

Running head: RECONCEPTUALIZING BRAND AUTHENTICITY

**RECONCEPTUALIZING BRAND AUTHENTICITY AND VALIDATING ITS SCALE**

**MOHAMMAD MUZAHID AKBAR**  
**MBA, Lahore University of Management Sciences, 2002**

A Thesis  
Submitted to the School of Graduate Studies  
of the University of Lethbridge  
in Partial Fulfilment of the  
Requirements for the Degree

**MASTER OF SCIENCE IN MANAGEMENT**

Management  
University of Lethbridge  
Lethbridge, Alberta, Canada

© Mohammad Muzahid Akbar, 2016

RECONCEPTUALIZING BRAND AUTHENTICITY

**REVISITING THE CONCEPTUALIZATION AND SCALE OF BRAND  
AUTHENTICITY**

MOHAMMAD MUZAHID AKBAR

Date of Defence: April 14, 2016

|                                |           |       |
|--------------------------------|-----------|-------|
| Dr. Walter Wymer<br>Supervisor | Professor | Ph.D. |
|--------------------------------|-----------|-------|

|   |                     |       |
|---|---------------------|-------|
| Dr. Tanya Drollinger<br>Thesis Examination Committee Member | Associate Professor | Ph.D. |
|---|---------------------|-------|

|   |                     |       |
|---|---------------------|-------|
| Dr. Nathaniel Lupton<br>Thesis Examination Committee Member | Assistant Professor | Ph.D. |
|---|---------------------|-------|

|  |           |       |
|--|-----------|-------|
| Dr. Judy Zaichkowsky<br>External Examiner<br>Simon Fraser University<br>British Columbia | Professor | Ph.D. |
|--|-----------|-------|

|   |                     |       |
|---|---------------------|-------|
| Dr. Kelly Williams-Whitt<br>Chair, Thesis Examination Committee | Associate Professor | Ph.D. |
|---|---------------------|-------|

## RECONCEPTUALIZING BRAND AUTHENTICITY

### **Abstract**

Brand authenticity represents the integration of a brand's perceived originality, honesty, quality, and admirability. In contemporary brand management, brand authenticity is considered to be a new customer consciousness, which can attract new customers while retaining the existing ones, by offering a genuine and worthwhile brand experience. This study reconceptualizes brand authenticity as a second-order formative-reflective construct with four dimensions (i.e., originality, honesty, perceived quality, and admirability). A scale for brand authenticity was proposed based on existing scales, and was then tested on data collected on Goodwill using Mechanical Turk. SmartPLS (PLS-SEM) was used to analyze the Hierarchical Component Model by the repeated indicator approach (Mode A). This study found that brand authenticity is formatively comprised of four theorized dimensions and that the brand authenticity scale is valid and reliable. A positive impact of brand authenticity as well as customer-brand identification on support intentions was supported. Customer-brand identification was a partial mediator between brand authenticity and support intentions. The major contribution of this study will be in improving the conceptualization of brand authenticity by unifying the fragmented literature on the topic and also presenting a well-synthesized scale.

**Acknowledgements**

I would like to express my gratitude to Professor Walter Wymer for his valuable guidance and mentorship on virtually every aspect of this project. I would also like to thank Professor Tanya Drollinger for her insightful feedback on the scales, proposal, and thesis. My thanks to Professor Richard Perlow for his timely feedback on the scales and proposal. As well, a special thank-you to Dr. Nathaniel Lupton, whose thorough feedback on the thesis was invaluable. I would also like to thank Professor Shamsul Alam, Professor Mahfooz Ansari, and Professor Kelly Williams-Whitt for their advice and support. I appreciate the advice I received on preparing this report from Professor Daniel O'Donnell at the University of Lethbridge.

I would also like to thank my wife for her constant support and encouragement, without which I would not have completed this thesis. Also to my daughter Arisha, whose smiling face is enough inspiration to continue on. I must also thank Emma Dering for proofreading my thesis. Finally, I would like to thank my teachers and peers who provided their support in different capacities throughout my time at the University of Lethbridge.

**Table of Contents**

Abstract..... iii

Acknowledgements..... iv

Table of Contents ..... v

List of Tables ..... viii

List of Figures ..... ix

List of Abbreviations ..... x

Chapter 1: Introduction..... 1

    Why is Understanding Brand Authenticity Important?..... 1

    Discussion on the Problem Statement..... 2

    Why Conceptualization of Brand Authenticity Needs to Be Revisited ..... 3

    How Branding Can Help Non-profit Organizations ..... 6

    Why Non-profit Organizations Should Focus on Brand Authenticity ..... 8

    Do We Need a Separate Brand Authenticity Scale for Non-profits?..... 9

    Major Objectives of This Study ..... 9

Chapter 2: Literature Review and Conceptual Framework ..... 11

    General Guidelines Followed for Literature Review ..... 11

    Brand Authenticity: Literature Search ..... 15

    Authenticity Explained..... 18

    Brand Authenticity: Existing Conceptualization..... 21

    Concerns to be Addressed before Reconceptualizing Brand Authenticity ..... 25

        Is brand authenticity dichotomous or continuous?..... 25

        Must an authentic brand score highly on all dimensions?..... 26

        Is brand authenticity a reflective, formative, or mixed construct? ..... 26

        Can a new brand have authenticity?..... 27

    Critical Evaluation of Existing Brand Authenticity Dimensions ..... 27

    Proposed Conceptualization of Brand Authenticity ..... 32

        Originality..... 32

        Honesty..... 34

        Perceived quality. .... 35

        Admirability. .... 37

    Why Symbolism or Cultural Symbolism is Not Included as a Dimension of BA ..... 38

    Why Heritage or Continuity Should Not be Included as a Dimension of BA ..... 39

    Comparing Proposed Dimensions of Brand Authenticity with the Existing Ones ..... 41

    Brand Authenticity Distinguished from Other Related Brand Constructs ..... 43

        Brand authenticity. .... 43

        Brand image..... 43

        Brand prestige..... 44

        Brand credibility..... 44

        Brand identity. .... 44

        Brand attachment..... 45

    Existing Nomological Network Pertinent to Brand Authenticity ..... 45

    Customer-Brand Identification (CBI) ..... 47

    Support Intentions (SI) ..... 48

## RECONCEPTUALIZING BRAND AUTHENTICITY

|  |     |
|--|-----|
| Giving intention.....  | 49  |
| Volunteering intention.....  | 50  |
| Bequest intention.....   | 50  |
| Willingness to recommend.....  | 50  |
| Attitude toward Helping Others (AHO).....  | 51  |
| Hypotheses Development.....  | 52  |
| Impact of brand authenticity on customer-brand identification.....                                     | 52  |
| Impact of brand authenticity on support intentions.....  | 53  |
| Impact of customer-brand identification on support intentions.....                                     | 54  |
| Moderating influence of attitude toward helping others on support intentions.....                      | 56  |
| Mediating role of customer-brand identification between brand authenticity and support intentions..... | 57  |
| Chapter 3: Methodology.....  | 59  |
| Research Design.....   | 59  |
| Measures.....  | 61  |
| Data Collection.....   | 65  |
| Pilot Studies.....   | 65  |
| Sampling.....  | 66  |
| Data Analysis.....   | 67  |
| Chapter 4: Results.....  | 72  |
| Pilot studies.....   | 72  |
| Findings of the first pilot study.....   | 72  |
| Findings of the second pilot study.....  | 73  |
| Main Study.....  | 74  |
| PLS-SEM.....   | 75  |
| CFA for Measurement Model Evaluation.....  | 76  |
| Analyzing an HCM.....  | 76  |
| Validity of first-order reflective constructs.....   | 78  |
| Validity of the second-order formative construct.....  | 83  |
| Reliability assessment of the constructs.....  | 87  |
| Goodness of fit indices.....   | 87  |
| Collinearity assessment.....   | 89  |
| Hypothesized paths.....  | 89  |
| Moderation Analysis.....   | 93  |
| Mediation Analysis.....  | 94  |
| Chapter 5: Discussion and Conclusion.....  | 96  |
| Major Findings.....  | 96  |
| Assessing the proposed scale of BA.....  | 96  |
| CB-SEM performed with AMOS.....  | 100 |
| Hypotheses.....  | 101 |
| Limitations.....   | 102 |
| Future Research.....   | 104 |
| Conclusion.....  | 106 |
| References.....  | 107 |
| APPENDIX A.....  | 125 |
| APPENDIX B.....  | 129 |

RECONCEPTUALIZING BRAND AUTHENTICITY

APPENDIX C ..... 133

**List of Tables**

|  |     |
|--|-----|
| Table 1 Overview of the Dimensions of Brand Authenticity .....                     | 22  |
| Table 2 A Critical Evaluation of 40 Dimensions of BA .....                         | 31  |
| Table 3 Comparing Proposed Dimensions of Brand Authenticity with Existing Ones.... | 42  |
| Table 4 Scales for the Constructs.....   | 64  |
| Table 5 Selection of the NPOs.....   | 72  |
| Table 6 Data Variability between Red Cross and Goodwill Concerning BA Scale.....   | 73  |
| Table 7 Comparison between Red Cross and Goodwill on Four Dimensions of BA.....    | 74  |
| Table 8 How sample for the main study was finalized.....                           | 75  |
| Table 9 Loadings and Cross Loadings of Items from Initial Measurement Model.....   | 79  |
| Table 10 Loadings and Cross Loadings of Items in Revised Measurement Model .....   | 80  |
| Table 11 Loadings and Significance of First-Order Dimensions or Constructs .....   | 81  |
| Table 12 Fornell-Larcker Criterion.....  | 82  |
| Table 13 Redundancy Analysis to Assess Convergent Validity of Formative BA .....   | 84  |
| Table 14 VIF Values for First-Order Dimensions of BA .....                         | 85  |
| Table 15 Significance Test of Outer Weights of First-Order Dimensions of BA .....  | 85  |
| Table 16 Outer Weights Obtained from the Measurement Model .....                   | 86  |
| Table 17 Reliability Measures and AVE Scores of the Constructs .....               | 87  |
| Table 18 Goodness of Fit Indices for Measurement Model .....                       | 88  |
| Table 19 Collinearity Assessment .....   | 89  |
| Table 20 Path Coefficients with Significant Test Results .....                     | 90  |
| Table 21 R <sup>2</sup> Values and Strength Assessment .....                       | 92  |
| Table 22 Effect Size Evaluation .....  | 93  |
| Table 23 Interaction Effect Significance Testing Results.....                      | 94  |
| Table 24 Significance Analysis of Path Coefficients with CBI as a Mediator.....    | 95  |
| Table 25 VAF Score Calculation.....  | 95  |
| Table 26 Revised Scales for BA and CBI.....  | 100 |

**List of Figures**

Figure 1. Steps followed to propose and validate the revised BA scale ..... 12  
Figure 2. Existing nomological network of BA..... 46  
Figure 3. Conceptual framework. .... 47  
Figure 4. Brand authenticity, second-order formative construct. .... 59  
Figure 5. Structural model. .... 60  
Figure 6. Measurement model for PLS-SEM. .... 68  
Figure 7. Measurement model. .... 76  
Figure 8. Repeated indicator approach (Mode A vs. Mode B)..... 77  
Figure 9. Convergent validity of formative BA (repeated indicator approach-Mode A). 84  
Figure 10. Loadings/weights of indicators/dimensions of revised measurement model. . 87  
Figure 11. Estimated structural model..... 91  
Figure 12. AHO as a moderator..... 93  
Figure 13. CBI as a mediator..... 94

**List of Abbreviations**

Brand Authenticity = BA  
Customer-Brand Identification = CBI  
Attitude toward Helping Others = AHO  
Support Intentions = SI  
Brand Authenticity (Second-order construct) = BA 2nd  
Non-profit Organization = NPO  
Structural Equation Modeling = SEM  
Partial least squares-structural equation modeling = PLS-SEM  
Covariance based structural equation modeling = CB-SEM  
Hierarchical Component Model = HCM  
Variance Inflation Factor = VIF  
Variance Accounted for = VAF  
Average Variance Extracted = AVE

*Note.* Above-mentioned abbreviations are used to avoid cumbersome repetition of longer terms. They are used sparingly to enhance readability.

## **Chapter 1: Introduction**

### **Why is Understanding Brand Authenticity Important?**

Customers generally embrace the products or brands that appear authentic and relevant to them (Crosby & Johnson, 2003; Gilmore & Pine, 2007). Brand authenticity has become a buzzword in contemporary consumer behavior. Gilmore and Pine (2007, p. 5) suggested that “authenticity has overtaken quality as the prevailing purchasing criterion, just as quality overtook cost, and as cost overtook availability.” This new consumer awareness has significant implications for brand management (Beverland & Farrelly, 2010; Holt, 2002; Leigh, Peters, & Shelton, 2006). Brand authenticity represents the integrated portrayal of a brand’s perceived originality, genuineness, quality, and admirability. In general, brand authenticity is often defined with reference to brand-specific characteristics, such as those mentioned above. In contemporary brand management, authenticity is considered to be a new customer consciousness, which customers long for, but struggle to attain. On the other hand, businesses strive to fulfill that need, yet there remains a gap in creating authenticity to ensure a genuine brand experience for the customers (Gilmore & Pine, 2007). Thus, an improved understanding of brand authenticity is necessary, so that it can be provided to customers, who are generally drawn towards brands that are perceived as original and sincere. Doing so would allow brands to thrive, and retain their customers’ support and admiration.

Before discussing the problems related to the existing conceptualizations of brand authenticity, it is necessary to become familiar with the construct itself. In general, brand authenticity is associated with specific brand characteristics, such as originality, continuity of heritage, quality, integrity, symbolic meaning, etc. Morhart, Malär,

## RECONCEPTUALIZING BRAND AUTHENTICITY

Guèvremont, Girardin, and Grohmann (2014, p. 203) defined *perceived brand authenticity* as “the extent to which consumers perceive a brand to be faithful towards itself (continuity), true to its consumers (credibility), motivated by caring and responsibility (integrity), and able to support consumers in being true to themselves (symbolism).” A critical analysis of similar definitions and conceptualizations is presented later in this discussion.

### **Discussion on the Problem Statement**

Although a great deal of literature has already been published addressing the conceptualization and operationalization of *brand authenticity*, there still remains a lack of consensus, consistency, and clarity regarding the conceptualization of the construct (Eggers, O’Dwyer, Kraus, Vallaster, & Guldenberg, 2013; Napoli, Dickinson, Beverland, & Farrelly, 2014). Heynen (2006) suggested that the term “authenticity” does not have a static meaning, and that the meanings associated with this term shift within the context of a given study. Such ambiguity and fluidity is problematic for the conceptualization of any construct. Poor conceptualization leads to poor scale development, which has definite repercussions for both research and practice (Wymer & Alves, 2013).

Furthermore, the relevant literature indicates that the existing conceptualization of brand authenticity primarily emphasizes commercial brands, and focuses mostly on products (e.g., wine, beer, mobile phone, music, etc.), tourist destinations, and experiences (e.g., tourism, surfing, etc.). Thus, the question remains: if the construct is called *brand authenticity*, should it not be applicable to all types of brands? Unfortunately, this is not the case. If the available conceptualizations and scales of brand authenticity are critically evaluated, one will find that these conceptualizations are meant

## RECONCEPTUALIZING BRAND AUTHENTICITY

for and descriptive of commercial brands. Yet, brand authenticity as a construct should be shared by all brand objects and should not be limited to commercial products or brand objects. In this report, the terms *brand* and *brand object* are used distinctly. Brand object refers to all entities worth branding, such as products, services, organizations (e.g., corporations, non-profits, or government institutions), places, people, ideas or nations (Wymer, 2013, p. 5), whereas brand “refers to a target group or audience’s comprehension of a branded object based on information they have received about the branded object and experiences they have had with the branded object” (Wymer, 2013, p. 4). A review of the extant literature reveals that the existing conceptualization of brand authenticity is problematic and, therefore, so is its measurement. Thus, the following research questions were identified for this study:

- a) How may we improve the conceptualization of Brand authenticity?
- b) How can we measure Brand authenticity as per the revised conceptualization of Brand authenticity?
- c) How can we test the soundness or validity of a proposed scale of Brand authenticity?

