0.04	0.23	0.22
Modern	<u>0.10</u>	<u>0.45</u>	<u>-0.07</u>	<u>0.54</u>	0.14	0.20	0.14
Innovative	<u>0.30</u>	<u>0.20</u>	<u>0.37</u>	<u>0.44</u>	0.13	0.30	0.25
● Healthy	<u>0.32</u>	<u>0.13</u>	<u>0.19</u>	<u>0.09</u>	<u>0.63</u>	0.12	0.12
Fast	<u>0.35</u>	<u>0.28</u>	<u>0.00</u>	<u>0.05</u>	<u>0.61</u>	0.12	0.16
Disciplined	<u>0.30</u>	<u>-0.14</u>	<u>0.03</u>	<u>0.25</u>	<u>0.46</u>	0.02	0.00
Active	<u>0.42</u>	<u>0.35</u>	<u>-0.04</u>	<u>0.07</u>	<u>0.43</u>	0.03	-0.14
Athletic	<u>0.42</u>	<u>0.44</u>	<u>-0.09</u>	<u>-0.09</u>	<u>0.42</u>	0.05	-0.04
Organized	<u>0.30</u>	<u>0.07</u>	<u>0.35</u>	<u>0.32</u>	<u>0.40</u>	0.07	-0.03
Enthusiastic	<u>0.32</u>	<u>0.07</u>	<u>0.10</u>	<u>0.19</u>	<u>0.21</u>	<u>0.64</u>	0.09
● Fun	<u>0.21</u>	<u>0.40</u>	<u>0.19</u>	<u>0.22</u>	<u>0.33</u>	<u>0.50</u>	0.08
Cheerful	<u>0.12</u>	<u>0.16</u>	<u>0.35</u>	<u>0.22</u>	<u>0.11</u>	<u>0.50</u>	-0.05
Exciting	<u>0.41</u>	<u>0.34</u>	<u>0.36</u>	<u>0.20</u>	<u>0.10</u>	<u>0.42</u>	0.00
Rugged	<u>0.06</u>	<u>-0.06</u>	<u>0.04</u>	<u>0.14</u>	<u>-0.05</u>	<u>0.00</u>	<u>0.77</u>
Tough	<u>0.39</u>	<u>0.17</u>	<u>0.16</u>	<u>0.10</u>	<u>0.31</u>	<u>-0.02</u>	<u>0.60</u>

Figure 3.2 Factor loadings sourced by Tong and Su (2014) (own modification)

In summary, the fixed personality dimensions and character traits are shown in the following:

- **Competence** - courageous, determined, competitive
- **Attractiveness** - up-to-date, young and cool
- **Sincerity** - honest, respectful, friendly
- **Innovation** - unique, original, open to change
- **Activity** - athletic, active and disciplined
- **Excitement** - enthusiastic, cheerful and exciting
- **Ruggedness** - rugged, tough and sophisticated

3.2.3 Specification of Information Needed

The information required for each component is analyzed in the following section. A list for each component specifying all the information that needs to be collected as well as their scaling measurements is presented in the following (Malhotra, 2010). According to Malhotra (2010), an operationalization of each characteristics of the variables or constructs needs to be done and grounded in theory. For both, the measurement of a brand's personality as well as of the brand-cause fit, a semantic differential scale was established. This scale is a multi-item scale with bipolar endpoints that aim to measure different aspects of the constructs (Malhotra, 2010). For this survey, a seven-point scale where each item is scaled from 1 to 7 has been chosen for all questions of such nature. This decision has been made since a neutral point (the score 4) was considered important in order to best capture a respondent's tendency and not force answers if a respondent does not feel able to decide. In the following, each component and its scaling measurements is going to be explained more in detail.

Component 1: Dependent Variable 'Brand's Personality Dimensions'

The first component is dedicated to the first research question measuring which brand personality dimensions are influenced by social brand activism. As already presented, a sportswear brand's personality can be measured with the help of seven dimensions (Tong & Su, 2014). To measure brand personality in this context, the existing scale has been adopted, where each of these personality dimensions consists of specific personality traits which are in the following treated as dependent variables. The personality dimension itself will in contrary only be introduced in form of a factor when running the analysis. Therefore, brand personality is measured with the help of a 21 items seven-point semantic differential scale (see table 3-1).

Table 3-1 Brand Items - Brand Personality

Component measured	Item	Mean Obs1 ^a	Mean Obs2 ^a	SD Obs1	SD Obs2
Brand personality					
BP1-C	The brand [Nike/Under Armour/Puma] is courageous.	4.567	6.209	1.328	1.127
BP2-C	The brand [Nike/Under Armour/Puma] is determined.	4.685	6.006	1.350	1.164
BP3-C	The brand [Nike/Under Armour/Puma] is real.	4.554	5.777	1.341	1.374
BP4-AT	The brand [Nike/Under Armour/Puma] is up-to-date.	4.547	6.013	1.420	1.201
BP5-AT	The brand [Nike/Under Armour/Puma] is young.	4.581	5.473	1.411	1.335
BP6-AT	The brand [Nike/Under Armour/Puma] is cool.	4.706	5.679	1.377	1.162
BP7-S	The brand [Nike/Under Armour/Puma] is honest.	4.314	5.743	1.306	1.318
BP8-S	The brand [Nike/Under Armour/Puma] is respectful.	4.489	6.270	1.259	1.083
BP9-S	The brand [Nike/Under Armour/Puma] is friendly.	4.608	5.621	1.129	1.293
BP10-I	The brand [Nike/Under Armour/Puma] is unique.	3.891	5.719	1.503	1.370
BP11-I	The brand [Nike/Under Armour/Puma] is original.	4.341	5.773	1.397	1.340
BP12-I	The brand [Nike/Under Armour/Puma] is open to change.	4.439	6.199	1.249	1.097
BP13-AC	The brand [Nike/Under Armour/Puma] is athletic.	5.695	5.266	1.372	2.038
BP14-AC	The brand [Nike/Under Armour/Puma] is active.	5.412	5.814	1.406	1.637
BP15-AC	The brand [Nike/Under Armour/Puma] is disciplined.	4.719	5.875	1.406	1.251
BP16-E	The brand [Nike/Under Armour/Puma] is enthusiastic.	4.658	5.844	1.281	1.133
BP17-E	The brand [Nike/Under Armour/Puma] is cheerful.	4.500	5.489	1.221	1.402
BP18-E	The brand [Nike/Under Armour/Puma] is exciting.	4.462	5.881	1.334	1.225
BP19-R	The brand [Nike/Under Armour/Puma] is rugged.	4.516	5.608	1.296	1.171
BP20-R	The brand [Nike/Under Armour/Puma] is tough.	4.550	6.043	1.287	1.199
BP21-R	The brand [Nike/Under Armour/Puma] is sophisticated.	4.023	5.439	1.236	1.328
* Scale for all items:	Semantic differential scale from 1 to 7 (7 being the item described)				

Component 2: Moderating variable ‘Brand-cause fit’

Once the impact of social brand activism on a brand’s personality dimensions has been measured, in a second step it is to examine whether this relationship is dependent on the brand-cause fit. Here, the brand-cause fit is divided into three different measurements: (1) the perceived fit, (2) source credibility and (3) the company’s motives. According to Lafferty (2007), brand-cause fit can be defined as the degree of similarity between a brand and the involved cause. This has further been defined as ‘perceived fit’ by the authors of this paper. Here, statements from previous quantitative studies done by Newell and Goldsmith (2001), MacKenzie & Lutz (1989), Myers & Forsythe (2012), and Bigné-Alcañiz et al. (2009, 2010, 2012) have been adopted in form of semantic differential scales. An overview of each question concerning the perceived fit is given in Table 3-2. Besides the ‘perceived fit’, a company’s motives were also taken into consideration in order to examine the perceived brand-cause fit. More precisely, as stated in the literature review, a company’s motives can be perceived as purely profit-motivated or altruistically motivated (Rifon et al., 2004; Webb & Mohr, 1998; Kim, Kwak & Kim, 2010). In regard to the established questionnaire, questions concerning the company’s motives were adopted by the studies done by Alcañiz (2010) and are further illustrated in Table 3-2. Lastly, one could argue that ‘source credibility’ also needs to be tested in order to measure the overall construct brand-cause fit. By contextualizing source credibility to the purpose of this study, it is to test whether the association of particular brand, namely Nike, Under Armour or Puma, with the social issue they address with the advertisement is perceived as believable and reliable (Newell & Goldsmith, 2001). Thus, five statements have been established which aim at measuring whether respondents consider the company as being credible. These questions, presented in form of a Likert Scale, were adopted from the study done by Bigné-Alcañiz et al. (2012) where the moderating effect of brand-cause fit in regard to consumer responses was measured. Additionally, questions from the study focussing on the influence of source credibility on CSR done by Alcañiz, Cáceres and Pérez (2010) were adopted. The exact questions can be found in the following table:

Table 3-2 Brand Items - Brand-Cause Fit

Component measured	Item	Mean Nike	Mean UA	Mean Puma
Brand-cause fit				
<i>Perceived fit ^a</i>				
BC1-PF	The brand personality and the image of the social cause is compatible.	5.54	5.37	4.37
BC2-PF	The brand personality and the image of the social cause is meaningful.	5.04	5.68	4.47
BC3-PF	The brand personality and the image of the social cause makes sense.	5.51	5.38	4.10
<i>Company motives ^a</i>				
BC4-CM	The brand [Nike/Under Armour/Puma] was motivated by interest in society when creating this campaign.	4.26	4.51	3.88
BC5-CM	The brand [Nike/Under Armour/Puma] was socially motivated when creating this campaign.	3.17	3.88	3.36
BC6-CM	The brand [Nike/Under Armour/Puma] was altruistically motivated when creating this campaign.	3.70	4.27	3.66

<i>Source credibility</i> ^b				
BC7-SC	The brand [Nike/Under Armour/Puma] is aware of social issues.	4.13	4.22	3.89
BC8-SC	The brand [Nike/Under Armour/Puma] fulfills its societal responsibility.	2.76	3.06	2.70
BC9-SC	The brand [Nike/Under Armour/Puma] gives something back to society.	3.23	3.48	2.99
BC10-SC	The brand [Nike/Under Armour/Puma] acts with society's interests in mind.	3.22	3.39	3.10
BC11-SC	With this advertisement, [Nike/Under Armour/Puma] makes a difference in the issues society is facing today.	3.57	3.63	2.96
^a Scale for all items	Semantic differential Scale from 1-7 (7 being the item described)			
^b Scale for all items	Likert Scale from 1-5 (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)			

Component 3: Independent variable 'Social brand activism advertisement'

The third component encompasses the independent variable which is the respective social brand activism advertisement that has been shown to the respondent and thereby splits the data set into three groups. Since for each respondent, one respective brand will be randomly allocated, no additional information is needed from the respondent. However, it is important to later be able to retrace which brand has been allocated to which respondent since mean differences between the different groups shall be measured. The advertisements chosen, already explained in the introduction of this paper, are the following:

- *Advertisement 1 from Nike: DREAM CRAZIER advertisement with Serena Williams*
- *Advertisement 2 from Under Armour: I WILL advertisement with Yusra Mardini*
- *Advertisement 3 from Puma: REFORM advertisement with Meek Mill*

Component 4: Control variable 'gender' (and 'age')

In order to draw comparisons between the different brands, the authors of this paper considered it relevant to ensure a similar distribution of predetermined control characteristics. Thereupon, 'gender' was set as primary control characteristic which means that all three brands should have a similar distribution concerning this variable. Additionally, 'age' was set as secondary control characteristic. By secondary, it is meant that a rather even distribution was wished. However, since gender is privileged, there a bigger variance for the second control characteristic is accepted.

Component 5: Additional socio-demographic information

Lastly, to gather a deeper insight into respondents' socio-demographics, some general information was included in the survey. Even though this study majorly divides consumers according to attitudinal/behavioural aspects (being the engagement in the brand), the age, for example, is still considered an important exclusion criterion for this research. This is due to the fact that the target group is limited to millennials which only includes respondents in the age of 18 to 34 years (Nagels, 2017). Thus, the data of this survey is cleaned by removing responses from individuals that will not match the set age category of millennials.

3.3 Research Design

For this particular study, a causal research design was selected (Burns & Burns, 2008) as this research aims at inferring a cause-and-effect relationship (Malhotra, 2010). It was particularly appropriate in this case, as the research aims to determine the causal effects of how social brand activism (cause) influences the brand’s personality dimensions (effect).

3.3.1 Experimental Design

According to Malhotra (2010, p. 221) an experimental design is defined as “a set of procedures specifying (1) the test units and how these units are to be divided into homogeneous subsamples, (2) what independent variables or treatments are to be manipulated, (3) what dependent variables are to be measured, and (4) how the extraneous variables are to be controlled.”. A one-group pretest-posttest design is adopted, where a group of test units is measured twice: once before a particular treatment and once afterwards (Malhotra, 2010). More precisely, a pre-treatment measure is taken which is in this case a respondent’s overall evaluation of a brand’s personality before having been exposed to any additional treatment (O1) being the fixed advertisements in this case. Next, the testing group is exposed to the treatment (X) which implies that the social brand activism advertisement is shown. Lastly, the respondent’s overall evaluation of a brand’s personality is measured through a post-treatment measure (O2). The treatment effect of social brand activism can thus be obtained by O2-O1 (Malhotra, 2010).

$$O_1 \quad X \quad O_2$$

Evaluation on brand's personality – (Advertisement) – Evaluation on brand's personality

The experimental design is further explained by the following illustration:

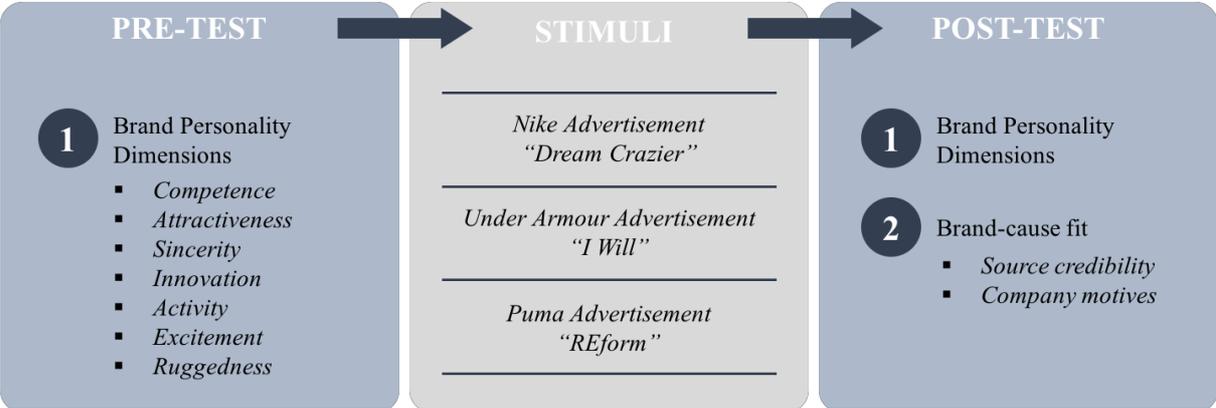


Figure 3.3 Experimental design

Even though this experimental method is considered the most suitable approach, disadvantages have to be taken into consideration as well. As there is no control group, the validity of the conclusions derived from this study may be questioned “because extraneous variables are largely uncontrolled” (Malhotra, 2010). Here, internal validity concerns are majorly based on five different argumentations which are in the following analyzed.

First, alternative explanations of observed mean differences can be referred to as ‘history’. This indicates that other things might have happened between the pre- and the post-test that caused an attitudinal or behavioural change (Malhotra, 2010). Second, the category ‘maturation’ treats the fact that the respondent might have evolved over time, namely between observation 1 and 2. As another point, doubts can be made considering the validity because of ‘instrumentation’ factors. Here, it has to be considered that it is possible that the observer gains new knowledge and skills throughout the process and therefore might want to consider other measurements than used before (Malhotra, 2011). For all of these three mentioned concerns regarding the validity, one can argue that they are only marginally relevant for this paper. The concerns can indeed be neglected since the pre- and post-test will be run within a very short time span where it is very unlikely that other things happen, or consumer and observer evolve. As a fourth point, validity concerns summarized under the term ‘testing’ encompass the fact that the act of measuring the dependent variable, namely the brand’s personality dimensions, during the pre-test might affect participants’ responses at the post-test (Malhotra, 2011). In regard to this research, this implies that while answering the same questions on brand personality again after the advertisements, respondents might not answer in a spontaneous and unbiased way anymore. Rather, they might try to refer back to what they answered before. However, this bias is not considered dramatical, as in such cases, consumers actively critically rethink whether or not the treatment (meaning the advertisement) changed their overall evaluation of a particular personality trait which only makes it more valid and not less. Nevertheless, in order to reduce this source of error, the order of how the questions are going to be asked will change after the treatment so that respondents are less able to recall their previous answers. Here, before doing the fieldwork, this will also be tested in a pilot phase. Moreover, respondents will not have the possibility to go back to their previous answers so that a direct comparison can be excluded.

To conclude, one can argue that for this research purpose, initial validity concerns can be arguably neglected, and outcomes still can be considered valid. Additionally, the authors argue that a pretest-posttest design is especially useful when simply wanting to test the effectiveness of an intervention (Shuttleworth, 2009). Since this is mainly considered the aim of this research, a one group pretest-posttest design is considered adequate.

3.3.2 Questionnaire Design

A closed-ended response questionnaire was developed aiming to investigate the influence of social brand activism on a sports brand personality and the role of brand-cause fit on this matter. The survey started with a brief but compelling introduction specifying the research objective as well as provided information about the fact, that the respondent will be exposed to an

advertisement from either Nike, Puma or Under Armour. In addition, the duration of approximately 10 minutes and the fact that the survey is conducted completely anonymous was mentioned. The questionnaire itself started with demographic information including gender, age, occupation and country of residence as well as psychographic information, the respondents' interest in sports. Participants had the following three gender options: male, female and prefer not to say. They also needed to choose one from five different age groups – under 18, 18 to 24, 25 to 30, 31 to 34 and above 34. In addition, they had to provide information about their current occupation – pupil, student, employed and others. The last question concerning personal information referred to the country the respondent currently lives in. Afterwards, respondents dived into the topic of social brand activism as a brand was randomly assigned to the respondents based on a particular logic ensuring equal age and gender distribution between the different brands. It was decided to use this kind of logic instead of letting the respondent choose the brand they prefer the most or know better in order to assure to better meet the true underlying target population. Moreover, in order to be able to compare the different brands, an equal number of responses must have been guaranteed. However, to better evaluate if the respondent was familiar with the allocated brand, the latter was asked to rate on a 10-point scale how well they knew the brand from 0 (not at all) to 10 (very well). This information was important, to test if respondents were able to answer the question followed, namely if they were able to describe the brand considering the 21-character traits mentioned earlier. Here, respondents had to evaluate the brand's personality with the help of a 7-point semantic differential scale. While the positive variables were given by Tong and Su's (2014) personality traits, suitable antonyms had to be found. Here, to give a precise example, the researchers of this paper tried to use new terms instead of negating the given variables (ex: lazy - active vs. not active - active). However, this was not always possible, as the meaning behind the wording would have changed, therefore also negative forms of the given variables were used where necessary (ex: unoriginal - original). As there were many variables to rate and to facilitate the process of filling out the survey, the traits defined by Tong and Su (2014) were always listed on the right whereas the antonyms were listed on the left side of the scale.

After rating the 21 characteristic traits, a short explanation about the upcoming advertisement was given. Here, it was especially important to keep it short and concise, so that the participants were actually reading the content. Furthermore, the researchers made sure to present information necessary to understand the upcoming advertisement better without manipulating their perception beforehand. Thereby, it was important to provide subjective information and to focus on facts instead of opinions. In addition, the explanatory text serves as an introduction to the video advertisement, so that the respondents were prepared to turn on the sound or use their headphones. After respondents were exposed to the approximately 1:30-minute video, they were asked to answer which social problem(s) the advertisement addresses. Here, the respondents had the multiple answer option and could choose gender roles, racial issues, discrimination, equity and/or immigration. Those are issues mentioned by Kotler and Sarkar (2018) with regard to social brand activism. As the concept of Kotler and Sarkar is very recent, this question was asked to examine whether respondents make a clear distinction between those issues. In addition, it has been used to investigate whether there are significant differences, e.g. if an advertisement addressing immigration is considered significantly different from an

equality advertisement. The question was asked right after the advertisement so that participants answered the questions intuitively without being interrupted by other questions.

Besides choosing a social issue, respondents had to rate the same 21 characteristic traits concerning the brand personality again. It is important to mention that at this point of the survey participants were not able to refer back to the first time they filled in the characteristic traits. Thus, respondents were not able to make any adjustments to the first entry and were not able to see what they have filled in beforehand. Again, positive traits were on the right and negatives were on the left side of the semantic scale, but the order of the variables was randomized to ensure validity and a non-biased judgment. Afterwards, respondents answered several questions on a 7-point semantic differential scale with regards to brand-cause fit. The first questions based on Alcañiz, Cáceres and Pérez (2010) examined the relationship between the sports brand personality and the image of the social cause including compatibility, meaningfulness and if the overall relationship makes sense. The second brand-cause fit question touches upon the motivation behind the advertisement (self-interest – interest in society, profit-motivated – socially motivated, egoistically motivated – altruistically motivated). Lastly, another phenomenon summarized by brand-cause fit concerned the source credibility. The five statements concerning the brand’s credibility were measured on a 5-point Likert scale (strongly disagree, disagree, neither agree nor disagree, agree, strongly agree). This type of scale was used due to its concurrent simplicity and robustness (Lassar, Mittal & Sharma, 1995). The questionnaire ended with thanking the respondent for participating in the survey. An overview of the questionnaire design is depicted in Figure 3.4.

