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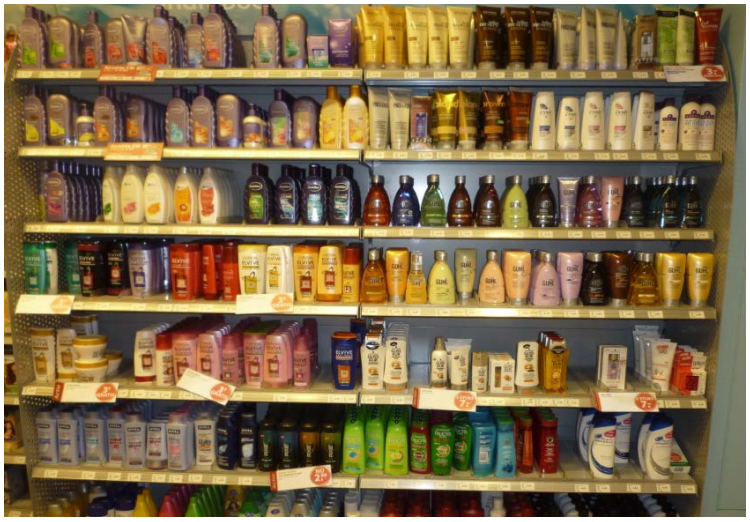

"THE INFLUENCE OF A COMPANY'S BRANDING STRATEGY

ON THE EFFECTS OF CORPORATE OR INDIVIDUAL BRAND ASSOCIATIONS AND ON THE (MODERATING) EFFECTS OF FIT, INVOLVEMENT AND SELF-IMAGE CONGRUENCE"

Sophie Weustink, BSc. (s0180610)
Supervisor: Sabrina Hegner
2nd assessor: Anna Fenko
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Summary – English

Companies can choose a branding strategy when communicating with customers. They can choose for a monolithic, endorsed, subbrand (master brand as driver or co-driver) or a branded house strategy. For companies it is an important managerial question which branding strategy could best be used and under what conditions. This study investigated the influence of a company's branding strategy on the effects of corporate associations (corporate ability (CA)/ corporate social responsibility (CSR)) or individual brand associations (individual brand ability (IBA)/ individual brand social responsibility (IBSR)) and on the (moderating) effects of fit, involvement and self-image congruence. In an online survey, participants were randomly assigned to one of the following five advertisements where: the corporate brand was dominantly visible (high CBD, monolithic), the corporate brand was not dominantly visible (low CBD, endorsed), the individual brand was dominantly visible (high IBD, master brand as driver), the individual brand was not dominantly visible (low IBD, co-driver) or the corporate brand and the individual brand were both not visible (No CBD & IBD, branded house). Results show that a company's branding strategy does only have an influence on the moderating effect of fit (the similarity between the associations evoked by the brand and the associations evoked by the product) on the effects of corporate ability (CA) or individual brand ability (IBA) associations on product attitude. The (moderating) effects of the perceived involvement with a product and the match between the product user image and the consumer's self concept (self-image congruence), do not depend on a company's branding strategy. This study offers implications for managerial choices for the use of the different types of branding strategies during product communications. Results show which branding strategy could best be used when a company wants to leverage on corporate, individual brand or product brand associations. Last, this study presents limitations and suggestions for further research.

Summary – Dutch

Bedrijven kunnen een merk strategie kiezen wanneer ze communiceren met hun consumenten. Ze kunnen kiezen voor monolithische, endorsed, subbrand (master brand as driver of een co-driver) of een branded house merk strategie. Voor het management van bedrijven is het een belangrijke vraag welke merk strategie het beste gekozen kan worden en onder welke omstandigheden. In dit onderzoek is de invloed van een merk strategie onderzocht op de effecten van corporate associaties (corporate bekwaamheid/ corporate maatschappelijke verantwoordelijkheid) of individuele merk associaties (individuele merk bekwaamheid/ individuele merk maatschappelijke verantwoordelijkheid) en op de (modererende) effecten van fit, involvement en zelfbeeld congruentie. In een online vragenlijst werden respondenten random toegewezen aan een van de volgende vijf advertenties waarin: het corporate merk dominant zichtbaar was (monolithische strategie), het corporate merk niet dominant zichtbaar was (endorsed strategie), het individuele merk dominant zichtbaar was (master brand as driver strategie), het individuele merk niet dominant zichtbaar was (co-driver strategie) of zowel het corporate als het individuele merk niet dominant zichtbaar waren (branded house strategie). De resultaten laten zien dat een merk strategie alleen invloed heeft op het modererend effect van fit (de gelijkheid tussen de opgeroepen associaties met het merk en de associaties met het product) op de effecten van de associaties met betrekking tot de bekwaamheid van het corporate en het individuele merk op de attitude van het product. De (modererende) effecten van de waargenomen involvement met een product en de congruentie tussen het imago van de gebruiker van het product met het zelfbeeld van de consument (zelfbeeld congruentie), hangen niet af van een merk strategie. Dit onderzoek geeft implicaties voor management keuzes over het gebruik van de verschillende typen merk strategieën gedurende product communicaties. Resultaten laten zien welke merk strategie het beste gebruikt kan worden wanneer een bedrijf associaties wil overbrengen ten aanzien van het corporate merk, het individuele merk of het product merk. Als laatste worden er discussie punten van dit onderzoek beschreven en worden suggesties gegeven voor vervolg onderzoek.

Preface

From November 2011 till April 2012, I did an internship at the cosmetic company L'Oréal in Hoofddorp. My internship took place at the consumer division for the individual brand Garnier with the product brands Fructis & Frustis Style. During these five months, I have learned a lot about the marketing activities of this hair care product category. I really like working there with such an ambitious people, informal culture and good atmosphere. I am very glad that I have experienced a lot of intern and extern activities like product launches, the Amsterdam International Fashion Week and the making of an intern video. Beside the daily work in the Garnier team, I had one day off in the week from February till April to write my research proposal. I worked fulltime on my thesis from mid April.

This master thesis is the last step to finish my study Communication Studies. To finish this study and to complete this thesis, I would like to thank some people in particular. First of all, I would like to thank my parents and sister. They always supported me during my study, were always there for me when I need them and stood behind me in the choices I made. My parents made it possible for me to study and to have a great student life. Beside my family, I will also thank my friends who always supported and helped me. As last, of course I would like to thank my supervisor Sabrina Hegner and my second assessor Anna Fenko. Sabrina Hegner was always very positive during my whole graduate period. She looked critical at my thesis, gave me good suggestions to improve my report and motivated me to work further on it. What I really like about the way of working with Sabrina, is the fact that I always get a very quick response on my email. When I had questions, she made it possible that I directly could work further on my thesis and I could pick up very fast where I left off then. I also would like to thank Anna Fenko for reading this master thesis and giving good suggestions to get a clearer and more ordered report.

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1. Introduction

Companies can choose a branding strategy when communicating with customers. They can choose for a *monolithic* or *house of brands* strategy through label an individual product by only the corporate brand (e.g. Shell), an *endorsed* or *dual* strategy by showing the two names together (e.g. Becel from Unilever), a *subbrand* strategy through label a subbrand product by the master or parent brand (e.g. Gilette Mach3) or a *stand-alone* or *branded house* strategy by a separate brand name (e.g. P&G) (Aaker & Joachimsthaler, 2000; Laforet & Saunders, 1994; Olins, 1989). For companies it is an important managerial question which branding strategy can best be used and under what conditions. This is also a question for the corporate cosmetic brand L'Oréal in the Netherlands. L'Oréal wants to know the added value of their corporate and individual brands when communicating with their customers. Is it valuable to show the corporate and/or individual brands on their point of sale material, like banners and posters, and on their packages for example? What is the influence of corporate brand visibility or individual brand visibility on the product attitudes of the brands? These are practical questions of the corporate brand L'Oréal. The importance of packaging design as a vehicle for communication and branding is growing in competitive markets in the Fast Moving Consumer Good industry (Silayoi & Speece, 2004). This growing importance is necessarily because research by the Henley Centre estimated that 73% of purchase decisions are made at the point of sale (Rettie & Brewer, 2000). Companies in this industry want to know how they can improve the communication and branding to their customers. This is also the reason for L'Oréal to find out how to improve their point of sale materials and packaging design. Therefore, the practical purpose of this study is to recommend L'Oréal about the branding strategy for the communication to their customers to ensure positive product attitudes.

In addition to this practical reason for research, the investigation about the effects of corporate/individual brand visibility on the relationship between corporate/individual brand associations and product evaluations contributes to the marketing literature in numerous ways. Firstly, this study provides empirical validation of the mentioned relationship for products with a *low* degree of risk. Berens, Van Riel and Bruggen (2005) investigated the effect of corporate brand visibility on the relationship between corporate associations and product evaluations in the context of products with a *high* degree of risk. Their results suggest that the choice for a branding strategy (monolithic versus endorsed) affects the relationship between corporate associations and consumer product attitudes. Thus the question arises, what is the effect in the context of products with a *low* degree of risk like the products of L'Oréal. Gürhan-Canli and Batra (2004) show that corporate image associations with innovation and trustworthiness influence product evaluations less when consumers perceive low (versus high) risk in the product purchase. However, they only examined the role of perceived risk as a moderator. In addition, Berens et al. (2005) have only examined the moderating roles of corporate brand visibility, the fit between the company and the product and consumer involvement with the

product on the relationship between corporate associations and product attitude. This is the second and third contribution to marketing literature; this study investigates beside the moderating effects of corporate brand visibility, fit and involvement also the effect of individual brand visibility and the effect of congruence between self-image and the product-user image (self-image congruence) on this relationship. Berens et al. (2005) have only examined the moderating effect of *corporate* brand dominance (CBD) on the influence of *corporate* associations on product evaluations. The effect of *individual* brand dominance (IBD) on the influence of *individual* brand associations on product evaluations, a level lower than CBD, was not examined. This study aims to help fill this gap by examining the (moderating) effects of CBD and IBD, fit, involvement and self-image congruence on the relationship between corporate/ individual brand associations and product evaluations.

In the following section, the context of this study will be described. Afterwards, a review of the relevant literature and a theoretical framework will be presented. Subsequently, the method that will be used for this study will be described and then the study results follow. This study concludes with a discussion of theoretical and managerial implications and limitations and suggestions for further research will be presented.

1.1 Context

The cosmetic company L'Oréal is divided in four divisions: consumer products, professional products, luxury cosmetics and active cosmetics. Each division has different brands. This study only focuses on the consumer products division in the Netherlands. Within this division the following brands are represented: Garnier, Maybelline New York and L'Oréal Paris. In the case of Garnier and Maybelline New York, the consumer is probably not aware that these products are part of the corporate company L'Oréal. The main reason is the fact that the corporate brand name L'Oréal is not visible on the product packages or communication materials of these brands. It is clear that L'Oréal uses an endorsed branding strategy. The division of the brand Garnier is struggling with the question whether they have to show the brand logo Garnier on their communication materials of the different product brands. They want to know to what extent this affects the product attitude of consumers. Another question is 'What is the influence on the product attitude when the corporate brand L'Oréal is visible on communication materials of the brand Garnier?' and 'What is the influence on the product attitude when the corporate brand L'Oréal is not visible and the individual brand Garnier has low visibility on communication materials?'. In this case, only the product brand is dominantly visible. Garnier has six product brands; Ambre Solaire, Body, Skin naturals, Nutrisse Mousse, Fructis and Fructis Style. In order to prevent that the research becomes too comprehensive, this study only focuses on the product brand Fructis which consists of various hair care products.

2. Literature review and theoretical framework

In several studies, the effects on consumer reactions when using different corporate branding strategies have been investigated (e.g. Milberg, Park, & McCarthy, 1997; Rao, Agarwal, & Dahlhoff, 2004). Also many studies have examined that consumers' different types of associations with a company, provides different effects on their product evaluations (e.g., Brown & Dacin, 1997; Sen & Bhattacharya, 2001; Gürhan-Canli & Batra, 2004). However, few studies have examined a combination of the foregoing: the effects of companies' branding strategies as a *moderating* variable in the relationship between corporate associations and consumer evaluation (e.g. Rao et al., 2004; Berens et al., 2005). Research on this effect, has only recently started. Rao et al. (2004) show that a monolithic branding strategy is more positively related to the intangible corporation value than an endorsed or stand alone strategy. However, Rao et al. (2004) recalled that their measure was an assessment by the financial community (investors) of a firm's value. They might underestimate that an endorsed or stand alone strategy distributes risk over more brands and therefore improves firm's financial risk profile (Rao et al., 2004). Furthermore, Sheinin and Biehal (1999) found that only when the corporate brand is shown on the product advertisement, corporate associations influence product attitudes. This was not the case when the individual brand was also showed. Berens et al. (2005) find that a company's branding strategy determines the degree to which associations with the company's corporate ability and corporate social responsibility influence product attitudes. It also shows the nature of the moderating effects of fit and involvement (Berens et al., 2005). Also Chang and Rizal (2011) find these moderating influences of a company's branding strategy and involvement on the relationship between corporate associations (corporate ability, corporate social responsibility and corporate credibility) and product attitude. This study elaborates further on the research of Berens et al. (2005) and Chang and Rizal (2011). However, this study differs on three main points:

- Examines the effects of *individual brand dominance (IBD)* on the relationships between individual brand associations and product evaluations, beside the effects of *corporate brand dominance (CBD)* on this relationship.
- Investigates the effects of CBD and IBD on the relationship between corporate/individual brand associations and product evaluations in the context of *low risk products*, instead of high risk products.
- Examines the effect of *self-image congruence* on the relationship between corporate/individual brand associations and product evaluations, beside the moderating effects of involvement and fit.

In the following section the effects of corporate and individual brand associations on consumer product evaluations are described. Afterwards, effects of corporate and individual brand dominance are presented. At last, the influence of these CBD and IBD on moderators is described.

2.1 Effects of corporate and individual brand associations

Many studies have investigated the effects of corporate associations on consumer product evaluations (e.g. Berens et al., 2005; Brown & Dacin, 1997; Keller, 1993; Sen & Bhattacharya, 2001). In a pioneering study, Brown and Dacin (1997) introduce two types of corporate associations: corporate ability (CA) and corporate social responsibility (CSR) which influences product evaluations. Brown and Dacin (1997) formulate CA associations 'as those associations related to the company's expertise in producing and delivering its outputs' (p. 68). An example of this association is the ability to produce innovative products. CSR associations are described as 'reflect the organization's status and activities with respect to its perceived societal obligations' (Brown & Dacin, 1997, p. 68). An example of these associations is the support of charities by a company. Besides these two types of corporate associations, this study also investigates the role of associations about the individual brand. These associations are divided into 'individual brand ability' (IBA) and 'individual brand social responsibility' (IBSR). Brown and Dacin (1997) found that although both types of corporate associations can be influential, CA associations may have a greater impact on product evaluations than CSR associations. In addition, also Chang and Rizal (2011) showed that CA associations and corporate credibility associations have a greater effect on consumer attitudes toward new product than CSR associations. Furthermore, Sen and Bhattacharya (2001) found also that a company's CA associations influence purchase intentions stronger than CSR associations. However, different branding strategies can influence the effects of corporate and individual brand associations on product attitudes. This influence of branding strategies is described in the following section.

2.2 Effects of corporate brand dominance & individual brand dominance

The visibility of the corporate brand is a direct consequence of a company's branding strategy (Berens et al., 2005). When a company is using a monolithic branding strategy, the corporate brand visibility is high. This in contrast when a company uses an endorsed branding strategy, then the corporate brand visibility is low. However, the corporate brand is not visible at all when a company is using a branded strategy. Then only the individual brand is visible. Berens et al. (2005) and Chang and Rizal (2011) have examined the effect of corporate brand dominance on the influence of corporate associations on product evaluations. *Corporate brand dominance (CBD)* is 'the degree of visibility of the corporate brand compared with the visibility of a subsidiary brand in product communication' (Berens et al., 2005, p. 36). In the context of this study, this means the visibility of the brand L'Oréal compared with the visibility of the brand Garnier. Berens et al. (2005) find when a company uses a *monolithic branding strategy* (CBD is high); CA associations appear to have a strong influence on product evaluations, independent of perceived fit and product involvement. In contrast to CSR associations, it does not appear to have an effect on product evaluations (Berens et al., 2005). However, Chang and Rizal (2011) do not find an effect of the corporate associations (corporate ability, corporate social responsibility and corporate credibility) for this branding strategy. When a company is using an

endorsed branding strategy (CBD is low); CA associations influence product evaluations only when involvement is high (Berens et al., 2005). In contrast to CSR associations which only have an effect when fit is high or involvement is low. For this branding strategy, Chang and Rizal (2011) only find a positive effect for CSR associations on product attitude when involvement is low. In short, when a company is using a monolithic branding strategy the corporate ability (CA) associations are most effective (Berens et al., 2005), in contrast to an endorsed strategy where the corporate social responsibility (CSR) associations are most effective (Berens et al., 2005; Chang & Rizal, 2011). Figure 1 shows the research model of Berens et al. (2005).

