

YOUBRANDING

THE MARKETING STRATEGY OF REPLACING THE CORPORATE BRAND NAME WITH PERSONAL NAMES

ABSTRACT. The importance of obtaining and retaining loyal customers, instead of attracting as many customers as possible, is and always has been a constant struggle among businesses. New marketing strategies are utilized in order to attract attention and to differentiate the brand from the competition. In this thesis, the new concept of Youbranding is introduced. It is a marketing strategy that includes replacing the corporate brand name on a product with personal names. The purpose of this study is to investigate if a Youbranding campaign has a positive long-term effect on a customer's loyalty towards the brand. The social science of this is important to research since it will increase the understanding of what can motivate a customer to become more loyal towards a brand. More specifically, if the use of personal names in a campaign cause stronger relationships among customers and businesses. Results are conducted by investigating the effect on the three variables of loyalty: brand attitude, repurchase intention and identification with the brand. The "Share a Coke" campaign, carried out by Coca-Cola in the summer of 2013, exemplifies the concept of Youbranding and is applied to investigate this new area. The implication of this study is that a Youbranding campaign does show a positive long-term effect on the loyalty variables repurchase intention and identification with the brand. However, a Youbranding campaign does not have a positive long-term effect on a customer's brand loyalty in terms of brand attitude. This study contributes with the empirical finding that a Youbranding strategy can be beneficial for companies with a desire to strengthen their customers' loyalty in terms of repurchase intention and brand identification.

KEYWORDS. Youbranding, Debranding, Brand loyalty, Campaign, Brand attitude, Repurchase intention, Identification, Personal names, Marketing strategy.

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PREVIEW

Imagine that the person responsible for the marketing activities at the firm you are working at, one day presents a revolutionary idea at one of your meetings. Your colleague claims that this idea would be perfectly suited for today's individualistic and increasingly customized society and asks you; "have you ever saved your Coca-Cola bottle and filled it with water, to later use at the gym?". You raise your eyebrows and think to yourself; yes I have, what's your point? Your colleague continues; "Now, is this because you like to be associated with the brand Coca-Cola or just because it was the first bottle you found at home?" You realize that you have not given it much thought.

Committing to a brand is not necessarily a conscious process. The human brain is impulsive and based on familiar routines. Going to the gym includes bringing a water bottle, and it is only natural that you bring the first bottle you find at home. However, there is a reason for you purchasing the Coca-Cola bottle in the first place. You might not be aware of the fact that you identify with the brand or that you on repeated occasions have invested both time and money in the brand. What motivates these unconscious psychological processes can be explained by researching the area of brand loyalty, which has become increasingly important for firms in today's society.

GLOSSARY

DEBRANDING. “A no-name marketing strategy that includes taking away the well-known brand name from the display on the product or excluding the brand name in the marketing activities” (Kear et al., 2013).

LONG-TERM EFFECT. The sustained effect that can be measured approximately one year after the concerned event.

LOYALTY. The volition-based relationship, over time, to a certain object (Söderlund, 2001).

MENTALITY DIMENSION OF LOYALTY. One of the two dimensions that make up customer loyalty. The mentality dimension concerns a customer’s attitudes and intentions and consists of six variables, namely: repurchase intention, attitude, preferences, commitment, identification and involvement (Söderlund, 2001).

NEUTRAL RELATION. The perception of a brand before the associations to a campaign are evoked by a picture.

PERSONAL NAME. An individual’s first name.

POSITIVE EFFECT. A positive effect corresponds to the mean value of an investigated variable exceeding the limit value 4.

YOUBRANDING. The marketing strategy of replacing the corporate brand name on a product with personal names with the aim of appearing more personal.

YOUBRANDING CAMPAIGN. Applying the concept of Youbranding during a specific period of time, eventually returning to the corporate brand name.


1. INTRODUCTION

This first chapter serves as an introduction to this study and presents the background information needed in order to grasp the content of this study. Furthermore, the purpose, delimitation and contribution to research will be outlined and argued for.

1.1. Background

Obtaining loyal customers is and always has been a constant struggle among businesses, but it is not until recently that their main marketing strategies have begun to change. They have shifted from acquiring as many customers as possible to instead retain the already obtained customers and make them more loyal (Söderlund, 2001; Fournier and Yao, 1997). A branding strategy that some companies recently have started to apply is *debranding*. According to Bown, Christidi and Kear (2013), debranding can be described as a no-name marketing strategy, which includes removing the brand name from the display of the product or excluding the brand name in marketing activities. It has become increasingly popular for companies to use a debranding strategy as a way to differentiate themselves by appearing more personal (Bown, Christidi and Kear, 2013; Parasuraman, 1986). Also, it is a new way for companies to promote their brands, attract attention, and appear more forward-thinking, with the aim of making their brand more desirable for customers (Bown et al., 2013). However, not all companies are suited to apply a debranding strategy. According to the branding and marketing agency Pisarkiewicz and Mazur¹ only companies that have well-established brands in combination with a well-known logo, color and package are able to apply a successful debranding marketing strategy. As a result, a debranding strategy is therefore often utilized in familiar settings where brand recognition already is well-established (Bown et al., 2013; Parasuraman, 1983). Moreover, the effects that a debranding campaign has on customer loyalty are not well-known due to its recent appearance in marketing activities. However, there are a few companies that have tried this debranding strategy, among them the well-known companies such as Nike and Starbucks. Nike took away their corporate brand name but kept the logo, as illustrated in the picture below.²



Picture 1: The picture to the right is an illustration of the debranded Nike logo. 

¹ Pisarkiewicz and Mazur, <http://www.designpm.com/>, 14 May 2014.

² Handley, Lucy. "Debranding: The Great name-dropping gamble". Marketing Week. 5 April 2012.

Starbucks chose a similar path, but took it one step further. They replaced the brand name with the personal names of their customers; by having the baristas write the customer's name on their take-away coffee cups, as illustrated in the picture below.³



Picture 1: A debranded Starbucks with personal names.

The application of the debranding strategy that Starbucks uses, where the corporate brand name is replaced by personal names, keeping the design and layout of the original display, can be seen as a branch of debranding. This thesis will address this branch as *Youbranding* since it has not, to the best of our knowledge, been clearly defined nor conceptualized in any previous scientific research. Understanding the implications of this marketing strategy could play an important part when it comes to research which aim at understanding the underlying motives of a customer's will to be loyal towards a brand. More specifically, understanding the effect from using a marketing strategy where the brand name is replaced by personal names, could contribute to the understanding of loyalty.

An example of a company that has applied a *Youbranding* marketing strategy, in line with our definition, is the Coca-Cola Company. The "Share a Coke" campaign was first introduced in Australia in 2011 and was according to the Coca-Cola Company a great success, which thereby motivated the spread of the campaign to other countries. Between May and August in 2013 Coca-Cola carried out the campaign "Share a Coke" in Sweden, where the brand name Coca-Cola was replaced with the 150 most common personal names of Swedish citizens between the age of 12 to 29 (See Appendix 1). According to Eric Nilsson, Marketing Activation Manager at the Coca-Cola Company, the "Share a Coke" campaign in Sweden was a success in terms of an increased revenue stream of 15% for the 50 cl Coca-Cola bottles (See Appendix 2). This exemplifies a campaign that can be categorized as a *Youbranding campaign*.

³ Handley, Lucy. "Debranding: The Great name-dropping gamble". Marketing Week. 5 April 2012.

The strategy of Youbranding is not a well-researched area and according to the interview with Eric Nilsson, this type of campaign has never been done to a similar extent in Sweden before. It involved risk-taking in regards to their brand, taking on large costs hence implementing changes in their production, due to the redesigned label with personal names. The Coca-Cola Company investigated the direct effect from the campaign shortly after it was launched, which showed that 29 % of the people exposed to the campaign responded, as a direct reaction, by purchasing a bottle with their name on. This in contrast to the industry average, which is 12 percentage points lower in regard to the direct effect from the “Share a Coke” campaign (See Appendix 2). Moreover, this implies that there should be a desire for companies as well as researchers to engage in a discussion on whether the application of a Youbranding campaign is beneficial or not. A well-known brand’s worst enemy is predictability and the risk of consumers losing interest for the brand (Dahlén et al., 2008). Therefore, the execution of a Youbranding campaign might be a way for a brand to stay close to its consumers by challenging their expectations. Furthermore, it could be interesting for researchers to investigate whether or not the effects from a Youbranding campaign persists in the long-run. Since a more common focus among businesses today include obtaining more loyal customers (Söderlund, 2001) the relationship between a Youbranding campaign and a customer’s loyalty towards the brand should be further investigated. The Youbranding concept that is introduced in this thesis constitutes a gap in research. Therefore, it is unknown if a Youbranding campaign has a positive effect on loyalty towards the brand. This study aims to fill that gap by engaging in research within the area of Youbranding.

1.2. Purpose

The purpose of this thesis is *to empirically investigate if a Youbranding campaign has a positive long-term effect on a customer’s loyalty towards the brand*. This will be done by investigating the campaign’s long-term effect on (a) brand attitude, (b) repurchase intention and (c) identification with the brand.