### **Why Conceptualization of Brand Authenticity Needs to Be Revisited**

As previously mentioned, Brand authenticity as a construct should be applicable to all brand objects; to ignore this need would be a conceptual flaw, which can only be addressed by improving the conceptualization of the construct. In the ideal conceptualization of a construct, the identified dimension(s) of the construct should be confined within the given conceptual domain, and those dimensions should not be antecedent(s) or consequence(s) of that construct (Summers, 2001). A case can be made

## RECONCEPTUALIZING BRAND AUTHENTICITY

for the inclusion of a few dimensions (e.g., symbolism) of brand authenticity as per its existing conceptualization.

Symbolism suggests that an authentic brand should have some “special” features, which allow the customer to develop a symbolic connection with the brand (Morhart, Malär, Guèvremont, Girardin, & Grohmann, 2014). Symbolism is most often seen as a consequence of brand authenticity, and this dimension is quite similar to customer-brand identification (Escalas & Bettman, 2003; Morhart et al., 2014). Beverland and Farrelly (2010) referred to this aspect as a “connection benefit of authentic brands”. This dimension appears to indicate how the customer might benefit from an authentic brand. When a dimension can be interpreted as either an antecedent or consequence of the focal construct, it indicates a conceptual problem that warrants revisiting the construct’s conceptualization (Summers, 2001).

Another type of conceptual problem is introduced when a particular item or dimension applies to the marketing organization instead of the brand object and vice versa (Wymer & Alves, 2013). The “quality commitment” dimension of brand authenticity is a good example of this issue. This type of technical problem in the conceptualization is the result of ambiguity in defining the construct (Summers, 2001). Ambiguity arises when quality commitment does not clearly refer to whether or not we are interested in measuring the target audience’s perceptions of the brand object’s quality or the organization’s commitment to maintaining and improving quality of the brand. As it appears in the literature, quality commitment typically refers to the marketing organization’s commitment to upholding the quality of the brand, though the dimension should refer to the brand, and not the organization (Napoli et al., 2014; Wymer & Alves,

## RECONCEPTUALIZING BRAND AUTHENTICITY

2013). This type of problem gets worse when references to the items and dimensions vary. This problem may occur, if, for example, we conceptualize the “quality commitment” dimension of brand authenticity by referring to the organization’s commitment to quality but conceptualize the “originality” dimension of brand authenticity by referring to the brand itself. The items or dimensions should refer either to the brand or the organization (depending on the given conceptualization) clearly and consistently.

Some researchers pointed to these conceptual and measurement related problems by stating that there is “no consensus on a general definition for brand authenticity as well as no agreement regarding its dimensional structure” (Bruhn, Schoenmüller, Schäfer, & Heinrich, 2012, p. 567) and suggested that some questions still remain unanswered concerning brand authenticity’s “measurement, drivers, consequences, as well as underlying processes and boundary conditions” (Morhart et al., 2014, p. 201). Teas and Palan (1997) cautioned that the poor conceptualization of a construct, including poor measures or invalid scales, may lead to unsound research findings. According to Summers (2001, p. 407), “it is impossible to develop a valid measure of a construct that is not precisely defined.” Observing that the need for a reconceptualization of brand authenticity was clearly revealed in the literature (Bruhn et al., 2012; Morhart et al., 2014), the researcher intended to reconceptualize brand authenticity, propose a scale for the construct, and test the proposed scale on a US-based non-profit brand. Selecting this non-profit brand setting does not indicate that the scale was originally intended to be developed primarily for non-profit brands. However, the circumstances of study deemed

it necessary to select a venue in which the proposed scale might be tested, either for-profit or non-profit.

### **How Branding Can Help Non-profit Organizations**

Many researchers highlighted the positive roles played by charities and non-profit organizations in various capacities (Bendapudi, Bendapudi, & Singh, 1996; Ritchie, Swami, & Weinberg, 1999). For non-profit organizations, the importance of fundraising and securing other forms of support from various constituencies is obvious. Moreover, the ways in which branding has aided aid non-profit organizations or charities is emphasized by many researchers (Michel & Rieunier, 2012). Sargeant (1999) mentioned that the decline in individual donation along with the growing number of non-profit organizations or charities has made managing non-profit brands more difficult. Each year, new organizations or charities join the non-profit sector, and competition has been growing for funds and support amongst non-profit brands. This is forcing these brands to establish their distinct identities and presence (Stride & Lee, 2007) within their chosen sector. Cuesta (2003) emphasized the importance of the perceptions of the prospects, participants, and supporters for non-profit brands, and also cautioned how the achievements and results of a non-profit brand may be misinterpreted by both its existing and prospective patrons, due to unplanned and uncoordinated efforts to improve the organization's image. This is why proper branding strategy for non-profit brands is vitally important. For this reason, Ritchie et al. (1999) recommended that non-profits should create distinct identities through consistent positioning in order to shield themselves from competition. It must be stated again that "brand identity" and brand

## RECONCEPTUALIZING BRAND AUTHENTICITY

authenticity are not synonymous; however, a strong brand identity can be either an antecedent or a consequence of an authentic brand.

In order to have strong brands, non-profits need to go beyond their routine emphasis on brand image and public relations in order to achieve fundraising targets. Kylander and Stone (2012) suggested that non-profits are typically more concerned about increased visibility, favorable positioning, and effective communication in order to establish a focus on revenue. However, their suggestion is that non-profits should now focus on greater social impact, global identity, a wider reach, and long-term social goals by “branding beyond [the] logo” in order to galvanize increasing support from relevant constituencies (Kylander & Stone, 2012). In this regard, paying attention to brand authenticity may be quite useful for non-profits, considering the importance of fundraising and other forms of support for non-profit organizations.

If a brand is perceived to be authentic, it will have a higher chance of accomplishing its goals, by fostering a lasting impact on its cause and supporters. An authentic brand will remain unaffected by “image spillover” due to the presence of other or similar brands (Ritchie et al., 1999) in the same arena. Ritchie et al. (1999) cited many points under what they called the “the *whys* and *why nots*” of the “balance beam of non-profit branding”, which could be presented as rationale for working on a brands’ authenticity. The *Whys* cover the pros of branding non-profits, and suggest that if non-profit branding is done properly, it will help non-profits to signal quality and trustworthiness to supporters, improve brand profile, suggest a long-term perspective, safeguard against competition, and uphold its distinct identity against image spillover (Ritchie et al., 1999). The *Why nots* cover the cons of branding non-profits so that they

## RECONCEPTUALIZING BRAND AUTHENTICITY

appear “too commercial”, as well as the risks of depleting resources from the core cause, and risking their reputation. As they suggest, a high perception of brand authenticity can guard non-profits against the list of *why not*s.

### **Why Non-profit Organizations Should Focus on Brand Authenticity**

Along with many other researchers, Ritchie et al. (1999) suggested that non-profit organizations should work on developing strong brands in order to ensure long-term success. If this advice is accepted, non-profit organizations should also focus on their brands’ authenticity. It is well known that the survival and success of a brand primarily depends on its patrons, and that authentic brands typically retain a sufficient number of dependable patrons.

This support is particularly crucial for non-profit organizations or brands (Bendapudi et al., 1996; Michel & Rieunier, 2012), because of the challenges that non-profit organizations face when attracting and retaining donors and supporters (Bendapudi et al., 1996). According to these authors, the non-profit sector is facing reduced or limited governmental supports, as well as growing competition among non-profits for individual contributions. Boyer (1997) noted that as competition among non-profits for the limited resources is growing, the initiatives geared toward public relations are becoming more essential.

However, a crucial distinction must be made between an authentic brand and authentic communication for the brand. Authenticity should not be treated as a brand attribute that can be used by marketers for the purpose of differentiating their brands from others’ by the clever use of the “language of authenticity” (Beverland, 2009, 2007; Boyle, 2004). Therefore, for non-profit brands, the necessity of developing strong brands with

## RECONCEPTUALIZING BRAND AUTHENTICITY

sensible branding strategies is crucial. By making their brands more authentic, non-profit organizations can garner increased donor and volunteer supports (Kylander & Stone, 2012).

### **Do We Need a Separate Brand Authenticity Scale for Non-profits?**

As previously mentioned, existing brand authenticity scales are predominantly influenced by business practices associated with commercial products and brands, and as such, these scales cannot properly represent non-profit brands (Michel & Rieunier, 2012). To underscore the unsuitability of current scales of brand authenticity for non-profit brands, a few important considerations relevant to non-profit brand management must be considered. Experts on non-profit brand management advised non-profits to highlight certain features of their brand to garner support from donors and volunteers, and those features are: usefulness, efficiency, affect, dynamism, compassion, idealism, focus on beneficiaries, and non-political image (Bennett & Gabriel, 2003; Michel & Rieunier, 2012). Current brand authenticity scales fail to reflect any of these desirable non-profit brand management issues. Therefore, while reconceptualizing brand authenticity, it must be kept in mind that the revised conceptualization and scale should be applicable to all types of brands, and should reflect an adequate coverage of the construct's conceptual domain, without making it exclusively specific for the non-profit brands.

### **Major Objectives of This Study**

- (a) To revisit the existing conceptualization of brand authenticity so that only the relevant dimensions are retained and reconciled.
- (b) To propose a revised brand authenticity scale.

## RECONCEPTUALIZING BRAND AUTHENTICITY

(c) To test the nomological validity of the proposed brand authenticity scale in relation to a few outcome variables (i.e., customer-brand identification and support intentions) and a moderating variable (i.e., attitude toward helping others) from its nomological network.

## **Chapter 2: Literature Review and Conceptual Framework**

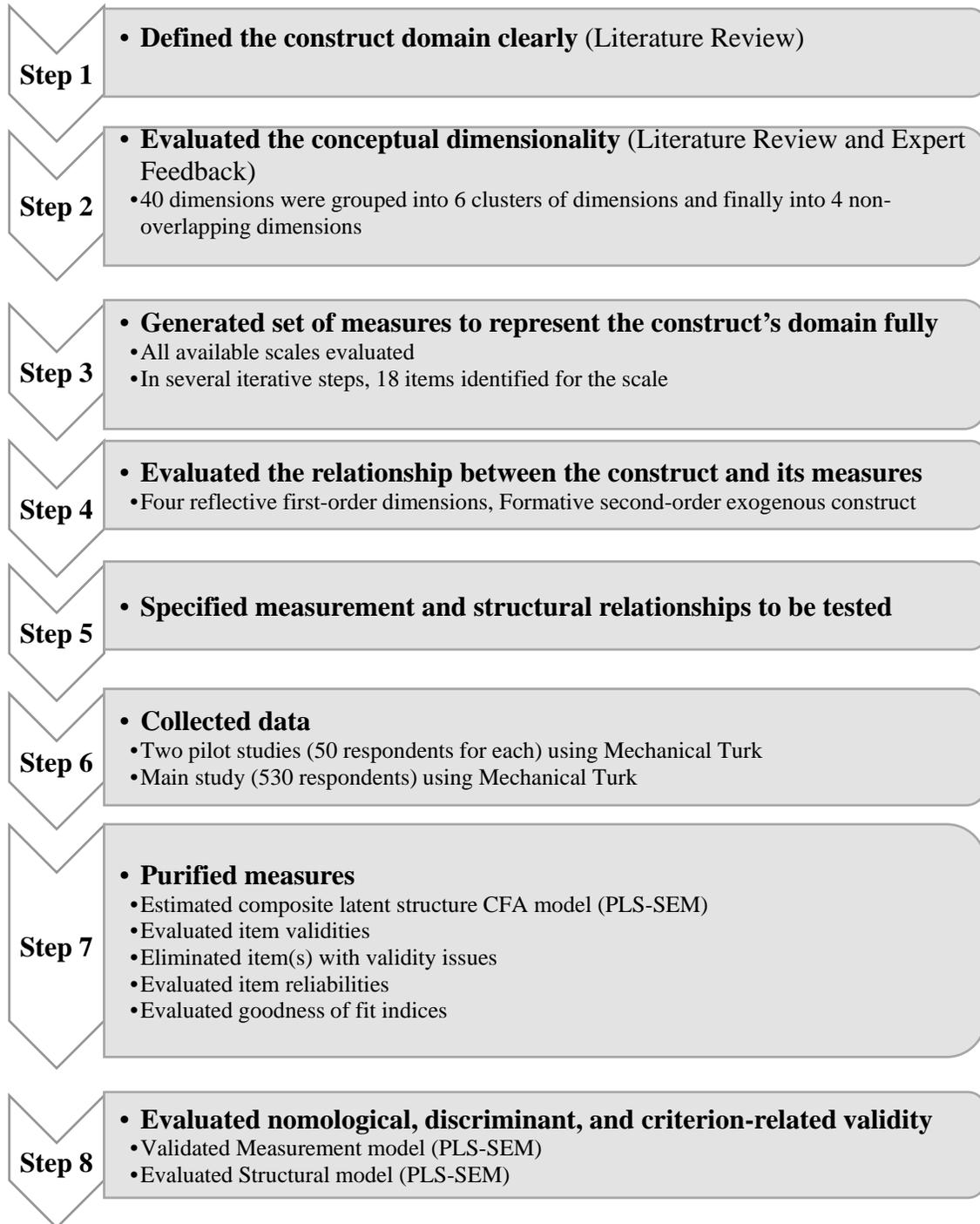
### **General Guidelines Followed for Literature Review**

While undertaking the literature review, the guidelines recommended by MacKenzie, Podsakoff, and Jarvis (2005) were generally followed to accurately reconceptualize brand authenticity, propose a revised scale, and validate the proposed scale (see Figure 1, prepared following MacKenzie et al., 2005, p. 725). In the literature review, the evaluative element of review is intertwined with the descriptive element of review. Essential methodology followed during the review is presented as deemed appropriate throughout this chapter.

As per the guidelines recommended by MacKenzie et al. (2005), a thorough literature review was necessary to identify conceptual domain, overlaps, and/or flaws. In order to determine the construct's dimensionality, experts' feedback was also sought. Once a refined conceptualization of BA was developed, all available scales of BA were critically evaluated to generate a pool of items that completely represent the construct's domain. While carrying out the item analysis for each dimension recommended in the proposed conceptualization of BA, it became apparent (from the literature review) that BA would be most accurately measured in a reflective first-order and formative second-order model (DeVellis 2012; Diamantopoulos et al. 2008; Jarvis et al. 2003; MacKenzie et al. 2005). Next, some relevant outcome variables were selected to test the nomological validity of the proposed BA scale. Pilot tests were carried out prior the main study, to enhance the chances of collecting meaningful data to evaluate and improve the scale by employing Confirmatory Factor Analysis (CFA). During data analysis, the measurement model was validated and the structural model evaluated to determine the construct's

## RECONCEPTUALIZING BRAND AUTHENTICITY

convergent, discriminant, and nomological validity. Reliability of the proposed scale was also evaluated at this stage.



*Figure 1. Steps followed to propose and validate the revised BA scale*

## RECONCEPTUALIZING BRAND AUTHENTICITY

In addition to the aforementioned template prescribed by MacKenzie et al. (2005), several complementary principles were also adopted to reconceptualize BA and propose a revised scale for the construct. These principles were suggested by many experts, including Diamantopoulos and Winklhofer (2001), Miller et al. (2009), Stern, Zinkhan, and Jaju (2001), Summers (2001), Worthington and Whittaker (2006), and Wymer and Alves (2013). For this task, the first step was to develop a conceptual definition that covers the construct's domain exhaustively by identifying all the dimensions (given that focal construct is a multidimensional one), and reconcile the dimensions in such a manner as to leave no dimension or component out of the conceptual definition (Diamantopoulos & Winklhofer, 2001). This step is especially important when the construct is a second-order formative one (MacKenzie et al., 2005).