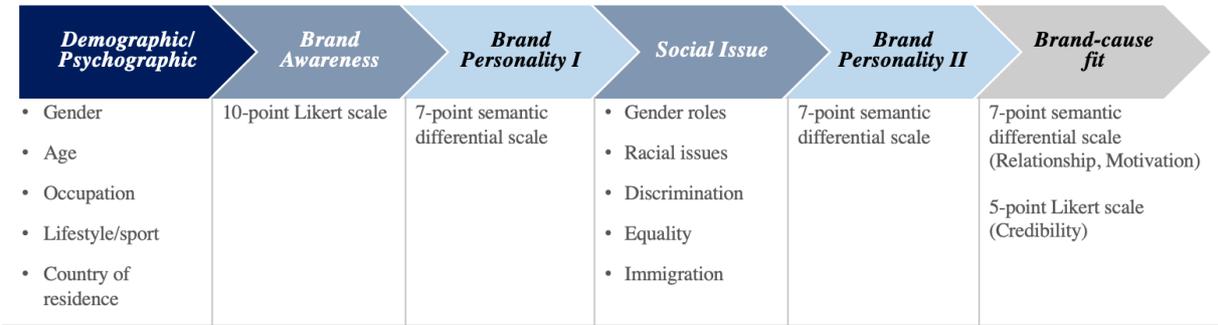


Figure 3.4 Questionnaire design

3.3.3 Sampling Process and Sample Size

In order to refine the research, the target group was narrowed down to members born within a certain period of time. An age cohort that is especially responsive for social brand activism are millennials (Sarkar & Kotler, 2018) as they share similar experiences and the same defining moments in their adulthood (Meredith Schewe & Karlovich, 2007; Twenge & Campbell, 2008; Parment, 2012). Millennials have gained importance in today's market as they grew up with vast technological development and constant access to the internet (Bolton et al., 2013; Parment,

2012). According to Parment (2012), this medium has made this cohort of young consumers more sensitive to news and global issues and further generates a higher sense of empowerment, as it allows them to connect with like-minded people and exchange both positive and negative experiences (Van den Bergh & Behrer, 2013). Being well educated, globally networked and having access to news and in-depth information, progressive customers like millennials are aware of the challenges faced by society and desire to embrace change (Van den Bergh & Behrer, 2013; Kotler & Sarkar, 2018). However, as millennials have lost confidence in the government to drive this change, they demand corporations that do not solely concentrate on economic performance but embrace social responsibility (Tulgan & Martin, 2001; Carroll, 2008; Kotler & Sarkar, 2018). Consequently, the target population of the study is pupils, students or young professionals born between 1985 and 2001 (Sheppard & Dilliplane, 2011).

Besides defining a target sample, it is important to determine the sample size. According to Hogg, Tanis & Zimmerman (2010), the choice of $n = 30$ for a boundary between small and large samples is a rule of thumb. As in this particular study, the three different brands are examined the sample size added up to an absolute minimum of 90 respondents. In addition, non-respondents needed to be taken into account (Shaughnessy, Zechmeister & Zechmeister, 2012) which leads to an increased number of about 120 millennials that need to be contacted in order to ensure at least 90 responses. On the very last day of data collection the researchers received 373 complete responses and after screening out the fixed control characteristics age and gender the data set consisted of 297 accurate cases. The screening process is further explained in 4.1. Pre-Analysis.

Another important step is to determine the sampling type. For this paper, a non-probability sampling design has been chosen (Burns & Burns, 2008). The initial objective was to distribute the survey based on a real probability sample, but after consultation with the Student Service at Lund University, Malmö University and LUSEM partner universities in Mannheim, Hanken, St. Gallen and Prague, restrictions were identified. In a non-probability design, some members of the initial population have a zero-inclusion chance since sampling elements are chosen in a non-random way (Burns & Burns, 2008). A disadvantage of this method is that sampling error cannot be calculated which thus leads to the fact that the outcomes can statistically not be generalized to a larger population (Burns & Burns, 2008). However, due to time, cost and resource constraints, it was not feasible to perform a probability sampling for this research. Nevertheless, in order to guarantee some variability in the sampling structure, it was important to control the structure of the sample by representing different groups, such as different occupation, country of residence or different interest groups in the area of sport.

It should be noted, that due to its nature, convenience sampling cannot ensure representativeness for the defined population (Burns & Burns, 2008; Shaughnessy, Zechmeister & Zechmeister, 2012). However, although convenience sampling may not fully represent the population, the results of studies using this sampling technique can still be valuable (Easterby-Smith, Thorpe & Jackson, 2015). Since this study is one of the first of its kind, the results of this study may still be relevant, as the study can be seen as paving the way for future research in this area.

The sample elements for both the pre-study and the main study were chosen by an opportunity sample, also called convenience sample. Here, sampling elements were selected that are easy to find and available to respond to the survey (Burns & Burns, 2008; Easterby-Smith, Thorpe & Jackson, 2015). Since the target group of this study is limited to millennials, only respondents in the age of 18 to 34 years are considered suitable. As millennials use the internet to a greater extent than members of other cohorts (Parment, 2012; Van den Bergh & Behrer, 2013), the main survey was administered through Social Media via Facebook and LinkedIn messages to fellow students and former colleagues. In addition, the survey was posted in several student groups on Facebook and millennials were contacted face to face in the university and city center of Lund and Malmö. Here, in order to guarantee that respondents do not feel pressured or biased by the presence of the researchers, the researchers gave the respondent the privacy needed. Table 3-3 summarises the sampling design, procedures, and results of this study.

Table 3-3 Sample socio-demographic characteristics

Variable	Response Categories	Percent
Age	<18	1
	18-24	37
	25-30	47
	31-34	12
	> 35	3
Gender	Male	42
	Female	58
Occupation	Pupil	1
	Student	62
	Employed	37
Country of residence	Sweden	20
	Germany	36
	Netherlands	12
	France	19
	United Kingdom	3
	Austria	3
	Denmark	4
	Italy	3
	Sport interest	Water sports
Winter sports		27
Ball sports		25
Athletics		26
None of the mentioned above		5
No interest in sports		1

N = 297

3.4 Data Collection Method

The next section is dedicated to the data collection method which includes pre-test and pilot-study as well as the empirical data collection. In particular, the pre-test, as well as the pilot-study, were performed to minimize occurring problems during the field research phase and to make sure that the questionnaire is understandable and comprehensible.

3.4.1 Pre-test

The pre-test was conducted among 15 respondents. Here, the participants' awareness of the brands was measured and tested. Since social brand activism is an emerging subject and not many sport apparel companies are active in this area yet, a selection of advertisements was made by the researchers. The parameters for the decision are explained in section 3.2.1 Experimental Stimuli Selection.

Consequently, Nike, Puma and Under Armour were selected. While Nike and Puma were well-known by all participants, 4 out of 15 respondents did not know what type of sports brand Under Armour represents, thus it was difficult for them to assess the brand personality measurements of the brand. Based on these findings, an additional question was added to the questionnaire. After the brand was assigned randomly the participants had to determine on a 1-10 Likert scale how well the brand was known. Besides that, another aim of the pre-test was to simplify the brand personality scale chosen. As previously presented, Tong and Su's (2014) brand personality scale was considered too extensive and therefore reduced to three character traits per dimension. As some measurements only had three elements the researcher used the present ones. However, for the dimension's 'competence', 'activity' and 'sincerity', even five or more items existed. Thus, the respondents were interviewed asked to specify which items are most suitable. Subsequently, the personality measurement scale was reduced to 21 elements.

3.4.2 Pilot Study

Before starting with the experiment, a pilot study was conducted among eight respondents in the second week of April in 2019. This was done to test the feasibility and quality of the responses. It started with the participants completing the survey without being disturbed by the researchers. However, they were asked beforehand to take notes to determine parts which were still unclear or unsmooth. The second phase of the pre-test included a personal cognitive interview to understand the underlying thoughts of the respondents about the questionnaire and the proposed stimuli. The respondent's opinions were gathered on the clarity of the survey report, terminology, the formulation of the questions and answers, the layout and flow and their perception of the questionnaire in general. Based on their feedback, changes were made to the questionnaire. According to the respondents, the time spent on the survey did not exceed the 10-minute duration indicated on the landing page. In addition, the respondents considered the

survey to be interesting and exciting and above all the advertisements were emotional and therefore well chosen. The pilot phase ensured the internal reliability of the questionnaire administered.

3.4.3 Empirical Data Collection

The survey method was a structured data collection with fixed alternative questions. The online self-completion survey was suitable for the study as the questionnaire was closed by using 5-point and 10-point Likert scales as well as a 7-point Semantic Differential scale. This was the fastest and most economical way to obtain a sufficient number of responses within a short period of time (Burns & Burns, 2008). In addition, online surveys save time and effort in coding and data collection, reducing the likelihood of errors in data transmission, processing, and analysis. The sample was targeted by sending messages via Facebook and LinkedIn and posting the survey on social media. Additionally, responses were gathered by directly contacting students in the building of the university or the city centre. Respondents were invited with a link to the survey website and as the researchers were not present when participants completed the survey and respected a certain distance in public, there was no distortion of the respondent. This anonymity allowed participants to respond with sufficient time and without social bias. The answers given by respondents were stored electronically and imported directly to SPSS in order to reduce potential errors. Pre-testing and pilot studies helped to counteract possible issues with the online surveys. The questionnaire was created by using Qualtrics a web-based survey application. The survey instrument allowed the creation of a user-friendly survey across multiple touchpoints, with an optimized desktop and mobile user interface. The tool also allowed to upload image files such as the logos of the sports brands and to embed multimedia content such as the three selected promotional videos. Furthermore, if participants attempted to move forward without answering the required questions, they were reminded that all questions are mandatory. The questionnaire was distributed on 22nd April 2019 and closed on 5th May 2019.

3.5 Data Analysis

The analysis of the data gathered was performed with the help of SPSS. Here, several tests were run which are further illustrated in the following figure:

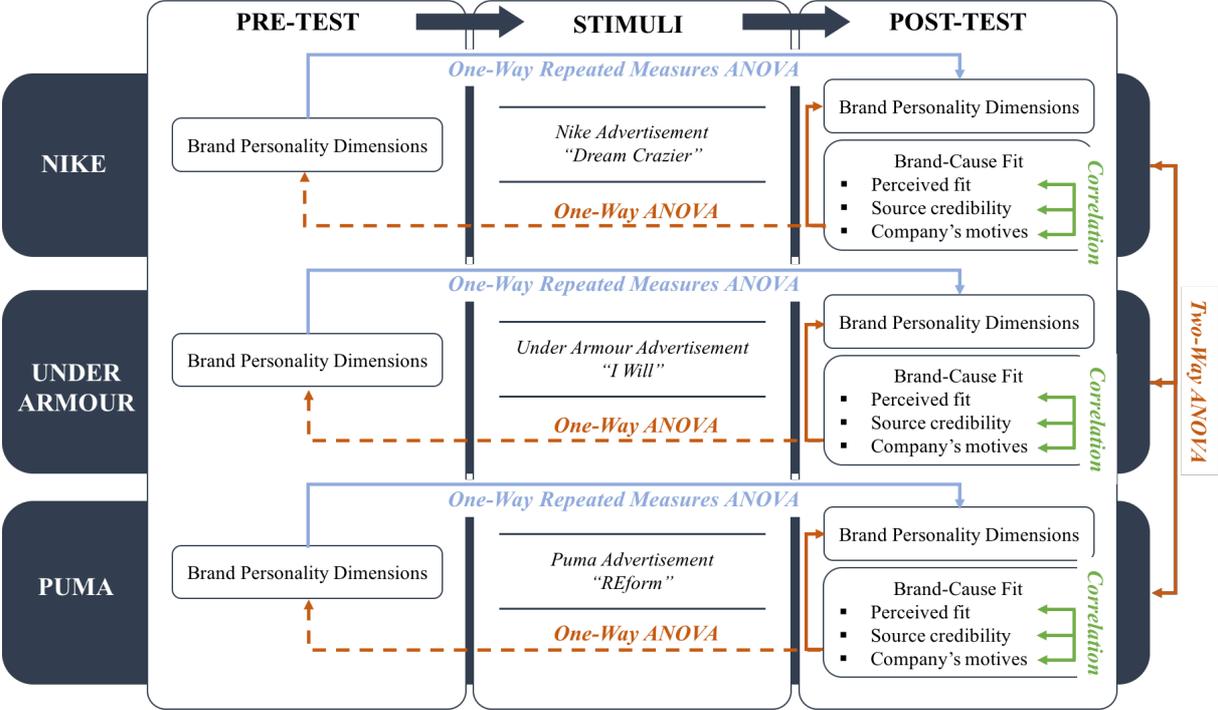


Figure 3.5 Data Analysis

In order to answer the first research question, a first step was to operationalize the conceptual framework to a theoretical framework (see Figure 3.6). Here, the research hypothesis needed to be translated into several statistical hypotheses being able to be measured with statistical analyses. More precisely, the established statistical hypotheses are shown in the following:

- SH1:** The brand personality dimension (SH1a) ‘competence’, (SH1b) ‘attractiveness’, (SH1c) ‘sincerity’, (SH1d) ‘innovation’, (SH1e) ‘activity’, (SH1f) ‘excitement’ and (SH1g) ‘ruggedness’ will show significantly higher scores once respondents were exposed to social brand activism.

To examine whether to accept or reject these hypotheses, a one-way repeated measures analysis of variance (Repeated Measures ANOVA) was run (Burns & Burns, 2008; see illustration blue). More precisely, Burns and Burns (2008) state that within a repeated measures ANOVA, respondents are measured more than once. The independent variable was then formed from various observations (Burns & Burns, 2008). In this particular research, a respondent was measured twice in regard to its evaluation of the brand personality. Thus, during the analysis, observation 1, which is the evaluation of a brand’s personality before the participant was

exposed to the social brand activism advertisement, was then compared to observation 2, which is composed of the same questions after having seen the advertisement.

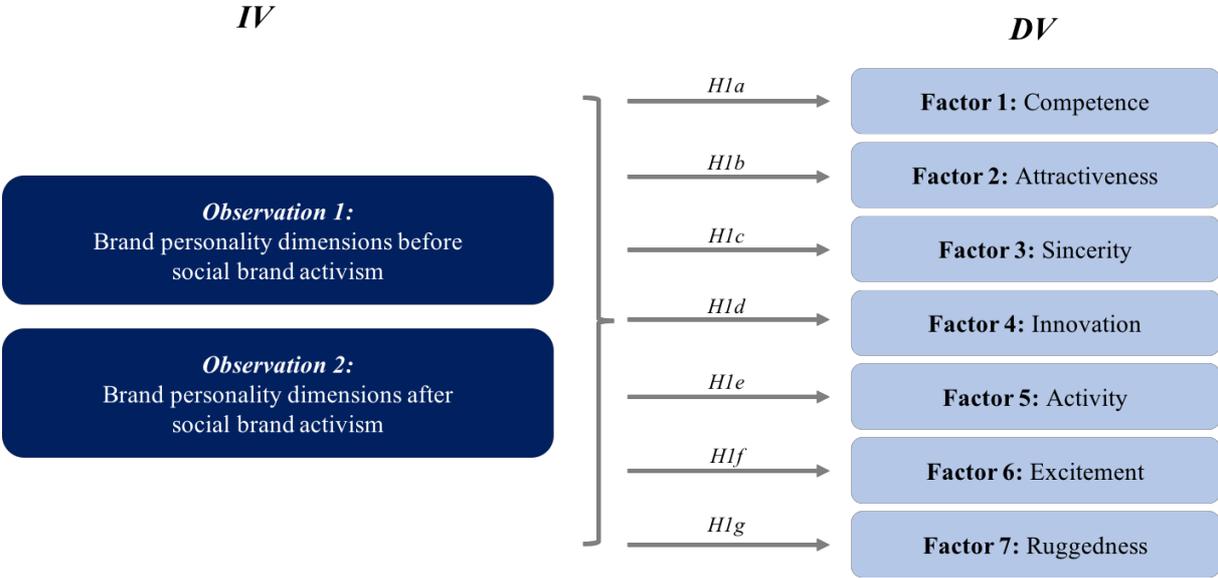


Figure 3.6 Theoretical framework Research Question 1

In the second step, and if the results of the repeated measures ANOVA showed significant changes in mean differences, the strength of these changes were further analyzed. Here, the effect size allowed to further determine the extent to which the independent variable (IV) influences the variance of the dependent variable (DV) (Burns & Burns, 2008) and thus determined which dimensions were especially influenced by social brand activism.

To answer RQ2, the same approach was applied which implies that statistical hypotheses were derived in a first step. Here, as the brand-cause fit needs to be examined respectively for each brand, three different hypotheses were established:

- SH2a:** The treatment effects of Nike’s personality dimensions are significantly higher for high brand-cause fit profiles compared to low brand-cause fit profiles.
- SH2b:** The treatment effects of Under Armour’s personality dimensions are significantly higher for high brand-cause fit profiles compared to low brand-cause fit profiles.
- SH2c:** The treatment effects of Puma’s personality dimensions are significantly higher for high brand-cause fit profiles compared to low brand-cause fit profiles.

To test, whether the brand-cause fit influences the effectiveness of social brand activism on a brand’s personality, a one-way ANOVA was performed (see Figure 3.5). As already touched upon in the literature review, the brand-cause fit includes three different components, which are (1) perceived fit, (2) source credibility, and (3) a company’s motives. Here, in order to verify their correlations, a correlation analysis was run with the aim of having medium correlations indicating that all items measure the same factor but still retain important information on their own as well. As the correlation analysis revealed acceptable levels, these three components were bundled to create one factor of ‘brand-cause fit’ which further helped to divide the data set into low and high involvement profiles. This will further be explained in chapter 4.1.2 Preparation of Data.

As a next step, mean differences between high- and low-level brand-cause fit profiles were tested. However, it is not possible to just compare the end values since high brand-cause fit profiles probability rated the brand on higher scores anyways. Hence, to test the effect of the advertisement properly, the treatment effect was taken as a value which was computed by subtracting the value of observation 1 from the value of observation 2 (Malhotra, 2010). Subsequently, if the end value was negative, this indicated that social brand activism negatively influenced a consumer’s perception, whereas if the value was positive, the respondent rated the brand better after having seen the advertisement. The value ‘zero’ stands for no changes in a consumer’s perception before and after the advertisement. Finally, the mean differences of these values were tested on significant differences between the engagement profiles. Lastly, in order to be able to compare the three different brands by considering the two different brand-cause fit profiles, a two-way ANOVA was carried out. This helped to determine whether there are significant differences between the groups and showed if the interaction effects of the advertisement and the brand-cause fit profiles were significant. An illustration of the theoretical framework of RQ2 is depicted in the following:

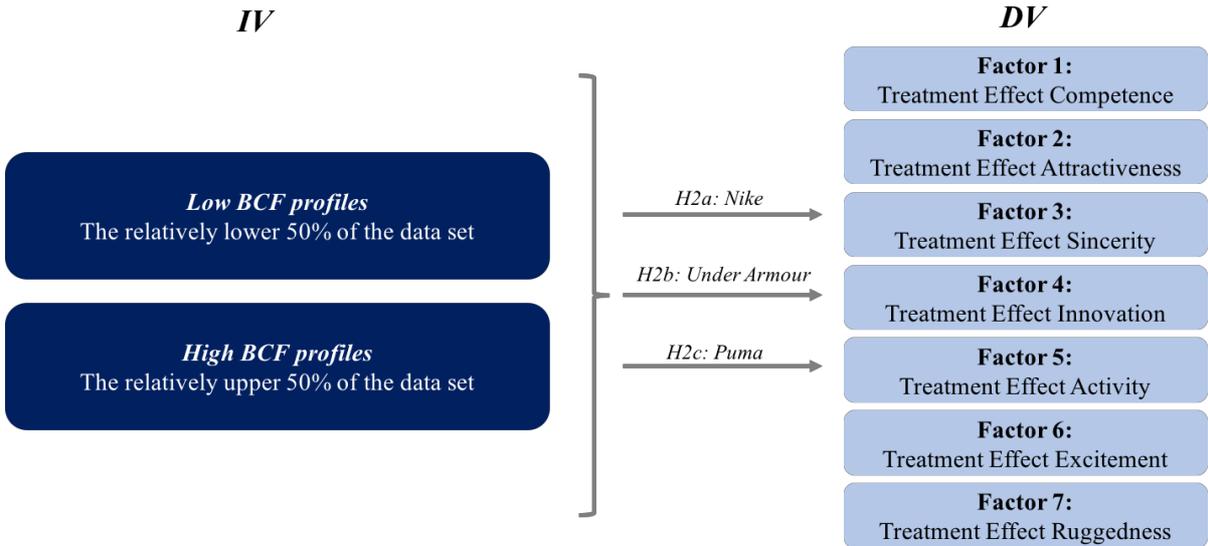


Figure 3.7 Theoretical framework Research Question 2

3.6 Research Quality Criteria

The research quality criteria can be subdivided into two different measurements. While the first measurement of quality in a quantitative study is validity which is defined as the degree of accuracy to which a concept is measured in a quantitative study (Heale & Twycross, 2015) reliability refers to the degree to which a particular research instrument consistently achieves the same results when used repeatedly in the same situation (Gray, 2014).

3.6.1 Validity

First, internal validity refers to whether the observations of the researchers and the theoretical ideas developed are consistent. Concerning the questionnaire, validity refers to the ability of the survey to measure what it ought to measure. In addition, the scale with which the perception of the brand's personality was measured in this research has been thoroughly tested in previous studies (Tong and Su, 2014). The brand personality scale was designed in such a way that it can be generalised across products and markets (Aaker, 1997) - with little modifications - and has proven to be valid both internally and in terms of content (Aaker & Fournier, 1995). The content validity pertains to the capability of the survey to ensure appropriate research results in order to cover the purpose of the paper (Saunders, Lewis & Thornhill, 2012). In addition, construct validity has become the overarching validity objective, focusing on if the scores serve a meaningful purpose and whether they have positive effects when used in practice (Humbley & Zumbo, 1996).

Second, external validity involves the extent to which results can be generalized (Burns & Burns, 2008) indicating whether the measurement observed is representative for the whole population (Burns & Burns, 2008; Saunders, Lewis & Thornhill, 2012). However, since the convenience sample conducted does not allow generalizations to an entire population, the external validity of this study is limited.

3.6.2 Reliability

First, in order to measure internal consistency (homogeneity of items measured), in other words, how closely a set of items is connected as a group, Cronbach Alpha was calculated (Burns & Burns, 2008). Here, according to Burns and Burns (2008), an acceptable level for scales is above 0.7 to be able to guarantee homogeneous items. Also, Cronbach's Alpha and the Test-Retest have demonstrated in earlier research studies that the brand personality scale used in this paper is highly reliable and generalizable (Aaker, 1997). The results of Cronbach Alpha to test scale reliability can be found in Appendix D. In addition, in the context of the survey a threat of "subject or participant error" may occur when respondents interpret questions in different ways. This error can of course not be eliminated completely, however, it was minimized by testing the established questions with fifteen test persons to evaluate whether questions are

understood in the same way. Second, “subject or participant bias” explains the phenomenon that while completing the survey, respondents feel under pressure to please the interviewee or other hierarchical persons (Saunders, Lewis & Thornhill, 2009). In order to minimize this error, the survey was conducted anonymously. Thus, the level of anonymity of the respondent is perceived as high and there is no potential for interviewer bias, which increases the reliability of this paper. In addition, a pilot study was carried out beforehand to ensure that information in the survey was not ambiguous, and as the survey was found to be fairly understandable, the reliability of the survey was further increased.