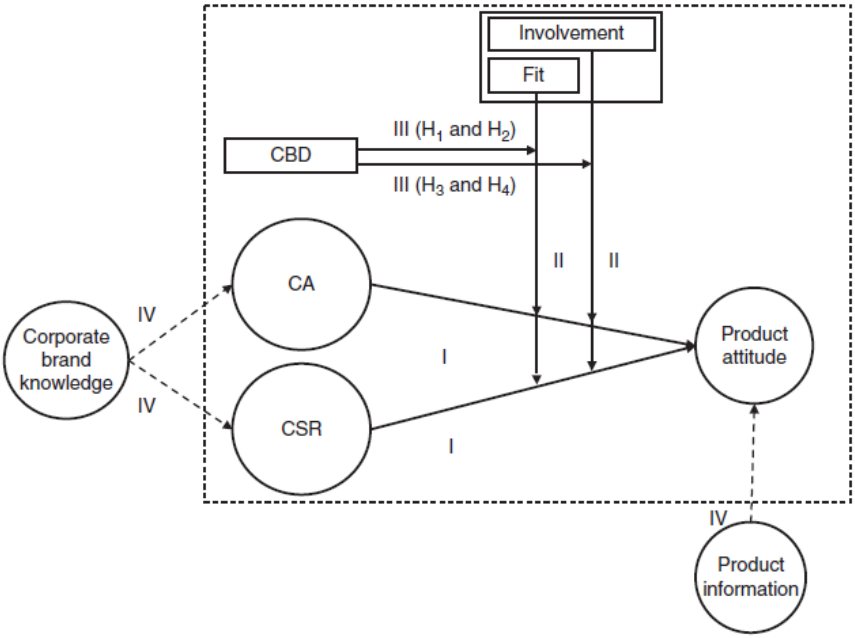

Figure 1: *Research Model by Berens et al. (2005), 'The Effect of CBD, Fit, and Involvement on the Degree to Which CA and CSR Associations Influence Product Attitudes'*

Beside corporate brand dominance, this study also examines the influence of individual brand dominance on the effects of individual brand associations and on the (moderating) effects of fit, involvement and self-image congruence (shortly, self-congruity). *Individual brand dominance (IBD)* is the degree of visibility of the individual brand compared with the visibility of a product brand in product communication. In the context of this study, this means the visibility of the brand Garnier compared with the visibility of the product brand Fructis. Through this, it is also possible to investigate the influence of a subbrand strategy. This strategy consists of two sub categories: 'master brand as driver' and 'co-driver' (Aaker & Joachimsthaler, 2000). When the master brand is the primary frame of reference, it is considered as 'master brand as driver' (Aaker & Joachimsthaler, 2000). This is the case when individual brand dominance is high, the brand Garnier is dominantly visible beside the product brand Fructis. When both the master brand and the subbrand have major driver roles, it is called as 'co-driver' (Aaker & Joachimsthaler, 2000). This is the case when the

individual brand dominance is low, the brand Garnier is not dominant visible beside the product brand Fructis. Finally, this study investigates also the effects on individual brand associations and on the (moderating) effects of fit, involvement and self-congruity when both the corporate brand and the individual brand are not visible: *no corporate brand & individual brand dominance (No CBD & IBD).* Only the product brand Fructis is dominantly visible. Therefore, also the influence of a branded house strategy can be examined. However, this study focuses mainly on corporate brand dominance (CBD) and individual brand dominance (IBD). Figure 2 shows the developed conceptual research model. The following section predicts both the influence of CBD/IBD on the effects of corporate/individual brand associations and on the (moderating) effects of fit, involvement and self-congruity.

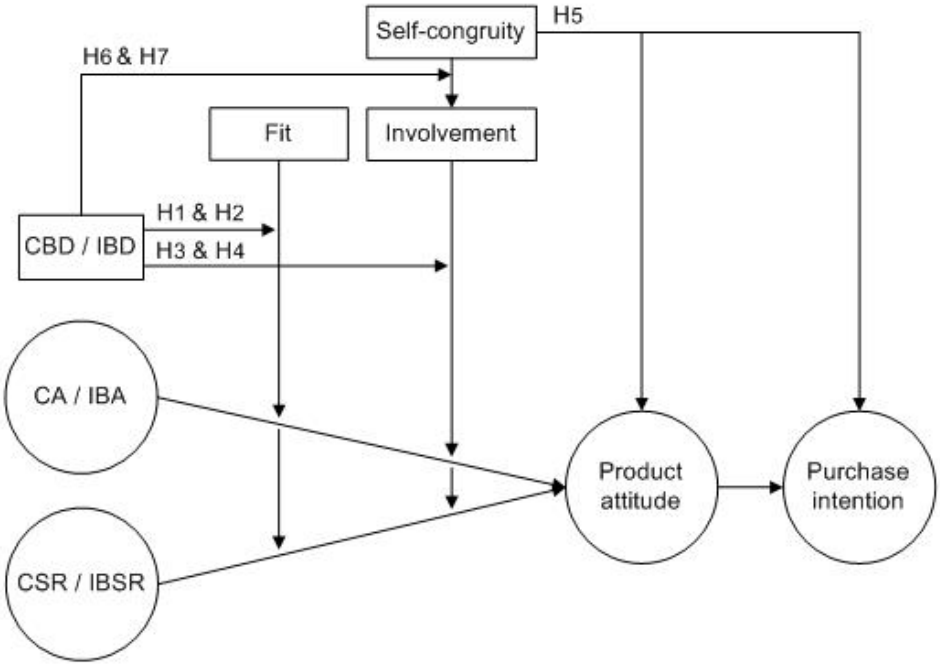

Figure 2: *Conceptual research model*

2.3 Hypotheses

To predict the (moderating) effects of CBD/IBD, fit, involvement and self-congruity on CA/IBA and CSR/IBSR associations, a combination of present research and the accessibility-diagnosticity framework developed by Feldman and Lynch (1988) will be used. This framework explains the influence of the accessibility and diagnosticity of any piece of information in peoples' memory on any evaluation or decision they make. Diagnosticity refers to 'the degree to which the use of each type of information allows consumers to accomplish their objectives in the particular decision task at hand' (Lynch, Marmorstein & Weigold, 1988, p. 171). The threshold level of diagnosticity is reached when consumers have enough information to be certain about an evaluation (Lynch et al., 1988; Berens et al., 2005). The likelihood that any piece of information about an object will be used is a function of (1) the accessibility of the input in memory, (2) the accessibility of alternative inputs and (3) the

diagnosticities of the input and of alternative inputs (Feldman & Lynch, 1988; Lynch et al., 1988). In this study, just as Berens et al. (2005) predict, CBD/IBD influences the *accessibility* of CA/IBA and CSR/IBSR associations, perceived fit influences the *diagnosticity* of the associations and product involvement influences a person's *diagnosticity threshold*. In the following sections, this accessibility-diagnosticity framework will be applied to predict the (moderating) effects.

Moderating effects of corporate / individual brand dominance and perceived fit

Scientific research shows that the measurement and nature of fit is differently used among researchers. On one hand, researchers describe fit as the similarity between the original or existing products in the brand line and the extension product categories (Aaker & Keller, 1990; Boush & Loken, 1991; Boush et al., 1987). On the other hand, researchers represent two dimensions of fit, one related to the product and the other related to the brand (Bhat & Reddy, 1997; Berens et al, 2005). Bhat & Reddy (2001) describe these two dimensions as 'brand image fit' and 'product category fit'. With 'brand image fit' Bhat and Reddy (2001) refer to 'consumers' perceptions of the similarity of the extension's initial image with that of the parent brand' (p. 114). The dimension 'Product category fit' refers to 'consumers' perceptions of the similarity of the product categories of the extension and the parent brand' (Bhat & Reddy, 2001, p. 114). In relation to these different natures of fit, the measurement of fit is also differently among researchers. Bhat and Reddy (2001) measure perceived fit as consumers' overall judgment of the extension's fit with the parent brand and is viewed as having the two primary dimensions: product category fit and brand image fit. In contrast to Berens et al. (2005) who only measure fit as 'the similarity between the associations evoked by the brand and the associations evoked by the product' (p. 37). This measurement of fit will also be used for this study because Bhat and Reddy (2001) did not find that similarity of the product categories of the extension and the parent has a consequence in extension evaluation.

Perceptions of fit, the similarity between the associations evoked by the brand and the associations evoked by the product, can play a role in the relationship between corporate/ individual brand associations and product attitude. Madrigal (2000) suggests that consumers, who judge the perceived fit between the corporate brand and the product to be congruent, are more likely to respond to the product in a way that is consistent with their CA associations and their CSR associations. This is not the case when a corporate brand is dominantly visible according to Berens et al. (2005). CA associations appear to have a strong influence on product evaluations, but independent of perceived fit. According to Berens et al. (2005), this is in contrast when the corporate brand is not dominantly visible: 'consumers appear to use CA associations only as a means to increase the reliability of their product evaluation' (p. 44). This also occurs independent of perceived fit.

According to the accessibility-diagnosticity framework, the prediction is that the moderating effect of fit on the influence of CA/IBA associations depends on CBD/IBD. When the corporate or individual logo is not shown, respectively individual brand associations or product brand associations

are more accessible than respectively corporate associations or individual brand associations. In addition, these accessible associations are likely diagnostic enough to satisfy the diagnosticity threshold. Therefore, Berens et al. (2005) expected 'that these associations alone influence product evaluations and that increasing the diagnosticity of CA associations with the corporate brand (through a higher degree of fit) does not enhance their influence' (p. 37). Thus, Berens et al. (2005) assumed that it is likely that the moderating effect of fit on the influence of CA associations is absent or weaker when the corporate brand is not dominantly visible. Also Milberg et al. (1997) found that the main effect of fit on the evaluation of products diminishes when the dominance of the parent brand decreases. However, the assumption of Berens et al. (2005) is in contrast to their findings. Although Berens et al. (2005) find a positive significant three-way interaction among CA, fit, and CBD, neither of the two (low CBD and high CBD) conditional two way interactions between CA and fit was significant. However, Berens et al. (2005) and Milberg et al. (1997) find a significant two-way interaction between fit and CBD: the effect of fit is significantly stronger when CBD is high than when CBD is low. Berens et al. (2005) explain this insignificant effect of perceived fit for high CBD through a possible 'ceiling effect'. The mean level of perceived fit was relatively high and it is possible that therefore the diagnosticity of CA associations did not vary enough. Despite of this effect, this study hypothesizes in line with the accessibility-diagnosticity framework the following interaction between CBD/IBD, CA/IBA and fit:

Hypothesis 1

- When CBD/IBD is *high*, CA/IBA associations have a stronger effect on product attitudes when fit is high than when fit is low.
- When CBD/IBD is *low*, the effect of CA/IBA associations on product attitude is not moderated by fit.

When looking at CSR or IBSR associations, Chang and Rizal (2011) note that these associations may be more diagnostic for products that are positioned as environmentally friendly. However, just as the investigated financial products by Berens et al. (2005), the product in this study is also not explicitly positioned as socially responsible. Through this, the expectation is that direct translation of CSR or IBSR associations into product attributes cannot occur and therefore, fit does not influence the diagnosticity of CSR or IBSR associations (Berens et al., 2005). In addition, the expectation is that CBD and IBD does not influence the moderating effect of fit. However, Berens et al. (2005) found support for this prediction only when the corporate brand is dominantly visible. When the corporate brand is not dominantly visible (low CBD), CSR associations have an effect on product attitudes but only when fit is high (Berens et al., 2005). This suggests that participants are able to translate CSR associations directly into product attributes. A possible explanation for this is that some products and services are positioned as socially responsible in the investigated financial services industry by Berens

et al. (2005). Therefore, this study predicts that consumers are not able to translate CSR or IBSR associations directly into product attributes. Therefore, in contrast to CA/IBA associations, this study hypothesizes *no* three-way interaction between CBD/IBD, CSR/IBSR and fit:

Hypothesis 2

- The effect of CSR/IBSR associations on product attitudes is not moderated by fit, independent of whether CBD/IBD is high or low.

Moderating effects of corporate / individual brand dominance and involvement

In general, three categories of involvement can be distinguished: product involvement, brand involvement and purchasing involvement. Mittal and Lee (1989) explain product involvement as 'the interest a consumer finds in a product class' (p. 365). This interest in a specific product class is derived from their perception that it meets important values and goals. In contrast, purchase involvement and brand-decision involvement is the interest taken in making the brand selection (Mittal & Lee, 1989). This study only focuses on product involvement because it investigates the extent to which people are involved in the product category shampoos: high or low involved.

Different results are found among researchers about whether consumers see fast moving consumer goods (FMCG) as high or low involvement products. Silayoi and Speece (2004) describes that FMCG are low involvement products. In addition, Raijas and Tuunainen (2004) mention that purchasing FMCG is understood as buying behavior with low involvement decisions. Low involvement is described as 'decisions which are made frequently, at regular intervals and, due to the low cost, with low information search and low risk' (Raijas & Tuunainen, 2004, p. 257). However, some researchers show that not all consumers may view grocery shopping as a low involvement action (Silayoi & Speece, 2004). During high involvement a consumer shows for example more interest in the product and its package, he or she takes information about the product into consideration and is loyal to a particular brand (Kuvykaite, Dovaliene & Navickiene, 2009). Therefore, is it important to know whether people perceive products from the cosmetic company L'Oréal as low or high involvement shopping actions. This depends on the particular person and thus can vary from low to high involvement.

According to the accessibility-diagnosticity framework, the expectation is when people's involvement decreases, their threshold for the diagnosticity of information also decreases. When people have a low involvement and therefore are for example not very interested in the product category 'shampoos', they recall associations from memory about the corporate brand or individual brand which are more accessible than the associations about the product. This is, because it takes less effort to recall corporate or individual brand associations from memory, than to process associations about the product (Berens et al., 2005; Maheswaran, Mackie & Chaiken, 1992). Thus, with less diagnostic but more accessible information people are easily satisfied. Consequently, the expectation

is a negatively moderating influence of involvement on the effects of corporate or individual brand associations on product attitudes. This expectation corresponds to the result from Maheswaran, Mackie, and Chaiken (1992), who conclude that when people have a low involvement with a product or task, CA associations have more influence on product evaluations than when people are highly involved. However, this is in contrast to results from Berens et al. (2005), who conclude that when the *corporate brand is not dominantly visible* (low CBD), CA associations influence product attitudes only when involvement is high but not when involvement is low. Berens et al. (2005) and Chang and Rizal (2011) found that CSR associations have a positive effect on product attitude only when involvement is low (and fit was high in the study of Berens et al., 2005). Different results are found when the *corporate brand is dominantly visible* (high CBD). Berens et al. (2005) show that CA associations appear to influence product attitudes but independent of involvement, however CSR associations do not appear to have any effect on product evaluations. In contrast to Chang and Rizal (2011) who did not find an effect of the corporate associations (corporate ability, corporate social responsibility and corporate credibility). Therefore, it is expected that the moderating influence of involvement depends on CBD and IBD. However, despite these study results about the influence of CBD, the predictions for this study will be based on the accessibility-diagnosticity framework. When the corporate or individual brand is dominantly visible, the respectively corporate or individual brand associations are more easily accessible. If a person has a low involvement with a product and therefore has a low diagnosticity threshold, he or she will use these easily accessible corporate or individual brand associations as a tool to evaluate the product. However, when the corporate or individual brand is not dominantly visible, corporate or individual brand associations are less accessible and therefore a person needs more effort to recall it from memory. Thus corporate or individual brand associations have only an effect on product attitude if a person has a low involvement with a product and therefore has a high diagnosticity threshold. In this case, also these less accessible associations will be used to evaluate the product. Therefore, this study predicts that the degree of CBD/IBD has a negative moderating influence of involvement on the effects of corporate/ individual brand associations on product attitudes. However, except for the interaction between *low* CBD/IBD, CSR/IBSR and involvement. Through the lack of visibility of the corporate and individual brand, the motivation to access these corporate and individual brand social responsibility associations will be even less likely (Chang & Rizal, 2011). Thus a person needs more effort to recall it from memory: he or she needs to be highly involved. However, just as the prediction of Berens et al. (2005), the assumption is that CSR/IBSR associations have a lower diagnostic value to evaluate a product than CA/IBA associations have. This means CSR/IBSR associations have a low probability to be used in people's product evaluations. In line with this prediction, the following hypotheses are formulated:

Hypothesis 3

- When CBD/IBD is *high*, CA/IBA associations have a stronger effect on product attitude when product involvement is low than when product involvement is high.
- When CBD/IBD is *low*, CA/IBA associations have a stronger effect on product attitudes when product involvement is high than when product involvement is low.

Hypothesis 4

- When CBD/IBD is *high*, CSR/IBSR associations have a stronger effect on product attitude when product involvement is low than when product involvement is high.
- When CBD/IBD is *low*, the effect of CSR/IBSR associations on product attitude is not moderated by product involvement.

Moderating effects of corporate / individual brand dominance and self-congruity

Self-image congruity theory explains the effect of self-congruity on consumer behavior (Sirgy, 1986). According to this theory, people purchase and use goods and services that have a user image equal to their own self-image (Sirgy, Lee & Tidwell, 2008). Self-congruity is defined as 'the match between consumers' self-concept (actual self, ideal self, etc.) and the user image (or 'personality') of a given product, brand, store, etc.' (Kressmann, Sirgy, Herrmann, Huber, F., Huber, S., & Lee, 2006, p. 955). This study involves the evaluation of a product, thus with self-congruity is meant in this study 'a process of matching (some dimension of) a consumer's self-concept with the *product-user* image' (Sirgy & Su, 2000, p. 343). Although self-congruity is also defined as 'a match between the *brand-user* image and consumer's actual self-image' (Grzeskowiak & Sirgy, 2007, p. 293). People can be categorized into high or low self-congruity. A high self-congruity person experiences a high match between his or her self-concept and the product-user image (and vice versa).

The expectation is that self-congruity has a direct positive influence on product attitude and purchase intention. Sirgy (1982) shows that consumer's attitude towards a product (and product purchase) influences the matching of the product user image with the consumer's self concept. Sirgy, Grzeskowiak and Su (2005) suggest that the greater the self-congruity, the more favorable consumer's attitude toward the product. In addition, much prior research shows that the more congruent an individual's self-image is with corporate-brand image, the higher the purchase intention will be (e.g., Ericksen & Sirgy, 1992; Li, Wang & Yang, 2011; Sirgy & Johar, 1999). Also several researchers show that the greater the match between self-concept and the product-user image, the greater the likelihood that consumers will purchase and consume that product (e.g., Sirgy, 1982; Sirgy & Su, 2000). Based on these findings, the following hypothesis is proposed:

Hypothesis 5

- The greater consumers' self-congruity, the higher the product attitude and the higher the purchase intention

In addition to the predicted direct influence of self-congruity on product attitude and purchase intention, the prediction is that self-congruity has also an effect on involvement. Following the accessibility-diagnosticity framework, the prediction is that the effect of self-congruity on the moderating effect of involvement on CA/IBA associations depends on CBD or IBD. Research shows that self-congruity can motivate consumers to process product- and/or brand-related information (Mangleburg, T., Sirgy, M.J., Grewal, D., Axsom, D., Hatzios, M., Claiborne, C.B., & Bogle, T., 1998). This means that self-congruity increases consumers' involvement with the product category (Kressmann et al., 2006). Kressmann et al. (2006) show that the greater the self-congruity with a brand, the greater the product involvement. Thus, the expectation of this study will be when consumers' self-congruity is high with the product Fructis, also consumers' product involvement of Fructis is high. As also described in the previous section, only when a person has a high involvement with a product and therefore has a high diagnosticity threshold, corporate or individual brand associations will have an effect on product attitude. Then, also these less accessible associations will be used to evaluate the product. This only occurs when the corporate or individual brand is not dominantly visible, because then respectively corporate or individual brand associations are less accessible and therefore a person needs more effort to recall it from memory. In contrast to a person with a low self-congruity. Then a person has also a low involvement with a product and therefore has a low diagnosticity threshold. As also noted in the previous section, he or she will use easily accessible corporate or individual brand associations as a tool to evaluate the product. This occurs only when the corporate or individual brand is dominantly visible because then corporate or individual brand associations are more easily accessible.

