

**PERCEPTIONS OF CONSUMPTION
VALUE IN BRAND ALLIANCES - THE
IMPACT OF FIT AND REGULATORY
FOCUS**

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ABSTRACT

Within the strategic branding domain, a managerial response to growing competition, globalisation, market saturation and economic and political uncertainty is integration. Integration, also known as brand alliances, refers to leveraging the respective reputations, competencies and skills, of two or more brands to create new products and/or services. Extant research confirms the importance of brand alliances, demonstrating that it positively affects consumers' evaluations, attitudes and intentions to buy. An examination of consumers' attitudes towards brand alliances offers a one-dimensional assessment of the brand alliance. A logical question that arises is whether consumers' reactions are affected at one general level, the general consumers' attitudes. A theory that enables the researcher to classify consumers' reactions towards products or services into affective and cognitive is the theory of consumption value. Consequently, the aim of this research is to examine the consumption value in the context of brand alliances. In addressing the research aim, this study incorporates the situational (specific to the context) characteristics of consumption value as outlined by Holbrook (1991). This research investigates the external (situational) factors that trigger customers to assign more of the one type of value (e.g., cognitive) compared to the other (e.g., affective). This research examines the impact of the brand and product fit (external factor) on the different dimensions of consumption value in the context of brand alliances. Holbrook (1991) suggests that perceptions of consumption value vary across people and personalities (personal factors). This research incorporates personal motivational factors to investigate why some consumers place higher importance on affective dimensions of value and others on the cognitive ones (internal motivational factors). This research also considers the impact of the chronic and induced regulatory orientation (internal factor) on the assignment of different types of consumption value. The research consists of four studies. Studies 1 and 2 examine the effects of different types of fit and regulatory orientations individually. The combined effects of fit and regulatory focus orientation are examined in Study 3. In the final study, Study 4, chronic is replaced with induced regulatory focus. The research uses an experimental design. Data were collected through electronic self-completion surveys from random samples of adult consumers in the UK and analysed through a PLS-SEM. Findings of Study 1 suggest that the brand fit creates different in terms of strength relationships for the cognitive and emotional assignment of value when brand fit dominates the alliance. The product fit creates different in terms of strength relationship for the cognitive and affective assignment of value. Study 2 demonstrates the impact of the regulatory focus on consumption value towards brand alliances. Study 2 shows that the relationships between prevention orientation and the cognitive dimensions of value (functional and epistemic) are greater compared to the relationships between prevention orientation and the affective dimensions of value (e.g., emotional and social). Studies 3 and 4 examine whether there are interaction effects between these two factors when consumer assign value to brand alliances. The results for the chronic regulatory focus show that the relationships between the promotion-oriented (prevention) customers and the affective (cognitive) value are greater compared to the relationships between the promotion-oriented (prevention) customer and the cognitive (affective) dimension of value for the brand alliances with prominent brand (product) fit. Findings of Study 4 show significance for the induced promotion focus on the emotional type of affective consumption value and not for the social type of consumption as in the chronic regulatory focus. The differential pattern of the cognitive and affective dimensions of value found in Study 1 demonstrate the need for research to move away from a single outcome value of brand alliances, the general consumers' attitudes. In response to this gap, Study 1 contributes to the existing literature on brand alliances by using a new construct to examine consumers' reactions, the consumption value. Study 2 is the first study to explain customers' reactions towards brand alliances from a social psychology perspective. Study 3 advances knowledge to the existing effects of antecedents of brand alliances by establishing chronic regulatory focus as a determinant of brand alliances. Study 4 shows significance for the induced prevention focus on the functional type of cognitive consumption value and not for the epistemic type of consumption as in the chronic regulatory focus. To practitioners, the study provides guidance on how firms should build brand alliances by leveraging existing skills and competencies. This research also provides a guidance on the selection of the appropriate communication framing to promote brand alliance strategies based on the personal motivations of the customers (regulatory focus).

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CHAPTER 1: INTRODUCTION

The introductory chapter aims to discuss the intentions of the studies in this thesis. The intention of scholarly work is to offer new contributions to the topic examined. This section presents the background of the thesis. The chapter also addresses problems from a practical perspective and discusses the contributions of the thesis based on the contribution's framework created by Nicholson et al. (2018).

1.1. Background

Within the strategic branding domain, a managerial response to growing competition, globalisation, market saturation and economic and political uncertainty is the integration, e.g., leveraging the respective reputations, competencies and skills, of two or more brands to create new products and/or services, known as brand alliances. Simonin and Ruth (1998) define strategic partnerships between brands as 'brand alliance strategies consisting of two or more individual brands for a short or long period of time'. The term co-branding is another description of such collaborative activities, defined as the pairing of two or more existing brand names (constituent brands) to create a separate and unique product (composite brand), (Park et al., 1996). This research uses the term 'brand alliance' interchangeably with the term 'co-branding' to refer to the strategic cooperation of two brands with a common aim.

Strategic partnerships between brands have become a popular practice for companies to build brand equity (Washburn et al., 2000; Levin and Levin, 2000), raise awareness (Erevelles et al., 2008), generate new revenue streams and open new markets (e.g., Abratt and Motlana, 2002; Helmig et al., 2007; Erevelles et al., 2008). The brand alliance started to be examined as a strategy by the end of 1990 and continues to attract attention in the marketing literature up to today (Washburn and Priluck, 2000; Baumgarth, 2004; Washburn et al., 2004; James, 2005; Ahn et al., 2009; Gammoh et al., 2010; Bouten et al., 2011; Fang et al., 2013). An example of successful brand alliance is the long-term collaboration between Hermès Paris fashion manufacturer and Apple Watches. The two brands launched a new series of watches, combining the classic equestrian design of Hermès Paris and the high technology of Apple Watches. The objective of the partnership was to build a new chic-touch, high-tech watch. AppleInsider (2019) states that the collaboration was successful, and the company is still renewing the product line regularly after 4 years from the first product launch. Another successful brand partnership is the one of Burger King and McDonalds. The two fast-food

brands launched a new 'McWhopper' in the honour of the peace day, and they were among the world's top 10 effective campaigns for the 2018 (WARC, 2019). Because of the ability of brands involved in a strategic partnership to leverage respective strengths for the purposes of brand building, brand awareness, customer acquisition and retention, the brand alliance strategy increasingly attracts attention from both practitioners and scholars.

Extant literature on brand alliances points out the benefits derived from the brands' collaboration from two perspectives: the tangible (e.g., economies of scale) and the intangible (e.g., brand equity) (Abbratt and Moltana, 2000; Bengtsson and Servais, 2005). The assets that the collaborative brands aim to gain can be tangible and intangible. The tangible assets are the resources that one brand shares with the other as well as the access to a new marketplace (Abbratt and Moltana, 2000; Besharat, 2010). For example, Monsoon and Accessories jointly rent stores to offer their products. The two participant brands benefit through this collaboration by sharing the costs for the facilities such as the utilities and rent. The economy of scales leads to the reduction of costs and therefore benefits the brands that are part of the alliance. Intangible assets are the brand equity and the existing reputation of at least one of the participant brands (e.g., Rao and Ruekert, 1994). An example of the intangible benefits derived from brand alliances is the partnership between Airbnb and Flipboard. The well-known accommodation brand Airbnb teamed up with Flipboard, a personalised magazine app to launch the 'Airbnb Experiences Stories' adapting the design of the Flipboard magazine application. This is a brand alliance between a well-known and a lesser-known brand that increased consumer awareness of the new unknown brand (Rebrandly, 2018). The benefit of this collaboration comes from the transferring of the existing tangible and intangible assets, such as the market share and the brand reputation, from the well-known to the lesser-known brand. Flipboard attracted new audiences by running competitions for free trips through Airbnb experiences (Flipboard, 2017). Marketing scholars suggest that an unknown or less known brand can benefit from an alliance with a well-known brand (e.g., Rao and Ruekert, 1994; Rao et al., 1999; Simonin and Ruth, 1998; Gammoh et al., 2006; Kalafatis et al., 2012). As a result, the transferable intangible assets can benefit the participant brands by maximising their brand value.

Notwithstanding the popularity and benefits of such strategies, the industry also presents examples of unsuccessful brand alliances. For example, Lego and Shell entered into a partnership in which Lego made shell-branded petrol stations, lorries and racing cars, and Shell made these products available throughout their global network. The brand alliance came

to an end after a Greenpeace's campaign commented on Shell's negative impact on the environment and wildlife. Lego's reaction was to end this partnership and re-position its brand as an eco-friendly and cautious brand.

In observing practices involved in brand alliances, the following questions are among those that arise: (1). What are the factors that make or contribute to a successful brand alliance? (2) What benefits does the outcome of this strategy bring to the customer or have on the customer? Scholars investigate brand alliances to identify success factors of such strategies (antecedents) and the outcomes of brand alliances to the end user (reactions).

1.2. The antecedents of brand alliances and consumer reactions

With brand alliance activities becoming more and more popular, creating sustainable partnerships is also becoming more challenging. Failed partnerships are not uncommon. Given the nature of brand alliances as a partnership between two brands, a relevant question that arises is: what are the characteristics of the brands and brand combinations that result in successful brand alliances, in terms of consumers' reactions? The brand alliance between Lego toy manufacturer and Shell Oil Company ended due to conflicting values for environmental cautiousness that had a negative impact on the sales of the product (Sustainablebrands, 2019). Extant literature acknowledges main antecedents of brand alliances such as the attitudes towards the parent brands (e.g., Simonin and Ruth, 1998; Kupfer, 2018; Fang and Wang, 2018). Scholars suggest that customers who like the brands prior to the alliances tend to assign more favourable attitudes to the brand alliance (e.g., Simonin and Ruth, 1998). Scholars also suggest that the fit between partner brands, that is cohesiveness and complementarity between the brands, (e.g., Simonin and Ruth, 1998; Washburn et al., 2004; Baumgarth, 2004) affect attitudes towards brand alliances. For example, a potential explanation of the unsuccessful campaign between Shell and Lego is the misfit between the two brands which resulted in customers ending their patronage of the co-branded products. Relevant studies investigate and acknowledge the importance of the fit between the participant brands in the brand alliance (e.g., Simonin and Ruth, 1998; Washburn et al., 2004). The importance and impact of fit is grounded in the theory of congruity, developed by Osgood and Tannenbaum (1955). The congruity theory suggests that consistency is the desired state and any inconsistency in people's beliefs causes frustration and negative reactions towards the stimuli. The impact of fit on consumers' reactions is supported by a sequence of studies in brand alliances. Research in the area of brand alliances suggests that the role of fit between two brands (Simonin and

Ruth, 1998; Lanseng and Olsen, 2010; Xiao and Lee, 2013; Schnittka et al., 2017; Koschmann and Bowman, 2018) is important in the formation of positive consumer reactions.

The literature acknowledges two types of fit: the brand and product fit. The brand fit reflects consistency between the participant brands' brand images and the product fit reflects complementarity between the two brands' product categories (Simonin and Ruth, 1998). Consumers tend to give more positive feedback about the alliance when they perceive a high fit between the parent brands. For example, the partnership between McDonalds and Burger King reflects high levels of fit both in regard to the brands' images and the product category. Extant studies demonstrate that the higher the brand and/ or the product fit, the better the customer evaluations and attitudes towards the partnership (Simonin and Ruth, 1998; Xiao and Lee, 2013; Schnittka et al., 2017).

1.3. The research gap

Extant studies in brand alliances investigate the attitudes of consumers towards brand alliances (Simonin and Ruth, 1998; Rodrigue and Biswas, 2004; Washburn et al., 2004; Baumgarth, 2004; Dickinson and Barker, 2006; Fang and Wang, 2018). Consumers' attitudes in the context of brand alliances measure how bad/good, negative/positive, favourable/unfavourable consumers' attitudes are towards the co-branded product (Simonin and Ruth, 1998). These measures offer a one-dimensional assessment of the brand alliance (the attitude towards the co-branded product). The question arises as to whether consumers' reactions are affected at a one-dimensional level - general consumers' attitudes. Batra and Ahtola (1990, p.159) suggest that 'consumers purchase goods and services and perform consumption behaviours for two basic reasons 1) consummatory (affective) gratification and 2) instrumental utilitarian (cognitive) reasons'. Batra and Ahtola's (1990) description of consumption behaviours suggests moving away from the one-dimensional assessment of consumers reactions. The theory of expected value also suggests that consumers purchase products or services based on the assigned expected value (Zynda, 2000). A theory that provides a construct of the value assigned to a product is the theory of consumption value. The various conceptualisations the dimensions of the theory of consumption value best map on the affective and cognitive separation in Batra and Ahtola's (1990) description.

1.3.1. The consumption value in brand alliances

The theory of consumption value (TVC) outlines perceptions of value consisting of the dimensions of functional, epistemic, emotional and social values. This research classifies the TVC dimensions into two categories: the cognitive value, that is the functional and the epistemic dimensions; and the affective value, which is reflected through the emotional and social dimensions (Sheth et al., 1991). For example, when a new co-branded product is introduced in the marketplace, consumers make judgments about the functionality of the product (performance) as well as how they feel while experiencing the product (e.g., emotions, social acceptance). The importance of investigating consumption value is based on the notion of value (or utility) which is examined in this study and is defined as ‘the overall assessment of the utility of a product based on the perception of what is received and what is given’ (Zeithaml 1990, p.14). In the context of marketing, customers’ perceptions of expected consumption value affect the process of decision making towards the purchase of brands (Sheth et al., 1991).

Nicholson et al. (2018) suggest that scholarly contributions should offer utility (usefulness) and value to researchers and practitioners. The investigation of consumption value advances existing knowledge on consumers perceptions on brand alliances by shedding light on consumers assignment of affective and cognitive value (value and usefulness to the researcher). Investigating the assignment of the affective and cognitive dimensions of value is important for two reasons. Firstly, value drives decision making towards choosing a brand (Sheth et al., 1991). Secondly, consumers choose and behave towards brands based on affective and cognitive perceptions (Batra and Ahtola, 1990). Nicholson et al. (2018) also suggest the ‘assumption challenging’ approach towards filling a gap in the literature. The ‘assumption challenging’ approach prominently challenges (tests) existing assumptions proposed by other scholars on the examined topic. For example, if two brand alliances evoke different perceptions of value perceptions in terms of affective and cognitive (e.g., if BA1 is perceived as high cognitive and low affective while the opposite is perceived in BA2), then using general attitudes as the outcome variable is problematic. In terms of theory development, the researchers will be able to explain specific consumer perceptions (affective/cognitive). From a managerial perspective, the practitioners will then, acquire information to design brand alliance strategies as well as promotional campaigns of them while predicting consumers’ perceptions. Replacing attitudes with perceptions of value (cognitive and affective) as the

outcome variable in brand alliances will provide answers to whether the use of the former leads to confounding effects. This is the first question/ theme that this thesis attempts to address.

Nicholson et al. (2018) also suggest the ‘using multiple lenses’ approach towards filling the gap in the literature. The ‘using multiple lenses’ approach investigates the topic by using theories and approaches from different disciplines (e.g., psychology). The nature of the construct of consumption value that is examined in this research allows the researcher to identify the approach of the current research. Holbrook (1991) suggests that consumer value is situational (specific to the context). Situational factors that affect consumer perceptions are the brand alliances antecedents identified in the literature such as brand/ product fit and attitudes towards parent brands (e.g., Simonin and Ruth, 1998). This thesis argues that the nature and strength of the product and brand types of fit may trigger customers to assign more of the one type of value (e.g., cognitive) compared to the other (e.g., affective) (external factors, situational) in the context of brand alliances. Even though brand alliance literature accounts for the situational factors of brand and product fit (e.g., Simonin and Ruth, 1998), current literature is silent to the question of differential behaviour depending on whether a brand alliance is brand or product fit dominant. To address this aim, the researcher identifies the type of fit as the most replicated antecedent in the brand alliance literature. Study 1 examines the impact of type fit brand alliances in the context of brand alliances. Examining the potential impact of the fit dominance in brand alliance represents the first documented effort to examine consumers’ reactions when brand or product fit dominates the alliance. This thesis aims to investigate the consumers’ assignment of affective and cognitive value in the context of brand alliance where one type of fit (brand or product) dominated the alliance. This is the second research question/ theme of this thesis.

Holbrook (1991) also suggests that consumer value is assigned based on personal (varying across people and personalities) drivers. Extant literature on brand alliance provides no information about the role of personal drivers on consumers’ perceptions of brand alliances. Motivations within consumer behaviour is a well establish personal driver. The regulatory focus is identified as a relevant theory that explains personal motivations of individuals towards achieving goals. Grounded on regulatory focus theory that delineates between promotion and prevention motivational orientations, this thesis provides answers to questions related to the role of motivational orientations (psychology lenses) on consumption value in the context of brand alliance. By introducing the regulatory factor in the brand alliance

literature, the researcher investigates the role of the personal motivations (regulatory focus) on consumers' perceptions of affective and cognitive value in the context of brand alliances.

The above guide the development of hypotheses (see Chapter 4) designed to address the above questions.

1.4. Structure of the thesis

This thesis comprises eight chapters (Chapter 1 to 8), each of which is divided into more constituent parts. Chapter 1 provides an overview of the research, briefly setting out the theoretical underpinnings and practical contributions of the research. Chapter 1 also presents the background and aim of the research, the gaps in existing literature, as well as parameters of the studies. The debate developed in Chapter 1 provides the basis for the development of the literature review in the context of brand alliances as developed in Chapter 2.

Chapter 2 offers a critical review of the extant literature review in the domain of brand alliances, addressing definitions and types of brand alliances as well as antecedents and outcomes (consumers' reactions). The analysis of extant literature in Chapter 2 leads to the identification of the research gap and the development of the conceptual framework of the thesis, presented in Chapter 3.

Chapter 3 presents the conceptual framework together with the gap in the existing literature and approaches used in addressing this gap. This chapter provides the basis for the development of the studies of the thesis through marketing social psychology lenses. The first study of this thesis that examines brand alliances through marketing lenses is presented in Chapter 4.

Chapter 4 presents the first study, Study 1 of the thesis which is titled 'The impact of brand and product fit on consumption value in the context of brand alliances'. Study 1 examines the impact of brand and product fit on consumption value in the context of brand alliances (through marketing lenses). This chapter presents an introduction to the study, the research aims together with the research hypotheses, and followed by a discussion on the research design and methodology. Chapter 4 also includes information about the collection and analysis of data in Study 1. After the establishment of the consumption value construct in the context of brand alliances in Study 1, Study 2 investigates brand alliances through social psychology lenses as presented in Chapter 5.

Chapter 5 presents Study 2 of this thesis, following the same order that Study 1 is presented in Chapter 4. Study 2 is titled ‘the impact of regulatory focus on consumption value in the context of brand alliances’. The study investigates the impact of the regulatory focus on the consumption value towards brand alliances (through social psychology lenses). After the establishment of the regulatory focus as an antecedent of consumption value in the context of brand alliances in Study 2, Study 3 examines brand alliances through marketing and social psychology lenses as presented in Chapter 6.

Chapter 6 presents Study 3 of the thesis entitled ‘The impact of the chronic regulatory focus on the perceptions of consumption value: differences between brand and product fit. This study investigates the impact of chronic regulatory focus on the consumption value for different types of fit alliances (through multiple lenses). Findings in study 3 shaped the conceptual framework on study 4, where the induced regulatory focus is examined with regards to the consumption value in the context of brand alliances.

Chapter 7 presents Study 4 entitled ‘The impact of the induced regulatory focus on the perceptions of consumption value: differences between brand and product fit. This study examines the momentary regulatory focus on the consumption value for different types of fit alliances (through multiple lenses).

Finally, Chapter 8 presents the overall conclusions of the four studies, together with a discussion of the research contributions and suggestions and recommendations for future research.

CHAPTER 2: REVIEW OF THE LITERATURE OF BRAND ALLIANCES

2.1. Methodology of the literature review

2.1.1. Introduction

This section provides the reader with a methodology of the approach employed towards the review of the extant marketing literature on brand alliances. It outlines the steps towards finding relevant literature, the approach employed, the defining search terms, the paper's selection criteria, the searching research evidence, appraising evidence and journals selected.

In management studies, a systematic approach is employed as a well-defined method to review extant literature related to the research problem (Cronin et al., 2008). This thesis adopts a systematic approach to the review of the related literature and provides the reader with a detailed and complete understanding of what has been investigated by reviewing published work on the topic of brand alliances peer reviewed journals (Parahoo, 2006) (see appendix 1.1). The research aim of this literature review is to investigate consumers' assigned value on long-term brand alliance strategies. To review relevant aspect to the research, this chapter aims to review: 1) the brand alliance literature; 2) how consumers react to brand alliances.

A keyword search is implemented to identify relevant literature on brand alliances and consumer reactions. The keywords used are the various terms of brand alliances appearing in the literature such as: 'brand alliance(s)', 'co-branding', 'co-marketing', 'marketing collaborations', and 'brand partnership(s)'. To investigate consumers reactions, the keywords used are descriptions of the consumers' reactions appearing in the literature: 'consumer evaluation(s)', 'consumer attitude(s)', 'purchase intention(s)', 'intention to buy', 'sales', 'added-value', 'consumption value', and 'perceived quality' in combination with the keywords of brand alliances in the previous sentence. However, assigned consumption value is identified as an important consumer reaction affecting decision making in choosing a product/service. The keyword combination of 'consumption value' and 'brand alliances' were not present in the literature. For this reason, the 'consumption value' term was combined with other terms such as 'branding' and 'marketing'. The keyword search led to the identification of relevant papers published in peer reviewed journals that helped the author investigate consumption

value in the context of consumer behaviour (e.g., shopping experience, Johes et al., 2006) before investigating in the brand alliances field.

The process of searching articles for relevant terms was limited to journals published in English from the ABS list (ABS, 2018). Most of the identified papers came from peer review journals in the fields of Marketing and Social Psychology. Papers in the field of Brand Alliance Strategy are from following journals: '*Journal of Marketing Research*', '*Journal of Business Research*', '*Marketing Letters*', '*Journal of Consumer Psychology*', '*Journal of Marketing*', '*Journal of Consumers Research*', '*Psychology and Marketing*', '*European Journal of Marketing*', '*Journal of Business Ethics*', '*Journal of Product and Brand Management*'.

2.1.2. Inclusive and exclusive criteria

The author set inclusion and exclusion criteria boundaries to decide on the articles for review and therefore, assure the quality of the information. The inclusion criteria are 1) the identification of relevant articles in the context of brand alliances using the keyword search approach (see Section 2.1.1) and 2) the identification of the most cited work in the brand alliance literature. Identifying the most cited papers on brand alliances and consumer reactions enabled the researcher to extract established papers from which to develop further valid research. To ensure that high quality journal articles will be reviewed, the researcher also set the exclusive criterion to remove the articles that are not published in peer-reviewed journals. This section presents processes followed with regards to inclusive and exclusive criteria.

VOSviewer software tool produced a visualizing bibliometric network of the most cited papers based on the identified journal database in the brand alliances and consumer reactions literature. VOSviewer is an application that allows the researcher to undertake a literature review by organising journals according to the inclusive criteria set. The screenshot from the VOSviewer software in Figure 1 shows that the most cited papers are: 1) Simonin and Ruth, (1998), *Journal of Marketing Research*; 2) Rao and Ruekert (1994), *Sloan Management Review* and 3) Park et al. (1996), *Journal of Marketing Research*.

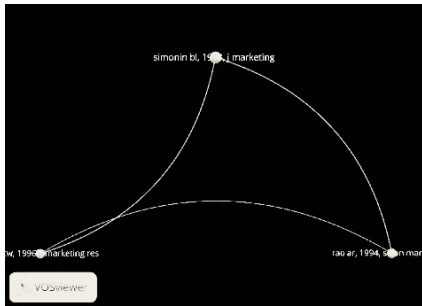


Figure 1: Most cited papers in the brand alliance literature. Source: VOSViewer

Identifying the most cited work in the field helps the researcher to start a systematic literature review on some key articles, but Parahoo (2006) suggests that exclusive criteria advance the quality of the literature review. The exclusive criterion of this literature review is the exclusion of non-peer reviewed journal. Key articles in highly ranked journals (3 and 4 stars) in the ABS list, are the core articles to be reviewed in this thesis. Articles published in 1- star and 2-star journals were also included for review. This literature review is based on the most established papers (inclusive criterion) in the field and excludes research published in non-peer reviewed journal (exclusive criterion) for quality purposes.

2.2. The importance of the brand alliances

Brand alliance is the marketing strategy in which two or more brands are jointly presented to the consumers with the aim to enhance the consumers' perception about the new alliance and the existing brands (Rao and Ruekert, 1994; Simonin and Ruth, 1998). The extant literature identifies various types of brand alliances, such as: ingredient branding. (e.g., Tic Toc and Coca Cola teamed up to launch the Coca Cola flavoured Tic Toc mints); advertising alliances (e.g. Burger King and McDonalds advertisement launched on the peace day); bundling marketing (e.g. MasterCard and British Airways teamed up to develop a loyalty scheme whereby customers collect flight points for purchasing goods/services using their MaterCard); co-branding (e.g. Louis Vuitton and BMW new line of suitcases) and joint sales promotions (e.g. Dominos and Coca-Cola discounts when buying both products). Evidence from recent academic research in the field of marketing (e.g., Kupfer et al, 2018; Nguyen et al., 2019), as well as from organisational practices, demonstrate the importance and the potential of the above brand alliance strategies in modern marketing. A popular success case of a brand alliance is the collaboration of Apple (mobile) and MasterCard (banking service). The two brands came together to create a new generation of payment through mobile devices. Another demonstrated case of brand alliance success is the collaboration between the BMW

(automotive) and the Louis Vuitton (fashion) brands that teamed up to design a new line of suitcases for travelling. Other popular examples are: the Google (technology) and Luxottica (fashion) brands which created a new generation of glasses; and the partnership of Nike (sports) and Apple (technology) that saw the introduction of a new watch series which provides the buyers with information about speed, distance and route during training. The integration of the respective reputations, competencies and skills of the brand in an alliance develop a competitive advantage for participant companies and explains the increased interest by researchers (Washburn and Priluck, 2000; Bamgarth, 2004; Washburn et al., 2004; James, 2005; Ahn et al., 2009; Gammoh et al., 2010; Bouten et al., 2011; Fang et al., 2013).

The lure of a brand alliance can be linked to the theory of signalling (Kirmani and Rao, 2001). The signalling theory, as a part of the adverse selection problem, suggests that signals' main function is to reveal hidden information (Spence, 1973). Extant literature on brand alliances uses signals such as brand names and logos (Simonin and Ruth, 1998) to examine how consumers react to a new co-branded product. Signalling theory, in the context of brand alliances, suggests that brand alliance strategies include at least one known brand, which transfers the quality cue through its reputation, and helps the customer's decision making towards an unknown or less familiar brand (Voss and Gammoh, 2004) (e.g., travelling luggage by BMW and Louis Vuitton). As a result, marketing strategies that feature more than one brand continue to grow (Bloom et al. 2006; Thomas et al. 2011; Nguyen et al., 2019)

2.3. Terms, Definitions and Types of Brand Alliances

Marketing scholars use various terms to refer to the concept of the brand alliance. Table 1 provides a summary of the terms appearing in the literature of brand alliances.

Table 1: Various terms of brand alliances

Source	Term
Rao and Ruekert (1994); Levin and Levin (2000); Van der Lans et al., (2014) Washburn et al., (2004) Koschmann and Bowman; (2018)	Brand Alliance
Washburn and Priluck (2000); Baumgarth (2004); Helmig et al. (2008)	Co-branding
Ahn et al. (2009)	Co-marketing alliance
Votola and Unnava, (2006)	Marketing alliance
Lanseng and Olsen, (2012)	Cooperative marketing strategy
Newmayer et al. (2014); Kalafatis et al. (2013); Besharat and Langan, (2014)	Brand alliance interchangeably with co-branding

Terms such as ‘co-marketing alliance’ (Ahn et al., 2009), ‘marketing alliance’ Votola and Unnava (2006) and ‘cooperative marketing strategy’ (Lanseng and Olsen, 2012) appear in the literature to refer to the strategy in which two brands come together in consumers’ eyes for a common aim. A noticeable number of scholars use the term ‘brand alliance’ (e.g., Rao and Ruekert, 1994; Levin and Levin, 2000; Van der Lans et al., 2014; Washburn et al., 2004; Koschmann and Bowman; 2018) while some others use the term ‘co-branding’ to refer to the brand alliance where a new product is introduced to the consumers (e.g., Washburn and Priluck, 2000; Baumgarth, 2004; Helmig et al., 2008). Some researchers use the term ‘brand alliance’ interchangeably with the term ‘co-branding’ (e.g., Newmayer et al., 2014; Kalafatis et al., 2013; Besharat and Langan, 2014). This thesis uses the terms ‘co-branding’ and ‘brand alliances’ interchangeably.

Apart from various terms referring to cooperative strategies between brands, the literature on brand alliance presents various definitions of such strategies. Table 2 presents the definitions of brand alliance appearing in the literature.

Table 2: Definitions of brand alliances

Source	Definition
Rao and Ruekert (1994)	‘symbolic or a physical association between two or more products’
Simonin and Ruth (1998)	‘long term associations or combinations of two or more individual brands, products and/or other distinctive proprietary assets’
Park, Jun and Shocker (1996)	‘pairing of two or more existing brand names (constituent brands) to create a separate and unique product (composite brand)’
Helmig et al. (2008)	‘brand alliances include all the circumstances in which two or more brand names are featured simultaneously in a product context.’
Rao et al. (1999)	‘brand alliance is the partnership formed by two existing brands that are jointly presented to the consumers and suggest that partner brands must be 1) independent before, during, and after the creation of the composite brand, 2) implement the co-branding strategy on purpose, and 3) the cooperation between the two brands must be visible to the customers.’

Some researcher uses a generic definition of brand alliances. For example, Rao and Ruekert (1994, p.88) define brand alliance as a ‘symbolic or a physical association between two or more products’. Rao et al. (1999) suggest that brand alliances ‘include all the circumstances in which two or more brand names are featured simultaneously in a product context’ (p. 259) and Votola and Unnava (2006) state that the brand alliance strategy is a ‘cooperation in which the two participant brands share the same aim when forming a partnership’ (p.196). Other researchers, such as Helmig et al. (2008) refer to the aim of the alliance, defining co-branding as ‘the pairing of two or more existing brand names (constituent brands) to create a separate and unique product (composite brand)’ (p.360). Rao et al. (1999) present detailed definition of brand alliances and state that brand alliance is the partnership formed between two existing brands that are jointly presented to the consumers and suggest that partner brands must: 1) be independent before, during, and after the creation of the composite brand, 2) implement the co-branding strategy on purpose, and 3) ensure the cooperation between the two brands is visible to the customers (p.259). Simonin and Ruth (1998) refers to the duration of such partnerships and define brand alliances as ‘long term associations or combinations of two or more individual brands, products and/or other

distinctive proprietary assets' (p.30). Notwithstanding the lack of a universal definition of the term brand alliance, there is agreement amongst researchers that co-branding is a marketing partnership between two or more brands. (e.g., Desai and Keller, 2002; Gammoh et al., 2006; Besharat and Langan, 2014). The latter is the definition adopted in this research.

Apart from the various terms and definitions, the literature presents different types of brand alliances. Table 3 presents the various types of brand alliances presented in the literature along with their definitions, marketing objectives and length of partnership.

Table 3: Types of brand alliances

Brand alliance term	Source	Definition	Example	Marketing Objective	Duration
Ingredient branding	Desai and Keller (2002); Sivaramakrishnan and Carvalho (2019)	‘Key attributes of one brand are incorporated into another brand as ingredients’	CocaCola flavoured TicToc mints	‘Maintain loyalty of the participant brands, gain market share through the new product, build brand equity’	Long term
Joint sales promotions	Varadarajan (1986)	‘Sales promotions characterised by the participation and/or pooling of promotional resources by two or more distinct entities with the goal of capitalizing of joint opportunities for sales growth, profits, or other objectives to the mutual benefit of the participants in the cooperative sales promotion program’	Dominos pizza and Coca Cola offer when bought together	Direct sales	Short term
Advertising alliance	Samu et al. (1999); Maehle and Supphellen (2015)	‘Two brands from different product categories featured together in an advertisement’	McDonalds and Burger King advertisement	Increase brand awareness and sales	Short term and some rare times long term
Dual branding	Levin and Levin (2000)	‘Two brands share the same facilities to provide consumers the opportunity to use either or both brands’	Monsoon and Accessories	Cost saving	Long term
Bundling	Helmig et al. (2007)	‘Two or more products/services in a single package for a special price.’	Burger King and Coca Cola meal deal	Direct sales	Short term
Co-branding	Park et al. (1996); Nguyen et al. (2019)	‘Combining two existing brand names to create a composite brand name for a new product’	Dell and Intel	‘Maintain loyalty of the participant brands, gain market share through the new product, build brand equity’	Long term

The literature presents various forms of brand alliances. Some types of brand alliances are characterised by similar elements. For example, the co-branding and ingredient type of alliances present a new product to the audience. Co-branding is a form of brand alliance that presents a new brand to the buyer, as a result of the cooperation. This product is called a co-branded product. The ingredient branding utilises ingredients of the participant brands for the design and production of a new product (Desai and Keller, 2002; Hadjicharalambous, 2013; Sivaramakrishnan and Carvalho; 2019). Bundled products and joint sales promotions aim to increase the companies' sales for the time that the alliance is presented to the audience (Jeitschko et al., 2017). Bundled and joint sales promotions are short-term alliances. Advertising alliances are also presented to the audience for a limited time. Advertising alliances are an effective shortcut to increase brand awareness and improve brand image (Maehle and Supphellen, 2015). The above types of brand alliances generate benefits to the company (e.g., increase sales, raise awareness etc.). With the exception of dual branding, the majority of the brand alliances in the literature focus on creating benefits. Dual branding is the only type of brand alliance that uses economy of scale to save costs by the participant brands (e.g., Monsoon and Accessories store) (Samu et al., 1999, Simonin and Ruth, 1998; Helmig et al., 2008).

A common characteristic that distinguishes the different types of brand alliances is time, the duration of the collaboration between the brands. Some types of brand alliance (e.g., Joint sales promotions, advertising alliance and bundling products) appeared in the market for a limited period of time for promotional purposes. For example, Burger King and McDonalds teamed up to launch an advertising to celebrate peace day. Other types of brand alliances such as co-branding, ingredient branding, and dual branding are long-lasting partnerships between brands. An example of a long-lasting partnership is the collaboration between Pandora jewellery and Disney. The two brands teamed up to create a new line of jewellery called 'Pandora Me', targeting young mothers and their daughters. The successful collaboration increased the sales of the Pandora jewellery and became a permanent product line. The literature suggests that short-term and long-term brand alliances benefit the participant brands by enabling their achievements of objectives such as increasing sales, raising awareness and through saving costs (e.g., dual branding) (Cooke and Ryan, 2000). In acknowledgement of the importance and the positive long-term impact of longer duration brand alliances, the researcher focuses this thesis on long-term brand alliances, known in the literature as co-branding; where a new co-branded product is presented to the market.