The second step was to develop measures for each dimension identified in the first step. For this study, existing scales were considered, and used to generate items for expert evaluation (this activity is discussed in a later part of this chapter). The guiding principles (gathered from the aforementioned sources) employed to reconceptualize brand authenticity are summarized below:

- (a) To identify and conceptualize the relevant dimensions of brand authenticity, the literature was reviewed. The main purpose of this exercise was to group the overlapping dimensions into a fewer number of dimensions after reconciling the differences between similarly expressed notions by aiming for a higher level of abstraction.
- (b) While defining those dimensions, the researcher attempted to ensure they were suitable for all types of brands.

## RECONCEPTUALIZING BRAND AUTHENTICITY

(c) It was considered preferable to conceptualize brand authenticity on a continuum rather than a dichotomy.

(d) Dimensions were avoided that could be interpreted as the antecedents or consequences of brand authenticity. This is because in the ideal conceptualization or operationalization of a construct, the identified dimensions should be contained within the conceptual domain of the focal construct (Summers, 2001).

(e) The researcher attempted to avoid problems related to ambiguity or misspecification of a particular dimension or item when it concerned whether or not it refers to the organization instead of the brand. Dimensions were sought to be kept relevant to only the brand.

(f) In order to avoid inconsistency in the meaning of the construct and achieve a more sophisticated representation, the researcher attempted to conceptualize the construct by avoiding focusing solely on its applicability to business organizations and corporations (Wymer & Alves, 2013). Instead, the researcher tried to capture a comprehensive coverage of the construct domain.

(g) When defining the construct and its dimensions, the semantic meaning of that construct or dimension was given priority, rather than industry specific terms or jargon, as such expressions limit the applicability of the definitions to various brands. Ideally, a conceptual definition should differentiate the focal construct from proximate constructs in the nomological net, be clear, and be sufficiently well-defined by using simple words to cover the semantic meaning of the construct without using industry-specific jargon (Wymer & Alves, 2013; Wymer & Rundle-Thiele, 2014).

## RECONCEPTUALIZING BRAND AUTHENTICITY

### **Brand Authenticity: Literature Search**

In order to identify and gather the necessary literature, multiple databases including Science Direct, Google Scholar, SAGE Journals Online, Business Source Complete, ProQuest Science Journals, JSTOR, Web of Science Core Collection, Elsevier, EBSCO, and ABI/INFORM Global were used. The following keywords were used for the search: Brand authenticity, Authenticity of brand, Authentic brand(s), Authentic branding, Authenticity defined, Typologies (types) of authenticity, Conceptualization of brand authenticity, Brand authenticity conceptualized, Brand authenticity scale, Revisiting the conceptualization of brand authenticity, Confirmatory factor analysis of brand authenticity scale, Interpretations of authenticity in different fields, Applicability of brand authenticity to commercial and/or non-profit brands, etc.

In the initial stages, the aforementioned databases were used to download suitable articles and for that reason, the search was not restricted to any given time frame, to ensure that any relevant article did not go undetected. In addition, many relevant articles were downloaded from a number of journals including Journal of Business Research, Journal of Brand Management, Advances in Consumer Research, Journal of Consumer Psychology, European Journal of Marketing, Journal of Marketing, Marketing Management, Journal of Product & Brand Management, Psychology & Marketing, Journal of Management Studies, The Academy of Management Journal, Academy of Management Review, Journal of Applied Psychology, International Journal of Nonprofit and Voluntary Sector Marketing, Journal of Nonprofit & Public Sector Marketing, Nonprofit and Voluntary Sector Quarterly, Annals of Tourism Research, and Tourism Management.

## RECONCEPTUALIZING BRAND AUTHENTICITY

In the later stages of this process, the search was reduced to articles emerging between 1980 and 2014. The suitable articles were reviewed from these findings, taking into consideration the titles, abstracts, and content by selective reading. In order to determine the suitability of each book or article for this study, a few issues were considered: whether the book or article generally defined and discussed authenticity in general, whether the typology of authenticity was addressed, whether it addressed authenticity from a marketing or consumer perspective, and/or whether it directly discussed brand authenticity. This search generated approximately 30 articles that were relevant to BA, and out of those only 5 or 6 were found to be pertinent to the conceptualization of BA; although they shared a few common dimensions of BA, they were widely varied in their conceptualizations of the concept.

Additionally, two PhD dissertations and three Master's theses on brand authenticity were identified from the search. Of those dissertations, one by Coary (2013) seemed to be quite relevant and original in addressing the conceptualization of BA. Of several books uncovered on Authenticity or BA, three were found to be relevant to the purpose of this study, from Boyle (2004), Gilmore and Pine (2009), and Beverland (2009). The first two books were considered to be the most relevant to the conceptualization of BA. The website created by Authentic Brand Index (2008) was also found to be pertinent to the study. Some studies related to "Organizational authenticity" as well as "Authentic leadership" were also identified (Corley & Harrison, 2009; Henderson & Brookhart, 1996). Those articles provided an idea about authenticity in general, but yielded nothing more conclusive. Interestingly, a number of articles on authenticity were found to be relevant to tourism, which were helpful in enriching an

## RECONCEPTUALIZING BRAND AUTHENTICITY

understanding of authenticity in a business-like context. Perhaps the most pertinent article on brand authenticity was Beverland's (2006) article focusing on the authenticity of luxury wine brands. Several articles and a book were also found that addressed typologies and diversity in interpretations of authenticity. From this literature search and review, only several resources could be extrapolated to a reasonable extent in order to conceptualize BA.

The term "authenticity" is derived from the Greek word "authentikós", which a descriptor is indicating something as "main, genuine". Thus, modern interpretations derived from this original term also have connotations of trustworthiness (Cappannelli & Cappannelli, 2004). Trilling (1972) in his book "Sincerity and Authenticity" associated authenticity with "provenance", which refers to an entity's worthiness due to its pure origin. A well-articulated and comprehensive definition of brand authenticity is rare in the literature, and is often defined by referring to a variety of brand-related attributes, coined by various researchers (Bruhn et al., 2012; Grayson & Martinec, 2004). Generally, in reference to authenticity, the following characteristics (which are often interpreted in the context of brands as well) are frequently cited:

- (a) Genuineness (Kennick, 1985; Price, Arnould, & Tierney; Stern, 1996),
- (b) Originality (Ballantyne, Warren, & Nobbs, 2006; Fine, 2003; Holt 2002; Macneil & Mak, 2007; Peterson, 2005),
- (c) Evidence and truth (Grayson & Martinec, 2004),
- (d) Sincerity and innocence (Fine, 2003),
- (e) Relationship to place and cultural or traditional associations (Beverland, 2006; Groves, 2001),

## RECONCEPTUALIZING BRAND AUTHENTICITY

(f) Agelessness and tradition (Aaker & Drolet, 1996)

(g) Quality commitments and stylistic consistency (Beverland, 2006)

This list of selected traits associated with brand authenticity is evidence of how diversely this term has been interpreted thus far. It is clear that there is considerable overlap in the above categories. Inconsistencies, ambiguities, and other problems in existing conceptualizations of brand authenticity are discussed in a subsequent section.

### **Authenticity Explained**

In the literature, authenticity has been widely discussed (Morhart et al., 2014; Napoli et al., 2014). Various interpretations of authenticity as found in the literature are very context-specific. Before focusing on various interpretations of authenticity, let us first focus on how different cues are used to determine the perceived authenticity of an object. Firstly, Grayson and Martinec (2004) developed two types of authenticity, grounded on what cues are used to judge authenticity. The first one is called *indexical authenticity*, which can only be judged objectively by examining facts to determine whether or not the entity (or brand) is genuine. The second type is called *iconic authenticity* and can be conferred by an icon, which is something that is understood to be aspirational to the customers. This icon should be capable of creating a sincere impression of the original entity or object.

Secondly, in the context of tourist experiences, Wang (1999) identified three kinds of authenticity, which may be further categorized into two groups: object-related authenticity and activity-related authenticity. Object-related authenticity includes *Objective authenticity* (referring to the authenticity of originals) and *Constructive authenticity* (referring to symbolic authenticity in relation to the way objects are

## RECONCEPTUALIZING BRAND AUTHENTICITY

represented by their imageries, inclinations, beliefs, etc.). Conversely, activity-related authenticity is known as *Existential authenticity*, referring to the act of “being oneself”, existentially activated by experiences or activities related to the brand. Now let us focus more closely on each of these three types of authenticity.

According to Trilling (1972), the *Objectivist* perspective assumes that the authenticity of an object is an inherent quality of itself, which is supposedly decreed by the “experts” (Wang, 1999). The *Constructivist (or symbolic)* perspective of authenticity claims that authenticity is formed on the basis of one’s projection of beliefs, expectations, experiences, and views (Cohen, 1988; Wang, 1999). This refers to the fact that one creates one’s own idea of authenticity, which does not require an expert’s approval or testimony. *Existential authenticity* is derived from existentialist philosophy, which refers to existence according to one’s nature or essence (Steiner & Reisinger, 2006; Wang, 1999). Leigh et al. (2006) defined *existential authenticity* as one’s feelings or thoughts induced by an experience, which could be related to a product or brand. When consumers pursue meaning or purpose in their purchases, consumptions, and/or experiences, they are tapping into *meaningful authenticity* (Beverland & Farrelly, 2010; Eggers et al., 2013; Gilmore & Pine, 2009; Mermiri, 2009). Such authenticity is generated through cues such as heritage, cultural symbolism, nostalgia, and experiential consumption. Wang (1999) classified *existential authenticity* into two types: *Intrapersonal authenticity*, which refers to some sort of self-discovery, and *Interpersonal authenticity*, which happens in a social setting. According to Morhart et al. (2014), *existential authenticity* refers to a brand’s ability to allow consumers to identify, bring out, and connect to their true selves in order

## RECONCEPTUALIZING BRAND AUTHENTICITY

that they may feel as though they are being true to themselves by virtue of using the brand.

Thirdly, Beverland, Lindgreen and Vink (2008) discussed three types of brand authenticity to illustrate how virtually anything could be interpreted as *authentic* while simultaneously distinguishing it from the *fake*. *Pure authenticity* can be delivered or achieved only by a genuine object or piece. When a consumer experiences a sincere impression of an authentic item, or a sufficiently satisfying reproduction, *approximate authenticity* is formed (Leigh et al., 2006). *Moral authenticity* becomes relevant when the customer seeks emotional fulfillment or a sense of gratification from a brand or product's connection to certain traditions, time, or place by employing stylized perceptual cues (Leigh et al., 2006). In the same vein, there exists an additional type of authenticity known as *staged authenticity*, which is frequently cited in tourism related studies. For the customers who are seeking staged authenticity, it does not matter whether or not the product or experience is built on truth or made up, for example, the experience one has in a theme park; what matters most is how the experience itself represents a hyper-reality (MacCannell, 1973). Chhabra, Healy, and Sills (2003) suggested that such staging of experience requires deliberate presentation involving displacement or modification of cultural productions and cues in order to accommodate new settings of time and place.

Fourthly, Gilmore and Pine (2007, 2009) introduced five types of authenticity: *Natural authenticity* (i.e., something in its natural state and still untainted), *Original authenticity* (i.e., something original or the first of its kind), *Exceptional authenticity* (i.e., something executed exceptionally well, and with the utmost care), *Referential authenticity* (i.e., refers to some inspiring context, human history, or shared memories),

## RECONCEPTUALIZING BRAND AUTHENTICITY

and *Influential authenticity* (i.e., something exerting influence on others and pointing to a higher goal or meaning).

If these various perspectives of authenticity are reviewed, one will notice significant overlap among them. For instance, heritage, relevance, and aspired values/beliefs have in common both meaningful authenticity and influential authenticity. Meaningful authenticity has common ground with constructivist, as well as existential, perspectives of authenticity. Moreover, objective authenticity, pure authenticity, original authenticity, and authorized authenticity can be interpreted similarly. On the other hand, constructivist, approximate, staged, and meaningful authenticity can also be grouped together. Finally, existential, pure, and influential authenticity can be placed in a similar category. Some authors suggested that indexical authenticity or cues are used to judge pure authenticity or objectivist perspective of authenticity (Grayson & Martinec, 2004). Conversely, iconic authenticity or cues can be used to evaluate the approximate authenticity or constructivist perspective of authenticity (Özsomer & Altaras, 2008).

### **Brand Authenticity: Existing Conceptualization**

Based on the relevant literature (gathered from eight different sources), an overview of 40 dimensions of brand authenticity is presented in Table 1 to highlight the construct's conceptual domain. At this stage, to what each dimension refers has been presented in the second column. It was elected not to reconcile similar or identical dimensions at this stage (reconciliation of dimensions was done at later), but rather to show the conceptual nuances of those dimensions despite their apparent similarity. In the third column, key citations of the scholarly resources (that either presented or adopted each BA dimension) are mentioned. For this purpose, only those articles or books are

## RECONCEPTUALIZING BRAND AUTHENTICITY

cited that primarily focus on the conceptual domain of BA. For example, Beverland's (2006) article on the conceptualization of BA was used generously, whereas Beverland's (2009) book entitled "Building Brand Authenticity: 7 Habits of Iconic Brands" was not used in equal measure, because it focuses largely on the practices or habits of authentic brands instead of the conceptual domain of the focal construct. The fourth column provides the count of the articles that adopted a particular dimension, including the original one. For example, where the article is labelled "1", it means no other article has adopted this dimension when conceptualizing BA. The dimensions are tallied alphabetically.