The prediction is different for the interaction between *low* CBD/IBD, CSR/IBSR and self-congruity, just as the prediction for the interaction between *low* CBD/IBD, CSR/IBSR and involvement. If the corporate or individual brand is not dominantly visible, it will make the motivation to access the CSR/IBSR associations as even less likely (Chang & Rizal, 2011). As mentioned, the assumption is that CSR/IBSR associations have a lower diagnostic value to evaluate a product than CA/IBA associations have and therefore has a low probability to be used in people's product evaluations (Berens et al., 2005). Based on these predictions, the following four hypotheses are proposed:

Hypothesis 6

- When CBD/IBD is *high*, CA/IBA associations have a stronger effect on product attitude when self-congruity is low with a product and also the product involvement is low than when self-congruity is high with a product and also the product involvement is high.
- When CBD/IBD is *low*, CA/IBA associations have a stronger effect on product attitudes when self-congruity is high with a product and also the product involvement is high than when self-congruity is low with a product and also the product involvement is low.

Hypothesis 7

- When CBD/IBD is *high*, CSR/IBSR associations have a stronger effect on product attitude when self-congruity is low with a product and also the product involvement is low than when self-congruity is high with a product and also the product involvement is high.
- When CBD/IBD is *low*, the effect of CSR/IBSR associations on product attitude is not moderated by self-congruity with a product and also not moderated by the product involvement.

To recap, in the context of the main problem of L'Oréal/Garnier and the described scientifically literature, the following research question covers these hypotheses:

'What is the influence of a company's branding strategy on the effects of corporate or individual brand associations and on the (moderating) effects of fit, involvement and self-image congruence?'

3. Method

3.1 Design

The experiment is a 5 (corporate brand dominance: high versus low, individual brand dominance: high versus low and No CBD & IBD) x 2 (fit: low versus high) x 2 (involvement: low versus high) x 2 (self-congruity: low versus high) design. Corporate brand dominance (CBD) and individual brand dominance (IBD) will be manipulated. The variables fit, involvement and self-congruity are measured afterwards with a median split.

3.2 Stimuli

An advertisement of the individual brand Garnier will be shown in an online questionnaire. It is an advertisement of the product brand Fructis. An existing print advertisement will be used to ensure sufficient realism.

The moderators corporate and individual brand dominance are manipulated in the advertisements. Five versions of the advertisements are developed: a high CBD, a low CBD, a high IBD, a low IBD and a No CBD & IBD advertisement. In the *high CBD* advertisement, the name and logo of the individual brand Garnier are not visible and only the corporate logo of L'Oréal is visible. In the *low CBD* advertisement, the logo of the corporate brand L'Oréal is added in a small font. Also the name and logo of the individual brand Garnier are visible in this ad. In the *high IBD* advertisement, the name and logo of both the individual brand Garnier as the product brand Fructis are visible. However, this could actually not be mentioned as a manipulation because it is the current ad of Fructis. In the *low IBD* advertisement, both the name and logo of the individual brand Garnier as the logo of the corporate brand L'Oréal are not (dominantly) visible. Only the name and logo of the product brand Fructis are visible. In the *No CBD & IBD* advertisement, only the name and logo of the product brand Fructis is dominantly visible. Figure 3 shows these stimuli ads.

To ensure these developed ads manipulate the right way, a manipulation check is measured for the four manipulated conditions: high versus low CBD and high versus low IBD. In order to investigate to what extent the position and/or size of the logos are of interest, six different advertisements are developed for each condition. Herein, the corporate L'Oréal logo or the individual brand Garnier logo is placed at different locations and with different sizes. In addition, a white surface is placed behind each Garnier logo because this is the most common way of Garnier to put their logo on print and point of sale materials. Except if the logo is placed in the middle of the ad. Here, a white surface seems a little odd. In the case of the L'Oréal logo, no white surface is placed because this is not common for L'Oréal. Appendix A shows these developed ads.

For the manipulation check, a total of 30 participants showed for all ads on a 7-point Likert scale to what extent they agreed with the statement *'The logo of L'Oréal/Garnier is clearly visible'*. Appendix B shows the results. In the high CBD condition, the ad with the logo in the *middle* and size

5.3 cm has the highest mean. Thus, participants judged the L'Oréal logo at this ad as most clearly visible and therefore fit best for the high CBD condition. In the low CBD condition, the ad with the L'Oréal logo at the *top* and size 1.5 cm has the lowest mean. Thus, participants judged the L'Oréal logo at this ad as least clearly visible and therefore fit best for the low CBD condition. A paired-samples t-test is conducted to measure if these conditions are significantly different. Results show a significant difference between the high CBD (M = 6, SD = 1.37) and the low CBD (M = 1.53, SD = .68) conditions; t (29) = -15.17, $p < .001$. In the high CBD condition, the ad with the logo at the *bottom* and size 7 cm has the highest mean. Thus, participants judged the Garnier logo at this ad as most clearly visible and therefore fit best for the high IBD condition. Just as in the low CBD condition, the ad in the low IBD condition with the logo at the *top* and size 1.8 cm has the lowest mean. Thus, participants judged the Garnier logo at this ad as least clearly visible and therefore fit best for the low IBD condition. Again, a paired-samples t-test is conducted to measure if these conditions are also significantly different. There is a significant difference between the low IBD (M = 2.33, SD = .92) and the high IBD (M = 6.37, SD = .85) conditions; t (29) = -16.66, $p < .001$.

Corporate Brand Dominance	
High CBD: monolithic branding strategy	Low CBD: endorsed branding strategy
	

Individual Brand Dominance	
High IBD: 'master brand as driver' strategy	Low IBD: 'co-driver' strategy
	

No CBD & IBD
Branded house strategy


Figure 3: *Stimuli, advertisements*

3.3 Participants

A total of 342 participants took part in this study, out of which 280 questionnaires are fully completed and useful for analyses. Of the participants 203 (72.5%) are female and 73 (26.1%) are male. Age varies between 16 and 80 years old (M = 31.29, SD = 12.67). Education ranges from no education/elementary school to university, but the majority of participants has high school education (28.9%) and university education (52.1%). Participants were randomly assigned to one of the five conditions: high CBD, low CBD, high IBD, low IBD or No CBD & IBD. One requirement to participate in the questionnaire of the CBD conditions was to be familiar with the brand L'Oréal. Participants in the IBD or No CBD & IBD conditions had to be familiar with the brand Garnier. They were asked about their familiarity on a seven-point Likert scale to ensure that questions about associations of the corporate brand or individual brand would be meaningful for them. In total, two participants indicated to be completely unfamiliar with the corporate brand L'Oréal and four participants indicated to be completely unfamiliar with the brand Garnier and were directly excluded from the questionnaire. Of the participants 16.8% has already seen the Pure Shine ad before and 7.9% has once used this shampoo. In total 37.5% knew already that Garnier is part of the corporate brand L'Oréal and 64.6% knew already that Fructis is part of the individual brand Garnier. In total 67.9% of the participants uses a brand of L'Oréal and 37.5% uses a product brand of Garnier.

3.4 Procedure

Participants were recruited through social media (Facebook, LinkedIn, Twitter and Hyves), email and face-to-face. Firstly, participants were asked about their familiarity with the brands L'Oréal and Garnier. Participants, who were completely unfamiliar with L'Oréal[1]/Garnier[2], were excluded from the survey by redirecting them to the 'thank you page'. Thereafter, participants were exposed to a print advertisement of the product brand Fructis. After studying this ad, they firstly evaluated the product (product attitude) and secondly indicated their intention to buy the product (purchase intention). Next, they indicated for the moderators fit, self-image congruence and involvement to what extent they agreed with respectively statements such as *'This product from the ad has a good fit with L'Oréal/Garnier'*, *'The image of this hair care product is highly consistent with my self-image'* and *'Hair care products (shampoos/conditioners) are important for me'*. Hereafter, respondents indicated to what extent they agreed with statements about corporate and individual brand associations: the CA/IBA associations and CSR/IBSR associations. An example of a CA/IBA association statement is *'I think that L'Oréal/Garnier develops innovative products'* and a CSR/IBSR association statement is *'I think that L'Oréal/Garnier supports good causes'*. Then, questions about foreknowledge of the ad

[1] *Participants in the CBD conditions*
[2] *Participants in the IBD and NO CBD & IBD conditions*

and the brands L'Oréal/Garnier were asked as well as questions about their product use of these brands. At last, they completed questions about their demographic data. Appendix C shows the questionnaire.

3.5 Measures

All items are measured on multiple-item scales that consisted of 7-point Likert scales ranging from 1 *(totally disagree)* to 7 (*totally agree*). The measures like descriptive statistics and correlations appear in Appendix D.

Independent measures

To measure corporate/ individual brand ability (CA/IBA) associations and corporate/ individual brand social responsibility (CSR/IBSR) associations, both the scales from Fombrun, Gardberg and Sever (2000) and Marin and Ruiz (2007) are used. A scale with eight items is created for CA/IBA associations, it is very reliable ($\alpha = .86$). This scale consists of four items from the sub-construct CA/IBA products & services ($\alpha = .78$) and four items of the sub-construct CA/IBA workplace environment ($\alpha = .88$). A four-item scale is created for CSR/IBSR associations which has high internal consistency ($\alpha = .82$). Fombrun et al. (2000) developed an instrument for measuring corporate reputations with the following six subscales: Emotional Appeal, Products and Services, Vision and Leadership, Workplace Environment, Social and Environmental Responsibility and Financial Performance. This study only operationalized the subscales 'Products and Services' and 'Workplace Environment' for CA/IBA associations and the subscale 'Social and Environmental Responsibility' for CSR/IBSR associations. The subscale 'Emotional Appeal' is not operationalized because it is not in accordance with the definition of CA, 'the company's expertise in producing and delivering its outputs' and with the definition of CSR, 'the organization's status and activities with respect to its perceived societal obligations', from Brown and Dacin (1997, p. 68). Like Berens et al. (2005) argued, vision and leadership is also relevant to CA, but the items of this subscale could be equally interpreted regarding CSR. Therefore, this subscale is not operationalized as well. Last, financial performance can be considered better as a consequence of CA than as an aspect of CA (Berens et al., 2005). To ensure high intern validity, a new self-formulated fourth item is added to the subscales 'Workplace Environment' and 'Social and Environmental Responsibility'. The item *'Stands behind its products and services'* from the subscale 'Products and Services' is not measured because it does not fit with the used definition of CA from Brown and Dacin (1997). Also the third item of the subscale 'Social and Environmental Responsibility' is not measured in this study *'Maintains high standards in the way it treats people'*, or the way Berens et al. (2005) call it *'Do you think that (parent company) behaves in an ethically responsible manner?'*. In line with the result from Berens et al. (2005), this item seems to measure an overall evaluation instead of specific for the CSR association. In addition, the scale from

Marin and Ruiz (2007) is used, which is based on the scale from Brown and Dacin (1997), because they also measured corporate associations. However, not all items of Marin and Ruiz (2007) are added to these subscales, because they correspond to items of Fombrun et al. (2000), were in line with the sub-construct 'Vision and Leadership' which are not measured, are (sometimes) not meaningful for participants in this study or are too specific. For example, the CA item *'Offers a good customer service'* from Marin and Ruiz (2007) is not measured, because it is not meaningful for participants. It is unlikely they have once contacted the customer service of L'Oréal/Garnier. Also the CSR item *'L'Oréal/Garnier is highly concern for local communities'* from Marin en Ruiz (2007) is removed, because it is usually rather used in less developed countries. Last, the item *'L'Oréal/Garnier is highly concern for disabled minority issues'* is also removed because it is too specific for this study. Not all participants know to what extent L'Oréal/Garnier concern for minorities. Therefore this question will not be relevant for them.

Moderator measures

Fit is measured by using items from the scales of Bhat and Reddy (2001) and Keller and Aaker (1992). A scale with five items is created and the reliability is very high ($\alpha = .93$). Bhat and Reddy (2001) developed the first two items which came from the dimension 'brand image fit'. The first item corresponds also to the item used by Berens et al. (2005), *'The product and L'Oréal/Garnier had similar images'*. To ensure greater internal validity, the last three items from Keller and Aaker (1992) are added to this scale. Although these items are measured on a 7-point semantic differential scale, in this study it is used on a 7-point Likert scale. The item *'This is a logical product for Garnier to market'* corresponds also to the item used by Berens et al. (2005).

To measure involvement, items are used from Laurent and Kapferer's (1985) consumer involvement profile (CIP). A scale with six items is created and this scale was reliable ($\alpha = .87$). The first item corresponds also with the involvement item from Berens et al. (2005). Scientifically literature describes the following three involvement scales: Zaichkowsky's (1985) Personal involvement inventory (PII) (personal, physical, situational), Laurent and Kapferer's (1985) Consumer involvement profile (CIP) (interest, pleasure, sign value, importance risk, risk probability) and Mittal's (1988) Involvement scale. The Laurent and Kapferer's (1985) CIP scale is chosen, because the items fitted best with the hair care product category and the constructs suits best with the involvement types of this study: cognitive and affective involvement. Berens et al. (2005) describes cognitive involvement as the perceived relevance and importance of a product and affective involvement as the perceived pleasure or sign value of a product. When looking at the context, items can be placed in different contexts. Mittal and Lee (1989) formulated items for sign value and hedonic pleasure in both product and brand context. For example 'product sign value' and 'brand sign value'. In this study it is important to know the level of involvement in the product category from a respondent because of the

dependent variable ‘product attitude’. Thus, the ‘product class level’, as Mittal and Lee (1989) described, is chosen for the items of the CIP scale from Laurent and Kapferer (1985). Laurent and Kapferer (1985) treated involvement as a multidimensional construct. Though, in this study involvement is a moderator and therefore it is necessary to make it an unidimensional construct in order to group the people in low versus high involvement. For this reason, the involvement items are composed by using two items from each of the following sub-constructs: product perceived importance (interest), product hedonic value (pleasure) and perceived product sign value.

Self-image congruence is measured by using items from Grzeskowiak and Sirgy (2007). A scale with four items is created of which the fourth (self-formulated) item is added to ensure high intern validity. The reliability is very high ($\alpha = .94$). Only these items about the brand from Grzeskowiak and Sirgy (2007) are used, because the other items are in the context of the retail and the personnel and therefore will not fit in the context of this study. However, the used items are formulated in the context of the product instead of the brand as was also done for the involvement construct. Thus, as already indicated in chapter 2, self-congruity involves in this study ‘a process of matching (some dimension of) a consumer’s self-concept with the *product-user* image’ (Sirgy & Su, 2000, p. 343).

Dependent measures

The items of both product attitude and purchase intention are based on the constructs of Yoo and Donthu (2001). The four-item scale of product attitude is reliable ($\alpha = .91$). Although, the original product attitude items are measured on a semantic differential scale, this study measured the items on a 7-point Likert scale. One of the five items of product attitude is omitted, because using more than these four items would increase the likelihood that participants feel intrigued. Namely, the questions will be too much alike. Therefore, no more than the two items from Yoo and Donthu (2001) are used to measure purchase intention. This two-item scale of purchase intention is very reliable ($\alpha = .95$).

4. Results

In the first place, hierarchical multiple regressions are used to assess the ability of the independent variables to predict the dependent variables. This is performed for each of the condition groups; CBD conditions, IBD conditions and No CBD & IBD condition. Hereby, differences are found within these condition groups. Thereafter, independent-samples t-tests are conducted to compare the product attitude and purchase intention scores for the different groups (high vs. low) of the independent variables fit, involvement and self-congruity within each of the five condition groups. Last, univariate analyses of variances (ANOVA) are performed to investigate the differences between the five conditions; high CBD, low CBD, high IBD, low IBD and No CBD & IBD. For these analyses, participants are divided into different groups through the median split of fit, involvement, self-congruity, corporate/ individual brand ability (CA/IBA) associations and corporate/ individual brand social responsibility (CSR/IBSR) associations. The median of fit is 5.07 (1-7), thus participants with a lower or scorer of 5.07 belonged to the 'low fit' group and participants with a higher scorer belonged to the 'high fit' group. The other medians are: 4.24 (1-7) for involvement; 3.49 (1-7) for self-congruity; 4.98 (1-7) for CA/IBA; 3.98 (1-7) for CSR/IBSR.

4.1 Hierarchical multiple regression analyses

Hierarchical multiple regression is used to assess the ability of the independent variable CA/IBA, CSR/IBSR, CBD/IBD, fit, involvement and self-congruity to predict the dependent variables product attitude and purchase intention. To increase interpretability of the interactions and to minimize problems of multicollinearity, the predictor variables were mean-centered (see Aiken & West, 1991, p. 49). Appendix E shows the results of this regression analysis with main effects, two-way, three-way and four-way interactions for each of the conditions. Overall, the full model did not increase the explained variance much in comparison with the model of main effects, two-way and three-way interactions. This is the case for all conditions.

4.1.1 Corporate brand dominance conditions

Product attitude

Results of the corporate brand conditions indicate that in the full model only CSR associations (B = .29, p = .003) and self-congruity (B = .50, p = .02) are statistically significant. This means that the associations' people have regarding the social responsibility of L'Oréal, positively influences the attitude regarding the product of Fructis. The significant positive effect of self-congruity on product attitude indicates that the higher peoples congruence between their user image of Fructis and their self concept, the higher their attitude of the product Fructis. In addition, the main effects plus two-way interactions present a significant negative effect between CSR and self-congruity (B = -.16, p = .03).

This means when people show low self-image congruence between their user image of the product Fructis and their consumer's self concept, social responsibility associations regarding L'Oréal show an increased effect on their attitude of the product Fructis than when people had high self-image congruence.

Purchase intention

Also, when purchase intention is the dependent variable, the full model shows a positive significant effect of CSR associations (B = .28, p = .02). This result suggests that the social responsibility associations' people have regarding L'Oréal, positively influence the purchase intention of the product Fructis. In contrast to the product attitude, the two-way interaction between CSR and fit (B = -.82, p = .04) is significant in the full model. This implies that the social responsibility associations' people have regarding L'Oréal, positively influence purchase intention when fit is low between associations evoked by the brand L'Oréal and associations evoked by the product Fructis. In addition, also the three-way interactions in the full model between CSR, Fit and CBD (B = .57, p = .03), CSR, involvement and CBD (B = -.60, p = .01), CA, involvement and self-congruity (B = -.73, p = .02) and the four-way interaction between CA, involvement, self-congruity and CBD (B = .60, p = .01) are statistically significant. These three- and four way interactions are described in more detail in the section regarding the hypotheses. The main effects indicate a significant positive effect of self-congruity (B = .58, p < .001). This suggests that the higher peoples congruence between their user image of Fructis and their self concept, the higher their purchase intention regarding the product of Fructis.