3.7 Summary Methodology

After the research philosophy was taken into account, the researchers developed the research approach, beginning with an experimental stimuli selection. Here the focus was set on social brand activism advertisements from sportswear brands. After evaluating several well-known sports brands that created social brand advertisements Nike, Puma, and Under Armour were selected as the most appropriate ones. Another important part of the research approach was the establishment of the research question and hypotheses and the scaling procedure. For the latter, and to investigate the first research question the brand personality model of Tong and Su (2014) was considered most suitable as the model concentrates on the sportswear industry. However, the researchers narrowed down the 31 character traits to 21. The selection of the 21 characteristics was based on a pre-study of qualitative nature as well as Tong and Su’s (2014) factor loadings of each character trait. Thus, three character traits per brand dimension were tested in the main study. In the context of the second research question, which aims at examining, if the brand personality changes can be retraced to the perceived brand-cause fit, a measurement scale based on perceived fit, source credibility, and a company’s motive was utilized. Afterwards, the specification of information required for each component, including the dependent variable ‘Brand Personality Dimensions’, the moderating variable ‘Brand-Cause Fit’ and the independent variable ‘Social brand activism Advertisement’ was analyzed. This was followed by the research design. As this research aimed at inferring a cause-and-effect relationship, the causal research design was selected. Here different experimental design alternatives were evaluated. However, a one-group pretest-posttest design was adopted, where a group of test units is measured twice as it appeared most adequate. In the next step, a closed-ended response questionnaire was developed, the sampling process was described, and a rough estimation of the sample size was presented. In summary, the target population included members of the cohort group born between 1985 and 2001, currently living in Europe. The next section concerned the data collection method including a pre-test, where factors such as brand awareness, the clarity of the survey, the formulation of the questions and answers, the layout and flow and the perception of the questionnaire was tested among 15 participants. Afterwards, a pilot study was performed in order to test the final questionnaire. The subsequent part of the data collection provided details about how the online self-completion survey was designed. For

instance, Qualtrics a web-based survey application tool was used which facilitated the process of collecting and cleaning the data.

In order to analyse the data gathered; several tests were performed in SPSS. To answer the first research question, a one-way repeated measures ANOVA was run. In case the results showed significant mean differences, the strength of these changes was further analysed. In this context, the effect size allowed to further determine to which extent the independent variable influences the variance of the dependent variable to consequently investigate which dimensions were concerned by the social brand activism advertisements. To answer the second research question, a one-way ANOVA was performed. After the tests for each of the three sports brands were run, within-group tests and between-group tests were tested with a two-way ANOVA. The chapter ends by explaining the quality criteria, validity, and reliability of this paper.

4 Analysis and Discussion

In the following chapter, the data analysis which was divided into two steps is explained. In the first step, the pre-analysis including data screening and a data preparation was conducted in order to subsequently perform in the second step, the main analysis which included various statistical analyses.

4.1 Pre-Analysis

Within the pre-analysis, the data set was first screened to exclude non-valid cases. In a second step, several factors needed to be computed in order to be able to run the main analysis. Moreover, grouping variables were calculated to ensure that the data set was able to be divided into different groups to ensure to compare differences between the three brands as well as the different brand-cause fit profiles established.

4.1.1 Data Screening

In total, 373 responses were collected within the time frame of 15 days. However, as a first step, these 373 responses were screened in order to filter out every respondent not matching the defined target group. Here, the focus was set on the fixed control characteristics age and gender. More precisely, data sets not fitting the age category of millennials, namely respondents being under 18 or above 34 years old, were filtered out. Additionally, since gender was also a fixed control characteristic to ensure equal distribution between the different brands, respondents who did not want to specify their gender were deleted as well. As a second step, data sets with missing values have been excluded as well. In the end, this led to a data set of 297 accurate and complete cases.

4.1.2 Preparation of Data

Before being able to run the main analyses, several grouping variables had to be computed which are discussed in the following. In general, the created grouping variables enabled the researchers to summarize multi-item scales into factors to later run the main analysis with these.

Factors for personality dimensions

As already indicated in 3.3.2 Questionnaire Design, the questionnaire did not further define the different personality dimensions but only included the character traits associated with these brand personality dimensions. However, since the established hypotheses focus on the seven respective dimensions, grouping factors needed to be created. As a factor analysis was already run by Tong and Su (2014), there was no further need to confirm this composition, this is why the scores were simply computed by creating a new variable with the mean value of the three character traits included. However, the Cronbach Alpha was calculated to ensure that each of the variables can, in fact, be summarized by the factor. According to Burns and Burns (2008), the Cronbach Alpha, being an internal consistency method, can be applied to determine whether a number of elements measure the identical construct. With the different variables describing a brand's personality in mind, they have to measure the same construct to be summarized into one grouping factor. Thus, for each of the seven factors or personality dimensions, the Cronbach Alpha was calculated by taking into consideration the respective three variables that should be grouped into one factor. For all the seven factors, the Cronbach Alpha was higher than 0.7 for the second observation which is according to Burns and Burns (2010) the limit of acceptability (see Appendix D for further information). For six out of the seven dimensions, the Cronbach Alpha was even higher than 0.8 which can be considered "highly acceptable for assuming homogeneity of items" (Burns & Burns, 2008, p. 418).

Factors for brand-cause fit indicators

Additionally, as several questions have been asked considering the brand-cause fit, these different items had to be categorized into independent factors as well. More precisely, a composite score consisting of multi-items needed to be created. Here, in line with the previously established literature review, three different factors measuring the brand-cause fit were created for each brand.

First, the factor 'Perceived Fit' summarizes three items, namely whether the advertisement and the social cause (1) is compatible, (2) is meaningful, and (3) makes sense. Here, the Cronbach Alpha was greater than 0.7 for all three brands which is why this factor can be considered acceptable. Same applies to the factor 'Company's Motives', being composed of the perception that the company was (1) self-interest, (2) profit-motivated and (3) egoistically motivated, where the Cronbach Alpha is even greater than 0.8 for all three brands. Third, as the literature stated, 'Source Credibility' can additionally be an important construct of the perceived brand-cause fit. Source credibility was solely examined based on the evaluation of five different statements in regard to the respective brands. Here, the Cronbach Alpha indicated once again an acceptable level of values greater than 0.7. Finally, since these three components could each be created without validity issues, the last factor that has been established was an overall factor for the perceived brand-cause fit which was calculated by the means of each of the three just mentioned factors perceived fit, company motives, and source credibility. Here, the Cronbach Alpha reached values greater than 0.8 which is why the homogeneity of the items can be accepted at a very high certainty. The calculated Cronbach Alpha are presented in Appendix D.

Grouping variable “Advertisement”

Next, grouping variables helping to run the main analyses had to be created. As indicated, the purpose is to examine the influence of social brand activism on a brand’s personality. To be able to better generalize these outcomes, three different brands have been chosen so that in-between groups comparisons would be possible. In order to do so, respondents who have been allocated to Nike were numbered with the dummy value 1, Under Armour responses with the value 2 and everyone answering the Puma case was assigned the number 3.

Grouping variable “Brand-Cause Fit” - 2 Groups and 3 Groups

As mentioned earlier, the second purpose of this study is to examine the role of brand-cause fit in the relationship between social brand activism and brand personality. In order to do so, the data set needed to be split up into different profiles regarding the perceived brand-cause fit. This has been done with the help of the created grouping variable ‘brand-cause fit’ (see factors for brand-cause fit indicator). When wanting to split respondents into two different groups regarding their answered scores on several questions, a researcher generally has two options. First, one could simply examine the neutral or middle value and allocate everybody scoring underneath this value to low brand-cause fit profiles and everybody scoring above this value to high brand-cause fit profiles. However, this method raises several issues such as the fact that the groups allocated might not be of the same size. Consequently, comparisons in-between these groups are difficult to make and might not be representative. Therefore, it was decided to group respondents according to their relative position in comparison to the totality of respondents. This means that when wanting to split the data file into two even groups, the lower relative 50%, or statistically spoken the first two quartiles, of the data set were allocated to the low brand-cause fit profiles, whereas the upper 50%, or the last two quartiles, were assigned to high brand-cause fit. With this method, it is statistically allowed to draw comparisons in-between the different groups created. In addition, the data set was split up into three groups by grouping the first 33% into the first group, the second percentile was then grouped into medium brand-cause fit whereas the third group consists of the relative third that scored in average the highest on brand-cause fit. However, when comparing mean differences of the brand personality dimensions for these three profiles, it has been found out that especially low brand-cause fit and medium brand-cause fit did not significantly differ (see Appendix F for further information). Hence, the decision was taken to focus on only two groups who significantly differ, and therefore, the main analysis was split up between low and high brand-cause fit profiles.

Treatment effect

With these created brand-cause fit profiles, comparisons on the effectiveness of social brand activism needed to be measured in order to answer RQ2. Since the authors of this paper are interested in the effectiveness of social brand activism, the treatment effect, being the mean difference of the second and first observation (Burns & Burns, 2008) - namely after and before the advertisement - needed to be calculated.

4.2 Main Analysis of the Data

4.2.1 Research Question 1

RH1: Social brand activism has a positive influence on a brand's personality.

In order to answer RQ1 and the derived research hypothesis, several one-way repeated measures ANOVA were conducted. This has been done in order to test whether there exist significant differences between the scoring of a brand's personality traits before (O1) and after (O2) the advertisement. For statistical reasons, the null hypothesis, as well as the alternative hypothesis for the conducted analyses of variance, is stated in the following:

H0: No significant mean differences of the two tested observations.

H1: Significant mean difference of the two tested observations exist.

Moreover, depending on the results, a one-way ANOVA comparing the mean differences of O1 and O2 for all three brands was conducted. This test was performed in order to see if the effect measured with the one-way repeated measures ANOVA significantly differs depending on the brand. In the following section, results for each brand personality dimension will be discussed with the help of the established statistical hypotheses. A summary concluding the first research hypothesis will also be given in the end. Additional information on SPSS outputs can be found in Appendix E.

SH1a: The brand personality dimension ‘competence’ will show a significantly higher score once respondents were exposed to social brand activism.

Concerning the first brand personality dimension ‘competence’, variances of the rating before and after the advertisement were tested in a first step. Here, the ratio of the largest to the smallest variance is $1.328/1.142 = 1.16$. This ratio is less than the threshold value of 3, which is why homogeneity of variance can be assumed and one can thus proceed with the ANOVA. When examining the results of the ANOVA, they reveal that significant mean differences between the two observations exist for all three brands tested which is also further illustrated in the following bar chart:

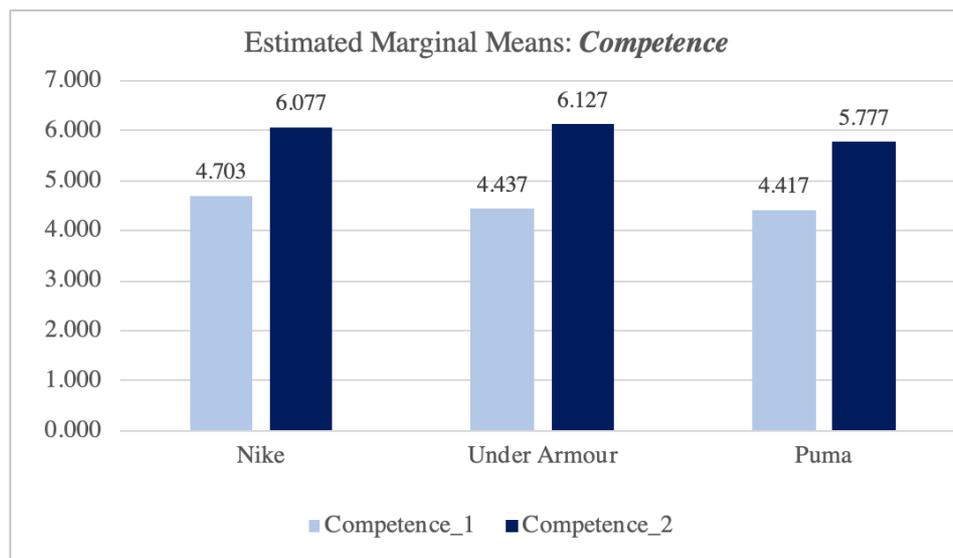


Figure 4.1 Mean differences between O1 and O2 for the BP dimension ‘competence’

When discussing the output of SPSS, it is first important to mention that the Mauchly’s test of sphericity can be neglected as there are never sphericity issues between only two observations, which is also the case for this analysis. Concerning the different multivariate tests which were run, all the multivariate tests indicated that the means are significantly different for the two different measurement occasions. This is also in line with the test of within-subjects effects where the F-change of 109.523 (Nike), 128.686 (Under Armour) and 128.09 (Puma) is highly significant with a significance level of $p = 0.000$ for all three brands. Moreover, the effect size for these tests, as measured by partial Eta², was for all three brands greater than $\eta_p^2 = 0.5$ (N: $\eta_p^2 = 0.528$, UA: $\eta_p^2 = 0.568$, P: $\eta_p^2 = 0.567$) and the observed power is 1.000 for all respective brands. Statistically spoken, these values are considered to be strong indications of significant mean differences. More precisely, according to Cohen’s (1988) effect size conventions, a level of 0.5 can be considered a medium effect size and implies that both observations have an overlap of about 67%. To conclude, the one-way ANOVA revealed that means for the factor ‘competence’ were significantly different before and after the advertisement for all three brands. The null hypothesis of equal mean differences can thus be rejected. Also, interesting to mention is that the effect size, as well as the significance level, were similar for all three brands which further implies that there probably do not exist significant differences between the tested

brands when it comes to the effect of social brand activism on the brand's personality dimension 'competence'.

This was further tested with a simple one-way ANOVA which also revealed that no significant differences between the three groups exist ($p(1.942) = 0.145$). Also, when looking at the post-hoc test, all three brands were placed in the same subset which indicated that there is no significant difference between the groups in regard to the treatment effect 'competence'. It can thus be concluded that social brand activism is able to influence a brand's personality dimension 'competence'. The statistical hypothesis 1a can, therefore, be accepted with high certainty due to its high significance level of $p = 0.000$ and the moderate effect size of $\eta_p^2 = 0.5$.

SH1b: The brand personality dimension 'attractiveness' will show a significantly higher score once respondents were exposed to social brand activism.

Next, a one-way repeated measures ANOVA was run for the second personality dimension 'attractiveness'. Since the same tests were conducted as already explained above, this section only briefly discusses the results of each test to avoid repetition. Also, for this dimension, the ratio of homogeneity is smaller than 3 for all three brands. Consequently, homogeneous variances can be assumed, and the ANOVA can be performed. The mean differences found between the evaluation of a brand's personality before and after the advertisement are summarized in the following bar chart:

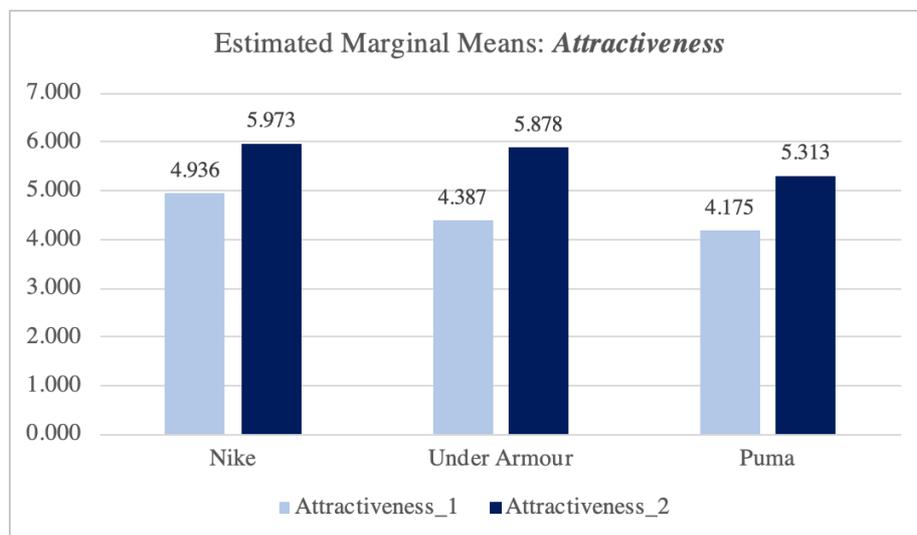


Figure 4.2 Mean differences between O1 and O2 for the BP dimension 'attractiveness'

Concerning the brand Nike, the F-change of $F = 56.037$, being lower than for the just discussed dimension 'competence', was still highly significant at a level of $p = 0.000$ ($N: p(56.037) = 0.000$). By these means, the null hypothesis of no mean differences can be rejected. However, as the lower F-change already indicates, the effect size of only $\eta_p^2 = 0.364$ can according to Cohen (1988) barely be considered a medium influence with a large overlap of the observations of nearly 80%. Thus, even though the dimension 'attractiveness' is significantly influenced by social brand activism, the influence is considered as less important compared to the first brand

personality dimension for the brand Nike. This is also shown by the mean differences between the two observation which only showed a difference of MD = 1.04 from M(O1) = 4.936 before and M(O2) = 5.973 after the advertisement. Concerning the brand Puma, same outputs were displayed. In fact, the F-ratio of 72.307 is significant at a level of $p = 0.000$ again ($P: p(72.307) = 0.000$). Compared to Nike, the effect size is slightly higher for Puma but with a level of $\eta_p^2 = 0.425$, it does not overpass the 50% effect size. However, concerning the brand Under Armour, with an effect size of $\eta_p^2 = 0.507$, 50% of the variance in the perception of the factor ‘attractiveness’ can be explained by social brand activism. Also, the F-change for Under Armour is significantly higher at a level of 100.621 with a significance level of $p = 0.000$ again (UA: $p(100.621) = 0.000$). It thus seems that Under Armour’s advertisement was more successful regarding the personality dimension ‘attractiveness’ compared to the other two brands. This is also underlined by the mean differences which increase from M(O1) = 4.387 before the advertisement to M(O2) = 5.878 after having seen the advertisement. When comparing this to Nike, Under Armour was evaluated at lower levels than Nike before the advertisement and just reaches approximately the same level at M(O2) = 5.9 after the advertisement. To conclude, it has to be said that even with a lower effect size for some brands, social brand activism significantly influenced the perception of the brand throughout all three brands. Consequently, SH1b can also be accepted and social brand activism significantly influences the perception of the brand personality dimension ‘attractiveness’.

SH1c: The brand personality dimension ‘sincerity’ will show a significantly higher score once respondents were exposed to social brand activism.

Regarding the third brand personality dimension ‘sincerity’, for all three brands, the impact of social brand activism can be considered highly significant as can already be seen by the following illustration:

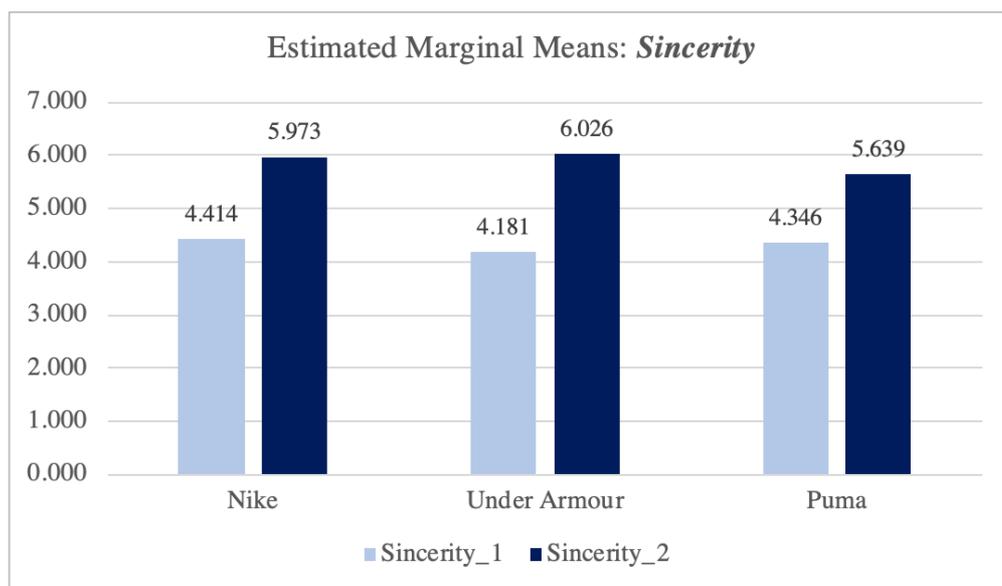


Figure 4.3 Mean differences between O1 and O2 for the BP dimension ‘sincerity’

First, concerning the brand Nike, the F-ratio reaches its highest level with 151.611 and can be considered highly significant with a level of $p = 0.000$ ($N: p(151.611) = 0.000$). As already shown by the high F-change, the effect size is also the highest with a level of $\eta_p^2 = 0.607$. Consequently, means between the first and second observation significantly differ and increase from $M(O1) = 4.114$ to $M(O2) = 5.973$. Also, for the two other brands Under Armour and Puma, the ANOVA is significant with a level of 0.000 and the null hypothesis can thus be rejected with high certainty. However, for these respective brands, the effect size is not the highest compared to the other dimensions and reaches levels of $\eta_p^2 = 0.648$ for Under Armour and $\eta_p^2 = 0.454$ for Puma. Especially for Puma, the influence of social brand activism seems to be lower with an effect size that is not even greater than $\eta_p^2 = 0.5$. When running a one-way ANOVA in-between the three groups, results show that there exist significant differences between the three brands ($p(4.127)=0.017$). More precisely, the post-hoc multiple comparisons test reveals that Puma significantly differs from Under Armour ($p=0.012$). However, Nike seems to neither differ from Puma nor from Under Armour and is thus situated in both subset 1 and 2 which shows that Nike's mean value does not significantly differ from neither Puma nor Under Armour. It can thus be derived that there exist significant differences in the effectiveness of the influence of social brand activism on the brand personality dimension 'sincerity'. Nevertheless, in conclusion, 'sincerity' shows significantly higher mean scores once respondents were exposed to social brand activism for all three brands. SH1c can thus be accepted. It should, however, be mentioned that the one-way ANOVA between the brands revealed that the strength of the effect of social brand activism differs depending on the brand.

SH1d: The brand personality dimension 'innovation' will show a significantly higher score once respondents were exposed to social brand activism.