*Table 1 Overview of the Dimensions of Brand Authenticity*

| Dimension Names              | Definition  | Key Citations         | Literature Count |
|------------------------------|---|-----------------------|------------------|
| Adhering to principles       | It refers to faithfulness to internal values and mission statement, and truthfulness with customers.  | Coary (2013)          | 1                |
| Beautiful                    | It refers to whether the brand has an emphasis on harmony and aesthetics.   | Boyle (2004)          |                  |
| Being the category pioneer   | It refers to being first in the market or inventor of the product.  | Coary (2013)          | 1                |
| [Brand] Congruency           | It refers to how individual [employee] values and brand values are congruous and how employees are committed to fulfill value requirements.   | Eggers et al. (2013)  | 1                |
| [Brand] Consistency          | It refers to whether promises made to stakeholders are aligned with its values and strategies to achieve consistency amongst all brand elements (concerning operations, communications, staff, etc.). | Eggers et al. (2013)  | 1                |
| Continuity                   | It refers to a brand's stability, endurance, and consistency.   | Bruhn et al. (2012)   | 2                |
| Continuity                   | It refers to a brand's timelessness, historicity, and ability to transcend trends.  | Morhart et al. (2014) | 2                |
| Credibility                  | It refers to the brand's transparency and honesty towards the consumer, as well as its willingness and ability to fulfill the claims it makes.  | Morhart et al. (2014) | 1                |
| [Brand] Customer orientation | It refers to whether brand understands and satisfies the customers' and stakeholders' needs by providing "individualized benefits", as promised.  | Eggers et al. (2013)  | 1                |

## RECONCEPTUALIZING BRAND AUTHENTICITY

|                                  |  |   |   |
|----------------------------------|--|---|---|
| Declared beliefs                 | It refers to whether the brand stands for more than just making money.   | Authentic Brand Index (2008)                          | 2 |
| Downplaying commercial motives   | It refers to whether the brand stands for something more than its commercial success.  | Beverland (2006)                                      | 2 |
| Ethical                          | It refers to whether the organization and its products can be trusted.   | Boyle (2004)  | 4 |
| Familiarity                      | It refers to whether the brand is well known.  | Authentic Brand Index (2008)                          | 1 |
| Heritage and pedigree            | It refers to whether the brand has a distinguished heritage and maintains its traditions.  | Beverland (2006, 2009)                                | 3 |
| Heritage                         | It refers to whether the brand has an engaging story.  | Authentic Brand Index (2008)                          | 3 |
| [Brand] Heritage                 | It refers to whether the brand builds on long-held traditions and timeless design, and whether it has a strong link to the past.     | Napoli et al. (2014)                                  | 3 |
| Honest                           | It refers to whether the brand avoids all forms of dishonesty.   | Boyle (2004)  | 4 |
| Human                            | It refers to whether humanity is emphasized by the brand.  | Boyle (2004)  | 1 |
| Integrity                        | It refers to the moral purity and responsibility of a brand towards its customers.   | Morhart et al. (2014)                                 | 4 |
| Maintaining the original product | It refers to whether the brand maintains its original product(s) without a compromise.   | Coary (2013)  | 1 |
| Method of production             | It refers to whether the brand maintains exacting production processes with the help of devoted and skilled people.                  | Beverland (2006)                                      | 1 |
| Momentum                         | It refers to whether the brand appears to become ever more popular.  | Authentic Brand Index (2008)                          | 1 |
| Natural                          | It refers to whether the brand has a preference for natural processes and materials.   | Boyle (2004); Gilmore and Pine (2009)                 | 1 |
| Naturalness                      | It refers to a brand's impression of genuineness, realness, and lack of artificiality.   | Bruhn et al. (2012)                                   | 1 |
| Originality                      | It refers to whether the brand has introduced something new and unique to the market.  | Authentic Brand Index (2008); Gilmore and Pine (2009) | 2 |
| Originality                      | It refers to a brand's particularity, individuality, and innovativeness.   | Bruhn et al. (2012)                                   | 2 |
| Personal utility                 | It refers to whether the customers feel that they cannot live without the real utility delivered by the brand.                       | Authentic Brand Index (2008)                          | 1 |
| Quality commitment               | It refers to whether the brand has uncompromising quality commitment.  | Beverland (2006, 2009)                                | 2 |
| Quality commitment               | It refers to whether stringent quality standards are maintained by the brand while employing the finest materials and craftsmanship. | Napoli et al. (2014)                                  | 2 |
| Relationship to place            | It refers to whether the brand is rooted in a region, which has a unique   | Beverland (2006)                                      | 2 |

## RECONCEPTUALIZING BRAND AUTHENTICITY

|                       |   |                                       |   |
|-----------------------|---|---------------------------------------|---|
|                       | reputation to be celebrated and aims to celebrate it.   |                                       |   |
| Reliability           | It refers to a brand's trustfulness, credibility, and keeping promises.   | Bruhn et al. (2012)                   | 4 |
| Rooted                | It refers to whether the brand is connected to a place and time of origin.  | Boyle (2004)                          | 2 |
| Simple                | It refers to whether the brand minimizes complexity.  | Boyle (2004)                          | 1 |
| Sincerity             | It refers to whether the brand tries not to let people down.  | Authentic Brand Index (2008)          | 2 |
| Sincerity             | It refers to whether the brand refuses to compromise its values and principles.   | Napoli et al. (2014)                  | 2 |
| Stylistic consistency | It refers to whether the brand follows its production traditions consistently, and does not compromise to appear trendy or fashionable. | Beverland (2006)                      | 1 |
| Sustainable           | It refers to whether the brand wants a "better tomorrow", and is not exclusively focused on today.                                      | Boyle (2004)                          | 1 |
| Symbolism             | It refers to the symbolic quality of a brand that consumers can use to define who they are or who they are not.                         | Morhart et al. (2014)                 | 1 |
| Three-dimensional     | It refers to whether the brand provides deep and vivid experiences.   | Boyle (2004); Gilmore and Pine (2009) | 1 |
| Unspun                | It refers to whether the brand is candid and not manipulative.  | Boyle (2004)                          | 1 |

Later on, 40 dimensions were evaluated, with consideration for their core meanings and definitions, and were further grouped into several categories. Each category is meant to thematically represent one dimension. Dimensions presented in Table 1 show that they have considerable overlap between themselves. Moreover, these dimensions must be reduced further in order that the surviving dimensions cover the conceptual domain completely and without redundancy.

A few technical problems relevant to the conceptualization of any construct are discussed before evaluating the above dimensions. Since this research pertains to the conceptualization of a psychometric construct, a number of guiding principles prescribed by the experts should be followed. A detailed discussion on the guiding principles is presented below.

### **Concerns to be Addressed before Reconceptualizing Brand Authenticity**

After a critical appraisal of the extant literature, it was found that brand authenticity is, indeed, a multidimensional construct and distinct from other related constructs such as brand image, brand prestige, etc. How brand authenticity differs from other brand constructs is discussed in a subsequent section. Before highlighting the proposed conceptualization of brand authenticity, a few preliminary issues must be addressed.

**Is brand authenticity dichotomous or continuous?** In their study, Beverland (2006), and Gundlach and Neville (2012) raised concerns about whether or not a brand must have all of the dimensions of brand authenticity in order to be deemed authentic. They also raise the related issue of whether or not brand authenticity is dichotomous. Is authenticity an all-or-nothing characteristic; is a brand either *authentic* or *inauthentic*, or could it perhaps be just “authentic enough”? This may be true especially for retro-branding or remakes (Brown, Kozinets, & Sherry, 2003) in which case the customers embrace the inauthentic product as an acceptable facsimile. To suggest brand authenticity is a dichotomous construct would be unrealistic and reductionist. Such an idea would inherently suggest that brands have no chance to achieve perceived authenticity if they are found to be lacking, and even slightly more successful brands lack the ability to improve their authenticity. Therefore, the logical solution is to conceptualize and measure brand authenticity as a continuum, rather than a dichotomy, and allow a brand to occupy its relevant position on the scale. Just as past studies (Beverland, 2006; Bruhn et al., 2012; Coary, 2013; Morhart et al., 2014; Napoli et al., 2014) conceptualized brand

## RECONCEPTUALIZING BRAND AUTHENTICITY

authenticity, this study considers brand authenticity to be a multidimensional construct involving a unipolar scale, and without any negative value for any aspect of authenticity.

**Must an authentic brand score highly on all dimensions?** For a multidimensional psychometric scale, a brand may not be highly rated on every aspect by the respondents. For instance, a high-quality brand may score low on admirability, but still be considered authentic.

**Is brand authenticity a reflective, formative, or mixed construct?** When referring to the relationship between the construct and its measurement, it is important for any multidimensional construct to be clearly identified, whether the scale is a formative, reflective, or mixed-construct scale (i.e., reflective first-order and formative second-order or vice versa) (Diamantopoulos, Riefler, & Roth, 2008; MacKenzie et al., 2005; Podsakoff, Shen, & Podsakoff, 2006; Petter, Straub, & Rai, 2007). After reviewing the relevant literature, it appears that brand authenticity is a reflective first-order and formative second-order construct. This suggests that each dimension (first-order) of brand authenticity influences its reflective indicators, which are interchangeable. This feature makes the multi-item measures of each dimension compensatory (when mean for each dimension is calculated). Conversely, since the first-order dimensions are formative and not interchangeable, these non-overlapping dimensions are non-compensatory (Bollen, 1984; Petter et al., 2007). It is important to note that when a higher order construct (e.g., reflective-reflective, reflective-formative, formative-formative, or formative-reflective) is analyzed with only its first-order factors or dimensions, it risks model misspecification and drawing erroneous empirical conclusions (Jarvis et al., 2003; MacKenzie et al., 2005).

## RECONCEPTUALIZING BRAND AUTHENTICITY

**Can a new brand have authenticity?** Considering the argument presented by Gilmore and Pine (2009) for original authenticity, a new brand can indeed be perceived to be authentic. As previously mentioned, the perceived authenticity should be conceptualized on a continuum, allowing all brands (new or old) to be judged by the target audience on their relative authenticity.

### **Critical Evaluation of Existing Brand Authenticity Dimensions**

Based on the definition of each dimension, 40 dimensions were critically evaluated by the researcher as per the aforementioned criteria, and were grouped into clusters based on the similarities between them. While doing such critical review of the literature the suggestions by Summers (2001, p. 410) were kept in mind: “researchers need to identify important gaps, inconsistencies, and/or controversies in the literature.” Some of those clusters were considered unsuitable for further use in the conceptualization of BA because they did not meet criteria discussed in the guidelines. Those clusters of dimensions are discussed first which were deemed inappropriate to be retained, followed by those which were partially retained or modified, and finally those which were retained as they stood.

The first cluster represents those dimensions which are not applicable to all types of brands because they refer primarily to commercial brands (e.g., destination branding dealt with in the tourism industry) or/and product brands (e.g., wine brands marketed by wineries). Ideally, the conceptual definition of BA should be general enough to accommodate all types of brands, including service brands and non-profit brands, among others. This first cluster contained dimensions such as Method of production (Beverland, 2006), Downplaying commercial motives (Beverland, 2006), Stylistic consistency

## RECONCEPTUALIZING BRAND AUTHENTICITY

(Beverland, 2006), Relationship to place (Beverland, 2006), and Natural (Boyle, 2004). These dimensions, if retained, would become invalid for other dissimilar brands, and were therefore removed from the surviving set.

The second cluster considered for removal included dimensions such as Heritage and pedigree (Beverland, 2006), Heritage (Authentic Brand Index, 2008), Brand heritage (Napoli et al., 2014), Continuity (Morhart et al., 2014), Continuity (Bruhn et al., 2012), Being the Category Pioneer (Coary, 2013), and Maintaining the Original Product (Coary, 2013). These dimensions were considered inappropriate to be retained because they demand that any authentic brand must have a “glorious heritage”. This assumption is too limiting for those new but authentic brands, and also contrary to Gilmore and Pine’s (2009) concept of “original authenticity”, which declares that a new brand may be authentic on the ground of originality. These dimensions were considered inappropriate for the conceptualization of BA because they would rule out the opportunity for a new brand to be considered authentic. However, if a brand is seen to have heritage or continuity, these factors would definitely contribute to the brand’s esteem or admirability. Therefore, by removing this cluster, a brand of heritage will not be deprived of the worth that comes from its legacy.

The third cluster represents those dimensions which could be interpreted as the antecedents or consequences of an authentic brand, and thus were considered unsuitable to be retained as they stood. According to Summers (2001), inclusion of this type of dimension is a technical flaw while conceptualizing a construct. Dimensions were identified that should not be placed within the conceptual domain of BA, because they confounded a construct with its antecedents or consequents, or other constructs of its

## RECONCEPTUALIZING BRAND AUTHENTICITY

nomological network (Summers, 2001). Ideally, a conceptual definition should differentiate the focal construct from proximate constructs in the nomological network. In this process, these problematic dimensions were identified by examining the semantic relationship between the dimension and BA as understood in the English language, a process recommended by Stern et al. (2001). This category included dimensions such as Familiarity (Authentic Brand Index, 2008), Momentum (Authentic Brand Index, 2008), Personal utility (Authentic Brand Index, 2008), Symbolism (Morhart et al., 2014), and Three-dimensional (or vividly deep experience) (Boyle, 2004). For example, Symbolism (which refers to the symbolic quality of a brand that consumers use to define who they are or are not) essentially denotes customers' negotiated brand meaning, which is a consequence of using an authentic brand. Similarly, Momentum (which refers to whether the brand becomes more popular) could be interpreted as an antecedent of BA. Though none of the above-mentioned dimensions were deemed suitable and directly relevant to the conceptual domain of BA, their contribution in enhancing the brand's prestige and esteem is captured in brand's admirability.

The fourth cluster had some interesting dimensions, but which were found to be flawed due to their inappropriate reference to the marketing organization instead of the brand object (unless the organization is the brand). This is exemplified in "quality commitment", a dimension of BA that has been mentioned in several sources, for a brand cannot have commitment to quality unless the organization itself is the brand; rather, the organization can be committed to quality. Such inappropriate referencing should be avoided while conceptualizing a construct (Summers, 2001). Likewise, other dimensions of this cluster are generally attributed to the organization, or associated with the

## RECONCEPTUALIZING BRAND AUTHENTICITY

organization itself, instead of the brand object; hence, those dimensions were excluded from further consideration. Dimensions of this cluster included Quality commitment (Beverland, 2006; Napoli et al., 2014), Declared beliefs (Authentic Brand Index, 2008), Adhering to principles (Coary, 2013), Brand consistency (Eggers et al., 2013), Brand customer orientation (Eggers et al., 2013), and Brand congruency (Eggers et al., 2013). Quality, however, appeared to be a major feature of an authentic brand and was thus retained by conceptualizing it as “perceived quality” to make it applicable to only the brand object rather than the marketing organization. As for the other excluded dimensions in this category, their positive aspects, if attributable to the brand, are generally captured in the brand’s admirability.

The fifth set of dimensions related to “originality” were retained, although it was mentioned verbatim by both the Authentic Brand Index (2008) and Bruhn et al. (2012) because both definitions essentially refer to the genuineness and uniqueness of the brand. Naturalness (Bruhn et al., 2012) also has somewhat conflated interpretations, covering aspects including realness of the brand, which ought to be free from artificiality. The researcher opted to consider all related notions under originality to denote uniqueness, as doing so better represents the chosen dimension of the construct.

The sixth cluster of dimensions represents the perceived virtues of a brand, which can be grouped further into two dimensions: honesty and admirability. Honesty was derived by reconciling several honesty-related dimensions that had considerable overlap amongst themselves, such as Sincerity (Authentic Brand Index, 2008), Reliability (Bruhn et al., 2012), Sincerity (Napoli et al., 2014), Credibility (Morhart et al., 2014), Integrity (Morhart et al., 2014), Ethical (Boyle, 2004), Unspun (Boyle, 2004), and Honest (Boyle,

## RECONCEPTUALIZING BRAND AUTHENTICITY

2004). Essentially, honesty refers to whether the brand is perceived to be honest to itself as well as to its customers. Admirability was derived after reconciling dimensions (which represent a few virtues and values beyond honesty) such as Simple (Boyle, 2004), Sustainable (Boyle, 2004), Beautiful (Boyle, 2004), Rooted (Boyle, 2004), and Human (Boyle, 2004). Admirability of a brand is established when the brand stands for something significant and noble beyond its own success.

Table 2 provides a bird's eye view of the evaluation done on 40 dimensions. Four dimensions from this exercise finally emerged: originality, honesty, perceived quality, and admirability.