1.3. Delimitation

This study will investigate the effects on a customer’s loyalty towards the brand through the application of a Youbranding campaign. In order to successfully investigate this new concept, it is preferable to utilize an already existing campaign performed by a well-known brand, in order for the respondents of this study to recognize both the brand and the campaign. This is supported by Bown, Christidi and Kear (2013) who state that a debranding campaign in general are more applicable to brands that already have an

established and well-known brand. As a result, the “Share a Coke” campaign seemed appropriate since it is an example of a Youbranding campaign in line with our definition. The campaign was executed one year ago, in the summer of 2013, and according to Bryman (2012) participants in a study cannot answer specific questions about their psychological state or behavior if a certain amount of time has passed since the surveyed event. In other words, the effect on a customer’s loyalty will be measured as of today. In addition, it is the “Share a Coke” campaign in Sweden that will be analyzed and no other countries of which it has also been arranged.

Furthermore, in the “Share a Coke” campaign both personal names and generic expressions were used. However, our definition of a Youbranding campaign does not include generic expressions. Consequently, the investigation is delimited to the effects from using personal names in a campaign. Furthermore, no difference will be made between the soft drinks Coca-Cola Regular, Coca-Cola Light or Coca-Cola Zero, since the campaign concerned these three soda categories.

1.4. Contribution to research

This study contributes with knowledge in three areas. These three areas concern the new concept of Youbranding, the applicability of the measures used and the mentality dimension of loyalty.

Firstly, this thesis contributes with knowledge on the concept of Youbranding since it has not, to the best of our knowledge, been clearly defined nor researched. The contribution concerns the long-term since the effects from the campaign are measured one year after the campaign took place. Further, a deeper understanding is acquired regarding a customer’s attitudes and intentions from replacing a corporate brand name with personal names and if a Youbranding campaign can lead to loyalty towards the brand. The results acquired aim to lay a foundation and, to the extent possible, provide guidance for further research.

Secondly, the results contribute with knowledge concerning the applicability of the measures used to investigate brand loyalty. Due to already existing measures being used to investigate brand loyalty this study will give further indication of whether these measures are reliable or not. Loyalty, for example, is investigated by asking questions about satisfaction. Measures used in previous research is then used in order to accurately measure the variable satisfaction.

Thirdly, although brand loyalty has been of great importance for many years, Chaudhuri and Holbrook (2001) claim that there still is an empirical gap on the topic. Brand loyalty consists of two dimensions, the physical and the mentality dimension, and only the physical dimension has been researched to a greater extent (Jacoby and Chestnut, 1978; Söderlund, 2001). The three variables used to investigate brand loyalty originates from the mentality dimension and therefore this thesis aims to contribute with more knowledge concerning this dimension.

2. THEORATICAL FRAMEWORK

This second chapter will address the theoretical foundation of this thesis with the purpose of formulating the hypotheses investigated. Each loyalty variable; brand attitude, repurchase intention and identification, will be presented and motivated for in the beginning of each section.

2.1. Brand Loyalty

Brand loyalty is a complex word that has not yet been sufficiently defined (Söderlund, 2001; Fournier, 1997; Jacoby and Chestnut, 1978; Dekimpe et al., 1996). There are over fifty different ways to measure it and therefore there is no consensus among researchers on how to accurately draw conclusions about it (Söderlund, 2001). Jacoby and Chestnut (1978) even state that the research conducted on brand loyalty “is kept afloat more because of promise than results”. Even though this statement was proclaimed a long time ago, consensus has not yet been reached (Söderlund, 2001). Despite this, research on brand loyalty still remains important since it adds to the understanding of consumer behavior as well as helping decision-makers when deciding on a firm’s marketing objectives (Jacoby and Chestnut, 1978; Dekimpe et al., 1996). With the aim of contributing with more knowledge on brand loyalty, this thesis argues that it can be investigated. Building upon Söderlund (2001), brand loyalty will in this thesis be defined as *the volition based relationship over time to a certain object*. Therefore, loyalty depends on a customer’s willingness to have a relation with for example a brand, over a longer period of time.

In order to fully understand loyalty and the definition that Söderlund (2001) provides, the term needs to be further investigated. Loyalty can be divided into the physical and the mentality dimension (Söderlund, 2001). The physical dimension includes a customer’s observable behavior while the mentality dimension is characterized by a customer’s attitudes and intentions. In previous research, the dimension that concern customers’ behavior is referred to as the behavioral dimension and the more psychological part of loyalty is referred to as the attitudinal dimension (Jacoby and Chestnut, 1978; Koo, 2003). Building on Söderlund (2001). What distinguishes the mentality dimension from the attitudinal is that the term mentality also includes a customer’s intentions. This thesis will focus on the mentality dimension, thereby including a customer’s intentions in the analysis. When investigating the mentality dimension of brand loyalty it is difficult to take into consideration the *relationship over time*. Therefore, the investigation of brand loyalty must instead be seen as a snapshot of a customer's psychological state, if not frequently

measured over time (Söderlund, 2001). The mentality dimension consists of six variables: repurchase intentions, attitudes, preferences, commitment, identification and involvement (Söderlund, 2001). The three loyalty variables that are chosen for further investigation in this study are; *brand attitude*, *repurchase intention* and *identification*.

2.1.1. Brand attitude

The first variable to investigate is brand attitude. Attitude is a complex word, which just like loyalty, does not have a generally accepted definition of what affects it or how it should be measured (Söderlund, 2001). Nevertheless, Rossiter and Percy (1998) can provide us with a strategy model which can be applied to describe brand attitude in terms of how to affect a customer's attitude towards the brand, namely the Percy-Rossiter grid (Rossiter and Percy, 1998). The level of involvement and the motivation to purchase determines where a product is placed in the grid. The level of involvement can be either high or low and the motivation to purchase can take the form of either informational or transformational. Coca-Cola is categorized as a low-involvement purchase that has a transformational purchase motivation (Evans et al., 2009; Rossiter and Percy, 1998). A low-involvement purchase includes a low risk in the decision-making process when purchasing a particular product or service (Rossiter and Percy, 1998), but will not be further investigated. Furthermore, in order to understand the attributes behind a customer's attitude when it comes to the Coca-Cola brand, the concept of transformational motivation needs to be more thoroughly understood.

Starting with the definition of brand attitude, which will be utilized in this thesis, transformational motivation is *"the buyer's evaluation of the brand with respect to its perceived ability to meet a currently relevant motivation"* (Rossiter and Percy, 1998). This means that the attitude towards the brand is determined by which motivational factor the consumer obtains in regard to the drive and energy to purchase the concerned brand. Transformational motivation includes that the customer gets more motivation to purchase the product from a positive reinforcement which is determined by three factors; social approval, sensory gratification and intellectual stimulation (Evans et al., 2009; Rossiter and Percy, 1998). These are also called positively originated motives and are applied in contexts where the customers want to reward themselves, which can be achieved by purchasing a specific brand or product. This study will investigate social approval and sensory gratification, but exclude intellectual stimulation, hence it is not considered to be an appropriate variable for this particular case.

According (Ashmore and Lemay, 2005) the majority of people are not aware of that their self-esteem is a function of social approval, and hence denies it. This means that the majority of people would deny that social approval affects their self-esteem. Hence social approval is an unconscious process whereas the person engages in decision-making based on preferences of approval from the social surrounding. However, earlier research argues that if there is the possibility to be excluded from a social event that person will invest more in order to ensure be social inclusion. Therefore, this study will argue that interpersonal acceptance and belonging is a basic human need (Baumeister and Leary, 1995; Ashmore and Lemay, 2005).

Customers has the tendency of choosing a product that brings them emotional gratification (Oh, 2005). Kempf (1999) suggests that the customer will try the product in a greater extent if it brings them to feel aroused, hence the thought of that product should initially introduce that feeling of gratification. This is an example of an emotional connection to a product that would make the customer to feel sensory gratification.

If a Youbranding campaign can motivate a customer to want to reward themselves in either a sensory gratification or social approval way, this would imply that the chance of a customer wanting to test or even purchase the product would increase. Continuing, it would also mean that the campaign has succeeded in making the customer feel transformed, including that the customer would get a more positive attitude towards the brand. However, building upon Engle, Shimp and Stuart (1991) the attitude towards a well-established brand is more difficult to affect since the customers already have an established attitude towards the brand, caused by previous marketing activities. Accordingly, this would imply that the Coca-Cola brand would experience difficulties in influencing the customers' attitude and therefore should not expect it to change (Allen et al., 1993). Despite this, the argument that if the customer believes him- or herself to be affected at a social or sensory level their brand attitude will be positively affected by the campaign (Rossiter and Percy, 1998), is assumed to be true concerning the effects from a Youbranding campaign. This brings us to the following hypotheses:

H1a: The use of a Youbranding campaign has a positive long-term effect on a customer's social approval.

H1b: The use of a Youbranding campaign has a positive long-term effect on a customer's sensory gratification.