As a fourth brand personality dimension, results for the factor 'innovation' are discussed in the next step. An overview of the mean differences is again given in the following:

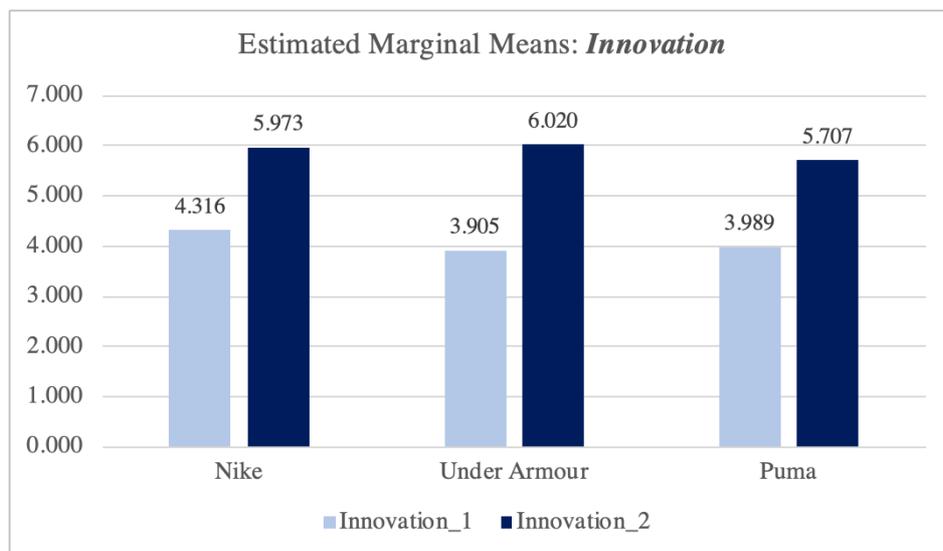


Figure 4.4 Mean differences between O1 and O2 for the BP dimension 'innovation'

Here, throughout all three brands, results are highly significant, and the effect size exceeds $\eta_p^2 = 0.6$ for all three brands. In fact, with an F-change being higher than 100 for all three brands (N: $F = 109.370$, UA: $F = 181.217$, P: $F = 155.036$) and a significance level of $p = 0.000$, the null hypothesis of equal means between the observations can be rejected. Important to mention is that when comparing the results to the other six dimensions, the effect size, as well as the F-change, is highest for Under Armour and Puma. This implies that for both brands, social brand activism has the highest impact on the character traits linked to the factor ‘innovation’. In fact, by examining the mean differences, for all three brands, they are above $MD = 1.5$ meaning that respondents in average rated the brand 1.5 points higher on the scale after having been exposed to the advertisement. For Under Armour, mean differences even reach a level of $MD = 2.12$ which can be considered very high. Interesting to mention is also that, even though the effect size was not highest for Nike, the mean differences are highest among all three brands. By these means, it can still be concluded that the influence of social brand activism on a brand’s personality can majorly be contributed to the personality dimension ‘innovation’. Moreover, since the results are similar for all three brands, there is probably no significant difference between the brands tested. This was further examined with a one-way ANOVA comparing the three brands which showed that with an F-value of 2.698 and an associated significance of $p = 0.069$ ($p(2.698) = 0.069$), the means for all three brands did not significantly differ. However, the results should be taken with caution since by raising the significance level to 0.1, one could still reject the null hypothesis of equal means. The multiple comparisons test further reveals that there might be a significant mean difference between Nike ($MD = 1.656$) and Under Armour ($MD = 2.114$). However, with a significance level of $p = 0.05$, all three brands are situated in the same subset and do thus not differ significantly.

To conclude, there is a very high impact of social brand activism on the personality dimension ‘innovation’. The brand personality dimension ‘innovation’ is in fact highly influenced by social brand activism and is, therefore, analysed more in detail later in the discussion part. Therefore, SH1d can be accepted with certainty as respondents scored significantly higher throughout all three character traits associated with ‘innovation’ after having seen the advertisement.

SH1e: The brand personality dimension ‘activity’ will show a significantly higher score once respondents were exposed to social brand activism.

The fifth dimension of the personality model by Tong and Su (2014) is ‘activity’. Here, as can be assumed by the following illustration, results were divided and will thus be explained one by one.

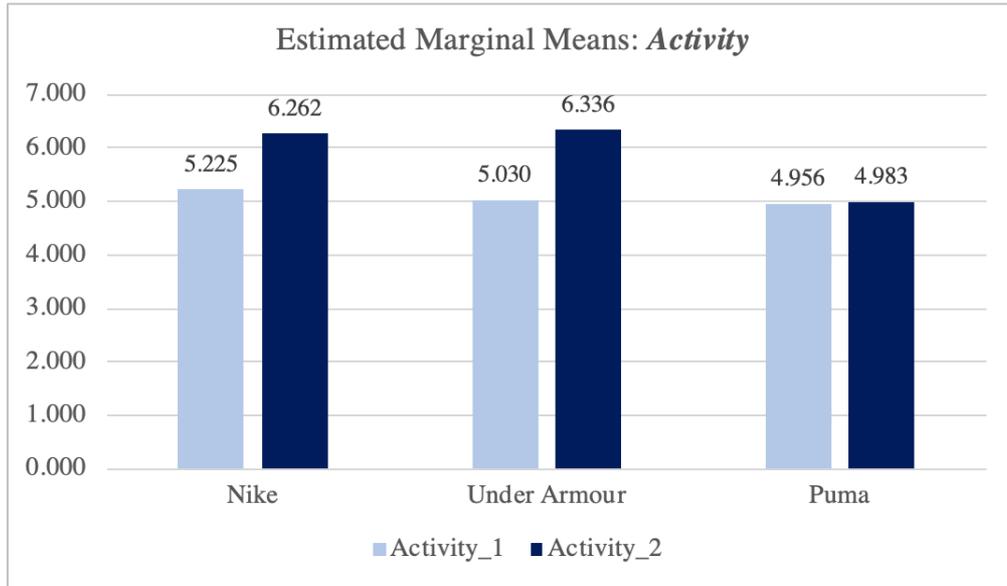


Figure 4.5 Mean differences between O1 and O2 for the BP dimension 'activity'

First, concerning the brand Nike, even though means between the two observations are significantly different at a level of $p = 0.000$, the F-change of 59.292 ($p(59.292) = 0.000$), as well as the effect size of $\eta_p^2 = 0.377$, clearly indicate that these differences cannot be considered strongly relevant. In fact, the variance of the brand personality 'activity' can only be explained to 37% by the treatment of social brand activism. Same applies to the brand Under Armour where mean differences are once again significant at $p = 0.000$ but come along with a moderate effect size of $\eta_p^2 = 0.456$. Even though this might seem high compared to Nike, it is the lowest effect size for Under Armour in comparison to the other six dimensions. Also, one could argue that Under Armour, in general, showed very strong results with effect sizes which are always above $\eta_p^2 = 0.5$ except for the dimension 'activity'. Lastly, when having a look at the brand Puma, mean differences between the two observations were not significant for the dimension 'activity'. In fact, the means go from $M(O1) = 4.956$ for the first observation to $M(O2) = 4.983$ for the second observation and do therefore differ by $MD = 0.03$ points on the scale. Also, with an F-ratio of $F = 0.037$, the level of significance is at $p = 0.847$ ($p(0.037) = 0.847$) and is thus greater than $p = 0.05$, even close to $p = 1$. Therefore, for this brand, the null hypothesis of no mean differences needs to be accepted and social brand activism does not significantly influence the perception of the character traits 'active', 'athletic' and 'disciplined'.

Since results for this dimension were divided, it was interesting to see whether mean differences can be considered significant when taking all three brands together. Therefore, another one-way repeated measures ANOVA was performed by taking the mean values of the three respective brands. Here, with an F-change of 83.370, the level of significance was at $p = 0.000$ ($p(83.370) = 0.000$) and mean differences can thus be considered significant. However, when comparing the F-change to the ones of the other six dimensions, it is at least three times lower than for the other dimensions. An effect size of $\eta_p^2 = 0.220$ implies a small effect which is why the rejection of the null hypothesis has to be taken with caution.

In summary, even though the dimension ‘activity’ did show significant results for two of the brands as well as for the total of all three brands, effect sizes are small, and the F-change is not as significant as for the other dimensions. Also, as shown, no significant results could have been found for the brand Puma which strengthens the assumption that social brand activism does not necessarily influence the brand’s personality dimension ‘activity’. Hence, SH1e is partly accepted by emphasizing that even though results were majorly significant, the influence of social brand activism seems to be less important compared to other dimensions.

SH1f: The brand personality dimension ‘excitement’ will show a significantly higher score once respondents were exposed to social brand activism.

Furthermore, the mean differences of the sixth dimension ‘excitement’ were tested and are summarized in the following illustration:

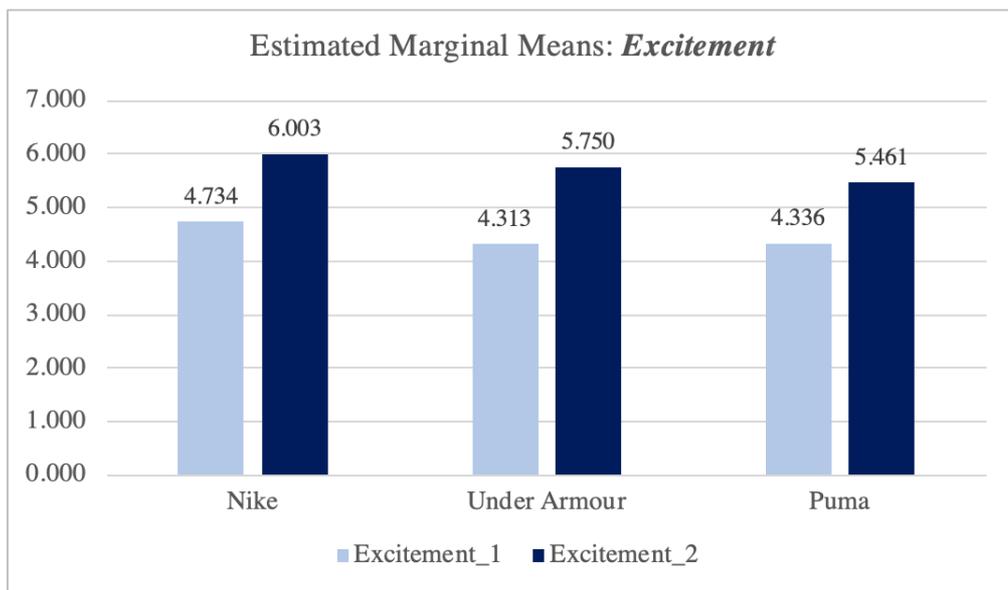


Figure 4.6 Mean differences between O1 and O2 for the BP dimension ‘excitement’

Compared to the just mentioned dimension ‘innovation’, results were clearer and showed significant mean differences for all three brands. In fact, the null hypothesis can be rejected with a high certainty due to a significance level of $p = 0.000$ for all three brands. However, the three brands tested differ in their effect size as both Nike and Under Armour reach an effect size of approximately 50% (N: $\eta_p^2 = 0.503$ Nike, UA: $\eta_p^2 = 0.533$) whereas Puma seems to lack behind with $\eta_p^2 = 0.415$. In fact, with an F-change of only $F = 69.401$ and only 41.5% of the variance of the dimension explained by social brand activism, Puma’s advertisement does not have such a strong influence on respondents’ perception of the brand’s personality. Nonetheless, SH1f can be accepted since social brand activism generally leads to significantly higher scores concerning the brand personality dimension ‘excitement’.

SH1g: The brand personality dimension ‘ruggedness’ will show a significantly higher score once respondents were exposed to social brand activism.

Lastly, concerning the brand personality dimension ‘ruggedness’, the ratio of variance was once again smaller than 3 and the ANOVA can be proceeded. Here, the one-way repeated measures ANOVA for ‘ruggedness’ revealed clear significant results for all three brands again. Surprisingly, the F-change is significant with an effect size of approximately $\eta_p^2 = 0.530$ for all three brands. More precisely, with an effect size of $\eta_p^2 = 0.549$, Nike’s advertising seems to be the most effective concerning the brand personality dimension ‘ruggedness’. However, also Under Armour and Puma experience similar effects with an effect size of $\eta_p^2 = 0.531$ and $\eta_p^2 = 0.543$ respectively. The following illustration summarizes the mean differences for all three brands:

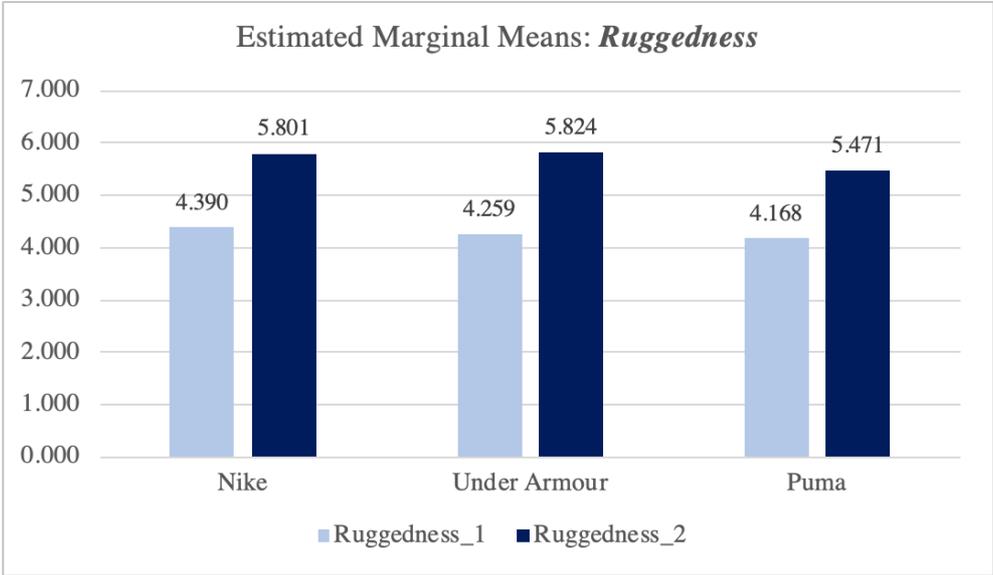


Figure 4.7 Mean differences between O1 and O2 for the BP dimension ‘ruggedness’

With such strong significant results for all three brands, SH1g can be accepted and social brand activism therefore significantly influences respondents’ perception of the brand personality dimension ‘ruggedness’.

Conclusion RQ1

To conclude RQ1 and to refer the statistical hypotheses to the research hypothesis, the following section summarizes the results found for the different brands and dimensions. Therefore, the authors of this paper ran a final one-way repeated measures ANOVA for all three brands taken together to be able to see the overall results regardless of the particular brand. Results are summarized in the following table:

Table 4-1 Summarizing results of RQ1

THREE BRANDS								
Item	Factor	Means	Mean difference	Std, Deviation	Greenhouse Geisser Epsilon	Sig	F-Change	Partial Eta Squared
BP1	Competence_1	4,519	1,48	1,150	1	0,000	361,013	0,549
	Competence_2	5,994		1,069				
BP2	Attractiveness_1	4,499	1,22	1,249	1	0,000	224,190	0,431
	Attractiveness_2	5,721		1,056				
BP3	Sincerity_1	4,314	1,57	0,957	1	0,000	389,708	0,568
	Sincerity_2	5,879		1,046				
BP4	Innovation_1	4,070	1,83	1,153	1	0,000	432,988	0,594
	Innovation_2	5,900		1,135				
BP5	Activity_1	5,070	0,79	1,204	1	0,000	83,730	0,220
	Activity_2	5,860		1,249				
BP6	Excitement_1	4,461	1,28	1,087	1	0,000	276,521	0,483
	Excitement_2	5,738		1,103				
BP7	Ruggedness_1	4,272	1,43	0,998	1	0,000	342,860	0,537
	Ruggedness_2	5,699		1,050				

As can be seen, when taking the means of all three brands together, social brand activism always increases mean scores for all seven respective brand personality dimensions and achieves a level of significance of $p = 0.000$ for all seven dimensions. Also, when having a look at each brand separately as was done before, results are (nearly) always significant. One expectation has to be made when talking about the brand Puma, where the dimension ‘activity’ did not reveal significant results concerning mean differences between the first and second observation. However, by focusing on the full scope, one could assume that social brand activism indeed has an influence on the brand’s personality dimensions. As formulated in RH1 and also statistically tested, social brand activism leads to a better perception of a brand’s personality. Consequently, RH1 can be accepted with high certainty. However, it might be necessary to mention that the effects of social brand activism on a brand’s personality differ depending on the dimension one is talking about. In fact, it seems that some dimensions are more likely to be influenced by social brand activism than others. This is further discussed in chapter 5 of this paper.

RH1 can be accepted.

Social brand activism has a positive influence on a brand’s personality.

4.2.2 Research Question 2

RH2 : A high brand-cause fit has a positive influence on the effectiveness of social brand activism.

RQ2 aims at examining whether the perceived brand-cause fit is able to moderate the relationship between social brand activism and a brand's personality. In statistical matters, this would mean that the effectiveness of social brand activism would be influenced by the level of brand-cause fit. As previously mentioned, the authors of this paper, therefore, take the treatment effect (meaning O2- O1) into account. If brand-cause fit acts as a moderating variable, this treatment effect would be significantly different between low and high brand-cause fit profiles. This is also stated by the established statistical hypothesis saying that the treatment effect will be significantly higher for high brand-cause fit profiles than for low brand-cause fit profiles. In order to test this, several one-way ANOVAs were performed which will be discussed in the following. But before going into details of each brand, the statistical null and alternative hypotheses for the one-way ANOVA are shown in the following:

H0: No significant mean differences of the two tested groups.

H1: Significant mean difference of the two tested groups exist.

As explained earlier in chapter 4.1.2 Preparation of Data, respondents were split into relatively high and low brand-cause fit profiles. This means that the relatively lower 50% were referred to as low brand-cause fit profiles, whereas the relatively higher 50% were categorized as high brand-cause fit profiles. Concerning the results of the analysis, the role of brand-cause fit has been analysed separately for each brand which is why three separate statistical hypotheses have been established in regard to each brand. Additional information on SPSS outputs is available in Appendix F.

SH2a: The treatment effect of Nike’s personality dimensions is significantly higher for high brand-cause fit profiles compared to low brand-cause fit profiles.

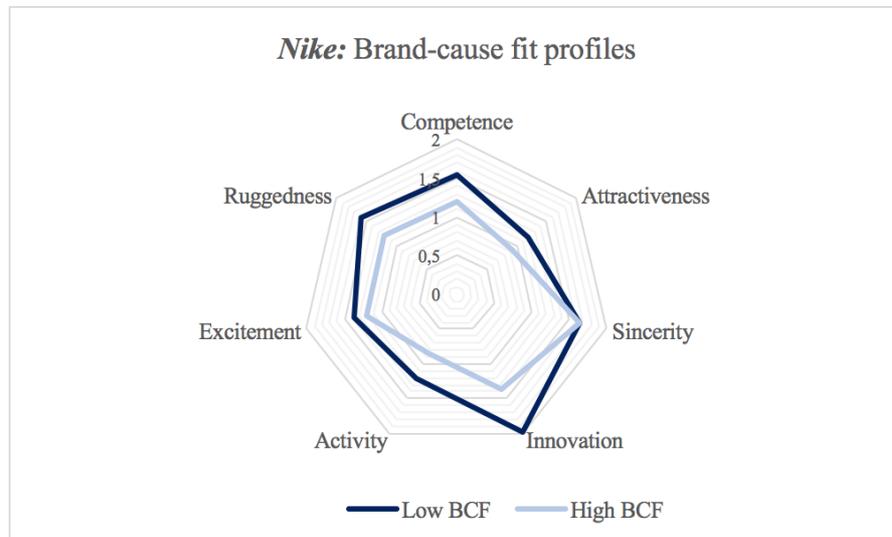


Figure 4.8 Treatment effects for Nike divided into low and high brand-cause fit

One of the most interesting results was found for the brand Nike where the means between high and low brand-cause fit profiles revealed an insight that is contradictory to literature. As depicted in Table 4-2, the treatment effects are always lower for high brand-cause fit profiles than for low brand-cause fit profiles. Thus, even though low brand-cause fit profiles did not see a good brand-cause fit between the social cause and the brand, their perception of the brand improved relatively stronger after having seen the advertisement than for high brand-cause fit profiles. However, with a very low F-change of less than $F = 2.3$ for the following six out of seven dimensions, the associated probability is at a level that is largely greater than $p = 0.05$ and the null hypothesis of no significant mean differences thus needs to be accepted.

- Competence (MD = -0.339, $p(1.658) = 0.201$)
- Attractiveness (MD = -0.254, $p(0.852) = 0.358$)
- Sincerity (MD = -0.136, $p(0.289) = 0.592$)
- Activity (MD = -0.352, $p(1.731) = 0.192$)
- Excitement (MD = -0.155, $p(0.362) = 0.573$)
- Ruggedness (MD = -0.379, $p(2.150) = 0.146$)

Also, by closer inspection of the mean differences, one could argue that the treatment effects between the two groups is less than $|MD| = 0.04$ for these mentioned dimensions. Consequently, for Nike, there do not exist significant mean differences between the treatment effects of low and high brand-cause fit profiles for these six dimensions. Therefore, for these cases, brand-cause fit does not act as significant moderator influencing the effectiveness of social brand activism. More importantly, the hypothesis being that the treatment effect would be

significantly higher for high brand-cause fit profiles even needs to strongly be rejected since the tendency for Nike showed contradicting results.

Nevertheless, with a mean difference of MD = -0.625, the dimension ‘innovation’ revealed a significant associated probability of $p = 0.047$ for an F-change of $F = 4.058$ ($p(4.508) = 0.047$). Thus, for the dimension ‘innovation’, one can accept that brand-cause fit acts as a moderator. SH2a can however not be accepted since the idea was that the treatment effect would be higher for high brand-cause fit profiles than for low brand-cause fit profiles. It nevertheless needs to be mentioned that brand-cause fit still is able to (negatively) influence the effectiveness of social brand activism. In fact, for this particular dimension and brand, the higher the brand-cause fit, the lower the effectiveness of social brand activism.

To conclude, results for the brand Nike strongly reject the notion of higher treatment effects of high brand-cause fit profiles compared to low brand-cause fit profiles because of two major arguments. First, for six of the seven dimensions, no significant results were found and mean differences between the different brand-cause fit groups can, therefore, not be assumed. Second, even though only significant for one dimension, the treatment effects are always negative which implies that social brand activism is more effective for low brand-cause fit profiles and thus completely opposes the idea of the hypothesis established. Thus, SH1a needs to be rejected by stating that tendencies even indicate contrary results than expected.

Table 4-2 Results Brand-Cause Fit Nike

NIKE											
Brand	BCF	N	Mean	MD	Std Dev.	Std Error	Lower Bound	Upper Bound	Levene	F-Value	Sig
Dimension 1: Competence	Low BCF	49	1.537	-0.339	1.331	0.190	1.155	1.919	0.876	1.658	0.201
	High BCF	47	1.198		1.242	0.181	0.833	1.563			
Dimension 2: Attractiveness	Low BCF	49	1.183	-0.254	1.427	0.203	0.773	1.593	0.487	0.852	0.358
	High BCF	47	0.929		1.266	0.184	0.557	1.300			
Dimension 3: Sincerity	Low BCF	49	1.639	-0.136	1.385	0.198	1.241	1.619	0.141	0.289	0.592
	High BCF	47	1.503		1.062	0.155	1.191	1.942			
Dimension 4: Innovation	Low BCF	49	1.979	-0.625	1.743	0.249	1.478	2.480	0.003	4.058	0.047
	High BCF	47	1.354		1.240	0.181	0.989	1.719			
Dimension 5: Activity	Low BCF	49	1.210	-0.352	1.457	0.208	0.792	1.629	0.375	1.731	0.192
	High BCF	47	0.858		1.143	0.166	0.522	1.193			
Dimension 6: Excitement	Low BCF	49	1.367	-0.155	1.345	0.192	0.980	1.757	0.742	0.362	0.573
	High BCF	47	1.212		1.161	0.169	0.871	1.553			
Dimension 7: Ruggedness	Low BCF	49	1.598	-0.379	1.357	0.193	1.208	1.988	0.162	2.150	0.146
	High BCF	47	1.219		1.161	0.169	0.878	1.560			

SH2b: The treatment effect of Under Armour’s personality dimensions is significantly higher for high brand-cause fit profiles compared to low brand-cause fit profiles.