*Table 2 A Critical Evaluation of 40 Dimensions of BA*

| Dimension No. | Dimension (Problem(s) identified with letter(s) next to it) |
|---------------|---|
| 1             | Heritage and pedigree (Beverland, 2006) <b>b</b>            |
| 2             | Stylistic consistency (Beverland, 2006) <b>a</b>            |
| 3             | Quality commitments (Beverland, 2006) <b>d</b>              |
| 4             | Relationship to place (Beverland, 2006) <b>a</b>            |
| 5             | Method of production (Beverland, 2006) <b>a</b>             |
| 6             | Downplaying commercial motives (Beverland, 2006) <b>a</b>   |
| 7             | Originality (Authentic Brand Index, 2008)                   |
| 8             | Heritage (Authentic Brand Index, 2008) <b>b</b>             |
| 9             | Sincerity (Authentic Brand Index, 2008) <b>e</b>            |
| 10            | Familiarity (Authentic Brand Index, 2008) <b>c</b>          |
| 11            | Momentum (Authentic Brand Index, 2008) <b>c</b>             |
| 12            | Personal utility (Authentic Brand Index, 2008) <b>c</b>     |
| 13            | Declared beliefs (Authentic Brand Index, 2008) <b>d</b>     |
| 14            | Continuity (Bruhn et al., 2012) <b>b</b>                    |
| 15            | Originality (Bruhn et al., 2012)                            |
| 16            | Reliability (Bruhn et al., 2012) <b>e</b>                   |
| 17            | Naturalness (Bruhn et al., 2012) <b>e &amp; f</b>           |
| 18            | Being the Category Pioneer (Coary, 2013) <b>b</b>           |
| 19            | Adhering to Principles (Coary, 2013) <b>d</b>               |
| 20            | Maintaining the Original Product (Coary, 2013) <b>b</b>     |
| 21            | Sincerity (Napoli et al., 2014) <b>e</b>                    |
| 22            | Brand heritage (Napoli et al., 2014) <b>b</b>               |
| 23            | Quality commitment (Napoli et al., 2014) <b>d</b>           |
| 24            | Continuity (Morhart et al., 2014) <b>b</b>                  |
| 25            | Credibility (Morhart et al., 2014) <b>e</b>                 |
| 26            | Integrity (Morhart et al., 2014) <b>e</b>                   |

## RECONCEPTUALIZING BRAND AUTHENTICITY

---

|    |   |
|----|---|
| 27 | Symbolism (Morhart et al., 2014) <b>c</b>                         |
| 28 | Brand consistency (Eggers et al., 2013) <b>e &amp; f</b>          |
| 29 | Brand customer orientation (Eggers et al., 2013) <b>d &amp; f</b> |
| 30 | Brand congruency (Eggers et al., 2013) <b>d</b>                   |
| 31 | Ethical (Boyle, 2004) <b>e</b>                                    |
| 32 | Natural (Boyle, 2004) <b>a</b>                                    |
| 33 | Honest (Boyle, 2004) <b>e</b>                                     |
| 34 | Simple (Boyle, 2004) <b>c</b>                                     |
| 35 | Unspun (Boyle, 2004) <b>e</b>                                     |
| 36 | Sustainable (Boyle, 2004) <b>f</b>                                |
| 37 | Beautiful (Boyle, 2004) <b>a</b>                                  |
| 38 | Rooted (Boyle, 2004) <b>a</b>                                     |
| 39 | Three-dimensional (Boyle, 2004) <b>c</b>                          |
| 40 | Human (Boyle, 2004) <b>f &amp; g</b>                              |

---

*Notes. a. Applicable to only certain type(s) of brands (e.g., commercial brands) or products. Critical conceptual flaw.*

*b. Too restrictive to allow new brands to be considered for authenticity.*

*c. Could be interpreted as an antecedent and/or consequence of the focal construct or may belong to some other construct. Critical conceptual flaw.*

*d. Inappropriate reference to the (marketing) organization instead of the brand object. Critical conceptual flaw.*

*e. Overlaps with other dimension(s).*

*f. Ambiguous.*

*g. Inconsistent with other conceptualizations.*

### **Proposed Conceptualization of Brand Authenticity**

The detailed literature review ultimately led to the conceptualization of BA with four dimensions. A comprehensive discussion on these dimensions is presented below.

*Construct Definition:* In this study, Brand Authenticity (BA) is defined as the degree to which a brand object is perceived by its target audience to be original, honest, of high quality, and admirable.

**Originality.** This dimension of authenticity signifies novelty or ingenuity of something that has been designed, produced, and introduced firsthand into the consumer market (Gilmore & Pine, 2009; Kennick, 1985; Peterson, 2005). According to Kolko (2009), originality is reflected in the uniqueness of a brand. This notion is also supported by Tellstrom, Gustafsson, and Mossberg (2005). Likewise, Bruhn et al. (2012) defined originality in terms of particularity, individuality, and innovativeness. Anything original

## RECONCEPTUALIZING BRAND AUTHENTICITY

should not be an imitation of something else, nor should it have questionable or disputed origins (Jones, 2010; Van Leeuwen, 2001). Originality also refers to the extent to which a brand is a pioneer in introducing something new and different to the market (Authentic Brand Index, 2008). According to Coary (2013, p. 11), an authentic brand should be a “category pioneer”, meaning that its originality should be demonstrated by its “directing or guiding of the industry”, and “by being an original founder or pioneer and thus serving as an exemplar for the industry.” Gundlach and Neville (2012, p. 493) introduced a new dimension called *exclusivity*, and suggest that an authentic brand should not be “mass-produced, or available to the consumer in large quantities.” However, Gilmore and Pine’s discussion (2007) of Apple clearly suggested that despite being obviously mass-produced, Apple is still perceived as incredibly authentic (Gilmore & Pine, 2009). This paradox makes Gundlach and Neville’s definition of *exclusivity* to be rather limiting. A more sensible interpretation of *exclusivity* may be that despite production numbers, an authentic brand must be perceived as unique and distinct as opposed to other relevant brands.

Clearly, there is little room at this point for non-commercial brands to fit into the aforementioned definitions of originality. Moreover, most of these dimensions seem clearly to be defined with product-related brands in mind. However, if we want all brand objects to be assessed on originality scale, we must focus on the semantic meaning of this dimension, instead of on the industry or category specific interpretations of the term. Therefore, for this study, *originality is defined as the degree to which a brand object is perceived to be unique in comparison to other relevant brands.*

## RECONCEPTUALIZING BRAND AUTHENTICITY

**Honesty.** To achieve a better conceptualization of the term, several honesty-related dimensions were reconciled into the overarching dimension “honesty”. These dimensions are: *Credibility* (Morhart et al., 2014), *Integrity* (Morhart et al., 2014), *Sincerity* (Authentic Brand Index, 2008; Beverland, 2005; Fine, 2003; Holt, 2002; Napoli et al., 2014; Thompson, Rindfleisch, & Arsel, 2006; Trilling, 1972; Wipperfurth, 2005), *Adhering to principles* (Coary, 2013), *Reliability* (Bruhn et al., 2012), *Naturalness* (Bruhn et al., 2012; Boyle, 2004), *Ethical* (Boyle, 2004), *Honest* (Boyle, 2004), *Unspun* (Boyle, 2004), and *Simple* (Boyle, 2004). According to Morhart et al. (2014), credibility represents a brand’s transparency and honesty towards consumers and also its *ability* and *willingness* to fulfill the claims it has made. The same idea is presented by the Authentic Brand Index (2008) under the sincerity dimension, which underscores the idea that an authentic brand should try to maintain its customers’ appreciation. Conversely, *Integrity* refers to whether or not the brand is perceived to have *moral purity* and *responsibility*, and also whether or not it sincerely cares about its customers (Morhart et al., 2014). Clearly, credibility and integrity are both Meso-level concepts, and *honesty* can represent both concepts without much loss of intended meaning.

According to Napoli et al. (2014, p. 1092), a brand represents *sincerity* when it “remains true to its espoused values” and declines to compromise on its original traditions and beliefs, and refuses to compromise the values and traditions upon which it was founded. Similarly, Coary (2013, p. 11) described the same uncompromising stance of a brand (under *Adhering to principles*) for the sake of remaining true to the original mission statement “despite changes in market conditions”.

## RECONCEPTUALIZING BRAND AUTHENTICITY

Bruhn et al. (2012) conceptualized *Reliability* by associating this dimension with truthfulness, credibility, and keeping promises, which essentially resembles the aforementioned notions of credibility and integrity, whereas *Naturalness* represents genuineness, realness, and non-artificiality (Bruhn et al., 2012), though the first two aspects of *Naturalness* are actually more consistent with the first proposed dimension, originality. However, the nuance of non-artificiality is aligned with Boyle's (2004) "natural" dimension that signifies preference for natural processing and materials. A brand's attempt to remain natural by sticking to natural processes and materials may be interpreted as honesty by certain individuals. In addition, a brand's goal to avoid unnecessary complexity could also be placed under honesty (Boyle, 2004). In principle, Boyle's (2004) Ethical, Honest, and Unspun category can also be grouped into Honesty, if the essence or purpose of each dimension is considered. Ultimately, the virtuous intentions and acts of a brand in its communications, operations, and customer dealings generally create the belief of its honesty in customers. However, it is still necessary to focus on the construct's applicability to other brand objects by paying attention to the semantic meaning of the construct. Therefore, the researcher defined *honesty as the degree to which a brand object is perceived to be righteous*.

**Perceived quality.** Authentic brands are assumed to have an unwavering commitment to quality (Beverland, 2005; Gilmore & Pine, 2007). Beverland (2005) revealed how producers of luxury wines disassociate themselves from mass-produced, industrialized products and production processes by putting a greater emphasis on craftsmanship. By doing so, the producers hope to foster a perceived quality of superiority for their brand. Later on in his book, Beverland (2009) presented three habits

## RECONCEPTUALIZING BRAND AUTHENTICITY

of authentic brands that reflect true quality commitment: loving the doing (*a sincere commitment to quality*), appearing as artisanal amateurs (*the passion of people who care*), and indoctrinating staff into the brand cult (*employees who believe*). While useful, there is one critical ambiguity in this conceptualization; namely, does the phrase “quality commitment” refer to the quality commitment of the brand object (e.g., luxury wine) or the organization that produces the brand? The brand object cannot have quality commitment unless we are referring to the organization as the brand. On the other hand, if we are interested in the quality of the brand object, the dimension should be labeled *quality or perceived quality*, not quality commitment.

Nevertheless, Beverland (2009) discussed another dimension called *market immersion*, which requires the company to identify and elicit the qualities that matter the most to the customers by adopting ethnographic research methods. An overt display of dedication to unearth the true desires of the consumer may be interpreted either as sincerity/honesty, or as quality commitment. Gundlach and Neville (2012) reported that the customers take into account factors such as *Craftsmanship, Method of Production, and Ingredients and Materials used*, when judging a brand’s quality and authenticity. These requirements make the conceptualization of this concept inapplicable to all types of brands. Moreover, to conceptualize brand authenticity properly, this dimension should refer to the perceived quality of the brand object, although delivering such quality is the function of the organization. According to Zeithaml (1988), perceived, rather than objective quality refers to one’s overall conclusion of the relative advantage or excellence of a product, service, brand, or entity in an evoked set. In reference to perceived quality, people’s overall assessment of quality is also supported by Rowley (1998). Therefore, it

## RECONCEPTUALIZING BRAND AUTHENTICITY

was decided to define *perceived quality as the degree to which a brand object is perceived by a target audience to be excellent in comparison to its peers.*

**Admirability.** Initially, this dimension was derived from a dimension called *Downplaying Commercial Motives* coined by Beverland (2006), and refers to whether or not a brand stands for more than its commercial considerations and success; i.e., customers generally have more respect for “less overtly commercialized” brands. This is an interesting title for the dimension, however, it is clearly limited only to commercial brands; thus, to make this dimension applicable to all types of brand objects, it must be revised and generalized.

When a brand pursues something more important than profit/success, its intentions may be interpreted as its *declared beliefs*, as described by the Authentic Brand Index (2008). An interesting aspect of this dimension is that it captures the additional values beyond honesty, which may help an authentic brand to maintain a venerable standing. Boyle (2004) considered some values that may be interpreted from this perspective: *sustainability* (whether or not the brand cares about a better tomorrow more than today’s success), *human* (serving humanity is genuinely important), and *beautiful* (devoted to generate aesthetic appeal and harmony).

When a brand stands for something relevant and vitally noble, according to the customers’ perspective, that brand is then able to generate *influential authenticity* (Gilmore & Pine, 2009). According to Gilmore and Pine (2009), this dimension is influenced by a brand’s other admirable beliefs (e.g., the recognition of diversity), recognized values [e.g., commitment to collaboration over competition, which is particularly important for non-profit brands as mentioned by Kylander and Stone (2012)],

## RECONCEPTUALIZING BRAND AUTHENTICITY

and practices (e.g., transparency, fair labor relations, community involvement, sustainability, etc.). According to Beverland (2009), when a brand becomes actively involved with a consumer community, the consumers tend to perceive the brand as more authentic because of the demonstration of its caring attitude and actions. A brand may gain authenticity by demonstrating its beliefs if it stands for something significant and admirable. Some scholars have defined admirability as the degree to which a brand object is perceived “to be worthy of respect, deference, and esteem” (McGuire & Millman, 1965; Wymer & Drollinger, 2014, p. 5). Likewise, for this study, *admirability refers to the degree to which a brand is perceived to be worthy of respect, deference, and esteem by a target audience.*

### **Why Symbolism or Cultural Symbolism is Not Included as a Dimension of BA**

Morhart et al. (2014, p. 203) defined symbolism as the symbolic quality of a brand that consumers may use to define “who they are or who they are not.” This notion greatly resembles *brand-self connection* (Belk, 1988; Richins, 1994; Escalas & Bettman, 2005), and *identity through consumption* (Kleine, Kleine, & Allen, 1995). Beverland and Farrelly (2010) conceptualized the same notion by labeling it as the *Connection benefit* delivered by authentic brands. The Authentic Brand Index (2008) has a somewhat similar dimension called *Personal utility*, which refers to the extent that a brand delivers something so useful and precious that the customers feel that they cannot manage without the brand. Boyle (2004) claimed that an authentic brand should ensure “depth” of experience, which he calls *Three-dimensional*, and suggests that having such an experience allows the customers to attain symbolic interactionism with the brand (Ligas & Cotte, 1999).

## RECONCEPTUALIZING BRAND AUTHENTICITY

Napoli et al. (2014) included a dimension called *Cultural symbolism* (Belk, 1988; Elliott & Wattanasuwan, 1998; Holt, 2004), which was not supported empirically. Specifically, *cultural symbolism* is a hybrid version of categories such as heritage and symbolism, and refers to the meanings that a brand represents, which is salient to a specific culture. If a certain brand represents a symbolic meaning, despite carrying a cultural connotation, customers may wish to become associated with that meaning, which is a notion that does not contradict the main idea behind the concept of *Symbolism*, as discussed above. In short, symbolism refers to customer negotiated brand meaning to manage one's social identity by adopting likable brands, which are socially or culturally significant (Solomon, 1983; Torelli, 2009; Wee & Ming, 2003). However, considering symbolism as a dimension of brand authenticity would be a mistake, as symbolism (as a consequence of brand authenticity) gains generously from other dimensions of brand authenticity or brand authenticity as a whole. As previously mentioned, identifying an antecedent or a consequence of a construct as a dimension for the focal construct is a technical mistake, which must be avoided (Summers, 2001).

### **Why Heritage or Continuity Should Not be Included as a Dimension of BA**

Before presenting an argument on why heritage or continuity should not be included as a dimension of brand authenticity, there needs to be a discussion regarding continuity itself, as per the relevant literature. According to Morhart et al. (2014), the continuity of a brand is established by its timelessness, historicity, and ability to transcend trends. Along the same lines, another dimension called "heritage" is also frequently cited (Authentic Brand Index, 2008; Napoli et al., 2014). The heritage of a brand represents a sense of history, a connection with culture, traditions, customs, and

## RECONCEPTUALIZING BRAND AUTHENTICITY

also a connection with place (i.e., relationship to place) (Beverland, 2006; Brown, Kozinets, & Sherry, 2003; Penaloza, 2000; Postrel, 2003). This heritage-related dimension is also sometimes labeled as heritage and pedigree (Beverland, 2006; Brown et al., 2003). Beverland (2009) highlighted that in order to remain authentic, brands must stick to their roots, and try to uphold key traditions. Likewise, Boyle (2004) emphasized that an authentic brand tends to be connected to the place and time of its origin, though he inserts it under a dimension called *Rooted*. Conceptual similarities between a brand's continuity and heritage have been discussed by several researchers (Merchant & Rose, 2013; Urde, Greyser, & Balmer, 2007; Wiedmann, Hennigs, Schmidt, & Wuestefeld, 2011). For Brown et al. (2003), Penaloza (2000), and Postrel (2003), the heritage of a brand helps it to garner an exclusive identity and to exude a nostalgic impression of traditions. Napoli et al. (2014) reported that nostalgia is often associated with a brand, and is embedded in its heritage.