4.1.2 Individual brand dominance conditions

Product attitude

Individual brand dominance conditions show in the full model that only IBA associations (B = .68, p = .001) are statistically significant. This result suggests that the ability associations people have regarding Garnier, positively influence the attitude of the product Fructis. The main effects plus two- and three-way interactions present also a significant negative interaction between IBA, involvement and self-congruity (B = -.18, p = .01). This interaction is described in more detail in the section regarding the hypotheses. The main effects and two-way interactions show also a significant negative effect between IBA and fit (B = -.35, p < .05). This suggests that the ability associations' people have regarding Garnier, positively influence product attitude when fit is low between associations evoked by the brand Garnier and associations evoked by the product Fructis. In addition, the main effects show a significant positive effect of self-congruity (B = .25, p < .01). This result indicates that, the higher people's congruence between their user image of Fructis and their self concept, the more positive their attitude regarding the product of Fructis.

Purchase intention

Also, when purchase intention is the dependent variable, only IBA associations (B = .67, p = .02) are statistically significant in the full model. This result shows that people's ability associations regarding Garnier, has a positive influence on their intention to buy the product of Fructis. In addition, the main effects plus two- and three-way interactions show a significant positive effect of self-congruity (B = .83, p = .04). This suggests that, the higher people's congruence between their user image of Fructis and their self concept, the higher their purchase intention of the product Fructis. There is also a significant negative interaction between IBA, involvement and self-congruity (B = -.19, p < .05). This result is described in more detail in the section regarding the hypotheses. Moreover, the main effects plus two-way interactions show a significant positive effect of IBSR associations (B = .32, p < .05). This implies that people's social responsibility associations regarding Garnier, positively influence the intention to buy the product of Fructis. Furthermore, the main effects present a significant negative effect of fit (B = -.35, p = .01). This indicates that the higher the fit between associations evoked by the brand Garnier and associations evoked by the product Fructis, the lower the intention to buy the product of Fructis.

4.1.3 No corporate brand dominance & individual brand dominance condition

Product attitude

Results in the full model show only statistical significance for IBSR associations (B = .33, p = .04) and self-congruity (B = .29, p = .02). This result implies that the social responsibility associations' people have regarding the brand Garnier, positively influences the attitude of the product Fructis. In addition, this result indicates that the higher peoples congruence between their user image of the product Fructis and their self concept, the more positive their attitude regarding the product Fructis. Moreover, the main effects indicate a significant positive effect for fit (B = .32, p < .01). This implies that the higher the fit between associations evoked by the brand Garnier and associations evoked by the product Fructis, the higher their attitude regarding the product Fructis.

Purchase intention

When purchase intention is the dependent variable, also self-congruity (B = .37, p < .05) is statistically significant in the full model. This suggests that the higher peoples congruence between their user image of the product Fructis and their self concept, the higher their intention to buy the product Fructis.

4.1.4 Results elaboration regarding the hypotheses

The following sections will interpret the previous three- and four-way interactions in relation to the hypotheses. Because the 'No CBD & IBD condition' is not part of the hypotheses, this condition will not investigate further in this section but at the section of the analyses of variances (ANOVA).

Corporate / individual brand dominance and the moderating effects of fit

The expectation was that CBD/IBD would influence the moderating effects of fit on the effects of CA/IBA associations (hypothesis 1) on product attitude but not for CSR/IBSR associations (hypothesis 2) on product attitude. Contrary to this expectation, there are no significant three-way interactions between CA/IBA, fit and CBD/IBD. In accordance with this expectation, there is not a significant three-way interaction between CSR/IBSR, fit and CBD/IBD. This result confirms hypothesis 2: the effect of CSR/IBSR associations on product attitudes is not moderated by fit, independent whether CBD/IBD is high or low. However, purchase intention shows a significant positive three-way interaction between CSR, fit and CBD. Although neither of the two-way interactions between CSR and fit are significant. In the case of high CBD; B = .04, t = .22, p = .83; in the case of low CBD (B = -.20, t = -1.21, p = .23). The fact that these two two-way interactions are not significant, suggests that there is not sufficient evidence to accept that CBD would influence the moderating effect of fit for the effect of CSR associations on purchase intention.

In summary, the moderating influence of fit on the effect of corporate/ individual brand ability (CA/IBA) associations on product attitude or purchase intention does not depend on corporate/ individual brand dominance (CBD/IBD). As predicted, the moderating influence of fit on the effect of corporate/ individual brand social responsibility (CSR/IBSR) on product attitude does also not depend on corporate/ individual brand dominance (CBD/IBD).

Corporate / individual brand dominance and the moderating effects of involvement

The expectation was that CBD/IBD would influence the moderating effects of involvement on the effects of both CA/IBA associations (hypothesis 3) and CSR/IBSR associations (hypothesis 4) on product attitude. Contrary to this expectation, there are no significant three-way interactions. However, purchase intention shows a significant negative three-way interaction between CSR, involvement and CBD. Although neither of the two two-way interactions between CSR and involvement are significant. In the case of high CBD; B = -.15, t = -1.29, p = .20; in the case of low CBD (B = .09, t = .57, p = .57). The pattern of this result is in accordance if the hypothesis is about the effects on purchase intention: there is a negative interaction between CSR and involvement when CBD is high, but not when CBD is low. However, the lack of significance for these two two-way interactions indicates that there is not sufficient evidence to accept that CBD would influence the moderating effect of involvement for the effect of CSR associations on purchase intention.

To recap, the moderating influence of involvement on the effects of corporate associations (CA/IBA) or individual brand associations (IBA/IBSR) on product attitude or purchase intention does not depend on corporate/individual brand dominance (CBD/IBD).

The direct effects of self-congruity

Hypothesis 5 is confirmed: the greater consumers' self-congruity, the higher the product attitude and the higher the purchase intention. Figure 4 illustrates graphically this result. All conditions show a significant positive main effect of self-congruity on product attitude; CBD (B = .46, t = 7.4, $p < .001$); IBD (B = .25, t = 3.55 $p = .001$) and the No CBD & IBD conditions (B = .35, t = 3.68, $p = .001$) and all conditions show a significant positive main effect of self-congruity on purchase intention; CBD (B = .58, t = 5.96, $p < .001$); IBD (B = .45, t = 5.14 $p < .001$) and the No CBD & IBD conditions (B = .49, t = 3.52, $p = .001$).

In sum, the higher people's congruence between their user image of the product Fructis and their self concept, the more positive their attitude regarding the product Fructis and the higher their intention to buy this product.

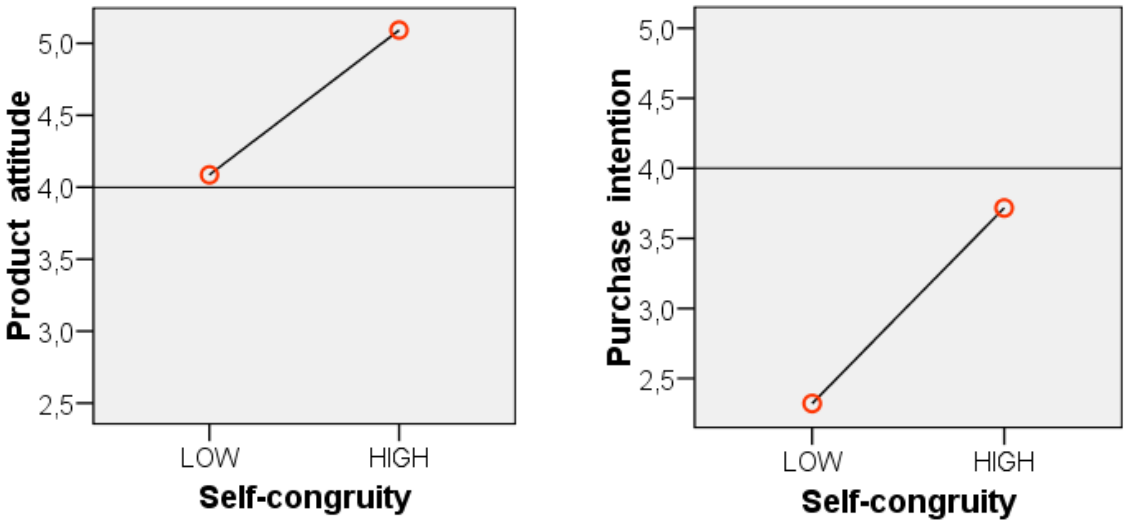

Figure 4: *Direct effects of self-congruity on product attitude and purchase intention*

Corporate / individual brand dominance and the effects of self-congruity & involvement

It was expected that CBD/IBD would influence the effects of self-congruity and involvement on the effects of both CA/IBA associations and CSR/IBSR associations on product attitude (hypothesis 6 and 7). Contrary to this expectation, there are no significant four-way interactions. Although also contrary hypothesis 6, purchase intention shows a significant four-way interaction between CA, involvement, self-congruity and CBD. Purchase intention presents also a significant negative three-way interaction between CA, involvement and self-congruity (B = -.73, $p = .02$). In addition, both product attitude and

purchase intention show significant negative three-way interactions between IBA, involvement and self-congruity. The next sessions interpret these interaction effects in the same order.

Four-way interaction: corporate ability, involvement, self-congruity and CBD for purchase intention

Although the four-way interaction between CA, involvement, self-congruity and CBD is significant, none of the two three-way interactions between CA, involvement and self-congruity are significant. For high CBD: B = .11, t = .51, p = .61; for low CBD: B = -.14, t = -1.52, p = .14. Moreover, although the lack of significance for these two three-way interactions already indicates that there is not sufficient evidence to accept hypothesis 6, if this hypothesis is about the effects on purchase intention, also the pattern of this result is in contrast with this: a negative interaction between CA, involvement and self-congruity is hypothesized when CBD is high and a positive interaction between CA, involvement and self-congruity is hypothesized when CBD is low.

In summary, results do not suggest that the moderating influence of involvement on the effect of corporate ability associations of L'Oréal on purchase intention depends on corporate brand dominance of L'Oréal and on the level of self-congruity.

Three-way interaction: corporate ability, involvement and self-congruity for purchase intention

Although the three-way interaction between CA, involvement and self-congruity is significant, none of the two two-way interactions are significant. For high self-congruity: B = -.07, t = -.41, p = .68; for low self-congruity: B = .05, t = .27, p = .79. The lack of significance for these two two-way interactions indicates that there is not sufficient evidence to accept that self-congruity would influence the moderating effect of involvement on CA associations for purchase intention.

In sum, results do not show that the level of congruence between the product user image of Fructis and the consumer's self concept, influence the moderating effect of involvement with the product Fructis on corporate ability associations of L'Oréal for purchase intention.

Three-way interaction: individual brand ability, involvement and self-congruity for product attitude

For high self-congruity, there is a significant negative interaction between IBA and involvement (B = -.32, t = -2.53, p = .01). When examining further for the main effects, IBA shows a significant positive effect when involvement is low (b = .89, t = 4.10, p = .001) but not when involvement is high (b = .02, t = .08, p = .94). This result implies that the lower the involvement, the higher the cohesion between IBA associations and product attitude. This means when people have a low involvement with the product Fructis (in other words, have a low interest in the product Fructis), their ability associations regarding Garnier show an increased effect on their attitude of the product Fructis than when people have a high involvement with the product Fructis. This is only the case when people have a high congruence between their user image of Fructis and their self concept.

For low self-congruity, there is a significant positive interaction between IBA and involvement (B = .34, t = 2.23, *p* = .03). When examining further for the main effects, IBA shows a significant positive effect when involvement is low (b = .48, t = 2.32, *p* = .03) and IBA shows also a significant positive effect when involvement is high (b = 1.41, t = 3.40, *p* < .01). This result implies that independent of the level of involvement, there is a significant positive cohesion between IBA associations and product attitude. Although, when people have a high involvement with a product, IBA associations show a stronger effect on product attitude than when people have a low involvement. This finding indicates that people's ability associations regarding Garnier, positively influence their attitude regarding the product Fructis but independent of their involvement level with the product Fructis. Figure 5 illustrates graphically these results.

To recap, the moderating influence of involvement on the effect of individual brand ability associations on product attitude depends on the level of self-congruity.

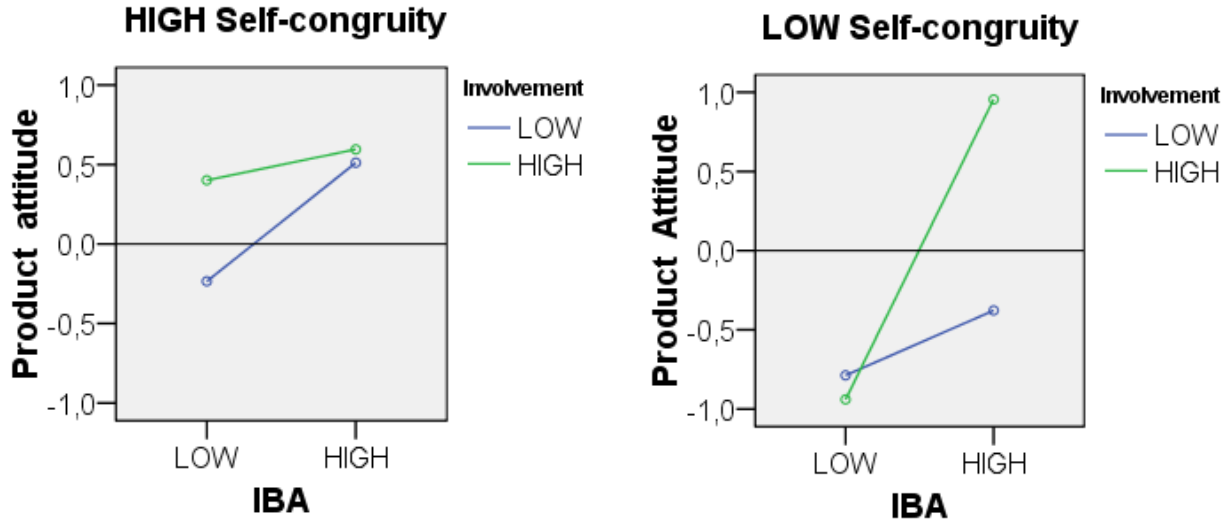

Figure 5: *Effect of IBA on product attitude for different levels of self-congruity and involvement*

Three-way interaction: individual brand ability, involvement and self-congruity for purchase intention

For high self-congruity, there is not a significant interaction between IBA and involvement (B = .15, t = .82, *p* = .42). For low self-congruity is a significant positive interaction between IBA and involvement (B = .39, t = 2.02, *p* < .05). When examining further for the main effects, IBA shows a significant positive effect when involvement is high (b = 1.36, t = 2.44, *p* = .03), but not when involvement is low (b = .43, t = 1.78, *p* = .08). This result implies that the higher the involvement, the higher the cohesion between IBA associations and purchase intention. This means when people have a high involvement with the product Fructis, their ability associations regarding Garnier show an increased positive effect on their intention to buy the product Fructis than when people have a low involvement with the product Fructis. Figure 6 shows graphically these results.

In summary, the moderating influence of involvement on the effect of individual brand ability associations on purchase intention depends on the level of self-congruity.

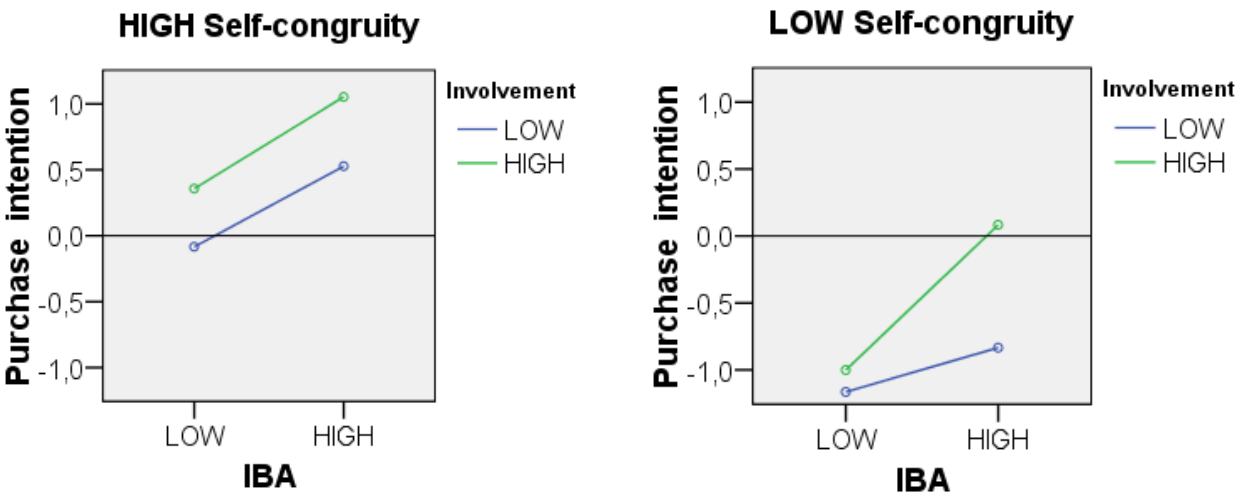

Figure 6: *Effect of IBA on purchase intention for different levels of self-congruity and involvement*

4.2 Independent-samples t-tests

To compare the product attitude and purchase intention scores for the different groups (high vs. low) of the independent variables fit, involvement and self-congruity within one condition, independent samples t-tests are conducted. Appendix F shows the results from these t-tests. One of the main results is the finding that all conditions show a significant difference on both product attitude and purchase intention between participants with a high and a low self-congruity. Participants with a high congruence between their user image of Fructis and their self concept show a more positive attitude regarding the product Fructis and have a higher intention to buy this product than participants with a low self-congruity. Moreover, the high IBD, low IBD and No CBD & IBD conditions show a significant difference on product attitude between participants with a high and a low fit. These results indicate when the individual brand Garnier is dominantly visible, not dominantly visible or both the brands L'Oréal and Garnier are not visible, that participants with a high fit between associations evoked by the brand Garnier and associations evoked by the product Fructis, show a more positive attitude of the product Fructis than participants with a low fit. The No CBD & IBD condition shows also a significant difference on purchase intention between participants with a high and a low fit. This result suggests when both the brands L'Oréal and Garnier are not visible, participants have a higher intention to buy the product Fructis when the fit is high between associations evoked by the brand Garnier and associations evoked by the product Fructis than when the fit is low. Furthermore, within the conditions low IBD and No CBD & IBD, participants show a significant difference on both product attitude and purchase intention between participants with a high and a low involvement. This

result suggests when Garnier is not dominantly visible or both the brands L'Oréal and Garnier are not visible, participants show a more positive attitude and have a higher intention to buy the product Fructis when the involvement with this product is high than when the involvement is low.