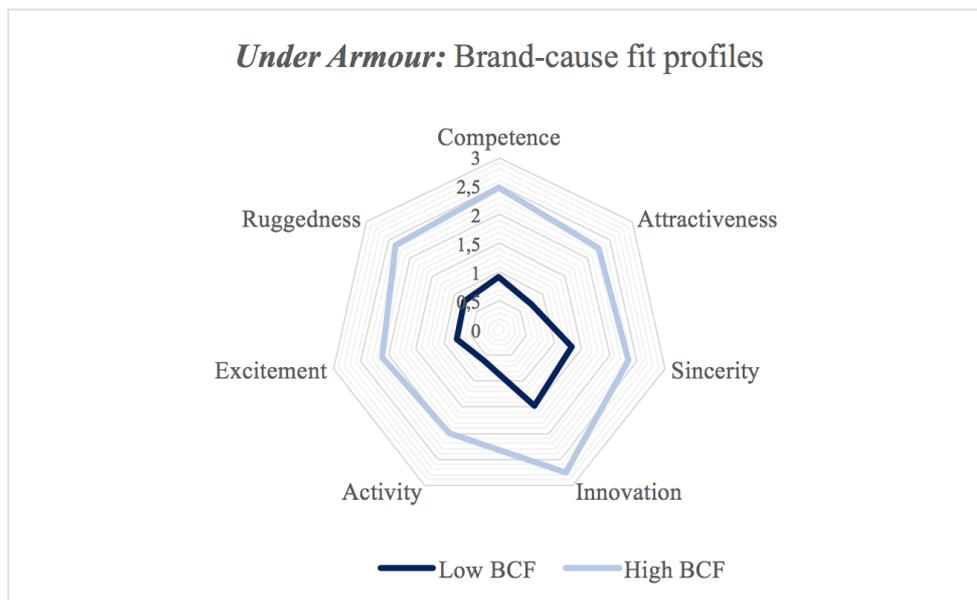


Figure 4.9 Treatment effects for Under Armour divided into low and high brand-cause fit

Second, results were completely different for the brand Under Armour. Here, for all seven personality dimensions, significant results could be found which is also perfectly illustrated in Figure 4.9. Also by ocular inspection of the mean differences, one can see that these are greater than $MD = 1.0$ (C: $MD = 1.565$; A: $MD = 1.544$; S: $MD = 1.034$, I: $MD = 1.300$, A: $MD = 1.401$, E: $MD = 1.340$, R: $MD = 1.565$) and thus already indicate significant mean differences between the two tested brand-cause fit groups. Here, compared to other brands, the F-change mostly was approximately 15x greater for Under Armour with a level of more than $F = 30$. An exception are the dimensions ‘sincerity’ and ‘innovation’, where the F-change was at a level of $F = 16.021$ and $F = 20.134$ respectively. However, with such high F-changes, the associated probability is of course for all seven dimensions smaller than $p = 0.05$ and the null hypothesis of equal means can be rejected. As can be seen, the associated probability is even $p = 0.000$ for all seven dimensions which is why mean differences between high and low brand-cause fit can be assumed with very high certainty.

Consequently, in the case of Under Armour, brand-cause fit definitely acts as moderator by positively influencing the effectiveness of social brand activism. Hence, SH2b can be accepted with high certainty. In fact, high brand-cause fit profiles on average scored significantly higher treatment effects than low brand-cause fit profiles.

Table 4-3 Results Brand-Cause Fit Under Armour

UNDER ARMOUR											
Brand	BCF	N	Mean	MD	Std Dev.	Std Error	Lower Bound	Upper Bound	Levene	F-Value	Sig
Dimension 1: Competence	Low BCF	49	0.918	1.565	1.264	0.180	0.555	1.281	0.836	37.303	0.000
	High BCF	49	2.483		1.271	0.181	2.117	2.848			
Dimension 2: Attractiveness	Low BCF	49	0.721	1.544	1.215	0.173	0.371	1.070	0.711	35.936	0.000
	High BCF	49	2.265		1.331	0.190	1.882	2.647			
Dimension 3: Sincerity	Low BCF	49	1.326	1.034	1.349	0.192	0.938	1.713	0.524	16.021	0.000
	High BCF	49	2.360		1.203	0.171	2.014	2.706			
Dimension 4: Innovation	Low BCF	49	1.455	1.300	1.508	0.215	1.022	1.889	0.281	20.134	0.000
	High BCF	49	2.755		1.353	0.193	2.366	3.143			
Dimension 5: Activity	Low BCF	49	0.605	1.401	1.218	0.174	0.255	0.955	0.965	30.16	0.000
	High BCF	49	2.006		1.306	0.186	1.631	2.382			
Dimension 6: Excitement	Low BCF	49	0.768	1.340	1.208	0.172	0.421	1.115	0.458	31.285	0.000
	High BCF	49	2.108		1.163	0.166	1.774	2.443			
Dimension 7: Ruggedness	Low BCF	49	0.775	1.565	1.383	0.197	0.378	1.172	0.411	37.395	0.000
	High BCF	49	2.340		1.137	0.162	2.010	2.666			

SH2c: The treatment effect of Puma’s personality dimensions is significantly higher for high brand-cause fit profiles compared to low brand-cause fit profiles.

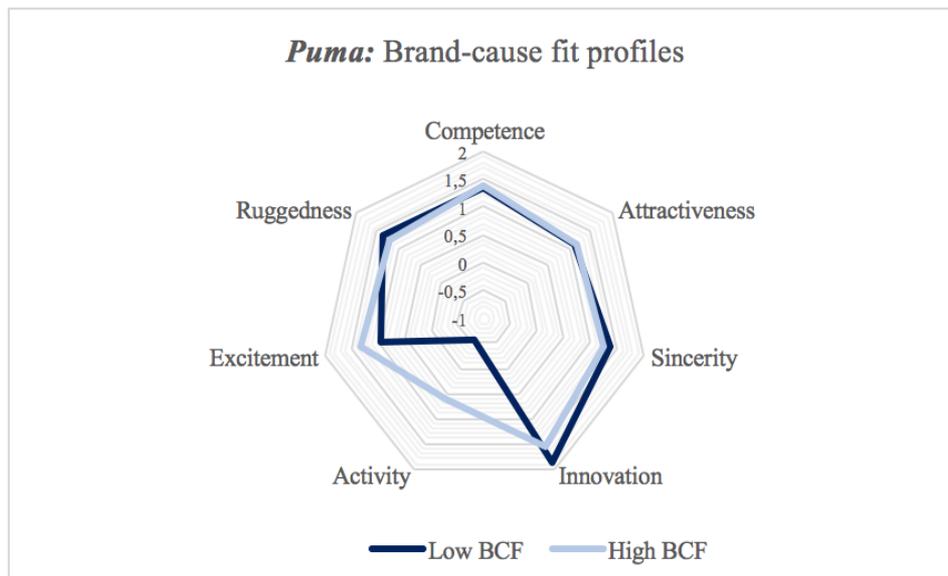


Figure 4.10 Treatment effects for Puma divided into low and high brand-cause fit

Lastly, concerning the brand Puma, results were divided depending on the personality dimension as shown in the illustration above. First, non-significant results were found for the personality dimensions ‘competence’, ‘attractiveness’, and ‘excitement’. However, the brand differs from Nike in the mean differences which are all positive for Puma. In this case, positive mean differences indicate that the effectiveness of social brand activism tends to be higher for high brand-cause fit profiles than for low brand-cause fit profiles. However, mean differences are smaller than $MD = 0.4$ for all three dimensions (C: $MD = 0.026$; A: $MD = 0.007$; E: $MD = 0.381$) and just by ocular inspection, one can therefore already assume non-significant mean differences. In fact, for two of the three dimensions, namely ‘competence’ and ‘attractiveness’, the F-change is even smaller than $F = 0.02$ which leads to an associated probability close to $p = 1.000$ (C: $F(0.012) = 0.914$; A: $F(0.001) = 0.977$). With such a high significance level, the null hypothesis of equal means can be accepted with high certainty. Also, for the dimension ‘excitement’, the associated probability is greater than $p = 0.005$ (E: $(p(2.061) = 0.154)$ and the null hypothesis needs to be accepted as well. Thus, in these cases, SH1c cannot be accepted and brand-cause fit does consequently not operate as a significant moderator. However, in contrary to Nike, this time, the general tendency is that social brand activism seems to be more effective for high brand-cause fit profiles than low brand-cause fit and is thus in line with the established hypothesis. However, with such small mean differences, one could further argue that brand-cause fit does not seem to be acting as a moderator at all for these dimensions.

In contrary to the just mentioned three dimensions, Puma followed the same tendency than Nike with negative treatment effects for other three dimensions treated, namely for the dimensions ‘sincerity’, ‘innovation’ and ‘ruggedness’ (S: $MD = -0.092$; I: $MD = -0.316$; R: $MD = -0.159$). However, as is also underlined by the mean differences, no significant results could have been found. In fact, with an F-change of $F = 0.104$, being close to zero, the associated probability of the ‘sincerity’ dimension is $p = 0.748$ and mean differences between the two brand-cause fit profiles can thus be rejected with high certainty. Also, for the dimensions ‘innovation’ and ‘ruggedness’, no significant mean differences were found. However, in these cases, the associated probability is not as high as for ‘sincerity’ (I: $p(1.331) = 0.251$; R: $p(0.437) = 0.510$). To summarize, also for these three cases, brand-cause fit does not act as a moderator for all three dimensions. Moreover, the hypothesis of higher treatment effects for high brand-cause fit than low brand-cause fit, cannot be accepted and tendencies even strongly contradict the key idea of the hypothesis established.

To summarize what was said beforehand, as described, for three dimensions, Puma revealed positive treatment effects, whereas, for the other three dimensions, these were negative. However, in both cases, mean differences were very small and thus no significant results could have been found. This changes for the brand personality dimension ‘activity’, where positive significant results could have been found for Puma. In fact, with a mean difference of $MD = 1.198$, the associated probability for the strong F-change of 22.869 was $p = 0.000$ (A: $p(22.869) = 0.000$) and is thus largely smaller than $p = 0.05$. However, these results need to be taken with caution since the results of RQ1 were not significant for this personality dimension. Thus, we analysed more in detail why the dimension ‘activity’ might have displayed significant results for RQ2. A first indicator that might have led to significant results are the average treatment

effects of low and high brand-cause fit profiles. In fact, for the low brand-cause fit group, the mean of the treatment effect is negative, indicating that the brand was rated more positively before seeing the advertisement than after seeing the advertisement. Henceforth, one has to consider that for this dimension, social brand activism negatively influenced the perception of the brand personality for low brand-cause fit profiles ($M = -0.571$). Consequently, the assumption can be made that with a non-congruent or low brand-cause fit, impacts of the advertisement were even negative by decreasing the rating of the dimension 'activity'. However, important to mention is that with a negative mean for low brand-cause fit, the mean difference, which is tested by the one-way ANOVA, is of course even larger ($MD = 0.062 - (-0.571)$). This can probably be an explanation for the significant positive results for this dimension. Nevertheless, especially when social brand activism seems to have a negative effect for low brand-cause fit profiles, the treatment effect is of course significantly different between the two brand-cause fit groups. Thus, the null hypothesis of equal mean differences between low and high brand-cause fit profiles can be rejected with high certainty for the brand Puma.

To conclude, the decision on whether to accept or reject the null hypothesis is more difficult for the brand Puma compared to the other brands. In fact, three different possible outcomes were found which are to either have negative or positive treatment effects or to have no potential effect with mean differences that are close to zero. Therefore, there is no clear tendency of whether social brand activism is more effective for low or high brand-cause fit profiles. However, since results were majorly not significant, one cannot assume significant mean differences between the groups. In fact, mean differences majorly stayed smaller than $MD = 0.4$ and therefore cannot be considered significant. In such cases, SH1b would need to be rejected. Nevertheless, for the dimension 'activity', highly significant results could have been found since there was a significant mean difference between low and high brand-cause fit profiles. In this case, brand-cause fit thus acted as moderator influencing the effectiveness of social brand activism. Hence, in overall, the authors of this paper would like to partially accept SH1b by stating that even though for most of the cases, there were no significant mean differences between the brand-cause fit groups, it is still possible that brand-cause fit moderates the effects of social brand activism.

Table 4-4 Results Brand-Cause Fit Puma

PUMA											
Brand	BCF	N	Mean	MD	Std Dev.	Std Error	Lower Bound	Upper Bound	Levene	F-Value	Sig
Dimension 1: <i>Competence</i>	Low BCF	49	1.340	0.026	1.242	0.178	0.983	1.697	0.503	0.012	0.914
	High BCF	51	1.366		1.153	0.161	1.041	1.690			
Dimension 2: <i>Attractiveness</i>	Low BCF	49	1.136	0.007	1.482	0.211	0.710	1.562	0.159	0.001	0.977
	High BCF	51	1.143		1.168	0.163	0.815	1.472			
Dimension 3: <i>Sincerity</i>	Low BCF	49	1.346	-0.092	1.530	0.218	0.906	1.786	0.768	0.104	0.748
	High BCF	51	1.254		1.319	0.184	0.883	1.625			
Dimension 4: <i>Innovation</i>	Low BCF	49	1.891	-0.316	1.526	0.218	1.452	2.329	0.074	1.331	0.251
	High BCF	51	1.575		1.198	0.167	1.238	1.912			
Dimension 5: <i>Activity</i>	Low BCF	49	-0.571	1.198	1.274	0.182	-0.937	-0.205	0.84	22.869	0.000
	High BCF	51	0.627		1.232	0.172	0.280	0.974			
Dimension 6: <i>Excitement</i>	Low BCF	49	0.932	0.381	1.355	0.193	0.542	1.321	0.725	2.061	0.154
	High BCF	51	1.313		1.303	0.182	0.947	1.680			
Dimension 7: <i>Ruggedness</i>	Low BCF	49	1.394	-0.159	1.239	0.177	1.038	1.750	0.551	0.437	0.510
	High BCF	51	1.235		1.168	0.163	0.906	1.564			

Conclusion RQ2

To conclude RQ2 and to refer the statistical hypotheses back to the research hypothesis, the following section summarizes the results found for the different brands and dimensions. To remind, RQ2 aimed at examining whether brand-cause fit can be treated as a moderating variable by positively influencing the effectiveness of social brand activism. As analysed, results were divided and strongly depended on the brand. As stated beforehand, for the brand Nike, the hypothesis needed to be rejected since social brand activism was more effective for lower brand-cause fit profiles which contradicts the hypothesis. In contrary to this, for Under Armour, all seven dimensions showed significant results and therefore the hypothesis was strongly accepted in this case. Lastly, Puma showed divided results with negative and positive treatment effects leading to a partially accepted hypothesis.

Consequently, overall, the authors of this paper would like to partially accept RH2. It is remarkable that results were not always significant and different tendencies for each brand were investigated. However, it has been proven that the effectiveness of social brand activism can possibly be influenced by brand-cause fit but does not necessarily have to.

RH2 can be partially accepted.

A high brand-cause fit has a positive influence on the effectiveness of social brand activism.

4.2.3 Result Summary

The hypotheses tested within the scope of this thesis are summarized in Table 4-5. As described beforehand, each research hypothesis was split up into several statistical hypotheses to be able to test each personality dimension or brand separately. The results show that social brand activism is able to influence a brand's personality dimensions since significant differences between the two observations (before and after seeing the advertisement) were revealed. However, concerning the role of brand-cause fit, the existence of a moderating variable could only be partly proven. In fact, when comparing all three brands, there was not always a significant effect of brand-cause fit on the effectiveness, measured as treatment effect, of social brand activism. In the following table, a summary of all results can be found:

Table 4-5 Summary of the results for RQ1 and RQ2

Research Hypothesis	Statistical Hypothesis	Type of analysis	Results
<p>RH1: Brand Personality Social activism has a positive influence on a brand's personality.</p>	<p>SH1: The brand personality dimensions will show significantly higher scores once respondents were exposed to social activism.</p> <p>H1a: Competence H1b: Attractiveness H1c: Sincerity H1d: Innovation H1e: Activity H1f: Excitement H1g: Ruggedness</p>	<p>One-Way Repeated Measures ANOVA</p>	<p>Accepted</p> <p>Accepted Accepted Accepted Accepted Partially Accepted Accepted Accepted</p>
<p>RH2: Brand-cause fit A high brand-cause fit has a positive influence on the effectiveness of social brand activism.</p>	<p>SH2: The treatment effects of the personality dimensions are significantly higher for high brand-cause fit profiles compared to low brand-cause fit profiles.</p> <p>H2a: Nike H2b: Under Armour H2c: Puma</p>	<p>One-Way ANOVA</p>	<p>Partially Accepted</p> <p>Rejected Accepted Partially Accepted</p>

5 Discussion of the Key Findings

This section is designated to discuss the results of the quantitative research. The discussion of the findings is divided into two parts. While the initial section is dedicated to the first research question dealing with the influence social brand activism has on a brands personality the second part addresses the role of the brand-cause fit and thus discusses the second research question.

5.1 Social Brand Activism and Brand Personality

In the following section, the results of the first research question are discussed in detail. Since there does not yet exist literature combining the concepts of social brand activism and brand personality, general implications are presented first. Thereafter, the authors of this paper developed a framework visualizing how social brand activism influences a brand's personality dimensions.

5.1.1 Implications for Brand Personality

As stated in the emerging literature stream of brand personality, several researchers agree that advertising and marketing activities can influence and shape a brand's personality (Batra, Lehmann & Singh, 1993; Aaker, 1997; Wysong, Munch & Kleiser, 2002; Ang & Lim, 2006; Maehle & Supphellen, 2011; Bairrada, Coelho & Lizanets, 2019). As Maehle and Supphellen (2011, p. 97) state, a brand's marketing and advertising activities can be seen as "behaviours enacted on the part of the brand". Thus, the way the advertisement is constructed and the issue it addresses are able to give information on a brand's personality. However, there does not yet exist any emerging research testing whether the advertising strategy of brand activism is also able to shape a brand's personality. When combining literature with the results of this paper, the idea that advertising, including social brand activism, has the power to influence a brand's personality can be supported. As results have shown, when testing the effect of social brand activism on the seven brand personality dimensions, a brand's personality was generally evaluated more positively after having seen the advertisement. Thus, consumers were influenced by the advertisement and associated what they have seen to the brand's inner personality. This paper consequently contributes to the existing literature by expanding research on the influence of advertising on brand personality to the emerging trend of social brand

activism. However, despite significant results, differences in the effect size were recognized and a distinction between different dimensions needs to be made. More precisely, the authors of this paper discovered that social brand activism is able to influence some dimensions to a stronger degree than others. To be more precise, for all three brands, only three dimensions, namely ‘competence’, ‘innovation’ and ‘ruggedness’, were strongly influenced by social brand activism, meaning with an effect size of more than 50%. When evaluating each character trait of these three dimensions, it seems logical that especially these character traits were largely influenced by social brand activism. More precisely, the character traits associated with each dimension are again illustrated in the following:

- Competence (character traits courageous, determined, competitive)
- Innovation (character traits unique, original, open to change)
- Ruggedness (character traits rugged, tough and sophisticated)

To the best of the authors' knowledge, there is yet no research combining the concept of brand personality and social brand activism which is why these insights are crucial to understand. As can be assumed, with an advertising campaign addressing the most urgent issues society is facing today, social brand activism has its courageous and determined nature associated with the dimension ‘competence’.

Moreover, as stated in literature beforehand, brand personality should serve as differentiation strategy and create competitive advantages (Aaker & Joachimsthaler, 2000; Buresti & Rosenberger, 2006; Keller, 2008; Kang, Bennet & Peachey, 2016; George & Anandkumar, 2018). At this point, it is possible to argue that character traits such as ‘unique’ and ‘original’ might contribute to these competitive advantages and are thus of high relevance for each brand. According to Tong and Su (2014), sportswear companies such as Nike have always aimed at linking their brand with athletes who in return contribute unique and positive brand associations to the brand. Especially for the advertisements of Nike and Under Armour, this study strongly supports the idea of exploring the athlete network to improve a company’s reputation and brand identity. Apart from character traits focussing on the competence as well as the innovative part of the brand, social brand activism also enables brands to improve their association to more sophisticated character traits summarized by the factor ‘ruggedness’. As can be seen, respondents assess the brand in a new way after having seen the advertisement and are more likely to associate the brand with a tough and rugged personality.

By evaluating the other dimensions, three dimensions have an effect size larger than 40% and thus still are influenced to a great extent by social brand activism. These dimensions are ‘attractiveness’, ‘sincerity’ and ‘excitement’. For these dimensions, throughout all three brands, more than 40% of the variance in the two brand personality dimensions can be explained by social brand activism. Here again, the character traits associated with these dimensions were analysed in detail:

- Attractiveness (character traits up-to-date, young and cool)
- Sincerity (character traits honest, respectful, friendly)
- Excitement (character traits enthusiastic, cheerful and exciting)

As stated in the literature, millennials are looking for brands addressing the current issues of today's society. If a brand does so, this also positively influence the attractiveness of this brand. It seems logical that especially millennials associate social brand activism with an up-to-date, young and cool personality. Important to mention is additionally that social brand activism is perceived as cheerful and exciting. An argument for such associations could be that this kind of advertisements touches upon emotions. In fact, by encouraging consumers to achieve their dreams and to never stop fighting as the ambassadors in the advertisements did, the brand becomes exciting and enthusiastic.

More interestingly, even though social brand activism takes part in marketing activities, brands engaging in such advertising campaigns seem to be perceived as honest, respectful and friendly. At this point, one could question whether the tested brand really keeps its promises or if consumers just fall into a marketing trap. To give a precise example, even though Nike's advertising strongly supports female athletes, a few weeks ago, news revealed that pregnant Nike athletes faced performance-related pay cut (Sky News, 2019; O'Malley, 2019; Felix, 2019). However, just at the time where counteract-reactions were about to start, Nike revealed that they will protect their female athletes by updating their contracts to include equal payments during pregnancy. With the words "moving forward, our contracts for female athletes will include written terms that reinforce our policy" (Son, 2019), Nike admitted their fault and made necessary changes. Moreover, the brand strives for improvement by "recogniz[ing] [they] can do more and that there is an important opportunity for the sports industry to evolve to support female athletes" (Son, 2019). This example perfectly illustrates how much pressure is set on brands engaging in social brand activism and that to a certain extent, brands should also practice what they state in their campaigns. The risk of engaging in social brand activism should not be undermined and as already explained in the introduction, there is a thin line between buy- and boycott. Also with the attribution of the brand with an honest character through social brand activism, a company should make sure to understand further implications of its advertising campaigns. Henceforth, if social brand activism is able to associate the brand with an honest character, this should be deeply internalized in the company's core philosophy to not take any risks of negative reactions.