2.1.2. Repurchase intention

The second variable of investigation is repurchase intention. Brand loyalty is often defined as the intention to repurchase the same brand regardless of situational influences (Oliver, 1999) and is therefore the reason for choosing it as one of the three loyalty variables. This includes that a customer who is loyal towards a brand often repurchases that particular brand and hence less sensitive to externalities that can influence a customer's purchasing intentions. It can be seen as *"the buyer's self-instruction to purchase the brand"*, which in this thesis will be used as a definition of the term repurchase intention (Rossiter and Percy, 1998). In order for a customer to have the self-instruct to purchase a brand, a motivation to purchase must be present. Based on Söderlund (2001) it can be assumed that a customer wants to be satisfied and that the customer would like to experience the feeling of satisfaction again in the future by repurchasing. This positive correlation between customer satisfaction and repurchase intention leads to the conclusion that a satisfied customer should obtain an increased motivation to repeat their purchasing behavior (Söderlund, 2001). Previous research has investigated the link between satisfaction and repurchase intention and it has been shown that such a connection does exist (Bloemer and Kasper 1995; Cronin and Taylor 1992). According to Anderson and Sullivan (1993) firms that can provide a high level of customer satisfaction also tend to have customers with less elastic repurchase intentions. This should imply that a firm who delivers high customer satisfaction over a longer period of time, also obtain more loyal customers, due to less elasticity concerning their repurchase intentions. Even though customer satisfaction is not the only variable that affects repurchase intention, this variable has often been used to investigate the intention to repurchase (Söderlund, 2001).

In this thesis satisfaction with the brand will be defined as *"the outcome of the subjective evaluation that the chosen alternative of brand (the brand) meets or exceeds the expectations"* (Bloemer and Kasper, 1995), which Fournier and Mick (1999) also discuss. This implies that if a Youbranding campaign can achieve a subjective evaluation that exceeds the customer's expectations, the customer will be assumed to be satisfied with the brand, thereby repurchasing the brand in the future. Consequently, this thesis investigates if a Youbranding campaign will have a positive long-term effect on a customer's satisfaction with the brand and if so, also loyalty towards the brand. This leads us to the following hypothesis:

H2: The use of a Youbranding campaign has a positive long-term effect on a customer's satisfaction with the brand.

2.1.3. Identification

The third variable investigated in this study is identification with the brand. If a customer is loyal towards a brand, that customer will be content in using that brand and thereby feel that he or she can identify with the image that the brand projects (Chaudhuri and Holbrook, 2001). Moreover, if the customer can identify with the brand there is also the possibility that that person becomes more loyal towards that brand (Söderlund 2001). Building upon Allen, Machleit and Madden (1993), a customer that identifies with an object or in this case a brand, leads to their own personal identity and role as spectators, being replaced with the identity of that particular brand or object. MacInnis, Park and Priester (2009) state that consumers utilize brands in order to establish a “self-brand relationship”. This means that by aligning their conceptual selves with a brand’s resources, perspectives and identities, they feel that they can reach their own goals more easily. It is further stated that if a consumer has a close relationship with another person or object, for example meeting a person frequently or using an object on a daily basis, he or she will eventually interpret that object’s resources, perspectives and identities as their own (MacInnis et al., 2009). Applying this theory on the concept of Youbranding means that the use of personal names should result in a closer relationship with the concerned brand.

This thesis will apply Cohen’s (2001) definition that identification is *“a process that consists of increasing loss of self-awareness and its temporary replacement with heightened emotional and cognitive connections with a character”*. In addition, this means that when the customer takes on the role of the object, through a cognitive or emotional process where a person experiences shared feelings with the concerned subject, identification occurs (Moyer-Guse’, 2008; Allen et al., 1993). The cognitive process refers to the process where the customer starts to share the perspectives and values of the object, or in this case the brand. On the other hand, the emotional, also called empathic, process refers to identification through shared feelings with the object (Moyer-Guse’, 2008). Furthermore, the experience and perception that a consumer has of a brand, has in recent studies shown to be more important than the advertising itself (Dahlén et al., 2008). This is in line with the discussion of Wilson (1993) who suggests that the process of identification begins due to a change in a production feature. This production feature, which can be compared to implementing a change in a product, makes the person exposed to this feature adopt the perspectives and ideals of that feature (Wilson, 1993). This can be compared to a Youbranding campaign where the replacement of the corporate brand name with personal names would represent the new feature. This entails that a customer who is exposed to this new feature, the personal names, should begin the process of

identification with the brand. On this basis, we argue that a Youbranding campaign has a positive effect on a customer's identification with the brand in terms of a heightened empathic and cognitive connection with the brand. This leads us to the following hypotheses:

H3a: The use of a Youbranding campaign has a positive long-term effect on a customer's empathic identification.

H3b: The use of a Youbranding campaign has a positive long-term effect on a customer's cognitive identification.

2.2. Summary of hypotheses and theoretical framework

H1a: The use of a Youbranding campaign has a positive long-term effect on a customer's social approval.

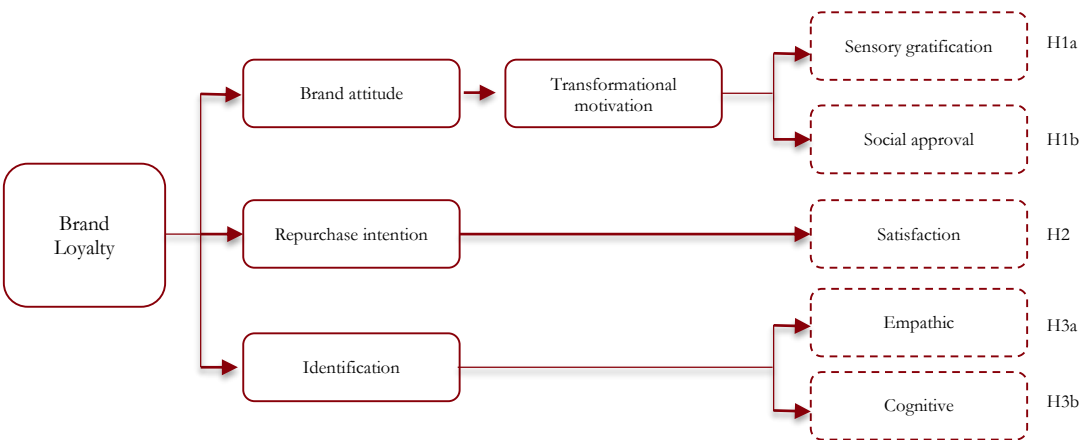
H1b: The use of a Youbranding campaign has a positive long-term effect on a customer's sensory gratification.

H2: The use of a Youbranding campaign has a positive long-term effect on a customer's satisfaction with the brand.

H3a: The use of a Youbranding campaign has a positive long-term effect on a customer's empathic identification.

H3b: The use of a Youbranding campaign has a positive long-term effect on a customer's cognitive identification.

Illustration of the theoretical framework:



3. METHODOLOGY

This chapter aims to present the chosen approach of the study, research design and to clarify the questions asked in the survey in relation to the theoretical base of this study. To justify our research this section will also discuss the validity and reliability of the results and data collected.

3.1. Research approach

When conducting a scientific study there are two approaches that can be used; the inductive and the deductive approach. According to Bryman (2012) the deductive approach means that the researcher should outline the hypotheses from already existing theory. Furthermore, the data collection process should be carried out in a quantitative manner, with the purpose to investigate whether there is empirical support for the hypotheses. In contrast, the inductive approach is rooted in the observations which are later developed into generalized theory (Bryman, 2012).

This study is based on the deductive approach. Therefore, we aim to use existing theory in order to test our hypotheses and investigate if there is empirical support to be found in the collected data. According to Bryman (2012), a deductive approach is usually associated with a quantitative research method, which motivates the data collection of this study to take the form of a survey.

3.2. Research design

There are a number of different research designs that could have been used in this study. Research designs that were considered were experimental, cross-sectional and a case study. Experimental designs are often used as a yardstick to quantitative research and since there is no prior research, to the best of our knowledge, on the area of Youbranding the motivation to use an experimental design that aims to support prior quantitative research was not considered appropriate (Bryman, 2012). According to Bryman (2012) the case study includes looking at one case at a time and doing a detailed analysis of that particular case. The descriptive cross-sectional research design requires that the survey or observation is done at one single point in time. There are two types of cross-sectional designs, a multiple and a single cross-sectional design (Malhotra, 2010). Since this study investigates the “Share a Coke” campaign, this would imply looking at one case at one point in time, hence our research design took the form of a single cross-sectional design.

Two methods are used to collect information. Firstly, a focus group was arranged which later was followed by a survey. To further strengthen the application of the mentality dimension and to compliment the data collected on the campaign, Magnus Söderlund and Eric Nilsson is interviewed.

3.3. Expert interviews

The qualitative data collection aimed to complement the theoretical base and background of this thesis and includes in-depth interviews with Eric Nilsson, Marketing Activation Manager at the Coca-Cola Company, and Magnus Söderlund, Professor in Marketing and Strategy at the Stockholm School of Economics. According to Bryman (2012), in-depth interviews have a tendency of being somewhat unstructured with a focus on discussion, and hence considered to be a suitable method to conduct this information gathering.

Professor Magnus Söderlund was interviewed and consulted to provide academic insight on loyalty, due to his research within the area being a big part of the theoretical foundation for this thesis. The focus of the interview was therefore to discuss the functions of the two dimensions and whether or not we could leave some parts out. He pointed out that it was possible to use parts of the mentality dimension of loyalty, thereby assuring that we used the theory in an accurate way.