2.4. The Antecedents of Brand Alliances

A relevant question to the examined topic of brand alliances is: what factors are necessary to result in a successful brand alliance (in terms of consumers' reactions)? This section presents a review of the antecedents of brand alliances. Table 4 presents a summary of the antecedents of brand alliances examined in the extant literature:

Table 4: Antecedents of brand alliances examined in the extant literature

Author(s)	Antecedent	Focal Construct
Simonin and Ruth, (1998); Baumgarth, (2004); James, (2006); Bluemelhuber et al., (2007); Arnett et al., (2010)	Brand fit	Consumers' attitudes towards brand alliances
Dickinson and Heath (2008); Bouten et al. (2011); Chan and Cheng (2012)		Consumers' evaluations towards brand alliances
Helmig et al., (2007)		Consumers' intentions to buy
Simonin and Ruth, (1998); Baumgarth, (2004); Bluemelhuber et al. (2007)	Product fit	Consumers' attitudes towards brand alliances
Dickinson and Heath (2008); Suh and Park, (2009); Bouten et al., (2011)		Consumers' evaluations towards brand alliances
Simonin and Ruth (1998); Baumgarth (2004); Rodrigue and Biswas (2004); Schnittka et al (2017)	Consumers attitudes towards the participant brands prior to the alliance	Consumers' attitudes towards brand alliances
Dickinson and Barker (2006)		Consumers' evaluations towards brand alliances
Helmig et al. (2007)		Consumers' intentions to buy

Marketing scholars establish three main antecedents of brand alliances: 1) the brand fit, 2) the product fit, and 3) the consumers attitudes towards the participant brands prior to the brand alliance. The brand fit is defined as the 'perception of brand image cohesiveness and

associative consistency between the brands of the marketing alliance' (Bluemelhuber et al., 2007; p.4312). The product fit is defined as 'the compatibility between products on a functional level' (Bluemelhuber et al., 2007; p.4312).

2.4.1. The brand fit in brand alliances

In the marketing literature, the concept of fit was introduced in 1990 by Aaker and Keller (1990) in the context of the brand extension strategy. In a brand extension strategy, a single brand expands into a new product category (Aaker and Keller, 1990). A brand extension strategy was adopted by the Apple brand. Apple started as a computer company and extended its product line into watches (Apple Watches). The brand extension literature suggests that the line extensions are successful when there is a fit between the original brand and its extension, as this allows positive associations to be transferred from the main brand to its line (Aaker and Keller, 1990). The brand extension literature refers to the brand fit as the fit between the main brand and its extension. In brand alliance literature brand fit refers to the fit between two different brands as compared to that of a brand and an extension. Rao and Ruekert (1994) provide early analysis of the nature of such branding strategies and Simonin and Ruth (1998) extend Aaker and Keller's (1990) research by examine the brand fit in the context of brand alliances.

Simonin and Ruth (1998) define brand fit as 'A collaborative relationship also involve[ing] the brand image of each brand... where brand image is defined as perceptions of the brand that reflect consumer associations of the brand in memory' (p. 33). According to Bluemelhuber et al. (2007; p.431) brand fit represents the 'perception of brand image cohesiveness and associative consistency between the brands of the marketing alliance', while Bouten et al. (2011; p. 458) state that 'consumers retrieve certain associations about the brands that are stored in memory that form the brand image ... consumers see connections between the brands at the image level, leading to a higher brand-brand fit'. An example of this type of brand fit is the synergy between the Louis Vuitton fashion brand and the BMW automotive company. The two brands came together to launch a new series of travel luggage. The two brands reflect a similar brand image about luxury, success and a prestigious lifestyle. Another example of a high brand fit brand alliance is the 'GoPro' cameras who formed a partnership with 'Red Bull' energy drinks to promote a sky diver performance show. The two companies formed the alliance with the common brand associations of adventure, action, and the value of human potential (Hubspot, 2016).

Marketing scholars suggest that when the perceived level of brand fit, of the participant brands, is high, consumers' reactions towards the new alliance are positive (Simonin and Ruth, 1998; Baumgarth, 2004; James, 2006; Bluemelhuber et al., 2007; Helmig et al., 2007; Dickinson and Heath, 2008; Arnett et al., 2010; Bouten et al., 2011; Chan and Cheng, 2012). Table 5 presents the outcomes of the studies that examine the impact of brand fit on consumers' attitudes, evaluations and intention to buy based on brand alliances.

Table 5: The outcomes of the studies that examine the brand fit in the context of brand alliances.

Author(s)	Focal construct	Outcome
Simonin and Ruth (1998)	Consumers' attitudes	Significant determinant of attitudes towards brand alliance
Baumgarth (2004) – replication and extension of the (Simonin and Ruth, 1998) study	Consumers' attitudes	Significant determinant of attitudes towards brand alliance
James (2006)	Consumers' attitudes	Significant determinant of attitudes towards a cross-broader brand alliance
Helmig et al., 2007	Consumers' intentions to buy	Significant impact on buying co-branded product
Arnett et al. (2010)	Consumers' attitudes	Significant impact of brand fit on attitudes towards brand alliances
Dickinson and Heath (2008)	Consumers' evaluations (on quality)	Significant determinant of evaluation of the quality of the brand alliance
Bouten et al. (2011)	Consumers' evaluations	Significant determinant of consumers' evaluation towards the co-branded product
Chan and Cheng (2012)	Consumers' evaluations	Significant determinant of evaluation of brand alliance
Bluemelhuber et al. (2007)	Consumers' attitudes	Significant determinant of attitudes towards a cross-broader brand alliance

Evidence suggests that brand fit positively affects consumers' attitudes and evaluations towards brand alliances (Simonin and Ruth, 1998; Baumgarth, 2004; James, 2006; Bluemelhuber et al., 2007; Arnett et al., 2010). Support for the positive impact of brand fit extends to evaluations of quality (Dickinson and Heath, 2008; Bouten et al., 2011; Chan and Cheng, 2012) and intention to purchase (Helmig et al., 2007).

The measurement of the notion of brand fit in the context of brand alliances is adopted by Aaker and Keller's (1990) study on brand extension and examines the consistency and

compatibility of the participant brands. Table 6 presents a summary of the measurements of brand fit appearing in the literature:

Table 6: Measure and measurements of brand fit in brand alliances

Author(s)	Measurement	Measurement
Simonin and Ruth (1998)	Seven-point bipolar semantic differential scale	Is/is not consistent, is/is not complementary (based on Aaker and Keller, 1990)
Baumgarth (2004)	Seven-point bipolar semantic differential scale	Is/is not consistent, is/is not complementary
Bluemelhuber et al. (2007)	Seven-point bipolar semantic differential scale	Is/is not consistent, is/is not complementary
Dickinson and Heath (2008)	Seven-point bipolar semantic differential scale	Complements poorly well
Bouten et al. (2011)	Nine-point scale	Complement, consistent, fit each other

A review of the literature indicates that significant use has been made of the scales developed by Aaker and Keller (1990) to measure the perceived brand fit of an alliance (Is/is not consistent, is/is not complementary) in a seven-point bipolar semantic scale (Simonin and Ruth, 1998; Baumgarth, 2004; Bluemelhuber et al., 2007). However, a few scholars propose new measures and measurements of the brand fit. Bouten et al. (2011) use a 9-point scale to measure complementarity and consistency between brands. Authors also recommend a third item to rate the extent that the two brands ‘fit each other’. In addition, Dickinson and Heath’s (2008) review also deviated from Aaker and Keller’s (1990) measurement suggesting that the brand fit is measured by the extent in which the two brands complement each other. Despite the small differences in measuring brand fit, authors generally agree and adopt the levels of complementarity and cohesiveness between participant brands to measure the brand fit of a brand alliance.

2.4.2. The product fit in brand alliances

In the Marketing literature, the concept of product fit is defined as ‘the extent to which customers perceive the categories of the two products to be compatible’ (Simonin and Ruth, 1998; p.33). According to Bluemelhuber et al. (2007; p.431) product fit represents ‘the compatibility between two products on a functional level such as each product’s utility’. An example of product fit is the collaboration between the ‘Adidas’ sports company and the ‘Polar Electro’ heart rate monitor company. The two brands launched a heart rate speed - distance monitor device integrated in the Adidas apparel and footwear product lines. The two products

combined in one and consumers' reactions to the alliance were very positive (Polar, 2005). Another example is the collaboration between MasterCard and Apple Pay to enable mobile payments on I-Phones through MasterCards.

Marketing scholars suggest that when the perceived level of product fit, of the participant brands, is high, consumers' reactions towards the new alliance are positive (Simonin and Ruth, 1998; Bluemelhuber et al., 2007; Helmig et al., 2007; Dickinson and Heath, 2008; Bouten et al., 2011; Lanseng and Olsen, 2010). Table 7 presents the outcomes of the studies that examine the impact of product fit on consumers' attitudes, evaluations and intentions to buy based on brand alliances.

Table 7: The outcomes of the studies that examine the product fit in the context of brand alliances.

Authors	Focal construct	Antecedent	Outcome
Simonin and Ruth (1998)	Consumers' attitudes	Product fit	Significant determinant of attitudes towards brand alliance
Baumgarth (2004) – replication and extension of the (Simonin and Ruth, 1998) study	Consumers' attitudes		Not a significant determinant of attitudes towards brand alliance
Helmig et al. (2007)	Consumers' intentions to buy		Significant impact on buying co-branded product
Bluemelhuber et al. (2007)	Consumers' attitudes		Significant determinant of attitudes towards a cross-broader brand alliance
Dickinson and Heath (2008)	Consumers' evaluations		Significant determinant of evaluation of the quality of the brand alliance
Bouten et al. (2011)	Consumers' evaluations		Significant determinant of consumers' evaluation towards the co-branded product
Lanseng and Olsen (2010)	Consumers' attitudes		Significant determinant of consumers' attitude toward the alliances

Evidence suggests that the product fit positively affects consumers' attitudes and evaluations towards brand alliances (Simonin and Ruth, 1998; Bluemelhuber et al., 2007; Dickinson and Heath, 2008; Bouten et al., 2011; Lanseng and Olsen, 2010). Support for the positive impact of product fit extends to intention to purchase (Helmig et al., 2007). In

contrast with the above outcomes, Baumgath's (2004) replication study of the Simonin and Ruth (1998) model suggests a non-significant impact of the product fit on consumer's attitudes. Deviating results might be due to the unsuccessful selection of the products (electronic product and a car) that teamed up to form the alliance and/or selection of participants. Baumgath (2004) perceived the two brands as complementary and essential components of a car. As a result, the alliance was not recognised as a synergy between two brands but rather as a necessity where the car brand cannot stand without the electronic accessory. Even though the product fit is perceived to be high, the impact on consumers' attitudes is small. It can be concluded that to enable an assessment of the product fit in the context of brand alliances, the stimulus should be a result of an innovative co-product for which the combination of the two brands is not taken for granted, or the recruitment of experienced participants in the product category is able to recognise and assess the alliance.

The notion of product fit is measured by the level of the complementarity and cohesiveness between the product categories of the participant brands (Simonin and Ruth, 1998). Table 8 presents a summary of the measurements of the product fit appeared in the literature:

Table 8: Measure and measurements of product fit in brand alliances

Author(s)	Antecedent	Measurement	Measurement
Simonin and Ruth (1998)	Product fit	Seven-point bipolar semantic differential scale	Is/is not consistent, is/is not complementary (based on Aaker and Keller, 1990)
Baumgarth (2004)		Seven-point bipolar semantic differential scale	Is/is not consistent, is/is not complementary
Bluemelhuber et al. (2007)		Seven-point bipolar semantic differential scale	Is/is not consistent, is/is not complementary
Lanseng and Olsen (2010)		Seven-point bipolar semantic differential scale	Is/is not consistent, is/is not complementary, do/do not fit together
Bouten et al. (2011)		Nine-point scale	Complements, substitutes, consistent, fit each other, are similar
Dickinson and Heath (2008)		Seven-point bipolar semantic differential scale	Would the people facilities and skills used in developing the original product be helpful if they were to make the co-branded product? 1= Not at All Helpful 7= Very Helpful

A review of the literature also indicates that significant use has been made of the scales developed by Simonin and Ruth (1990) to measure the perceived product fit of an alliance (Is/is not consistent, is/is not complementary) in a seven-point bipolar semantic scale (e.g., Simonin and Ruth, 1998; Bluemelhuber et al., 2007). Other researchers added to the scales that measure product fit according to Simonin and Ruth's scales. For example, Lanseng and Olsen (2010) added a third item to measure product fit by asking the extent to which products 'fit/do not fit together'. Bouten et al., (2011) suggest a more detailed set of measurements (based on Simonin and Ruth's, 1998 items) to measure the notion of product fit. The authors measure the extent to which the two products complement, substitute, are consistent, are similar and fit each other. In contrast with the following studies, Dickinson and Heath (2008) proposed a completely different item to measure the helpfulness of the combined skills of the two products in the brand alliance. Acknowledging small deviations in the measures and measurements used to measure product fit, and with respect to Dickinson and Heath's (2008) new scale, authors generally agree and adopt the levels of complementarity and cohesiveness between participant brands to measure the product fit of a brand alliance.

2.4.3. The consumers attitudes towards the participant brands in brand alliances prior to the alliance

In addition to the brand and product fit element, the literature acknowledges the consumers' attitudes towards the participant brands prior to the alliance. Marketing scholars suggest that consumer's pre-attitudes towards the participant brands significantly affect consumers' evaluation towards a brand alliance (Simonin and Ruth, 1998; Lafferty et al., 2004; Dickinson and Barker, 2006; Bluemelhuber et al., 2007; Helmig et al., 2007). For example, Louis Vuitton partnered with Supreme apparel brand to launch a pop-up store in London. Consumers' positive attitudes towards the two brands made the collaboration successful and filled the London pop-up store with customers (Forbes, 2017). Conversely, in Lego and Shell partnership, customers' negative attitudes towards Shell lead to negative evaluation of the alliance and the termination of the partnership (ilk agency, 2019). Table 9 presents the outcomes of the studies that examine consumers' attitudes towards participant brands prior to the alliance, as well as consumers' attitudes, evaluations and intentions to buy based on brand alliances.

Table 9: The outcomes of the studies that examine the consumers’ attitudes towards the participant brands prior to the alliance in the context of brand alliances.

Authors	Focal construct	Antecedent	Outcome
Simonin and Ruth (1998)	Consumers’ attitudes	Consumers attitudes towards the participant brands prior to the alliance	Significant determinant of attitudes towards brand alliance
Baumgarth (2004) – replication and extension of the (Simonin and Ruth, 1998) study	Consumers’ attitudes		Significant determinant of consumers’ attitudes towards brand alliance
Dickinson and Barker (2006)	Consumers’ evaluations		Significant determinant of evaluations towards brand alliance
Suh and Park (2009)	Consumers’ evaluations		Significant determinant of evaluations towards brand alliance
Rodrigue and Biswas (2004)	Consumers’ attitudes		Significant determinant of consumers’ attitudes towards brand alliance
Schnittka et al. (2017)	Consumers’ attitudes		Significant determinant of consumers’ attitudes towards brand alliance

The studies highlighted in Table 9 suggest that the consumers’ pre attitudes towards parent brands impact the consumers’ reactions towards co-branding strategies in which a new product is presented as a result of the collaboration between two existing brands (e.g., Simonin and Ruth, 1998; Baumgarth; 2004; Rodrigue and Biswas, 2004; Dickinson and Barker, 2006; Suh and Park, 2009; Schnittka et al., 2017).

2.5. The spill over effect in brand alliances

A review of the literature suggests that positive consumers’ attitudes towards the participant brands lead to favourable attitudes towards the brands after the alliance (e.g., Simonin and Ruth, 1998; Dickinson and Barker, 2006; Suh and Park, 2009; Schnittka et al., 2017). This effect is known as the ‘spill over effect’. Spill over effects examined initially by Aaker and Keller (1990) in the context of brand extensions. Subsequent studies examine spill

over effects in the context of brand alliances (e.g., Simonin and Ruth, 1998; Voss and Gammoh 2004; Washburn et al. 2004; Schnittka et al., 2017). Table 10 presents a summary of the spill over effects examined in the literature of brand alliances

Table 10: Spill over effect in co-branding

Author(s)	Spill over effect	Outcome
Simonin and Ruth (1998)	Positive effect	Significant
Voss and Gammoh (2004)	Positive effect	Significant
Washburn et al. (2004)	Positive effect	Significant
Levin et al. (2003)	-	Not Significant
Vaidyanathan and Aggarwal (2000)	-	Not Significant
Till and Shimp (1998)	Negative effect	Significant
James, (2005)	Negative effect	Significant
Suh and Park (2009)	Negative effect	Significant
Votola and Unnava (2006)	Negative effect	Significant
Cornelis (2010)	Negative effect	Significant

The literature suggests positive and negative spill over effects. Positive effects benefit the participant brands by evoking more favourable evaluations of the participant brands after the alliance launch (Simonin and Ruth, 1998; Voss and Gammoh, 2004; Washburn et al., 2004; Schnittka et al., 2017). The positive effect from the spill over effect in co-brand alliances are sometimes tempered by undesirable brand events that cause a partner brand to receive negative publicity. Evidence from extant literature shows a negative impact of the spill over effect in brand alliances (Till and Shimp, 1998; James, 2005; Suh and Park, 2009; Votola and Unnava, 2006; Cornelis, 2010). These studies show that co-brand alliances are sensitive to brand crises. For example, Till and Shimp (1998) show that given a sufficiently strong associative link between a celebrity endorser and a brand (a form of dual branding co-branding), negative information about the celebrity can cause risk to the partner brand’s reputation. Some other studies suggest no effect (Levin et al. 2003; Vaidyanathan and Aggarwal, 2000). Despite the ambiguous outcomes of prior research on spill over effects in brand alliances, scholars generally agree on the determinants of spill over effects, which are the characteristics of the partner brands (brand awareness and brand equity prior to the alliance, and the consumers’ attitudes towards the brand prior to the alliance (Simonin and Ruth 1998; Voss and Tansuhaj 1999; Washburn et al. 2000, 2004).

2.6. Theoretical underpinnings of brand alliances

A variety of theories have been applied in the study of brand alliances. This section presents the theories used to explain the nature of brand alliances, its determinants and consumers' reactions. The first theory discussed is the signalling theory (Spence, 1973). The signalling theory is used to explain the nature of the brand alliances where a new product is presented to the audience. The signalling theory explains the benefits of combining existing brands' reputations to convey cues about the new co-branded product. The information integration theory (Anderson, 1981) explains importance of examining attitudes towards brand alliances which is the most examined outcome of brand alliances in the extant literature (e.g., Simonin and Ruth, 1998). This theory explains how existing attitudes towards participants brands affect reactions when the brands jointly present a new product to the audience. Finally, the associative network theory (Anderson, 1983) is used to explain how consumers link existing brand associations to evaluate co-branding strategies.

2.6.1. Signalling theory

Signalling theory, as a part of the adverse selection problem, suggests that the signals' main function is to reveal hidden information (Spence, 1973). In brand alliances where a new co-branded product is presented to the audience the customers lack information about the quality of the product (Zeithaml, 1988; Alpert et al., 1993; Kirmani and Rao, 2000; Erdem and Swait, 2001; Nelson, 2001; Price and Dawar, 2002; Tsaq et al., 2011). As a result, the customers cannot react (e.g., evaluate) the co-branded product and therefore the purchase action is uncertain (Rao et al, 1999; Fang and Mishra, 2002; Gammoh et al, 2006; Fang et al, 2013). This phenomenon is called information asymmetry.

Information asymmetry involves two parties that hold uneven amounts of information (Spence, 1973). In the case of brand alliances, one party is the participant brands, and the second one is the customer. The theory of information asymmetry presents the negative effects of this phenomenon, the adverse selection and the moral hazard. Moral hazard is a situation in which one party to an agreement engages in risky behaviour or fails to act in good faith because it knows that the other party bears the consequences of that behaviour. This phenomenon often occurs in insurance companies. Companies that would like to eliminate the effects of the moral hazard and being attractive to the customers, provide more incentives to them (Rao and Monroe, 1996). The adverse selection occurs when one party lack the information it wishes to

have (the customer), and the other party holds the information it wishes to share (the company). This phenomenon often occurs in new product launching activities by firms. Companies that would like to eliminate the effects of adverse selection, use quality signals to give hints to the customers about the product quality.

In the context of brand alliances where a new co-branded product is introduced, the company aims to elicit positive customers' reactions so that the product is purchased. Positive reactions from customers are elicited through customer assessment of information about the brand alliance (e.g., brand fit). To facilitate transmission of information, brand alliances use established brands that customers are familiar with to provide them with quality cues such as brand name.

Extant literature on brand alliances uses signals to examine how consumers react to a new co-branded product. The review of the literature reveals a range of signals in the brand alliance literature, such as: 1) price (Alpert et al., 1993; Zeithami, 1988; Kirmani and Rao, 2000; Tsaq et al, 2011); 2) advertisement (Alpert et al., 1993; Kirmani and Rao, 2000; Nelson, 2001; Erdem and Swait, 2011); 3) brand names (Kirmani and Rao, 2000; Tsaq et al., 2011); 4) packaging (Alpert et al., 1993); 5) brand investments on promotions such as sponsorships, events, and endorsements (Erdem and Swait, 2011); 6) warranties (Kirmani and Rao, 2000; Price and Dawar, 2002); and 7) retailer acceptance (Kirmani and Rao, 2000). The signals in the brand alliance strategies help customers to form opinions towards the new co-branded product and assess a potential purchase decision.

2.6.2. The Information integration theory

Information integration theory proposed by Anderson (1981) suggests that attitudes are formed and changed through the integration of new information with existing attitudes, beliefs or perceptions. According to Simonin and Ruth (1998): "...judgments about the brand alliance are likely to be affected by prior attitudes toward each brand, and subsequent judgments about each brand are likely to be affected by the context of the other brand." (p. 32). The theory holds that a major consideration for the effectiveness of co-branding is congruency. When two brands are paired, the features of an organisation, such as an unfavourable brand image are likely to become diagnostic of the other.

2.6.3. The Associative network theory

The Associative network theory by Anderson (1983) theorises that memory consists of individual pieces of information called nodes, which are recalled from memory when stimulated. According to the theory, transfer effect occurs when one set of nodes (e.g., memory about an event such as the UEFA Champions League) prompts thinking about other 'linked' nodes (e.g., Heineken the competition's sponsor). A fundamental condition of the associative network is the conditioning that the stimulus and response occur together. For example, a consumer will only be able to associate the stimuli about one brand to another if the alliance is continuously reinforced through ads, public endorsements etc. Examples of co-branding studies employing this theory are Balachander and Ghose (2003), James (2005), and Kalafatis, Ledden, Riley and Singh (2016).

2.7. Brand alliances and consumers' reactions

The focal construct of the studies in brand alliances examine consumers' reactions towards the brand alliances. Table 11 presents a summary of the consumers' reactions examined in the extant literature.

Table 11: summary of the consumers' reactions examined in the extant literature

Author(s)	Consumers reactions towards brand alliances	Brand fit	Product fit	Consumers' attitudes towards participant brands
Simonin and Ruth, (1998)	Consumers attitudes	Positive effect	Positive effect	Positive effect
Baumgarth, (2004)	Consumers attitudes	Positive effect	No effect	Positive effect
Bluemelhuber et al., (2007)	Consumers attitudes	Positive effect	Positive effect	Not examined
Arnett et al., (2010)	Consumers attitudes	Positive effect	Positive effect	Not examined
Lanseng and Olsen (2010)	Consumers attitudes	Not examined	Positive effect	Not examined
Rodrigue and Biswas (2004)	Consumers attitudes	Not examined	Not examined	Positive effect
Dickinson and Heath (2008);	Consumers evaluations	Positive effect	Positive effect	Not examined
Bouten et al. (2011)	Consumers evaluations	Positive effect	Positive effect	Not examined
Chan and Cheng (2012)	Consumers evaluations	Positive effect	Not examined	Not examined
Suh and Park, (2009)	Consumers evaluations	Not examined	Positive effect	Not examined
Dickinson and Barker (2006)	Consumers evaluations	Not examined	Not examined	Positive effect
Xiao and Lee (2013)	Consumers evaluations	Positive effect	Not examined	Not examined
Helmig et al. (2007)	Consumers intention to buy	Positive effect	Positive effect	Positive effect
Rodrigue and Biswas (2004)	Consumers intention to buy	Not examined	Not examined	Positive effect

The majority of the studies in brand alliances investigate the consumers attitudes (e.g. Simonin and Ruth, 1998; Baumgarth, 2004; Bluemelhuber et al., 2007; Arnett et al., 2010; Lanseng and Olsen, 2010; Rodrigue and Biswas, 2004), the evaluations (Dickinson and Heath, 2008); Bouten et al., 2011; Chan and Cheng, 2012; Suh and Park, 2009; Dickinson and Barker, 2006; Xiao and Lee, 2013 and the intention to buy (Helmig et al., 2007; Rodrigue and Biswas, 2004) towards a brand alliance. With minor exceptions of replications with deviating results (Baugmarth, 2004) researchers suggest a positive relationship between brand/ product fit and consumers' reactions.

It is important to mention that Breckler and Wiggins (1989) suggest that the evaluation precedes the attitudes. The authors suggest that people first evaluate and then develop attitudes

towards an object. However, it is also important to note that in the literature on brand alliances, the terms ‘consumers’ attitudes and ‘consumers’ evaluations’ are used interchangeably and are often measured by the same measures (e.g., Simonin and Ruth’s replications; Washburn et al., 2004).

Simonin and Ruth (1998) conducted the first study in the context of brand alliance to investigate the impact of the main antecedents of brand alliances (e.g., brand fit, product fit). Scales suggested by Simonin and Ruth (1998). In order to measure consumers’ reactions, participants were asked to rate their attitudes towards the new co-branded product using the following: 1) negative/ positive, 2) bad/good and 3) favourable/unfavourable on a 7-point Likert scale. Subsequent studies on brand alliances adopt the Simonin and Ruth’s measurements of consumers’ attitudes (e.g., Baumgarth, 2004; Bluemelhuber et al., 2007; Rodrigue and Biswas, 2004; Dickinson and Barker, 2006; Singh, 2016; Schnittka et al., 2017; Fang and Wang, 2018). Some researchers extend and amend Simonin and Ruth’s measures; for example, Suh and Park (2009) investigate the impact of consumers’ attitudes towards the parent brand and the consumers’ evaluations towards the new alliance. The researchers ask the participants to rate their evaluations towards the co-branded product as: 1) negative, 2) neutral and 3) positive. Xiao and Lee (2013) examine the impact of the brand fit identity on consumers’ evaluations towards co-branding strategies. The authors develop new measurements to assess consumers’ evaluations, on a 7-point scale item, asking participants to rate the following three statements: 1) how good would you say the co-branding is, 2) how much would you say you like this co-branding, and 3) how much would you say that you are pleased by this co-branding. Acknowledging the various measures appeared in the literature to measure consumers’ attitudes towards brand alliances, it is evident that scholars generally agree and adopt Simonin and Ruth’s (1998) measures.

2.8. Conclusions

Various theories used in the extant literature (See Section 2.7) to explain the consumers’ reactions of the brand alliance strategy as discussed in Section 2.8. This occurs because of the nature of brand alliance in which brand competencies between two existing brands are combined with the aim to convey the benefits of a new product to the audience. The impact of the transmitted benefits of an unknown product between two well-known brands to consumers’ attitudes is explained by the signalling theory (see Section 2.6.1). The motivations behind two existing, rather than new, brands that form an alliance is explained by the information

integration theory that explains how existing consumers' attitudes affect the attitudes on the new alliance (see Section 2.6.2). The impact of reinforcements used to promote brand alliances to consumers' attitudes is explained by the Associative network theory (see Section 2.6.3). This thesis acknowledges existence and importance of the aforementioned theories in the examination of the attitudes construct. However, this thesis aims to investigate cognitive and affective consumer' reactions in the context of brand alliances. Extant literature omits to investigate general consumers' attitudes and the currently employed theories are not suitable in providing answers to these, as yet unanswered questions. The thesis presents new to the brand alliances literature, theories to investigate the consumption value construct in the context of brand alliances. In the next chapter the author proposes that utility theory demonstrates importance of examining the value assigned to a new product. The theory of consumption value is then, discussed as a proposed theory that offers measures of cognitive and affective dimensions of value.

CHAPTER 3: RESEARCH GAP AND QUESTIONS

3.1. The research gap

The measures of consumers' reactions towards brand alliances offer a one-dimensional assessment of the brand alliance - the attitude towards the co-branded product, (e.g., Simonin and Ruth's, 1998; Dickinson and Barker, 2006; Suh and Park, 2009; Rodrigue and Biswas, 2004; Schnittka et al., 2017) (see 3.1). A logical question that arises is whether consumers' reactions towards brand alliances are affected at a one-dimensional level (general consumers' attitudes). Batra and Ahtola (1990, p.159) suggest that 'consumers purchase goods and services and perform consumption behaviours for two basic reasons 1) consummatory affective gratification and 2) instrumental utilitarian (cognitive) reasons'. The theory of expected utility (see 2.6.4) also suggests that consumers purchase products or services based on the assigned expected value (Zynda, 2000). A theory that uses a construct of the affective and cognitive value assigned to a product is the theory of consumption value. The importance of investigating consumption value lies behind the notion of value (or utility), which is examined in this study and is defined as 'the overall assessment of the utility of a product based on the perception of what is received and what is given' (Zeithaml 1990, p.14).

Holbrook (1991) suggests that consumer value is both situational (specific to the context) and personal (varies across people and personalities). This research aims to identify the external factors that trigger customers to assign more of any one type of value (e.g., cognitive) compared to the other (e.g., affective). To address this aim, the research examines the role of the most replicated antecedent in the brand alliance literature, that is - the perceived brand and product fit (through marketing lenses) on the dimensions of consumption value. The author argues that dominant brand (product) fit brand alliances will create an affective (cognitive) rather than a cognitive (affective) impact in the assignment of value.

This research further aims to investigate the personal motivations that may explain why some consumers place higher importance on affective dimensions of value while others perceive the cognitive ones as more important. To address this aim, the research examines how personal motivations, such as motivations towards achieving a goal or avoiding pain, affect the two dimensions of consumption value (through psychology lenses). This thesis suggests that customers with dominant promotion (prevention) orientation will assign more of affective

(cognitive) rather than cognitive (affective) value in the context of brand alliances. The following sections present a discussion on how consumption value is examined through marketing and social psychology lenses.

3.1.1. The investigation of the consumption value in the context of brand alliances

The theory of consumption value (utility) delineates perceptions of value consisting of the cognitive value - that is the functional and the epistemic dimensions; and the affective value - which is reflected through the emotional and social dimensions (Sheth et al., 1991). The functional value is the utility acquired from the functional, utilitarian or physical performance of the product; for example, how comfortable a shoe is. The epistemic value refers to the utility acquired from an alternative which has the ability to stimulate curiosity; for example, how curious a customer is to experience a new function of a shoe (e.g., smart shoes with soles specially designed to measure steps, calories burned etc.). The emotional value is acquired through an alternative's ability to stimulate feelings or affective states, for example, customer confidence resulting from wearing the shoes. Finally, the social value is acquired from an alternative's association with one or more specific social groups, for example, the social acceptance by family or friends that a person perceives because of the shoes he wears.

Sheth et al. (1991) suggest that the assessment of consumption value impacts the decision-making process. In the context of marketing, customers' perceptions of their expected consumption value affect the process of evaluating and choosing a brand (Sheth et al., 1991). Investigating consumption value advances existing knowledge on how consumers react towards brand alliances. This investigation will shed light on how consumers assign affective and cognitive value on such strategies. Investigating how affective and cognitive values are assigned is important for two reasons: first, because value drives decision making towards choosing a brand (Sheth et al., 1991); and second, because consumers choose and behave towards brands based of affective and cognitive reasons (Batra and Ahtola, 1990). As a result, consumption value is an accurate construct (compared to the attitudes) which allows researchers to establish outcomes (consumer reactions) and antecedents (success factors) of brand alliances. Practitioners in the field are expected to benefit from the value and the usefulness of the findings of this research. The examination of affective and cognitive value will contribute to practitioners' understanding of the impact of the brand alliance strategy which they may wish to design, as well as to predict consumers' responses to the campaign.

3.2. The consumption value of a Brand Alliance through marketing lenses

To explain how the different types of consumption values are assigned in brand alliances via marketing lenses, the researcher investigates the role of perceived brand and product fit in an alliance. Brand fit occurs when the brand images of the participant brands are cohesive (e.g., Louis Vuitton's and BMW's image for luxury) (Simonin and Ruth, 1998). Cohesiveness between brand images occurs when the participant brands reflect common or consistent brand associations (e.g., luxury, prestige). Extant literature suggests that for high brand fit brand alliances, the customers create significantly positive attitudes towards the co-branded product because of the brand cohesiveness (Simonin and Ruth, 1998; Baumgarth, 2004). Cohesiveness stimulates perceptions of attributes that are agreeable and pleasing. For example, people who hold the new Louis Vuitton BMW luggage are likely to feel a sense of gratification and pleasure. Extant literature suggests that pleasurable attributes create an affective impact on consumers (Dhar and Wertenbroch, 2000; Roy and Ng, 2012). For example, feelings such as excitement or satisfaction are triggered when experiencing the product. The theory of consumption value presents two dimensions of affective value, the emotional and the social (Sheth et al., 1991). This study examines the impact of the brand fit on the consumption value in the context of brand alliances to shed light as to what triggers customers to assign more of the affective type of value compared to the cognitive type.

Product fit occurs when the product categories of the participant brands are compatible (e.g., MasterCard and ApplePay) (Simonin and Ruth, 1998). Complementarity between product categories in a brand alliance exists when the functional characteristics of the products are compatible. For example, MasterCard teamed up with Apple pay to introduce a new mobile payment method. The new partnership presents a service as result of the two product categories of the parent brands (mobile and payment card). This partnership reflects the compatibility of the two products. Researchers in the brand alliance field also suggest the product compatibility of the participant brands (product fit) positively affects that consumers' decisions on the evaluation of brand alliances (Simonin and Ruth, 1998). Complementarity emphasises the utilitarian attributes of a product. For example, people who pay with the MasterCard-Apple Pay method think of the efficiency of the act (e.g., speed of the transaction). Utilitarian attributes have a cognitive impact on consumers (Dhar and Wertenbroch, 2000; Roy and Ng, 2012). This study examines the impact of the product fit on the consumption value in the

context of brand alliances to shed light on what triggers customers to assign more of the cognitive type of value compared to the affective type.