Design consistency has been discussed as a separate dimension of brand authenticity by numerous researchers (Beverland, 2006; Beverland et al., 2008; Brown et al., 2003; Kozinets, 2001). However, logically speaking, stylistic consistency (Beverland, 2006), or maintaining the original product (Coary, 2013) essentially refers to whether or not the brand is persistent in what it has been doing well from the beginning. In a similar vein, Bruhn et al. (2012) suggested that the representation of continuity in a brand stands for its stability, endurance, and consistency. However, in this study, it is suggested that keeping continuity as a dimension of brand authenticity creates both theoretical and practical problems. One theoretical problem is that having continuity as a prerequisite of authenticity partially denies Gilmore and Pine's (2009) theory of *original authenticity*,

## RECONCEPTUALIZING BRAND AUTHENTICITY

while a practical problem is that denying authenticity to a new brand, just because it does not have a glorified history, is inherently problematic.

In their discussion of original authenticity, Gilmore and Pine (2009, p. 17) suggested that “[g]oods with a particular design aesthetic, services which employ unique processes as well as truly new-to-the-world offerings that flout accepted norms in an industry (think of anything from the Virgin mind of Richard Branson) appeal to original authenticity.” This statement can be easily interpreted in the context of the authenticity of new and unique marketing offerings or brands. Therefore, by including heritage and pedigree, distinguished history, or continuity as a prerequisite for BA, we are contradicting Gilmore and Pine’s original authenticity and depriving a new brand of the opportunity to be even considered authentic. Again, Apple serves as a good example, for Apple was considered authentic from its start, and arguably was authentic in almost all of its original marketing offerings. Older brands may also have what is perceived to be original authenticity, but making heritage and/or continuity a prerequisite of authenticity is too restrictive when it comes to the conceptualization of brand authenticity. The conceptualization of heritage or continuity aids an authentic brand through measures such as continuity and heritage, which may be seen to add to the brand’s admirability and esteem.

### **Comparing Proposed Dimensions of Brand Authenticity with the Existing Ones**

The proposed dimensions of BA were compared with existing ones by pairing the relevant dimensions. Table 3 compares the existing dimensions with their proposed counterparts, thus facilitating easy evaluation and ensuring no dimension remains

## RECONCEPTUALIZING BRAND AUTHENTICITY

unaddressed. Below are the comparisons and some explanatory comments to make the interpretations clear.

*Table 3 Comparing Proposed Dimensions of Brand Authenticity with Existing Ones*

| Proposed Dimensions | Existing Dimensions                               | Comments   |
|---------------------|---|--|
| Originality         | Originality (Authentic Brand Index, 2008)         | Easy fit   |
|                     | Originality (Bruhn et al., 2012)                  | Easy fit   |
|                     | Being the Category Pioneer (Coary, 2013)*         | This dimension suggests that without being a pioneer, a brand cannot be authentic, a statement that is rather limiting, at best. |
|                     | Naturalness (Bruhn et al., 2012)                  | Avoiding artificiality for the sake of realness makes a brand original.  |
|                     | Natural (Boyle, 2004)                             | Easy fit   |
| Honesty             | Sincerity (Authentic Brand Index, 2008)           | Easy fit   |
|                     | Adhering to Principles (Coary, 2013)*             | Remaining faithful to internal values and mission statement.   |
|                     | Sincerity (Napoli et al., 2014)                   | Easy fit   |
|                     | Credibility (Morhart et al., 2014)                | Easy fit   |
|                     | Integrity (Morhart et al., 2014)                  | Easy fit   |
|                     | Reliability (Bruhn et al., 2012)                  | Easy fit   |
|                     | Ethical (Boyle, 2004)                             | Easy fit   |
|                     | Honest (Boyle, 2004)                              | Easy fit   |
|                     | Unspun (Boyle, 2004)                              | Easy fit   |
|                     | Quality commitments (Beverland, 2006)             | Easy fit   |
| Perceived Quality   | Method of production (Beverland, 2006)*           | To deliver desired quality, a specific production process is necessary, along with the help of some devoted and skilled people.  |
|                     | Quality commitment (Napoli et al., 2014)          | Easy fit   |
|                     | Simple (Boyle, 2004)*                             | Adding simplicity and avoiding complexity is likely to enhance the quality.  |
|                     | Three-dimensional (Boyle, 2004)*                  | Provides a deep and well-rounded brand experience, along with the desired quality.   |
|                     | Beautiful (Boyle, 2004)*                          | Aesthetics is one of the eight key features of quality as per Total Quality Management.  |
| Admirability        | Brand congruency (Eggers et al., 2013)            | Necessary initiatives are taken to fulfill value requirements.   |
|                     | Brand customer orientation (Eggers et al., 2013)  | Customer focus and understanding are essential in order to deliver quality.  |
|                     | Downplaying commercial motives (Beverland, 2006)* | Pursues something more important than profit.  |

## RECONCEPTUALIZING BRAND AUTHENTICITY

|                          |   |   |
|--------------------------|---|---|
|                          | Symbolism (Morhart et al., 2014)*               | Brand delivers symbolic meaning to people's lives.                                |
|                          | Declared beliefs (Authentic Brand Index, 2008)* | Brand stands for some stated admirable beliefs or practices.                      |
|                          | Personal utility (Authentic Brand Index, 2008)* | Brand is an inseparable part of one or one's life.                                |
|                          | Momentum (Authentic Brand Index, 2008)*         | Brand has much potential and latent power worth respecting.                       |
|                          | Sustainable (Boyle, 2004)*                      | Avoids perceived selfishness by focusing on the well-being of future generations. |
|                          | Human (Boyle, 2004)*                            | Everything matters because of humanity as a whole.                                |
|                          | Stylistic consistency (Beverland, 2006)         | Poor fit (due to conceptual flaw)   |
|                          | Heritage and pedigree (Beverland, 2006)         | "   |
|                          | Heritage (Authentic Brand Index, 2008)          | "   |
|                          | Brand heritage (Napoli et al., 2014)            | "   |
|                          | Relationship to place (Beverland, 2006)         | "   |
| Continuity<br>and Others | Continuity (Bruhn et al., 2012)                 | "   |
|                          | Continuity (Morhart et al., 2014)               | "   |
|                          | Maintaining the Original Product (Coary, 2013)  | "   |
|                          | Familiarity (Authentic Brand Index, 2008)       | "   |
|                          | Rooted (Boyle, 2004)                            | "   |
|                          | Brand consistency (Eggers et al., 2013)         | "   |

*Note.* \* This dimension requires proper context of reasoning to see how it fits to the overall conceptualization.

### Brand Authenticity Distinguished from Other Related Brand Constructs

In this section, a brief discussion on several closely related brand constructs is presented. For the sake of easy comparison, the proposed definition of brand authenticity is given first, followed by the definitions of brand image, brand prestige, brand credibility, brand identity, and brand attachment.

**Brand authenticity.** Brand authenticity refers to the degree to which a brand object is perceived by its target audience to be original, honest, of high quality, and admirable.

**Brand image.** Dobni and Zinkhan (1990) provided a comprehensive and critical analysis of brand image and concluded that brand image is a perceptual construct, which

## RECONCEPTUALIZING BRAND AUTHENTICITY

is developed through consumer analysis, whether cognitive or emotional, and this image is not integral to the practical or functional aspects of the brand object.

According to Wymer (2013, p. 6), “Brand image refers to the general impression of the brand object that marketers present to their target groups.” Keller (1993) suggested that brand image represents a set of brand associations that consumers have regarding a brand, and those associations may be characterized by strength, favorability, and uniqueness. Based on these associations, the consumers may perceive the image of that brand as extraordinary, moderate, or poor. Bruhn et al. (2012, p. 568) suggested that “[b]rand authenticity can be regarded as one specific (positively connoted) brand association of consumers”, that they may then apply to the brand.

**Brand prestige.** Dubois and Czellar (2002) associated the term *brand prestige* with a brand’s inherent unique know-how, which might be represented by a single attribute or by the general quality of the brand.

**Brand credibility.** Brand credibility is comprised of trustworthiness, which refers to the readiness to deliver the promises made by the company, as well as its expertise, which refers to the ability to deliver what was promised to the consumer (Erdem & Swait, 1998, 2004; Erdem, Swait, & Louviere, 2002; Sweeney & Swait, 2008).

**Brand identity.** In a discussion of brand identity, Kapferer (1997) identified the following six dimensions under the brand identity prism: brand personality, brand culture, brand-consumer relationships, reflection, physique and self-image. However, Viot (2011) narrowed the dimensions into four categories: brand personality, brand culture, relationships and user image. To highlight the conceptual distinctiveness of brand identity and brand image, Aaker and Joachimsthaler (2000, p. 40) suggested that “In

## RECONCEPTUALIZING BRAND AUTHENTICITY

contrast to brand image, brand identity represents what the organization wants the brand to stand for.” Nandan (2005) similarly said that brand identity refers to the portrayal of a brand by the company, whereas brand image refers to the set of beliefs the customer holds about the brand.

**Brand attachment.** According to Whan Park, MacInnis, Priester, Eisingerich, and Iacobucci (2010, p. 2), Brand attachment refers to “the strength of the bond connecting the brand with the self” and has two components: brand-self identification (a customer’s sense of unity with the brand) and brand prominence (the extent of positive feelings and memories a customer has about the brand object).

### **Existing Nomological Network Pertinent to Brand Authenticity**

Figure 2 highlights how brand authenticity has been addressed in previous studies, in terms of inter-construct relationships. In those studies, brand authenticity was studied as an antecedent, mediating, or endogenous variable in a way that accentuated or extended the theoretical understanding of proximate variables related to the focal construct. Moreover, a few variables were studied as moderating variables in the postulated nomological network by treating brand authenticity as an antecedent or mediating variable.

## RECONCEPTUALIZING BRAND AUTHENTICITY

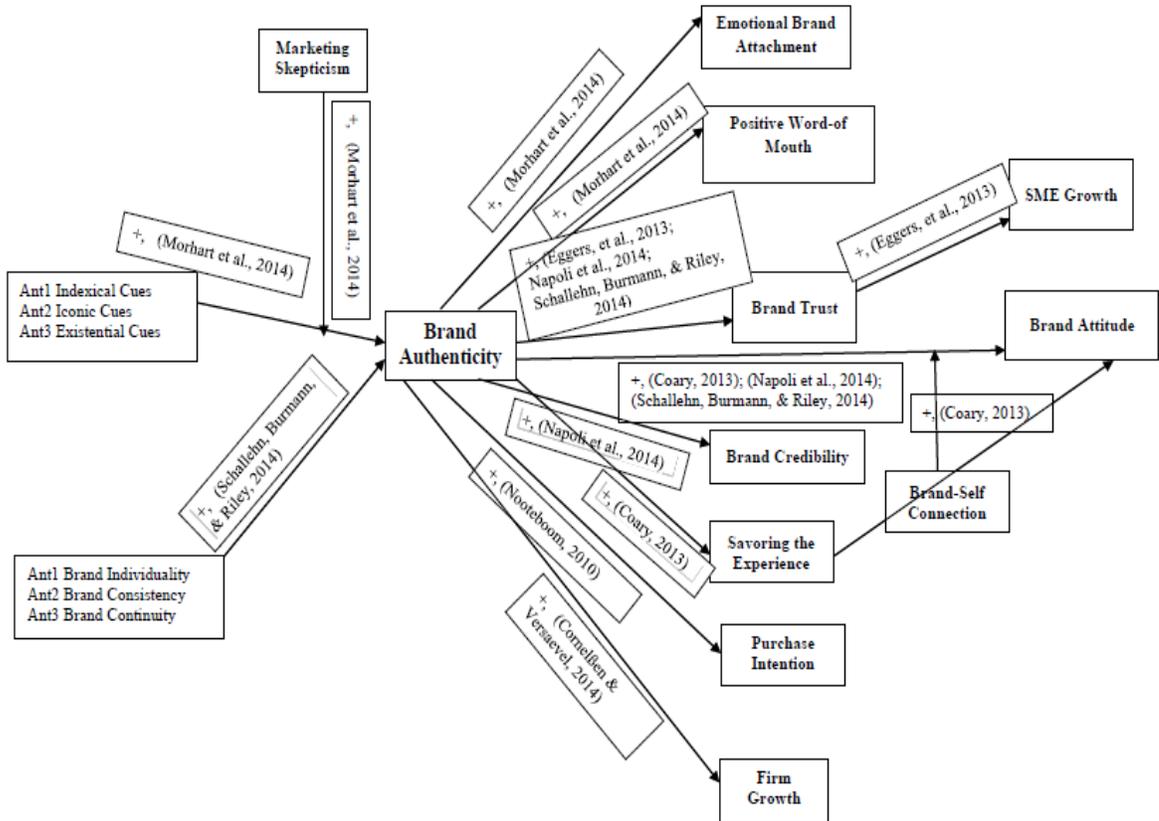


Figure 2. Existing nomological network of BA.

The conceptual framework is shown in Figure 3, which identifies how the study intended to investigate brand authenticity in its nomological network by identifying some research gaps (*dashed arrows*). No antecedent of brand authenticity was selected for this study. A list of proposed hypotheses, as identified in the conceptual framework, is provided in the following section. A literature review of other constructs identified in the Conceptual Framework is presented in this section, which is followed by a discussion on hypotheses development.

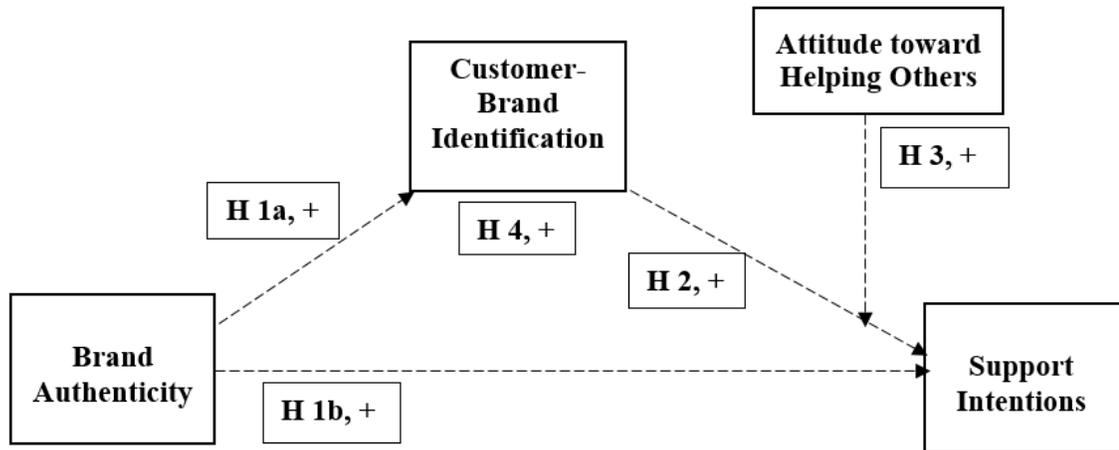


Figure 3. Conceptual framework.

### Customer-Brand Identification (CBI)

The term customer-brand identification has been derived from “*social identity theory*” (Tajfel & Turner, 1985), which was expanded further in organizational identification research. Ashforth and Mael (1989) called identification a “*perceptual construct*”, likewise, Bhattacharya and Sen (2003) labeled it a “*cognitive construct*”.

Kim, Han, and Park (2001) conceptualized a customer’s brand identification as the degree to which a brand enables a customer to express and enhance his/her own identity. Arnould and Thompson (2005, p. 875) pointed out how consumption and/or experience can become an identity tool by suggesting “Consumer culture theory research shows that many consumers’ lives are constructed around multiple realities and that they use consumption to experience realities (linked to fantasies, invocative desires, aesthetics, and identity play).” Arnett, German, and Hunt (2003) also mentioned that people could have several identities, and that a certain set of these identities are most salient and the most likely to affect their behavior.

According to Escalas and Bettman (2003), brand identification refers to the extent to which a customer can integrate a brand into his/her individual sense of self and

## RECONCEPTUALIZING BRAND AUTHENTICITY

personal identity as a result of the figurative value of the brand (Belk, 1988; Richins, 1994). It has also been defined as the “Consumer's perceived state of oneness with a brand” (Stokburger-Sauer, Ratneshwar, & Sen, 2012, p. 407). However, having strong customer-brand identification does not necessarily mean that the customer must have a formal relationship or experience with the brand. In fact, Bhattacharya and Sen (2003) suggested a customer can identify him/herself with a brand without having any formal interaction or ties with the brand.