4.3 Analyses of variances

Univariate analyses of variances (ANOVA) are conducted to explore the differences between the five conditions (high CBD, low CBD, high IBD, low IBD and No CBD & IBD) for the moderators fit, involvement and self-congruity on levels of product attitude and purchase intention.

Differences between conditions for the moderating effects of fit on CA/IBA associations

The interaction effect between corporate ability (CA) / individual brand ability (IBA), fit and conditions on purchase intention is not statistically significant, F (4, 260) = .84, p = .50. However, the interaction effect between CA/IBA, fit and conditions on product attitude is statistically significant, F (4, 260) = 6.64, $p < .001$. Appendix E presents pairwise comparisons. Two plots are made to interpret and visualize this interaction effect. Figure 7 shows this effect. The following results are found when people have a low fit between associations evoked by the brand L'Oréal/Garnier and associations evoked by the product Fructis and they also have a low score on corporate/individual brand ability associations. First, pairwise comparisons indicate that people in the high CBD condition show a significant more positive attitude (M = 4.74, SD = .88) of the product Fructis than people in the high IBD (M = 3.32, SD = 1.04) and the low IBD (M = 3.88, SD = 1.10) condition. This result suggests when the corporate brand L'Oréal is dominantly visible, people show more positive attitudes of the product Fructis than when the individual brand Garnier is dominantly visible or Garnier is not dominantly visible. Moreover, people in the low CBD condition are also significant more positive in their attitude (M = 4.74, SD = .88) of the product Fructis than people in the high IBD condition (M = 3.32, SD = 1.04). This finding indicates when the corporate brand L'Oréal is not dominantly visible, people have a more positive attitude of the product Fructis than when the individual brand Garnier is dominantly visible. Furthermore, the people in the No CBD & IBD condition show as well a significant more positive attitude of the product Fructis (M = 4.10, SD = 1.04) than people in the high IBD condition (M = 3.32, SD = 1.04). This result suggests when only the product brand Fructis is visible, people show a more positive attitude of the product Fructis than when the individual brand Garnier is dominantly visible.

Secondly, pairwise comparisons suggest when people have a low fit between associations evoked by the brand L'Oréal/Garnier and associations evoked by the product Fructis and also have a high score on corporate/individual brand ability associations, they show in the high CBD (M = 4.90, SD = .78), low CBD (M = 4.75, SD = 1.53), high IBD (M = 5.46, SD = 1.03) and the low IBD (M = 5.33, SD = 1.18) condition a significant more positive attitude of the product Fructis than the people in

the No CBD & IBD condition (*M* = 3.88, *SD* = .99). This result indicates that independent whether the corporate brand L'Oréal or the individual brand Garnier is visible, people show a more positive attitude of the product Fructis than when only the product brand Fructis is visible.

Last, pairwise comparisons indicate when people have a high fit between associations evoked by the brand Garnier and associations evoked by the product Fructis and also have a low score on individual brand ability associations, they show in the low IBD condition (*M* = 5.01, *SD* = .84) a significant more positive attitude of the product Fructis than people in the high IBD (*M* = 4.33, *SD* = .76) and in the No CBD & IBD condition (*M* = 4.09, *SD* = 1.02). This result suggests when the individual brand Garnier is not dominantly visible, people have a more positive attitude of the product Fructis than when the individual brand Garnier is dominantly visible or only the product brand Fructis is visible.

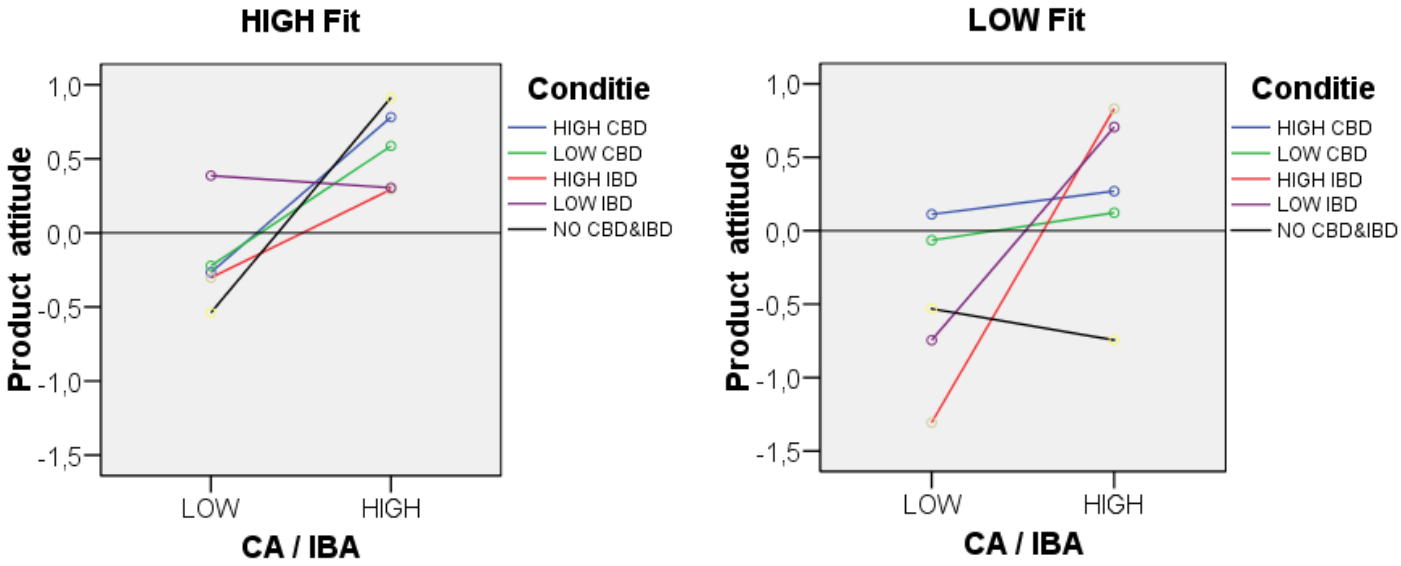

Figure 7: *Effect of CA/IBA on product attitude for different levels of fit and for the different conditions*

Differences between conditions for the moderating effects of fit on CSR/IBSR associations

The interaction effect between corporate social responsibility (CSR) / individual brand social responsibility (IBSR), fit and conditions for product attitude is not statistically significant, *F* (4, 260) = 1.45, *p* = .22. This is also the case for the interaction effect between CSR/IBSR, fit and conditions for purchase intention, *F* (4, 260) = .22, *p* = .93. There is a statistically significant main effect for the conditions, *F* (4, 260) = 3.31, *p* = .01; however, the effect size is small (partial eta squared = .05). Figure 8 shows this main effect for the conditions. Pairwise comparisons suggest that people in the high CBD condition (*M* = 4.86, *SD* = .90), show a significant more positive attitude of the product Fructis than people in the high IBD (*M* = 4.39, *SD* = 1.15) and in the No CBD & IBD condition (*M* = 4.48, *SD* = 1.24). Moreover, pairwise comparisons indicate that people in the low CBD condition (*M* =

4.76, *SD* = 1.12) show also a significant more positive attitude of the product Fructis than people in the high IBD (*M* = 4.39, *SD* = 1.15). Last, pairwise comparisons suggest that people in the low IBD condition (*M* = 4.69, *SD* = 1.20) show a significant more positive attitude of the product Fructis than people in the high IBD (*M* = 4.39, *SD* = 1.15).

To recap, results do not suggest differences between the five conditions for the moderating effects of fit on corporate social responsibility/ individual brand social responsibility associations. In addition, people evaluate the product Fructis as most positive when the corporate brand L'Oréal is clearly visible on the advertisement compared to the other ads. People evaluate the product Fructis as least positive (but still positive) when the individual brand Garnier is clearly visible on the ad compared to the other ads.

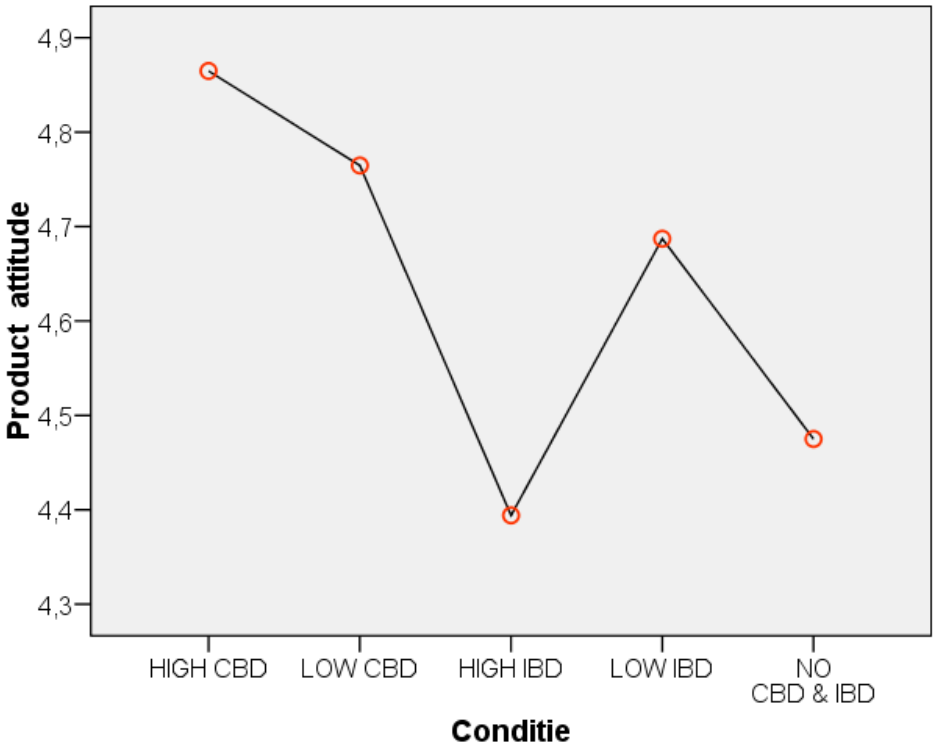

Figure 8: *Main effects on product attitude for the different conditions*

Differences between conditions for the moderating effects of involvement

The interaction effect between corporate ability (CA) / individual brand ability (IBA), involvement and conditions is not statistically significant, F (4, 260) = .82, p = .51. This is also the case for the interaction effect between corporate social responsibility (CSR) / individual brand social responsibility (IBSR), involvement and conditions, F (4, 260) = .23, p = .92. For purchase intention are as well no significant interactions between CA/IBA, involvement and conditions, F (4, 260) = .19, p = .95. This is also the case for the interaction effect between CSR/IBSR, involvement and conditions, F (4, 260) = .03, p = 1.00.

In summary, results do not show differences between the five conditions for the moderating effects of involvement with the product Fructis on the effects of corporate/ individual brand ability associations of L'Oréal/Garnier or on corporate/ individual brand social responsibility associations of L'Oréal/Garnier.

Differences between conditions for the effects of self-congruity & involvement

Also the interaction effect between corporate ability (CA) / individual brand ability (IBA), self-congruity, involvement and conditions is not statistically significant, F (4, 238) = .77, p = .55. Moreover, the interaction effect between corporate social responsibility (CSR) / individual brand social responsibility (IBSR), self-congruity, involvement and conditions is not significant, F (4, 238) = .43, p = .79. Further, for purchase intention are no significant interactions between CA/IBA, involvement, self-congruity and conditions, F (4, 238) = .83, p = .51. This is also the case for the interaction between CSR/IBSR, involvement, self-congruity and conditions, F (4, 238) = .28, p = .89.

To recap, results do not suggest differences between the five conditions for the effects of the level of congruence between the product user image of Fructis and the consumer's self concept and involvement with the product Fructis on the effects of corporate/ individual brand ability (CA/IBA) associations of L'Oréal/Garnier or on corporate/ individual brand social responsibility (CSR/IBSR) associations of L'Oréal/Garnier.

5. Discussion

The purpose of this study is to investigate *'the influence of a company's branding strategy on the effects of corporate or individual brand associations and on the (moderating) effects of fit, involvement and self-image congruence'*. To examine this research question, seven hypotheses are formulated. Appendix H shows whether this study confirms the hypotheses.

5.1 Theoretical implications

Effects of corporate/ individual brand associations on product attitude

Results show that individual brand ability (IBA), corporate social responsibility (CSR) and individual brand social responsibility (IBSR) associations have a positive effect on product attitudes, but the effect of individual brand ability is stronger. A possible explanation for this effect may be the fact that the product used in this study, is not explicitly positioned as socially responsible. This finding is consistent with previous research by Chang and Rizal (2011). Although, they find that *corporate* ability associations have a greater effect on product attitudes than corporate social responsibility associations. In addition, this study does not suggest an effect on product attitude for corporate ability (CA) associations.

Effects of corporate/ individual brand associations on purchase intention

Corporate social responsibility (CSR), individual brand social responsibility (IBSR) and individual brand ability (IBA) associations have a positive effect on purchase intention. As also the case for product attitude, the effect of individual brand ability associations is stronger. For corporate ability (CA) associations, this study does not indicate an effect on purchase intention.

5.1.1 Effects of fit

Brand dominance, fit and corporate/ individual brand ability

As predicted but in different directions, a company's branding strategy does have an influence on the moderating effect of fit on the effects of corporate ability (CA) or individual brand ability (IBA) associations on product attitude. This is not the case for purchase intention.

Firstly, when the associations of the product Fructis are perceived as not fitting well with the associations of the corporate brand L'Oréal/ the individual brand Garnier, and people also have a low score on corporate/ individual brand ability associations, the following results are found. When L'Oréal is clearly visible beside Garnier on an ad, people have a more positive attitude of Fructis than when Garnier is clearly visible or is not clearly visible beside Fructis on an ad. Because L'Oréal is clearly visible, you will expect that the corporate ability associations of L'Oréal becomes more accessible for people than associations with the individual brand Garnier and thus the corporate ability

associations of L'Oréal have more influence on the product attitude. This result is only found for people with a low score on corporate ability associations. This finding indicates that people, for example, do not find that L'Oréal has good qualitative products. But the results show when L'Oréal is clearly visible on the ad, people have more positive attitude of Fructis than when Garnier is clearly visible or is not clearly visible on an ad beside Fructis. Through this result, no general conclusion can be made which type of association a company can leverage in this case when a monolithic branding strategy seems to be more effective than a 'master brand as driver' or a 'co-driver' branding strategy. When L'Oréal is not clearly visible beside Garnier on the ad, people have a more positive attitude of Fructis than when Garnier is clearly visible beside Fructis on an ad. Because L'Oréal is not clearly visible, individual brand associations of Garnier are more accessible for people than the corporate associations of L'Oréal. In line with this, this result is only found for people with a low score on corporate ability associations. Therefore, results suggest when a company wants to leverage associations with its individual brand, an endorsed strategy seems to be more effective than a 'master brand as driver' branding strategy. Although, with a 'master brand as driver' strategy also the individual brand Garnier is dominantly visible. This result indicates that the low visibility of the corporate logo L'Oréal (endorsed strategy) has a positive effect on the attitude of the product. When only the product brand Fructis is visible, people show also more positive attitudes of the product Fructis than when the individual brand Garnier is dominantly visible. Because Fructis is clearly visible, you will expect that associations of the product brand Fructis become more accessible for people than associations with the individual brand Garnier and thus the product brand associations of Fructis have more influence on the product attitude. In line with this, this result is only found for people with a low score on individual brand ability associations. Therefore, results suggest when a company wants to leverage associations with its product brand, a branded house strategy seems to be more effective than a 'master brand as driver' strategy.

Moreover, when associations of the product Fructis are perceived as not fitting well with the associations of the corporate brand L'Oréal/ the individual brand Garnier, and people also have a high score on corporate/ individual brand ability associations, the following result is found. When the corporate brand L'Oréal or the individual brand Garnier is clearly visible or is not, people show a more positive attitude of the product Fructis than when only the product brand Fructis is visible. Firstly, when the corporate brand L'Oréal is clearly visible, you will expect that the corporate ability associations of L'Oréal becomes more accessible for people than associations with the individual brand Garnier and thus the corporate ability associations of L'Oréal have more influence on the product attitude. In line with this, this result is only found for people with a high score on corporate ability associations. Secondly, when the corporate brand L'Oréal is not clearly visible, you will expect that individual brand associations of Garnier are more accessible for people than associations with the corporate brand L'Oréal and thus the individual brand associations of Garnier have more influence on

the product attitude. However, this result is only found for people with a high score on corporate ability associations. This result may indicates that although the brand L'Oréal is not clearly visible, people still see this brand and activate associations about it. Thirdly, when the individual brand Garnier is clearly visible, you will expect that individual brand ability associations of Garnier are more accessible for people than associations with the product brand Fructis and thus these individual brand ability associations have more influence on the product attitude. In line with this, this result is only found for people with a high score on individual brand ability associations. Last, when the individual brand Garnier is not clearly visible, you will expect that associations of the product brand Fructis become more accessible for people than associations with the individual brand Garnier and thus the product brand associations of Fructis have more influence on the product attitude. However, this result is only found for people with a high score on individual brand ability associations. This finding may indicates that although the brand Garnier is not clearly visible, people still see this brand and activate associations about it. Through these findings, the following conclusions can be made. When a company wants to leverage associations with its corporate ability, a monolithic or an endorsed branding strategy seems to be more effective than a branded house strategy. Moreover, when a company wants to leverage associations with its individual brand ability, a 'master brand as driver' or a 'co-driver' branding strategy seems to be more effective than a branded house strategy.

Last, in the case when associations of the product Fructis are perceived as fitting well with the associations of the individual brand Garnier, and people also have a low score on individual brand ability associations, the following result is found. When the individual brand Garnier is not dominantly visible, people have a more positive attitude of the product Fructis than when the individual brand Garnier is dominantly visible or only the product brand Fructis is visible. Because Garnier is not dominantly visible, you will expect that associations of the product brand Fructis become more accessible for people than associations with the individual brand Garnier and thus the product brand associations of Fructis have more influence on the product attitude. In line with this, this result is only found for people with a low score on individual brand ability associations. Therefore, results suggest when a company wants to leverage product brand associations, a 'co-driver' strategy seems to be more effective than a 'master brand as driver' or a branded house strategy.