Coming back to the different personality dimensions, as might have been noted, only six out of seven dimensions have been discussed so far. In fact, the personality dimension 'activity' was least influenced by social brand activism. As discussed in the main analysis, there has not even been a significant effect on Puma. Also for Nike, despite significant results, the effect size is at 37% and therefore not strongly influenced. When considering that the dimension 'activity' is associated with the character traits 'active', 'athletic' and 'disciplined', this might be self-explanatory. Since this study only examined sportswear brands, respondents have probably already associated the brands to their sportive character before the advertisement and no significant difference before and after the advertisement could have been found. Here, one could, therefore, argue that social brand activism does not necessarily contribute to a sports brand's core characteristic due to its sportive nature but rather expands this personality to other personality traits that might have been ignored or less-focused on before. Social brand activism

therefore is an advertising strategy that is especially important if a sportswear brand is lacking in character traits other than the ones derived from its core competence and athlete network.

5.1.2 Establishment of a Framework

In order to summarise these findings, a framework showing the impact of social brand activism on brand personality was developed. The main aim of the framework was to visualize the different degrees of influence that social brand activism has on sports brands personalities. Therefore, the dimensions affected were divided into elements of primary and secondary level of influence which will in the following be explained more precisely.

Dimensions of primary influence

By ‘dimensions of primary influence’, dimensions that are most influenced by social brand activism are categorized. Therefore, two different conditions were defined in order to be able to assign dimensions to the primary circle of influence. These conditions are the following:

- Significant mean differences for all three sports brands
- Influence of social brand activism to an extent greater than 50% (measured by the effect size partial eta square which needs to be $\eta^2 > 0.5$)

As previously presented, the dimensions ‘competence’, ‘innovation’, and ‘ruggedness’ were determined to have a particularly high degree of influence. Hence, social brand activism is primarily likely to influence these personality dimensions to a great extent.

Dimensions of secondary influence

In addition, to be ranked second in terms of influence, again two different prerequisites needed to be fulfilled which are explained in the following:

- Significant mean differences for all three sports brands
- Influence of social brand activism to an extent greater than 40% (measured by the effect size partial eta square which needs to be $\eta^2 > 0.4$)

Consequently, three further dimensions were ranked second, namely ‘attractiveness’, ‘sincerity’ and ‘excitement’. In comparison to the elements of primary influence, these dimensions can still be considered important but not as influential as the dimensions of the primary circle. More precisely, these dimensions are likely to be influenced by social brand activism as well but only to a smaller extent, which is why they are categorized as a secondary circle.

It is conspicuous that all dimensions were now grouped into the first two circles except for ‘activity’. In fact, since the dimension ‘activity’ did not show significant results for all three brands, it was decided to not integrate it in the framework. As a matter of fact, the analysis proved that it cannot be guaranteed that the personality dimension ‘activity’ is influenced by social brand activism. Consequently, it was excluded from the framework.

Figure 5.1 summarizes the framework and the division into the primary and secondary circle of influence. The classification into primary (dark blue) and secondary (bright blue) degree of influence helps to better understand how social brand activism advertisements influence brand personality and thus for the first time align literature of brand personality with the phenomenon of brand activism.

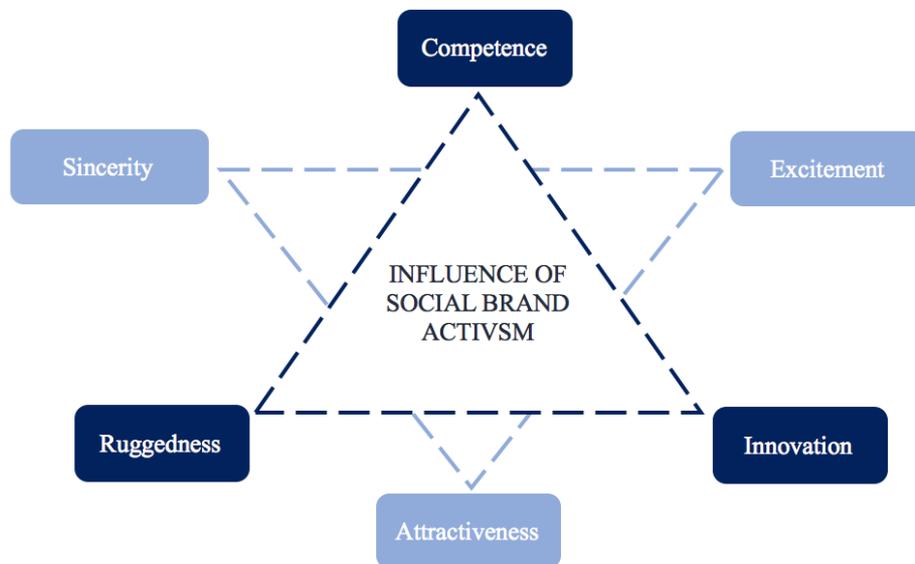


Figure 5.1 Framework on the influence of social brand activism on brand personality

5.2 The Role of the Brand-Cause Fit

The second part of the discussion aims at investigating the role of brand-cause fit on the relationship of social brand activism and brand personality. Here, within a first step, it will be discussed whether brand-cause fit acts as moderator by influencing the effectiveness of social brand activism. The second step includes a thorough analysis of potential reasons and biases for the divided role of brand-cause fit.

5.2.1 Brand-Cause Fit – a moderating variable?

As already indicated in the literature stream of brand-cause fit, researchers have contradicting opinions on the role of brand-cause fit. On the one hand, several authors argued that high perceived brand-cause fit would lead to better outcomes (Basil & Herr, 2006; Du, Bhattacharya & Sen, 2007; Smith & Langford, 2009; Aguinis & Glavas, 2012; Torres et al., 2012). On the other hand, others state that low brand-cause fit would enhance more positive effects since the brand's motive is attributed to be rather altruistic instead of self-serving (Moosmayer &

Fuljahn, 2013; Guzmán & Davis, 2017). Apart from these contradicting arguments, other researchers even argue that brand-cause fit would not have an influence at all (Ellen, Webb & Mohr, 2000; Lafferty, Goldsmith & Hult, 2004; Barone, Norman & Miyazaki, 2007; Lafferty, 2007; Bigné-Alcañiz et al.; 2012).

With these contradicting literature streams, another aim of this study was to test whether the perceived brand-cause fit is able to act as moderator influencing the relationship between social brand activism and brand personality. However, results revealed that the impact of brand-cause fit strongly depends on the brand and thus only support what has been found out beforehand. In fact, Nike, Under Armour and Puma all showed different tendencies concerning the difference between low and high brand-cause fit profiles. Especially interesting to mention is that there could either be no significant mean difference in the effectiveness of social brand activism or either a positive or a negative effect. For Nike for example, even though not significant, the treatment effect has always been negative meaning that the effectiveness of social brand activism was greater for low brand-cause fit profiles compared to high brand-cause fit profiles. Hence, it seems that for the brand Nike, a high brand-cause fit tends to negatively influence the effectiveness of social brand activism in advertisements. Here, in line with Guzmán and Davis (2017), one could, therefore, argue that by perceiving the brand-cause fit as low, Nike's motivation was considered more altruistic and respondents were more likely to believe in the honesty of the advertising's key message. In contrary, for Under Armour, results revealed that brand-cause fit positively influences the relationship of social brand activism and brand personality since the treatment effect was significantly lower for relatively low brand-cause fit profiles compared to relatively higher brand-cause fit profiles. This is what is in line with most other researchers arguing that high brand-cause fit would positively influence the effectiveness of marketing messages (Basil & Herr, 2006; Du, Bhattacharya & Sen, 2007; Smith & Langford, 2009; Aguinis & Glavas, 2012; Torres et al., 2012). In-between these two extremes, for the brand Puma, the brand-cause fit could have had either positive or negative effects that however were majorly non-significant. Here, such divided results strongly indicate that brand-cause fit tends to not have a clear significant influence on brand personality at all which would also be in line with the findings of Lafferty, Goldsmith and Hult (2004) as well as Bigné-Alcañiz et al. (2012).

To conclude, with these three possible tendencies in regards to the three tested brands, the role of brand-cause fit in the effectiveness of social brand activism is very difficult to predict. Hence, one could argue that in some cases, the brand-cause fit might be able to act as moderator by influencing the effectiveness of social brand activism either positively or negatively whereas in other cases, the brand-cause fit might not have a significant role in the interplay of social brand activism and brand personality. The authors, therefore, support the overall of previous literature streams by stating that one cannot assign a single role to brand-cause fit. In the following, reasons and possible biases for the divided role of brand-cause fit are discussed.

5.2.2 Possible biases

Spokesperson of the advertisement

First, the spokesperson selected for the advertisement might be a potential factor influencing the perception of brand-cause fit. In some cases, the brand-cause fit might not only have been evaluated depending on the degree of congruence between the brand and the social cause, measuring the value-brand cause but between brand and the spokesperson. To give a precise example, the brand Puma can be cited. Despite Puma's sportive nature, the advertisement and the chosen spokesperson itself do not relate to this sports nature. Compared to Nike and Under Armour, the brand Puma decided to work with rapper Meek Mill and did not make use of its athlete network. The collaboration with Meek Mill might thus have negatively influenced the perceived brand-cause fit. It is possible that compared to Nike and Under Armour, respondents did not see a high congruence between the campaign endorser and Puma and thus were more likely to argue that it would be a low brand-cause fit. This falsifies results and might explain that no significant mean differences between low and high brand-cause fit profiles could have been found. Moreover, the spokesperson Meek Mill could possibly be a reason for the fact that low brand-cause fit profiles decreased their rating on the dimension 'activity' after seeing the advertisement since they do not associate the ambassador with sports. In order to better understand the reasons why social brand activism here had a negative influence on the brand personality dimension, the character traits associated with the dimension 'activity' give helpful insights. The dimension is summarized by the character traits 'active', 'athletic' and 'disciplined'. With Puma being a major actor in the sportswear market, the brand is probably already perceived as active, athletic and disciplined before the advertisement. However, since Meek Mill is not associated with sports, he might have negatively influenced the perception of Puma's personality on these particular character traits. It would, therefore, be interesting to see if by addressing the same social cause but by working with its athlete network, the same results would have been found. Lastly, Puma is the only brand that chose to work with a male spokesperson. Here, it would be interesting to investigate whether the gender of the spokesperson has an influence on the perception of the advertisement.

The personal significance of the social issue addressed

Another bias that needs to be taken into consideration is the relationship respondents have to the different themes addressed in the advertisements. According to literature, self-concept and personal relevance strongly influence the effectiveness of advertisements (Rogers, Kuiper, & Kirker 1977; Markus, Smith & Moreland, 1985; Kim, Yoo & Lee, 2018). As researchers found out, the personal significance of a circumstance is often appraised automatically and leads to different reactions (Lazarus & Smith, 1988). Moreover, it has been stated that scheme-relevant information, being in line with a consumer's self-concept, is more likely to be internalized more deeply than scheme-irrelevant information (Rogers, Kuiper, & Kirker 1977; Markus, Smith, & Moreland 1985). Hence, advertising messages compatible with a consumer's self-concept are more easily accepted and result in more positive attitudes toward the advertised brand (Kim, Yoo & Lee, 2018). In the context of this study, respondents could have been biased by their own impression of whether they support what was presented in the advertising or not. Even

though all three brands support unequally treated or discriminated groups, they all focus on other issues and the social cause addressed might further influence the perception of the brand-cause fit. To give a precise example, if a respondent generally supports immigration, the latter might automatically evaluate the brand-cause fit more positively. However, this does not necessarily imply that the respondent also takes part in high brand-cause fit profiles since the latter might still have considered it a bad fit. Of course, at this point, only assumptions are possible to draw, and further research might help to reveal how the personal significance of the theme addressed influences the role of brand-cause fit as well as the effectiveness of social brand activism. The existence of influence based on self-concept and personal significance might have especially led to the strong positive results for Under Armour compared to the two other brands. As the brand addresses immigration issues by showing the story of the Syrian refugee swimmer Mardini, the advertisement directly touches upon the refugee crisis European countries faced in 2015. Since this topic has spread over the news for a very long time, citizens are aware of the issue and problems faced and are therefore more likely to have a personal opinion on it. At a time where every government had to fight the refugee crisis and where the news of billions of hopeless refugee flows spread the televisions all over the countries, Under Armour took a smart move to support these torn stories. However, one could argue that the population is divided when it comes to political and social measures taken to best integrate these refugee flows. Especially within the countries that were most represented in the data set, of this study namely Germany, Sweden, and France, divided opinions on the refugee reliefs exist. As stated by Karacan (2019), there exist divergent attitudes among Europeans towards the measures to take to treat migrants and refugees from Syria.

By these means, independently from the perceived brand-cause fit but dependent on the personal significance of the issue, respondents might have made different judgments of the advertisement. Once respondents considered the information as scheme-relevant and thus feel personally attached to the topic, they might have evaluated the brand better after having seen the advertisement. In contrary to this, respondents who still struggle to accept refugees might have decreased their rating after seeing that the brand collaborated with migrants. However, if this is the case, one does not speak of brand-cause fit but rather measures whether the values addressed in the advertisement are shared by the respondent. Therefore, strong mean differences for Under Armour might possibly have arisen because of the strong presence of the refugee crisis in European countries which consequently signifies that respondents are generally involved in this issue.

By comparing Under Armour's theme of immigration to the issue Puma chose to address, especially in European countries, citizens might not be as aware of the topic as they are of the refugee crisis. In particular, Puma chose to address the unfairness with which black people are treated in the United States by focusing on Meek Mill's prison time which was not plausible. However, since this problem is more popular in the United States than it is in Europe, respondents assigned to Puma's advertisement might have struggled to filter out scheme-relevant information. Thus, the bias of personal relevance might have been smaller for this advertisement which leads to smaller mean differences caused by the level of personal relevance.

Emotions

After scanning existing literature, another argument that generally influences the effectiveness of advertising are emotions (Poels & Dewitte, 2019). According to Poels and Dewitte (2019), the type of responses evoked by advertising messages influences the effectiveness and outcomes of the advertisement. Kover (1995) further argues that effective advertising messages should touch the consumer's heart. By relating this to the results of this study, one could argue that the different treatment effects can be reasoned by the different emotional appealings of the advertisements. Here, especially the mean differences of high brand-cause fit profiles between the three brands need to be examined. Even though all of the respondents treated in this category consider the social issue addressed to be compatible with the brand, for some brands, the effectiveness of social brand activism was stronger than for others. In particular, the brand Under Armour convinced with very high mean differences for high brand-cause fit profiles which implies that respondents here strongly increased their scoring after having seen the advertisement. One could, therefore, argue that Under Armour's advertisement particularly touched upon emotions that trigger more positive reactions compared to the other brands. According to Achar et al. (2016), in such cases, one could define these emotions as integral emotions being evoked by the embedded messages of the advertisement with the strategical intention to influence the consumer in a particular way. In the case of Under Armour, a Syrian girl starts the advertisement with "I shouldn't be alive today" (Under Armour, 2017). With the direct association of life or death, the advertisement appeals to the respondents' emotions stronger than the key messages of Nike and Puma. By evoking emotions such as fear, desperation, and in particular the struggle to survive, the advertisement puts the respondent into a different mood which might have further influenced the effectiveness of the advertisement. However, by showing the unlimited will to succeed and survive, the story of Yusra Mardini also touches upon hope, pride, and determination. With such a strong interplay of emotions, this could be a reason for the strong positive and in particular significant influence of high brand-cause fit on the effectiveness of social brand activism. To remind, only for the brand Under Armour, significant positive results for all seven dimensions were found.

To conclude, even though results showed significant differences between the role of brand-cause fit for the three brands, the literature reveals that some biases might have influenced these results. In particular, the strong emotional appeal and topic accuracy for the European Market of Under Armour's advertising might have strengthened the treatment effect for high brand-cause fit profiles. Additionally, personal significance plays a role when it comes to advertising effectiveness. However, this variable has not been part of this study and therefore might need to be investigated in further research. Despite these biases, this paper still proves that brand-cause fit can significantly influence the effectiveness of social brand activism. It is however equally important to recognize that many other influencing factors such as the brand itself, the social issue addresses, the spokesperson chosen, and previous actions might have impacted the role of brand-cause fit which would need to be examined with further studies.

6 Conclusion

This chapter presents a summary of the key findings by providing theoretical contribution and practical implications. In addition, it presents limitations and provides future research direction for the continuous development of the phenomenon of social brand activism and brand-cause fit.

6.1 Research Aim

The purpose of this thesis was to explore the effectiveness of social brand activism on a brand's personality as well as if the brand-cause is acting as a moderating variable to this relationship. To achieve this purpose, a systematic literature review was conducted to identify suitable dimensions and character traits that play a major role in the perception of sportswear brands. It can be concluded that social brand activism indeed has a positive influence on a brand's personality and the brand-cause fit is only in few cases referred to as moderating factor. A thorough conclusion is stated in the following by providing at the same time theoretical and practical implications.

6.2 Theoretical Implications

In terms of theoretical contributions, the authors confirmed that social brand activism has a positive impact on a sports brand's personality. While previous studies have focused on brand personality in different industries and markets and their role of brand personality in preference, attitude, loyalty and buying intention (Mengxia, 2007; Kim, Magnusen & Kim, 2012; Tong & Su, 2014), it has never been associated with the emerging concept of (social) brand activism, which concludes that this paper is the first of its kind.

The theoretical contribution of this study lies in validating the positive influence social brand activism has on a brand's personality. However, the study not only confirms the positive influences on a brand's personality when performing social brand activism but also implies that the different personality dimensions examined are influenced to different extents. Hence, a framework elaborating on the personality dimensions of sportswear brands defined by Tong and Su (2014) was developed. More precisely, the main aim of the framework was to visualize

the different degrees of influence that social brand activism has on a brand's personality. Therefore, the dimensions affected were divided into elements of the primary and secondary level of influence. Here, six out of seven dimensions defined by Tong and Su (2014) were used to set up the framework. While the dimensions 'competence', 'innovation', and 'ruggedness' were determined to have a high degree of influence and thus were assigned to the primary circle; 'attractiveness', 'sincerity' and 'excitement' which are likely to be affected by social brand activism, albeit to a lesser extent are therefore classified to the secondary circle. Since the 'activity' dimension has shown very low or even no significant results, it cannot be claimed that this particular personality dimension is certainly influenced by social brand activism, therefore it has been excluded from the framework. Future studies attempting to predict the influence of social brand activism advertisement in the sportswear industry might benefit from the established framework that considers six influencing factors on brand personality.

As such this study adds to the emerging literature in marketing and branding that points to the importance of social brand activism on brand personality in general and on consumer perception in particular in the sportswear industry. In addition, because several studies have been conducted on the role of the congruence between a brand and a social cause (Gupta & Pirsch, 2006; Smith & Langford, 2009; Du, Bhattacharya & Sen, 2007; Aguinis & Glavas, 2012; Torres et al., 2012) the present study proposed that a high brand-cause fit has a positive influence on the effectiveness of social brand activism and thus influences the relationship between social brand activism advertising and brands personality as moderating variable. According to previous research, the trustworthiness of a corporation seems to be a decisive factor in the effectiveness and plausibility of the advertising message. As mentioned in the literature review, in particular the motives of a company (Kim, Kwak & Kim, 2010; Moosmayer & Fuljahn, 2013; Yuksel et al., 2016) and the credibility of the source (Newell & Goldsmith, 2001) are two important drivers that could influence the consumer's perception of the brand-cause fit.

Nevertheless, although previous studies have proven that higher congruence levels enhance the results of cause-related marketing campaigns (Pracejus & Olsen, 2004; Gupta & Pirsch, 2006; Barone, Norman, and Miyazaki, 2007; Samu & Wymer, 2009), controversial debates about the role of brand-cause fit still exist. Therefore, these constructs were analysed in accordance with social brand activism in this study. However, the results of this research demonstrate that the effect of brand-cause fit is strongly dependent on the tested brand. These results further underline and strengthen the discussion of brand-cause fit stated in the literature review of this paper. Thus, future research with other determining factors is necessary in order to clearly define brand-cause fit as a moderating variable.

All in all, this study contributes to existing theory as it provides a deeper understanding of which personality dimensions of sports brands are influenced by social brand activism which can be utilized for future research. It further justifies the use of social brand activism in the sportswear industry. In addition, it confirms that the brand-cause fit may, but not absolutely, play an integral role in the relationship of social brand activism on brand personality.

6.3 Practical Implications

From an instrumental perspective, the research findings provide interesting insights for managers and marketers who want to enhance their corporate brand by implementing social brand activism advertisements. By focusing explicitly on the relationship of social brand activism and brand personality dimensions of sportswear companies, this study provides managers with relevant evidence indicating that engaging in social brand activism consistently has a positive impact on consumers' perceptions. Therefore, taking a stand on societal issues through social brand advertisement is recommended. However, to successfully implement social brand activism, managers should carefully consider potential trade-offs. As results of this study revealed, the impact of the brand-cause fit strongly depends on the brand, thus managers have to be cautious about how their particular brand is perceived by consumers in order to choose a proper social cause to support. While for one brand the effectiveness of social brand activism might be greater for low brand-cause fit profiles than for high brand-cause fit profiles, for another brand the contrary might be the truth. Consequently, brand-cause fit only acts as a possible moderator influencing the effectiveness of social brand activism either positively or negatively, whereas in other cases it does not have a significant role in the interplay of social brand activism and brand personality at all. Here, it should be mentioned that also the way in which the advertising is designed and presented is of relevance. As described in the discussion chapter, the spokesperson chosen by the brand and the cause that this person represents might also have a major part to play. Whether consumers can relate to the societal cause or if the narrator that presents the cause is known and likeable for the consumer could also influence the perception of the brand-cause fit. However, these aspects need to be tested in future research. Additionally, if a company considers engaging in social brand activism, it is important to conduct a thorough history check. If a company has expressed its views against critical issues or conducted unfavourable actions in the past that were in the headlines i.e. women were paid less than men, the company should now not promote the matter of gender inequality as contradicting actions could make old headlines revive and force negative reactions. Overall, the results of this study suggest that marketers need to understand their customers' perceptions before they can engage in social brand activism and they also have to understand the concept of brand-cause fit.

6.4 Limitations and Future Research

Although this research provides valuable insights about how social brand activism affects a sports brand personality, taking into account the cause of the brand, the study also includes several limitations, in other words, influences that the researchers could not control. These are elaborated on in the following.