The interview with Eric Nilsson aimed to gather information about the background and the outcome of the campaign. He also provided us with information about the revenue stream, their customers as well as the direct effect from the campaign (See Appendix 2).

3.4. Participants

This study targets students studying at the Royal Institute of Technology, Stockholm School of Economics and Stockholm University, in the age group 20 to 29. According to SCB⁵ 13.64% of the Swedish population belongs to this age group. Within this age group, 6.39% can be found at the targeted schools. Since the survey aims to collect 250 responses, this will represent a sub-sample of the targeted group. However, since this only represents 0.294% of the age group found at the schools, and only 0.0188% out of the population

⁵ According to SCB (www.scb.se), 1329122 people in Sweden is between the age 20-29 years old, which is 13.64% of the total population living in Sweden. At Stockholm University, 70971 students are registered, at the Royal Institute of Technology approximately 12000 are registered and at the Stockholm School of Economics about 2000 students are registered. This in total includes 84971 student at the three schools. This represents $84971/1329122=6.393\%$ of the people in the age group 20-29 years old. Hence the targeted group of this study represents 2.94% of the students at the targeted schools.

in the age group 20 to 29, the results from this study aims to act as a springboard for further research rather than having the focus of generalizing the results. This is in line with the method of using convenience sampling, according to Bryman (2012).

To ensure accurate results the respondents were asked whether or not they lived in Sweden during the time period May to August, year 2013, before they were asked to participate in the survey. This was to ensure the possibility of them having been exposed to the “Share a Coke” campaign.

3.5. Data collection

3.5.1. Focus group

Early in the process a focus group was arranged, in order to conclude which loyalty variables that would be interesting to investigate in relation to the Youbranding campaign. According to Bryman (2012), the use of people who know each other in a focus group, called “pre-existing-groups”, is argued to create a more natural scene and conversation among the participants. Since the aim of the focus group was to extract information, the subjects were selected based on the theory that a “pre-existing-group” can enhance the natural conversation. This should make the participant more relaxed and not giving them any incentives to hold back information (Bryman, 2012). The group consisted of three men and two women in the targeted age group, all whom are students at the Stockholm School of Economics. The participants discussed how their attitude and intentions had changed from having been exposed to the campaign. Furthermore, all participants said that they associated the names on the bottles with people they knew, indicating that the loyalty variable identification was of interest to investigate. This suggested that the mentality dimension of loyalty would generate more interesting results compared to the behavioral dimension (See Appendix 3).

3.5.2. Survey

The survey was divided into two parts; part one aimed at investigating the neutral perception of the brand Coca-Cola, while the part two focused on the effect on the loyalty variables from the “Share a Coke” campaign. The purpose of the first part is to serve as an indicator of the respondents’ neutral relation to the brand. This was in order to draw conclusions on whether or not the people whose loyalty was positively affected by the campaign were loyal from the beginning. The subject was asked to answer the survey without looking through the pages beforehand; hence they did not see the picture of the campaign on the back of the first page. The respondents were also informed about the

privacy policy of the survey. The survey was carried out in English, even though an estimate majority of the respondents were Swedish, due to the possibility of international students answering the survey.

The picture, which separates part one from part two, was not supposed to function as a representative ad for the campaign, but rather as an example and a reminder of the event of the campaign. The respondent was asked if he or she recognized the picture of the campaign. According to Plessis (1994) the word “recognizing” refers to the memory’s ability to remember having seen a picture, in contrast to the word “recall” which refers to the memory’s ability to remember texts and words. We want the respondents to remember having seen the campaign, meaning having been exposed to the campaign, which motivates our choice to use the word “recognize”. Furthermore, Maki and Pezdek (1988) argues that a person can recognize a picture that contains less information more easily than a complex picture. This motivated the choice of a less complex picture to represent the campaign in the survey. The role of the picture, is therefore to recreate the psychological state and relations to the Coca-Cola brand during the campaign. The names in the picture are some of the most common personal names in Sweden, and used in the campaign, hence not randomly chosen (See Appendix 1).

3.6. Variables of investigation

To test our hypothesis regarding the long-term effect on customer loyalty, the variables brand attitude, repurchase intention and identification are investigated in the survey. All the variables that are under investigation have been assessed on either a 7-grade Likert scale or a 7-grade Bipolar scale (Bryman, 2012). The end-point of a scale varied depending on the question asked. Furthermore, some general questions about the campaign were asked using multiple choice questions and open answers (See Appendix 4 and 5).

3.6.1. Brand attitude

Transformational motivation

According to Oh (2005) sensory gratification can be measured by asking about the feelings *aroused*, *attractive* and *satisfied*. Furthermore, Rossiter and Percy (1998) states that social approval can be measured by asking about the feelings *trendy* and *proud*. These five statements are tested for the two hypotheses on transformational motivation. This is done by asking the subject to rate the five statements according to the question “*How much would you feel each of these feelings if you saw a Coca-Cola bottle with your own or a friends name on?*”.

Building upon Burke and Edell (1989), the question has been proved to be a good indicator when testing emotional feelings towards an event.

Dependent variable

According to Söderlund (2005) the overall attitude can be measured by asking the respondents to rate the statements *like*, *good*, *pleasant* and *interesting* according to the question “*What is your attitude to the campaign Share a Coke?*”. Furthermore, the respondents were asked to rate their overall attitude to the campaign. Cronbach’s alpha for the four attitude measures; *like*, *good*, *pleasant* and *interesting* were 0.935 (Cronbach’s alpha >0.7), which makes it possible to compute an index of the four measures. This index will from here on be addressed as the attitude index variable, and serve as a dependent variable for brand attitude.

3.6.2. Repurchase intention

Satisfaction

Building upon Söderlund (2005), satisfaction is measured by three questions and will serve as an indicator of satisfaction with the Coca-Cola brand with personal names on; “*How satisfied are you with the brand Coca-Cola with personal names on?*”, “*How well does the brand Coca-Cola with personal names meet your expectations?*” and “*How near or far from your ideal soft drink brand is the brand Coca-Cola with personal names?*”.

Dependent variable

Building upon Kamakura and Mittal (2001), the respondent was asked to rate the statements *unlikely/likely*, *improbable/probable* and *impossible/possible* according to the questions “*How likely is it that you would purchase a Coca-Cola bottle with personal names on after having seen the campaign?*”. Cronbach’s alpha for these three statements is 0.943(>0.7), which makes it possible to compute an index. This index will from here on be addressed as the repurchase index variable, and serve as the dependent variable of repurchase intention.

3.6.3. Identification with brand

Empathic

Building upon Burke and Edell (1989), the empathic feelings towards the brand are measured by asking the respondents to rate the statements *happy*, *inspired*, *interested*, *pleased*, *sad*, *bored*, *suspicious* and *offended* according to the questions “*How much would you feel each of*

these feelings if you saw a Coca-Cola bottle with your or a friends name on?”. Four of the statements are considered to be positive and four to be negative.

Cognitive

The question measuring cognitive identification is derived from Moyer-Guse' (2008). The respondent is asked to rate the statements *fun, creative, optimistic, passionate, togetherness, belongingness* and *happiness* according to the question *“How well does the following statements align with your perception of the brand Coca-Cola with personal names on?”*. The statements are in line with the values⁶ of the Coca-Cola brand and was the aim of the “Share a Coke” campaign (See Appendix 2).

Dependent variable

Building upon Söderlund the dependent question of identification is derived, *“To what do you agree that the values of the brand Coca-Cola stands for corresponds with your own values?”*.

3.6.4. Personal names

A question that will serve as an indication of the importance of the familiarity with personal names is, *“Did you find your name or a friends name on one of the Coca-Cola bottles during the period of the campaign?”*.

3.7. Validity and Reliability

3.7.1. Reliability

Reliability refers to whether the questions asked show consistent and dependable answers. Reliability can be established by looking at the *internal reliability* which refers to the variance of the variables measured. If the variance in-between questions is high and devised to measure the same variable, then the internal reliability is considered to be low. Since this is a quantitative study, the internal reliability becomes essentially important. (Bryman, 2012). Cronbach's alpha is a commonly used test for internal reliability, and according to Bryman (2012) it calculates the average of all possible split-half reliability coefficients. A result higher than 0.7 is used as a preference of an acceptable level of internal reliability. The Cronbach's alpha test is used on all variables that are supposed to measure the same variable. Overall, all tests performed showed an acceptable Cronbach's alpha (>0.7).

⁶ Values of the Coca-Cola Company: <http://www.coca-colacompany.com/our-company/mission-vision-values>, 14th May 2014.

Therefore, the measurement reliability of this study should be considered to be high. Also, this means that it becomes acceptable to create indexes for the multiple-item measures.

3.7.2. Validity

Validity refers to whether an indicator really measures the concept it is devised to test. To ensure high *validity of concepts* the majority of questions asked in the survey have a theoretical base in earlier research. The questions are taken from other established studies and the measures used have been conducted in the same way, which should lead to valid results. An example of this, are the questions that were asked concerning repurchase intention. There were three questions that asked about the respondent's satisfaction level, which was supposed to measure the same thing. According to Söderlund (2001), these three questions together is a good indicator of customer satisfaction.