The investigation of the brand and product fit on the consumption value will advance knowledge for scholars and organisations on brand alliances. The investigation of the external factor of fit on the consumption value in brand alliances is the first theoretically grounded effort to use the focal construct of consumption value in the context of brand alliances. This study also establishes the impact of brand and product fit on the consumption value in the context of the brand alliance. To practitioners, the study provides guidance as to how firms can build brand alliances by leveraging existing skills and competencies. This gap is addressed through Study 1: ‘The impact of brand and product fit on consumption value in the context of brand alliances’.

3.3. The consumption value of a brand alliance through the lenses of social psychology

The situational (external) factors of a brand alliance and their impact on consumption value are examined through the type of brand alliance and brand fit. However, the question ‘why some consumers place higher importance on affective dimensions of value while others on the cognitive ones?’, still remains. The regulatory focus theory may provide insights into this question as it can investigate (internal) factors that contribute to how values are assigned to a product or service. According to Kruglanski et al. (2000; p. 794) “self-regulation involves comparing and selecting among alternative desired end-states, comparing and selecting among alternative means to attain the selected desired end-state, and initiating and maintaining movement from some current state toward the desired end-state until the desired end-state is attained.” In other words, individuals initially establish the goals they want to accomplish (utilitarian or/and hedonic value), then identify actions designed to achieve these goals and finally enact the selected actions (Chen et al., 2018). Linking personality traits to motivation, the regulatory focus theory provides the two self-regulation engagement orientations (i.e., promotion and prevention) while regulatory mode provides the two actions or act-related orientations involved in self-regulation (i.e., locomotion and assessment). In the marketing domain, the regulatory focus theory suggests that there are two types of individuals: the promotion focused who are engaging with approach-oriented strategies (Higgins, 1997), and

the prevention focused who are engaging with avoidance-oriented strategies (Crowe and Higgins, 1997) while pursuing a goal (desire end state).

To prevention-oriented customers, the mismatches to desired end state are responsibilities and obligations (minimal goals) that generate satisfaction through safety/ security (Crowe and Higgins, 1997). For example, parents who are searching to buy organic baby food without preservatives, the goal is experienced as an “ought” that satisfies their need of being responsible parents (tangible, cognitive state). In the Psychology domain, literature on product consumption suggests that prevention-oriented customers use reasons rather than feelings to make purchase decisions (Avnet and Higgins, 2006). Because of the emphasis on the rational goals, such as obligations, it is argued that prevention-oriented customers induce cognitive (reasons) rather than affective (feelings) towards their consumption values (Dhar and Wertenbroch 2000; Roy and Ng, 2012). This study investigates the impact of the prevention-oriented customers on the consumption value in the context of brand alliances to shed light on possible motivations behind placing higher importance on affective dimensions of value compared to cognitive dimensions.

To promotion-oriented customers, matches are expressed through aspirations, wishes, hopes (maximal goals) that generate satisfaction through achievements/ accomplishments (Crowe and Higgins, 1997), for example, parents who are searching to buy organic baby food with healthy ingredients. The goal is experienced as an ideal that satisfies their need of being good parents (intangible, affective desired state). Psychology literature on consumption suggests that promotion-oriented customers use feelings rather than reasons to make purchase decisions (Avnet and Higgins, 2006). Because of the emphasis on the intangible, emotional goals, such as aspirations or wishes, it is argued that promotional-oriented customers may induce affective (feelings) rather than cognitive (reasons) consumption value (Dhar and Wertenbroch, 2000; Roy and Ng, 2012). This study investigates the impact of the promotion-oriented customers on the consumption value in the context of brand alliances to shed light on possible motivations behind placing higher importance on cognitive dimensions of value compared to affective dimensions.

Relevant literature acknowledges two types of regulatory focus, the chronic and the induced (momentary). In chronic regulatory focus, the matches and mismatches towards an end state are shaped by an individual’s experiences since childhood. Keller (2008) suggests that children, whose parents offer rewards (e.g., gifts) to motivate them in performing well to

their studies, are more likely to develop a chronic promotion regulatory focus. Children whose parents penalise them to motivate them in performing well to their studies, are more likely to develop a chronic prevention regulatory focus. In the induced regulatory focus, the matches and mismatches are shaped temporarily by an individual's exposure to a stimulus. Induced can occur regardless of chronic regulatory focus orientation through individuals being exposed to messages or stimuli framed in a prevention or promotion way (Freitas and Higgins, 2002). If a stimulus has neither prevention nor promotion focus an individual's chronic orientation dominates the decision making. On the other hand, there is evidence to suggest that priming consumers with either prevention or promotion messages or stimuli activates dominance of the inferred orientation which can lead to temporary changes in an individual's regulatory focus orientation (Freitas and Higgins, 2002). Therefore, it is important that both types of regulatory focus are investigated in the context of this thesis.

This study offers a new perspective on how consumers assign consumption value on brand alliances based on their personal motivations. The study further investigates the impact of the regulatory focus on the consumption value. As a result, the study attempts to contribute to a better scholastic understanding of: 1) the values derived from the feelings or affective states as triggered by the fit of the alliance as well as the personal motivations and 2) the utility derived from the customer perception of the product's ability for excellent performance/function and the personal motivations (Sweeny and Soutar, 2001). The following section presents the research questions developed to examine the situational (Section 3.2) and personal motivation (Section 3.3) factors in the investigation process of consumption value in brand alliances.

3.4. The research questions and the studies

Study 1 draws from extant literature in brand alliances where the focal construct is the general consumers' attitudes) to introduce a new – to the brand alliance field- construct, the consumption value. Study 1 addresses gaps in two ways. First, it replaces attitudes with cognitive and affective value and second, examines whether cognitive and affective dimensions of value differ depending on the dominance of alliance fit (brand or product-situational factor) (see Section 2.1.1 for the research questions of this thesis). Study 2 deals with the idiosyncratic (chronic) characteristic of value and particularly it addresses the role of regulatory focus in the context of brand alliances. This study addresses the question 'why some consumers place higher importance on affective dimensions of value while others on the

cognitive ones?'. Study 2 advances current knowledge with the aim to establish a new to the brand alliance literature antecedent, the regulatory focus. This is the first attempt made to explain consumers reaction in the context of brand alliances accounting for consumers' personal motivations. Study 3 addresses the interactions between the situational factors (brand/product fit) and the idiosyncratic (chronic) characteristics of value (chronic regulatory focus). Study 3 addresses the question 'Do situational and personal factors affect the assignment of consumption value on brand alliances?'. The last study investigates interactions between the induced regulatory focus and type of fit. Study 4 investigates the question 'Do situational and induced personal factors affect the assignment of value on brand alliances?'. Study 4 investigates the relationships between the induced regulatory focus and the dimensions of consumption value. Studies 3 and 4 investigates the relationships between the different types of chronic and induced regulatory focus (personal factors) and the consumption value for different types of fit (brand/ product fit – situational factors) brand alliances. This is the first attempt in the literature to explain affective and cognitive consumers' reactions accounting for interaction effects between situational (type of fit) and motivational (regulatory focus) factors. The difference between study 3 and 4 is that study 3 investigates the chronic regulatory focus while study 4 the induced regulatory focus.

CHAPTER 4: STUDY 1. THE IMPACT OF BRAND AND PRODUCT FIT ON CONSUMPTION VALUE IN THE CONTEXT OF BRAND ALLIANCES.

4.1. Study 1: Introduction

Marketing scholars have extensively investigated consumers' attitudes towards co-branding strategies. (Simonin and Ruth, 1998; Rodrigue and Biswas, 2004; Washburn et al., 2004; Baumgarth, 2004; Dickinson and Barker, 2006; Fang and Wang, 2018) (Section 2.4.3). The studies that examine consumers' attitudes establish the brand and product fit as main antecedents of brand alliances (see Sections 2.4.1 and 2.4.2). The consumers' attitudes, as have been examined in the literature, offer a one-dimensional assessment of the brand alliance (the attitude towards the co-branded product) (see Section 2.4.3). This study examines the impact of brand and product fit on the assignment of a construct of the consumption value that accounts for cognitive and affective reactions. The affective dimensions of value (emotional and social) reflect intangible (hedonic) benefits. Emotional benefits represent feelings that emerge from consuming a product, such as pleasure and enjoyment (Sweeny and Soutar, 2001). Social acceptance by referent people emerging through the consumption of a product is an example of social benefits (Sweeny and Soutar, 2001). On the other hand, the cognitive dimensions of value (functional and epistemic) represent benefits from tangible attributes (Sweeny and Soutar, 2001). Functional benefits reflect the functionality of a product (e.g., durability and performance) while epistemic benefits reflect aspects of learning and associate with product attributes or features that engender curiosity (Sweeny and Soutar, 2001).

4.2. Study 1: Hypotheses

Brand alliances with higher brand fit compared to product fit (e.g., Luis Vuitton – BMW) are characterised by high level of perceived cohesiveness regarding the brand images of the two brands (see Sections 2.4.1 and 2.4.2). Because of the emphasis on the cohesiveness of the participant brands' brand images, it is argued that in brand alliances with higher brand fit (lower product fit), hedonic attributes are prominent (see Section 2.9). The literature suggests that the hedonic attributes of a product create an affective rather than a cognitive impact on consumers (Dhar and Wertenbroch, 2000; Roy and Ng, 2012) (see Section 3.2).

Therefore, for brand alliances with prominent brand fit, the relationship between the perceived brand fit and the affective dimensions of value (emotional and social) is greater compared to the relationship between the brand fit and the cognitive dimensions of value (functional and epistemic). Based on this proposition, the following hypothesis concerning the relative strength of the functional relationships between the type of fit and the type of value emerges. It is noted that this study tests relative strength rather than significant differences.

H1a: In brand alliances with dominant brand fit, the relationships between the brand fit and the affective dimensions of value (emotional and social) are greater compared to the relationships between the brand fit and the cognitive dimensions of value (functional and epistemic).

Brand alliances with higher product compared to brand fit (e.g., Apple Pay – MasterCard) are characterised by higher level of perceived cohesiveness regarding the two brands' brand images. Because of the emphasis on the compatibility between the participant brands' product features, it is argued that in higher product fit (lower brand fit) brand alliances, utilitarian attributes are prominent (see Section 3.2). Relevant literature suggests that utilitarian features of a product create a cognitive rather than an affective impact on consumers (Dhar and Wertenbroch, 2000; Roy and Ng, 2012). Therefore, for brand alliances with prominent product fit, the relationship between the product fit and the cognitive dimensions of value (functional and epistemic) is greater compared to the relationship between the product fit and the affective dimensions of value (emotional and social). Based on the above proposition, the following hypothesis concerning the relative strength of the functional relationships between the type of fit and the type of value emerges.

H1b: In brand alliances with dominant product fit, the relationships between the product fit and the cognitive dimensions of value (functional and epistemic) are greater compared to the relationship between the product fit and the affective dimensions of value (emotional and social).

The conceptual framework of the research is depicted in Figure 2.

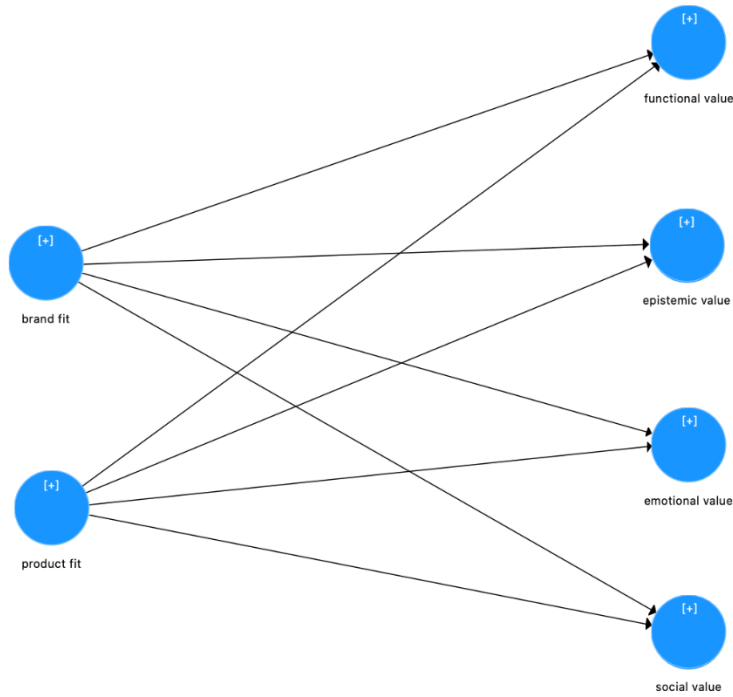


Figure 2: Study 1: Conceptual framework.

4.3. Study 1: The research design

This study adopts an explanatory research design (Sekaran and Bougie, 2016). Explanatory studies that examine relationships between variables, as in the current study, apply causal approach to the investigation (Sekaran and Bougie, 2016). Bryman and Bell (2015) identify five types of research designs: cross sectional, longitudinal, case study, comparative, and experimental (see Table 12).

Table 12: Types of research designs

Characteristics	Experimental Design	Case study	Longitudinal	Cross-sectional
Type of investigation	Causal relationships investigation with manipulation.	In depth investigation of a problem.	Examination of the change of a phenomenon over an extended period of time.	Examination of a phenomenon at a particular point in time.
Research paradigm	Positivist	Positivist/ Interpretivist	Positivist/ Interpretivist	Positivist/ Interpretivist
Purpose of research	Testing theory, explanatory	Exploratory, descriptive, explanatory	Exploratory, descriptive, explanatory	Exploratory, descriptive, explanatory
Research Approach	Quantitative	Quantitative/ Qualitative	Quantitative/ Qualitative	Quantitative/ Qualitative

The table above presents research designs adopted in qualitative and quantitative data collection methods. The two data collection methods differ in nature in terms of their philosophical paradigms. Positivism suggests that individuals hold one common truth which researcher examine through quantitative data collection method recruiting a large number of respondents (Sekaran and Bougie, 2016). Interpretivism, on the other hand, suggests that each individual hold her/his own truth and researcher apply qualitative approached to elicit individuals' views on the examined topic (Sekaran and Bougie, 2016). This study follows a positivism approach, designing a causal investigation between the different types of alliance fit and consumption value. Causal investigation usually involves adopting an experimental design or an ex post facto experimental design. The ex post facto experimental design does not manipulate the independent variable while the experiments allow the researcher to manipulate the independent variable (Sekaran and Bougie, 2016). This thesis research design aligns with that adopted by several studies in the extant literature on brand alliances (e.g., Simonin and Ruth, 1998; Washburn et al., 2000; Baumgarth, 2004; Helmig et al., 2007), the experimental research design. The experimental design allows the researcher to investigate effects of independent variable to dependent variable controlling for external factors that may affect the dependent variable (known as control variables). The large sample recruited in experimental research allows generalisability of results to the wider defined target population. This thesis acknowledges limitations of the experimental research, too. Experimental designs are based on a scientific approach to the development of knowledge which means that results of such designs are subject to human error. Another disadvantage of experimental research design is that external validity. External validity refers to the ability of a study to be generalised to other contexts. Because of the manipulation created to the independent variable in studies, the external validity in experimental designs remain low.

4.3.1. Study 1: The experimental treatment conditions

Two treatment conditions are developed to examine the functional relationship between the brand, the product and the dimensions of value (see Section 3.2). The first condition induces brand fit by creating cohesiveness between parent brands (see definition of brand fit in Section 2.4.1). The second condition induces the product fit by creating complementarity between the product categories of two participant brands (see definition of product fit in Section 2.4.2).

4.3.2. Study 1: The experimental environment

Experiments can be conducted within a natural (non-contrived) or artificial (contrived) environment; the former are usually referred to as field experiments, and the latter as laboratory experiments (Bryman and Bell, 2015). In field experiments, participants are exposed to a natural setting, e.g., home or workplace, they respond to questions at their own comfort. For instance, Gordon et al. (2019) employed field experiments to investigate causal effect of digital advertisement on Facebook. In laboratory experiments, the researcher creates an artificial setting, and participants respond to the task at specified times. For instance, Eckerd et al. (2013) evaluated the effect of psychological contract breaches and associated emotional responses on buyers' order quantities over time within a contrived setting. Laboratory experiments enables the researcher greater control to examine causal relationship, and in turn, permits higher internal validity. This artificial manipulation and control over the study setting has received much negative criticism particular with respect to inherent bias in study results (Bryman and Bell, 2015; Saunders, 2012). The underlying argument is that such bias may emerge from the tendency for participants to provide answers that they anticipate meet expectations of the researcher. Laboratory experiments also require high implementation costs (Bryman and Bell, 2015).

The current study acknowledges issues relating to the cost and impracticality of laboratory experiments, and consequently, applies field experiments following practices of previous studies on brand alliances (e.g., Simonin and Ruth, 1998; Washburn et al., 2000; Baumgarth, 2004; Helmig et al., 2007). This design enables the researcher to more widely generalise findings to a wider consumer domain. The researcher also minimises inherent biases associated with the laboratory settings (Bryman and Bell, 2011).

4.3.3. Allocation of participants to treatment conditions

Experiments are classified depending on the allocation of the participants to a treatment condition created to manipulate the independent variable of interest. Field and Hole (2002) thus distinguish two types of experiments: 1) the between-subject experiment, and 2) the within-subject experiments. In a within-subject experimental design, participants are exposed to more than one experimental treatment condition. Exposure participants to multiple treatment conditions has receive much criticism specifically with respect to confounding effects. Charness et al. (2012), acknowledging potential risks of the within-subject design, suggest that participants may carryover effects from the previous treatment condition that may affect responses on the dependent variable. A potential solution to this is a distraction between the presentation of the conditions such as a game or a video. Constantly, a between-subject experimental design, involves exposing participants to only one experimental condition.

The nature of the current study (hypothesis testing, see Section 3.2) suggests the importance of reassuring that there will be no carryover effects from one treatment to the other. If carryover effects occur, this research will not be able to address issues with regards to the individuals' tendency to assign more of the one dimension of consumption value compared to the other; which is the aim of this research. Therefore, each of the experimental treatment conditions (see Section 3.3.2) is presented to only one participant (between-subject design).

4.3.4. Study 1: The design of the experiments

To create the different types of fit alliances, two fictitious brand alliances consisting of real brands are created. The rationale of creating fictitious rather than real alliances is to prevent biased answers due to potential experiences that respondents may already have had with the products under consideration. The use of fictitious brand alliances reduces the potential confounding effects from pre-existing product evaluations and opinions. The use of real brands aligns with the good practice in current research (e.g., Simonin and Ruth, 1998; Baumgarth, 2004; Dickinson and Barker, 2006; Suh and Park, 2009; Rodrigue and Biswas, 2004; Schnittka et al., 2017), enabling respondents to use their brand knowledge to form perceptions of brand and product fit. Simonin and Ruth (1998) suggest that judgments of brand and product fit should be a result of the consumers' knowledge about the participant brands' brand images and product categories.

To achieve dominance in the brand fit corresponding to Hypothesis H1a (Section 4.2), the brand partnership should be between brands with cohesive brand images and common brand associations (Simonin and Ruth, 1998). For this treatment condition, the product categories of the participant brands should not be compatible. To achieve dominance in the product fit corresponding to Hypothesis H1b (see Section 4.2), the brand partnership should be between brands with complementary product categories (Simonin and Ruth, 1998). As such, for this treatment condition, the brand images should not be cohesive and relevant with each other. Adhering to the foregoing logic, the researcher conducts a set of focus groups to identify brands with higher brand fit, lower product fit and vice versa. Three focus groups were conducted, consisting of four participants per group, totalling twelve participants. The researcher asked participants to record the first words and phrases that came to mind when they saw specific brands.

The selection of brands to which participants were exposed to, was based on the assumption that the research population is familiar with the brand names within the categories under consideration. The selected brands were Alfa Romeo, Puma, Burberry, Lacoste, Twining's, Smirnoff, Carte D'Or and Evian. These brands are generally known to UK consumers; this was confirmed by participants in the focus groups who are who were able to assess the fit of the brand combinations. Participants were exposed to the name and logo of the above brands and were provided with paper and a pen to record evaluations. A summary of the most repetitive words and phrases are presented in Table 13.

Table 13: Study 1: Brand associations of the Brands: The pre-test.

Brand	Product Category	Codes
Alfa Romeo	Automotive	Car, Sports, Italian, Speed, Sporty, Drive a car, Feel comfortable, Achievement, Red colour
Puma	Shoes	Sports, Athletes, Accessible, Old fashioned, Running shoes, Red, Puma the animal, Success
Carte D’Or	Ice cream	Ice cream, Vanilla, French, High Quality, Calories, Pleasure
Lacoste	Apparel	Tennis, Sports, High quality, French, White, Crocodile, Green, Polo shirts, Elegant sporty clothing, Distinctive style, Pricey
Burberry	Apparel	Fashion, High end, British, coat, Tartan, Umbrella, Unique features, traditional, Rainy weather, Prestigious, High quality
Twining’s	Tea	Tea, tradition, British, Afternoon, Black tea, quality, Break
Smirnoff	Vodka	Vodka, Russia, Night out, Drunk, Alcohol, Clubbing, Having fun, Getting drunk
Evian	Water	French, Purity, Wimbledon Tennis, Still water, Healthy lifestyle

The brands and their corresponding associations, as shown in Table 13, enabled the researcher to identify the combinations with higher brand fit (compared to product fit). Based on the above brand associations the following pairs emerge:

- Alfa Romeo and Puma: The two brands are known for being sporty and are associated with success (evidence of potential brand fit). The two product categories (automotive and shoes) are not compatible or complementary (evidence of potential lower product fit – compared to brand fit-).
- Carte D’or and Lacoste. The two brands are associated with the French culture and are considered to be of a high quality (evidence of potential brand fit). The two product categories (ice cream and apparel) are not compatible or complementary (evidence of potential lower product fit– compared to brand fit-).
- Burberry and Twining’s. The two brands are associated with the British culture and with tradition (evidence of potential brand fit). The two product categories (apparel and tea) are not compatible or complementary (evidence of potential lower product fit– compared to brand fit-).

The product category as shown in table 13 helps the researcher’s judgment in identifying brand combinations with higher product fit (compared to brand fit). Based on the above product categories the following pair emerges:

- Smirnoff and Evian. The two product categories are considered to be complementary [water (e.g., ice) and vodka]. The qualitative comments from participants regarding the two brands lacked connection (evidence of potential lower brand fit– compared to product fit-).

4.3.5. Study 1: The study conditions

For the Alfa Romeo and Puma brand partnership, the two brands launched a new red nail polish. Carte D’or and Lacoste brands introduce a new line of éclair chocolate. Burberry and Twining’s launch a new line of popsicles. Finally, Smirnoff and Evian launch the new vodka infused ice cubes (see Table 14).

Table 14: Study 1: Study conditions and expectations.

Study Condition	Stimuli	Expectation
Dominant Product fit Brand Alliance	Smirnoff and Evian Brand Alliance Advertisement presenting a new vodka infused ice cubes	Higher perceived product fit Lower perceived brand fit
Dominant Brand fit Brand Alliance	Lacoste and Carte D’Or Brand Alliance Advertisement presenting a new line of éclair chocolate	Higher perceived brand fit Lower perceived product fit
Dominant Brand fit Brand Alliance	Burberry and Twining’s Brand Alliance Advertisement presenting a new line of popsicles	Higher perceived brand fit Lower perceived product fit
Dominant Brand fit Brand Alliance	Puma and Alfa Romeo Brand Alliance Advertisement presenting a new line of nail polish	Higher perceived brand fit Lower perceived product fit

4.3.6. Study 1: The manipulation test

To identify the best combination for the alliances with higher brand (product) fit and lower product (brand) fit a manipulation test is conducted using a sample (n= 103) recruited

from a UK University. The sample comprised business students aged between 18 to 22 years old. Respondents were asked to evaluate one of the four scenarios/treatment conditions, in line with the adopted between-subject design.

Participants were first asked to read an introduction to the survey (see Appendix 1.2), then answer a series of questions regarding familiarity of two participant brands following Simonin and Ruth's (1998) measures of familiarity measured along a 7-point Likert-scale – 'Please assess the degree to which you': 1. 'Have never heard of the brand before'/ 'Have heard of the brand before', 2. 'Are not familiar with the brand'/ 'Are familiar with the brand', 3. 'Do not recognize the brand'/ 'Do recognize the brand'. Participants were then asked to complete an open-ended question that involved producing a written record of their thoughts about the brands presented in the condition. Participant brands were presented one at a time in order for each brand to be assessed separately.

After the familiarity and brand associations questions, items for brand alliance are presented. Participants are asked to assess the perceived levels of brand fit based on Simonin and Ruth's (1998) widely used measures along a 7-point Likert scale: 'indicate the degree of consistency of the participant brands' and 'indicate the degree of complementarity of the participant brands'. The perceived level of product fit is assessed using Simonin and Ruth's (1998) measures along 7-point Likert scale 'indicate the degree of consistency of the participant products' and 'indicate the degree of complementarity of the participant products'. The full questionnaire for the manipulation test is presented in Appendix 1.3.

4.3.6.1. Stimuli development, format and layout of the manipulation test. Study 1

Following good practices in extant literature on brand alliances (Simonin and Ruth, 1998; Washburn, Washburn, 2004; Helmig et al., 2007), an advertisement stimulus is used to test perceived levels of brand and product fit. Naini et al. (2012) suggest that advertisement facilitates brand experiments because of the prominent placement of the brand. The manipulation of fit will be implemented through: 1) the visual representation of the participant brands; 2) the written description of the alliance as well as the visual representation of the new co-branded offering in the form of an advertisement. These elements are presented in the sections that follow.

4.3.6.2. Visual representation of the participant brands

To assess brand familiarity the logos of the participant brands are presented. Each participant is then exposed to the two logos of the treatment condition (between-subject allocation of the participant). The logos are presented in Appendices 1.4

4.3.6.3. Written description of the brand alliance and visual representation

After the participants assessed familiarity, the fictitious brand alliance is presented. To maintain consistency in the design of the stimuli regarding the introduction of the alliance, the content of the text for all the scenarios are written following the structure presented in Table 15.

Table 15: Study 1: Structure of the written description of the brand alliances

Sentence 1	The two brands and the co-branded product mentioned.
Sentence 2	Qualities embodying by the two brands in the alliance to create the new product (for the prominent brand fit scenario). Product categories combined embodying by the two brands in the alliance to create the new product (for the prominent product fit scenario).
Sentence 3	Description of the new co-branded product
Sentence 4	Instructions for the task

The ‘Evian-Smirnoff’ scenario aims to achieve a lower brand fit - higher product fit condition. To create scenarios with different fit dominance, wording between treatment conditions must differ. To avoid creating bias in this study, this scenario follows the structure of the written description as presented in table 15. For the purpose of this manipulation, the two brands’ countries of origin represent different cultural ethics to enhance the difference of the brand fit between the two brands.

For the Evian and Smirnoff scenario, the introduction was: ‘Evian and Smirnoff teamed up to launch a new infused vodka ice cubes. This alliance combines Evian’s pure water with Smirnoff’s popular vodka to introduce the new infused vodka ice cubes. The new vodka ice cubes are long lasting and prevent the drink’s taste from getting watery, no matter how long it is nursed. There is no dilution in taste. The cubes were frozen at lower temperatures and the drink remains cold. *Please look carefully at the below collaboration and then complete the following questions*’. The new infused vodka ice cubes product is presented Figure 3.



Figure 3: Study 1: Smirnoff and Evian Alliance: The Stimuli.

For the Lacoste and Carte D’Or, the introduction was: ‘Lacoste and Carte D’Or teamed up to launch a new line of chocolate eclairs. Lacoste and Carte D’Or are embodying the luxury and elegant design from the French culture to introduce the line of limited-edition eclairs. Coated with fresh icing in preppy stripes and decked with a miniature version of the Lacoste alligator logo, the couture confectionery treats are stuffed with a fresh creamy chocolate filling. *Please look carefully at the below collaboration and then complete the following questions.*’ The new line of chocolate eclair product is presented in Figure 4.



Figure 4: Study 1: Lacoste and Carte D’Or Alliance: The Stimuli.

For the Burberry Twining’s scenario, the introduction and instruction read as follows: ‘Burberry and Twinning’s teamed up to launch a new line of popsicles. Burberry and Twinning’s are embodying the Britishness of tea and apparel design to introduce the new line

of fruit flavoured popsicles. The fresh fruit flavoured popsicles include detailing on wooden Popsicle sticks and wrappers. *Please look carefully at the below collaboration and then complete the following questions.*’ The Popsicle product is presented in Figure 5.



Figure 5: Study 1: Burberry and Twining’s Alliance: The Stimuli.

For the Puma and Alfa Romeo scenario, the introduction is: ‘Puma and Alfa Romeo teamed up to launch a new line of red nail polish. Puma and Alfa Romeo integrate knowledge of design and characteristics of shoes together with the popular red colour of cars to introduce the new line of red nail polish. The new matt, red nail polish lasts for more than a week and can be easily removed with zero damage to the nail. *Please look carefully at the below collaboration and then complete the following questions.*’ The new red nail polish product is presented Figure 6.

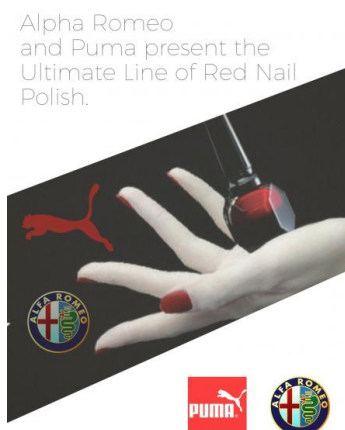


Figure 6: Study 1: Alfa Romeo and Puma Alliance: The Stimuli.

4.3.7. Study 1: The data analysis of the manipulation test

This section presents the results derived from the manipulation test for each of the treatment conditions.

4.3.7.1. Evian Smirnoff treatment condition

The Evian and Smirnoff treatment condition aims to achieve higher perceived product fit and lower perceived brand fit (see Table 14). To examine the significance of the difference between the means of brand fit and product fit a paired sample t-test is run. The first step to examining higher and lower perceived type of fit, is to assess the normality of the data. Normality assessment criteria are 1) the shape of the histogram to be roughly bell shaped, 2) Mean and medium values to be relatively close to each other, 3) Skewness value to be within the benchmark ($-1 < s < 1$) and 4) Kurtosis value to be between -4 and 4 The descriptive statistics derived from the IBM SPSS software confirm normality of the data for both the brand and product fit. The skewness (-.003) and kurtosis (-.162) criteria for the brand fit are met. Histogram is roughly bell shaped; the mean (4.84) and medium (5.00) values for the product fit are relatively close; the skewness (-.388) and kurtosis (-.151) criteria for the product fit are met (table appendices 1). The results in Table 16 show that the Sig. value is $.069/2=0.034$ ($t = 1.867$, $df = 41$) (one tail test) which is below the benchmark of 0.05; therefore, there is significant difference between the means of product and brand fit for the Evian and Smirnoff treatment condition.

Table 16: Study 1: Paired sample t-test. Manipulation check. Evian - Smirnoff scenario

		Paired Samples Test							
		Paired Differences				95% Confidence Interval of the Difference	t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	Lower				
Pair 1	Mean Brand Fit Evian Smirnoff - Mean Product Fit Evian Smirnoff	-.42857	1.48805	.22961	-.89228	.03514	-1.867	41	.069

The mean value of the perceived brand fit is 4.41 and the mean value of the perceived product fit is 4.84. Hence, the alliance is perceived to be of a higher product fit and lower brand fit. It is noted that both values are above the mid-point of the scale, but one is significantly

higher than the other, which is what it is expected. The results imply that the treatment condition meets the expectation of the researcher and can be used in the main study.

4.3.7.2. *Lacoste -Carte D'Or treatment condition*

The Lacoste - Carte D'Or treatment condition aims to achieve higher perceived brand fit and lower perceived product fit (see table 14). A paired-sample t-test is used to assess significance between the two types of fit. Normality is confirmed (see Table Appendices 1.5). The results (Appendices 1.5) show that the Sig. value is $.002/2=0.001$ ($t = 3.34$, $df = 39$) (one tail test) is below the benchmark of 0.05; therefore, confirming a significant difference between the means of product and brand fit for the Lacoste - Carte D'Or treatment condition. The mean value of the perceived brand fit is 3.80 and the mean value of the perceived product fit is 2.93. Hence, the alliance is perceived by the consumers to be of a higher brand fit and lower product fit. The results imply that this treatment condition meets the expectation of the researcher and can be used in the main study.

4.3.7.3. *Burberry- Twining's treatment condition*

The Burberry and Twining's treatment condition aims to achieve higher perceived brand fit and lower perceived product fit. A paired-sample t-test is applied to test the differences of the mean values for two types of fit. Normality is assumed (see table Appendices 1.5). The results (Appendices 1.5) show that the Sig. value is $.008/2=0.04$ ($t = 2.80$, $df = 40$) (one tail test) which is below the benchmark of 0.05, confirming a significant difference between the means of product fit and brand fit for the Burberry and Twining's treatment condition. The mean value of the perceived brand fit is 3.17 and that for perceived product fit is 2.52., confirming that the alliance is perceived by to be of a higher brand fit and lower product fit. As a result, this treatment condition meets the expectation of the researcher and can be used in the main study.

4.3.7.4. *Puma-Alfa Romeo treatment condition*

The Puma-Alfa Romeo treatment condition aims to achieve higher perceived brand fit and lower perceived product fit. A paired-sample t-test is used to assess significance between the two types of fit. Normality is assumed (see table Appendices 1.5). The results (table Appendices 1.5) show that the Sig. value is $003/2=0.0015$ ($t = 3.19$, $df = 36$) (one tail test) which is below the benchmark of 0.05; therefore, there is significant difference between the means of product and brand fit for the Burberry and Twining's treatment condition. The mean

value for perceived brand fit is 3.97 and that for perceived product fit is 3.17. Hence, the alliance is perceived by the consumers to be of a higher brand fit and lower product fit. As a result, this treatment condition meets the expectation of the researcher and can be used in the main study.

4.3.8. Study 1: The results and discussion of the manipulation test

Table 17 shows the results of the manipulation checks with regards to the expectations set in the section ‘the Study Conditions’.