Brand dominance, fit and corporate/ individual brand social responsibility

As predicted, a company's branding strategy does not have an influence on the moderating effect of fit on the effects of corporate social responsibility (CSR) or individual brand social responsibility (IBSR) associations on product attitude. This is also the case for purchase intention. Further, results show that the social responsibility associations' people have regarding L'Oréal, positively influence purchase intention when people have a low fit between associations evoked by the brand L'Oréal and associations evoked by the product Fructis. This finding is in contrast to previous research of Madrigal

(2000) who found that CSR associations have a positive influence on product responses when fit is high. The difference is that Madrigal (2000) used a product with a clear environmental connection. Moreover, main effects suggest when the corporate brand L'Oréal is visible, people show more positive attitudes of the product Fructis than when the individual brand Garnier is visible or only the product brand Fructis is visible. In addition, when the corporate brand L'Oréal is not dominant visible, people show more positive attitudes of the product Fructis than when the individual brand Garnier is dominant visible. Last, when the individual brand Garnier is not dominant visible, people show more positive attitudes of the product Fructis than when the individual brand Garnier is dominant visible.

Brand dominance, fit and product attitude/ purchase intention

Results indicate when the individual brand Garnier is dominantly visible, is not dominantly visible or when both the brands L'Oréal and Garnier are not visible on an ad (only the product brand Fructis is visible), that people with a high fit between associations evoked by the brand Garnier and associations evoked by the product Fructis, show a more positive attitude of the product Fructis than people with a low fit. For purchase intention is the following result found. When both the brands L'Oréal and Garnier are not visible, people have a higher intention to buy the product Fructis when the fit is high between associations evoked by the brand Garnier and associations evoked by the product Fructis than when the fit is low. In addition, independent whether the individual brand is visible or not visible on an ad, results indicate that the lower the fit between associations evoked by the brand Garnier and associations evoked by the product Fructis, the higher the intention to buy the product Fructis.

5.1.2 Effects of involvement

Brand dominance, involvement and corporate/ individual brand associations

Results suggest that, a company's branding strategy does not have an influence on the moderating effect of involvement on the effects of corporate associations (CA/CSR) or individual brand associations (IBA/IBSR) on product attitude and purchase intention.

Brand dominance, involvement and product attitude/ purchase intention

When Garnier is not dominantly visible on an advertisement or both the brands L'Oréal and Garnier are not visible, people show a more positive attitude and have a higher intention to buy the product Fructis when they have a high involvement with this product than when they have a low involvement.

5.1.3 Effects of self-image congruence

Brand dominance, self-image congruence, involvement and corporate/ individual brand associations

Results indicate that, a company's branding strategy does not have an influence on the effect of self-image congruence (shortly: self-congruity) on involvement and corporate associations (CA/CSR) or

individual brand associations (IBA/IBSR). This is both the case for product attitude and purchase intention. Although, the results suggest that independent whether the corporate brand L'Oréal is dominantly visible or not, self-congruity seems to influence the effect of corporate social responsibility associations. This finding suggests when people show low self-image congruence between the product user image and the consumer's self concept, their social responsibility associations regarding L'Oréal show an increased positive effect on product attitude. Contrary, this effect does not occur when the individual brand is dominantly visible, the individual brand is not dominantly visible or only the product brand is visible on an advertisement. Moreover, independent whether the individual brand Garnier was dominantly visible or not, the moderating influence of involvement on the effect of individual brand ability associations on product attitude, depends on the level of self-congruity. Results suggest when people show high self-image congruence between the product user image and the consumer's self concept, their ability associations regarding Garnier show an increased positive effect on the product evaluations, but only when they have a low involvement (in other words, they have low interest in the product Fructis). In addition, when people show low self-image congruence between the product user image and the consumer's self concept, their ability associations regarding Garnier show an increased positive effect on the product evaluations, but independent of the level of involvement. Although, people who have a high involvement with the product, show a stronger positive effect of corporate ability associations on product attitude than people who have low involvement with the product. Furthermore, results indicate that independent whether the individual brand Garnier is visible or not, the moderating influence of involvement on the effect of individual brand ability associations on purchase intention depends on the level of self-congruity. When people have low self-image congruence between the product user image and the consumer's self concept, their ability associations regarding Garnier show an increased positive effect on the intention to buy the product Fructis, but only when they have a high involvement with the product Fructis. When people have high self-image congruence, no effects were found between individual brand ability associations and involvement.

Effect of self-image congruence on product attitude and purchase intention

Consistent with previous research by Sirgy (1982), this study shows that consumers' attitude and purchase intention toward a product is influenced by the matching of the product user image with the consumer's self concept. Results indicate that the greater consumers' congruence between their user image of Fructis and their self concept, the higher their attitude of the product Fructis and the higher their intention to buy this product. This finding is also consistent with previous research of Sirgy et al. (2005) and Sirgy and Su (2000).

5.2 Managerial implications

This study offers implications for managerial choices for the use of the different types of branding strategies during product communications. Appendix I shows a results overview of a matching association type with a branding strategy. When a company wants to leverage on corporate social responsibility associations or on individual brand social responsibility associations, this study does not find which branding strategy would be more effective and under what conditions a company should use which strategy. When a company wants to leverage associations with its individual brand, an endorsed strategy seems to be more effective than a 'master brand as driver' branding strategy. This is only the case when the product is perceived as not fitting well with the corporate or individual brand. Or when a company wants to leverage associations with its product brand, a branded house strategy seems to be more effective than a 'master brand as driver' strategy. Also for this strategy, this applies only when the product is perceived as not fitting well with the corporate or individual brand. Moreover, when a company wants to leverage associations with its corporate ability, a monolithic or an endorsed branding strategy seems to be more effective than a branded house strategy. Furthermore, when a company wants to leverage associations with its individual brand ability, a 'master brand as driver' or a 'co-driver' branding strategy seems to be more effective than a branded house strategy. This is only the case when the product is perceived as not fitting well with the corporate or individual brand. Last, when a company wants to leverage product brand associations, a 'co-driver' strategy seems to be more effective than a 'master brand as driver' or a branded house strategy. This applies only when the product is perceived as fitting well with the individual or product brand.

For the intention to buy a product, this study does not find which branding strategy would be more effective when a company wants to leverage on corporate associations (corporate ability and corporate social responsibility) or individual brand associations (individual brand ability and individual brand social responsibility).

Moreover, a company's branding strategy depends also on different corporate decisions and/or history. For example mergers, acquisitions and global expansion like Laforet and Saunders (1999) describe. Branding experts interviewed by Laforet and Saunders (1999) agree that the history of a company drives branding structures. This in contrast to that branding is often considered as a market-based activity and therefore Laforet and Saunders (1999) describe 'so it is surprising how often the literature, and specially marketing managers, suggest that nonmarketing issues dominate brand strategy' (p. 53). Therefore, these implications for managerial choices for the type of branding strategy could not be solely derived from this study. To give general recommendations about which branding strategy could best be used, the company has to be placed in a broader context.

5.3 Limitations and suggestions for further research

Different factors may limit the interpretation of the results. First limitation is the fact that this study was conducted in the context of only one specific company (L'Oréal). It would be interesting to investigate to what extent these results could be generalized to other companies. The same research, to a certain extent, was examined by Chang and Rizal in the context of cosmetics products and by Berens et al. (2005) in the financial context. However, what is the effect on a company's branding strategy when investigated the effects of corporate/ individual brand ability associations and corporate/ individual brand social responsibility associations in the context of other branches, for example insurance companies (e.g. Achmea with the brands Interpolis, FBTO, Zilveren Kruis Achmea) or travel agencies (e.g. TUI with the travel brands Arke, Holland International, KRAS). More research is needed to answer this question.

Beside this limitation of generalizing to other companies, also generalizing within the company L'Oréal is restricted. Therefore, the second limitation is the focus on only one specific sub brand and product category: the hair care products of the brand Fructis. What is the effect on the branding strategy when also other sub brands of Garnier (e.g. Ambre Solaire, Nutrisse) and product categories (e.g. cosmetics) of the consumer good division are taken into account? Or when looking on a broader scope, what is the effect when different products of the four divisions of L'Oréal are taken into account (consumer products, professional products, luxury cosmetics and active cosmetics)? Although, it is also possible that it is more effective for L'Oréal and/or part of the L'Oréal strategy to hold different branding strategies for each individual brand. Additional research is needed to give L'Oréal more specific managerial implications for the individual brands.

Third limitation was that all participants were exposed to the same ad with the same product (with the exception of the logos on different places and visibilities). In reality, consumers are confronting with various different (marketing) communication messages. Therefore, further research can broaden the scope through include more different advertising materials.

This study investigated the influence of the moderating effects of corporate/ individual brand dominance, fit, involvement and self-congruity on the relationship between corporate/ individual brand ability or corporate/ individual brand social responsibility associations and product attitude. Although, it is also possible that moderating effects of particular other variables would have an effect on product attitude. Perhaps, other personality moderator variables would have an effect such as self-esteem. Future research should examine possible other moderators which could influence the effects of corporate/ individual brand ability associations and corporate/ individual brand social responsibility associations on product attitude to improve this fourth limitation.

Moreover, participants may have been 'primed' during the study. By asking participants about their familiarity of both the brands L'Oréal and Garnier, the associations about these brands may have been 'primed' in their memory. This may influence the response on the questions that followed. For

example, when a participant is exposed to a low corporate brand dominance ad, the logo of L'Oréal is not very visible. However, the stimulus of L'Oréal (through the familiarity question) may have resulted in primed associations of L'Oréal in their memory. This could have influenced the response on questions about the product attitude. This may be a possible explanation why all conditions showed a product attitude between 4.3 and 4.9 on a scale from 1-7.

Last, findings about which branding strategy could best be used by a company were in contrast to previous research (e.g. Berens et al., 2005; Chang and Rizal, 2011). In addition, also previous research did not show reciprocally corresponding results. Overall, more research is needed to give specific implications for which branding strategy will be most effective for a specific company.

In sum, this study has made an academic and practical effort to examine the influence of a company's branding strategy on the effects of corporate or individual brand associations and on the moderating effects. Research into branding strategies has much to offer both managers and academic researchers.

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Appendix A: Manipulation check stimulus material

1. HIGH CBD

The corporate brand L'Oréal is placed at three different places with two different sizes (5.3 cm and 7 cm: 1⅓ times as large).

1. Logo at the bottom

7 cm

5.3 cm

2. Logo in the middle

7 cm

5.3 cm

3. Logo at the top

7 cm

5.3 cm

2. LOW CBD

The corporate brand L’Oréal is placed at three different places with two different sizes (1.5 cm and 2 cm: 1⅓ times as large).

1. Logo at the bottom

2 cm

1.5 cm

2. Logo in the middle

2 cm

1.5 cm

3. Logo at the top

2 cm

1.5 cm

3. HIGH IBD

The individual brand Garnier is placed at three different places with two different sizes (5.3 cm and 7 cm: 1⅓ times as large).

1. Logo at the bottom

7 cm

5.3 cm

2. Logo in the middle

7 cm

5.3 cm

3. Logo at the top

7 cm

5.3 cm

4. LOW IBD

The individual brand Garnier is placed at three different places with two different sizes (1.8 cm and 2.39 cm: 1⅓ times as large). The size of the Garnier logo is bigger than the L'Oréal logo in the low CBD condition. Reason for this is the fact that the words ´zorg voor jezelf´ is no longer readable when the size is 1.5 cm. Therefore the Garnier logo has the size 1.8 cm versus 2.39 cm in this condition.

1. Logo at the bottom

2.39 cm

1.8 cm

2. Logo in the middle

2.39 cm

1.8 cm

3. Logo at the top

2.39 cm

1.8 cm

Appendix B: Results manipulation check

Manipulation	Mean	Std. Deviation
LOW CBD		
Top 1.5 cm	**1.53**	**0.68**
Top 3 cm	2.53	1.17
Middle 1.5 cm	1.80	1.03
Middle 3 cm	3.13	1.43
Bottom 1.5 cm	2.43	1.22
Bottom 3 cm	3.23	1.52
HIGH CBD		
Top 5.3 cm	4.97	1.50
Top 7 cm	5.67	1.09
Middle 5.3 cm	**6.00**	**1.37**
Middle 7 cm	6.00	1.46
Bottom 5.3 cm	5.37	1.27
Bottom 7 cm	5.90	1.27
LOW IBD		
Top 1.8 cm	**2.33**	**0.92**
Top 2.39 cm	2.73	1.02
Mid 1.8 cm	3.70	1.51
Mid 2.39 cm	3.87	1.55
Bottom 1.8 cm	3.00	1.17
Bottom 2.39 cm	3.70	1.15
HIGH IBD		
Top 5.3 cm	5.27	1.48
Top 7 cm	5.30	1.69
Mid 5.3 cm	5.63	1.25
Mid 7 cm	5.80	1.38
Bottom 5.3 cm	6.07	1.26
Bottom 7 cm	**6.37**	**0.85**

Appendix C: Questionnaire

1. Introduction text

Beste deelnemer,
Leuk dat je mee wilt werken aan dit onderzoek! Het invullen van deze vragenlijst zal ongeveer 5 minuten duren. Door deelname aan dit onderzoek draag je bij aan wetenschappelijk onderzoek op het gebied van merk strategieën. Daarnaast help je mij met mijn afstudeeronderzoek en maak je ook nog eens **kans op een goed gevulde goodie bag met veel mooie haarverzorgingsproducten!**

Tijdens dit onderzoek wordt aan jou gevraagd om aandachtig naar een advertentie te kijken. Vervolgens worden er vragen over deze advertentie gesteld. Hierbij gaat het om *jouw* mening, er zijn dus **geen** goede of foute antwoorden. Deelname aan dit onderzoek is anoniem.

Na afloop is er de mogelijkheid om je e-mailadres achter te laten als je kans wilt maken op de goodie bag!

Druk op 'Start' om te beginnen met de vragenlijst.

Met vriendelijke groet,
Sophie Weustink
Masterstudente Marketing Communication aan de Universiteit Twente

(English translation)
Dear participant,
Nice you want to participate in this study! Completing this questionnaire will take about 5 minutes. By participating in this study you contribute to scientific research in the field of brand strategies. Beside, you will help me with my master thesis and you also have the **chance to win a big goodie bag with a lot of beautiful products!**

During this study you will be asked to look carefully at an advertisement. Thereafter questions will follow about this advertisement. This is about *your* opinion, so there is **no** right or wrong answer. Participating in this study is anonymous.

Afterwards there is the possibility to leave your email address to take chances on the goodie bag!

Click on ‘Start’ to begin with the questionnaire.

Kind regards,
Sophie Weustink
Masterstudent Marketing Communication at the University of Twente

2. Questionnaire

Questionnaire – English		Vragenlijst - Nederlands
A.	**Selection question**	**Selectievraag**
	First you will get a selection question to determine whether the questions in this research are meaningful for you.	Er volgt nu eerst een selectievraag om te kunnen beoordelen of de vragen in dit onderzoek betekenisvol voor jou zijn.
1.	Are you familiar with the brand L'Oréal[1]/Garnier[2] *(Completely unfamiliar, unfamiliar, somewhat unfamiliar, not unfamiliar/not familiar, somewhat familiar, familiar, completely familiair.* *Completely unfamiliar →end of questionnaire)*	Ben je bekend met het merk L'Oréal[1]/Garnier[2]? *(Zeer onbekend, onbekend, enigszins onbekend, niet onbekend/niet bekend, enigszins bekend, bekend, zeer bekend.* *Zeer onbekend → einde vragenlijst)*
	Beside this selection question, the next question is also of importance for the study.	Naast deze selectievraag, is de volgende vraag ook van belang voor het onderzoek
2.	Are you familiar with the brand Garnier[1]/ L'Oréal[2]? *(Completely unfamiliar, unfamiliar, somewhat unfamiliar, not unfamiliar/not familiar, somewhat familiar, familiar, completely familiar)*	Ben je bekend met het merk Garnier[1]/ L'Oréal[2]? *(Zeer onbekend, onbekend, enigszins onbekend, niet onbekend/niet bekend, enigszins bekend, bekend, zeer bekend)*
B.	**Advertisement**	**Advertentie**
	Presently you will see an ad. Take your time to look at this ad. When you are finished, click on the button 'Next'. Then a number of questions regarding the ad are asked.	Je krijgt zo een advertentie te zien. Neem rustig de tijd om deze advertentie te bekijken. Wanneer je klaar bent, druk je op de knop 'Volgende'. Daarna worden een aantal vragen naar aanleiding van de advertentie gesteld.
	1. HIGH CBD	**2. LOW CBD**

3. HIGH IBD

4.LOW IBD

5. NO IBD & CBD

C.	Constructs	Constructen
3	**Product attitude**	**Product attitude**
3.1	This seems to me a good product (YD)	Dit lijkt mij een goed product (YD)
3.2	I find this product attractive (YD)	Ik vind dit product aantrekkelijk (YD)
3.3	This seems to me a likable product (YD)	Dit lijkt mij een aangenaam product (YD)
3.4	I find this a nice product (YD)	Ik vind dit een leuk product (YD)
4	**Purchase intention**	**Aankoop intentie**
4.1	I intend to purchase this product (YD)	Ik heb de intentie om dit product te kopen (YD)
4.2	I would like to buy this product (YD)	Ik wil dit product graag kopen (YD)

5	**Fit CB/ Fit IB**	**Fit CB/ Fit IB**
5.1	The product from the ad has the same image as L'Oréal/Garnier (BR & BRB)	Het product uit de advertentie heeft hetzelfde imago als L'Oréal/Garnier (BR & BRB)
5.2	The product from the ad conveyed the same impressions as L'Oréal/Garnier (BR)	Het product uit de advertentie brengt dezelfde indruk over als L'Oréal/Garnier (BR)
5.3	This product from the ad has a good fit with L'Oréal/Garnier (KA)	Dit product uit de advertentie past goed bij L'Oréal/Garnier (KA)
5.4	This is a logical product for L'Oréal/Garnier to market (KA & BRB)	Dit is een logisch product voor L'Oréal/Garnier om op de markt te zetten (KA & BRB)
5.5	This product is appropriate for L'Oréal/Garnier (KA)	Dit product is geschikt voor L'Oréal/Garnier (KA)
6	**Self-image congruence**	**Self-image congruence**
6.1	I can identify myself with the people who buy this hair care product (GS)	Ik kan mijzelf identificeren met de mensen die dit haarverzorgingsproduct kopen (GS)
6.2	The typical person who buys this hair care product matches how I see myself (GS)	Het type persoon die dit haarverzorgingsproduct koopt, komt overeen met hoe ik mijzelf zie (GS)
6.3	The image of this hair care product is highly consistent with my self-image (GS)	Het imago van dit haarverzorgingsproduct komt overeen met mijn zelfbeeld (GS)
6.4	How I see myself matches with the image of this hair care product) (NEW)	Hoe ik mijzelf zie, komt overeen met het imago van dit haarverzorgingsproduct (NEW)
7	**Involvement**	**Involvement**
	Product perceived importance (interest)	*Product perceived importance (interest)*
7.1	I have a strong interest in hair care products (shampoos/conditioners) (LK & BRB)	Ik heb een sterke interesse in haarverzorgingsproducten (shampoos/conditioners) (LK & BRB)
7.2	Hair care products (shampoos/conditioners) are important for me (LK)	Haarverzorgingsproducten (shampoos/conditioners) zijn belangrijk voor mij (LK)
	Product hedonic value (pleasure)	*Product hedonic value (pleasure)*
7.3	I really enjoy buying hair care products (shampoos/conditioners) (LK)	Ik vind het leuk om haarverzorgingsproducten (shampoos/conditioners) te kopen (LK)
7.4	I enjoy using hair care products (shampoos/conditioners) (LK)	Ik vind het prettig om haarverzorgingsproducten (shampoos/conditioners) te gebruiken (LK)
	Perceived product sign value	*Perceived product sign value*
7.5	The hair care products (shampoos/conditioners) a person buys, says something about who they are (LK)	De haarverzorgingsproducten (shampoos/conditioners) die iemand koopt, zegt iets over wie ze zijn (LK)
7.6	You can tell a lot about a person from the hair care products (shampoos/conditioners) he or she buys (LK)	Je kunt veel over een persoon zeggen aan de hand van de haarverzorgingsproducten (shampoos/conditioners) die hij of zij koopt (LK)
	CA/IBA associations	**CA/IBA associations**
8	*Products & Services*	*Products & Services*
8.1	I think that L'Oréal/Garnier develops innovative products	Ik denk dat L'Oréal/Garnier innovatieve producten ontwikkelt (FGS)