As pointed out by Dimitriadis and Papista (2010), customer-brand identification has been described by other scholars as “Self-brand connections” (Escalas & Bettman, 2005), “Self-image congruence with brand” (Kressmann et al., 2006), “Self-concept connection” (Swaminathan, Page, & Gürhan-Canli, 2007), or “Self-congruity” (Sirgy, Lee, Johar, & Tidwell, 2008). All of the above researchers emphasized the fact that such connection to the brand typically triggers positive brand behavior.

### **Support Intentions (SI)**

The importance of raising funds and securing other forms of support for non-profit brands in order to pursue their mission and continue their operation is vital, as previously mentioned (Webb, Green, & Brashear, 2000). However, garnering support from donors and volunteers is always a challenging task, considering the heterogeneity of the potential supporters and of the non-profit organizations (Bendapudi et al., 1996). Therefore, identifying the factors that contribute to the understanding of support behavior will always work in favor of non-profits.

Bendapudi et al. (1996) provided a detailed review of various helping behaviors that occur through the avenue of charitable organizations. Peloza and Hassay (2007) also

## RECONCEPTUALIZING BRAND AUTHENTICITY

provided a comprehensive review of the typology of people's charitable support behaviors. However, these studies generally related to charitable helping behavior focus on either giving behavior (or intention) or volunteering behavior (or intention) or both (Van Slyke & Johnson, 2006). Other studies also empirically addressed three types of helping behavior together (e.g., donating, volunteering, and recommending) (Basil, 1998; Wymer, 2015).

A review of the literature on individual helping behaviors helped to identify several types of important support behaviors towards charities and non-profit organizations. These helping behaviors include monetary donation (Bendapudi et al., 1996; Sargeant, Ford, & West, 2006), volunteering (Fisher & Ackerman, 1988; Unger, 1991), spreading positive word of mouth recommendation (Harrison-Walker, 2001), recommending the brands to others (Verhoef, 2003), and bequest giving and intentions (Kim, Eggebeen, Zarit, Birditt, & Fingerman, 2013). For this study, four types of support intentions were selected and a discussion of each is presented below. A better understanding of the factors that encourage and influence these support behaviors or intentions are considered valuable for managing non-profit organizations (Smith & McSweeney, 2007; Unger, 1991).

**Giving intention.** Smith and McSweeney (2007) defined donation intention as the strength of one's intentions to donate money to charitable organizations. This intention is considered to be a good indicator of actual giving behavior. Other researchers called this construct *charitable giving intentions* and defined the term similarly (Ranganathan & Henley, 2008; Wisner, Stringfellow, Youngdahl, & Parker, 2005).

## RECONCEPTUALIZING BRAND AUTHENTICITY

**Volunteering intention.** Volunteering intention refers to the intention to participate or get involved in a non-profit organization's activities by one's own will (Park & Rhee, 2010). Pelozo and Hassay (2007) suggested that volunteerism is a form of planned helping, which assumes a high level of involvement on the volunteer's part. Wymer and Starnes (2001) also emphasized the importance of volunteerism because without it, many charities and non-profits would not be able to function. In fact, Wymer and Starnes suggested that volunteerism is no less important than individual donation by quoting an estimated labor value (\$225 billion) of the time and effort spent by the volunteers for different charities in America in 1998.

**Bequest intention.** *Bequest* is defined by the Merriam-Webster dictionary as "the property or money that you promise in your will to give to another person or organization after you die" (Madden & Scaife, 2008). There are several studies (Brown, 2004; Kim et al., 2013; Sargeant, Wymer, & Hilton, 2006) addressed the motives behind bequest giving or intentions. It has been reported that such planned giving of inheritance does not remain limited to the children and relatives. In fact, some charities and non-profits receive such a large amount of donated funds from bequests that Brown (2004) suggested that this group of wealthy philanthropists be treated as a separate segment as far as the patrons of non-profits are concerned. The most relevant aspect of such bequeathals is that they help the charities and non-profits raise funds in a steady fashion (e.g., given in annuities for tax purposes) or as a one-time endowment from numerous donors.

**Willingness to recommend.** In previous studies, positive word-of-mouth communication (WOM) and willingness to recommend had been used synonymously (Bigné, Sánchez, & Sánchez, 2001; Boulding, Kalra, Staelin, & Zeithaml, 1993;

## RECONCEPTUALIZING BRAND AUTHENTICITY

Zeithaml, Berry, & Parasuraman, 1996). Technically, one key aspect of word-of-mouth communication (scale or construct) is recommending the product, service, brand, or organization to others. For the sake of simplicity, willingness to recommend has been chosen as one of the key aspects of support intentions.

According to Arndt (1967), WOM refers to the interpersonal oral communication (i.e., non-commercial in nature) involving a brand, product or service. Stern (1994) highlighted the fact that WOM requires direct and contiguous communication of ephemeral messages between parties in a real life setting. However, Buttle (1998, p. 243) said in the current electronic age that WOM does not need to “be face to face, direct, oral, or ephemeral”. Herr, Kardes, and Kim (1991) provided a rationale as to why customer referral or WOM communication works well. They suggest this is because it is perceived to be coming from an unbiased source. Feick and Price (1987) also commented on the influence of WOM communication or customer referral in the domain of marketing and claim that WOM is considered to be more credible and trustworthy when it is generated by the customers not by the company, which has its own motive(s) for generating persuasive messages.

### **Attitude toward Helping Others (AHO)**

Webb et al. (2000, p. 300) defined AHO as “global and relatively enduring evaluations with regard to helping or assisting other people”, and refers more specifically to one’s attitude toward helping others in need (Webb et al., 2000). An attitude toward the act of helping others could be the results of one’s motivation, personalized norms, and internalized values.

## RECONCEPTUALIZING BRAND AUTHENTICITY

Generally, non-profit organizations adopt different fundraising techniques depending on their championed cause(s) and audience; however, responding or participating to this fundraising is considered to be “*philanthropic*”, and generally driven by supporters’ altruistic values or motives (Zappala & Lyons, 2006).

### **Hypotheses Development**

**Impact of brand authenticity on customer-brand identification.** According to Morhart et al. (2014, p. 203) authentic brands have *symbolic quality*, which helps the customers to define “who they are or who they are not.” Customer-brand identification is also known as brand-self connection (Belk 1988, Richins 1994; Escalas & Bettman, 2003), in which a customer can identify himself/herself with an authentic brand easily, at least when there is brand-self congruency. By calling authenticity an important aspect of *brand identity*, Alexander (2009) suggested that the drivers or dimensions of brand authenticity may help to create a brand “aura”.

If the brand is perceived as unique, it enhances the customer’s willingness to pay a price premium for the brand, as the uniqueness enforces a strong (also known as “primary”) brand association in customer’s mind (Keller, 1993; Netemeyer et al., 2004). From the above-mentioned studies, it can be deduced that if a brand is authentic, generally thought to be unique, and stands out amidst other similar brands, it will positively influence a customer’s response toward the brand and augment his/her identification with the brand. Coary (2013) indicated that a highly authentic brand could remind the consumers of positive characteristic in themselves, which may in turn lead to heightened customer-brand connection. Perceiving a resemblance between the brand and

## RECONCEPTUALIZING BRAND AUTHENTICITY

one's own self makes the brand meaningful to the customers and allows the brand to enjoy long-term success.

Sargeant (1999), in his elaborate model for donation behavior, discussed *Charity appeals* as an antecedent (among others), which in turn affects *Fit with Self* (which is analogous to brand-self connection). Moreover, this relationship between Charity appeals and Fit-with-self model has been extended to Giving behavior via another set of mediators (Sargeant, 1999). Moreover, in reference to how an authentic brand may help the customers identify themselves with the brand, the "Connection benefit" presented by Beverland and Farrelly (2010) can be cited. When addressing the necessity of branding for non-profit brands, Roberts-Wray (1994) mentioned that a strong non-profit brand can more adequately portray the beliefs and values of its stakeholders. When people find these beliefs and values to be congruent with their own, they tend to identify more with the non-profit brand, which leads them to develop support intentions and eventually exhibit supportive behaviors. Based on the preceding discussion, the following hypothesis was developed:

*Hypothesis 1a: Brand authenticity positively influences Customer-brand identification.*

**Impact of brand authenticity on support intentions.** Michel and Rieunier (2012) elaborated on the impact of non-profit brand image on donation behavior while testing their proposed scale of non-profit brand image. They cited a real case relating how people (both regular and irregular supporters of charities) generally give more frequently to well-known non-profit organizations or charities because those non-profits can be recognized spontaneously. Kottasz (2004) also reported a similar finding, claiming that young professionals in England prefer to give to well-known non-profits with an

## RECONCEPTUALIZING BRAND AUTHENTICITY

established reputation and track record. Due to high awareness of such non-profit organizations or brands, people typically trust and support them without hesitation (Hassay & Peloza, 2009; Michael & Rieunier, 2012). Michel and Rieunier (2012) reported on the positive impact of brand image on the intention to donate money (31%) and on the intention to give time (24%) to non-profit organizations.

Hou, Du, and Tian (2009) affirmed that an attractive non-profit organization is likely to influence people's giving intentions or behaviors positively. Due to growing challenges related to securing both financial and human resources, many non-profit organizations are paying more attention to various marketing activities such as segmentation, positioning, promotion, sales, etc. (Arnold & Tapp, 2003; Schlegelmilch, 1988). However, the payoffs of these marketing actions generally offer short to mid-range solutions, whereas the payoff of building a strong and authentic brand is more enduring. Daw and Cone (2010) said that, a "brand being a long-term investment", making the brand authentic is one of the essential steps to remain relevant and garner ongoing support for its core cause. Like the positive impacts of brand familiarity, brand popularity, or strong brand image on donation intentions and behaviors, the impact of Brand authenticity on various support intentions is likely to be positive. Therefore, the following hypothesis was developed:

*Hypothesis 1b: Brand authenticity positively influences Support intentions.*

**Impact of customer-brand identification on support intentions.** The literature suggests that when people or employees associate themselves with a group or a company, they tend to support the strategy and action of that group (Dutton & Dukerich, 1991; Dutton, Dukerich, & Harquail, 1994). Colaizzi, Williams, and Kayson (1984) affirmed

## RECONCEPTUALIZING BRAND AUTHENTICITY

that people tend to help those who are perceived to be similar to themselves. Pelozo and Hassay (2007) suggested that it is people's association with a cause they feel sympathy for that will enhance their support, behavioural and otherwise, for that cause. So when the potential supporters can identify some congruency between the brand (because of the cause or who it represents) and themselves, it will boost support intentions and behaviors.

In addition, customer-brand identification has been studied in relation with Brand commitment, Brand love, Repurchase intention, WOM, and Price premium (Ahearne, Bhattacharya, & Gruen, 2005; Albert, Merunka, & Valette-Florence, 2013; Du, Bhattacharya, & Sen, 2007; Tuškej, Golob, & Podnar, 2013). Many researchers attested to the positive link between customer-brand identification and their subsequent behavior in favor of the brand (Bhattacharya, Rao, & Glynn, 1995; Grubb & Hupp, 1968; Sirgy, 1982).

In higher education marketing, *Identity salience* (Arnett et al., 2003) with the college or institute (i.e., institutional identification) was reported to be positively linked to donation giving, increase of donation amount, increase of donation incidences, and promotion behavior (Porter, Hartman, & Johnson, 2011; Stephenson & Yerger, 2014). Many researchers reported customer-brand identification to be a common antecedent of different types of customer helping behaviors, which may be accomplished with resources of money, time, bequeathals, or positive word-of-mouth communication (Johnson & Rapp, 2010). An individual may also engage in more than one of these helping behaviors over time.

Du et al. (2007) highlighted the fact that customer-brand identification may signal a positive brand relationship, which may in turn lead the customer to exhibit some in-role

and extra-role behaviors towards the brand. Specifically, Bhattacharya et al. (1995) reported a positive relationship between one's organizational identification and his/her charitable giving behavior. According to Smith (1980), volunteering intention and commitment is enhanced when the cause or the brand is personally relevant and identifiable to the volunteer. Regarding bequest intentions, Bhattacharya and Sen (2003) implied that customer-organization identification generally indicates a customer's interest in a committed and meaningful relationship with the company or brand. Many other researchers also confirmed the positive impact of a customer's identification on his or her willingness to recommend or promote the brand to others (Ahearne et al., 2005; Kuenzel & Vaux Halliday, 2008; Tuškej et al., 2012). Hence, the following hypothesis was proposed:

*Hypothesis 2: Customer-brand identification positively influences Support intentions.*

**Moderating influence of attitude toward helping others on support intentions.** AHO has been studied as an antecedent of charitable giving. However, it could also have a moderating effect on the relationship between customer-brand identification and support intentions. Generally, AHO is highly influenced by personal norms and internalized values such as altruism and empathy (Batson et al., 1988; Bennett, 2003; Piliavin & Charng 1990; Webb et al., 2000). Interestingly, Lee and Chang (2007) mentioned how, in Taiwan, the intrinsic determinant (e.g., empathic predisposition) mainly affects volunteering intention, while the external determinant (e.g., sense of social responsibility) affects monetary donation intentions, while in western countries, empathic predisposition was reported to be a common determinant of both monetary donation and volunteering intentions.

## RECONCEPTUALIZING BRAND AUTHENTICITY

As an intrinsic determinant, *empathy* is presented as a moderator on two sets of relationships in the “Charitable Giving Behavior Model” proposed by Sargeant (1999). For his study, the relationship between *fit of charity with self* and *processing determinants* of giving behavior was examined. Likewise, Bendapudi et al. (1996) described motives (e.g. altruism) as moderators of giving behaviour in their proposed outline of individuals’ helping behavior towards charities.

Based on the profile analysis of donors vs. non-donors and infrequent donors, Kottasz (2004) reported that donors’ personal values tend also to be influenced by religious faith and moral/spiritual values regarding social stability and corrections. On the contrary, non-donors or infrequent donors are more influenced by the idea of freedom of thought and action, and cite this as a driving motivation of their lives (Kottasz, 2004). As people differ in their attitudes about helping others, these attitudes have an influence on their pattern of giving and support behaviors. It is therefore only logical to consider that such attitudes might perhaps moderate the relationship of their identification with a non-profit brand and their support intentions. Moreover, the rationale for choosing AHO as a moderator is to have additional insights regarding peoples’ support intentions. Thus, the following hypothesis was formulated to test the moderating impact of AHO on the relationship between customer-brand identification and support intentions:

*Hypothesis 3: Attitude toward helping others moderates the relationship between Customer-brand identification and Support intentions.*

**Mediating role of customer-brand identification between brand authenticity and support intentions.** Berger and Gainer (2002) stated that charitable giving conveys an important message about the donor’s attitude as well as identity. So, giving behavior

## RECONCEPTUALIZING BRAND AUTHENTICITY

or similar types of support behaviors could be conceived as “identity props” for the donor. Once someone identifies him/herself with a brand (or a non-profit organization), the giving behavior opens a window of self-expression and portrays an image of one’s *moral biography* to others (Schervish, 2000).