Construct validity is obtained by using well-established scales in the survey. The Likert scale is the most frequently used scale in our survey. There are two reasons for this; the first is that we wanted to have the same scale in order to ease the analysis in SPSS (Bryman, 2012) and the second is that it is the most suitable and most frequently used scale when asking questions about attitude.

3.8. Tool of analysis

The collected data was imported to the program SPSS⁷ for analysis. In the program different tests were performed to empirically investigate the hypotheses. A One Sample T Test was used to draw conclusions on whether the campaign had a positive effect or not on the loyalty variables. The test was performed on all variables in order to be consistent and to enable comparison between the results. Furthermore, a Bivariate Correlation and Cronbach's Alpha have been used to investigate what type of regression analysis is the most suitable. These tests indicated that a single Regression analysis was the most appropriate in all cases. The regression showed to what extent the variance in each variable was explained by the measure used. The dependent variables were computed in the analysis for this specific purpose, since we have not asked for the specific dependent variables in the survey. All tests mentioned are performed with a 95% confidence interval, with the significant acceptance level at $p < 0.05$. Finally to investigate if the familiarity of the personal names had any effect on the variables tested, the test Compare Means was performed.

⁷ IBM SPSS Statistics Version 21.

4. RESULTS AND ANALYSIS

This chapter focuses on presenting the results of this study as well as analyzing the effects and meaning of those. Each hypothesis will be tested by first investigating the mean difference followed by a regression analysis. Finally the presence of empirical support will be stated in the end of each section. To summarize the results and analysis, a table of the empirical support found in the data is presented.

4.1. Basis of analysis

Out of the 250 surveys carried out, there were 229 responses completed. The gender distribution was 54.1% female and 45.9% male. Only 3.5% of the respondents said they did not recognize the campaign, while 79% said they recognized it very well. This means that the awareness rate of the campaign was very high since almost all respondents were familiar with the campaign. The precondition of this study was that the respondents must have been exposed to the campaign in order to investigate the effects from the campaign. The 3.5% not recognizing the campaign will therefore not be included in the analyses.

4.2. Survey part one

The neutral relation to the Coca-Cola brand resulted in positive values in regard to the *overall attitude* and the *satisfaction*. For both the *overall attitude* towards the brand and *satisfaction* with the brand the means were above the value 4 (Mean (M)>4). These results therefore support the fact that Coca-Cola already is a well-known and well-established brand.

4.3. Survey part two

If the mean of the variables tested exceeds 4, the Youbranding campaign is considered to have a positive long-term effect on that variable. In other words, a mean below 4 does not fulfil the requirement of the definition of a positive effect and will be plotted as a negative value in the mean difference column. The mean difference value computed in the One Sample T Test will therefore suggest whether or not our hypotheses have empirical support or not.

4.3.1. Brand attitude

Social approval

Focusing on the deviation from the limit value, negative values are obtained for the two statements that concern social approval: *trendy* (-0.394) and *proud* (-0.647), both significant at $p < 0.05$ (See Table 1). These results indicate that there is no empirical support for the hypothesis **H1a**: *The use of a Youbranding campaign has a positive long-term effect on a customer's social approval*, since the mean differences are negative.

TABLE 1 One-Sample Test Test Value = 4				
	Mean (M)	Mean Difference	Std. Deviation (SD)	Sig. (2-tailed)
Social approval statements				
Trendy	3.61	-0.394	1.78	0.001
Proud	3.35	-0.647	1.784	0.001

95% Confidence Interval. Significance of acceptance $p < 0.05$.

To further investigate to what extent the social approval statements *trendy* and *proud* explain the variation in the attitude index, single regression analysis were performed. This since the two variables correlated with 0.677 and would have resulted in a high multicollinearity if a multiple regression would had been executed. The regression analysis is only performed for one of the two variables, under the assumption that they would result in the same explaining factor due to the high correlation. Regression analysis is based on the independent variable *proud*, which explains 11.6% (Adjusted R Square; $p < 0.05$) of the variation in the dependent attitude index. The unstandardized Beta is 0.286, indicating that if *proud* increases with one unit, the attitude index will increase by 0.295. Based on these results, social approval does not explain brand attitude to any greater extent.

Sensory gratification

Focusing on the mean difference from the limit value in Table 2, negative values are obtained from the One Sample T Test for the three statements concerning sensory gratification. *Aroused* deviated with (-0.679), *attractive* with (-0.674) and the statement *satisfied* does not prove to be significant ($0.671 > 0.05$) and therefore no conclusions can be drawn concerning the statement *satisfaction*. These results indicate that there is no empirical support for the hypothesis **H1b**: *The use of a Youbranding campaign has a positive long-term effect*

on a customer's sensory gratification is not found to have empirical support, since the mean differences are negative.

TABLE 2 One-Sample Test Test Value = 4				
	Mean (M)	Mean Difference	Std. Deviation (SD)	Sig. (2-tailed)
Sensory gratification statements				
Aroused	3,32	-0,679	1,751	0,001
Satisfied	3,95	-0,050	1,74	0,671
Attractive	3,33	-0,674	1,759	0,001

95% Confidence Interval. Significance of acceptance $p < 0.05$.

To further investigate to what extent the sensory gratification statements *aroused* and *attractive* explain the variation in the attitude index, single regression analyses are performed. This since the two variables correlated with 0.643 and would have resulted in high multicollinearity if a multiple regression had been executed. The regression analysis is only performed for one of the two variables, under the assumption that they would result in the same explaining factor due to the high correlation. The regression analysis is based on the independent variable *aroused*, which explains 9% (Adjusted R Square; $p < 0.05$) of the variation in the dependent attitude index. The unstandardized Beta is 0.259, indicating that if *aroused* increases with one unit, the attitude index will increase by 0.259. Based on these results, sensory gratification does not explain brand attitude to any greater extent.

Overall attitude

In contrast to the results on social approval and sensory gratification, the *overall attitude* towards brand with personal names show a result above the limit value 4 ($M > 4$). Also, the four index statements for brand attitude indicate that the people exposed to the bottles with personal names are positively affected by the campaign since the values of the four statements are higher than 4 in the mean difference column. This entails that the respondents have a positive attitude towards the campaign, even though the hypotheses do not prove to have empirical support (Table 3).

TABLE 3
One-Sample Test
Test Value = 4

	Mean (M)	Mean Difference	Std. Deviation (SD)	Sig. (2-tailed)
Overall attitude statements				
Overall attitude	5.52	1.52	1.53	0.001
Index variable statements				
Like	5.36	1.362	1.636	0.001
Good	5.39	1.389	1.535	0.001
Pleasant	5.09	1.086	1.560	0.001
Interesting	5.10	1.100	1.713	0.001

95% Confidence Interval. Significance of acceptance $p < 0.05$.

4.3.2. Repurchase intention

Satisfaction

The surveyed variable on repurchase intention is satisfaction. Focusing on the mean difference, there is a clear positive effect on all measures concerning satisfaction, this since the mean difference is positive for the measures investigated in Table 4. All values are found to be significant ($p < 0.05$). The two most positively affected variables are the questions concerning *satisfaction* (+0.928) and *expectations* (+0.851). These results indicate that there is empirical support for the hypothesis **H2**: *The use of a Youbranding campaign has a positive long-term effect on a customer's satisfaction with the brand*, since all mean differences are positive.

TABLE 4
One-Sample Test
Test Value = 4

	Mean (M)	Mean Difference	Std. Deviation (SD)	Sig. (2-tailed)
Satisfaction questions				
Satisfaction	4.93	0.928	1.463	0.001
Expectations met	4.85	0.510	1.520	0.001
Ideal soft drink	4.55	0.552	1.487	0.001

95% Confidence Interval. Significance of acceptance $p < 0.05$.

To further investigate to what extent the satisfaction questions explain the variation in the attitude index, single regression analysis were performed. This since the three variables had a correlation between 0.704 to 0.754 and would have resulted in high multicollinearity if a multiple regression had been executed. The regression analysis is only performed for one of the two variables, under the assumption that they would result in the same explaining factor due to the high correlation. The regression analysis is based on the independent variable *expectations*, which explains 24,1% (Adjusted R Square; $p < 0.05$) of

the variation in the dependent attitude index. The unstandardized Beta is (0.622), indicating that if *expectations* increases with one unit, the attitude index will increase by 0.295. Based on these results, satisfaction does explain repurchase intention to some extent.

Overall satisfaction

Furthermore, in Table 5 the mean difference values all exceed the limit value, with the highest observed value for the statement *impossible/possible* (+1.244). However, the standard deviation for the statement *unlikely/likely* (2.119) and *improbable/improbable* (2.055) are somewhat high. This indicates that the variation in the results presented vary to a higher extent than the rest of the results.

TABLE 5 One-Sample Test Test Value = 4				
	Mean (M)	Mean Difference	Std. Deviation (SD)	Sig. (2-tailed)
Index variable statements				
Unlikely/Likely	4.82	0.824	2.119	0.001
Improbable/Probable	4.83	0.833	2.055	0.001
Impossible/Possible	5.24	1.244	1.872	0.001

95% Confidence Interval. Significance of acceptance $p < 0.05$.