First, limitations in terms of data collection are taken into account. As budgetary and temporal constraints being one of the major constraints underlying this study, the researchers conducted convenience sampling which is a non-probability sampling design. This indicates that the sample was based on individuals available and some members of the initial population had a zero inclusion chance (Burns & Burns, 2008; Easterby-Smith, Thorpe & Jackson, 2015). As in such cases, the sampling error cannot be calculated, in other words, the difference between the true mean of the sample and the true mean of the population cannot be computed, results cannot be statistically generalized to a larger population (Burns & Burns, 2008). Referring back to the temporal limitations, some individuals were not available during the data collection period. The time constraints not only influenced the data collection but the overall quality of the research including stimulus selection, sampling technique, sample size, analysis, and other areas. Additionally, budget constraints hindered the design of sound scientific research with both high external and internal validity. Moreover, while the web-based questionnaires offer many benefits, it also entails several drawbacks. One disadvantage, for instance, is that the researchers had no control over the research environment, meaning that there was no way to control whether the survey was conducted conscientiously and in an undisturbed manner. In addition, instructions may be misinterpreted by participants even though a pilot study has been carried out.

Second, the model estimate utilized stimuli from the sports brand apparel industry, more precisely, a single product category was combined with three different types of social causes. The fact that the advertisement of Nike represents gender inequality, Under Armour shows their support for immigration and Puma addresses issues concerning discrimination can distort the findings and limit the generalizability. In addition, since social brand activism is an evolving concept, there was only a limited number of advertisements available at the time the study was conducted. Furthermore, and as mentioned in the research approach, several authors have already focused on previous advertisements of Nike, Puma and Under Armour. However, as the advertisement of Puma and Nike are recent since they were launched at the beginning of 2019, no academic papers with regards to those advertisements are published yet.

Third, another point considering the advertisements addressed is that this study only focuses on social brand activism. However, according to Sarkar & Kotler (2018), five other brand activism categories exist. In order to be able to draw general implications of the relationship of brand activism and brand personality, it, therefore, is recommended to analyse the impact of other brand activism strategies such as legal, political or environmental activism on brand personality as well. Here, it is of special interest to analyse whether the same framework could be established for other brand activism categories. By these means, it would be interesting to investigate whether the same personality dimensions would be categorized as the primary and secondary circle of influence. Only if this is the case, one could draw general conclusions of the influence of brand activism on brand personality.

Fourth, a further possible constraint in the empirical study refers to the inclusion of the different real brands. While real brands are adding realism to customers' perceptions, the target population might already have biases towards a brand. For this particular research, this aspect

has both positive and negative effects. For the study, prior knowledge of the different brands was necessary in order to rate the brand personality characteristics in the beginning. However, the degree of brand awareness for the different brands varied and might have had an impact on the results. In future studies, researchers could use different social brand activism advertisements addressing different issues while only using one brand to minimize the influence of the brand itself. This was not possible yet, as not many social brand activism advertisements of one particular brand exist. In this context, a qualitative study would have allowed an in-depth examination. Here, an interviewer could have clarified and probed which might perhaps reveal other truths about how consumers perceive a brand personality before and after being exposed to social brand activism advertising. In future research, it would thus be interesting to further confirm and deepen this result with a qualitative approach.

Another determinant that could be tested is the attitude of consumers towards different causes. For instance, if consumers have a positive or negative stance towards refugees might influence the results remarkably. Here, caution is especially required when transferring the results to a different market. Not only the consumer's attitude itself but also the political orientation of the country - for instance, if a country refused to welcome refugees, thus might also influence consumers' decisions on critical topics - might play a significant role. For example, in the United States, which is a market that is more sensitive to the socio-cultural context, reactions to social brand activism advertising can be more extreme, as described in the case of Nike and Colin Kaepernick in the introduction. Additionally, within the scope of this study, differences between European countries have not been further investigated. However, even within the European market, it is possible that countries significantly differ in their opinion on social brand activism.

Lastly, the analysis concerning the role of the company's credibility aspect could cover other consumer determinants, such as behavioural and purchasing intentions as well as attitudes towards the business itself or the social cause. Here, especially the study on brand-cause fit might discover other determinants that influence the perception of the brand. It would also be interesting to research how brand-cause fit in the context of social brand activism influences the respondent's purchase intentions.

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Appendix A

Brand activism advertisements of top 10 sportswear brands

<i>Brand</i>	<i>Advertisements focusing on brand activism</i>	<i>Category/theme</i>	<i>Links</i>
#1 Nike	<p>Dream Crazy (Sep' 18): Diversity ad with Colin Kaepernick</p> <p>Dream Crazier (Mar' 19): Anti-gender-inequalities ad with Serena Williams</p>	<p>Social brand activism</p> <p>Social brand activism/ Femvertising</p>	<p>Nike (2018) https://www.youtube.com/watch?v=Fq2CvmgoO7I&t=19s [Accessed 16 March 2019]</p> <p>Nike (2019) https://www.youtube.com/watch?v=whpJ19RJ4JY [Accessed 16 March 2019]</p>
#2 Adidas	<p>Adidas x Parley (Jan' 2019): Anti-plastic-waste in the oceans</p> <p>She Breaks Barriers (Mar' 2019): Anti-gender-inequalities, supporting women with Rahaf Khatib</p>	<p>Environmental brand activism</p> <p>Social brand activism/ Femvertising</p>	<p>Adidas (2019A): https://www.youtube.com/watch?v=gB4AM5FSHOI [Accessed 16 March 2019]</p> <p>Adidas (2019B): https://www.youtube.com/watch?v=gfag2c-8eGU [Accessed 16 March 2019]</p>
#3 Intersport	n/a	n/a	n/a
#4 Decathlon	n/a	n/a	n/a
#5 Dick's	n/a	n/a	n/a
#6 Foot Locker	n/a	n/a	n/a
#7 Under Armour	<p>I Will What I Want (Mar' 2016): Women's campaign with Mistly Copeland</p> <p>I Will (Oct' 2017): Equality, supporting refugees with Yusra Mardini</p>	<p>Femvertising – Social Brand activism</p>	<p>Under Armour (2016) https://www.youtube.com/watch?v=zWJ5_HiKhNg&t=1s [Accessed 29 March 2019]</p> <p>Under Armour (2017) https://www.youtube.com/watch?v=3UOnXQFqQN4 [Accessed 29 March 2019]</p>
#8 Puma	<p>Reform (Jan' 2019): Equality with Meek Mill</p>	<p>Social brand activism</p>	<p>Puma (2019) https://www.youtube.com/watch?v=xanHPoudsxE [Accessed 29 March 2019]</p>
#9 Sports Direct	n/a	n/a	n/a
#10 Asics	n/a	n/a	n/a

Appendix B

Different sports brand personality scales

<i>Author(s)</i>	<i>Brand personality dimensions</i>	<i>Similar dimensions to other personality structures</i>	<i>Non-personality traits</i>
Braunstein & Ross (2010)	<ul style="list-style-type: none"> ▪ Success <i>successful, efficient, high-performance, dependable, superior, accomplished, respected, reliable, confident, quality, consistent, capable, mature, hard-working</i> ▪ Sophistication <i>stylish, up-to-date, appearance, glamorous, flashy, trendy, upper class, sophisticated, attractive, corporate</i> ▪ Sincerity <i>honest, genuine, sincere, down-to-earth, charming, friendly, family-oriented</i> ▪ Rugged <i>bold, daring, rugged</i> ▪ Community-driven <i>authentic, inspirational, service-oriented</i> ▪ Classic <i>traditional, classic, old-fashioned</i> 	<ul style="list-style-type: none"> ▪ Aaker Big Five: Sincerity, Sophistication, Ruggedness ▪ HEXACO: Honesty (sincere), Extraversion (rugged) 	<ul style="list-style-type: none"> ▪ Success ▪ Sophistication ▪ Community-driven ▪ High performance (Kang et al., 2016)
Kim, Magnusen & Kim (2012)	<ul style="list-style-type: none"> ▪ Competence <i>competent, leadership, able</i> ▪ Creativity <i>creative, imaginative, original</i> ▪ Ruggedness <i>brave, eager, enthusiastic</i> ▪ Excitement <i>fun, witty, exciting</i> ▪ Sincere <i>delight, hard-working, sincere</i> ▪ Energy <i>cheerful, lively, vigorous</i> 	<ul style="list-style-type: none"> ▪ Aaker Big Five: Sincerity, Excitement, Competence, Ruggedness 	
Tsiotsou (2012)	<ul style="list-style-type: none"> ▪ Competitiveness <i>proud, ambitious, dynamic, successful, winning, triumphant</i> ▪ Prestige <i>multitudinous, glorious, great, strong, honorary</i> ▪ Morality <i>principled, cultured, ethical</i> ▪ Authenticity <i>traditional, uncompromising, radical</i> ▪ Credibility <i>wealthy, influential</i> 	<ul style="list-style-type: none"> ▪ HEXACO: Extraversion (competitiveness), Agreeableness (morality) 	<ul style="list-style-type: none"> ▪ Prestige ▪ Authenticity ▪ Credibility (Kang et al., 2016)
Tong & Su (2014)	<ul style="list-style-type: none"> ▪ Competence <i>courageous, determined, confident</i> ▪ Attractiveness <i>up-to-date, young, cool</i> ▪ Sincerity <i>honest, respectful, friendly, flexible, practical, relaxed</i> 	<ul style="list-style-type: none"> ▪ Aaker Big Five: Competence, Attractiveness (Sophistication), Sincerity, Excitement, Ruggedness 	

	<ul style="list-style-type: none"> ▪ Innovation <i>unique, original, open to change</i> ▪ Activity <i>fast, athletic, active, disciplined, organized</i> ▪ Excitement <i>enthusiastic, cheerful, exciting</i> ▪ Ruggedness <i>rugged, tough, sophisticated</i> 		
Kang, Bennett, Peachey (2016)	<ul style="list-style-type: none"> ▪ Agreeableness <i>courteous, considerate, generous, civil, friendly</i> ▪ Extraversion/Emotionality <i>Adventurous, fearless, daring, enthusiastic, dynamic</i> ▪ Openness <i>innovative, creative, original, reflective</i> ▪ Conscientiousness <i>discipline, persistent, leadable, hard-working</i> ▪ Honesty <i>respectful, integrity, fair-minded, ethical, sincere, dependable</i> 	<ul style="list-style-type: none"> ▪ HEXACO: Honesty / Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, Openness 	
Lee and Cho (2012)	<ul style="list-style-type: none"> ▪ Diligence <i>devoted, talented, coordinated, determined, experienced, dedicated, focused</i> ▪ Uninhibitedness <i>extroverted, fearless, thrill-seeking, brave, bold, daring</i> ▪ Fit <i>physical, athletic, muscular, built-in-shape, strong</i> ▪ Tradition <i>traditional, classic, timeless</i> ▪ Amusement <i>entertaining, interesting, fun</i> 	<ul style="list-style-type: none"> ▪ Aaker Big Five: Diligence Uninhibitedness Tradition ▪ HEXACO: Diligence Uninhibitedness Tradition 	<ul style="list-style-type: none"> ▪ Fit ▪ Amusement (Kang et al., 2016)
Schade, Piehler, Burmann. (2014)	<ul style="list-style-type: none"> ▪ Extraversion <i>traditional, faithful, sociable, family-oriented, humorous, cheerful</i> ▪ Rebellious <i>rebellious, bold, alternative</i> ▪ Open-mindedness <i>open-minded, tolerant, sophisticated, social responsible</i> ▪ Conscientiousness <i>hard-working, fighting spirit, diligent, tough</i> 	<ul style="list-style-type: none"> ▪ Aaker's Big Five: Extraversion Rebellious Open-Mindedness Conscientiousness ▪ HEXACO: Extraversion Rebellious Open-Mindedness Conscientiousness 	<ul style="list-style-type: none"> ▪ Alternative (Kang et al., 2016)

Appendix C

Questionnaire on the example of Nike

Please select your gender.

Male

Female

Prefer not to say

Please select your age category.

Under 18

18-24

25 - 30

31 - 34

Above 34

What is your current occupation?

Pupil

Student

Employed

Others

Where do you currently live?

Country

Which sports are you most interested in?

Water sports (Swimming, Surfing, Diving, ...)

Winter sports (Ski, Snow, ...)

Ballsports (Tennis, Soccer, Handball, ...)

Athletics (Running, ...)

None of the mentioned above

No interest in sports

YOUR ASSIGNED BRAND IS NIKE!

In your opinion, on a scale from 1-10, how well do you know Nike?

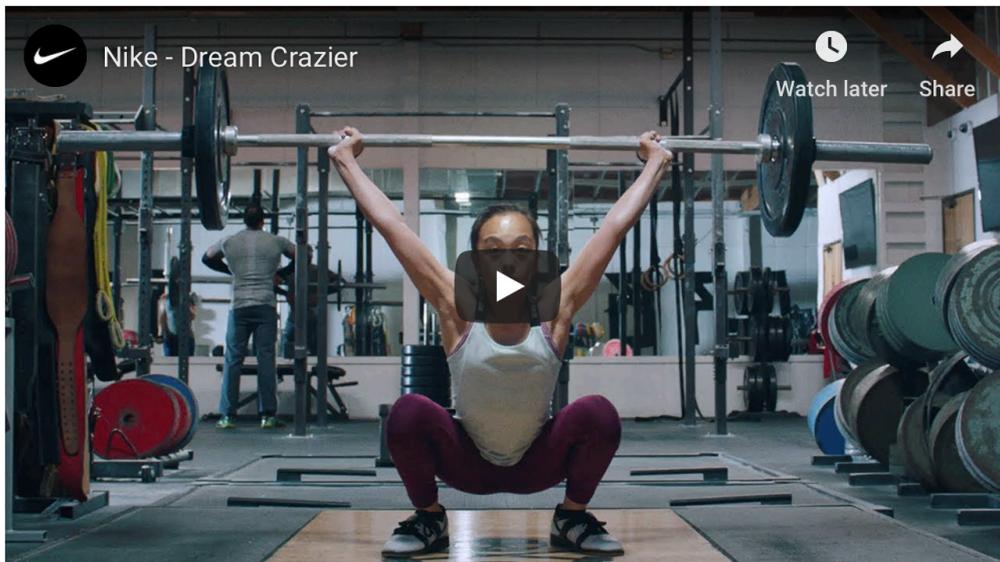
Not at all 0 1 2 3 4 5 6 7 8 9 10 Very well

If Nike would be a person, how would you describe the brand considering the following character traits?

Fragile	<input type="radio"/>	Rugged						
Unopened to change	<input type="radio"/>	Open to change						
Indecisive	<input type="radio"/>	Determined						
Not up-to-date	<input type="radio"/>	Up-to-date						
Average	<input type="radio"/>	Unique						
Soft	<input type="radio"/>	Tough						
Unoriginal	<input type="radio"/>	Original						
Modest	<input type="radio"/>	Sophisticated						
Old	<input type="radio"/>	Young						
Hesitant	<input type="radio"/>	Courageous						
Disrespectful	<input type="radio"/>	Respectful						
Lazy	<input type="radio"/>	Active						
Unreal	<input type="radio"/>	Real						
Uncool	<input type="radio"/>	Cool						
Dishonest	<input type="radio"/>	Honest						

Boring	<input type="radio"/>	Exciting						
Not enthusiastic	<input type="radio"/>	Enthusiastic						
Undisciplined	<input type="radio"/>	Disciplined						
Hostile	<input type="radio"/>	Friendly						
Unathletic	<input type="radio"/>	Athletic						
Cheerless	<input type="radio"/>	Cheerful						

In the following, you are going to watch the newest advertisement campaign from Nike in collaboration with tennis star Serena Williams. Serena Williams is known as one of the most revolutionary female athletes and has won the Grand Slam 23-time so far. After having seen the advertisement, you will be asked several questions on it, so listen carefully ;-)



In your opinion, which social problems does this advertisement address? (multiple answers can be chosen)

- Gender roles
 - Racial issues
 - Discrimination
 - Equality
 - Immigration
-

After having seen the advertisement, how would you now describe the brand considering the following character traits?

Indecisive	<input type="radio"/>	Determined						
Fragile	<input type="radio"/>	Rugged						
Unoriginal	<input type="radio"/>	Original						
Undisciplined	<input type="radio"/>	Disciplined						
Unopened to change	<input type="radio"/>	Open to change						
Disrespectful	<input type="radio"/>	Respectful						
Unathletic	<input type="radio"/>	Athletic						
Boring	<input type="radio"/>	Exciting						
Uncool	<input type="radio"/>	Cool						

Average	<input type="radio"/>	Unique
Unreal	<input type="radio"/>	Real
Soft	<input type="radio"/>	Tough
Dishonest	<input type="radio"/>	Honest
Hesitant	<input type="radio"/>	Courageous
Old	<input type="radio"/>	Young
Hostile	<input type="radio"/>	Friendly
Modest	<input type="radio"/>	Sophisticated
Not enthusiastic	<input type="radio"/>	Enthusiastic
Not up-to-date	<input type="radio"/>	Up-to-date
Cheerless	<input type="radio"/>	Cheerful
Lazy	<input type="radio"/>	Active



After seeing the advertisement, do you think that the personality of Nike and the image of the social cause is...

Incompatible	<input type="radio"/>	Compatible
Meaningless	<input type="radio"/>	Meaningful
Does not make sense	<input type="radio"/>	Makes sense

When it comes to creating this campaign, do you think that Nike was...

Motivated by self-interest	<input type="radio"/>	Motivated by interest in society
Profit motivated	<input type="radio"/>	Socially motivated
Egoistically motivated	<input type="radio"/>	Altruistically motivated

Please indicate whether you agree/disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Nike is aware of social issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nike fulfills its societal responsibility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nike gives something back to society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nike acts with society's interest in mind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With this advertisement, Nike makes a difference in the issues society is facing today.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix D

Cronbach Alpha

1. Scale reliability

First scale: Brand Personality

Items	Variables	Cronbach Alpha Obs. 1	Cronbach Alpha Obs 2.
<i>All three brands together - Scale 1</i>			
BP1-C	Courageous.	0,942	0,955
BP2-C	Determined.		
BP3-C	Real.		
BP4-AT	Up-to-date.		
BP5-AT	Young.		
BP6-AT	Cool.		
BP7-S	Honest.		
BP8-S	Respectful.		
BP9-S	Friendly.		
BP10-I	Unique.		
BP11-I	Original.		
BP12-I	Open to change.		
BP13-AC	Athletic.		
BP14-AC	Active.		
BP15-AC	Disciplined.		
BP16-E	Enthusiastic.		
BP17-E	Cheerful.		
BP18-E	Exciting.		
BP19-R	Rugged.		
BP20-R	Tough.		
BP21-R	Sophisticated.		

Second scale: Brand Cause Fit

Items	Variables	Cronbach Alpha
<i>NIKE</i>		
BC1	Compatible	0,832
BC2	Meaningful	
BC3	Makes Sense	
BC4	Self-interest	
BC5	Profit motivaed	
BC6	Egoistically	

Items	Variables	Cronbach Alpha
<i>UNDER ARMOUR</i>		
BC1	Compatible	0,888
BC2	Meaningful	
BC3	Makes Sense	
BC4	Self-interest	
BC5	Profit motivaed	
BC6	Egoistically	

Items	Variables	Grouping Factor
<i>NIKE</i>		
BC7	Aware of social	0,711
BC8	Fulfills ist societal	
BC9	Gives something	
BC10	Acts with society's	

Items	Variables	Grouping Factor
<i>UNDER ARMOUR</i>		
BC7	Aware of social	0,742
BC8	Fulfills ist societal	
BC9	Gives something	
BC10	Acts with society's	

Items	Variables	Cronbach Alpha
PUMA		
BC1	Compatible	0,866
BC2	Meaningful	
BC3	Makes Sense	
BC4	Self-interest	
BC5	Profit motivaed	
BC6	Egoistically	

Items	Variables	Grouping Factor
PUMA		
BC7	Aware of social	0,781
BC8	Fulfills ist societal	
BC9	Gives something	
BC10	Acts with society's	

2. First and second observation brand personality

Personality dimensions – factor grouping Cronbach Alpha

Items	Variables	Grouping Factor	Cronbach Alpha
ALL THREE BRANDS TOGETHER!			
BP1-C	Courageous.	Competence	0,765
BP2-C	Determined.		
BP3-C	Real.		
BP4-AT	Up-to-date.	Attractiveness	0,857
BP5-AT	Young.		
BP6-AT	Cool.		
BP7-S	Honest.	Sincerity	0,702
BP8-S	Respectful.		
BP9-S	Friendly.		
BP10-I	Unique.	Innovation	0,769
BP11-I	Original.		
BP12-I	Open to change.		
BP13-AC	Athletic.	Activity	0,727
BP14-AC	Active.		
BP15-AC	Disciplined.		
BP16-E	Enthusiastic.	Excitement	0,8
BP17-E	Cheerful.		
BP18-E	Exciting.		
BP19-R	Rugged.	Ruggedness	0,692
BP20-R	Tough.		
BP21-R	Sophisticated.		

Items	Variables	Grouping Factor	Cronbach Alpha
ALL THREE BRANDS TOGETHER!			
BP1-C	Courageous.	Competence	0,842
BP2-C	Determined.		
BP3-C	Real.		
BP4-AT	Up-to-date.	Attractiveness	0,819
BP5-AT	Young.		
BP6-AT	Cool.		
BP7-S	Honest.	Sincerity	0,804
BP8-S	Respectful.		
BP9-S	Friendly.		
BP10-I	Unique.	Innovation	0,87
BP11-I	Original.		
BP12-I	Open to change.		
BP13-AC	Athletic.	Activity	0,708
BP14-AC	Active.		
BP15-AC	Disciplined.		
BP16-E	Enthusiastic.	Excitement	0,852
BP17-E	Cheerful.		
BP18-E	Exciting.		
BP19-R	Rugged.	Ruggedness	0,81
BP20-R	Tough.		
BP21-R	Sophisticated.		