Table 17: Study 1: Expectations and results of the manipulation test.

Study Condition	Stimuli	Expectation	Results
Dominant product fit brand alliance	Smirnoff and Evian Brand Alliance Advertisement	Higher perceived product fit Lower perceived brand fit	Expectation is met. Mbrand fit= 4.41 < Mproduct fit= 4.84 Sig. value is .069/2=0.034
Dominant brand fit brand alliance	Lacoste and Carte D’Or Brand Alliance Advertisement	Higher perceived brand fit Lower perceived product fit	Expectation is met. Mbrand fit= 3.80 > Mproduct fit= 2.93 Sig. value is .002/2=0.001
Dominant brand fit brand alliance	Burberry and Twining’s Brand Alliance Advertisement	Higher perceived brand fit Lower perceived product fit	Expectation is met. Mbrand fit= 3.17 > Mproduct fit= 2.52 Sig. value is .008/2=0.04
Dominant brand fit brand alliance	Puma and Alfa Romeo Brand Alliance Advertisement	Higher perceived brand fit Lower perceived product fit	Expectation is met. Mbrand fit= 3.97 > Mproduct fit= 3.17 Sig. value is .003/2=0.0015

For the treatment condition that the product fit should be higher compared to the brand fit the results suggest that the Evian and Smirnoff partnership is an appropriate brand alliance (Mbrand fit= 4.41 < Mproduct fit= 4.84). Therefore, it is confirmed that this scenario meets the requirements for use in the main study.

For the treatment condition that the brand fit should be higher compared to the product fit, the results suggest that all the combinations are appropriate brand alliances for the experiment. To select the best possible brand combination, brand alliances are assessed based on the difference between the mean of the brand value and the mean of the product value. The combination of brands with the highest difference between the mean value of brand fit and the mean value of the product fit will be selected for the main study of this research, as this will indicate a greater difference between the two types of fit. For the Lacoste-Carte D'Or brand alliance, the difference between the mean values of brand and product fit is: $3.80 - 2.93 = 0.87$. For the Burberry and Twining's brand alliance the difference between the mean values of brand and product fit is: $3.17 - 2.52 = 0.65$. For the Puma and Alfa Romeo brand alliance the difference between the mean values is $3.97 - 3.17 = 0.80$. Comparing the differences, the highest difference is between the mean value of brand and product fit for the For the Lacoste-Carte D'Or brand alliance. Therefore, this brand partnership is used for the experiment of the main study.

4.4. Study 1: The research methodology

4.4.1. Sampling Design

The sampling design is a fundamental element in undertaking marketing research (Churchill and Iacobucci, 2010). The sampling design process involves six stages. This section discusses the stages of the sampling design of this study as depicted in Figure 7.

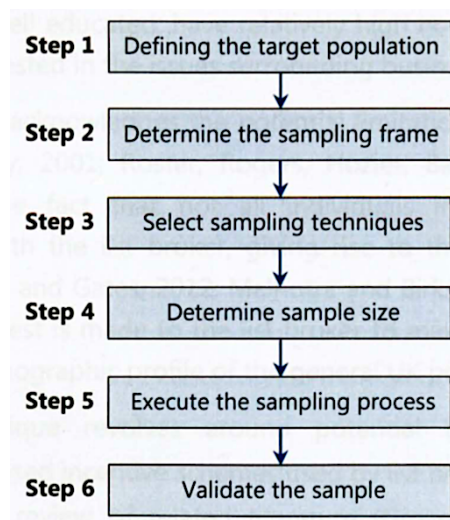


Figure 7: Sampling design steps

The first step towards designing the sampling is to identify the target population. Target population is everyone that the researcher is interested in investigating (Malhota and Birks, 2007). This study investigates customers' perceptions on consumption value. Therefore, the research population is defined as adult customers (aged 18 and older) who resides in the U.K.

The second step involves the identification of the sampling frame. The sampling frame of this study is assigned to a marketing list broker agency. Marketing list brokers have a direct online access to a wide range of individuals. Acknowledging the benefits and drawbacks of the list broker agencies, this study assigns the sampling frame decision a U.K. list broker, Qualtrics Ltd.

The third step involves the approach used to select participants from the research population. Two approaches are generally applied: probability and the non-probability sampling (Bryman and Bell, 2015). In a probability sampling, members of the sampling frame are given an equal opportunity to be selected as participants in the study. On the contrary, in non-probability sampling, members are purposefully selected without a predetermined chance of selection (Malhota and Briks, 2007). This study assigns the selection of participants to the list broker and therefore the researcher has no control over the applied sampling technique.

The fourth step involves determining the sample size. This is calculated following to Hair et al. (2017) based on the number of the examined relationships in the study. This study examines eight functional relationships. According to Hair et al. (2017), the examination of eight functional relationships (for $p= 0.05$ and $R^2= 0.10$) requires a minimum of 144 respondents. This study collects data from 335 respondents to ensure the quality of data collected. Steps five and six are involve executing and validating the sampling design. These tasks are assigned to the list broker for to ensure quality of the data.

4.5. Study 1: The measures and measurements

The measures and measurement of Study 1 are presented in the Table 18. The measures for the consumption value have been contextualised to match the products used in this study's treatment conditions:

Table 18: Study 1: Measure and measurements

	Constructs		Measures		
Source	Type of Construct	Description	Description of Item	Item	Scale
Simonin and Ruth (1998); Baumgarth (2004); Lafferty et al. (2003)	Brand fit	A brand alliance in which the brand fit dominates the product fit is characterised by high level of perceived cohesiveness of the two brands' brand images and common in consumers' eyes brand associations of the participant brands.	Measures the consistency of the two participant brands' brand images	Regarding the brand images of the X & Y brand individually, the partnership looks consistent	Seven point bipolar semantic differential scale
Simonin and Ruth (1998); Baumgarth (2004); Lafferty et al. (2003)			Measures the complementarity of the two participant brands' brand images	Regarding the brand images of the X & Y brand individually, the partnership looks complementary	Seven point bipolar semantic differential scale
Simonin and Ruth (1998); Baumgarth (2004); Lafferty et al. (2003)	Product fit	A brand alliance in which the product fit dominates the brand fit is characterised by high level of product complementarity between the two participant brands and low perceived cohesiveness of the two brands' brand images	Measures the complementarity of the two participant brands' product categories	Regarding the product derived from the X & Y brand individually, the partnership looks complementary	Seven point bipolar semantic differential scale
Simonin and Ruth (1998); Baumgarth (2004); Lafferty et al. (2003)			Measure the consistency of the two participant brands' product categories	Regarding the product derived from the X & Y brand individually, the partnership looks consistent	Seven point bipolar semantic differential scale

Sweeny and Soutar (2001)	Affective Value	The utility derived from the feelings or affective states that a product generates (emotional value)	Enjoy	I will enjoy using this product	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)			Usage	The product will make me want to use it.	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)			Feeling relaxed	I will feel relaxed about using this product.	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)			Feeling good	The product will make me feel good.	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)			Pleasure	The product will give me pleasure.	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)		The utility derived from the product's ability to enhance social self-concept (social value)	Acceptable	The product will help me to feel acceptable from people who are important to me.	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)			Perceived	The product will improve the way I am perceived by the people who are important to me.	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)			Impression	The product will make a good impression on other people who are important to me.	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)			Social acceptance	The product will give me social acceptance.	Seven point bipolar semantic differential scale
Sweeney et al. (1996)		Cognitive Value	The utility derived from the functional, utilitarian and physical performance of the	Does what is supposed to do	-This product will be fresh and taste good. (eclairs)

		product (functional value)		- This product will prevent the drink's taste from getting watery. (ice cubes infused with vodka)	
Sweeney et al. (1996)			Easy to use	-This product will be easy to be opened, consumed or stored. (eclairs) -This product will be easy to use, consumed or stored. (ice cubes infused with vodka)	Seven point bipolar semantic differential scale
Sweeney et al. (1996)			Product Features that consumers need	This product has features that I need.	Seven point bipolar semantic differential scale
Sweeney et al. (1996)			Durability	-This product will not expire soon. (eclairs) -These ice cubes will last for long. (ice cubes infused with vodka)	Seven point bipolar semantic differential scale
Sweeney et al. (1996)			Performance	-This product will have an excellent taste. (eclairs) -This product's vodka taste will be excellent. (ice cubes infused with vodka)	Seven point bipolar semantic differential scale

Sheth et al. (1991) typology	The utility derived from the curiosity, the novelty and the satisfaction for a desired knowledge associated with the new co-branded product (epistemic value)	Curiosity	I am curious to experience this new product.	Seven point bipolar semantic differential scale
Sheth et al. (1991) typology		How does the product look/ taste/ smell like	-I am curious to see how this product looks and tastes like. (eclairs) -I am curious to see how this product tastes like. (ice cubes infused with vodka)	Seven point bipolar semantic differential scale
Sheth et al. (1991) typology		Novelty	I would like to discover the novelty of purchasing this product.	Seven point bipolar semantic differential scale
Sheth et al. (1991) typology		Desire for knowledge	Experiencing this product will trigger my curiosity to learn more about the product.	Seven point bipolar semantic differential scale

Suspicious response patterns refer to straight lining values (e.g.: in 7-point scale questions, replying all 4s) and to the inconsistent answers that do not reflect respondent’s logic. Respecting the matters arising from suspicious responses, the researcher included a screening question to filter out the potential of random responses (see figure 8):

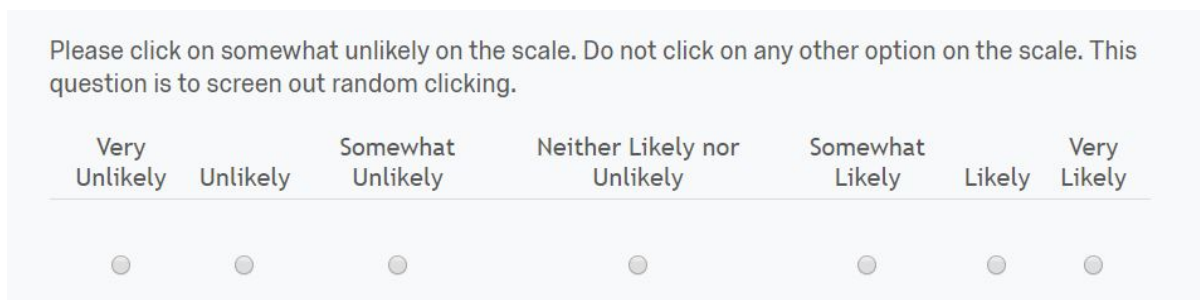


Figure 8: Screening question

4.6. Study 1: The Questionnaire Design

The measures and measurement of the constructs are incorporated into a self-completion questionnaire, following good practices recommended by Oppenheim (2000) and Dillman et al. (2014). Consistent with extant literature data were collected through a self-completion survey (Simonin and Ruth, 1998; Washburn, Washburn, 2004; Helmig et al., 2007). In order to achieve the desired number of responses within the shortest time period an online survey was employed. The survey was administered during December 2017. The questionnaire for Study 1 presented in Appendices 1.6.

4.6.1. Layout and structure of the questionnaire

The layout of the questionnaire is designed based on guidelines proposed by Oppenheim (2000). The questionnaire has a structured, standardised design across the two treatment conditions. The questionnaire consists of nine closed-ended questions. To avoid respondent fatigue, the questionnaire presents no more than two questions on a single page and a progress bar on each page to allow participants to monitor their progress whilst completing the questionnaire. The approximate time to complete the questionnaire is four minutes.

Introduction and instruction

The questionnaire begins with a short paragraph that describes the purpose of the study. This paragraph also presents information about the anonymity, confidentiality and the approximate duration of the questionnaire.

Main body of the questionnaire

The body of the questionnaire is organised into three sections. The first section captures the demographics of the participants. They are asked to indicate their age and gender. For the latter, participants are given the option not to disclose gender if they do not wish to.

The second section presents the measures and measurement for the independent variables (brand fit and product fit). Participants are first presented with the stimuli of the advertisement of the brand alliance and are then asked to assess the level of brand and product fit as measured by Simonin and Ruth (1998) (See Table 18).

The third section presents the measures and measurement for the four dimensions of the dependent variable (consumption value) as presented in Table 18. The items measuring the four dimensions of value are presented on four different pages. The questions that follow presents smaller-sized versions of the stimuli on each page so that respondents could review the relevant stimuli information, if needs be, prior to answering the related questions. At the end of this section, a quality check question is incorporated (e.g., trap question). Herein, participants are asked to ‘click on somewhat unlikely on the scale’, in order to identify and screen out random clicking. This item is used also as a means to detect the incidence of straight lining (Muller et al., 2014).

At the end of the questionnaire a short paragraph acknowledges that the alliances presented are fictitious; participants for finally thanked for their participation in the study.

4.7. Study 1: The data analysis

4.7.1. Introduction

This section presents an overview of the data analysis techniques in the research (Studies 1 to 4), and the results derived from the analysis of Study 1. The purpose of this research is to examine consumption value in the context of brand alliances (hypothesis testing) (see Section 4.2). The analytical techniques that enable the researcher to test the specified hypotheses are generally categorised as first-generation and the second-generation techniques (see Table 19 to). First-generation techniques enable the researcher to conduct exploratory or confirmatory analyses, and in so doing, test existing theories or identify patterns and relationships among concrete (observable) variables. However, the variables involved in this

study represent unobservable notions (e.g., consumption value) that are known as latent variables. Second-generation techniques enable the researcher to examine relationships between latent variables. Acknowledging the merits of the two techniques in the purpose of this research, second-generation techniques are deemed most appropriate.

Table 19: Organisation of multivariate methods (Hair et al., 2017)

Organisation of multivariate methods		
	Primarily Exploratory	Primarily Confirmatory
First generation techniques	Cluster Analysis EFA Multidimensional scaling	Analysis of variance Logistic regression Multiple regression
Second generation techniques	PLS-SEM	CB- SEM

Second-generation techniques represent the structural equation modelling methods that are classified according to the purpose of the research into confirmatory (CB-SEM) and exploratory (PLS-SEM). CB-SEM enables a researcher to test a conceptual framework as a whole. This is done by determining how well a proposed framework estimates the covariance for the sample data set. PLS-SEM enables the researcher to examine multiple functional relationships between variables as well as the model as a whole. It does this by focusing on explaining the variance in the dependent variables when examining the model. Because of PLS-SEM advantage in prediction emphasis on the overall model, PLS-SEM method is applied. SmartPLS v.3.2.4 (Ringle, 2015) is used for variance-based SEM analyses.

4.7.2. The variance (PLS) Structural Equation Modelling

Hair et al. (2017) establish a seven-stage process for PLS-SEM as illustrated in Figure 9.

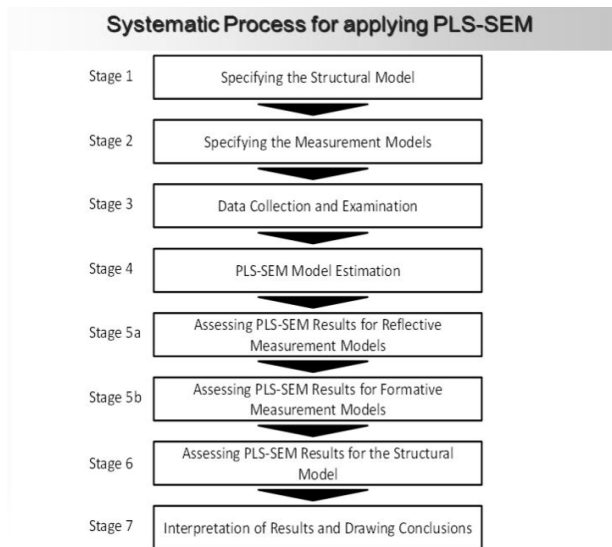


Figure 9: A Systematic Procedure for Applying PLS-SEM (Hair et al., 2017)

4.7.2.1. *Specifying the Structural (Inner) Model*

The first stage in the PLS-SEM process is to specify the structural (inner model). This means to demonstrate the theoretically grounded relationships between the latent variables of type of fit and type of consumption value. Figure 10 depicts the eight functional relationships between the type of fit exogenous constructs and the type of consumption value endogenous latent variables.

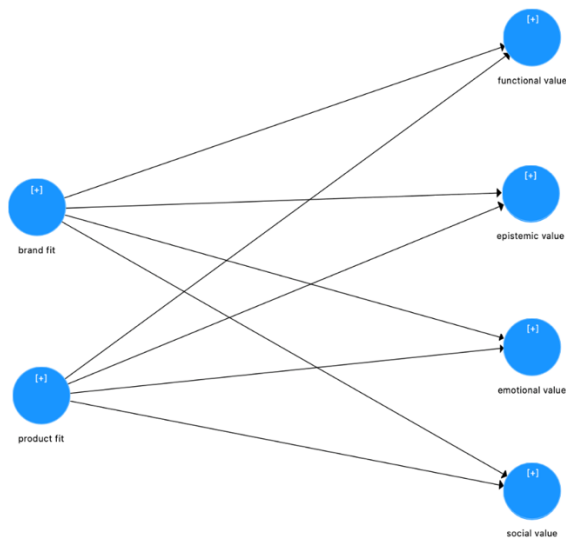


Figure 10: Study 1: Conceptual framework

4.7.2.2. Specifying the measurement (outer) model

The second stage involves the assessment of the measurement (outer) model that presents information about the relationships between constructs and indicators. The measurement model for the current study is depicted in figure 11. The yellow boxes depict the indicators (manifestations) that measure the constructs (in blue) (see Section 4.5).

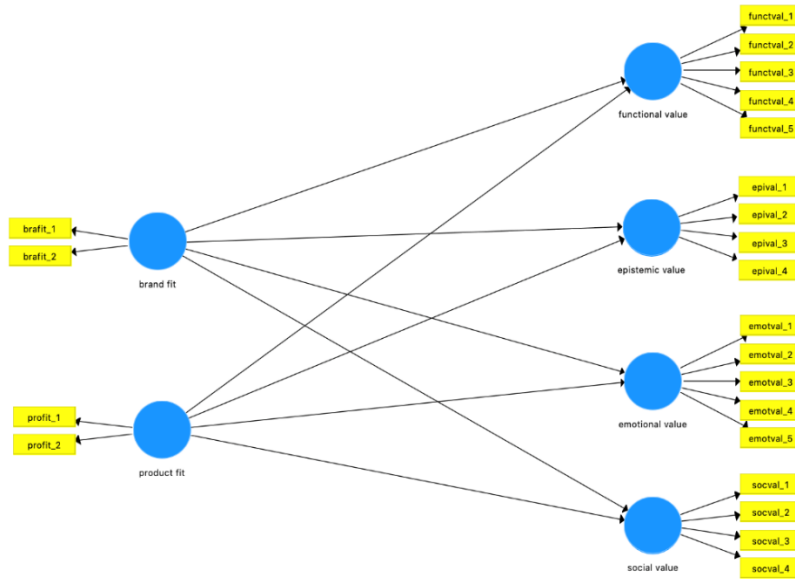


Figure 11: Study 1: Conceptual framework. Functional relationships

The assessment process for the measurement model differs for reflective and formative constructs (Hair et al., 2017). The reflective constructs are the latent variables that occur and guide subsequent actions. Formative constructs are the latent variables that derive from a set of non-consistent actions (the opposite of reflective) (Hair et. al., 2017). In this study, the actions represented by the latent variables precede and guide the actions that are manifested by the indicators. The nature of the relationships between constructs and their indicators suggests the reflective nature of the latent variables (Hair et al., 2017). Hence, the assessment approach adopted in this study assess the results of a reflective measurement model.

4.7.3. Data Collection and Examination

Respondents were randomly assigned to either high product or high brand fit condition. In accordance with Hair et al. (2017), before commencing the analysis, the data checks were carried out. The information in Table 1, Appendices 1.7 indicates that there were no missing values. In addition, respondents with strait lining answers, or those with completion time below

the lower percentile of mean completion were removed. Sections 4.7.4 and 4.7.5, correspondingly, present analysis for the high brand fit and high product fit conditions.

As far as the outliers are concerned, PLS deals with no parametric data. Therefore, no concerns for extreme values are raising and no further examination takes place. Last but not least, suspicious response patterns in a questionnaire can refer either to respondents who give the same reply to all the questions of the questionnaires –straight lining- (e.g.: in 7-point scale questions, replying all 4s) or to inconsistent answers that logically do not make sense. In study 1, the researcher placed screening question to filter random response and the observations from the participants who randomly clicked on responses have been deleted (See Section: 4.5.)

The brand fit treatment condition data set consists of 167 valid responses. Appendices 1.7 (tables 2 and 3) show the sample profiles of the brand fit treatment condition. The 40.7% of the respondents are males and the 59.3% of the respondents are females. This raises no concerns about an unbalanced sample profile. The 29.9% of the respondents is aged between 18-29 and the 33.5% is aged between 30 to 40 years old.

The product fit treatment condition consists of 168 valid responses. Appendices 1.7 (tables 4 and 5) show the sample profiles of the product fit treatment condition. The 38.7% of the respondents are males and the 60.7% of the respondents are females. This raises no concerns about an unbalanced sample profile. The 32.1% of the respondents is aged between 41-60 and the 31.5% is aged between 30 to 40 years old.

4.7.4. Study 1: The PLS Path Model Estimation of the dominant brand fit treatment condition.

This section presents the results of the Study 1 for the dominant brand fit treatment condition. To avoid unnecessary, tedious repetition, this section presents a full detailed explanation with regards to the data analysis of study 1. The next chapters present a simplify version of the data analyses for studies 2,3 and 4.

4.7.4.1. Assessing the Measurement (Outer) model

The outer model is examined to confirm psychometric properties of the adopted scales. This involves evaluating the reliability and the validity of the scales.

Reliability Assessment

Reliability is evaluated by assessing the internal consistency, composite reliability and outer loadings.

Internal Consistency Reliability

In the reflective measurement models, manifestations of a construct are expected to be highly correlated (Hair et al., 2017). Cronbach's alpha is used to assess internal consistency of the measures, using Hair et al.'s (2017) suggested benchmark of 0.7. Table 20 shows that all the constructs are over 0.7 and therefore, confirming internal reliability.

Table 20: Study 1: Cronbach's alpha and composite reliability values – dominant brand fit treatment condition

	Cronbach's Alpha	Composite Reliability
brand fit	0.948	0.975
emotional value	0.981	0.985
epistemic value	0.966	0.976
functional value	0.907	0.931
product fit	0.966	0.983
social value	0.983	0.987

Composite reliability

The Cronbach's alpha criterion assumes that all outer loadings are equal. Cronbach's alpha is sensitive to the number of items in the scale and generally tends to underestimate the internal consistency reliability. Because of the above limitations, we apply an additional measure of internal consistency reliability known as composite reliability. The composite reliability accounts for the different outer loadings of the indicators. The benchmark for the composite reliability is 0.7 (Hair et al., 2017). The results summarised in Table 20, show composite reliability is conformed.

Outer loadings

According to Hair et al. (2017) the outer loadings of the indicators should be above 0.7. The results summarised in Table 21 confirm reliability of the scales based on outer loadings.

Table 21: Study 1: outer loadings

	brand fit	emotional value	epistemic value	functional value	product fit	social value
brafit_1	0.974					
brafit_2	0.976					
emotval_1		0.962				
emotval_2		0.967				
emotval_3		0.958				
emotval_4		0.974				
emotval_5		0.958				
epival_1			0.969			
epival_2			0.971			
epival_3			0.945			
epival_4			0.928			
functval_1				0.822		
functval_2				0.807		
functval_3				0.850		
functval_4				0.882		
functval_5				0.906		
profit_1					0.983	
profit_2					0.984	
socval_1						0.961
socval_2						0.983
socval_3						0.976
socval_4						0.981

Validity Assessment

The validity of the scales in the SmartPLS is assessed through convergent validity, and discriminant validity (cross loadings, Fornell- Larcker Criterion and the HTMT criterion).

Convergent Validity (AVE)

Convergent validity refers to how closely the new scale is related to other variables and other measures of the same construct. Convergent validity is assessed through the Average Variance Extracted (AVE) that represents the degree to which a latent variable explains the variance of its manifestations (Hair et al., 2017). The values of the average variance extracted for each construct should be higher than 0.5 (Hair et al., 2017). The AVE values produced from SmartPLS in Table 22 confirm convergent validity of the adopted scales.

Table 22: Study 1: AVE – dominant brand fit treatment condition

	Average Variance Extracted (AVE)
brand fit	0.950
emotional value	0.929
epistemic value	0.909
functional value	0.729
product fit	0.967
social value	0.951

Discriminant Validity

The discriminant validity examines whether the construct's items measure the constructs that they are assigned and supposed to measure. For example, this test shows whether the brafit1 and brafit2 items indeed measure the brand fit rather than the product fit. This examination compares the values of between and within variables by looking at their cross loadings (Hair et al., 2017). Table 25 shows the outer loadings of the indicators for each of the constructs of the model. For the data to possess discriminant validity, corresponding values of an indicator's outer loadings should be higher for the construct that they are linked to, compared to any other construct. From the table 23, it is evident that discriminant validity is confirmed.

Table 23: Study 1: cross loadings - dominant brand fit treatment condition

	brand fit	emotional value	epistemic value	functional value	product fit	social value
brafit_1	0.974	0.635	0.613	0.665	0.729	0.530
brafit_2	0.976	0.677	0.626	0.692	0.782	0.523
emotval_1	0.696	0.962	0.801	0.775	0.630	0.644
emotval_2	0.686	0.967	0.820	0.794	0.665	0.639
emotval_3	0.630	0.958	0.778	0.786	0.585	0.604
emotval_4	0.619	0.974	0.810	0.770	0.587	0.639
emotval_5	0.604	0.958	0.801	0.772	0.588	0.647
epival_1	0.603	0.808	0.969	0.674	0.596	0.600
epival_2	0.583	0.797	0.971	0.683	0.591	0.582
epival_3	0.618	0.806	0.945	0.703	0.619	0.616
epival_4	0.616	0.763	0.928	0.652	0.652	0.659
functval_1	0.512	0.608	0.559	0.822	0.553	0.371
functval_2	0.500	0.573	0.447	0.807	0.518	0.302
functval_3	0.711	0.825	0.779	0.850	0.690	0.661
functval_4	0.542	0.657	0.546	0.882	0.541	0.418
functval_5	0.659	0.739	0.644	0.906	0.612	0.437
profit_1	0.760	0.619	0.620	0.670	0.983	0.492
profit_2	0.764	0.631	0.649	0.687	0.984	0.529
socval_1	0.500	0.647	0.641	0.513	0.468	0.961
socval_2	0.535	0.630	0.629	0.513	0.534	0.983
socval_3	0.545	0.651	0.629	0.512	0.517	0.976
socval_4	0.525	0.643	0.620	0.524	0.506	0.981

Fornell- Larcker Criterion

The second criterion that assesses discriminant validity is the Fornell- Larcker criterion, which compares the square root of the AVE values with the latent variable correlations. The square root of each construct’s AVE should be greater than its highest correlation with any other construct. This is illustrated in Table 24. The bold numbers in the table represent the indicators’ correlations (squared AVE values) while the remaining values in the same row represents the between constructs correlations (Hair et al., 2017). The values in the table indicate that the Fornell-Larcker criterion is met.

Table 24: Study 1: Fornell-Larcker criterion - dominant brand fit

	brand fit	emotional value	epistemic value	functional value	product fit	social value
brand fit	0.975					
emotional value	0.673	0.964				
epistemic value	0.635	0.833	0.953			
functional value	0.696	0.809	0.711	0.854		
product fit	0.775	0.636	0.646	0.690	0.983	
social value	0.540	0.659	0.645	0.528	0.520	0.975

The HTMT criterion

SmartPLS offers a third method to assess discriminant validity, the HTMT criterion. The HTMT criterion is based on the multi-trait multi-method matrix method. This method measures the construct validity for the construct within a model. According to Hair et al. (2017), values below 0.90 suggest the presence of discriminant validity between two constructs. The Table 25 depicts the HTMT values for the model. All values are below the recommended benchmark, therefore confirming discriminant validity between constructs.

Table 25: Study 1: HTMT criterion - dominant brand fit treatment condition

	brand fit	emotional value	epistemic value	functional value	product fit	social value
brand fit						
emotional value	0.696					
epistemic value	0.663	0.855				
functional value	0.739	0.845	0.744			
product fit	0.810	0.651	0.667	0.729		
social value	0.559	0.671	0.661	0.543	0.532	

4.7.4.2. *Summary of the Assessment of the Outer Model*

Table 26 summarises the results derived from the reliability and validity assessment of the outer model.

Table 26: Study 1: Results Summary for the Reflective Measurement Model - dominant brand fit condition

Summary of the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Cronbach's alpha	Composite Reliability	AVE	Discriminant Validity
Emotional value	emotval 1	0.962	0.981	0.985	0.929	YES
	emotval 2	0.967				
	emotval 3	0.958				
	emotval 4	0.974				
	emotval 5	0.958				
Social value	socval 1	0.961	0.983	0.987	0.951	YES
	socval 2	0.983				
	socval 3	0.976				
	socval 4	0.981				
Functional value	functval 1	0.822	0.907	0.931	0.729	YES
	functval 2	0.807				
	functval 3	0.850				
	functval 4	0.882				
	functval 5	0.906				
Epistemic value	epival 1	0.969	0.966	0.976	0.909	YES
	epival 2	0.971				
	epival 3	0.945				
	epival 4	0.928				
Brand fit	brafit 1	0.974	0.948	0.975	0.950	YES
	brafit 2	0.976				
Product fit	profit 1	0.983	0.966	0.983	0.967	YES
	profit 2	0.984				

The assessment of the measurement (outer) model for the dominant brand fit treatment confirms psychometric properties. The next step is to assess the functional relationships in the model.

4.7.4.3. Assessing the Structural (Inner) model

In this section the functional relationships between the latent variables and the prediction strength of the proposed model are examined.

Collinearity Assessment

The first condition, prior to the assessment of the functional relationships in the inner model and the examination of the predictive strength, is the collinearity between the variables. Collinearity is a condition in which some of the independent variables are highly correlated. Collinearity tends to inflate the variable of at least one estimated regression coefficient. The collinearity between constructs is assessed through the variance inflator factor (VIF). Hair et al. (2017) suggest that values above 5.00 indicate collinearity. If collinearity is detected, the researcher may consider removing or merging the related predictive variables or even creating another layer (order) in the model. The VIF values of 2.504 (same for both types of fit since there are only two determinants) suggest that there is no collinearity between the predictive variables.

Path Coefficients

The Path Coefficients are estimations of the functional relationships between the constructs within a model (Hair et al., 2017). The assessment of the significance of the path coefficients in SmartPLS takes place with the bootstrapping method (Hair et al., 2017). The bootstrapping method takes the initial sample and creates many subsamples- in this study 500- with the replacement method. In the replacement method, values are randomly replaced by other values (observations) taken from the data set used. The coefficients derived from these subsamples through this technique create a new distribution called bootstrapping distribution. The standard deviation and the standard error of the coefficients in this distribution are estimates for their level of significance. In this study, the hypothesis indicates a direction (therefore a one tail-test is appropriate). Tables 27 and 28 show results from the bootstrapping:

Table 27: Study 1: Bootstrapping results A - dominant brand fit condition

	Original Sample (O)	T Statistics (O/STDEV)	P Values
brand fit -> emotional value	0.452	4.115	0.000
brand fit -> epistemic value	0.338	3.373	0.001
brand fit -> functional value	0.404	5.165	0.000
brand fit -> social value	0.343	3.121	0.002

Table 28: Study 1: Bootstrapping results B - dominant brand fit condition

	Original Sample (O)	T Statistics (O/STDEV)	P Values
product fit -> emotional value	0.285	2.690	0.007
product fit -> epistemic value	0.384	4.078	0.000
product fit -> functional value	0.377	4.757	0.000
product fit -> social value	0.254	2.146	0.032

*this table is presented for complementary purposes.

The hypothesis H1a suggests that ‘*In brand alliances with dominant brand fit, the relationship between the brand fit and the affective dimensions of value (emotional and social) is greater compared to the relationship between the brand fit and the cognitive dimensions of value (functional and epistemic)*’ is marginally supported. The relationship between the brand fit and emotional dimension of value is greater compared to the relationships between the brand fit and the cognitive dimensions of value (functional and epistemic). However, the relationship between the brand fit and the social dimension of value is not greater to the relationship between the brand fit and the functional dimension of value. Therefore, H1a holds for the relationship between the brand fit and the emotional dimension of value.

Effect Size f^2

The path coefficients examine the significance of the functional relationships. To examine the impact of the relationships (how meaningful relationships are to the dependent variable) we examine the effect size f^2 . The effect size assesses the impact of the independent variable to the dependent one. Cohen (1988) suggests that any values around 0.35 indicate a large effect while f^2 values around 0.15 have medium impact. Any values lower than 0.02 suggest a small effect. Table 29 presents the effect sizes.

Table 29: Study 1: effect size - dominant brand fit brand alliance

	emotional value		social value		functional value		epistemic value	
	Path coefficient	f2 effect size	Path coefficient	f2 effect size	Path coefficient	f2 effect size	Path coefficient	f2 effect size
brand fit	0.452	0.159	0.343	0.069	0.404	0.142	0.338	0.085
product fit	0.285	0.063	0.254	0.038	0.377	0.124	0.384	0.109

The effect size values indicate that the effect of brand fit to the affective dimensions of value has a medium to low effect (brand fit to emotional= 0.159; brand fit to social=0.069). The impact of brand fit to the cognitive dimensions of value is also medium (brand fit to functional=0.142; brand fit to epistemic=0.085).

Predictive Power R^2 – Coefficient of Determination

To assess importance and impact of the significant functional relationships of the model as a whole to the dependent variables, the predictive power is examined. Hair et al. (2017) suggest that values around 0.75 have substantial predictive power while values of 0.50 are considered to have moderate predictive strength. Weak power R^2 values are around 0.25. The R^2 values presented in Table 30 show that the model has a moderate predictive strength.

However, because of the parsimony of the number of determinants the predictive strength of the model is satisfactory.

Table 30: Study 1: R square value - dominant brand fit treatment condition

	R Square
emotional value	0.486
epistemic value	0.462
functional value	0.542
social value	0.317

Predictive Relevance Q² (Blindfolding)

Besides evaluating the magnitude of the R² values as a criterion of predictive accuracy, researchers may desire to examine Stone-Geisser’s Q² value (Stone, 1974; Geisser, 1974) as a criterion of predictive relevance. Q² values greater than 0 indicate predictive relevance (Hair et al., 2017). The Q² values presented in Table 31 suggest that the model has predictive relevance.