4.3.3. Identification with the brand

Cognitive

Focusing on the mean difference from the limit value in Table 6, there is a clear positive effect on all statements concerning the cognitive variable. Furthermore, the two most positively affected statements of cognitive identification is *fun* (+1.371) and *creative* (+1.566). All statements except *passionate* are found to be significant ($p < 0.05$). This means that we cannot comment on the statement *passionate*. These results suggests that hypothesis **H3a**: *The use of a Youbranding campaign has a positive long-term effect on a customer's empathic identification* is found to have empirical support.

TABLE 6 One-Sample Test Test Value = 4				
	Mean (M)	Mean Difference	Std. Deviation (SD)	Sig. (2-tailed)
Cognitive statements				
Fun	5.37	1.371	1.595	0.001
Creative	5.57	1.566	1.443	0.001
Optimistic	4.55	0.552	1.594	0.001
Passionate	4.13	0.127	1.630	0.249

Togetherhness	5.04	1.041	1.704	0.001
Belongingness	4.92	0.919	1.704	0.001
Happiness	5.12	1.118	1.702	0.001

95% Confidence Interval. Significance of acceptance $p < 0.05$.

All cognitive statements are highly correlated (between 0.556 and 0.769), indicating that a multiple regressions analysis would probably show a high multicollinearity. Furthermore, the regression analysis is not found to be significant at $p < 0.05$, hence not interesting to discuss any further.

Empathic

All empathic statements of identification except *inspired* (-0.389) are positively affected by the campaign. However, the statement *pleased* is not found to be significant at $p < 0.05$. Furthermore, the negative statements of the empathic variable all show negative mean differences, indicating that there is no sign that the customer experiences negative feelings from the Youbranding campaign. This suggests that the hypothesis **H3b: The use of a Youbranding campaign has a positive long-term effect on a customer's cognitive identification** has empirical support.

TABLE 7
One-Sample Test
Test Value = 4

	Mean (M)	Mean Difference	Std. Deviation (SD)	Sig. (2-tailed)
Positive Empathic statements				
Happy	4.79	0.792	1.774	0.001
Inspired	3.61	-0.389	1.756	0.001
Interested	4.37	0.371	1.770	0.002
Pleased	4.23	0.226	1.767	0.058
Negative Empathic statements				
Sad	1.65	-2.348	1.176	0.001
Bored	1.86	-2.140	1.222	0.001
Suspicious	2.01	-1.986	1.377	0.001
Offended	1.60	-2.398	1.185	0.001

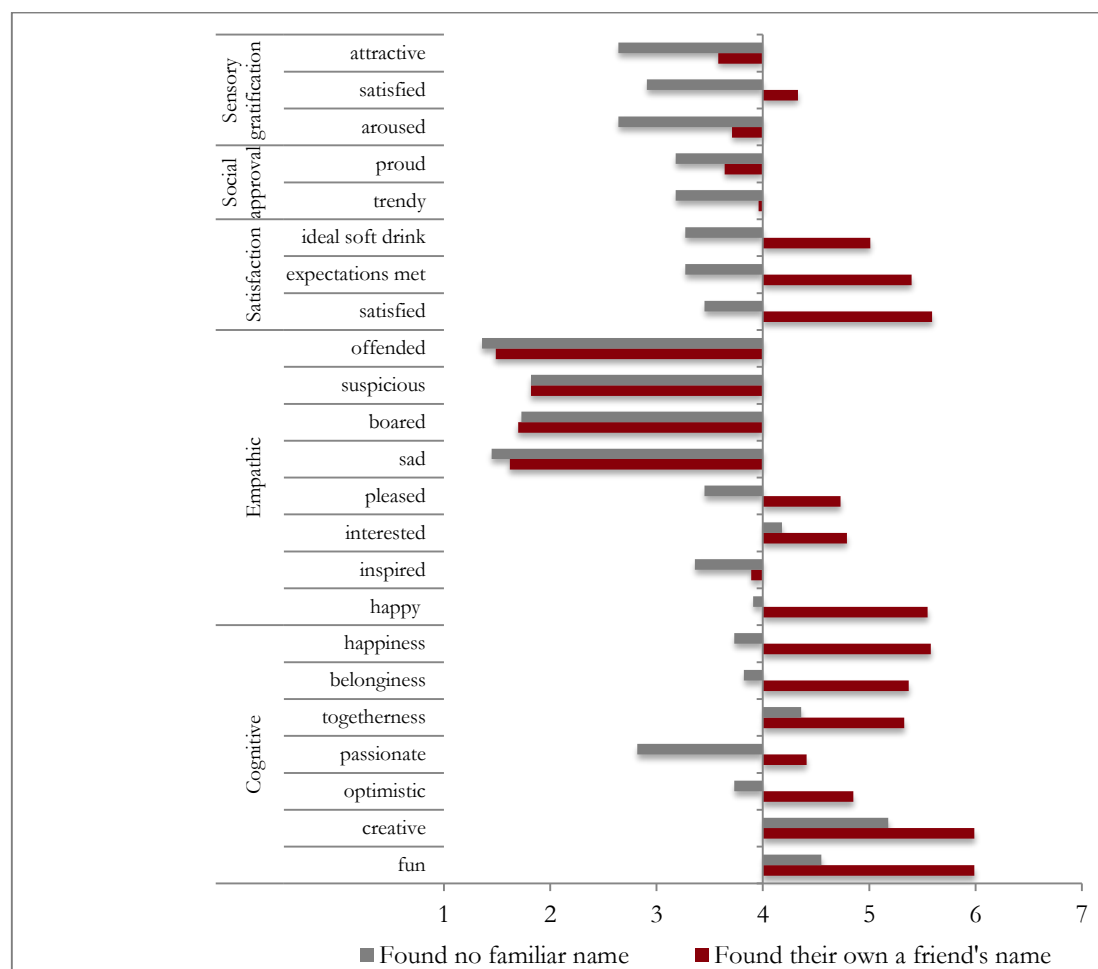
95% Confidence Interval. Significance of acceptance $p < 0.05$.

All positive empathic statements are highly correlated (between 0.566 to 0.769) as well as the negative empathic statements (0.605 to 0.687), indicating that a multiple regressions analysis would probably show a high multicollinearity. Furthermore, the regression analysis is not found to be significant at $p < 0.05$, hence not interesting to discuss any further.

4.4. Personal names

In total 31.9% of the respondents found both their own name and a friend's name. In Graph 1 the respondents that found a familiar name (their own or a friend's name) is illustrated with the red staples in the diagram. While the respondents that did not find a familiar name, hence the answer "Found none" in the survey (Appendix 5), is plotted as grey staple in the graph. The results show that respondents, who did find a familiar name, have a positive attitude, repurchase intention and identification with the Coca-Cola brand. However, the results indicates that the most positively affected variables with the people that found a name concern the cognitive and empathic hypotheses. All the negative empathic statements show negative values, further supporting the conclusions drawn in above section. Furthermore, social approval and sensory gratification does not indicate any strong positive reaction from respondents that did find a familiar name, hence the rejection of the concerned hypotheses in above sections.

Graph 1: The importance of familiarity



4.5. Summary of findings

Hypotheses		Empirically supported
H1a	The use of a Youbranding campaign has a positive long-term effect on a customer's social approval.	No
H1b	The use of a Youbranding campaign has a positive long-term effect on a customer's sensory gratification.	No
H2	The use of a Youbranding campaign has a positive long-term effect on a customer's satisfaction.	Yes
H3a	The use of a Youbranding campaign has a positive long-term effect on a customer's empathic identification.	Yes
H3b	The use of a Youbranding campaign has a positive long-term effect on a customer's cognitive identification.	Yes

5. DISCUSSION

This chapter will initially discuss the results on brand attitude, repurchase intention and identification, followed by a critical stance as of the limitations of this study. Further a review of the academic and managerial implications will be presented to finally conclude a speculative discussion on the concept of Youbranding.

5.1. Discussion of results

5.1.1. Brand attitude

The hypotheses on social approval and sensory gratification did not prove to have empirical support. This means that a Youbranding campaign does not have a positive long-term effect on a customer's attitude towards the brand. Furthermore, the analysis concluded low ratings for all the social approval and sensory gratification statements, thereby indicating that the Youbranding campaign “Share a Coke” failed to meet the buyer’s transformational motivation. This further implies that the participants did not feel transformed to a level sufficient enough to result in a positive attitude. The results support that the attitude for already well-known brands are difficult to affect (Engle, Shimp and Stuart 1991; Allen et al., 1993). However, the results from the first part of the survey, concerning the overall attitude, received high scores. This leads us to the discussion whether an already existing positive attitude towards the Coca-Cola brand exists. Continuing, the already positive attitude is not affected to a large enough extent to result in an even more positive attitude towards the brand, thus not resulting in a positive long-term effect on loyalty towards the brand. Furthermore, when the respondents were asked about their spontaneous reaction to the campaign the most frequently used word to describe the campaign was “fun” (See Appendix 4). The fact that the results concerning overall attitude towards the campaign proved to be positive, together with the description of the campaign to be proclaimed as “fun”, further indicates that the attitude was initially high.