3. Brand-cause fit for all three brands

Brand Cause fit– factor grouping Cronbach Alpha

Items	Variables	Grouping Factor	Cronbach Alpha
<i>Nike</i>			
BC1-PF	Compatible	Perceived fit	0,772
BC2-PF	Meaningful		
BC3-PF	Makes Sense		
BC4-CM	Self-interest	Company's motives	0,872
BC5-CM	Profit motivaed		
BC6-CM	Egoistically motivated		
BC7-SC	Aware of social issues,	Source credibility	0,711
BC8-SC	Fulfills ist societal		
BC9-SC	Gives something back to		
BC10-SC	Acts with society's interest in		
BC11-SC	Makes a differente in the		
BC1-BCF	Compatible	Brand-cause fit	0,852
BC2-BCF	Meaningful		
BC3-BCF	Makes Sense		
BC4-BCF	Self-interest		
BC5-BCF	Profit motivaed		
BC6-BCF	Egoistically motivated		
BC7-BCF	Aware of social issues		
BC8-BCF	Fulfills ist societal		
BC9-BCF	Gives something back to		
BC10-BCF	Acts with society's interest in		
BC11-BCF	Makes a differente in the		

Items	Variables	Grouping Factor	Cronbach Alpha
<i>Under Armour</i>			
BC1-PF	Compatible	Perceived fit	0,908
BC2-PF	Meaningful		
BC3-PF	Makes Sense		
BC4-CM	Self-interest	Company's motives	0,859
BC5-CM	Profit motivaed		
BC6-CM	Egoistically motivated		
BC7-SC	Aware of social issues,	Source credibility	0,742
BC8-SC	Fulfills ist societal		
BC9-SC	Gives something back		
BC10-SC	Acts with society's		
BC11-SC	Makes a differente in		
BC1-BCF	Compatible	Brand-cause fit	0,898
BC2-BCF	Meaningful		
BC3-BCF	Makes Sense		
BC4-BCF	Self-interest		
BC5-BCF	Profit motivaed		
BC6-BCF	Egoistically motivated		
BC7-BCF	Aware of social issues		
BC8-BCF	Fulfills ist societal		
BC9-BCF	Gives something back		
BC10-BCF	Acts with society's		
BC11-BCF	Makes a differente in		

Items	Variables	Grouping Factor	Cronbach Alpha
<i>PUMA</i>			
BC1	Compatible	Perceived fit	0,907
BC2	Meaningful		
BC3	Makes Sense		
BC4	Self-interest	Company's motives	0,89
BC5	Profit motivaed		
BC6	Egoistically motivated		
BC7	Aware of social issues,	Source credibility	0,781
BC8	Fulfills ist societal responsibility,		
BC9	Gives something back to society,		
BC10	Acts with society's interest in mind,		
BC11	Makes a differente in the issues society is		
BC1	Compatible	Brand-cause fit	0,886
BC2	Meaningful		
BC3	Makes Sense		
BC4	Self-interest		
BC5	Profit motivaed		
BC6	Egoistically motivated		
BC7	Aware of social issues,		
BC8	Fulfills ist societal responsibility,		
BC9	Gives something back to society,		
BC10	Acts with society's interest in mind,		
BC11	Makes a differente in the issues society is		

Appendix E

Additional SPSS Output Research Question 1

1. Brand Personality One Way Repeated Measures ANOVA – NIKE

Item	Factor	Means	Mean difference	Std, Deviation	Greenhouse Geisser Epsilon	F-Change	Sig	Partial Eta Squared
NIKE								
BP1_N	Competence_1	4,703	1,37	1,287	1	109,523	0	0,528
	Competence_2	6,077		1,096				
BP2_N	Attractiveness_1	4,936	1,04	1,375	1	56,037	0	0,364
	Attractiveness_2	5,973		1,050				
BP3_N	Sincerity_1	4,414	1,56	1,054	1	151,611	0	0,607
	Sincerity_2	5,973		1,008				
BP4_N	Innovation_1	4,316	1,66	1,292	1	109,370	0	0,527
	Innovation_2	5,973		1,104				
BP5_N	Activity_1	5,225	1,04	1,363	1	59,292	0	0,377
	Activity_2	6,262		1,005				
BP6_N	Excitement_1	4,734	1,27	1,258	1	98,985	0	0,503
	Excitement_2	6,003		1,088				
BP7_N	Ruggedness_1	4,390	1,41	1,135	1	119,061	0	0,549
	Ruggedness_2	5,801		1,098				

2. Brand Personality One Way Repeated Measures ANOVA – UNDER ARMOUR

Item	Factor	Means	Mean difference	Std, Deviation	Greenhouse Geisser Epsilon	F-Change	Sig	Partial Eta Squared
UNDER ARMOUR								
BP1_UA	Competence_1	4,437	1,69	1,129	1	128,686	0	0,568
	Competence_2	6,127		1,067				
BP2_UA	Attractiveness_1	4,387	1,49	1,134	1	100,621	0	0,507
	Attractiveness_2	5,878		0,893				
BP3_UA	Sincerity_1	4,181	1,85	0,921	1	180,314	0	0,648
	Sincerity_2	6,026		1,005				
BP4_UA	Innovation_1	3,905	2,12	1,106	1	181,217	0	0,649
	Innovation_2	6,020		1,102				
BP5_UA	Activity_1	5,030	1,31	1,223	1	82,272	0	0,456
	Activity_2	6,336		0,848				
BP6_UA	Excitement_1	4,313	1,44	0,946	1	112,014	0	0,533
	Excitement_2	5,750		0,984				
BP7_UA	Ruggedness_1	4,259	1,57	0,996	1	110,850	0	0,531
	Ruggedness_2	5,824		0,934				

3. Brand Personality One Way Repeated Measures ANOVA – PUMA

Item	Factor	Means	Mean difference	Std. Deviation	Greenhouse Geisser Epsilon	F-Change	Sig	Partial Eta Squared
PUMA								
BP1_P	Competence_1	4,417	1,36	1,006	1	128,090	0,000	0,567
	Competence_2	5,777		1,019				
BP2_P	Attractiveness_1	4,175	1,14	1,106	1	72,307	0,000	0,425
	Attractiveness_2	5,313		1,101				
BP3_P	Sincerity_1	4,346	1,29	0,881	1	81,430	0	0,454
	Sincerity_2	5,639		1,090				
BP4_P	Innovation_1	3,989	1,72	1,012	1	155,036	0	0,613
	Innovation_2	5,707		1,183				
BP5_P	Activity_1	4,956	0,03	0,995	1	0,037	0,847	0,000
	Activity_2	4,983		1,347				
BP6_P	Excitement_1	4,336	1,13	0,989	1	69,401	0	0,415
	Excitement_2	5,461		1,173				
BP7_P	Ruggedness_1	4,168	1,30	0,838	1	116,354	0	0,543
	Ruggedness_2	5,471		1,083				

4. Brand Personality One Way Repeated Measures ANOVA – ALL THREE BRANDS

Item	Factor	Means	Mean difference	Std. Deviation	Greenhouse Geisser Epsilon	Sig	F-Change	Partial Eta Squared
THREE BRANDS								
BP1	Competence_1	4,519	1,48	1,150	1	0,000	361,013	0,549
	Competence_2	5,994		1,069				
BP2	Attractiveness_1	4,499	1,22	1,249	1	0,000	224,190	0,431
	Attractiveness_2	5,721		1,056				
BP3	Sincerity_1	4,314	1,57	0,957	1	0,000	389,708	0,568
	Sincerity_2	5,879		1,046				
BP4	Innovation_1	4,070	1,83	1,153	1	0,000	432,988	0,594
	Innovation_2	5,900		1,135				
BP5	Activity_1	5,070	0,79	1,204	1	0,000	83,730	0,220
	Activity_2	5,860		1,249				
BP6	Excitement_1	4,461	1,28	1,087	1	0,000	276,521	0,483
	Excitement_2	5,738		1,103				
BP7	Ruggedness_1	4,272	1,43	0,998	1	0,000	342,860	0,537
	Ruggedness_2	5,699		1,050				

Appendix F

Additional SPSS Output Research Question 2

1. Correlation between brand-cause fit components – NIKE

CORRELATION BETWEEN BCF's

NIKE					
<i>Perceived fit</i>					
	Means		Compatibl	Meaningful	Makes
Compatible	5,54	<i>Pearson Correlation</i>	1,000	0,404	0,674
		<i>Sig. (2-tailed)</i>		0,000	0,000
Meaningful	5,04	<i>Pearson Correlation</i>	0,404	1,000	0,602
		<i>Sig. (2-tailed)</i>	0,000		0,000
Makes Sense	5,51	<i>Pearson Correlation</i>	0,674	0,602	1,000
		<i>Sig. (2-tailed)</i>	0,000	0,000	

<i>Company motives</i>					
	Means		Compatibl	Meaningful	Makes
Motivated by self-interest	4,26	<i>Pearson Correlation</i>	1,000	0,693	0,675
		<i>Sig. (2-tailed)</i>		0,000	0,000
Egoistically motivated	3,7	<i>Pearson Correlation</i>	0,693	1,000	0,716
		<i>Sig. (2-tailed)</i>	0,000		0,000
Profit motivated	3,17	<i>Pearson Correlation</i>	0,675	0,716	1,000
		<i>Sig. (2-tailed)</i>	0,000	0,000	

SC							
	Means		Aware of social	Fulfills ist societal	Gives something	Acts with society's	Makes a difference
Aware of social issues	4,13	<i>Pearson Correlation</i>	1,000	0,136	0,327	0,110	0,266
		<i>Sig. (2-tailed)</i>		0,181	0,001	0,277	0,008
Fulfills ist societal	2,76	<i>Pearson Correlation</i>	0,136	1,000	0,306	0,378	0,224
		<i>Sig. (2-tailed)</i>	0,181		0,002	0,000	0,026
Gives something back to society	3,23	<i>Pearson Correlation</i>	0,327	0,306	1,000	0,498	0,513
		<i>Sig. (2-tailed)</i>	0,001	0,002		0,000	0,000
Acts with society's interest	3,22	<i>Pearson Correlation</i>	0,110	0,378	0,498	1,000	0,523
		<i>Sig. (2-tailed)</i>	0,277	0,000	0,000		0,000
Makes a difference in the	3,57	<i>Pearson Correlation</i>	0,266	0,224	0,513	0,523	1,000
		<i>Sig. (2-tailed)</i>	0,008	0,026	0,000	0,000	

> 0,05: accept H0 - no statistically linear relationship

2. Correlation between brand-cause fit components – UNDER ARMOUR

CORRELATION BETWEEN BCF's

UNDER ARMOUR					
<i>Perceived fit</i>					
	Means		Compatibl	Meaningful	Makes
Compatible	5,37	<i>Pearson Correlation</i>	1,000	0,741	0,833
		<i>Sig. (2-tailed)</i>		0,000	0,000
Meaningful	5,68	<i>Pearson Correlation</i>	0,741	1,000	0,759
		<i>Sig. (2-tailed)</i>	0,000		0,000
Makes Sense	5,38	<i>Pearson Correlation</i>	0,833	0,759	1,000
		<i>Sig. (2-tailed)</i>	0,000	0,000	

<i>Company motives</i>					
	Means		Compatibl	Meaningful	Makes
Motivated by self-	4,51	<i>Pearson Correlation</i>	1,000	0,640	0,724
		<i>Sig. (2-tailed)</i>		0,000	0,000
Egoistically motivated	3,88	<i>Pearson Correlation</i>	0,640	1,000	0,644
		<i>Sig. (2-tailed)</i>	0,000		0,000
Profit motivated	4,27	<i>Pearson Correlation</i>	0,724	0,644	1,000
		<i>Sig. (2-tailed)</i>	0,000	0,000	

<i>Source credibility</i>							
	Means		<i>Aware of social</i>	<i>Fulfills ist societal</i>	<i>Gives something</i>	<i>Acts with society's</i>	<i>Makes a difference</i>
Aware of social issues	4,22	<i>Pearson Correlation</i>	1,000	0,091	0,430	0,408	0,477
		<i>Sig. (2-tailed)</i>			0,376	0,000	0,000
Fulfills ist societal	3,06	<i>Pearson Correlation</i>	0,091	1,000	0,235	0,320	0,169
		<i>Sig. (2-tailed)</i>		0,376		0,021	0,001
Gives something	3,48	<i>Pearson Correlation</i>	0,430	0,235	1,000	0,437	0,656
		<i>Sig. (2-tailed)</i>	0,000	0,021		0,000	0,000
Acts with society's	3,39	<i>Pearson Correlation</i>	0,408	0,320	0,437	1,000	0,440
		<i>Sig. (2-tailed)</i>	0,000	0,001	0,000		0,000
Makes a difference	3,63	<i>Pearson Correlation</i>	0,477	0,169	0,656	0,440	1,000
		<i>Sig. (2-tailed)</i>	0,008	0,100	0,000	0,000	

> 0,05: accept H0 - no statistically linear relationship

3. Correlation between brand-cause fit components – PUMA

CORRELATION BETWEEN BCF's

PUMA					
<i>Perceived fit</i>					
	Means		Compatibl	Meaningful	Makes
Compatible	4,37	<i>Pearson Correlation</i>	1,000	0,692	0,779
		<i>Sig. (2-tailed)</i>		0,000	0,000
Meaningful	4,47	<i>Pearson Correlation</i>	0,692	1,000	0,824
		<i>Sig. (2-tailed)</i>	0,000		0,000
Makes Sense	4,1	<i>Pearson Correlation</i>	0,779	0,824	1,000
		<i>Sig. (2-tailed)</i>	0,000	0,000	

<i>Company motives</i>					
	Means		Compatibl	Meaningful	Makes
Motivated by self-	3,88	<i>Pearson Correlation</i>	1,000	0,675	0,733
		<i>Sig. (2-tailed)</i>		0,000	0,000
Egoistically motivated	3,36	<i>Pearson Correlation</i>	0,675	1,000	0,786
		<i>Sig. (2-tailed)</i>	0,000		0,000
Profit motivated	3,66	<i>Pearson Correlation</i>	0,733	0,786	1,000
		<i>Sig. (2-tailed)</i>	0,000	0,000	

<i>SC</i>							
	Means		<i>Aware of social</i>	<i>Fulfills ist societal</i>	<i>Gives something</i>	<i>Acts with society's</i>	<i>Makes a difference</i>
Aware of social issues	3,89	<i>Pearson Correlation</i>	1,000	0,314	0,367	0,346	0,353
		<i>Sig. (2-tailed)</i>		0,001	0,000	0,000	0,000
Fulfills ist societal	2,7	<i>Pearson Correlation</i>	0,314	1,000	0,331	0,547	0,332
		<i>Sig. (2-tailed)</i>	0,001		0,001	0,000	0,001
Gives something	2,99	<i>Pearson Correlation</i>	0,367	0,331	1,000	0,423	0,558
		<i>Sig. (2-tailed)</i>	0,000	0,001		0,000	0,000
Acts with society's	3,1	<i>Pearson Correlation</i>	0,346	0,547	0,423	1,000	0,555
		<i>Sig. (2-tailed)</i>	0,000	0,000	0,000		0,000
Makes a difference	2,96	<i>Pearson Correlation</i>	0,353	0,332	0,558	0,555	1,000
		<i>Sig. (2-tailed)</i>	0,000	0,001	0,000	0,000	

> 0,05: accept H0 - no statistically linear relationship

4. Percentiles three groups – Brand-cause fit

ANOVA											
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Min	Max	Levene	F-Value	Sig
#1: Competence											
Low BCF	101	1,2112	1,338	0,133	0,947	1,475	-2	6	0,11	8,298	0,000
Medium BCF	94	1,305	1,182	0,122	1,062	1,547	-2,33	4			
High BCF	101	1,904	1,385	0,137	1,631	2,177	-0,33	6			

Post Hoc Tests: Multiple Comparisons							
	Advertisement	Advertisement	Mean difference	Std Error	Sig	Lower Bound	Upper Bound
Tukey HSD	Low BCF	Medium BCF	-0,09374	0,1873	0,871	-0,535	0,3475
		High BCF	-0,693	0,1839	0,001	-0,1126	-0,2598
	Medium BCF	Low BCF	0,0937	0,1873	0,871	-0,346	0,535
		High BCF	-0,5993	0,1873	0,004	-1,04	-0,158
	High BCF	Low BCF	0,693	0,1839	0,001	0,2598	1,1264
		Medium BCF	0,5993	0,1873	0,004	0,158	1,0406

Homogeneous Subsets				
	Advertisement	N	Subset 1	Subset 2
Tukey HSD	Low BCF	101	1,2112	
	Medium BCF	94	1,305	
	High BCF	101		1,9043

- no difference between low and medium BCF

ANOVA											
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Min	Max	Levene	F-Value	Sig
#2: Attractiveness											
Low BCF	101	1,013	1,489	0,148	0,719	1,307	-2,67	6	0,248	7,039	0,001
Medium BCF	94	0,996	1,23	0,126	0,7445	1,248	-0,167	4,33			
High BCF	101	1,74	1,401	0,139	1,363	1,916	-0,67	5,67			

Post Hoc Tests: Multiple Comparisons							
	Advertisement	Advertisement	Mean difference	Std Error	Sig	Lower Bound	Upper Bound
Tukey HSD	Low BCF	Medium BCF	0,016	0,197	0,996	-0,535	0,3475
		High BCF	-0,627	0,194	0,004	-0,1126	-0,2598
	Medium BCF	Low BCF	-0,016	0,197	0,996	-0,346	0,535
		High BCF	-0,643	0,107	0,004	-1,04	-0,158
	High BCF	Low BCF	0,627	0,194	0,004	0,2598	1,1264
		Medium BCF	0,643	0,197	0,004	0,158	1,0406

Homogeneous Subsets				
	Advertisement	N	Subset 1	Subset 2
Tukey HSD	Low BCF	101	0,996	
	Medium BCF	94	1,013	
	High BCF	101		1,64

- no difference between low and medium BCF

ANOVA											
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Min	Max	Levene	F-Value	Sig
#3: Sincerity											
Low BCF	101	1,333	1,478	0,1471	1,041	1,625	-4,33	5,67	0,495	5,577	0,004
Medium BCF	94	1,425	1,327	0,1369	1,153	1,697	-1	4,33			
High BCF	101	1,924	1,224	0,1218	1,65	2,164	0	5,67			

Post Hoc Tests: Multiple Comparisons							
	Advertisement	Advertisement	Mean difference	Std Error	Sig	Lower Bound	Upper Bound
Tukey HSD	Low BCF	Medium BCF	-0,092	0,193	0,882	-0,547	0,362
		High BCF	-0,59	0,189	0,006	-1,037	-0,143
	Medium BCF	Low BCF	0,092	0,193	0,882	-0,362	0,347
		High BCF	-0,498	0,193	0,028	-0,953	-0,043
	High BCF	Low BCF	0,59	0,189	0,006	0,143	1,037
		Medium BCF	0,498	0,193	0,028	0,043	0,953

Homogeneous Subsets				
	Advertisement	N	Subset 1	Subset 2
Tukey HSD	Low BCF	101	1,3333	
	Medium BCF	94	1,4255	
	High BCF	101		1,9241

- no difference between low and medium BCF

ANOVA											
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Min	Max	Levene	F-Value	Sig
#4: Innovation											
Low BCF	101	1,769	1,655	0,164	1,442	2,095	-1,33	6	0,043	2,496	0,084
Medium BCF	94	1,609	1,343	0,138	1,334	1,885	-1	4,33			
High BCF	101	2,082	1,499	0,149	1,786	2,378	-0,67	5			

Post Hoc Tests: Multiple Comparisons							
	Advertisement	Advertisement	Mean difference	Std Error	Sig	Lower Bound	Upper Bound
Tukey HSD	Low BCF	Medium BCF	0,159	0,2160	0,743	-0,35	0,668
		High BCF	-0,313	0,212	0,304	-0,813	0,186
	Medium BCF	Low BCF	-0,159	0,2160	0,743	-0,668	0,35
		High BCF	-0,472	0,216	0,075	-0,981	0,0367
	High BCF	Low BCF	0,313	0,2120	0,304	-0,186	0,813
		Medium BCF	0,472	0,216	0,075	-0,036	0,981

Homogeneous Subsets				
	Advertisement	N	Subset 1	Subset 2
Tukey HSD	Low BCF	101	1,609	
	Medium BCF	94	1,769	
	High BCF	101	2,082	

- no difference between low, medium and high BCF

	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Min	Max	Levene	F-Value	Sig
#5: Activity											
Low BCF	101	0,194	1,548	0,154	-0,111	0,5	-3	6	0,591	18,113	0,000
Medium BCF	94	0,78	1,311	0,135	0,511	1,04	-0,167	3,67			
High BCF	101	1,389	1,354	0,134	1,12	1,65	-0,67	5,67			

Post Hoc Tests: Multiple Comparisons							
	Advertisement	Advertisement	Mean	Std Error	Sig	Lower	Upper
Tukey HSD	Low BCF	Medium BCF	-0,585	0,2020	0,011	-1,061	-0,109
		High BCF	-1,194	0,198	0	-1,662	-0,727
		High BCF	0,585	0,2020	0,011	0,109	1,061
	Medium BCF	Low BCF	-0,609	0,202	0,000	-1,085	-0,133
		High BCF	1,19	0,1980	0	0,727	1,662
		High BCF	0,609	0,202	0,005	0,133	1,085

Homogeneous Subsets				
	Advertisement	N	Subset 1	Subset 2
Tukey HSD	Low BCF	101	0,1947	
	Medium BCF	94		0,7801
	High BCF	101		

	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Min	Max	Levene	F-Value	Sig
#6: Excitement											
Low BCF	101	0,996	1,369	0,136	0,728	1,267	-2,33	6	0,574	8,788	0,000
Medium BCF	94	1,113	1,222	0,126	0,863	1,363	-1,33	4			
High BCF	101	1,709	1,275	0,126	1,457	1,961	-0,67	5,33			

Post Hoc Tests: Multiple Comparisons							
	Advertisement	Advertisement	Mean difference	Std Error	Sig	Lower Bound	Upper Bound
Tukey HSD	Low BCF	Medium BCF	-0,116	0,1852	0,803	-0,553	0,319
		High BCF	-0,712	0,1818	0,000	-1,141	-0,284
		High BCF	0,116	0,1852	0,803	-0,319	0,553
	Medium BCF	Low BCF	-0,596	0,1852	0,004	-1,032	-0,159
		High BCF	0,712	0,1818	0,000	0,284	1,141
		High BCF	0,596	0,1852	0,004	0,159	1,032

Homogeneous Subsets				
	Advertisement	N	Subset 1	Subset 2
Tukey HSD	Low BCF	101	0,996	
	Medium BCF	94	1,113	
	High BCF	101		1,709

no difference between low and medium BCF

	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Min	Max	Levene	F-Value	Sig
#7: Ruggedness											
Low BCF	101	1,26	1,402	0,139	0,983	1,537	-2	6	0,282	8,139	0,000
Medium BCF	94	1,148	1,232	0,127	0,896	1,401	-1	5			
High BCF	101	1,841	1,237	0,124	1,595	2,087	-0,33	4,67			

Post Hoc Tests: Multiple Comparisons							
	Advertisement	Advertisement	Mean difference	Std Error	Sig	Lower Bound	Upper Bound
Tukey HSD	Low BCF	Medium BCF	0,111	0,1860	0,82	-0,326	0,549
		High BCF	-0,58	0,182	0,005	-1,011	-0,15
		High BCF	-0,111	0,1860	0,82	-0,549	0,326
	Medium BCF	Low BCF	-0,692	0,186	0,001	-1,13	-0,254
		High BCF	0,58	0,1820	0,005	0,15	1,011
		High BCF	0,692	0,186	0,001	0,254	1,13

Homogeneous Subsets				
	Advertisement	N	Subset 1	Subset 2
Tukey HSD	Low BCF	101	1,148	
	Medium BCF	94	1,26	
	High BCF	101		1,841

no difference between low and medium BCF