Table 31: Study 1: Q squared values - brand fit treatment condition

	Q ² (=1-SSE/SSO)
emotional value	0.429
epistemic value	0.402
functional value	0.367
social value	0.288

Goodness of fit – SRMR

Last but not least, the goodness of the model is assessed. The root mean square residual value (SRMR) produced by SmartPLS enables the researchers to evaluate the fit of the model. SRMR values below 0.10 indicates that the model’s fit is good (Hair et al., 2017). The SRMR value of the saturated model is 0.062, confirming overall fit of the model.

4.7.4.4. *Summary of the Assessment of the Inner Model for the dominant brand fit brand alliance*

The information in Table 32 presents a summary of the results derived from the assessment of the inner model.

Table 32: Study 1: Summary of the Assessment of the Inner Model for the dominant brand fit brand alliance

	Standardized path coefficients (t-values)	
	Dominant Brand Fit Alliance (Lacoste – Carte D’Or)	
<i>Functional relationships</i>		
Brand fit → Emotional value	0.452 (4.11)*** ($f^2 = 0.159$)	
Brand fit → Epistemic value	0.338 (3.37)*** ($f^2 = 0.085$)	
Brand fit → Functional value	0.404 (5.16)*** ($f^2 = 0.142$)	
Brand fit → Social value	0.343 (3.12)** ($f^2 = 0.069$)	
Product fit → Emotional value	0.285 (2.69)** ($f^2 = 0.063$)	
Product fit → Epistemic value	0.384 (4.07)*** ($f^2 = 0.109$)	
Product fit → Functional value	0.377 (4.75)*** ($f^2 = 0.124$)	
Product fit → Social value	0.254 (2.14)* ($f^2 = 0.038$)	
	R ²	Q ²
Emotional value	0.486	0.415
Epistemic value	0.462	0.390
Functional value	0.542	0.362
Social value	0.317	0.281

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

The results for the dominant brand fit brand alliance confirm the hypothesis that the relationship between brand fit and the emotional dimension of value is greater compared to the relationship between the brand fit and the cognitive dimensions of value. The model has a satisfactory predictive strength and good model fit.

4.7.5. Study 1: The PLS Path Model Estimation of the dominant product fit treatment condition.

To assess the consumption value in brand alliances with prominent product fit. We repeat the SmartPLS process of analysis for the sample of participants who evaluated the prominent product fit alliance.

4.7.5.1. *Assessing the Measurement (Outer) model*

The validity and reliability tests are conducted to assess the measurement outer model for the prominent product fit treatment condition.

Reliability Assessment of the Outer Model

Internal Consistency Reliability

Cronbach's alpha (benchmark 0.7) and composite reliability (benchmark 0.7) scores confirm reliability of the data as summarised in Table 33.

Table 33: Study 1: Cronbach's alpha and composite reliability values - dominant product fit treatment condition

	Cronbach's Alpha	Composite Reliability
brand fit	0.957	0.979
emotional value	0.978	0.982
epistemic value	0.980	0.985
functional value	0.910	0.933
product fit	0.952	0.977
social value	0.968	0.977

Validity Assessment of the Outer Model

Convergent Validity (AVE)

The analysis for confirms convergent validity of the data for the benchmark of 0.5 as summarised in Table 34.

Table 34: Study 1: AVE - dominant product fit treatment condition

	Average Variance Extracted (AVE)
brand fit	0.958
emotional value	0.918
epistemic value	0.944
functional value	0.735
product fit	0.954
social value	0.912

Discriminant Validity

The value of cross loadings reported in Table 35 are higher for the constructs with which they are linked compared to any other construct, thus confirming discriminant validity.

Table 35: Study 1: Cross loadings - dominant product fit treatment condition

	brand fit	emotional value	epistemic value	functional value	product fit	social value
brafit_1	0.980	0.310	0.417	0.597	0.689	0.331
brafit_2	0.978	0.282	0.412	0.569	0.714	0.332
emotval_1	0.340	0.966	0.706	0.621	0.388	0.555
emotval_2	0.336	0.968	0.715	0.605	0.381	0.584
emotval_3	0.217	0.940	0.664	0.547	0.312	0.532
emotval_4	0.266	0.954	0.703	0.629	0.323	0.647
emotval_5	0.269	0.963	0.692	0.613	0.330	0.615
epival_1	0.403	0.710	0.978	0.717	0.476	0.533
epival_2	0.414	0.724	0.979	0.720	0.486	0.539
epival_3	0.415	0.674	0.965	0.721	0.488	0.506
epival_4	0.413	0.719	0.965	0.724	0.482	0.593
functval_1	0.553	0.531	0.659	0.874	0.574	0.476
functval_2	0.533	0.472	0.560	0.845	0.556	0.292
functval_3	0.457	0.739	0.795	0.819	0.417	0.633
functval_4	0.441	0.421	0.529	0.835	0.468	0.450
functval_5	0.551	0.564	0.655	0.912	0.519	0.527
profit_1	0.695	0.348	0.470	0.596	0.977	0.352
profit_2	0.704	0.365	0.501	0.569	0.977	0.320
socval_1	0.333	0.628	0.559	0.546	0.320	0.956
socval_2	0.326	0.605	0.536	0.523	0.336	0.972
socval_3	0.331	0.573	0.546	0.543	0.364	0.960
socval_4	0.303	0.526	0.489	0.470	0.288	0.931

Fornell- Larcker Criterion

The Fornell-Larcker criterion is met as summarised in Table 36.

Table 36: Study 1: Fornell-Larcker criterion - dominant product fit

	brand fit	emotional value	epistemic value	functional value	product fit	social value
brand fit	0.979					
emotional value	0.303	0.958				
epistemic value	0.423	0.727	0.972			
functional value	0.595	0.630	0.741	0.857		
product fit	0.716	0.365	0.497	0.597	0.977	
social value	0.339	0.611	0.558	0.546	0.344	0.955

The HTMT criterion

Corresponding values for HTMT are below the recommended benchmark; this with the exception of the value for epistemic value which is below to 0.90. Therefore, discriminant validity between constructs is confirmed (see Table 37).

Table 37: Study 1: HTMT criterion - dominant product fit

	brand fit	emotional value	epistemic value	functional value	product fit	social value
brand fit						
emotional value	0.308					
epistemic value	0.437	0.742				
functional value	0.634	0.674	0.790			
product fit	0.750	0.375	0.515	0.635		
social value	0.352	0.628	0.572	0.590	0.357	

4.7.5.2. *Summary of the Assessment of the Outer Model*

Table 38 presents a summary of the results derived from the reliability and validity assessment of the outer model.

Table 38: Study 1: Results Summary for the Reflective Measurement Model - dominant product fit condition

Results Summary for the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Cronbach's alpha	Composite Reliability	AVE	Discriminant Validity
Emotional value	emotval 1	0.966	0.978	0.982	0.918	YES
	emotval 2	0.968				
	emotval 3	0.940				
	emotval 4	0.954				
	emotval 5	0.963				
Social value	soctval 1	0.956	0.968	0.977	0.912	YES
	soctval 2	0.972				
	soctval 3	0.960				
	soctval 4	0.931				
Functional value	functval 1	0.874	0.910	0.933	0.735	YES
	functval 2	0.845				
	functval 3	0.819				
	functval 4	0.835				
	functval 5	0.912				
Epistemic value	epival 1	0.978	0.980	0.985	0.944	YES
	epival 2	0.979				
	epival 3	0.965				
	epival 4	0.965				
Brand fit	brafit 1	0.980	0.957	0.979	0.958	YES
	brafit 2	0.978				
Product fit	profit 1	0.977	0.952	0.977	0.954	YES
	profit 2	0.977				

The assessment of the measurement (outer) model for the dominant product fit treatment confirms psychometric properties. The next step is to assess the functional relationships in the model.

4.7.5.3. *Assessing the Structural (Inner) model*

In this section the functional relationships between the latent variables and the prediction strength of the proposed model are examined.

Collinearity Assessment

The VIF values of 2.051 of the two dependent variables for all the indicators suggest that there is no collinearity between the predictive variables.

Path Coefficients

Tables 39 and 40 present the path coefficients of the inner model.

Table 39: Study 1: Bootstrapping results A - dominant product fit condition

	Original Sample (O)	T Statistics (O/STDEV)	P Values
brand fit -> emotional value	0.085	0.786	0.432
brand fit -> epistemic value	0.138	0.991	0.322
brand fit -> functional value	0.345	2.761	0.006
brand fit -> social value	0.190	1.967	0.050

*this table is presented for complementary purposes.

Table 40: Study 1: Bootstrapping results B - dominant product fit condition

	Original Sample (O)	T Statistics (O/STDEV)	P Values
product fit -> emotional value	0.304	2.756	0.006
product fit -> epistemic value	0.398	2.707	0.007
product fit -> functional value	0.349	2.719	0.007
product fit -> social value	0.208	2.104	0.036

Hypothesis H1b, which suggests that *'In brand alliances with dominant product fit, the relationship between the product fit and the cognitive dimensions of value (functional and epistemic) is greater compared to the relationship between the product fit and the affective dimensions of value (emotional and social),'* is supported.

Effect Size f^2

Table 41 presents a summary of information concerning effect size.

Table 41: Study 1: effect size - dominant product fit brand alliance

	Emotional value		Epistemic value		Functional value		Social value	
	Path coefficient	Effect size	Path coefficient	Effect size	Path coefficient	Effect size	Path coefficient	Effect size
Brand fit	0.085	0.004	0.085	0.013	0.345	0.099	0.190	0.020
Product fit	0.304	0.052	0.398	0.104	0.349	0.102	0.208	0.024

Regarding the effects of the product fit on the cognitive dimensions of value, the impact of the product fit on the functional value is substantial (0.102) and the impact of the product fit on the epistemic value is moderate (0.052).

Predictive Power R^2 – Coefficient of Determination

The R^2 values indicates a substantial explanation of the dependent variables.

Table 42: Study 1: R square value - dominant product fit treatment condition

	R Square
emotional value	0.137
epistemic value	0.257
functional value	0.414
social value	0.136

Predictive Relevance Q^2 (Blindfolding)

With respect to Q^2 values, the summary results presented in Table 43 confirms predictive relevance of the model.

Table 43: Study 1: Q squared values - product fit treatment condition

	Q ² (=1-SSE/SSO)
emotional value	0.114
epistemic value	0.230
functional value	0.289
social value	0.117

Goodness of fit – SRMR

The SMRS value of the saturated model is 0.062, therefore, the model confirms overall levels of fit.

4.7.5.4. *Summary of the Assessment of the Inner Model for the dominant product fit brand alliance*

The Table 46 presents a summary of the results derived from the assessment of the inner model.

Table 44: Study 1: Summary of the assessment of the inner model for the dominant product fit brand alliance.

	Standardized path coefficients (t-values)	
	Dominant Product Fit Alliance (Evian – Smirnoff)	
<i>Functional relationships</i>		
Brand fit → Emotional value	0.085 (0.004)	
Brand fit → Epistemic value	0.138 (0.013)	
Brand fit → Functional value	0.3145(2.761)** ($f^2 = 0.099$)	
Brand fit → Social value	0.190 * ($f^2 = 0.020$)	
Product fit → Emotional value	0.304 (2.756)** ($f^2 = 0.052$)	
Product fit → Epistemic value	0.398(2.707)** ($f^2 = 0.104$)	
Product fit → Functional value	0.349 (2.719)** ($f^2 = 0.102$)	
Product fit → Social value	0.208 (2.104)* ($f^2 = 0.024$)	
	R ²	Q ²
Emotional value	0.137	0.114
Epistemic value	0.257	0.230
Functional value	0.414	0.289
Social value	0.136	0.117

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

4.8 Study 1: Discussion

The first hypothesis of Study 1 (H1a), as developed in Section 4.2, states that in brand alliances with dominant brand fit, the relationships between brand fit and the affective dimensions of value (emotional and social) are stronger compared to the relationship between the brand fit and the cognitive dimensions of value (functional and epistemic). The second hypothesis of Study 1 (H1b), as developed in Section 4.2, suggests that in brand alliances with dominant product fit, the relationship between the product fit and the cognitive dimensions of value (functional and epistemic) is greater compared to the relationship between the product fit and the affective dimensions of value (emotional and social). Table 45 provides a summary of the significance of the pathways of the Study 1.

Table 45: Study 1: Summary of the significance of the pathways.

STUDY 1			
Functional relationships	Dominant Brand Fit Alliance (Lacoste – Carte D’Or)	Dominant Product Fit Alliance (Evian – Smirnoff)	Outcome
Brand fit → Emotional value	Sig. and greater to functional and epistemic	-	H1a Study 1 (partially supported)
Brand fit → Social value	Sig. and greater to epistemic only	-	
Brand fit → Functional value	Sig. and lower to emotional only	-	
Brand fit → Epistemic value	Sig. and lower to emotional and social	-	
Product fit → Emotional value	-	Sig. and lower to epistemic and functional	H1b Study 1 (supported)
Product fit → Social value	-	Sig. and lower to epistemic and functional	
Product fit → Functional value	-	Sig. and greater to emotional and social	
Product fit → Epistemic value	-	Sig. and greater to emotional and social	

Extant studies used treatment conditions without controlling for levels of perceived brand and product fit. For example, Simonin and Ruth (1998) used a brand alliance between an automobile and microprocessor chip. Baugmarth (2004) used a brand alliance between a cereal and a chocolate brand. Helmig et al. (2007) used yogurt and fruit juice. Bluemelhuber et al. (2007) used cars and stereo brands. The combination of the products used are highly

compatible. The fictitious brand alliances used in extant studies are of a high product fit. As a result, the studies that examine the effects of brand fit account only for brand alliances with dominant product fit. Study 1 examines the role of brand fit in the context of brand alliances where the brand fit is dominant to the product fit clarifying the ambiguity in the extant studies.

Study 1: H1a. Dominant brand fit brand alliance treatment condition.

The findings of H1a show that consumers' reactions towards brand alliances occur at an affective and cognitive level (see research question in Section 3.4). In particular, the results show that the brand fit develops different in terms of strength relationships between the two dimensions of value (cognitive and affective). This is the case for the relationship between the brand fit and the emotional type of value. Congruence theory suggests that storage and retrieval of information from memory are influenced by relatedness or similarity. The more congruent, the better the association, the retrieval (Lafferty, 2007). More specifically, the findings suggest in specific that the relationship between the brand fit and the emotional type of value (affective) is stronger compared to the relationships between the brand fit and the functional and epistemic types of value (cognitive). This occurs because of the emphasis on the cohesiveness of the participant brands' brand images, pleasurable feelings are triggered. This finding is supported by the literature which suggests that the pleasurable attributes of a brand create an affective rather than a cognitive impact on consumers (Dhar and Wertenbroch, 2000; Roy and Ng, 2012).

However, the results of H1a show that the relationship between the brand fit and social value is not stronger compared to the relationship of brand fit and functional value. The results could be attributed to the nature of the affective dimensions of value (emotional and social). Emotional value, triggered by the cohesiveness of the brands, is represented by an intrinsic motivation (e.g., pleasure) derived from the pleasurable attributes. On the other hand, the social value is reflected through an extrinsic motivation (e.g., parent approval) derived from the social acceptance (Ryan and Deci, 2000). The emotions derived from the exposure to the brand alliance entail personal endorsement and expressions of natural feelings (e.g., pleasure), yet the social value involves compliance with an external control, the society (e.g., friends and family) (Ryan and Deci, 2000). Value assigned through intrinsic motivation will lead to spontaneous behaviours (Ryan and Deci, 2000) which in the current study are represented by the emotions (e.g., assignment of emotional value). Ryan and Deci (2000) suggest that

extrinsic motivation lead to more careful examinations of the environment and a cautious behaviour. When customers are exposed to high brand fit brand alliance spontaneously (little elaboration) evaluate the emotional value accounting for the prominent brand images of the participant brands. However, when the same customers evaluate the social value, they are engaged in a more thorough assessment (high elaboration) that involves not only the prominent elements of the brand alliance (images) but also functional characteristics of the alliance. As a result, the relationship between the brand fit and social value found to be less strong compared to the relationship between the brand fit and functional value.

The nature of the social value also explains the finding that the relationship between the brand fit and social value is greater compared to the relationship of brand fit and epistemic value. The epistemic value, in contrast with the functional value, is reflected through the curiosity to explore which is represented by an intrinsic motivation.

Study 1: H1b. Dominant product fit brand alliance treatment condition.

Findings of H1b show that the product fit develops different in terms of strength relationships between the two dimensions of value (cognitive and affective) for high product fit brand alliances (see research question in Section 3.4). According to the congruent theory, when the product categories of two brands are complementary, the perceived tangible benefits of a co-branded good are enhanced when the two products are presented jointly to the audience. Because the emphasis on the compatibility between the participant brands' product features, the functional attributes are prominent. Relevant literature suggests that functional features create a cognitive rather than an affective impact on consumers (Dhar and Wertenbroch, 2000; Roy and Ng, 2012). This explains why the relationships between the product fit and cognitive value (functional and epistemic) is greater compared to the relationships between the product fit and affective value (emotional and social).

CHAPTER 5: STUDY 2. THE IMPACT OF REGULATORY FOCUS ON CONSUMPTION VALUE IN THE CONTEXT OF BRAND ALLIANCES.

5.1. Study 2: Introduction

Scholars suggest that the assignment of value is affected by external situational factors and internal factors (Holbrook, 1991). Study 1 examined the external factors that affect the assignment of consumption value in the context of brand alliances. The situational (external factors) of a brand alliance and their impact on consumption value are examined through the type of alliance fit. However, the question ‘why some consumers place higher importance on affective dimensions of value, while others, on the cognitive ones’ still remains. The regulatory focus theory offers insights into this question and explanations of how values are assigned to a product or service.

The regulatory focus theory (RFT), developed by Crowe and Higgins (1997), provides marketing practitioners and researchers with an understanding of the motives of consumption behaviour to match marketing campaigns and strategies that aim to monitor purchase, consumption and communication of advertised product offerings (Boesen-Mariani et al., 2010). The regulatory focus theory has been applied in the field of marketing (Aaker and Lee, 2001, 2006; Avnet and Higgins, 2006; Pham and Avnet, 2004; Wang and Lee, 2006; Zhou and Pham, 2004), for the particular purpose of explaining consumer behaviour (Higgins, 2002; Molden, Lee and Higgins (2007). In the marketing domain, regulatory focus theory suggests that there are two types of customers: promotion-focused and prevention-focused customers. Promotion-focused customers engage with approach-oriented strategies (Higgins, 1997) and prevention-focused customers engage with avoidance-oriented strategies (Crowe and Higgins, 1997) in the process of goal pursuit (e.g., to get the maximum value/ utility from the product experience.

5.2. Study 2: Hypotheses

The regulatory focus theory suggests that individuals engage in situations that helps them to approach congruence and match desired end-states (the benefit/ utility/ value they believe they will experience by this alternative). Higgins (2001) suggests that the value assigned by

customers derives from the *fit* is created between the orientation of the decision maker and the final desired state. This fit is called regulatory fit.

5.2.1. Regulatory focus and affective value.

Promotion-oriented customers approach congruence through aspirations, wishes, hopes and maximal goals that generate satisfaction through achievements and accomplishments (Crowe and Higgins, 1997). For example, in the context of marketing, promotion-oriented parents search to buy organic baby food with healthy ingredients as they expect good parents would. The goal is experienced as an ideal experience wherein it satisfies their need to be good parents (intangible, affective desired state). In the field of psychology, the literature suggests that promotion-focused individuals use feelings rather than reasons to make purchase decisions (Anvet and Higgins, 2006). Because of the emphasis on intangible, emotional goals, such as aspirations or wishes, it is argued that promotion orientation has an impact on affective (feelings) rather than cognitive (reasons) consumption value (Dhar and Wertenbroch 2000; Roy and Ng, 2012). Therefore, this study proposes the following hypothesis. It is noted that this study tests relative strength rather than significant differences.

H2a: The relationships between promotion orientation and the affective dimensions of values are greater compared to the relationships between promotion orientation and the cognitive dimensions of value.

5.2.2. Regulatory focus and cognitive value.

Prevention-focused customers approach congruence by engaging in situations that helps them avoid mismatches to desired end-states. To them, mismatches are responsibilities and obligations (minimal goals) that generate satisfaction through safety and security (Crowe and Higgins, 1997). For example, prevention-oriented parents may search to buy organic baby food without preservatives. The goal is experienced as an “ought” that satisfies their need to be responsible parents (tangible, cognitive state). Within the domain of Psychology, the literature suggests that prevention-oriented individuals use reasons rather than feelings to make purchase decisions (Anvet and Higgins, 2006). Because of the emphasis on the tangible rational goals, such as obligations, it is argued that prevention orientation affects the cognitive (reasons) rather than affective (feelings) consumption value (Dhar and Wertenbroch 2000; Roy and Ng 2012), as formalize in the following hypothesis:

H2b: The relationships between prevention orientation and the cognitive dimensions of values are greater compared to the relationships between prevention orientation and the affective dimensions of value.

The conceptual framework of graphically illustrated in Figure 12.

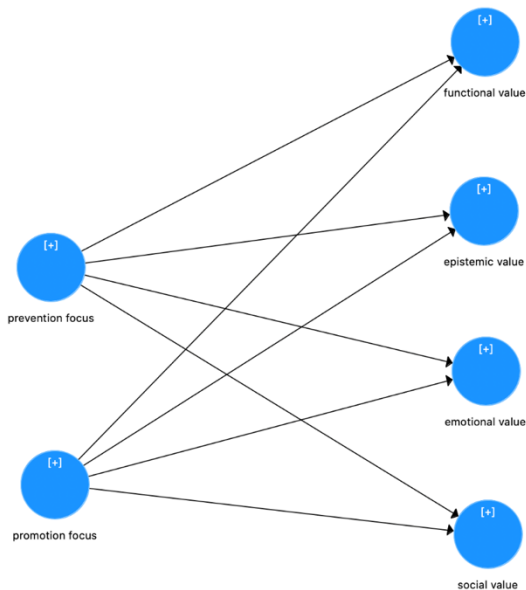


Figure 12: Study 2: Conceptual framework

5.3. Study 2: The research design

Study 2 employs the same research design as Study 1, with the exception that it presents one rather than two treatment conditions (dominant product and brand fit). See Section 4.3 for further information on the research design.

5.3.1. Study 2: The experimental condition

This study examines the internal factors that affect how consumption value may be assigned. Holbrook (1991) suggests external factors affect the assignment of value. The external factors of brand fit and product fit have been examined in Study 1. To examine the functional relationships between promotion and prevention-focus and the dimensions of value (see Sections 4.2.1 and 4.2.2) without effects from the external factors of fit. The study presents one treatment condition comprising two brands that reflect equal level of brand and product fit. For information about the experimental design and the allocation of participants to corresponding conditions please see Sections 4.3.3 and 4.3.4.

5.3.2. Study 2: The design of the experiment

To isolate the effects from situational conditions of brand fit to the dependent variable, the study presents one fictitious brand alliance with equal levels of perceived alliance fit. A manipulation test using focus groups is conducted following the procedures outlined in Section 4.3.6. The brands that participants were exposed to were selected based on the assumption that the audience is familiar with the corresponding brand names. The brands selected were: Ariel and Persil, generally known to the public. Participants in the focus groups were familiar and able to assess the fit of the brand combinations. The brands belonged to the same product category and had similar brand images based on the judgment of the researcher. Participants were exposed to the name and the logo of the brands and were provided with paper and a pen to complete the related tasks; the results are summarised in Table 46.

Table 46: Study 2: Brand associations of the Brands: The pre-test.

Brand	Product Category	Codes
Ariel	Detergent	Cleaning, clothes, freshness, lavender, clean, smelling nice, blue ocean
Persil	Detergent	Capsules, detergent, clothes, clean, fresh clothes,

The results suggest that the brands depict very similar brand associations (and images) as perceived by the customers. The brand alliance created represents a new floral scented air freshener.

5.3.3. Study 2: The study condition

Table 47 presents a summary of the treatment condition used in Study 2.

Table 47: Study 2: Study conditions and expectations.

Study Condition	Stimuli	Expectation
No dominance in the alliance fit.	Ariel and Persil presenting a floral scented air freshener	Equal levels of brand and product fit

5.3.4. Study 2: The manipulation test

A manipulation test is used to identify the combination of alliances with equal level of brand and product fit. Participants (n= 103), recruited from a UK University, were business students aged between 18 to 22 years old. Each participant was asked to evaluate the treatment condition for Ariel and Persil. The stimuli development, format and layout of this manipulation test are similar to that applied in Study 1 (see Section 4.3.6).

The Ariel and Persil scenario begins with the following introduction and instruction - 'Persil and Ariel teamed up to launch a new floral scented air freshener. Persil and Ariel are embodying their respective images, products and expertise on scents for laundry detergents to introduce the new floral scented air freshener for home. The new air freshener, a floral scented spray, eliminates odours and infuses the space with a light fresh scent, which lasts for up to 8 hours; *please look carefully at the collaboration and then complete the following questions.*' The stimulus is presented in Figure 13.



Figure 13: Study 2: Advertising stimulus for the treatment condition

5.3.5. Study 2. The data analysis of the manipulation test

The Ariel-Persil treatment condition aims to achieve equal levels of alliance fit. A paired-sample t-test is used to assess significance between the two types of fit. Normality of the data is confirmed (see Appendices 1.8). The Sig. value ($.202/2=0.101$) suggests no significant difference between the means of product and brand fit for the Ariel-Persil alliance. Therefore, the treatment condition is in line with the intended manipulation.

5.4. Study 2: The research methodology

The sampling design of Study 2 is the same as that used in Study 1 (Section 4.4.1.).

5.5. Study 2: The measures and measurements

The measures and measurement of Study 2 are depicted in Table 48.

Table 48: Study 2: Measures and measurements

	Constructs	Measures			
Source	Type of Construct	Description	Description of Item	Item	Scale
Higgins et al. (2001)	Prevention orientation	The prevention orientation of the regulatory focus	Being careful	Being careful enough has prevented me from getting into troubles.	Five-point scale [Certainly false/ Certainly true]
Higgins et al. (2001)			Relationship with parents	Growing up, I wouldn't 'cross the line' by doing things that my parents would not tolerate.	Five-point scale [Certainly false/ Certainly true]
Higgins et al. (2001)			Relationship with parents	While growing up, I did not get on my parents' nerves.	Five-point scale [Certainly false/ Certainly true]
Higgins et al. (2001)			Relationship with parents	Growing up, I did not act in ways that my parents were objectionable.	Five-point scale [Certainly false/ Certainly true]
Higgins et al. (2001)			Obey rules	How often did you obey rules and regulation that were established by your parents?	Five-point scale [Seldom/ Very often]
Higgins et al. (2001)	Promotion orientation	The promotion orientation of the regulatory focus	Life goals	Compared to most people, how often are you typically able to get what you want out of life?	Five-point scale [Seldom/ Very often]
Higgins et al. (2001)			Accomplishments	How often have you accomplished things that got you 'psyched' to work even harder?	Five-point scale [Seldom/ Very often]
Higgins et al. (2001)			Try things	How often do you do well at different things that you try?	Five-point scale [Seldom/ Very often]
Higgins et al. (2001)			Performance	When it comes to achieving things that are important to me, I find that I perform as well as I ideally would like to do.	Five-point scale [Seldom/ Very often]
Higgins et al. (2001)			Making progress	I feel like I have made progress toward being successful in my life	Five-point scale [Certainly false/ Certainly true]
Higgins et al. (2001)			Interest and hobbies	I have found many hobbies or activities in my life that capture my interest or motivate me to put effort into them.	Five-point scale [Certainly false/ Certainly true]
Sweeny and Soutar (2001)	Affective Value	The utility derived from the feelings or affective states that a product	Enjoy	I will enjoy using this product	Seven point bipolar semantic differential scale
Sweeny and Soutar (2001)			Usage	The product will make me want to use it.	Seven point bipolar semantic differential scale

Sweeny and Soutar (2001)		generates (emotional value)	Feeling relaxed	I will feel relaxed about using this product.	Seven point bipolar semantic differential scale	
Sweeny and Soutar (2001)			Feeling good	The product will make me feel good.	Seven point bipolar semantic differential scale	
Sweeny and Soutar (2001)			Pleasure	The product will give me pleasure.	Seven point bipolar semantic differential scale	
Sweeny and Soutar (2001)		The utility derived from the product's ability to enhance social self-concept (social value)	Acceptable	The product will help me to feel acceptable from people who are important to me.	Seven point bipolar semantic differential scale	
Sweeny and Soutar (2001)			Perceived	The product will improve the way I am perceived by the people important to me.	Seven point bipolar semantic differential scale	
Sweeny and Soutar (2001)			Impression	The product will make a good impression on other people who are important to me.	Seven point bipolar semantic differential scale	
Sweeny and Soutar (2001)			Social acceptance	The product will give me social acceptance.	Seven point bipolar semantic differential scale	
Sweeney et al. (1996)		Cognitive Value	The utility derived from the functional, utilitarian and physical performance of the product (functional value)	Does what is supposed to do	This product will eliminate odours in the space. (air freshener)	Seven point bipolar semantic differential scale
Sweeney et al. (1996)				Easy to use	This product will be easy to use. (air freshener)	Seven point bipolar semantic differential scale
Sweeney et al. (1996)				Product Features that consumers need	This product has features that I need.	Seven point bipolar semantic differential scale
Sweeney et al. (1996)	Durability			This product's scent will last for a very long time. (air freshener)	Seven point bipolar semantic differential scale	
Sweeney et al. (1996)	Performance			This product's smell will be excellent. (air freshener)	Seven point bipolar semantic differential scale	
Sheth et al. (1991) typology		The utility derived from the curiosity and novelty for a desired knowledge with the new product (epistemic value)	Curiosity	I am curious to experience this new product.	Seven point bipolar semantic differential scale	
Sheth et al. (1991) typology			How does the product look/ taste/ smell like	I am curious to see how this product smells like. (air freshener)	Seven point bipolar semantic differential scale	
Sheth et al. (1991) typology			Novelty	I would like to discover the novelty of purchasing this product.	Seven point bipolar semantic differential scale	
Sheth et al. (1991) typology			Desire for knowledge	Experiencing this product will trigger my curiosity to learn more about the product.	Seven point bipolar semantic differential scale	

5.6. Study 2: The Questionnaire design

The online survey for Study 2 is designed following good practices employed in Study 1 as outlined in Section 4.6. The survey of study 2 was released in March 2018.

Introduction and instruction

The questionnaire begins with a short paragraph that describes the purpose of the study, and information about the anonymity, the confidentiality and the approximate duration of the questionnaire.

Main body of the questionnaire

The main body of the questionnaire is organised into three sections. The first section captures demographic information - age and gender. Respondents are given the option not to disclose gender if they wish not to.

The second part of the questionnaire presents measures and measurement of the independent variables (regulatory focus orientation) (see Table 48).

The third part presents the measures and measurement for the four dimensions of the dependent variable, consumption value. The items measuring the four dimensions of value are presented on four separate pages. The questions that follow, presented smaller-sized versions of the stimuli on each page so that respondents could review the relevant stimuli information, if needs be, prior to answering the related questions. At the end of this section a quality check question is incorporated (e.g., trap question). Respondents are asked to ‘click on somewhat unlikely on the scale.’ This question served to identify and screen out random clicking and detect the incidence of straight lining (Muller et al., 2014). The questionnaire then presents a short paragraph that acknowledges the fictitious nature of the offerings in the study and a final thank you to participants. The questionnaire used for Study 2 is in presented in Appendices 1.9.

5.7. Study 2: The data analysis

This section presents the data analysis for Study 2.

5.7.1. Data Collection and Examination

Study 2 uses PLS-SEM to examine the functional relationships between the type of regulatory focus and the consumption value. The number of responses is 136.

This study follows Hair's et al. (2017) guidelines to ensure data quality. Hair et al. (2017) suggest that missing data that exceed the 15% of the observations have to be detected and removed from the dataset. The data sets that correspond to the two treatment conditions present 13 missing values as presented below. Given the total sample size (136) no issues reported with regards to the missing values. No concerns identified outliers appear as SmartPLS deals with non-parametric data. Similar to study 1, in study 2, the researcher placed screening question to filter random response and the observations from the participants who randomly clicked on responses have been deleted (See Section: 4.5.)

The data set consists of 136 valid responses. In appendices (tables 2 and 3) present the sample profile of the respondents. The 71.3% of the respondents are females and the 28.7% of the respondents are males. The literature on regulatory focus does not acknowledge differences on the regulatory orientation based on the gender. Therefore, no concerns about an unbalanced sample profile are reported. The 26.5% of the respondents is aged between 18-19 years old, the other 26.5% is aged above 60 years old.

5.7.2. Study 2: The PLS Path Model Estimation

5.7.2.1. Assessing the Measurement (Outer) model

The psychometric properties are first assessed. Below is the summary of the assessment of the measurement model (Table 49). The assessment criteria of the psychometric properties are discussed in detail in the data analysis section 4.7.4 of Study 1.

Table 49: Study 2: Results summary for the reflective measurement model.

Results Summary for the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Cronbach's alpha	Composite Reliability	AVE	Discriminant Validity
Emotional value	emotval_1	0.927	0.953	0.958	0.819	YES
	emotval_2	0.946				
	emotval_3	0.911				
	emotval_4	0.857				
	emotval_5	0.881				
Social value	soctval_1	0.916	0.949	0.963	0.866	YES
	soctval_2	0.940				
	soctval_3	0.920				
	soctval_4	0.947				
Functional value	functval_1	0.842	0.938	0.953	0.801	YES
	functval_2	0.910				
	functval_3	0.892				
	functval_4	0.923				
	functval_5	0.907				
Epistemic value	epival_1	0.914	0.919	0.943	0.805	YES
	epival_2	0.896				
	epival_3	0.887				
	epival_4	0.891				
Prevention focus	prefoc_1	0.314	0.795	0.855	0.561	NO
	prefoc_2	0.802				
	prefoc_3	0.791				
	prefoc_4	0.850				
	prefoc_5	0.846				
Promotion focus		0.705	0.855	0.890	0.577	NO
	profoc_2	0.864				
	profoc_3	0.839				
	profoc_4	0.731				
	profoc_5	0.764				
	profoc_6	0.628				

The results indicate that discriminant validity is not confirmed for the prevention-oriented customers. After deleting prefoc_1 item and re-running reliability and validity tests, results presented in Appendices 1.11 (Table 1). Discriminant validity is confirmed for prevention orientation, but not for the promotion orientation. The results indicate that the profoc_6 indicator should be removed. Appendices 1.11 (Table 2). presents the summary of the measurement model after removing profoc_6 item. The psychometric properties of the

model are confirmed. The assessment of the structural model is presented in the section that follows.