Based on the results obtained, the question whether transformational motivation is a good measure for brand attitude arises. As the results show, the *overall attitude* question in part two in the survey showed a higher mean than the statements on social approval and sensory gratification. To reconnect to the aim of this thesis contribution to research, the conclusion can be drawn that social approval and sensory gratification have not proved to be reliable measures of loyalty. The respondents might have felt transformed to some

extent, but not regarding the specific statements *trendy, proud, aroused, satisfied* and *attractive*. In summary, the main objective of a Youbranding campaign should not be to affect the attitude towards the brand if the brand initially is well-established in the mind of a customers, since it did not show a positive effect on loyalty towards the brand.

5.1.2. Repurchase intention

The hypothesis concerning satisfaction proved to have empirical support. This means that a Youbranding campaign does have a positive long-term effect on a customer's satisfaction with the brand.

According to Söderlund (2001), satisfaction and repurchase intention are positively correlated. This means that if satisfaction increases by one unit, repurchase intention will increase as well. The results suggests that satisfaction was positively affected and hence the conclusion is drawn that a customer's repurchase intention also is positively affected in the long-run by a Youbranding campaign. Building on Bloemer and Kasper (1995) and Cronin and Taylor (1992) research, that repurchase intention can be seen as an explaining factor of loyalty, this result further implies that a Youbranding campaign contributes to a customer's repurchase intention becoming less elastic due to the customer's established satisfaction with the brand. Which means that the customer's repurchase intention becomes more stable over time, enhancing the level of loyalty towards the brand.

Since the level of satisfaction showed high results in the first part of the survey, this implies that customers already are satisfied with the Coca-Cola brand. However, the second part of the survey indicates that the Youbranding campaign has a positive effect on the satisfaction with the brand, but not in any greater extent than the neutral part one. Moreover, the satisfaction was initially high and hence the marginal effect was low in comparison to other variables.

The result from the regression analysis indicated that the likelihood of the respondent purchasing a Coca-Cola with their name on, after having been exposed to the campaign in the survey, could be explained by how well the brand with personal names meets their expectations to 24.1%. This indicates that the loyalty variable satisfaction can explain some part of repurchase intention, but not to any greater extent. This is in line this the theory stated, that satisfaction cannot alone explain repurchase intention, hence contributing with further knowledge on the area.

5.1.3. Identification with the brand

Both hypotheses regarding the cognitive and empathic dimensions of identification proved to have empirical support. Hence the customer's loyalty towards the brand is affected in a positive way since identification is one of the variables used to explain loyalty (Söderlund, 2001). Furthermore, since the cognitive identification refers to the process where the customer starts to share the perspectives and values of the brand and that the empathic process refers to identification through shared feelings with the brand, the hypothesis does have support in theory as well as empirical findings. We can further state that the process of identification seem to have been initiated by the new feature to the Coca-Cola brand. The respondent was affected in both an empathic and cognitive manner by the personal names on the Coca-Cola bottles and felt that they shared the values fun and creative, among others. The respondents said that they felt *happy* and *interested* when exposed to the Youbranding campaign, hence indicating that the marketing strategy was well perceived. However, the empathic statement *inspired* was not positively affected by the Youbranding campaign. Therefore, it might be assumed that Coca-Cola did not succeed in communicating that feeling in the “Share a Coke” campaign. Another perspective is that the word inspired can be interpreted very differently depending on whom you ask. Since this study asked mostly Swedish people to answer a survey which was formulated in English, the word *inspired* might have been perceived differently if the survey would have been carried out in Swedish. There is a possibility that the word *inspired* was a poor choice to use as a measure for empathic identification.

Furthermore, results indicated that the cognitive statements *fun* and *creative* were positively affected to a large extent by the Youbranding campaign. Moreover, the respondents' spontaneous reactions to the campaign where the word “fun” was the word most frequently used and “creative” also used to a large extent (See Appendix 4). The Youbranding campaign can therefore be concluded to affect the customer's loyalty towards the brand in a positive manner, and is therefore applicable for companies that aim to promote their customer's identification with the brand.

5.1.4. Personal names

The participants in the survey that found their own name or a friends name proved to be more positively affected in regard of all three loyalty variables. Based on this result, the conclusion can be drawn that the number of names used in combination with a Youbranding campaign has an impact on a customer's loyalty towards the brand. Therefore the familiarity of the personal names does affect the customer's brand attitude,

repurchase intention and identification. Furthermore, the marketing strategy of applying a Youbranding campaign has a positive long-term effect on a customer's loyalty towards the brand.

5.1.5. Conclusion

The purpose of this thesis was to *empirically investigate if a Youbranding campaign has a positive long-term effect on a customer's loyalty towards the brand*, and was investigated using a quantitative strategy. The “Share a Coke” campaign was applied as a case to investigate the effects and the results indicate that a Youbranding campaign has a positive long-term effect when it comes to the loyalty variables repurchase intention and identification. However, the Youbranding campaign did not result in a positive long-term effect on a customer's attitude towards the brand. This thesis' main contribution thereby concern the effects from replacing the corporate brand name with personal names. In summary, and to answer the purpose of this thesis:

A Youbranding campaign has a positive long-term effect on a customer's loyalty towards the brand in terms of the loyalty variables repurchase intention and identification with the brand.

5.2. Limitations and risk analysis

This thesis defines loyalty as the *volition based relationship over time to a certain object*. This is in line with the ongoing discussion on the topic, but not with the results obtained since the results can only represent a snapshot concerning the effect on loyalty. Hence this study was carried out during a limited amount of time, loyalty was not possible to measure over a longer period of time. Furthermore, loyalty cannot be fully explained by the investigated variables brand attitude, repurchase intention and identification since we have excluded the other three loyalty variables from this study. The loyalty variables investigated are complicated and prior research even states there is no consensus on how to accurately measure it (Söderlund, 2001), which further represents a limitation of this study.

The investigated “Share a Coke” campaign took place approximately one year ago and since a long time has passed since the surveyed event, a memory problem arises (Bryman, 2012). The questions asked in the survey are dependent on the associations evoked in the picture, which creates a risk. In theory, associations can be evoked by showing a picture and the picture is more easily recognized if the complexity is minimized (Maki and Pezdek, 1988). Dependent on the person exposed to the picture, different associations can be made since the association is dependent on the interpretation of the picture. This could

have had an impact on the results, since we could not ask direct questions on the campaign.

This thesis targets students in the age group 20 to 29 in the Stockholm region. Since the targeted age group of this study is homogenous, it was difficult to generalize the results to a larger population in a geographic manner. However, this study aimed to serve as a springboard for future research and therefore the homogenous target group was consciously chosen. Furthermore, since this study has focused on the “Share a Coke” campaign it aggravates the generalizability of the results beyond the soft drink industry.

5.3. Academic and managerial implications

5.3.1. Future research

By investigating the effect on the three mentality variables of loyalty from a Youbranding campaign this thesis has contributed with initial knowledge on the area. Since this study did not apply all loyalty variables that Söderlund (2001) discusses, there is much room for future research on the area. The results from this study can be generalized to the extent that well-established brands can apply a Youbranding strategy in order to obtain more loyal customers in terms of repurchase intention and identification. The effect on the customer loyalty of less well-known brands are however not researched, to the best of our knowledge. Therefore we suggest that future research should investigate how a Youbranding strategy affect customers of smaller companies. In order to justify and to manage generalization of our findings in a greater perspective, further research within the area must be conducted with focus on other industries and geographic areas.

Loyalty is a complex concept with no consensus among researchers on how to accurately measure nor define it. One area where consensus has been obtained is in regard of the *over time* perspective. To accurately acquire results concerning the effect on loyalty, the customer's loyalty must be frequently measured over a longer period of time (Söderlund, 2001). This suggests that future research can measure the effect on loyalty over time, implying a research design of a longitudinal study or a sequence of experimental studies (Bryman, 2012).

The will of a customer to post on Facebook and Instagram creates great possibilities for companies to engage in marketing strategies that contributes to the words-of-mouth. The results from the survey concerning the spontaneous reaction to the “Share a Coke”

campaign implied that the campaign was a hot topic of conversation. This suggests that Youbranding campaigns in the context of social media can be a subject for future research.

5.3.2. Practical application

This study concludes that a Youbranding campaign has a positive long-term effect on a customer's loyalty in terms of repurchase intention and identification with the brand. Hence we argue that a Youbranding strategy can be applied by companies aiming to boost their customers' repurchase intention and identification with the brand. We can promise that if brand recognition is well-established and if the brand is well-known, in line with the Coca-Cola brand, a Youbranding campaign will have a positive long-term effect on the customer's loyalty towards that brand. This since we have defined a long-term effect as the sustained effect that can be measured approximately one year after the concerned event.

5.4. Speculation

The "Share a Coke" campaign that Coca-Cola executed in Sweden, in the summer of 2013, has never been done to a similar extent before. According to Eric Nilsson at the Coca-Cola Company, it involved a risk-taking in regard of their brand, but also costs and changes in their production that could enable the label-change to personal names. It can be considered a wise move to choose names that were based on statistics, since it includes a large part of the population. Also, there is something about seeing your own name on a bottle, from a company which a majority already have a positive attitude towards, that make you feel special, or even unique. Many of the campaigns that the Coca-Cola Company execute aim to make the consumers feel transformed. By using personal names the Coca-Cola Company managed to make the brand more personal and fun. A contributing factor to why the campaign resulted in a positive long-term effect when it comes to repurchase intention and identification, can be that a Youbranding campaign is well-suited for today's individualistic society. Also, the mass customization has become increasingly more common and is, in a way, a strategy for companies to try and differentiate themselves from their competition. In summary, the trends and characteristics of today's society might have been a must in order for a Youbranding campaign to result in positive long-term effects on a customer's loyalty towards the brand.