	(FGS)	
8.2	I think that L'Oréal/Garnier offers high quality products (FGS & MR)	Ik denk dat L'Oréal/Garnier hoog kwalitatieve producten aanbiedt (FGS & MR)
8.3	I think that L'Oréal/Garnier offers products with a good price-quality ratio (FGS)	Ik denk dat L'Oréal/Garnier producten met een goede prijs-kwaliteit verhouding aanbiedt (FGS)
8.4	I think that L'Oréal/Garnier offers a wide range of products (MR)	Ik denk dat L'Oréal/Garnier een hoge variatie van producten aanbiedt (MR)
9	*Workplace environmental*	*Workplace environmental*
9.1	I think that L'Oréal/Garnier is well managed (FGS)	Ik denk dat L'Oréal/Garnier goed georganiseerd is (FGS)
9.2	L'Oréal/Garnier looks like a good company to work for (FGS)	L'Oréal/Garnier lijkt een goed bedrijf om te werken (FGS)
9.3	L'Oréal/Garnier looks like a company that would have good employees (FGS)	L'Oréal/Garnier lijkt een bedrijf met goede werknemers (FGS)
9.4	L'Oréal/Garnier looks like a company with a good organization behind (NEW)	L'Oréal/Garnier lijkt een bedrijf waar een goede organisatie achter zit (NEW)
10	**CSR/IBSR associations**	**CSR/IBSR associations**
10.1	I think that L'Oréal/Garnier supports good causes (FGS & MR)	Ik denk dat L'Oréal/Garnier goede doelen steunt (FGS & MR)
10.2	I think that L'Oréal/Garnier is an environmentally responsible company (FGS & MR)	Ik denk dat L'Oréal/Garnier een milieuvriendelijke organisatie is (FGS & MR)
10.3	I think that L'Oréal/Garnier is highly concern for women's issues (MR)	Ik denk dat L'Oréal/Garnier zich bezig houdt met kwesties rondom vrouwen (MR)
10.4	I think that L'Oréal/Garnier find it important to concern about the environment (NEW)	Ik denk dat L'Oréal/Garnier het belangrijk vindt om zorg te dragen voor het milieu (NEW)
D.	**Foreknowledge questions**	**Voorkennis vragen**
11.	During this study you have seen a manipulated ad. This means you did not see the original ad. This is the original ad: (showing the ad). Did you see this advertisement, or a derivative hereof, once before this research? *(Yes/No)*	Tijdens dit onderzoek heb je een gemanipuleerde advertentie gezien. Dit betekend dat je niet de originele advertentie gezien hebt. Dit is de originele advertentie: (afbeelding laten zien). Heb je deze advertentie, of een afgeleide hiervan, al een keer eerder gezien buiten dit onderzoek om? *(Ja/nee)*
12.	Garnier is a brand of L'Oréal. Did you know prior to this study that the brand Garnier is part of the corporate brand L'Oréal? (participants in the CBD conditions) / You were already familiar with this? (participants in the IBD conditions *(Yes/No)*	Onder het merk L'Oréal valt onder andere het merk Garnier. Wist je voor aanvang van dit onderzoek dat het merk Garnier onder het merk L'Oréal valt? (respondenten in de CBD condities) / Was je hier al bekend mee? (respondenten in de IBD condities) (Ja/Nee)
13.	Fructis is a brand of Garnier. Did you know prior to this study that the brand Fructis is part of the brand Garnier? *(Yes/No)*	Onder het merk Garnier valt onder andere het merk Fructis. Wist je voor aanvang van dit onderzoek dat het merk Fructis onder het merk Garnier valt? *(Ja/Nee)*
E.	**Product use**	**Product gebruik**

14.	Have you already used once the product from the ad, the Pure Shine shampoo of Fructis? *(Yes/No)*	Heb je het getoonde product uit de advertentie, de Pure Shine shampoo van Fructis, al een keer gebruikt? *(Ja/Nee)*
15.	Which of the following brands/products do you use? (more answers possible) □ Garnier Fructis (shampoos/conditioners) □ Garnier Fructis Style (hairstyling) □ Garnier Body/ Garnier Ambre Solaire/ Garnier Skin Naturals/ Garnier Nutrisse (haircoloration) □ **Geen** van allen	Welke van de volgende merken/producten gebruik je? (meerdere antwoorden mogelijk) □ Garnier Fructis (shampoos/conditioners) □ Garnier Fructis Style (hairstyling) □ Garnier Body/ Garnier Ambre Solaire/ Garnier Skin Naturals/ Garnier Nutrisse (haarkleuring) □ **Geen** van allen
16.	Do you use one or more of the following products of L'Oréal: L'Oréal Paris, Biotherm, Cacharel, Diesel, Garnier, Giorgio Armani, Helena Rubinstein, Kerastase, Kiehl´s, Lancôme, L'Oréal Professionnel, Matrix, Maybelline, Mizani, Ralp Lauren, Redken, Shu Uemura, Softsheen.Carson, The Body Shop, Vichy or Viktor & Rolf? *(Yes/No)*	Maak je gebruik van één of meerdere van de volgende merken van L'Oréal: L'Oréal Paris, Biotherm, Cacharel, Diesel, Garnier, Giorgio Armani, Helena Rubinstein, Kerastase, Kiehl´s, Lancôme, L'Oréal Professionnel, Matrix, Maybelline, Mizani, Ralph Lauren, Redken, Shu Uemura, Softsheen.Carson, The Body Shop, Vichy of Viktor & Rolf? *(Ja/Nee)*
F.	**Demographics**	**Demografische gegevens**
	Last, questions about your sex, age and education will follow. For the study it is important to give a description hereof. These data will naturally be treated anonymous.	Als laatste volgen nu vragen over je geslacht, leeftijd en opleiding. Voor het onderzoek is het belangrijk om hier een beschrijving van te kunnen geven. Deze gegevens worden uiteraard anoniem behandeld.
17.	What is your sex? *(Men/Women/I'd rather not say)*	Wat is je geslacht? *(Man/vrouw/Zeg ik liever niet)*
18.	How old are you? (number of years)	Wat is je leeftijd? (in aantal jaren)
19.	What is your highest completed education? If you are still in education, you can fill this education in. *(Primary/None , VMBO or equivalent, HAVO or equivalent, VWO or equivalent, MBO or equivalent, HBO or equivalent, WO or equivalent, otherwise namely, I'd rather not say))*	Wat is je hoogst afgeronde opleiding? Indien je nog met een opleiding bezig bent, vul deze opleiding dan in. *(Basisonderwijs/Geen, VMBO of gelijkwaardig, HAVO of gelijkwaardig, VWO of gelijkwaardig, MBO of gelijkwaardig, HBO of gelijkwaardig, WO of gelijkwaardig, anders namelijk, zeg ik liever niet)*
G.	**Chance to win a goodie bag**	**Kans maken op een goodie bag**
20.	Do you want a chance to win a big goodie bag? Please leave your email address here.	Wil je kans maken op een goed gevulde goodie bag? Laat dan hier je e-mailadres achter!

[1] In the CBD conditions

[2] In the IBD and No CBD & IBD conditions

Note: The parenthetical entries refer to the item source: (PRODUCT ATTITUDE & PURCHASE INTENTION) YD for the items from Yoo and Donthu (2001). (FIT) BR for the items from Bhat and Reddy (2001), BRB for the items from Berens, van Riel and van Bruggen (2005) and KA for the items from Keller and Aaker (1992). (INVOLVEMENT) LK for the items from Laurent and Kapferer (1985) and BRB for the items from Berens, van Riel and van Bruggen (2005). (SELF-CONGRUITY)

GS for the items from Grzeskowiak and Sirgy (2007). (CA/IBCA & CSR/IBSR ASSOCIATIONS) FGS for the items from Fombrun, Gardberg & Sever (2000) and MR for the items from Marin and Ruiz (2007) and NEW for the self-formulated items.

Appendix D: Descriptive Statistics and Correlations

***Total sample*: Descriptive Statistics and Correlations**

	Descriptive Statistics		
	N	**Mean**	**Standard Deviation**
CA	280	4.98	.77
CSR	280	3.98	1.09
Fit	280	5.07	1.14
Involvement	280	4.24	1.37
Self-congruity	278	3.49	1.48
Product attitude	280	4.63	1.14
Purchase intention	280	3.08	1.56

***Corporate brand dominance (CBD) conditions*: Descriptive Statistics and Correlations**

	Descriptive Statistics			Correlations					
	N	**Mean**	**Standard Deviation**	**CA**	**CSR**	**Fit**	**Involvement**	**Self-congruity**	**Product Attitude**
Total CBD condition									
CA	104	5.04	.76						
CSR	104	3.78	1.05	**.30****					
Fit	104	4.77	1.17	.09	.10				
Involvement	104	4.22	1.30	**.33****	**.32****	–.12			
Self-congruity	103	3.54	1.34	**.34****	.10	**.24***	**.27****		
Product attitude	104	4.82	1.01	**.27****	**.26****	**.28****	**.21***	**.66****	
Purchase intention	104	3.23	1.44	**.21***	**.27****	.19	**.28****	**.57****	**.64****
High CBD condition									
CA	53	5.05	.80						
CSR	53	3.83	1.15	**.50****					
Fit	53	4.74	1.16	.02	.02				
Involvement	53	4.33	1.24	**.44****	**.50****	–.07			
Self-congruity	52	3.75	1.15	.23	.13	.22	.15		
Product attitude	53	4.86	.90	**.29***	.25	.19	.06	**.57****	
Purchase intention	53	3.19	1.50	.19	**.31***	.13	.21	**.55****	**.61****
Low CBD condition									
CA	51	5.04	.71						
CSR	51	3.74	.94	.02					
Fit	51	4.79	1.20	.17	.20				
Involvement	51	4.10	1.37	.22	.12	–.18			
Self-congruity	51	3.33	1.49	**.47****	.08	**.28***	**.34***		
Product attitude	51	4.76	1.12	.26	**.28***	**.36****	**.32****	**.71****	
Purchase intention	51	3.26	1.39	.24	.24	.26	**.37****	**.63****	**.68****

**p* < .05

***p* < .01

***Individual brand dominance (IBD) conditions:* Descriptive Statistics and Correlations**

	Descriptive Statistics			Correlations					
	N	**Mean**	**Standard Deviation**	**IBA**	**IBSR**	**Fit**	**Involvement**	**Self-congruity**	**Product Attitude**
Total IBD conditions									
IBA	116	4.89	.73						
IBSR	116	4.12	1.06	**.42****					
Fit	116	5.31	1.01	**.29****	.02				
Involvement	116	4.18	1.40	**.31****	**.28****	.07			
Self-congruity	115	3.44	1.55	**.35****	**.20***	**.32****	**.36****		
Product attitude	116	4.54	1.18	**.41****	.16	**.34****	**.25****	**.47****	
Purchase intention	116	2.93	1.62	**.44****	**.39****	.01	**.36****	**.51****	**.39****
High IBD condition									
IBA	59	4.92	.69						
IBSR	59	4.13	.99	**.29***					
Fit	59	5.33	1.08	**.32***	−.08				
Involvement	59	4.04	1.35	**.26***	**.27***	.05			
Self-congruity	59	3.15	1.45	**.26***	.07	.26	.15		
Product attitude	59	4.39	1.15	**.54****	**.27***	**.32***	.14	**.42****	
Purchase intention	59	2.70	1.57	**.35****	**.31***	−.03	.17	**.36****	**.53****
Low IBD condition									
IBA	57	4.86	.78						
IBSR	57	4.12	1.14	**.53****					
Fit	57	5.29	.94	**.26***	.12				
Involvement	57	4.32	1.44	**.37****	**.30***	.10			
Self-congruity	56	3.75	1.60	**.44****	**.31***	**.42****	**.53****		
Product attitude	57	4.69	1.20	**.31***	.07	**.38****	**.33****	**.50****	
Purchase intention	57	3.16	1.66	**.55****	**.46****	.06	**.51****	**.62****	**.38****

**p* < .05

***p* < .01

***No Corporate- and Individual Brand (No CBD & IBD) condition:* Descriptive Statistics and Correlations**

	Descriptive Statistics			Correlations					
	N	**Mean**	**Standard Deviation**	**IBA**	**IBSR**	**Fit**	**Involvement**	**Self-congruity**	**Product Attitude**
IBA	60	5.06	.87						
IBSR	60	4.04	1.18	**.50****					
Fit	60	5.15	1.22	.16	.14				
Involvement	60	4.39	1.43	**.56****	.21	.24			
Self-congruity	60	3.51	1.57	**.35****	.24	**.31***	**.52****		
Product attitude	60	4.48	1.24	**.29***	**.34****	**.47****	**.29***	**.57****	
Purchase intention	60	3.14	1.62	**.28***	**.26***	**.31***	**.29***	**.54****	**.68****

**p* < .05

***p* < .01

Appendix E: Regression analyses

Product attitude

***CBD conditions:* Results of Hierarchical Regression Model for Product Attitude**

	Main effects only		**Main effects + two-way interactions**		**Main effects + two-way & three-way interactions**		**Full Model**	
Independent predictors	β	t	β	t	β	t	β	t
(constant)	4.87	61.32	4.91	53.66	4.96	53.12	4.97	51.44
CA	–.01	–.10	.08	.69	.10	.83	.13	.98
CSR	**.18***	2.36	**.24****	2.85	**.28****	3.09	**.29****	3.10
Fit	.10	1.51	.13	.56	-.16	-.63	-.14	-.55
Involvement	.01	.09	.25	1.25	.13	.53	.16	.66
Self-Congruity	**.46****	7.36	**.44***	2.32	**.47***	2.38	**.50***	2.42
CA × Fit			.03	.30	.16	.42	.22	.55
CA × Involvement			-.02	-.29	.51	1.62	.49	1.56
CA × Self-Congruity			.02	.24	-.36	-1.19	-.33	-.10
CSR × Fit			-.02	-.26	-.50	-1.88	-.50	-1.87
CSR × Involvement			-.02	-.26	-.23	-.10	-.25	-.99
CSR × Self-Congruity			**-.16***	-2.16	.09	.36	.08	.31
Fit × CBD			-.03	-.22	.13	.89	.13	.81
Involvement × CBD			-.19	-1.46	-.11	-.68	-.13	-.82
Self-Congruity × CBD			-.02	-.16	-.02	-.11	-.04	-.26
CA × Fit × CBD					-.10	-.43	-.13	-.52
CA × Involvement × CBD					-.33	-1.75	-.32	-1.63
CA × Self-Congruity × CBD					.23	1.12	.17	.71
CSR × Fit × CBD					.32	1.82	.32	1.81
CSR × Involvement × CBD					.13	.90	.13	.82
CSR × Self-Congruity × CBD					-.15	-1.03	-.14	-.93
CA × Involvement × Self-Congruity					-.10	-1.87	-.22	-1.13
CSR × Involvement × Self-Congruity					-.01	-.29	-.06	-.35
CA × Involvement × Self-Congruity × CBD							.09	.61
CSR × Involvement × Self-Congruity × CBD							.02	.22
Adjusted R Square		R^2 .48		R^2 .55		R^2 .596		R^2 .598

Note: All independent variables are mean-centered and the coefficients are unstandardized regression coefficients.

*$p < .05$

**$p < .01$

IBD conditions: **Results of Hierarchical Regression Model for Product Attitude**

	Main effects only		**Main effects + two-way interactions**		**Main effects + two-way & three-way interactions**		**Full Model**	
Predictors	β	t	β	t	β	t	β	t
(constant)	4.6	45.30	4.80	40.44	4.74	40.54	4.74	40.06
IBA	**.39***	2.51	**.58****	3.29	**.69****	3.59	**.68***	3.48
IBSR	-.02	-.24	-.16	-1.36	-.08	-.63	-.08	-.64
Fit	.19	1.86	-.14	-.40	-.18	-.44	-.19	-.45
Involvement	.04	.54	.25	1.03	.23	.83	.22	.77
Self-Congruity	**.25****	3.55	.26	1.03	.53	1.87	.52	1.78
IBA × Fit			**-.35***	-2.01	-.77	-1.42	-.78	-1.41
IBA × Involvement			.01	.09	-.30	-.82	-.30	-.78
IBA × Self-Congruity			-.10	-.90	.42	1.02	.41	.98
IBSR × Fit			.14	1.37	-.15	-.35	-.14	-.33
IBSR × Involvement			-.10	-1.25	.16	.58	.16	.59
IBSR × Self-Congruity			-.12	-1.59	-.08	-.26	-.08	-.25
Fit × IBD			.07	.37	.12	.51	.12	.52
Involvement × IBD			-.13	-.89	-.11	-.67	-.10	-.62
Self-Congruity × IBD			.03	.22	-.10	-.61	-.09	-.53
IBA × Fit × IBD					.26	.83	.27	.84
IBA × Involvement × IBD					.19	.84	.18	.77
IBA × Self-Congruity × IBD					-.24	-1.01	-.23	-.95
IBSR × Fit × IBD					.14	.61	.14	.59
IBSR × Involvement × IBD					-.16	-.93	-.16	-.93
IBSR × Self-Congruity × IBD					.04	.24	.04	.23
IBA × Involvement × Self-Congruity					**-.18***	-2.62	-.13	-.53
IBSR × Involvement × Self-Congruity					-.07	-1.56	-.08	-.48
IBA × Involvement × Self-Congruity × IBD							-.03	-.20
IBSR × Involvement × Self-Congruity × IBD							-.00	-.01
Adjusted R Square		R^2 .31		R^2 .43		R^2 .528		R^2 .529

Note: All independent variables are mean-centered and the coefficients are unstandardized regression coefficients.