5.7.2.2. *Assessing the Structural (Inner) model*

Collinearity Assessment

VIF values of 1.006 suggests that there is no collinearity between the predictive variables. Hence, the path coefficients of the model are examined.

Path Coefficients

Tables 50 and 51 present summary results of the path coefficients for Study 2.

Table 50: Study 2: Bootstrapping results for prevention focus

	Original Sample (O)	T Statistics (O/STDEV)	P Values
prevention focus -> emotional value	0.079	0.618	0.537
prevention focus -> epistemic value	0.383	5.319	0.000
prevention focus -> functional value	0.270	3.536	0.000
prevention focus -> social value	0.068	0.661	0.509

Table 51: Study 2: Bootstrapping results for promotion focus

	Original Sample (O)	T Statistics (O/STDEV)	P Values
promotion focus -> emotional value	0.038	0.353	0.724
promotion focus -> epistemic value	-0.204	2.817	0.005
promotion focus -> functional value	-0.236	3.165	0.002
promotion focus -> social value	-0.025	0.217	0.828

Based on the corresponding analyses, Hypothesis H2a is not supported – that ‘the relationship between the promotion orientation and the affective dimensions of values is greater compared to the relationship between the promotion-oriented consumers and the cognitive dimensions of value.’ The path coefficients also suggest that promotion-oriented customers assign negative affective values on brand alliances.

Hypothesis H2b is supported –that ‘the relationship between the prevention-oriented consumers and the cognitive dimensions of values is greater compared to the relationship between the prevention-oriented consumers and the affective dimensions of value’

Effect Size f^2

Appendices 1.11 (table 3) presents the effect size values for Study 2. The effect size values indicate that the effect of promotion orientation on the affective dimensions of value is small (0.001), while the effect of the prevention orientation on the cognitive dimensions of value is medium (prevention orientation to functional value = 0.063; prevention orientation to epistemic value = 0.050).

Predictive Power R^2 – Coefficient of Determination

The R square value suggests that the model has a moderate predictive strength (see Appendices 1.11, table 4)

Blindfolding and Predictive Relevance Q^2

The model confirms predictive relevance (see Appendices 1.11, table 5).

Goodness of fit – SRMR

The SRMR value of the saturated model is 0.057; therefore, overall level of fit of the model is confirmed.

5.7.2.3. *Summary of the Assessment of the Inner Model for the dominant brand fit brand alliance*

Table 52: Study 2: Summary of the Assessment of the Inner Model

	Standardized path coefficients (t-values)	
	No Dominant fit (Ariel – Persil)	
<u>Functional relationships</u>		
Prevention focus → Emotional value	0.079 (0.61)	
Prevention focus → Epistemic value	0.383 (5.31)*** ($f^2 = 0.177$)	
Prevention focus → Functional value	0.270 (3.53)*** ($f^2 = 0.083$)	
Prevention focus → Social value	0.068 (0.66)	
Promotion focus → Emotional value	0.038 (0.35)	
Promotion focus → Epistemic value	-0.204 (2.81)* ($f^2 = 0.050$)	
Promotion focus → Functional value	-0.236 (3.16)** ($f^2 = 0.063$)	
Promotion focus → Social value	-0.025 (0.21)	
	R^2	Q^2
Emotional value	0.008	0.001
Epistemic value	0.176	0.131
Functional value	0.119	0.087
Social value	0.005	0.002

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

5.8. Study 2: Discussion

The first hypothesis of Study 2 (H2a), as developed in Section 5.2, states that the relationships between the promotion orientation and the affective dimensions of value (emotional and social) are stronger compared to the relationships between the promotion orientation and the cognitive dimensions of value (functional and epistemic). The second hypothesis of Study 2 (H2b), developed in Section 5.2, suggests that the relationships between prevention orientation and the cognitive dimensions of values are stronger compared to the relationships between the prevention orientation and the affective dimensions of value. Table 53 below provides a summary of the significance of the pathways of Study 2.

Table 53: Study 2: Summary of the significance of the pathways.

STUDY 2		
Functional relationships		Outcome
Promotion focus → Emotional value	Not significant	H2a Study 2 (not supported)
Promotion focus → Social value	Not significant	
Promotion focus → Functional value	Sig. and greater to emotional and social (negative)	
Promotion focus → Epistemic value	Sig. and greater to emotional and social (negative)	
Prevention focus → Emotional value	Not significant	H2b Study 2 (supported)
Prevention focus → Social value	Not significant	
Prevention focus → Functional value	Sig. and greater to emotional and social	
Prevention focus → Epistemic value	Sig. and greater to emotional and social	

Study 2:H2a. No dominant type of fit brand alliance treatment condition.

The results of Study 2 do not support hypothesis H2a. The relationships between promotion orientation and the affective dimensions of value (emotional and social) are not greater compared to the relationships between promotion orientation and the cognitive dimensions of value (functional and epistemic). The investigation of consumers reactions in the context of brand alliances requires customers to evaluate a partnership between two existing products -in this study of Ariel and Persil-. The elaboration of the information concerning the presented alliance is item-specific (e.g., the two participant brands). Hunt and Einsten (1981) suggest that information elaboration can be either item-specific or relational.

Item-specific elaboration involves the generation of precise and context-specific associations, while the relational involves the integration of abstract/ ambiguous themes between subjects. Zhu and Meyers-Levy (2007) suggest that promotion-oriented people engage with relational rather than item-specific information because of the abstract links that enable a creative thinking while seeking to form connections with their ideal goal (achievement). This is a possible explanation of the non-significant results of H2a.

The results of study 2 show a significant negative relationship between the promotion orientation and the cognitive dimensions of value. This finding indicates that customers who seek to achieve a goal through the purchase, tend to assign negative functional and epistemic value towards the co-branded product. This finding indicates that motivational elements (e.g., private factors) are important in the assessment of brand alliances. This may occur because of the item-related elaboration (as mentioned previously) that leads to the evaluation of item-related value, such as functional and epistemic value.

Study 2:H2b. No dominant type of fit brand alliance treatment condition.

The results support hypothesis H2b. The relationships between prevention orientation and the cognitive dimensions of value (functional and epistemic) are greater compared to the relationships between prevention orientation and the affective dimensions of value (e.g., emotional and social). For prevention-oriented customers, the mismatches to desired end state are responsibilities and obligations that generate satisfaction through safety and security (Crowe and Higgins, 1997). In the psychology field, previous literature on product consumption suggests that prevention-oriented customers use reasons rather than feelings to make purchase decisions (Avnet and Higgins 2006). Because of the rationale nature of the prevention orientation, cognitive rather than affective elaboration takes place for the assessment of the consumption values (functional and epistemic).

CHAPTER 6: STUDY 3. THE IMPACT OF THE CHRONIC REGULATORY FOCUS ON PERCEPTIONS OF CONSUMPTION VALUE: DIFFERENCES BETWEEN BRAND AND PRODUCT FIT.

6.1. Study 3: Introduction

Holbrook (1991) suggests that consumption value is: 1) situational - specific to the context, and 2) personal - varies across people and personalities. Study 1 examined the situational external variables of brand fit and product fit that impact the consumption value in the context of brand alliances (affective and cognitive). Study 2 examined the internal factors affecting consumption value and finds that different types of customers (prevention-oriented and promotion-oriented) exhibit differential affective and cognitive values for a cobranded product. Study 3 combines Studies 1 and 2, testing external and internal factors (brand/ product fit and regulatory focus) that affect the dimensions of consumption value.

6.2. Study 3: Hypotheses

This study proposes that the assignment of value is affected by the orientation of the consumer (prevention/ promotion) and that this relationship is strengthened or weakened for different types of fit brand alliances (in terms of fit – dominant brand or dominant product). Study 1 showed that brand fit affects the affective dimensions of value more than the cognitive ones when the brand fit dominates the alliance. Roy and Ng (2012) suggest that promotion-focused consumers will exhibit more favourable attitudes towards a product when its hedonic benefits are highlighted in comparison to its utilitarian benefits. Roy and Ng (2012) also suggest that affectively driven promotion-focused people should evaluate a product that rates highly on the hedonic (versus utilitarian) features more positively as hedonic consumption tends to be affectively driven and fits their processing strategy (see also Dhar and Wertenbroch, 2000; Roy and Ng, 2012). This study proposes that in brand alliances with dominant brand fit, in which hedonic attributes are prominent, promotion-oriented customers will affect the

affective dimensions of value more rather than the cognitive, towards the new co-branded product. Therefore, the following hypothesis emerges:

H3a: In brand alliances with prominent brand fit, the relationships between promotion orientation and the affective dimensions of values are greater compared to the relationships between promotion orientation and the cognitive dimensions of value.

Study 2 suggests that prevention-oriented consumers affect the cognitive dimensions of value more than affective ones. Study 1 shows that when the product fit dominates the alliance, the product fit affects the cognitive dimensions of value more than the affective ones. Rajat and Sharon (2012) show that prevention-oriented consumers will exhibit more favourable attitudes towards a product when its utilitarian benefits are highlighted in comparison to its hedonic benefits. What is more, scholars suggest that cognitively driven prevention-focused individuals should evaluate a product that rates highly on the utilitarian (versus hedonic) features more positively, as utilitarian consumption tends to be cognitively driven and fits their processing strategy (Dhar and Wertenbroch, 2000; Rajat and Sharon, 2012). This study proposes that in brand alliances with dominant product fit, in which utilitarian attributes are prominent, prevention-oriented customers will affect the cognitive dimensions of value more rather than the affective, towards the new co-branded product. Therefore, the following hypothesis emerges:

H3b: In brand alliances with prominent product fit the following hypothesis is strengthened: The relationships between prevention orientation and the cognitive dimensions of values are greater compared to the relationships between prevention orientation and the affective dimensions of value (H2b).

6.3. Study 3: The research design

The employed research design is the same as in the Study 1 (see Section 4.3). In order to test the impact of regulatory focus on consumption value for the fit of different alliances, this Study 3 uses the treatment conditions applied in Study 1 for consistency. For detailed information on the selection of treatment conditions see Section 4.3.8. The first scenario presents a brand alliance with higher perceived brand fit compared to product fit (Lacoste and Carte DOr); the second presents a brand alliance with high perceived product fit and low brand fit (Evian and Smirnoff).

6.4. Study 3: The research methodology

The sampling design of Study 3 is the same as the sampling design used in Study 1 (see Section 4.3.)

6.5. Study 3: The measures and measurements

The measure and measurements of regulatory focus are presented in Section 5.5 (Study 2), and that for consumption value are presented in Section 4.5 (Study 1). The online survey for Study 2 is designed following good practices employed in Study 1 as outlined in Section 4. 6.. The survey of study 3 was released in August 2018. The survey of study 3 is placed in Appendices 1.12.

6.6. Study 3: The data analysis

This section presents the data analysis applied in Study 3.

6.6.1. Data Collection and Examination

Study 3 employs PLS-SEM to test the functional relationships between the type of regulatory focus and the consumption value for different dominance of fit.

Respondents were randomly assigned to either high product or high brand fit condition. In accordance with Hair et al. (2017), before commencing analysis, the data checks were carried out. The information in Appendices 1.13 (table 1) indicates that there were no missing values. In addition, respondents with strait lining answers, or those with completion time below the lower percentile of mean completion were removed. Sections 4.7.4 and 4.7.5, correspondingly, present analysis for the high brand fit and high product fit conditions.

No concerns identified outliers appear as SmartPLS deals with non-parametric data. Similar to studies 1 and 2, in study 3, the researcher placed screening question to filter random response and the observations from the participants who randomly clicked on responses have been deleted (See Section: 4.5.) The brand fit treatment condition data set consists of 136 valid responses. Appendices 1.13 (tables 2 and 3) show the sample profiles of the brand fit treatment condition. The 31.6% of the respondents are males and the 68.4% of the respondents are females. This raises no concerns about an unbalanced sample profile. The 31.6% of the respondents is aged between 41-60 and the 28.7% is aged between 30-40 years old. For the product fit treatment condition consists of 136 valid responses. Appendices 1.13 (tables 4 and 5) the sample profiles of the brand fit treatment condition are presented. The 36% of the

respondents are males and the 64% of the respondents are females. This raises no concerns about an unbalanced sample profile. The 36% of the respondents is aged between 41-60, the 27.2% of the respondents is aged between 30-40.

6.6.2. Study 3: The PLS Path Model Estimation of the dominant brand fit treatment condition.

6.6.2.1. Assessing the Measurement (Outer) model:

The assessment of psychometric properties indicates that the same scale items, as in Study 2 (Section 5.7.2.1.), should be deleted. Table 54 provides a summary of the assessment of the measurement model.

Table 54: Study 3: Results summary for the reflective measurement model. Brand fit treatment condition

Results Summary for the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Cronbach's alpha	Composite Reliability	AVE	Discriminant Validity
Emotional value	emotval_1	0.927	0.969	0.976	0.889	YES
	emotval_2	0.946				
	emotval_3	0.911				
	emotval_4	0.857				
	emotval_5	0.881				
Social value	soctval_1	0.916	0.973	0.980	0.926	YES
	soctval_2	0.940				
	soctval_3	0.920				
	soctval_4	0.947				
Functional value	functval_1	0.842	0.896	0.922	0.704	YES
	functval_2	0.910				
	functval_3	0.892				
	functval_4	0.923				
	functval_5	0.907				
Epistemic value	epival_1	0.914	0.945	0.956	0.844	YES
	epival_2	0.896				
	epival_3	0.887				
	epival_4	0.891				
Prevention focus	prefoc_1	0.314	0.739	0.814	0.507	NO
	prefoc_2	0.802				
	prefoc_3	0.791				
	prefoc_4	0.850				
	prefoc_5	0.846				
Promotion focus	profoc_1	0.705	0.809	0.860	0.507	NO
	profoc_2	0.864				
	profoc_3	0.839				
	profoc_4	0.731				
	profoc_5	0.764				
	profoc_6	0.628				

The results indicate that discriminant validity is not confirmed for prevention orientation. The values of the corresponding loadings indicate the removal of construct: prefoc_1 (aligned with results in Study 2, Section 5.7.2.1). After deleting prefoc_1 item and re-running reliability and validity tests, the results in Appendices 1.14 (table 1) emerges.

Discriminant validity is now confirmed for prevention orientation, but not for the promotion orientation. The results indicate that the profoc_6 indicator aligns with Study 2. (See Section 4.7.2). Appendices 1.14 (table 2) presents a summary of the results of the measurement model after removing the profoc_6 item.

6.6.2.2. *Assessing the Structural (Inner) model*

Collinearity Assessment

VIF values of 1.002 of the two dependent variables for all the indicators confirm the absence of collinearity between the predictive variables (see Appendices, table 3).

Path Coefficients

Tables 55 and 56 present the path coefficients of Study 3 for the dominant brand fit treatment condition.

Table 55: Study 3. Bootstrapping results for promotion orientation, brand fit treatment condition

	Original Sample (O)	T Statistics (O/STDEV)	P Values
promotion focus -> emotional value	0.304	4.166	0.000
promotion focus -> epistemic value	0.027	0.235	0.815
promotion focus -> functional value	0.120	1.130	0.259
promotion focus -> social value	0.293	3.729	0.000

Table 56: Study 3. Bootstrapping results for prevention orientation, brand fit treatment condition

	Original Sample (O)	T Statistics (O/STDEV)	P Values
prevention focus -> emotional value	-0.316	4.171	0.000
prevention focus -> epistemic value	0.064	0.539	0.590
prevention focus -> functional value	0.137	1.249	0.212
prevention focus -> social value	-0.272	3.114	0.002

*this table is presented for complementary purposes.

The results find support for Hypothesis H3a - 'In dominant brand fit brand alliances, the hypothesis H3b (relationship between the promotion-oriented consumers and the affective

dimensions of values is greater compared to the relationship between the promotion-oriented consumers and the cognitive dimensions of value).’

Effect Size

Appendices 1.14 (table 4) presents the effect size values of Study 3. The values for effect size indicate that the effect of promotion orientation on the affective dimensions of value is large (promotion to emotional value= 0.116; promotion to social value=0.103).

Predictive Power R²– Coefficient of Determination

The R² values indicate a substantial explanation of the dependent variables (see Appendices, table 5).

Blindfolding and Predictive Relevance Q2

The model confirms predictive relevance (see Appendices, table 6).

Goodness of fit – SRMR

The SMRS value of the saturated model is 0.068, therefore, overall fit of model is confirmed.

6.6.2.3. *Summary of the Assessment of the Inner Model for the dominant brand fit brand alliance for Studies 2 and 3.*

Table 57: Studies 2&3: Summary of the Assessment of the Inner Model for the dominant brand fit brand alliance

	Standardized path coefficients (t-values)			
	No dominant Fit Alliance (Ariel – Persil) STUDY 2		Dominant Brand Fit Alliance (Lacoste – Carte D’Or) STUDY 3	
<i>Functional relationships</i>				
Promotion focus → Emotional value	0.038 (0.35)		0.304 (4.16) *** ($f^2 = 0.125$)	
Promotion focus → Epistemic value	-0.204 (2.81)* ($f^2 = 0.050$)		0.027 (0.23)	
Promotion focus → Functional value	-0.236 (3.16)** ($f^2 = 0.063$)		0.120 (1.13)	
Promotion focus → Social value	-0.025 (0.21)		0.293 (3.72) *** ($f^2 = 0.103$)	
	R ²	Q ²	R ²	Q ²
Emotional value	0.008	0.001	0.201	0.169
Epistemic value	0.176	0.131	0.005	0.001
Functional value	0.119	0.087	0.032	0.015
Social value	0.005	0.002	0.168	0.139

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

6.6.3. Study 3: The PLS Path Model Estimation of the dominant product fit treatment condition.

6.6.3.1. Assessing the Measurement (Outer) model:

Evaluation of the psychometric properties suggests the deletion of prefoc_1 and profoc_6 (aligned with Studies 2 and 3). Brand fit treatment is confirmed. Table 58 provides a summary of the final assessment of the measurement model.

Table 58: Study 3. Results summary for the reflective measurement model. Product fit treatment condition

Results Summary for the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Cronbach's alpha	Composite Reliability	AVE	Discriminant Validity
Emotional value	emotval_1	0.957	0.973	0.978	0.901	YES
	emotval_2	0.956				
	emotval_3	0.938				
	emotval_4	0.941				
	emotval_5	0.953				
Social value	socval_1	0.917	0.840	0.968	0.883	YES
	socval_2	0.962				
	socval_3	0.953				
	socval_4	0.925				
Functional value	functval_1	0.914	0.937	0.952	0.798	YES
	functval_2	0.861				
	functval_3	0.880				
	functval_4	0.882				
	functval_5	0.927				
Epistemic value	epival_1	0.951	0.962	0.972	0.898	YES
	epival_2	0.966				
	epival_3	0.936				
	epival_4	0.939				
Prevention focus	prefoc_1		0.844	0.893	0.701	YES
	prefoc_2	0.806				
	prefoc_3	0.827				
	prefoc_4	0.904				
	prefoc_5	0.750				
Promotion focus	profoc_1	0.717	0.840	0.881	0.702	YES
	profoc_2	0.738				
	profoc_3	0.799				
	profoc_4	0.864				
	profoc_5	0.741				
	profoc_6					

6.6.3.2. *Assessing the Structural (Inner) model*

Table 59 summarises the results of Study 3 for the prominent product fit condition in comparison to that for Study 2.

Table 59: Study 2&3: Summary of the Assessment of the Inner Model for the dominant product fit brand alliance

	Standardized path coefficients (t-values)			
	No dominant Fit Alliance (Ariel – Persil) STUDY 2		Dominant Product Fit Alliance (Smirnoff - Evian) STUDY 3	
<i>Functional relationships</i>				
Prevention focus → Emotional value	0.079 (0.61)		-0.168 (1.81)	
Prevention focus → Epistemic value	0.383 (5.31)*** ($f^2 = 0.177$)		-0.499 (8.37)*** ($f^2 = 0.390$)	
Prevention focus → Functional value	0.270 (3.53)*** ($f^2 = 0.083$)		-0.355 (4.79)*** ($f^2 = 0.151$)	
Prevention focus → Social value	0.068 (0.66)		-0.095 (0.92)	
	R ²	Q ²	R ²	Q ²
Emotional value	0.008	0.001	0.044	0.030
Epistemic value	0.176	0.131	0.378	0.326
Functional value	0.119	0.087	0.189	0.141
Social value	0.005	0.002	0.021	0.013

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

The results provide support for Hypothesis H3b - 'In dominant product fit brand alliances, the hypothesis H2b (relationship between the prevention-oriented consumers and the cognitive dimensions of values is greater compared to the relationship between the prevention-oriented consumers and the affective dimensions of value)'.

6.7. Study 3: Discussion

Study 3 investigates the relationships examined in Study's 2 hypotheses (Section 5.2) by including the moderation effect of the type of alliance fit (brand and product). The first hypothesis of study 3 (H3a), as developed in Section 6.2, suggests that in brand alliances with prominent brand fit, the hypothesis H2a is supported. The second hypothesis of Study 3 (Section 6.2) suggests that in brand alliances with prominent product fit, the hypothesis H2b is strengthened. Table 60 shows results of Study 3 compared to results in Study 2.

Table 60: Study 3: Summary of the significance of the pathways and comparison of results in study 2.

Functional relationships	STUDY 2		STUDY 3		
	No dominant fit condition	Outcome	Dominant Brand Fit Alliance	Dominant Product Fit Alliance	Outcome
Promotion focus → Emotional value	Not significant	H2a Study 2 (not supported)	Sig. and greater to epistemic and functional	-	H3a Study 3 (supported)
Promotion focus → Social value	Not significant		Sig. and greater to epistemic and functional	-	
Promotion focus → Functional value	Sig. and greater to emotional and social (negative)		Not significant	-	
Promotion focus → Epistemic value	Sig. and greater to emotional and social (negative)		Not significant	-	
Prevention focus → Emotional value	Not significant	H2b Study 2 (supported)	-	Not significant	H3b Study 3 (supported)
Prevention focus → Social value	Not significant		-	Not significant	
Prevention focus → Functional value	Sig. and greater to emotional and social		-	Sig. and greater to epistemic and functional	
Prevention focus → Epistemic value	Sig. and greater to emotional and social		-	Sig. and greater to epistemic and functional	

Study 3: H3a. Dominant brand fit brand alliance treatment condition.

Findings of H3a show that when a dominant brand fit exists, H2a is supported. More specifically, the results show that the relationships between the promotion-oriented customers and the affective value are greater compared to the relationships between the promotion-oriented customer and the cognitive dimension of value (H2a) for the brand alliances with prominent brand fit (H3a). Roy and Ng (2012) suggest that promotion-focused consumers will exhibit more favourable reactions towards a product when its intangible attributes are highlighted in comparison to its tangible ones. The emphasis of intangible attributes, such as brand image, creates a relational elaboration (Hunt and Einstein, 1981) rather than an item-

specific elaboration as in study 2 (See section 8.1.2). This occurs because of the integration of intangible/ abstract attributes, which according to Hunt and Einsten (1981), lead to a relational elaboration. Zhu and Meyers-Levy (2007) suggest that promotion-oriented people are engaging with relational rather than item-specific information because of the abstract links that enable a creative thinking while seeking to form connections with their ideal goal (achievement). As a result, the dominant brand fit triggers a relational elaboration to customers that lead to the significant relationships between the brand fit and the affective dimensions of value are stronger compared to cognitive dimensions of value. This is a potential explanation of the different results between H2a and H3a.

Study 3: H3b. Dominant product fit brand alliance treatment condition.

Findings of H3a show in the presence of dominant product fit, the H2b is hold. More specifically, the results show that the relationships between the prevention-oriented customers and the cognitive dimensions of value are greater compared to the relationships between the prevention-oriented customers and the affective dimensions value (H2b) for brand alliances with prominent product fit (H3b). Rajat and Sharon (2012) suggest that the prevention-oriented consumers will exhibit more favourable attitudes towards a product when its utilitarian attributes are highlighted in comparison to its hedonic ones. Joint results of Studies 2 and 3 show that when functional attributes are prominent (dominant product fit) the relationships between the product fit and cognitive dimensions of value are greater compared to the relationships between the product fir and affective dimensions of value. Therefore, both situational factors (alliance fit) and personal factors (regulatory focus) affect the assignment of value when dominant product brand alliances exist.

CHAPTER 7: STUDY 4. THE IMPACT OF THE INDUCED REGULATORY FOCUS ON PERCEPTIONS OF CONSUMPTION VALUE: DIFFERENCES BETWEEN BRAND AND PRODUCT FIT.

7.1. Study 4: Introduction

Extant literature suggests that the regulatory fit theory explains the motivations of individuals' engagement in activities that will help them achieve (or avoid) a (un)desired end state. Higgins (2005) suggests that regulatory fit influences perceptions of value, 'how bad or how good one feels about something' (p. 209). In marketing context, studies show that regulatory fit affect purchase decision making suggesting that consumers are more likely to purchase a product that will help them achieve their desired end state (Anvent and Higgins, 2006). Studies 2 and 3 of this thesis examined chronic regulatory focus – e.g., the dominant regulatory focus of an individual as shaped by his/her life experiences possibly since a young age. Regulatory fit literature, however, presents two types of regulatory fit, the chronic and the induced regulatory focus. A logical question that arises is whether induced regulatory focus is linked with the consumption value in brand alliances as chronic (see evidence in Studies 2 and 3). Previous studies examined the effects on momentary (induced) regulatory focus on persuasion and message effectiveness (Cesario et al., 2004; Cesario et al., 2008). The results of Study 2 suggest that the relationship between the prevention-oriented customer and the cognitive dimensions is significant because of the emphasis on the compatibility between brands that create a cognitive rather than an affective impact on consumers. The results of Study 3 suggest that the relationship between the promotion-oriented customer and the affective dimensions is significant because of the emphasis on the cohesiveness between brands that create an affective rather than a cognitive impact on consumers. This study examines consumption value and the potential effect of momentary focus.

In the context of marketing, various signals may affect the proposed impact of chronic regulatory focus and consumption value as suggested in Studies 2 and 3, by creating a momentary regulatory focus. To provide a holistic understanding on the above and related

issues, this study extends Study 3, and investigates the impact of induced regulatory focus on consumption value.

Freitas and Higgins (2002) suggest that individuals in an induced regulatory state adopt either eager or vigilant strategy towards an end state. Induced promotion-oriented individuals act with eagerness towards achieving a goal. For example, an induced promotion-oriented student aiming to get an A grade will study with eagerness towards an exam. This is an example of an eager strategy in which students act according to their hopes and aspirations. On the other hand, the induced prevention-oriented individuals take vigilant-related actions towards their responsibilities. For example, an induced prevention-oriented student avoiding getting a bad mark, will eliminate procrastination. This an example of a vigilant strategy in which students act according to their duties and obligations. Brand alliance literature remains silent regarding the impact of induced regulatory focus on consumers in the context of brand alliances. The present study argues that an eager (vigilant) strategy will enhance the fit between the focus and the desired end state of getting the value from experiencing the product, and therefore create an impact on the affective (cognitive) dimensions of value. Momentary regulatory focus is achieved by differing methods such as priming or framing of focus and fit. Study 4 examines the potential impact of momentary regulatory focus on consumption value in the context of brand alliances moderated by the type of alliance fit (product / brand fit).

7.2. Study 4: Hypotheses

Cesario et al. (2004) suggest that promotion-focused individuals (through manipulation) will give more positive evaluations with eager, rather than vigilant framing and prevention-focused individuals (through manipulation). Cesario et al. (2008) suggest that when an actor with a promotion focus, pursues goals, he/she will prefer to use eager strategic means of goal attainment, whereas an actor with a prevention focus will prefer to use vigilant strategic means. Using regulatory focus as a way to test fit predictions, literature suggests that an eager-framed argument has a greater persuasive impact on promotion-focused message recipients as compared to prevention-focused recipients. The reverse is true for vigilant-framed arguments. Study 4 purports that in brand alliances that the brand fit (product) dominates, the induced promotion (prevention) oriented customers will have an impact on affective (cognitive) dimensions of value rather than on cognitive (affective) through an eager (vigilant) framing mean. Therefore, the following hypotheses emerge:

H4a: In eager (rather than vigilant) framing, that the brand fit dominates the alliance, the relationship between promotion-oriented customers and affective consumption value will be greater compared to the relationship between promotion-oriented customers and cognitive value.

H4b: In vigilant (rather than eager) framing, that the product fit dominates the alliance, the relationship between prevention-oriented customers and cognitive consumption value will be greater compared to the relationship between prevention-oriented customers and affective value.

7.3. Study 4: The research design and the research methodology.

Study 4 is an extended replication of Study 3. The applied research design and methodology is the same as that employed in Study 3, as such, the same treatment conditions of fit are used for participants in Study 4 (Dominant brand fit: Lacoste – Carte D’Or; Dominant product fit: Evian-Smirnoff). The treatment conditions for the regulatory focus (prevention/promotion) and fit (vigilant/eager) led to the development of 4 treatment conditions as depicted in Table 61.

Table 61: Study 4: Levels of manipulation.

Levels of manipulation		
For the dominant brand fit treatment condition		
1	Prevention focus	Vigilant framing
2	Promotion focus	Eager framing
For the dominant product fit treatment condition		
3	Prevention focus	Vigilant framing
4	Promotion focus	Eager framing

7.4. Study 4: The Questionnaire Design

The questionnaire design for Study 4 follows guidelines and good practices applied in Study 1 (Section 4.6). The online survey for Study 4 is designed following good practices employed in Study 1 as outlined in Section 4. 6.. The survey of study 4 was released in December 2018 and is placed in Appendices 1.15.

Introduction and instruction

The questionnaire begins with a short paragraph that outlines the purpose of the study, along with the information about the anonymity, confidentiality and the approximate duration of the questionnaire.

Main body of the questionnaire

The main body of the questionnaire is organised into three sections. The first section captures demographic information as in previous studies – age and gender (optional). The second part presents the induction for regulatory focus in line with Freitas and Higgins (2002).

Regulatory fit (prevention focus and vigilant strategy):

Duties and Obligations

- a) Please think about something you believe you ought to do. In other words, please think about a duty or obligation you currently have. Please list the duty or obligation in the space below.
- b) Please list some strategies you could use to avoid anything that could go wrong and stop you from realizing your duty or obligation.

Regulatory non-fit (prevention focus and eager strategy):

Duties and Obligations

- a) Please think about something you believe you ought to do. In other words, please think about a duty or obligation you currently have. Please list the duty or obligation in the space below.
- b) Please list some strategies you could use to make sure everything goes right and helps you realize your duty or obligation.

Regulatory fit (promotion focus and eager strategy):

Hopes and Aspirations

- a) Please think about something you ideally would like to do. In other words, please think about a hope or aspiration you currently have. Please list the hope or aspiration in the space below.
- b) Please list some strategies you could use to make sure everything goes right and helps you realize your hope or aspiration.

Regulatory non-fit (promotion focus and vigilant strategy):

Hopes and Aspirations

- a) Please think about something you ideally would like to do. In other words, please think about a hope or aspiration you currently have. Please list the hope or aspiration in the space below.
- b) Please list some strategies you could use to avoid anything that could go wrong and stop you from realizing your hope or aspiration.

Figure 14: Study 4: Induction of regulatory focus and fit

The third part of questionnaire presents measures and measurement for the four dimensions of the dependent variable (consumption value) (Section 4.5). The items measuring the four value dimensions are presented on separate pages on the electronic questionnaire. In the questions that follow, smaller-sized versions of the stimuli are presented at each page so that respondents, if need be, could review the relevant stimuli information prior to answering the related questions. At the end of this section, the quality check question used in previous studies is incorporated to screen out random clicking and detect straight-lining (Muller et al., 2014).

The questionnaire then presents a short paragraph that acknowledges the fictitious nature of the offerings in the study and a final thank you to participants.

7.5. Study 4: The Data Analysis

Study 4 uses PLS-SEM to examine the functional relationships between the type of induced regulatory focus and the consumption value. Dummy variables are used to denote fit (vs. no fit) between the orientation and the framing: 1 denotes fit (promotion and eager) while 0 denotes non-fit (promotion and vigilant).

7.5.1. Data Collection and Examination:

Respondents were randomly assigned to either high product or high brand fit condition. In accordance with Hair et al. (2017), before commencing analysis, the data checks were carried out. The information in Appendices 1.16 (table 1) indicates that there were no missing values. In addition, respondents with straight lining answers, or those with completion time below the lower percentile of mean completion were removed. Sections 4.7.4 and 4.7.5, correspondingly, present analysis for the high brand fit and high product fit conditions.

No concerns identified outliers appear as SmartPLS deals with non-parametric data. Similar to studies 1, 2 and 3, in study 4, the researcher placed screening question to filter random response and the observations from the participants who randomly clicked on responses have been deleted (See Section: 4.5.) The brand fit treatment condition data set consists of 86 valid responses. Appendices 1.16 (tables 2 and 3) show the sample profiles of the brand fit treatment condition. The 23.3% of the respondents are males and the 76.7% of the respondents are females. The literature on regulatory focus does not acknowledge differences on the induced regulatory orientation based on the gender. Therefore, no concerns about an unbalanced sample profile are reported. The 29.1% of the respondents is aged between 30-40 and the 27.9% is aged above 41-54 years old.

For the product fit treatment condition consists of 86 valid responses. Appendices 1.16 (tables 4 and 5) the sample profiles of the brand fit treatment condition. The 38.4% of the respondents are males and the 61.6% of the respondents are females. The literature on regulatory focus does not acknowledges differences on the induced regulatory orientation based on the gender. Therefore, no concerns about an unbalanced sample profile are reported. The 37.2% of the respondents is aged between 18-29, the 27.9% is aged between 30-40 and the 23.3% of the sample is aged between 41-54.

7.5.2. Study 4: The PLS Path Model Estimation of the dominant brand fit treatment condition.

7.5.2.1. Assessing the Measurement (Outer) model:

The psychometric properties are confirmed; Tables 62 and 63 provide a summary of the related results.

Table 62: Study 4. Psychometric properties_ Dominant brand fit treatment condition

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
emotional value	0.906	0.929	0.724
epistemic value	0.926	0.943	0.805
functional value	0.910	0.901	0.650
social value	0.963	0.973	0.900

The Fornell & Larcker criterion for the dominant treatment condition is met (see Appendices, table 6). The HMRT criterion is met; Appendices – table 7, presents a summary of the related results.