Furthermore, the execution of the campaign included that the Coca-Cola Company can be categorized as "first-movers" when it comes to executing a Youbranding campaign.

This position usually has its advantages since it attracts a great deal of attention. It would therefore be interesting to see if another well-known brand would get a similar response. An interesting thought is what the reaction would be from customers if Facebook were to execute a Youbranding campaign. Imagine logging on to Facebook but instead of the text “Facebook” appearing in the upper-left corner, your first name appears. Your name would be written in the same color and font as the brand name Facebook. How would this make you feel? Feeling committed to a brand might be an unconscious process, but from a business’ perspective it is this volition-based relationship that aims to be achieved. It is an interesting thought, and one that only the future can tell.

6. REFERENCES

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7. APPENDIX

Appendix 1

The 150 chosen names in Sweden shown on the Coca-Cola bottles

Number	Girls	Boys	Generic expressions	Number	Girls	Boys
1	Emma	Johan	Kärleken	37	Linn	Rasmus
2	Sara	Daniel	Solen	38	Sanna	Pontus
3	Anna	Marcus	Tjejen	39	Viktoria	Jimmy
4	Emelie	Erik	Kompisen	40	Camilla	Anders
5	Johanna	Andreas	Sommaren	41	Jennifer	Joel
6	Elin	Fredrik	Killen	42	Evelina	Dennis
7	Malin	Christoffer		43	Karolina	Thomas
8	Hanna	Alexander		44	Angelica	Peter
9	Sandra	Viktor		45	Felicia	Per
10	Sofia	Simon		46	Moa	Magnus
11	Josefin	Mattias		47	Maja	William
12	Maria	Niklas		48	Lovisa	John
13	Jenny	Robin		49	Fanny	Stefan
14	Amanda	Oskar		50	Klara	Lucas
15	Ida	Martin		51	Ellinor	Kim
16	Frida	Mikael		52	Marie	Johannes
17	Caroline	Emil		53	Kristina	Björn
18	Linnéa	David		54	Helena	Hampus
19	Julia	Joakim		55	Emilia	Axel
20	Linda	Filip		56	Kajsa	Albin
21	Rebecka	Anton		57	Martina	Ludvig
22	Therese	Jonas		58	Ellen	André
23	Matilda	Sebastian		59	Olivia	Kevin
24	Sofie	Tobias		60	Ebba	Tim
25	Jessica	Karl		61	Veronica	Samuel
26	Lisa	Jonathan		62	Kristin	Tommy
27	Madeleine	Patrik		63	Stina	Oliver
28	Lina	Henrik		64	Annika	Elias
29	Nathalie	Christian		65	Isabella	Jens
30	Mikaela	Jesper		66	Nina	Isak
31	Louise	Rickard		67	Katarina	Nils
32	Alexandra	Gustav		68	Pernilla	Ali
33	Erika	Jakob		69	Gabriella	Lars
34	Cecilia	Linus		70	Jasmine	Josef
35	Karin	Adam		71	Charlotte	Gabriel
36	Isabelle	Robert		72	Petra	Johnny

Appendix 2

Information about the campaign and the Coca-Cola Company

The interview with Eric Nilsson aimed to gather information about the background and the outcome of the campaign. We received information about the revenue stream, surveys carried out concerning the direct effect from the campaign, as well as information about loyalty attained.

The direct response from the “Share a Coke” campaign was clearly shown in a survey carried out by Coca-Cola in the beginning of the campaign. Where 29 percent out of 405 interviewed purchased the product (or service, or done what the advertisement are calling for). This in comparison to the industry reference where 17 percent normally react the same way.

From the meeting with Eric Nilsson at Coca-Cola Company, we gathered information about the outcome of the campaign. In comparison to the same period, May-Aug, in 2012 the sales increased by 15 percent on Coca-Cola Regular during the campaign. The main driver in this increase was the 50 cl bottle. When including the sales on Coca-Cola Light and Zero, the total increase in sales during the campaign was 9.8 percent.

The campaign targeted teens in the age 12-19 and young adults in the age 20-29. Coca-Cola’s strongest component Pepsi performed well during the period of the campaign as well, indicating that the campaign did not steal any proportion of Pepsi’s segment of loyals. This leads to the conclusion that the campaign attracted new customers that was not a true loyal to any soft drink brand earlier.

The following values represents Coca-Cola as a brand and are stated on the official website of Coca-Cola. *Fun, Creative, Optimistic, Passionate, Togetherness, Belongingness, Happiness.*

In 2011 Coca-Cola carried out the share a coke campaign in Australia and encourage the population to “Share a Coke”. The 150 most common names were printed on the Coca-Cola bottles for the first time in the brand’s history. This campaign concluded to be a great success, due to the increased revenue and the number of loyal customers

Appendix 3

Focus groups

The general impression of the “Share a Coke” campaign was that it was fun, good and personal. We received answers such as “It was fun to find my own name” and “Everyone talked about it, it was a campaign to remember”. However, we also received answers of disappointment, such as “I was sad not to find my own name”.

The participants argued for and against the campaign, but finally agreed that it was a smart marketing strategy to apply to appear more personal. All participants said that they associated the names on the bottles with people they knew, indicating that the loyalty variable identification was of interest to investigate. They all stated that they had bought more Coca-Cola during the period of the campaign, but did not further argue that the effect had sustained over time. The participants discussed how their attitude and intentions had changed from having been exposed to the campaign and the majority stated that they had bought the product with the intention to give it to a friend. The majority of people did not believe that their attitude towards the brand Coca-Cola had changed from having been exposed to the campaign, but some of them felt they had become more positive towards the brand after the campaign.

Appendix 4

Word cloud: Answers to survey questions "What is your spontaneous reaction to the campaign?"

The respondents to the survey were asked "What is your spontaneous reaction to the campaign "Share a Coke" that is shown in the picture?" and then they were asked to describe their reaction. In the picture below the respondent's descriptions are summarized. The words that are most frequently used are the largest in size and vice versa. The words that were used to describe the campaign the most were: fun, creative, name, smart, marketing, good, innovative, personal and idea. The website www.wordle.net was used to create this image.



Appendix 5

The survey is presented on the coming pages.

We are writing our Bachelor thesis in marketing and are grateful for your help in answering our survey. Some information that is needed before answering the survey is that when we mention the soda drink Coca-Cola that includes Coca-Cola Original, Coca-Cola Light and Coca-Cola Zero (50 cl bottles).

Hannah & Jessica

Negative | ○ ○ ○ ○ ○ ○ ○ | Positive

- ☐ Every day
- ☐ 2 or 3 times a week
- ☐ Once a week
- ☐ 2 or 3 times a month
- ☐ Once a month
- ☐ 2 or 3 times a year
- ☐ Never

[illegible][illegible]

	Not at all						Very well
	○	○	○	○	○	○	○

[illegible]

Not at all likely 0 1 2 3 4 5 6 7 8 9 10 Extremely likely

During the summer of 2013 Coca-Cola launched the campaign “Share a Coke”.

Between May and August, customers could find their own name, a friend or colleagues name on the Coca-Cola bottles (including Original, Light and Zero) all over Sweden.



Share a
Coke with...



What is your **spontaneous reaction** to the campaign “Share a Coke” that is shown in the picture? Please describe below.

How **likely** is it that you would purchase the soft drink Coca-Cola with your name on after having seen the campaign shown in the picture above?

Unlikely		Likely
Improbable		Probable
Impossible		Possible

Do you **recognize** or have you heard about the campaign “Share a Coke” that is shown on the picture above? (have you seen it on TV/in the store/Internet)

- ☐ Recognize very well
- ☐ Have seen some times
- ☐ Have not seen, but do recognize
- ☐ Do not recognize

What is your **attitude** towards the campaign “Share a Coke”?

[illegible]

What is your **overall attitude** to the campaign “Share a Coke”?

Negative | ○ ○ ○ ○ ○ ○ ○ | Positive

Did you **find** your name or a friends name on one of the Coca-Cola bottles/cans during the period of the campaign?

(Select one)

- ☐ My own and a friend's
- ☐ Only my own
- ☐ Only a friend's
- ☐ Found non of them
- ☐ Don't know

How **satisfied** are you with the brand Coca-Cola with personal names on?

Very dissatisfied

Very Satisfied

How well does the brand Coca-Cola with personal names meet your **expectations**?

	Not at all						Very well
	○	○	○	○	○	○	○

[illegible]

Not at all likely 0 1 2 3 4 5 6 7 8 9 10 Extremely likely

[illegible][illegible]

Strongly disagree | ○ ○ ○ ○ ○ ○ ○ | Strongly agree

Not at all

To a large extent

Answer the following questions about the campaign:

	Not at all						Very much
To what extent do you feel that the "Share a Coke" campaign is creative?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is the "Share a Coke" campaign out of the ordinary?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does the campaign "Share a Coke" depart from stereotypical thinking?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is the campaign "Share a Coke" unique?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is your gender?

- ☐ Female
- ☐ Male

What is your age?