*$p < .05$

**$p < .01$

No CBD & IBD condition: **Results of Hierarchical Regression Model for Product Attitude**

	Main effects only		**Main effects + two-way interactions**		**Full Model**	
Predictors	β	t	β	t	β	t
(constant)	4.44	35.55	4.45	30.83	4.45	30.37
IBA	.05	.25	.11	.54	.09	.44
IBSR	.19	1.55	**.32***	2.22	**.33***	2.18
Fit	**.32****	2.97	.21	1.67	.23	1.74
Involvement	-.06	-.54	.02	.16	.02	.12
Self-Congruity	**.35****	3.68	**.32****	3.36	**.29***	2.43
IBA × Fit			.16	1.12	.15	.95
IBA × Involvement			.00	.02	.01	.08
IBA × Self-Congruity			-.01	-.09	-.06	-.46
IBSR × Fit			.22	1.80	.26	1.90
IBSR × Involvement			-.14	-1.19	-.15	-1.25
IBSR × Self-Congruity			-.10	-1.08	-.05	-.36
CA × Involvement × Self-Congruity					.07	.67
CSR × Involvement × Self-Congruity					-.05	-.78
Adjusted R Square		R^2 .45		R^2 .56		R^2 .57

Note: All independent variables are mean-centered and the coefficients are unstandardized regression coefficients.

*$p < .05$

**$p < .01$

Purchase intention

CBD conditions: **Results of Hierarchical Regression Model for Purchase Intention**

	Main effects only		**Main effects + two-way interactions**		**Main effects + two-way & three-way interactions**		**Full Model**	
Independent predictors	β	t	β	t	β	t	β	t
(constant)	3.29	27.09	3.31	22.35	3.41	23.69	3.49	24.34
CA	-.14	-.84	-.11	-.55	-.07	-.36	.10	.51
CSR	**.28***	2.33	**.30***	2.15	**.43****	2.97	**.44****	3.16
Fit	.08	.73	.09	.25	-.25	-.65	-.31	-.79
Involvement	.12	1.17	.29	.89	.15	.41	.34	.91
Self-Congruity	**.58****	5.96	.40	1.28	.45	1.46	.53	1.72
CA × Fit			.00	.01	-.09	-.16	-.03	-.04
CA × Involvement			.06	.50	.94	1.92	.90	1.88
CA × Self-Congruity			-.01	-.10	-.43	-.91	-.05	-.10
CSR × Fit			.02	.13	-.82	-1.98	**-.82***	-2.05
CSR × Involvement			-.13	-1.25	.62	1.69	.71	1.87
CSR × Self-Congruity			.06	.50	-.00	-.01	-.11	-.29
Fit × CBD			-.01	-.03	.18	.78	.21	.92
Involvement × CBD			-.16	-.77	-.14	-.59	-.29	-1.17
Self-Congruity × CBD			.13	.63	.15	.70	.06	.27
CA × Fit × CBD					.04	.11	.04	.11
CA × Involvement × CBD					-.46	-1.55	-.36	-1.25
CA × Self-Congruity × CBD					.20	.60	-.28	-.77
CSR × Fit × CBD					**.56***	2.08	**.57***	2.16
CSR × Involvement × CBD					**-.48***	-2.18	**-.60***	-2.61
CSR × Self-Congruity × CBD					.04	.18	.15	.63
CA × Involvement × Self-Congruity					-.01	-.15	**-.73***	-2.48
CSR × Involvement × Self-Congruity					-.11	-1.59	-.04	-.13
CA × Involvement × Self-Congruity × CBD							**.60***	2.58
CSR × Involvement × Self-Congruity × CBD							-.09	-.57
Adjusted R Square		R^2 .39		R^2 .40		R^2 .51		R^2 .55

Note: All independent variables are mean-centered and the coefficients are unstandardized regression coefficients.

*$p < .05$

**$p < .01$

IBD conditions: **Results of Hierarchical Regression Model for Purchase Intention**

	Main effects only		**Main effects + two-way interactions**		**Main effects + two-way & three-way interactions**		**Full Model**	
Predictors	β	t	β	t	β	t	β	t
(constant)	3.05	24.26	2.98	18.37	3.00	18.23	3.00	18.26
IBA	**.57****	2.98	**.48***	2.01	**.70***	2.59	**.67***	2.46
IBSR	**.27***	2.15	**.32***	2.02	.22	1.24	.19	1.09
Fit	**-.35****	-2.74	-.37	-.77	-.54	-.92	-.55	-.93
Involvement	.10	1.02	.30	.90	.03	.07	.08	.21
Self-Congruity	**.45****	5.14	.54	1.61	**.83***	2.10	.77	1.90
IBA × Fit			.16	.69	-.20	-.26	-.16	-.20
IBA × Involvement			.07	.48	-.95	-1.82	-.88	-1.68
IBA × Self-Congruity			-.10	-.68	.83	1.44	.81	1.39
IBSR × Fit			-.09	-.62	.08	.14	.21	.35
IBSR × Involvement			-.04	-.39	.14	.37	.16	.43
IBSR × Self-Congruity			.09	.84	-.03	-.07	-.20	-.44
Fit × IBD			.06	.22	.17	.52	.17	.54
Involvement × IBD			-.11	-.58	.05	.24	.02	.10
Self-Congruity × IBD			-.09	-.46	-.24	-1.04	-.19	-.77
IBA × Fit × IBD					.18	.41	.17	.38
IBA × Involvement × IBD					.59	1.84	.53	1.62
IBA × Self-Congruity × IBD					-.50	-1.49	-.48	-1.40
IBSR × Fit × IBD					-.06	-.20	-.12	-.38
IBSR × Involvement × IBD					-.15	-.62	-.19	-.81
IBSR × Self-Congruity × IBD					.05	.21	.15	.58
IBA × Involvement × Self-Congruity					**-.19***	-2.01	-.29	-.85
IBSR × Involvement × Self-Congruity					.10	1.53	.41	1.82
IBA × Involvement × Self-Congruity × IBD							.02	.07
IBSR × Involvement × Self-Congruity × IBD							-.21	-1.47
Adjusted R Square		R^2 .43		R^2 .44		R^2 .51		R^2 .52

Note: All independent variables are mean-centered and the coefficients are unstandardized regression coefficients.

**p* < .05

***p* < .01

No CBD & IBD condition: **Results of Hierarchical Regression Model for Purchase Intention**

	Main effects only		**Main effects + two-way interactions**		**Full Model**	
Predictors	β	t	β	t	β	t
(constant)	3.11	17.26	3.14	13.88	3.15	13.78
IBA	.11	.39	.08	.26	.01	.03
IBSR	.15	.82	.31	1.37	.30	1.26
Fit	.20	1.26	.09	.47	.11	.54
Involvement	-.05	-.30	.00	.00	-.01	-.07
Self-Congruity	**.49****	3.52	**.49****	3.22	**.37***	2.03
IBA × Fit			.19	.82	.17	.73
IBA × Involvement			-.02	-.09	.01	.03
IBA × Self-Congruity			.07	.41	-.05	-.22
IBSR × Fit			-.07	-.40	-.09	-.49
IBSR × Involvement			-.11	-.72	-.02	-.08
IBSR × Self-Congruity			-.08	-.43	-.04	-.21
CA × Involvement × Self-Congruity					.18	1.15
CSR × Involvement × Self-Congruity					-.08	-.84
Adjusted R Square		R^2 .34		R^2 .37		R^2 .39

Note: All independent variables are mean-centered and the coefficients are unstandardized regression coefficients.
*$p < .05$
**$p < .01$

Appendix F: Independent-samples t-tests

Results of independent-samples t-tests (1/3)

	Monolithic (High CBD)						**Endorsed** (Low CBD)					
Independent variables	**Fit**		**Involvement**		**Self-congruity**		**Fit**		**Involvement**		**Self-congruity**	
	M		*M*		*M*		*M*		*M*		*M*	
Dependent variable	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low
Product attitude	4.94	4.82	4.86	4.87	**5.17**	**4.33**	4.92	4.65	5.02	4.52	**5.37**	**4.08**
	CI [4.5;5.4]	CI [4.5;5.1]	CI [4.5;5.2]	CI [4.5;5.2]	CI [4.9;5.4]	CI [3.8;4.8]	CI [4.5;5.4]	CI [4.2;5.1]	CI [4.6;5.5]	CI [4.1;5.0]	CI [5.1;5.7]	CI [3.6;4.5]
Purchase intention	3.40	3.06	3.34	2.98	**3.56**	**2.45**	3.36	3.19	3.48	3.06	**3.93**	**2.52**
	CI [2.5;4.3]	CI [2.6;3.5]	CI [2.8;3.9]	CI [2.4;3.6]	CI [3.1;4.1]	CI [1.8;3.1]	CI [2.7;4.0]	CI [2.7;3.7]	CI [2.9;4.0]	CI [2.5;3.6]	CI [3.5;4.4]	CI [2.0;3.1]

Note: The bold numbers indicate a significant difference of the scores on the dependent variable between the different groups (high vs. low) of the independent variables within one condition/ branding strategy, with $p < .05$.

Results of independent-samples t-tests (2/3)

	Subbrand											
	Master brand as driver (High IBD)						**Co-driver** (Low IBD)					
Independent variables	**Fit**		**Involvement**		**Self-congruity**		**Fit**		**Involvement**		**Self-congruity**	
	M		*M*		*M*		*M*		*M*		*M*	
Dependent variable	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low
Product attitude	**4.62**	**3.96**	4.50	4.31	**4.72**	**4.12**	**4.98**	**4.26**	**5.20**	**4.08**	**5.16**	**4.02**
	CI [4.3;4.9]	CI [3.3;4.6]	CI [4.0;5.0]	CI [4.0;4.7]	CI [4.3;5.1]	CI [3.7;4.6]	CI [4.6;5.3]	CI [3.7;4.8]	CI [4.8;5.6]	CI [3.7;4.5]	CI [4.8;5.5]	CI [3.6;4.5]
Purchase intention	2.68	2.75	2.85	2.59	**3.35**	**2.16**	3.40 CI	2.80	**3.85**	**2.33**	**3.81**	**2.17**
	CI [2.2;3.2]	CI [1.9;3.6]	CI [2.1;3.5]	CI [2.1;3.1]	CI [2.8;3.9]	CI [1.6;2.7]	[2.8;4.0]	CI [2.1;3.5]	CI [3.3;4.5]	CI [1.8;2.8]	CI [3.3;4.4]	CI [1.7;2.6]

Note: The bold numbers indicate a significant difference of the scores on the dependent variable between the different groups (high vs. low) of the independent variables within one condition/ branding strategy, with $p < .05$.

Results of independent-samples t-tests (3/3)						
	Branded house (No CBD & IBD)					
Independent variables	**Fit**		**Involvement**		**Self-congruity**	
	M		*M*		*M*	
Dependent variable	High	Low	High	Low	High	Low
Product attitude	**4.91**	**3.98**	**4.83**	**4.01**	**5.01**	**3.94**
	CI [4.4;5.4]	CI [3.6;4.4]	CI [4.4;5.3]	CI [3.6;4.4]	CI [4.6;5.4]	CI [3.5;4.4]
Purchase intention	**3.58**	**2.64**	**3.57**	**2.58**	**3.92**	**2.37**
	CI [2.9;4.2]	CI [2.2;3.1]	CI [3.0;4.2]	CI [2.0;3.1]	CI [3.4;4.5]	CI [1.9;2.9]

Note: The bold numbers indicate a significant difference of the scores on the dependent variable between the different groups (high vs. low) of the independent variables within one condition/ branding strategy, with $p < .05$.

Appendix G: Analysis of variance

Results of Analysis of Variance: pairwise comparisons for product attitude

Fit	CA/IBA	Conditie	Conditie	Sig.
LOW	LOW	HIGH CBD	LOW CBD	.62
			HIGH IBD	**.00**
			LOW IBD	**.02**
			NO CBD&IBD	.09
		LOW CBD	HIGH CBD	.62
			HIGH IBD	**.00**
			LOW IBD	.06
			NO CBD&IBD	.22
		HIGH IBD	**HIGH CBD**	**.00**
			LOW CBD	**.00**
			LOW IBD	.13
			NO CBD&IBD	**.05**
		LOW IBD	**HIGH CBD**	**.02**
			LOW CBD	.06
			HIGH IBD	.13
			NO CBD&IBD	.57
		NO CBD&IBD	HIGH CBD	.09
			LOW CBD	.22
			HIGH IBD	**.05**
			LOW IBD	.57
	HIGH	HIGH CBD	LOW CBD	.70
			HIGH IBD	.25
			LOW IBD	.37
			NO CBD&IBD	**.01**
		LOW CBD	HIGH CBD	.70
			HIGH IBD	.16
			LOW IBD	.25
			NO CBD&IBD	**.03**
		HIGH IBD	HIGH CBD	.25
			LOW CBD	.16
			LOW IBD	.83
			NO CBD&IBD	**.00**
		LOW IBD	HIGH CBD	.37
			LOW CBD	.25
			HIGH IBD	.83
			NO CBD&IBD	**.00**
		NO CBD&IBD	**HIGH CBD**	**.01**
			LOW CBD	**.03**
			HIGH IBD	**.00**
			LOW IBD	**.00**
HIGH	LOW	HIGH CBD	LOW CBD	.93
			HIGH IBD	.93
			LOW IBD	.12
			NO CBD&IBD	.53
		LOW CBD	HIGH CBD	.93
			HIGH IBD	.85
			LOW IBD	.16
			NO CBD&IBD	.48
		HIGH IBD	HIGH CBD	.93
			LOW CBD	.85
			LOW IBD	**.04**
			NO CBD&IBD	.51

Fit	CA/IBA	Conditie	Conditie	Sig.
HIGH	LOW	LOW IBD	HIGH CBD	.12
			LOW CBD	.16
			HIGH IBD	**.04**
			NO CBD&IBD	**.01**
		NO CBD&IBD	HIGH CBD	.53
			LOW CBD	.48
			HIGH IBD	.51
			LOW IBD	**.01**
	HIGH	HIGH CBD	LOW CBD	.64
			HIGH IBD	.21
			LOW IBD	.23
			NO CBD&IBD	.73
		LOW CBD	HIGH CBD	.64
			HIGH IBD	.41
			LOW IBD	.45
			NO CBD&IBD	.37
		HIGH IBD	HIGH CBD	.21
			LOW CBD	.41
			LOW IBD	.97
			NO CBD&IBD	.07
		LOW IBD	HIGH CBD	.23
			LOW CBD	.45
			HIGH IBD	.97
			NO CBD&IBD	.08
		NO CBD&IBD	HIGH CBD	.73
			LOW CBD	.37
			HIGH IBD	.07
			LOW IBD	.08

Appendix H: Results overview of the hypotheses

Results overview of the hypotheses		
	Hypotheses	**Confirmed (Yes/No)**
1.	When CBD/IBD is *high*, CA/IBA associations have a stronger effect on product attitudes when fit is high than when fit is low.	No
	When CBD/IBD is *low*, the effect of CA/IBA associations on product attitude is not moderated by fit.	No
2.	The effect of CSR/IBSR associations on product attitudes is not moderated by fit, independent of whether CBD/IBD is high or low.	**Yes**
3.	When CBD/IBD is high, CA/IBA associations have a stronger effect on product attitude when product involvement is low than when product involvement is high.	No
	When CBD/IBD is low, CA/IBA associations have a stronger effect on product attitudes when product involvement is high than when product involvement is low.	No
4.	When CBD/IBD is high, CSR/IBSR associations have a stronger effect on product attitude when product involvement is low than when product involvement is high.	No
	When CBD/IBD is low, the effect of CSR/IBSR associations on product attitude is not moderated by product involvement.	No
5.	The greater consumers' self-congruity, the higher the product attitude and the higher the purchase intention	**Yes**
6.	When CBD/IBD is high, CA/IBA associations have a stronger effect on product attitude when self-congruity is low with a product and also the product involvement is low than when self-congruity is high with a product and also the product involvement is high.	No
	When CBD/IBD is low, CA/IBA associations have a stronger effect on product attitudes when self-congruity is high with a product and also the product involvement is high than when self-congruity is low with a product and also the product involvement is low.	No
7.	When CBD/IBD is high, CSR/IBSR associations have a stronger effect on product attitude when self-congruity is low with a product and also the product involvement is low than when self-congruity is high with a product and also the product involvement is high.	No
	When CBD/IBD is low, the effect of CSR/IBSR associations on product attitude is not moderated by self-congruity with a product and also not moderated by the product involvement.	No

Appendix I: Results overview of association type corresponding with a branding strategy

Results overview of association type corresponding with a branding strategy

Association type	**Monolithic** (High CBD)	**Endorsed** (Low CBD)	**Master brand as driver** (High IBD)	**Co-driver** (Low IBD)	**Branded house** (No CBD & IBD)
Corporate associations					
- Corporate ability (CA)	Low fit	Low fit			Low fit
- Corporate social responsibility (CSR)	⊠	⊠	⊠	⊠	⊠
Individual brand associations		Low fit	Low fit		
- Individual brand ability (IBA)			Low fit	Low fit	Low fit
- Individual brand social responsibility (IBSR)	⊠	⊠	⊠	⊠	⊠
Product brand associations			Low fit	High fit	High fit	Low fit	High fit

Notes: All these findings are independent of the level of involvement and self-congruity.
■ = This combination of branding strategy and association type is most effective in comparison to the red marked combination, but only in the case of high or low fit
■ = This combination of branding strategy and association type is not most effective in comparison to the green marked combination, but only in the case of high or low fit
⊠ = This study does not find which branding strategy could best be used when a company wants to leverage on one of the presented association types

Example 1: When a company wants to leverage on corporate ability associations, a monolithic or an endorsed branding strategy seems to be more effective than a branded house strategy. This is only the case when people have a low fit between associations evoked by the brand L'Oréal/Garnier and associations evoked by the product Fructis.
Example 2, including corresponding ads: When a company wants to leverage on product brand associations, a co-driver branding strategy seems to be more effective than a master brand as driver or a branded house strategy. This is only the case when people have a high fit between associations evoked by the brand Garnier and associations evoked by the product Fructis.

Co-driver strategy

Master brand as driver strategy

Branded house strategy