7.5.2.2. Assessing the Structural (Inner) model:

Table 63: Bootstrapping results. Dominant brand fit scenario. Study 4

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Promotion focus -> emotional value	0.225	0.055	4.094	0
Promotion focus -> epistemic value	0.125	0.102	1.23	0.109
Promotion focus -> functional value	0.063	0.137	0.463	0.322
Promotion focus -> social value	0.071	0.088	0.803	0.211

$R^2 = \text{functional} = .004$, $\text{epistemic} = .016$, $\text{emotional} = .051$ and $\text{social} = .005$
 $Q^2 = \text{f functional} = .001$, $\text{epistemic} = .007$, $\text{emotional} = .028$ and $\text{social} = .001$

In eager (vs vigilant) framing means that the brand fit dominates the alliance, the relationship between promotion focused customers and emotional consumption value is greater compared to the relationship between promotion focused customers and cognitive value. The hypothesis is held only for the emotional dimension of affective value (not the social); therefore, hypothesis H4a is partially supported.

7.5.3. Study 4: The PLS Path Model Estimation of the dominant product fit treatment condition.

7.5.3.1. Assessing the Measurement (Outer) model:

The psychometric properties are confirmed.

Table 64: Study 4: Psychometric properties dominant product fit

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
emotional value	0.947	0.956	0.815
epistemic value	0.944	0.955	0.842
functional value	0.845	0.889	0.616
social value	0.965	0.971	0.893

The Fornell & Larcker criterion for the dominant treatment condition is met (see Appendices, table 8). The HMRT criterion is also met (see Appendices – table 9).

7.5.3.2. Assessing the Structural (Inner) model:

Table 65: Study 4: Bootstrapping results. Dominant product fit scenario.

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Prevention focus -> emotional value	0.097	0.104	0.927	0.177
Prevention focus -> epistemic value	0.072	0.097	0.737	0.231
Prevention focus -> functional value	0.162	0.066	2.467	0.007
Prevention focus -> social value	0.062	0.099	0.623	0.267

$R^2 = \text{functional} = .026, \text{epistemic} = .005, \text{emotional} = .009 \text{ and } \text{social} = .004$

$Q^2 = \text{functional} = .012, \text{epistemic} = .002, \text{emotional} = .003 \text{ and } \text{social} = .001$

In vigilant (vs eager) framing means that the product fit dominates the alliance, the relationship between prevention focused customers and functional consumption value will be greater compared to the relationship between prevention focused customers and affective value. The hypothesis is supported only for the functional dimension of cognitive value (not the epistemic); therefore, Hypothesis H4b is partly supported.

7.6. Study 4: Discussion

The first hypothesis of Study 4 (H4a) as developed in 7.2 suggests that in eager (rather than vigilant) framing means, when the brand fit dominates the alliance, the relationships between promotion-oriented customers and affective consumption value are greater compared to the relationships between promotion-oriented customers and cognitive value. The second hypothesis of Study 4 (H4b) suggests that in vigilant (rather than eager) framing means, when the product fit dominates the alliance, the relationships between prevention-oriented customers and cognitive consumption value are greater compared to the relationships between prevention-oriented customers and affective value. Table 66 summarises the results of Study 4.

Table 66: Study 4: Summary of the significance of the pathways.

	STUDY 3	STUDY 4	STUDY 3	STUDY 4	
Functional relationships	Dominant Brand Fit Alliance (chronic RF)	Dominant Brand Fit Alliance (induced RF)	Dominant Product Fit Alliance (chronic RF)	Dominant Product Fit Alliance (induced RF)	Outcome
Promotion focus → Emotional value	Sig. and greater to functional and epistemic	Sig. and greater to functional and epistemic	-	-	H3a Study 3 (supported) H4a Study 4 (partially supported)
Promotion focus → Epistemic value	Not significant	Not significant	-	-	
Promotion focus → Functional value	Not significant	Not significant	-	-	
Promotion focus → Social value	Sig. and greater to functional and epistemic	Not significant	-	-	
Prevention focus → Emotional value	-	-	Not significant	Not significant	H3b Study 3 (supported) H4b Study 4 (partially supported)
Prevention focus → Epistemic value	-	-	Sig. and greater to emotional and social	Not significant	
Prevention focus → Functional value	-	-	Sig. and greater to emotional and social	Sig. and greater to emotional and social	
Prevention focus → Social value	-	-	Not significant	Not significant	

Study 4: H4a. The impact of the induced regulatory focus on consumption value. Dominant brand fit brand alliance treatment condition.

The results of H4a show significance for the induced promotion focus on the emotional type of consumption value only. This occurs because promotion-oriented people tend to engage with strategies that help them match their aspirations. In the prominent brand fit scenario intangible attributes (e.g., pleasurable) are enhanced and therefore there is an affective impact on consumers while developing judgment towards to products (Dhar and Wertenbroch, 2000; Roy and Ng, 2012). This finding is partially aligned with Study 3 findings where both relationships between brand fit and affective dimensions of value are stronger compared to the relationships between the brand fit and cognitive dimensions of value. Hence, it can be implied that when focus is induced the judgment of affective value will hold for the emotional dimension but may not sufficiently have impact on the social value. The social value measures applied in this study (see Section 4.5) examine social acceptance by people who are important to the customer. This implies that judgments based on social acceptance may derive from chronic motivations rather than momentary ones. This occurs because the consumers think of the social life which is outside the prime condition where they assess how people that are important to them may perceive them. As for outside the prime condition, Study 3 shows that relationships between the promotion focused people and the social value are significant for conditions of brand fit. Therefore, it can be concluded that people who are naturally promotion oriented and induced promotion focused tend to assign positive emotional brand alliances with prominent brand fit. However, only customers who are naturally promotion-oriented assign positive social value to brand alliances when the alliance is characterised by prominent brand fit.

Study 4: H4b. The impact of the induced regulatory focus on consumption value. Dominant product fit brand alliance treatment condition

The results of H4b show significance for the induced prevention focus on the functional type of consumption value only. This occurs because prevention-oriented people tend to engage with strategies that help them avoid mismatches while pursuing a goal. In the prominent product fit scenario tangible attributes (e.g., functional) are enhanced and therefore there is a cognitive impact on consumers while developing judgment towards to products (Dhar and Wertenbroch, 2000; Roy and Ng, 2012). This finding is partially aligned with finding on Study 3 which indicates that when focus is induced, the judgment of cognitive value holds for

the functional dimension but cannot sufficiently affect impact to the epistemic value. The epistemic value measures applied in this study (see Section 4.5) examines the curiosity and the novelty consumers seek find while experiencing a product. This implies that judgments on epistemic value may be based on the chronic rather than the induced regulatory focus. This occurs because the thoughts about personal motivations regarding finding novelty in experiences or desire for knowledge cannot be primed when people assess curiosity and desire for knowledge. As for outside the prime condition, Study 3 shows that the relationships between the prevention focused people and the epistemic value are significant for conditions of dominant product fit. Therefore, it can be concluded that people who are naturally prevention oriented and induced prevention focused tend to assign positive functional value towards brand alliances with prominent product fit. However, only customers who are naturally prevention-oriented assign positive epistemic value to brand alliances with prominent product fit. Induced prevention focused people tend to not assign epistemic value when product categories are prominent in an alliance. This happens because the curiosity towards experiencing goods is not triggered through induction techniques in the prevention focus.

CHAPTER 8: DISCUSSION AND CONCLUSIONS

Before we discuss the findings of the research, the reader is reminded of the aim of the four studies. The discussion in Chapter 3 suggested that consumers' consumption is based on the affective gratification and the cognitive reasoning. However, research in the field of brand alliances lacks the investigation of the affective and the cognitive components of consumers' reactions to brand alliances. Study 1 of this thesis addresses this gap and investigates the relationship between the brand alliance fit antecedent (situational factor) and the consumption value. The discussion in Chapter 1, Section 1.3 introduces the central position of consumption value as a construct in the context of brand alliances and legitimised its primacy as a topic for research. The review of the literature also revealed another research gap (see Section 3.3) in relation to the examined antecedents of brand alliances. The examined antecedents of brand alliances are limited to situational factors (e.g., brand/product fit, attitudes towards parent brands, see Section: 2.7). However, Holbrook (1991) suggests that consumers' reactions to brands is a result of situational (specific to the context, brand and product fit) and personal factors (varies across people and personalities). Study 2 addresses the question 'why some consumers place higher importance on affective dimensions of value while others on the cognitive ones?' by investigating the regulatory focus of the customer (personal factor). Study 3 addresses the question 'Do situational and personal factors affect the assignment of consumption value on brand alliances?' by investigating both the situational factors (antecedents in Study 1) and the personal factors (antecedents in Study 2) together. Finally, Study 4 replicates Study 3 and examines the induced regulatory focus instead of chronic to provide a holistic understanding on how consumers react on brand alliances.

8.1. Discussion and Conclusions

This thesis advances knowledge on brand alliances through the integration of the situational factors (marketing lenses, see Section 3.2) and the social factors (social psychology, see Section 3.3) into a series of studies that investigate the value perceptions related to brand alliances. This thesis demonstrates the impact of the regulatory focus (social psychology lenses) on consumption value in the context of brand alliances.

Study 1 replaces the general consumers' attitudes focal construct in the extant literature of brand alliances (e.g., Simonin and Ruth, 1998; Baugmarth, 2004; Helmig, 2007) with the cognitive and affective dimensions of value. Holbrook suggests that the assignment of value is affected by situational factors.

Extant studies assess the impact of situational factors, such as brand and product fit, on brand alliances without accounting for levels of perceived fit (dominant brand or product fit). Study 1 investigates the impact of situational factors (dominance of either brand or product fit brand alliances) on the cognitive and affective dimensions of value (through marketing lenses). Holbrook also suggest that the assignment of value is affected by personal factors. However, the brand alliance literature remains silence on examining the impact of personal factors in the context of brand alliances. In response to this gap, Study 2 examines the impact of the chronic regulatory focus (personal motivations) towards the brand alliance (social psychology lenses). The subsequent Studies 3 and 4 examine the consumption value through marketing and social psychology lenses, together assessing the interaction effects between types of fit and regulatory focus. The four studies present differential patterns between cognitive and affective dimensions of value. Results of this thesis demonstrate importance of examining the consumption value as an outcome of brand alliances accounting for trade-offs between elements (benefits) of a brand alliance. The summary of contributions of this thesis is presented below:

Consumption value perceptions of brand alliances through marketing lenses (type of fit)

This is the first study that examines differences between the cognitive and affective dimensions of value. Findings suggest that the brand fit creates different in terms of strength relationships for the cognitive and emotional (only) assignment of value when brand fit dominates the alliance. The product fit creates different in terms of strength relationship for the cognitive and affective assignment of value. Extant studies in brand alliances examine the impact of brand and product fit to general consumers' attitudes (e.g., Simonin and Ruth, 1998; Baugmarth, 2004; Helmig, 2007). Section 2.4.2, 2.4.3 and 2.4.4 present an extensive literature review on the examination of brand and product fit on consumers' attitudes towards brand alliances. However, without examining the impact of the alliance fit on the affective and cognitive assignment of value; congruent effects in brand alliances are ambiguous. This thesis contributes to the existing literature on brand alliances by using a new construct to examine consumers' reactions, the consumption value.

Extant literature on brand alliances examines various situational factors such as attitudes towards parent brands but did not account for internal factors such as personal motivations. Holbrook (1991) suggests that the behaviour is affected by situational factors and internal, personal motivational factors. With regards to the personal motivation factors, the regulatory focus theory suggests that individuals are motivated towards actions according to their matches/ mismatches to the desired end-state (Crow and Higgins, 1997). Relevant literature suggests that these personal motivations affect decisions making towards making purchase decisions (Anvent and Higgins, 2006). Despite the relevance of motivational factors in consumers' evaluations, the brand alliance literature remains silent. Findings suggest that relationships between promotion orientation and the affective dimensions of value (emotional and social) are not greater compared to the relationships between promotion orientation and the cognitive dimensions of value (functional and epistemic). Findings also show that the relationships between prevention orientation and the cognitive dimensions of value (functional and epistemic) are greater compared to the relationships between prevention orientation and the affective dimensions of value (e.g., emotional and social). This thesis demonstrates the differential impact of the regulatory focus on consumption dimensions value towards brand alliances. This is the first study to explain customers' reactions towards brand alliances from a social psychology perspective. Using the regulatory focus theory as theoretical underpinning results, this thesis show that the motivational orientations explain variation in consumers' preference for cognitive or affective types of benefits. Without accounting for motivational effects, the investigation of consumers' behaviour in the context of brand alliances is incomplete. Extensive literature in brand alliance examines various situational factors, such attitudes towards the participants brands (Simonin and Ruth, 1998; Lafferty et al., 2004; Dickinson and Barker, 2006; Bluemelhuber et al., 2007; Helmig et al., 2007), brand (Simonin and Ruth, 1998; Baumgarth, 2004; James, 2006; Bluemelhuber et al., 2007; Helmig et al., 2007; Dickinson and Heath, 2008; Arnett et al., 2010; Bouten et al., 2011; Chan and Cheng, 2012) and product fit (Simonin and Ruth, 1998; Bluemelhuber et al., 2007; Helmig et al., 2007; Dickinson and Heath, 2008; Bouten et al., 2011; Lanseng and Olsen, 2010). This research advances knowledge on the extant literature regarding the existing effects of antecedents of brand alliances by establishing regulatory focus as a determinant of the differential effects (in terms of strength) in relationships between the prevention orientation and the affective and

cognitive dimensions of value. Results explain why some consumers place higher importance on the cognitive dimensions of value while others on the affective ones.

Types of fit and motivational orientations – Interaction effects

The above commentary discusses the main effects of types of fit and motivational orientation on the consumption value independently. The question remains as to whether there are interaction effects between these two factors when consumer assign value to brand alliances. In answering this question separate research was carried out for chronic (Study 3) and induced (Study 4) regulatory focus. The results suggest that in addition to the direct effects of type of fit and motivational orientations, there are interaction effects between the regulatory focus (Crow and Higgins, 1997) and the consumption value for different dominant type of brand alliances (brand or product). The results for the chronic regulatory focus (Crow and Higgins, 1997) show that the relationships between the promotion-oriented customers and the affective value are greater compared to the relationships between the promotion-oriented customer and the cognitive dimension of value for the brand alliances with prominent brand fit. The results show that the relationships between the prevention-oriented customers and the cognitive dimensions of value are greater compared to the relationships between the prevention-oriented customers and the affective dimensions value for brand alliances with prominent product fit. This research advances knowledge to the existing effects of antecedents of brand alliances by establishing chronic regulatory focus (Anvent and Higgins, 2006) as a determinant that creates different in terms of strength relationships for the cognitive and affective assignment of value for different types of fit brand alliances. However, these interaction effects of type of fit (Simonin and Ruth, 1998) and motivational factors differ for chronic and induced regulatory focus. Findings show significance for the induced promotion focus on the emotional type of affective consumption value and not for the social type of consumption as in the chronic regulatory focus. Results also show significance for the induced prevention focus on the functional type of cognitive consumption value and not for the epistemic type of consumption as in the chronic regulatory focus.

This thesis explains why some customers assign different type of value based on situation and personal factors. Without examining both situation factors (alliance fit) and psychological factors (regulatory focus) in the context of brand alliances; the investigation of consumers reactions (consumption value) as currently investigated is incomplete. This is the first study that explains customers' reactions towards brand alliances through marketing lenses

as well as from a social psychology perspective. This is also the first study to demonstrate that the regulatory focus, when induced, create a positive effect between the brand fit (product fit) and the emotional (functional) type of value. Induction in the regulatory focus might be intentional (e.g., advertising message) or unintentionally (e.g., customers being exposed to a situation that triggered a particular focus). Without examining the relationship between the induced regulatory focus with the consumption value, the investigation of consumption value is incomplete.

8.2. Managerial Implications

The results between the induced regulatory focus through advertising messages generates important managerial implications about strategic brand strategies and promotion activities that are discussed further in the below section. The findings of this thesis together with the contributions to knowledge discussed previously provides the following managerial implications.

Study 1 is the first study that investigates conditions of dominant brand fit in brand alliances while examining the role of the brand and product fit on consumers' reactions. Study 1 provides practitioners with a guidance to inform strategic decisions with regards to the selection of a partner when forming brand alliances based on the fit of the partner with the organisation. Practitioners will be able to assess, and approach new partners based on the fit with their brands. If, for example, brand is known for its brand image (e.g., luxury) and/ or heritage, then a brand with similar brand associations will be an appropriate partner. On the other hand, if a product is not known for its brand heritage, then the best partner is a product from the same product industry, or from a complementary one. Further implications include a guide on how brand alliances are perceived by customers based on how they these alliances are being constructed. For instance, the results of this thesis imply that if a brand alliance with prominent brand fit is formed, then pleasurable attributes (e.g., luxury, recognition) will determine how the co-brand is perceived by the customers (assignment of affective and cognitive value). If a high product fit brand alliance is formed, functional attributes (e.g., performance and features) will determine how the co-brand is perceived by the customer (assignment of cognitive value).

This research also provides guidance with regards to the communications strategies for promoting the position of the new co-branded product. Practitioners working on high brand fit alliances may aim to elicit affective consumers' reactions through the development of pleasurable type of advertising messages that will be appealing to the audience. Hence the results of this thesis indicate that for the product fit alliances, practitioners may use functional type of advertising messages to increase the value perception. Therefore, strategic guidance on 1) selection of partner, 2) consumers' reactions and 3) promotional activities will enable practitioners to predict consumers' behaviour (assignment of value). This implies that managers will be able to predict a proxy of sales that will also enable the planning of current and future investments related to marketing activities.

With focus on the recipient of the new brand alliance, the customer, Study 2 informs the practitioners that the consumers' reactions do not solely depend on the participants brands fit (situational factor) but also on the regulatory focus of the customers (private factor). Study 3 expands the knowledge regarding understanding consumers' reactions on brand alliances and suggests that for brand alliances with prominent brand (product fit), the relationships between the promotion orientation (prevention orientation) and the affective (cognitive) dimensions of value are stronger compared to the relationships between the promotion orientation and cognitive (affective) dimensions of value. However, the identification of an individual's regulatory focus holds managerial constraints. Therefore, in order for practitioners to identify and influence the promotion and prevention-oriented audiences with regards to the brand alliance strategy, Study 4 induces the regulatory orientation and provides practitioners with a holistic guidance towards forming successful brand alliances. Hence, Study 4 induces the promotion and prevention focus from the audience to test the assignment of affective and cognitive value in the context of brand alliances with prominent product and brand fit context respectively. It is suggested that when the two participant brands are of a high brand fit (product fit) where intangible (tangible) features are prominent, a promotion (prevention) type of message will elicit emotional (functional) consumption value. Practitioners can benefit from this finding by applying induction techniques to control audiences' regulatory focus which will affect particular assignment of value (emotional or functional). This is an important tool for the development of the promotional campaigns for the brand alliances and in particular of messages that will frame advertisement. Findings of Study 4 inform practitioners' decisions on the type of messages (promotion or preventions) of the campaign and guide them on the managerial decisions that will affect consumers' reaction on the brand alliance formed.

8.3. Limitations and Suggestions for Further Research

There are notable limitations of this research many of which are related to issues of research domain and sampling. While brand alliance studies control for brand knowledge and consumers' attitudes towards parent brands prior to alliances, this study examines the brand and product fit. By excluding the external factors of brand knowledge and consumers' attitudes prior to the alliance allows the researcher to examine the relationships between 1) type of fit and the consumption value as well as 2) personal motivations and the consumption value, without the effects of other external (situational) factors that may affect assignment of value. With regards to sampling issues, the researcher assigned the collection of data to a list broker. As a result, the research has no control over selection of participants. The researcher, however, has specified population of the research to the list broker: UK citizens, aged from 18 to 65. Responses gathered are from this population characteristics.

In addition to addressing the above limitations, further research in the field of brand alliances can be conducted to explain the following findings derived from this research:

- 1) Social dimension of value has led to unexpected results when situational (Study 1) and personal factors (Study 2) are examined. In Study 1 the relationship between the brand fit and social value was lower compared to the relationship between the brand fit and the functional value. In Study 2 the relationship between promotion orientation and social value found to be insignificant. Based on the social value measure, it can be stated that the nature of the social value which is extrinsic. Ryan and Deci (2000) suggest that extrinsic motivation led to more careful examination of the environment and a cautious behaviour. Future research could focus on explaining social value in the context of brand alliances based on an extrinsic motivation.
- 2) Study 2 suggests that the relationship between the promotion orientation and the emotional value is not significant despite the link between the promotion type of personality and the emotional outcome (e.g., pleasure, achievement). One possible explanation of this result is that the brand alliances create an item-specific information rather than a relational elaboration and according to Zhu and Meyers-Levy (2007) promotion-oriented people engage with relational rather than item-specific information. Future research could explore the link between promotion orientation and consumers' reactions with regards to the brand alliances.

- 3) Study 1 suggests a significant relationship between the brand fit and the functional dimension of value in the dominant product fit condition (see Section 4.7.5.3). Extant literature suggests that in brand alliances that the product fit dominates, the tangible attributes are prominent and therefore the relationship between the perceived product fit and the cognitive assignment of value is significant. Previous studies did not investigate the impact of the perceived brand fit in alliances with prominent product fit and the impact of the brand fit on the cognitive consumption value. This finding may also be explained by the elaboration likelihood model. For example, the perceived product fit may lead to stronger effects on affective dimensions of value because of the higher elaboration of the presented information. Further studies could focus on investigating the impact of the brand fit on the functional value for prominent product fit alliances.
- 4) Finally, results of this thesis found that there is a significant relationship between the product fit and the cognitive dimensions of value in brand alliances with prominent brand fit (see Section 4.5.7.3.). Similar to point 3 above, previous research suggests that in brand alliances that the brand fit dominates the alliances, the intangible attributes are enhanced and therefore the relationship between the brand fit and the affective dimensions of value is significant. There is no empirical evidence of the relationships between the product fit and the affective dimensions of value when the brand fit dominates the alliance. Therefore, further research could investigate this effect in the context of brand alliances.

APPENDICES

1.1. APPENDICES LITERATURE REVIEW: Number of reviewed journal articles

NUMBER OF JOURNAL ARTICLES REVIEWED	
number	Reference
1	Aaker, D.A. and Keller, K.L. (1990) 'Consumer evaluations of brand extensions', <i>Journal of Marketing</i> , 54(1), pp. 27-41.
2	Abbratt, R., and Motlana, P. (2002) 'Managing Co-branding Strategies: Global Brands into Local Markets' <i>Business Horizons</i> , 45(5), pp. 43-50.
3	Ahn, S., Kim, H. and Forney, J. A. (2009) 'Co-marketing alliances between heterogeneous industries: Examining perceived match-up effects in product, brand and alliance levels', <i>Journal of Retailing and Consumer Services</i> , 16 (1), pp. 477-485.
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5	Anderson, N. (1981) <i>Foundations of information integration theory</i> . New York: Academic Press.
6	Arnett, D.B., Laverie, D.A. and Wilcox, J.B. (2010) 'A longitudinal examination of the effects of retailer–manufacturer brand alliances: The role of perceived fit.' <i>Journal of Marketing Management</i> , 26(1,2), pp. 5-27.
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8	Batra, R., and Ahtola, O. T. (1990) 'Measuring the hedonic and utilitarian sources of consumer attitudes' <i>Marketing Letters</i> , 2(2), pp. 159-170.
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1.2. APPENDICES STUDY 1: Introductory message. Manipulation test.

'Dear Respondent, My name is Ilia and I am a Researcher at Kingston Business School. I am conducting research on consumers' opinions towards different brands and products. Your responses will help me complete my PhD. The survey should take less than 5 minutes, and your responses are completely anonymous and confidential. Your input is much appreciated! For any queries please contact: i.protopapa@kingston.ac.uk.'

1.3. APPENDICES STUDY 1: Questionnaire of the manipulation test.

Dear Respondent, My name is Ilia and I am a Researcher at Kingston Business School. I am conducting research on consumers' opinions towards different brands and products. Your responses will help me complete my PhD. The survey should take less than 5 minutes, and your responses are completely anonymous and confidential. Your input is much appreciated! For any queries please contact: i.protopapa@kingston.ac.uk.

Please look at the brands presented below and for each of them indicate your views by selecting the number that best expresses your opinion.



Please assess the degree to which you

	1	2	3	4	5	6	7	
Have never heard of the brand before								Have heard of the brand before
Are not familiar with the brand								Are familiar with the brand
Do not recognize the brand								Do recognize the brand

Please write down associations or thoughts to come in mind when you think of the Lacoste brand

.....



Please assess the degree to which you

	1	2	3	4	5	6	7
Have never heard of the brand before							Have heard of the brand before
Are not familiar with the brand							Are familiar with the brand
Do not recognize the brand							Do recognize the brand

Please write down associations or thoughts to come in mind when you think of the Carte D’Or brand

Lacoste and Carte D’Or teamed up to launch a new line of chocolate eclairs. Lacoste and Carte D’Or are embodying all of the luxury and elegant design from the French culture to introduce the new line of limited-edition eclairs.

Coated with fresh icing in preppy stripes and decked out with a miniature version of the Lacoste alligator logo, the couture confectionery treats are stuffed with a fresh creamy chocolate filling.

Please look carefully at the below collaboration and then complete the following questions.



Regarding the **brand images** of the Lacoste and Carte D’Or brands, the partnership looks consistent.

	1	2	3	4	5	6	7
Strongly Disagree							Strongly Agree

Regarding the **brand images** of the Lacoste and Carte D’Or brands, the partnership looks complementary

	1	2	3	4	5	6	7	
Strongly Disagree								Strongly Agree



Regarding the **product** made by the Lacoste and Carte D'Or brands, the partnership looks consistent.

	1	2	3	4	5	6	7	
Strongly Disagree								Strongly Agree

Regarding the **product** made by the Lacoste and Carte D'Or brands, the partnership looks complementary

	1	2	3	4	5	6	7	
Strongly Disagree								Strongly Agree

Personal Questions

Please select your age group.

Less than 18

18-21

22-25

26-29

30-35

36-40

41-50

51-60

Over 60

Please select your gender.

Male

Female

Please indicate your gross annual income.

Less than £20,000

£21,000 - £40,000

£41,000 - £50,000

£51,000 - £60,000

£61,000 - £70,000

£70,000 - £90,000

Over £90,000

Similar brand contextualised questions were asked for the other Brand alliances (Puma – Alfa Romeo, Burberry – Twining's, Evian – Smirnoff)

1.4. APPENDICES STUDY 1: Logos presented in the manipulation test.

Brand name	Logo
Evian	
Smirnoff	
Lacoste	
Carte D'Or	
Puma	
Alfa Romeo	
Burberry	
Twinings	

1.5. APPENDICES STUDY 1: Normality of data assessment for the manipulation test.

Table appendices 1: Descriptive statistics. Manipulation test. Evian - Smirnoff scenario.

Descriptives

		Statistic	Std. Error	
Mean Brand Fit Evian	Mean	4.4167	.21072	
Smirnoff	95% Confidence Interval for Lower Bound	3.9911		
	Mean Upper Bound	4.8422		
	5% Trimmed Mean	4.4325		
	Median	4.2500		
	Variance	1.865		
	Std. Deviation	1.36559		
	Minimum	1.00		
	Maximum	7.00		
	Range	6.00		
	Interquartile Range	1.13		
	Skewness	.003	.365	
	Kurtosis	-.162	.717	
	Mean Product Fit Evian	Mean	4.8452	.24839
	Smirnoff	95% Confidence Interval for Lower Bound	4.3436	
		Mean Upper Bound	5.3469	
5% Trimmed Mean		4.9352		
Median		5.0000		
Variance		2.591		
Std. Deviation		1.60976		
Minimum		1.00		
Maximum		7.00		
Range		6.00		
Interquartile Range		2.00		
Skewness		-.388	.365	
Kurtosis		-.151	.717	

Table appendices 2: Descriptive statistics. Manipulation test. Lacoste -Carte D'Or scenario.

Descriptives

		Statistic	Std. Error	
Mean Product Fit Lacoste	Mean	2.9375	.25076	
Carte D'Or	95% Confidence Interval for Lower Bound	2.4303		
	Mean Upper Bound	3.4447		
	5% Trimmed Mean	2.8611		
	Median	3.0000		
	Variance	2.515		
	Std. Deviation	1.58595		
	Minimum	1.00		
	Maximum	6.50		
	Range	5.50		
	Interquartile Range	2.88		
	Skewness	.399	.374	
	Kurtosis	-.642	.733	
	Mean Brand Fit Lacoste	Mean	3.8000	.27549
	Carte D'Or	95% Confidence Interval for Lower Bound	3.2428	
		Mean Upper Bound	4.3572	
5% Trimmed Mean		3.7778		
Median		3.5000		
Variance		3.036		
Std. Deviation		1.74238		
Minimum		1.00		
Maximum		7.00		
Range		6.00		
Interquartile Range		2.88		
Skewness		.285	.374	
Kurtosis		-.851	.733	

Table appendices 3: Paired sample t-test. Manipulation check. Lacoste -Carte D'Or scenario

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Mean Brand Fit Lacoste Carte D'Or - Mean Product Fit Lacoste Carte D'Or	.86250	1.63294	.25819	.34026	1.38474	3.341	39	.002

Table appendices 4: Descriptive statistics. Manipulation test. Burberry- Twining's scenario

Descriptives		Statistic	Std. Error
Mean Brand Fit Burberry	Mean	3.1707	.21286
Twinnings	95% Confidence Interval for Lower Bound	2.7405	
	Mean Upper Bound	3.6009	
	5% Trimmed Mean	3.1341	
	Median	3.0000	
	Variance	1.858	
	Std. Deviation	1.36295	
	Minimum	1.00	
	Maximum	6.00	
	Range	5.00	
	Interquartile Range	2.00	
	Skewness	.283	.369
	Kurtosis	-.461	.724
	Mean Product Fit Burberry	Mean	2.5244
Twinnings	95% Confidence Interval for Lower Bound	2.0951	
	Mean Upper Bound	2.9536	
	5% Trimmed Mean	2.4715	
	Median	2.0000	
	Variance	1.849	
	Std. Deviation	1.35992	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	3.00	
	Skewness	.455	.369
	Kurtosis	-1.126	.724

Table appendices 5: Paired sample t-test. Manipulation check. Burberry- Twining's scenario

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Mean Brand Fit Burberry Twinnings - Mean Product Fit Burberry Twinnings	.64634	1.47582	.23048	.18051	1.11217	2.804	40	.008

Table appendices 6: Descriptive statistics. Manipulation test. Puma – Alfa Romeo scenario.

Descriptives			Statistic	Std. Error
Mean Brand Fit Alpha Puma	Mean		3.9730	.30446
	95% Confidence Interval for Mean	Lower Bound	3.3555	
		Upper Bound	4.5905	
	5% Trimmed Mean		3.9827	
	Median		4.0000	
	Variance		3.430	
	Std. Deviation		1.85197	
	Minimum		1.00	
	Maximum		7.00	
	Range		6.00	
	Interquartile Range		3.50	
	Skewness		-.180	.388
	Kurtosis		-1.284	.759
	Mean Product Fit Alpha Puma	Mean		3.1757
95% Confidence Interval for Mean		Lower Bound	2.4926	
		Upper Bound	3.8588	
5% Trimmed Mean			3.1119	
Median			3.0000	
Variance			4.197	
Std. Deviation			2.04877	
Minimum			1.00	
Maximum			6.50	
Range			5.50	
Interquartile Range			4.00	
Skewness			.248	.388
Kurtosis			-1.506	.759

Table appendices 7: Paired sample t-test. Manipulation check. Puma – Alfa Romeo scenario

Paired Samples Test									
		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
Pair 1	Mean Brand Fit Alpha Puma - Mean Product Fit Alpha Puma	.79730	1.51593	.24922	.29186	1.30273	3.199	36	.003

1.6. APPENDICES STUDY 1: Questionnaire of the main study.

‘Q1 Dear Respondent, My name is Ilia and I am a researcher at Kingston Business School. I am conducting research on consumers’ opinions towards different brands and products. Your responses will help me complete my PhD. The survey should take about 4 minutes, and your responses are completely anonymous and confidential. Your input is much appreciated!’

Q2 Personal Questions

Q3 Please select your age group.

- Less than 18
- 18-29
- 30-40
- 41-60
- Over 60
- Rather not say

Q4 Please select your gender.

- Male
- Female
- Rather not say

Q5 Please look at the brands presented below and for each of them indicate your views by selecting the number that best expresses your opinion.

Q6 Lacoste and Carte D'Or teamed up to launch a new line of chocolate eclairs. Lacoste and Carte D'Or **are embodying their respective images for luxury and elegant design from the French culture** to introduce the new line of limited edition of eclairs. Coated with fresh icing in a stylish preppy stripes and decked out with a miniature version of the famous alligator logo, the couture confectionery treats are stuffed with a creamy chocolate flavoured filling that awaken the senses. *Please look carefully at the collaboration and then complete the following questions.*



Q7 Regarding the Lacoste and Carte D'Or **brand images**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8 Regarding the Lacoste and Carte D'Or **types of products**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
This product will be fresh. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will be easy to be unwrapped. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product has features that I desire. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will maintain it's taste till it expires. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will have an excellent taste. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I am curious to experience this new product. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am curious to see how this product looks and tastes. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the novelty of this product intriguing. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiencing this product will trigger my curiosity to learn how the product is made. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I will enjoy using this product. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me want to use it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will feel relaxed about using this product. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me feel good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will give me pleasure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Please indicate your answer to each question by selecting the appropriate circle.

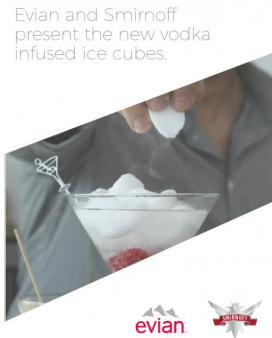
	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
Using this product will help me feel acceptable from people who are important to me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will improve the way I am perceived by the people who are important to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will make a good impression on other people who are important to me. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will give me social acceptance. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 Please click on somewhat unlikely on the scale. Do not click on any other option on the scale. This question is to screen out random clicking.

	Very Unlikely (1)	Unlikely (2)	Somewhat Unlikely (3)	Neither Likely nor Unlikely (4)	Somewhat Likely (5)	Likely (6)	Very Likely (7)
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q1 Evian and Smirnoff teamed up to launch the new vodka ice cubes. The alliance between Evian and Smirnoff **combines the two products of Evian's mineral water with the Smirnoff's vodka** to introduce a new product in the form of ice cubes infused with vodka. The combination of the two products allows the new vodka ice cubes to last longer and

enhance the drink's taste. The cubes froze at lower temperature and the drink remains cold. Please look carefully at the collaboration and then complete the following questions.



Q2 Regarding the Evian and Smirnoff **brand images**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 Regarding the Evian and Smirnoff **types of products**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
This product will enhance the drink's taste. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will be easy to use, consumed and stored. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product has features that I desire. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
These ice cubes will last for long. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product's vodka taste will be excellent. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I am curious to experience this new product. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am curious to see how this product tastes. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the novelty of this product intriguing. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiencing this product will trigger my curiosity to learn how the product is made. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I will enjoy using this product. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me want to use it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will feel relaxed about using this product. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me feel good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will give me pleasure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
Using this product will help me feel acceptable from people who are important to me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will improve the way I am perceived by the people who are important to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will make a good impression on other people who are important to me. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will give me social acceptance. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8 Please click on somewhat unlikely on the scale. Do not click on any other option on the scale. This question is to screen out random clicking.

	Very Unlikely (1)	Unlikely (2)	Somewhat Unlikely (3)	Neither Likely nor Unlikely (4)	Somewhat Likely (5)	Likely (6)	Very Likely (7)
(4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you,
The alliances presented are fictitious. If wish more information, please contact Ilia

Protopapa (i.protopapa@kingston.ac.uk). Please click the bottom button to submit your response. Iliia Protopapa PhD Candidate Kingston Business School London.

1.7. APPENDICES STUDY 1: Data collection and examination

Table 1: Study 1. Missing values outputs

Missing Values – SmartPLS output Brand fit treatment condition				Missing Values – SmartPLS output Product fit treatment condition			
Delimiter:	Comma	Encoding:	UTF-8	Delimiter:	Comma	Encoding:	UTF-8
Value Quote Character:	None	Sample size:	167	Value Quote Character:	None	Sample size:	168
Number Format:	US (e.g. 1,000.23)	Indicators:	39	Number Format:	US (e.g. 1,000.23)	Indicators:	39
Missing Value Marker:	None	Missing Values:	0	Missing Value Marker:	None	Missing Values:	0

Table 2: Study 1. Brand fit treatment condition. Gender: SPSS output

Please select your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	68	40.7	40.7	40.7
	Female	99	59.3	59.3	100.0
	Total	167	100.0	100.0	

Table 3: Study 1. Brand fit treatment condition. Age: SPSS output

Please select your age group.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	50	29.9	29.9	29.9
	30-40	56	33.5	33.5	63.5
	41-60	38	22.8	22.8	86.2
	Over 60	23	13.8	13.8	100.0
	Total	167	100.0	100.0	

Table 4: Study 1. Product fit treatment condition. Gender: SPSS output

Please select your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	65	38.7	38.7	38.7
	Female	102	60.7	60.7	99.4
	Rather not say	1	.6	.6	100.0
	Total	168	100.0	100.0	

Table 5: Study 1. Product fit treatment condition. Age: SPSS output

Please select your age group.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	40	23.8	23.8	23.8
	30-40	53	31.5	31.5	55.4
	41-60	54	32.1	32.1	87.5
	Over 60	21	12.5	12.5	100.0
	Total	168	100.0	100.0	

1.8. APPENDICES STUDY 2: Manipulation test: Outcome

Table 1: Study 2: Paired sample t test. Manipulation test.

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Mean Brand fit Ariel Persil – Mean Product fit Ariel Persil	.750	1.913	.552	-.465	1.965	1.358	11	.202

1.9. APPENDICES STUDY 2: Questionnaire of the main study.

Q273 Research shows that our background affects how we perceive brands. Therefore, I would like to ask you a few general questions regarding your life experiences.

This set of questions asks regarding specific events occur or have occurred in your life.

Q274 Please indicate your answer to each question by selecting the appropriate circle.

	Certainly False (1)	(2)	Neither False nor True (3)	(4)	Certainly True (5)
Being careful enough has prevented me from getting into troubles. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing up, I wouldn't 'cross the line' by doing things that my parents would not tolerate. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
While growing up, I did not get on my parents' nerves. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing up, I did not act in ways that my parents were objectionable. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q281 Please indicate your answer to each question by selecting the appropriate circle.

	Never or Seldom (1)	(2)	Sometimes (3)	(4)	Very Often (5)
How often did you obey rules and regulation that were established by your parents? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q276 Please indicate your answer to each question by selecting the appropriate circle.

	Never or Seldom (1)	(2)	Sometimes (3)	(4)	Very Often (5)
Compared to most people, how often are you typically able to get what you want out of life? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often have you accomplished things that got you 'psyched' to work even harder? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you do well at different things that you try? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When it comes to achieving things that are important to me, I find that I perform as well as I ideally would like to do. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q277 Please indicate your answer to each question by selecting the appropriate circle.

	Certainly False (1)	(2)	Neither False nor True (3)	(4)	Certainly True (5)
I feel like I have made progress toward being successful in my life (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have found many hobbies or activities in my life that capture my interest or motivate me to put effort into them. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q127 Please look at the brands presented below and for each of them indicate your views by selecting the number that best expresses your opinion.

Q128



Q203 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q132 How would you rate Persil as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q134



Q204 Please asses the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q138 How would you rate Ariel as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q234 Persil and Ariel teamed up to launch a new floral scent air freshener. Persil and Ariel are embodying their respective images, products and expertise on scents for laundry detergents to introduce the new floral scent air freshener for the home. The new air freshener floral scent spray eliminates odours and infuses the space with light fresh scent. The scent lasts for up to 8 hours. *Please look carefully at the below collaboration and then complete the following questions.*

Q143 Regarding the Persil and Ariel **brand images**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q144 Regarding the Persil and Ariel **types of products**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q145 This product appeals to me.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q187

Ariel and Persil present the new Floral Scent Air Freshener.



Q167 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
This product will eliminate odors in the space. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will be easy to use. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product has features that I desire. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product's scent will keep the house smelling fresh. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product's smell will be excellent. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q246

Ariel and Persil present
the new Floral Scent Air
Freshener.



Q227 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I am curious to experience this new product. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am curious to see how this product smells. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the novelty of this product intriguing. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiencing this product will trigger my curiosity to learn how the product is made. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q188

Ariel and Persil present
the new Floral Scent Air
Freshener.



Q158 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I will enjoy using this product. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me want to use it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will feel relaxed about using this product. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me feel good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will give me pleasure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q228 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
Using this product will help me feel acceptable from people who are important to me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will improve the way I am perceived by the people who are important to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will make a good impression on other people who are important to me. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will give me social acceptance. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q248 Please click on somewhat unlikely on the scale. Do not click on any other option on the scale. This question is to screen out random clicking.

	Very Unlikely (1)	Unlikely (2)	Somewhat Unlikely (3)	Neither Likely nor Unlikely (4)	Somewhat Likely (5)	Likely (6)	Very Likely (7)
(4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q181 Thank you. The alliances presented are fictitious and the Regulatory Focus Theory formulated by Professor Higgins of Columbia University is the theoretical underpinning of

this study. If wish more information about this study or the Regulatory Focus Theory, please contact Ilia Protopapa (i.protopapa@kingston.ac.uk).

1.10. APPENDICES STUDY 2: Data collection and examination

Table 1: Study 2. Missing values outputs

Missing Values – SmartPLS output			
Delimiter:	Comma	Encoding:	UTF-8
Value Quote Character:	None	Sample size:	136
Number Format:	US (e.g. 1,000.23)	Indicators:	69
Missing Value Marker:	None	Missing Values:	13

Table 2: Study 2. Gender: SPSS output

Please select your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	28.7	28.7	28.7
	Female	97	71.3	71.3	100.0
	Total	136	100.0	100.0	

Table 3: Study 2 Age: SPSS output

Please select your age group.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	36	26.5	26.5	26.5
	30-40	37	25	25	51.5
	41-60	36	22	22	78
	Over 60	27	26.5	26.5	100.0
	Total	136	100.0	100.0	

1.11. APPENDICES STUDY 2: Main analysis

Table1: Study 2: Result Summary for the Reflective Measurement Model after removing prefoc_1.

Results Summary for the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Cronbach's alpha	Composite Reliability	AVE	Discriminant Validity?
Emotional value	emotval_1	0.927	0.953	0.957	0.818	YES
	emotval_2	0.947				
	emotval_3	0.912				
	emotval_4	0.855				

	emotval_5	0.879				
Social value	soctval_1	0.916	0.949	0.963	0.866	YES
	soctval_2	0.940				
	soctval_3	0.920				
	soctval_4	0.947				
Functional value	functval_1	0.843	0.938	0.953	0.801	YES
	functval_2	0.910				
	functval_3	0.892				
	functval_4	0.923				
	functval_5	0.907				
Epistemic value	epival_1	0.914	0.919	0.943	0.805	YES
	epival_2	0.896				
	epival_3	0.887				
	epival_4	0.892				
Prevention focus	prefoc_1		0.843	0.894	0.678	YES
	prefoc_2	0.802				
	prefoc_3	0.793				
	prefoc_4	0.851				
	prefoc_5	0.846				
Promotion focus	profoc_1	0.705	0.855	0.890	0.577	NO
	profoc_2	0.864				
	profoc_3	0.839				
	profoc_4	0.732				
	profoc_5	0.628				
	profoc_6	0.628				

Table 2: Study 2: Result Summary for the Reflective Measurement Model after removing profoc_6.

Results Summary for the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Cronbach's alpha)	Composite Reliability	AVE	Discriminant Validity?
Emotional value	emotval_1	0.921	0.953	0.959	0.825	YES
	emotval_2	0.944				
	emotval_3	0.920				
	emotval_4	0.869				
	emotval_5	0.885				
Social value	soctval_1	0.916	0.949	0.962	0.866	YES
	soctval_2	0.940				
	soctval_3	0.920				
	soctval_4	0.947				

Functional value	functval_1	0.846	0.938	0.953	0.802	YES
	functval_2	0.909				
	functval_3	0.891				
	functval_4	0.922				
	functval_5	0.906				
Epistemic value	epival_1	0.914	0.919	0.943	0.805	YES
	epival_2	0.897				
	epival_3	0.886				
	epival_4	0.892				
Prevention focus	prefoc_1		0.843	0.894	0.678	YES
	prefoc_2	0.801				
	prefoc_3	0.793				
	prefoc_4	0.851				
	prefoc_5	0.847				
Promotion focus	profoc_1	0.741	0.860	0.895	0.631	YES
	profoc_2	0.857				
	profoc_3	0.861				
	profoc_4	0.753				
	profoc_5	0.752				
	profoc_6					

Table 3: Study 2: Effect size

	emotional value		epistemic value		functional value		social value	
	Path coefficient	Effect size	Path coefficient	Effect size	Path coefficient	Effect size	Path coefficient	Effect size
prevention focus	0.079	0.006	0.383	0.177	0.270	0.083	0.068	0.005
promotion focus	0.038	0.001	-0.204	0.050	-0.236	0.063	-0.025	0.001

Table 4: Study 2: R square value

	R Square
emotional value	0.008
epistemic value	0.176
functional value	0.119
social value	0.005

67

Table 2 – Q squared values

	Q ² (=1-SSE/SSO)
emotional value	0.001
epistemic value	0.131
functional value	0.087
social value	0.002

1.12. APPENDICES STUDY 3: Questionnaire of the main study. Study 3.

Q2 Dear Respondent, My name is Ilia and I am a researcher at Kingston Business School. I am conducting research on consumers' opinions towards different brands and products. Your responses will help me complete my PhD. The survey should take about 6 minutes, and your responses are completely anonymous and confidential. Your input is much appreciated!

Q177 Personal Questions

Q178 Please select your age group.

Less than 18

18-21

22-25

26-29

30-35

36-40

41-50

51-60

Over 60

Q179 Please select your gender.

Male

Female

Q280 What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

High school graduate

Bachelor's degree

Master's degree

Professional degree

Doctorate degree

No qualification

Other, please specify: _____

Q180 Please indicate your gross annual income.

- Less than £20,000 (1)
- £21,000 - £40,000 (2)
- £41,000 - £50,000 (3)
- £51,000 - £60,000 (4)
- £61,000 - £70,000 (5)
- £70,000 - £90,000 (6)
- Over £90,000 (7)

Q47 Research shows that our background affects how we perceive brands. Therefore, I would like to ask you a few general questions regarding your life experiences. This set of questions asks regarding specific events occur or have occurred in your life.

Q198 Please indicate your answer to each question by selecting the appropriate circle.

	Certainly False (1)	(2)	Neither False nor True (3)	(4)	Certainly True (5)
Being careful enough has prevented me from getting into troubles. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing up, I wouldn't 'cross the line' by doing things that my parents would not tolerate. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
While growing up, I did not get on my parents' nerves. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing up, I did not act in ways that my parents were objectionable. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q48 Please indicate your answer to each question by selecting the appropriate circle.

	Never or Seldom (1)	(2)	Sometimes (3)	(4)	Very Often (5)
How often did you obey rules and regulation that were established by your parents? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q259 Please indicate your answer to each question by selecting the appropriate circle.

	Never or Seldom (1)	(2)	Sometimes (3)	(4)	Very Often (5)
Compared to most people, how often are you typically able to get what you want out of life? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often have you accomplished things that got you 'psyched' to work even harder? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you do well at different things that you try? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When it comes to achieving things that are important to me, I find that I perform as well as I ideally would like to do. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q260 Please indicate your answer to each question by selecting the appropriate circle.

	Certainly False (1)	(2)	Neither False nor True (3)	(4)	Certainly True (5)
I feel like I have made progress toward being successful in my life (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have found many hobbies or activities in my life that capture my interest or motivate me to put effort into them. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 Please look at the brands presented below and for each of them indicate your views by selecting the number that best expresses your opinion.

Q17



Q18 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q21 How would you rate Lacoste as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q215



Q200 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q27 How would you rate Carte D'Or as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q283 Coated with fresh icing in a stylish preppy stripes design and decked out with a miniature version of the famous alligator logo, the couture confectionery treats are stuffed with a creamy chocolate flavoured filling that awaken the senses. Lacoste and Carte D'Or teamed up to launch a new line of chocolate eclairs. Lacoste and Carte D'Or are embodying their respective images for luxury and elegant design from the French culture to introduce the new line of limited edition of eclairs. *Please look carefully at the below collaboration and then complete the following questions*

Q32 Regarding the Lacoste and Carte D'Or **brand images**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q33 Regarding the Lacoste and Carte D'Or **types of products**, the partnership looks:

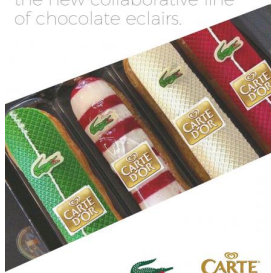
	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q34 This product appeals to me.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q218

Lacoste and CARTED'OR present the new collaborative line of chocolate eclairs.



Q69 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
This product will be fresh. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will be easy to be unwrapped. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product has features that I desire. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will maintain it's taste till it expires. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will have an excellent taste. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q223 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I am curious to experience this new product. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am curious to see how this product looks and tastes. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the novelty of this product intriguing. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiencing this product will trigger my curiosity to learn how the product is made. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q59 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I will enjoy using this product. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me want to use it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will feel relaxed about using this product. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me feel good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will give me pleasure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q224 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
Using this product will help me feel acceptable from people who are important to me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will improve the way I am perceived by the people who are important to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will make a good impression on other people who are important to me. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will give me social acceptance. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q250 Please click on somewhat unlikely on the scale. Do not click on any other option on the scale. This question is to screen out random clicking.

	Very Unlikely (1)	Unlikely (2)	Somewhat Unlikely (3)	Neither Likely nor Unlikely (4)	Somewhat Likely (5)	Likely (6)	Very Likely (7)
(5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Similar brand contextualised questions were asked for the other brand alliance with prominent product fit (Evian – Smirnoff)

1.13. APPENDICES STUDY 3: Data collection and examination

Table 1: Study 3. Missing values outputs

Missing Values – SmartPLS output Brand fit treatment condition				Missing Values – SmartPLS output Product fit treatment condition			
Delimiter:	Comma	Encoding:	UTF-8	Delimiter:	Comma	Encoding:	UTF-8
Value Quote Character:	None	Sample size:	136	Value Quote Character:	None	Sample size:	136
Number Format:	US (e.g. 1,000.23)	Indicators:	68	Number Format:	US (e.g. 1,000.23)	Indicators:	68
Missing Value Marker:	None	Missing Values:	0	Missing Value Marker:	None	Missing Values:	0

Table 2: Study 3: Brand fit treatment condition. Gender: SPSS output

Please select your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	43	31.6	31.6	31.6
	Female	93	68.4	68.4	100.0
	Total	136	100.0	100.0	

Table 3: Study 3. Brand fit treatment condition. Age: SPSS output

Please select your age group.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	31	22.8	22.8	22.8
	30-40	39	28.7	28.7	51.5
	41-60	43	31.6	31.6	83.1
	Over 60	23	16.9	16.9	100.0
	Total	136	100.0	100.0	

Table 4: Study 3. Product fit treatment condition. Gender: SPSS output

Please select your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	49	36.0	36.0	36.0
	Female	87	64.0	64.0	100.0
	Total	136	100.0	100.0	

Table 5 : Study 1. Product fit treatment condition. Age: SPSS output
Please select your age group.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	29	21.3	21.3	21.3
	30-40	37	27.2	27.2	48.5
	41-60	49	36	36	84.5
	Over 60	21	15.5	15.5	100.0
	Total	136	100.0	100.0	

1.14. APPENDICES STUDY 3: Main analysis

Table 1: Study 3. Result Summary for the Reflective Measurement Model after removing prefoc_1. Brand fit treatment condition

Results Summary for the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Cronbach's alpha	Composite Reliability	AVE	Discriminant Validity
Emotional value	emotval_1	0.933	0.969	0.976	0.889	YES
	emotval_2	0.942				
	emotval_3	0.945				
	emotval_4	0.952				
	emotval_5	0.942				
Social value	soctval_1	0.916	0.973	0.980	0.926	YES
	soctval_2	0.940				
	soctval_3	0.920				
	soctval_4	0.947				
Functional value	functval_1	0.842	0.896	0.922	0.703	YES
	functval_2	0.910				
	functval_3	0.892				
	functval_4	0.923				
	functval_5	0.907				
Epistemic value	epival_1	0.975	0.945	0.956	0.844	YES
	epival_2	0.970				
	epival_3	0.871				
	epival_4	0.852				
Prevention focus	prefoc_2	0.828	0.782	0.856	0.601	YES
	prefoc_3	0.670				
	prefoc_4	0.849				
	prefoc_5	0.739				
Promotion focus	profoc_1	0.756	0.809	0.860	0.507	NO
	profoc_2	0.716				
	profoc_3	0.633				
	profoc_4	0.728				
	profoc_5	0.735				

	profoc_6	0.699				
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Table 2: Study 3: Result Summary for the Reflective Measurement Model after removing profoc_6. Brand fit treatment condition

Results Summary for the Reflective Measurement Model						
Latent Variable	Indicators	Loadings	Indicator Reliability	Composite Reliability	AVE	Discriminant Validity?
			(Cronbach's alpha)			
Emotional value	emotval_1	0.932	0.969	0.976	0.889	YES
	emotval_2	0.941				
	emotval_3	0.946				
	emotval_4	0.952				
	emotval_5	0.943				
Social value	soctval_1	0.927	0.973	0.980	0.926	YES
	soctval_2	0.985				
	soctval_3	0.973				
	soctval_4	0.964				
Functional value	functval_1	0.833	0.896	0.922	0.704	YES
	functval_2	0.813				
	functval_3	0.813				
	functval_4	0.858				
	functval_5	0.875				
Epistemic value	epival_1	0.971	0.945	0.956	0.845	YES
	epival_2	0.969				
	epival_3	0.870				
	epival_4	0.860				
Prevention focus	prefoc_2	0.828	0.782	0.856	0.601	YES
	prefoc_3	0.671				
	prefoc_4	0.849				
	prefoc_5	0.738				
Promotion focus	profoc_1	0.749	0.798	0.859	0.550	YES
	profoc_2	0.755				
	profoc_3	0.691				
	profoc_4	0.786				
	profoc_5	0.725				

Table 3: Study 3. Collinearity Statistics (VIF value) - dominant brand fit treatment condition

	emotional value	epistemic value	functional value	social value
prevention focus	1.002	1.002	1.002	1.002
promotion focus	1.002	1.002	1.002	1.002

Table 4: Study 3: brand fit treatment condition. effect size

	emotional value		epistemic value		functional value		social value	
	Path coefficient	effect size	Path coefficient	effect size	Path coefficient	effect size	Path coefficient	effect size
prevention focus	-0.316	0.125	0.064	0.004	0.137	0.019	-0.272	0.089
promotion focus	0.304	0.116	0.027	0.001	0.120	0.015	0.293	0.103

Table 5: Study 3: R square value - dominant brand fit treatment condition

	R Square
emotional value	0.201
epistemic value	0.005
functional value	0.032
social value	0.168

Table 6: Study 3: Q squared values - brand fit treatment condition

	Q ² (=1-SSE/SSO)
emotional value	0.169
epistemic value	0.001
functional value	0.015
social value	0.139

1.15. APPENDICES STUDY 4: Questionnaire of the main study. Study 4.

Q1 Dear Respondent, My name is Ilia and I am a researcher at Kingston Business School. I am conducting research on consumers' opinions towards different brands and products. Your responses will help me complete my PhD. The survey should take about 10 minutes, and your responses are completely anonymous and confidential. Your input is much appreciated!

Q2 Personal Questions

Q3 Please select your age group.

- Less than 18
- 18-29
- 30-40
- 41-54
- 55-64
- Over 65
- Rather not say

Q4 Please select your gender.

- Male (1)
- Female (2)
- Rather not say (3)

Q10 Please look at the brands presented below and for each of them indicate your views by selecting the number that best expresses your opinion.

Q11



Q12 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q13 How would you rate Lacoste as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q14



Q15 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q16 How would you rate Carte D'Or as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q447 Coated with fresh icing in a stylish preppy stripes design and decked out with a miniature version of the famous alligator logo, the couture confectionery treats are stuffed

with a creamy chocolate flavoured filling that awaken the senses.

Lacoste and Carte D'Or teamed up to launch a new line of chocolate eclairs. Lacoste and Carte D'Or are embodying their respective images for luxury and elegant design from the French culture to introduce the new line of limited edition of eclairs.

Q18 Regarding the Lacoste and Carte D'Or **brand images**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 Regarding the Lacoste and Carte D'Or **types of products**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q20 The product derived from the alliance appeals to me.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

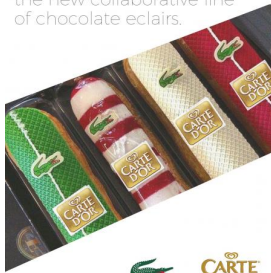
Q7 Research shows that our thoughts affect how we perceive brands. Therefore, I would like to ask you a few questions regarding your current thoughts.

Q8 Please think about something you believe you ought to do. In other words, please think about a duty or obligation you currently have. Please **specify** the duty or obligation in the space below. (e.g. lose weight)

Please **specify** some actions you could take to avoid anything that could go wrong and stop you from realising your duty or obligation (e.g. stop eating junk food).

Q21

Lacoste and CARTE D'OR present the new collaborative line of chocolate eclairs.



Q22 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
This product will be fresh. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will be easy to be unwrapped. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product has features that I desire. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will maintain it's taste till it expires. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will have an excellent taste. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q24 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I am curious to experience this new product. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am curious to see how this product looks and tastes. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the novelty of this product intriguing. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiencing this product will trigger my curiosity to learn how the product is made. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q481 Before proceed with the survey, you will be reminded of the **duties and obligations** you currently have and the **actions you could take to avoid anything that could go wrong** and stop you from realising your duty or obligation.

Q26 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I will enjoy using this product. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me want to use it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will feel relaxed about using this product. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me feel good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will give me pleasure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q28 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
Using this product will help me feel acceptable from people who are important to me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will improve the way I am perceived by the people who are important to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will make a good impression on other people who are important to me. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will give me social acceptance. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q29 Please click on somewhat unlikely on the scale. Do not click on any other option on the scale. This question is to screen out random clicking.

	Very Unlikely (1)	Unlikely (2)	Somewhat Unlikely (3)	Neither Likely nor Unlikely (4)	Somewhat Likely (5)	Likely (6)	Very Likely (7)
(5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q33 Please look at the brands presented below and for each of them indicate your views by selecting the number that best expresses your opinion.

Q34



Q35 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q36 How would you rate Lacoste as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q37



Q38 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q39 How would you rate Carte D'Or as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q436 with fresh icing in a stylish preppy stripes design and decked out with a miniature version of the famous alligator logo, the couture confectionery treats are stuffed with a creamy chocolate flavoured filling that awaken the senses. Lacoste and Carte D'Or teamed up

to launch a new line of chocolate eclairs. Lacoste and Carte D'Or are embodying their respective images for luxury and elegant design from the French culture to introduce the new line of limited edition of eclairs.

Q41 Regarding the Lacoste and Carte D'Or brand images, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q42 Regarding the Lacoste and Carte D'Or **types of products**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q43 The product derived from the alliance appeals to me.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q483 Research shows that our thoughts affect how we perceive brands. Therefore, I would like to ask you a few questions regarding your current thoughts.

Q484

Please think about something you believe you ought to do. In other words, please think about a duty or obligation you currently have. Please **specify** the duty or obligation in the space below. (e.g. lose weight)

Q487

Please **specify** some actions you could take to make sure everything goes right and helps you realise your duty or obligation (e.g. join the gym).

Q45 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
This product will be fresh. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will be easy to be unwrapped. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product has features that I desire. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will maintain it's taste till it expires. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will have an excellent taste. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q47 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I am curious to experience this new product. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am curious to see how this product looks and tastes. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the novelty of this product intriguing. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiencing this product will trigger my curiosity to learn how the product is made. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q479 Before proceed with the survey, you will be reminded of the **duties and obligations** you currently have and the **actions you could take to make sure everything goes right** and helps you realise your duties and obligations

Q49 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I will enjoy using this product. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me want to use it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will feel relaxed about using this product. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me feel good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will give me pleasure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q51 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
Using this product will help me feel acceptable from people who are important to me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will improve the way I am perceived by the people who are important to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will make a good impression on other people who are important to me. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will give me social acceptance. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q52 Please click on somewhat unlikely on the scale. Do not click on any other option on the scale. This question is to screen out random clicking.

	Very Unlikely (1)	Unlikely (2)	Somewhat Unlikely (3)	Neither Likely nor Unlikely (4)	Somewhat Likely (5)	Likely (6)	Very Likely (7)
(5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q56 Please look at the brands presented below and for each of them indicate your views by selecting the number that best expresses your opinion.

Q57



Q58 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q59 How would you rate Lacoste as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q60



Q61 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognized the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q62 How would you rate Carte D'Or as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q437 Coated with fresh icing in a stylish preppy stripes design and decked out with a miniature version of the famous alligator logo, the couture confectionery treats are stuffed with a creamy chocolate flavoured filling that awaken the senses.

Lacoste and Carte D'Or teamed up to launch a new line of chocolate eclairs. Lacoste and Carte D'Or are embodying their respective images for luxury and elegant design from the

French culture to introduce the new line of limited edition of eclairs.

Q64 Regarding the Lacoste and Carte D'Or **brand images**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q65 Regarding the Lacoste and Carte D'Or **types of products**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q66 The product derived from the alliance appeals to me.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q466 Research shows that our thoughts affect how we perceive brands. Therefore, I would like to ask you a few questions regarding your current thoughts.

Q467

Please think about something you ideally would like to do. In other words, please think about a hope or aspiration you currently have. Please **specify** the hope or aspiration in the space below (e.g. get fit).

Q468

Please **specify** some actions you could take to make sure everything goes right and helps you realise your hope or aspiration (e.g. join the gym).

Q68 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
This product will be fresh. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will be easy to be unwrapped. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product has features that I desire. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will maintain it's taste till it expires. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will have an excellent taste. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q70 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I am curious to experience this new product. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am curious to see how this product looks and tastes. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the novelty of this product intriguing. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiencing this product will trigger my curiosity to learn how the product is made. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q480 Before proceed with the survey, you will be reminded of the **hopes and aspirations** you currently have and the **actions you could take to make sure everything goes right** and helps you realise your hope and aspiration

Q72 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I will enjoy using this product. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me want to use it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will feel relaxed about using this product. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me feel good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will give me pleasure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q74 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
Using this product will help me feel acceptable from people who are important to me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will improve the way I am perceived by the people who are important to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will make a good impression on other people who are important to me. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will give me social acceptance. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q75 Please click on somewhat unlikely on the scale. Do not click on any other option on the scale. This question is to screen out random clicking.

	Very Unlikely (1)	Unlikely (2)	Somewhat Unlikely (3)	Neither Likely nor Unlikely (4)	Somewhat Likely (5)	Likely (6)	Very Likely (7)
(5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q79 Please look at the brands presented below and for each of them indicate your views by selecting the number that best expresses your opinion.

Q80



LACOSTE

Q81 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q82 How would you rate Lacoste as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q83



Q84 Please assess the degree to which you

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Have never heard of the brand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Have heard of the brand before
Are not familiar with the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Are familiar with the brand
Do not recognize the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do recognize the brand

Q85 How would you rate Carte D'Or as a brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Very Negative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Positive
Very Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good
Very Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Favourable

Q438 Coated with fresh icing in a stylish preppy stripes design and decked out with a miniature version of the famous alligator logo, the couture confectionery treats are stuffed with a creamy chocolate flavoured filling that awaken the senses. Lacoste and Carte D'Or teamed up to launch a new line of chocolate eclairs. Lacoste and Carte D'Or are embodying their respective images for luxury and elegant design from the French culture to introduce the

new line of limited edition of eclairs.

Q87 Regarding the Lacoste and Carte D'Or **brand images**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q88 Regarding the Lacoste and Carte D'Or **types of products**, the partnership looks:

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
consistent (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
complementary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q89 The product derived from the alliance appeals to me.

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q76 Research shows that our thoughts affect how we perceive brands. Therefore I would like to ask you a few questions regarding your current thoughts.

Q77

Please think about something you ideally would like to do. In other words, please think about a hope or aspiration you currently have. Please **specify** the hope or aspiration in the space below (e.g. get fit).

Q78

Please **specify** some actions you could take to avoid anything that could go wrong and stop

you
from realising your hope or aspiration (e.g. stop eating junk food).

Q91 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
This product will be fresh. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will be easy to be unwrapped. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product has features that I desire. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will maintain it's taste till it expires. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This product will have an excellent taste. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q93 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I am curious to experience this new product. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am curious to see how this product looks and tastes. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the novelty of this product intriguing. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiencing this product will trigger my curiosity to learn how the product is made. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q488 Before proceed with the survey, you will be reminded of the **hopes and aspirations** you currently have and the actions you could take to **avoid anything that could go wrong** and stop you from realising your hopes or aspirations

Q95 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
I will enjoy using this product. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me want to use it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will feel relaxed about using this product. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will make me feel good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The product will give me pleasure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q97 Please indicate your answer to each question by selecting the appropriate circle.

	Strongly Disagree (1)	(2)	(3)	Neither Agree nor Disagree (4)	(5)	(6)	Strongly Agree (7)
Using this product will help me feel acceptable from people who are important to me. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will improve the way I am perceived by the people who are important to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will make a good impression on other people who are important to me. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using this product will give me social acceptance. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q98 Please click on somewhat unlikely on the scale. Do not click on any other option on the scale. This question is to screen out random clicking.

	Very Unlikely (1)	Unlikely (2)	Somewhat Unlikely (3)	Neither Likely nor Unlikely (4)	Somewhat Likely (5)	Likely (6)	Very Likely (7)
(5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Similar brand contextualised questions were asked for the other brand alliance with prominent product fit (Evian – Smirnoff)

1.16. APPENDICES STUDY 4: Data collection and examination

Table 1: Study 4. Missing values outputs

Missing Values – SmartPLS output Brand fit treatment condition				Missing Values – SmartPLS output Product fit treatment condition			
Delimiter:	Comma	Encoding:	UTF-8	Delimiter:	Comma	Encoding:	UTF-8
Value Quote Character:	None	Sample size:	86	Value Quote Character:	None	Sample size:	86
Number Format:	US (e.g. 1,000.23)	Indicators:	62	Number Format:	US (e.g. 1,000.23)	Indicators:	62
Missing Value Marker:	None	Missing Values:	0	Missing Value Marker:	None	Missing Values:	0

Table 2: Study 4. Brand fit treatment condition. Gender: SPSS output

Please select your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	20	23.3	23.3	23.3
	Female	66	76.7	76.7	100.0
	Total	86	100.0	100.0	

Table 3: Study 4. Brand fit treatment condition. Age: SPSS output

Please select your age group.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	27	31.4	31.4	31.4
	30-40	25	29.1	29.1	60.5
	41-54	24	27.9	27.9	88.4
	55-64	10	11.6	11.6	100.0
	Total	86	100.0	100.0	

Table 4: Study 4. Product fit treatment condition. Gender: SPSS output

Please select your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	33	38.4	38.4	38.4
	Female	53	61.6	61.6	100.0
	Total	86	100.0	100.0	

Table 5: Study 4. Product fit treatment condition. Age: SPSS output

Please select your age group.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	32	37.2	37.2	37.2
	30-40	24	27.9	27.9	65.1
	41-54	20	23.3	23.3	88.4
	55-64	10	11.6	11.6	100.0
	Total	86	100.0	100.0	

Table 6: Study 4: Fornell & Larcker criterion. Dominant brand fit treatment condition

	Emotional value	Epistemic value	Functional value	Social value
emotional value	0.851			
epistemic value	0.692	0.897		
functional value	0.514	0.408	0.806	
social value	0.516	0.456	0.341	0.949

Table 7: Study 4: HMRT criterion. Dominant brand fit treatment condition

	Emotional value	Epistemic value	Functional value	Social value
emotional value				
epistemic value	0.746			
functional value	0.622	0.536		
social value	0.551	0.518	0.39	

Table 8: Study 4: Fornell & Larcker criterion. Dominant product fit treatment condition

	Emotional value	Epistemic value	Functional value	Social value
emotional value	0.903			
epistemic value	0.81	0.918		
functional value	0.707	0.66	0.785	
social value	0.559	0.5	0.394	0.945

Table 9: Study 4 HMRT criterion. Dominant product fit treatment condition

	Emotional value	Epistemic value	Functional value	Social value
emotional value				
epistemic value	0.890			
functional value	0.801	0.762		
social value	0.615	0.533	0.463	

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