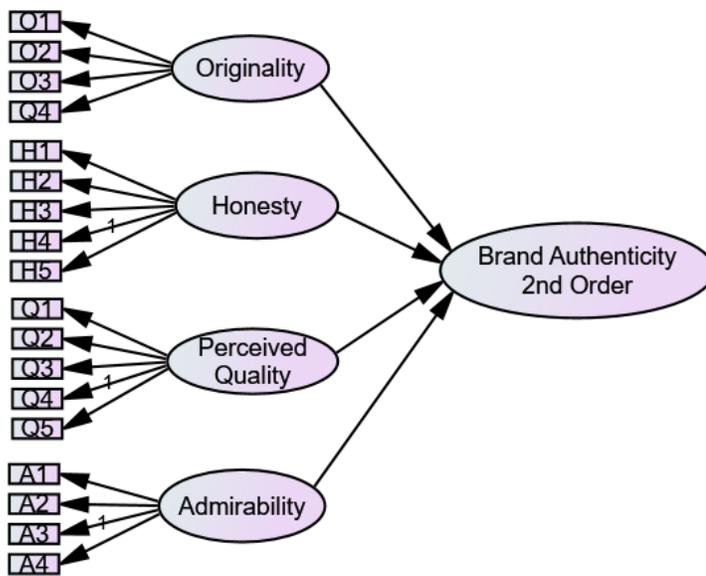
Supporters become attracted to a brand when they see a certain level of value congruency between the brand and themselves (De Chernatony, Drury, & Segal-Horn, 2004). Therefore, an authentic brand is likely to draw supporters to itself and enable the supporters to identify themselves with the brand. It also may help them to express their identities, whether actual or aspired to, through support behaviors. In this case, customer-brand identification mediates the relationship between brand authenticity and support behaviors or intentions. Based on these assertions, the following hypothesis was developed:

*Hypothesis 4: Customer-brand identification mediates the relationship between Brand authenticity and Support intentions.*

**Chapter 3: Methodology**

**Research Design**

The study was a single cross-sectional study. It aimed to reconceptualize brand authenticity, propose a revised scale for the construct, and test the soundness of the scale. It also intended to test several hypothesized inter-construct relationships identified from the nomological network of brand authenticity, in the context of a selected non-profit brand. In order to do so, the Measurement model must first be validated. Figure 4 shows how brand authenticity, the second-order formative construct, is comprised of four first-order reflective dimensions.



*Figure 4. Brand authenticity, second-order formative construct.*

The Structural model (without the indicators) is presented in Figure 5. As per the Repeated indicator approach, this structural model must have the brand authenticity (second-order formative construct) contain the indicators of each of its first-order reflective dimensions, and the model must be run with the first-order reflective dimensions predicting the second-order construct (Chin & Gopal, 1995; Lowry &

## RECONCEPTUALIZING BRAND AUTHENTICITY

Gaskin, 2014). According to Lowry and Gaskin (2014), the “repeated indicator” approach works well if the second-order construct is either *reflective* or *exogenous*. In this study, brand authenticity is an exogenous construct. Thus, while configuring the model, the “repeated indicator” approach was adopted (Becker, Klein, & Wetzels, 2012; Jarvis, MacKenzie, & Podsakoff, 2003; Podsakoff, Shen, & Podsakoff, 2006).

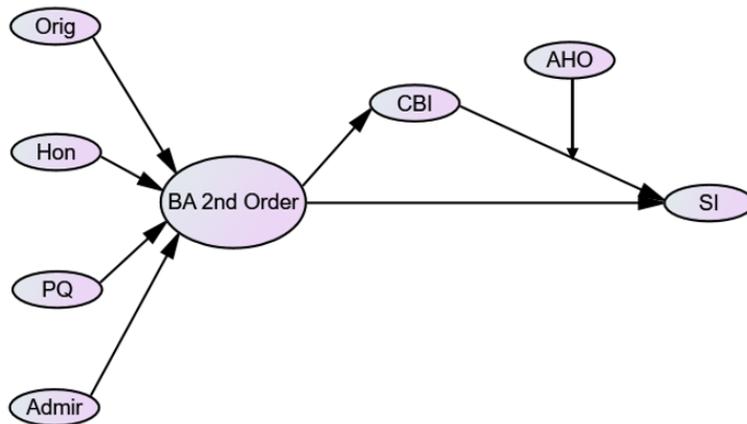


Figure 5. Structural model.

Earlier tasks related to reconceptualizing BA and revising its scale were mostly exploratory and qualitative in nature. In these earlier sections, secondary data analysis was done to develop a better understanding of BA as a construct and its scales. Later on, necessary feedback on the proposed scale of BA was taken from three university professors (including area experts such as two Marketing professors) iteratively in different forms, including several personal interviews. The details of this process is presented in the “Measures” section. Later tasks related to Confirmatory factor analysis and done to validate the proposed scale and evaluate the structural model were confirmatory and quantitative in nature.

### Measures

Based on the proposed conceptualization of brand authenticity, a scale was prepared by revising the existing scales of brand authenticity. At first, a pool of items was prepared from previous studies. Scholars such as DeVellis (2012) supported this approach by asserting that scale development should be theory (a priori) driven. While gathering necessary items from various BA scales, it was discovered that only Coary (2013) used formative scales. For the other scales, although no specific types were mentioned (i.e., whether the scale used was formative or reflective), it seemed that, by considering the conceptual framework and model assessment criteria, those scales were reflective, rather than formative. In this study, the reflective scales were used for four first-order dimensions of BA, and these first-order dimensions were used formatively for BA in order to avoid problems related to (*measurement*) *model misspecification* and inappropriate use of reflective scales when formative scales are more applicable (MacKenzie et al., 2005). By evaluating the fundamental nature of the construct, it became clear that the first-order factors should be measured with reflective indicators and that those dimensions should enter into the latent construct (i.e., BA) formatively (Diamantopoulos et al., 2008).

In the first stage, a pool of items was created from sources including the Authentic Brand Index (2008); Beverland (2006); Boyle (2004); Bruhn et al. (2012); Coary (2013); Gundlach and Neville (2012); Morhart et al. (2014); Napoli et al. (2014); and Schallehn, Burmann, and Riley (2014). The items gathered from the original scales were listed under 13 dimensions: Continuity, Credibility, Integrity, Symbolism, Quality commitment, Brand heritage, Sincerity, Reliability, Originality, Naturalness, Being the

## RECONCEPTUALIZING BRAND AUTHENTICITY

category pioneer, Adhering to principles, and Maintaining the original product. In the second stage, items gathered for the four proposed dimensions (i.e., originality, honesty, perceived quality, and admirability) of BA were evaluated and revised in light of the proposed conceptualization so that only the pertinent items remained on the scale. At this stage, three new items were added based on the literature review and the proposed conceptualization. Although three items were added to the pool of borrowed items, those new items, along with a few other borrowed items were eventually removed, based on the suggestions of area experts. The expert review involved determining whether or not the items reflect the respective construct's content domain, as well as checking the "items for clarity, conciseness, grammar, reading level, face validity, and redundancy" (Worthington & Whittaker, 2006, p. 814). After this screening, Originality retained 7 items in its category, (from three sources such as Bruhn et al., 2012; Coary, 2013; Gundlach & Neville, 2012), while Honesty had 11 items (from four sources such as Bruhn et al., 2012; Coary, 2013; Morhart et al., 2014; Napoli et al., 2014). Perceived Quality had 6 items (from only Napoli et al., 2014), and Admirability had 5 items (from four sources such as Beverland, 2006; Bruhn et al., 2012; Gundlach & Neville, 2012; Morhart et al., 2014). In the third stage, this short-list of revised items (29) was presented to the area experts for further scrutiny, along with the operational definition of each dimension as well as the construct.

The experts critically evaluated each item based on several criteria, including its suitability for the chosen dimension or construct, redundancy between the items, and problems with wording and expression. The suitability of each item was judged based on criteria such as whether the item is applicable to all types of brands, whether it

## RECONCEPTUALIZING BRAND AUTHENTICITY

inappropriately refers to the marketing organization instead of the brand (unless the organization is the brand), and whether it is an antecedent or consequence of brand authenticity.

In the fourth stage, based on the feedback supplied, the items were revised and several more rounds of revisions were made. Eventually, a scale for BA was finalized and ready for a pre-test. 18 items from the original set [Originality (4 items), Honesty (5 items), Perceived quality (5 items), and Admirability (4 items)] were retained in the final scale of brand authenticity. Table 4 presents the proposed scale of brand authenticity (along with the scales for other constructs) with their respective reliability scores as reported in the original study or studies. Four reflective items (as an alternative measure of brand authenticity) were added to the questionnaire so that redundancy analysis might be carried out to assess the validity of the second-order formative construct, as recommended by Hair, Hult, Ringle, and Sarstedt (2014).

For the other constructs, the necessary scales were borrowed from previous studies, which were validated by several other studies (see Table 4). The scale for Customer-brand identification was comprised of 5 Likert-scale items (borrowed from Escalas & Bettman, 2003; Stokburger-Sauer et al., 2012), while the scale for Attitude toward helping others was comprised of 3 Likert-scale items (borrowed from Webb et al., 2000, and the scale for Support intentions comprised of 4 Likert-scale items (based on works by Madden & Scaife, 2008; Samu & Wymer, 2009; Wisner et al., 2005). Feedback on other scales concerning their suitability for this study was also determined by experts in the field.

## RECONCEPTUALIZING BRAND AUTHENTICITY

A question was further added in order to assess the respondent's familiarity with the selected non-profit brand to evaluate whether his/her responses were meaningful. Another question was included as an attention checker. There was no "reverse coded" or negative item in the questionnaire. The complete questionnaire for the main study is presented in Appendix C.

*Table 4 Scales for the Constructs*

---

All scales had 7-point Likert-formatted statements: 1 = strongly disagree to 7 = strongly agree

---

### **A. Brand Authenticity**

**Originality** (reliability scores range from 0.90 to 0.72 as reported in the original study or studies)

1. [X] is not a copy or imitation of another organization. (Bruner, 1994)
2. [X] is unique. (Bruhn et al., 2012)
3. [X] maintains its originality without compromise. (Coary, 2013)
4. [X] clearly stands out from other brands. (Bruhn et al., 2012)

**Honesty** (reliability range from 0.96 to 0.75 as reported in the original study or studies)

1. [X] stays true to itself. (Bruhn et al., 2012)
2. [X] accomplishes its espoused values. (Morhart et al., 2014)
3. [X] makes credible promises. (Bruhn et al., 2012)
4. [X] delivers what it promises. (Bruhn et al., 2012)
5. [X] is truthful with its patrons. (Coary, 2013)

**Perceived quality** (reliability scores range from 0.93 to 0.75 as reported in the original study or studies)

1. Quality is central to [X]. (Napoli et al., 2014)
2. [X] is a potent symbol of continued quality. (Napoli et al., 2014)
3. [X] maintains the most stringent quality standards. (Napoli et al., 2014)
4. The quality of [X] is ensured by a team of devoted and skilled people. [Modified from (Napoli et al., 2014)]
5. [X] is the best brand in its relevant class. [Adapted from Netemeyer et al., 2004]

**Admirability** (reliability scores range from 0.96 to 0.86 as reported in the original study or studies)

1. [X] prioritizes something admirable beyond its own success. [Modified from (Beverland, 2006)]
2. [X] represents something noble. (Gundlach & Neville, 2012)
3. [X] represents important values. (Morhart et al., 2014)
4. [X] is worthy of respect. (Wymer & Drollinger, 2014)

**B. Mediator: Customer-brand identification** (reliability scores range from 0.94 to 0.90 as reported in the original study or studies)

1. Brand [X] reflects who I am. (Escalas & Bettman, 2003)
2. I can identify myself with [X]. (Escalas & Bettman, 2003)
3. I feel a strong sense of belonging to [X]. (Stokburger-Sauer et al., 2012)
4. I think [X] (could) help(s) me to become the type of person I want to be. (Escalas & Bettman, 2003)
5. [X] embodies what I believe in. (Stokburger-Sauer et al., 2012)

**C. Moderator: Attitude toward Helping Others (AHO)** (reliability score of the original scale was 0.79)

1. Helping troubled people with their problems is very important to me. (Webb et al., 2000).
  2. People should be more charitable toward others in society. (Webb et al., 2000).
  3. People in need should receive support from others. (Webb et al., 2000).
-

---

**D. Outcome Construct: Support Intentions** (reliability scores range from 0.86 to 0.87 as reported in the original study or studies)

1. I intend to donate to [X] in the future. (Wisner et al., 2005)
  2. I intend to volunteer for [X]. (Modified from Wisner et al., 2005).
  3. I intend to leave a bequest to [X] in my will. (Madden & Scaife, 2008).
  4. I intend to recommend to others to support [X]. (Samu & Wymer, 2009).
- 

### **Data Collection**

In order to collect data for two pilot studies and the main study, self-administered online surveys were prepared using Qualtrics. Respondents were recruited by launching the surveys using Mechanical Turk. The reasons for choosing Mechanical Turk for this survey were: a) the low cost of data collection; b) rapid data collection, and c) easier access to a diverse group of respondents. Although the cost of data collection at Mechanical Turk is low, the quality of such data is not free of controversy (Mason & Suri, 2012). Therefore, due caution was necessary in the “data cleaning” stage, before analyzing the data (a discussion is presented in an appropriate section in Chapter 4).

Only respondents from USA were sought. The mode of participation was voluntary. Mechanical Turk ensured and maintained the anonymity of the respondents. For Mechanical Turk surveys, the researchers typically receive only an IP address for each respondent, therefore, no personal information regarding the respondents was available to the researcher of this study. For the online surveys, Mechanical Turk paid an incentive amount to each participant, which was factored into a larger amount eventually paid by the researcher to Mechanical Turk.

### **Pilot Studies**

Two pilot studies were planned. The first pilot study was done to identify the two suitable non-profit brands from nine shortlisted non-profit brands. The purpose of the first pilot study was to identify two non-profit brands with which the respondents

## RECONCEPTUALIZING BRAND AUTHENTICITY

(considering Mechanical Turk's likely participant pool, which is supposed to be representative of the U.S. adult population) were most familiar with. If the likely participants were not familiar with the selected non-profit brand(s), their response will have little or no merit. It was not the purpose to select the (most) popular non-profit brand as a proxy of authentic brands, but rather to identify the appropriate brands so the data collected from the surveys would be ultimately useful.

Based on the experts' opinion, those nine non-profits were selected from a list of 50 top ranking non-profits in USA by Forbes (2015). The shortlist of non-profits were: United Way, Red Cross, Goodwill, American Cancer Society, World Vision, Habitat for Humanity, American Heart Association, Save the Children, and Make-A-Wish Foundation. For the first pilot study, 50 respondents were to be recruited through Mechanical Turk. Cooper and Schindler (2003) suggested that 25 to 100 respondents for a pilot test is optimal. The questionnaire for the first pilot study is presented in Appendix A. Likewise, a second pilot study was planned using 50 respondents from Mechanical Turk in order to determine the data variability in the proposed brand authenticity scale in the context of two suitable non-profit brands identified from the first pilot study. The questionnaire for the second pilot study is presented in Appendix B.

### **Sampling**

Considering the type of respondents supplied by Mechanical Turk, the sampling for the surveys was non-probability in nature. However, a few features were expected to be common among the respondents in order to make their participation meaningful. Namely, they must be from the US, they must have access to the internet, they must be

## RECONCEPTUALIZING BRAND AUTHENTICITY

familiar with the selected non-profit brand(s), and they should be able to communicate in English.

For the main study, data were collected from 530 respondents. Kenny (2011) suggested that the minimum required sample size is 200 for SEM studies. However, the required sample size is often decided based on the number of parameters present in the analysis. According to the recommended guideline of using 5 respondents for each item in the questionnaire, the planned sample size of 530 was adequate for the main study, which had 38 items in total (Gorsuch, 2003; Mundfrom, Shaw, & Ke, 2005). Thus, the item-respondents ratio was 13.95 to 1.

### **Data Analysis**

SmartPLS (Version 3.2.3) was planned to be used for PLS-SEM to assess the validity of the scales and test the hypotheses. CFA was chosen to ascertain the validity of the scales and SEM was chosen to test the hypotheses. Two main reasons for choosing PLS-SEM were its nonparametric algorithm, (which is not dependent on data normality) and its ability to analyze a formative-reflective model, which is difficult to handle with CB-SEM. The Measurement model (with indicators) depicted in Figure 6 was used to test the validity and reliability of the scales. Unlike AMOS, which requires separate Measurement models and Structural models for scale validation and hypotheses testing, SmartPLS begins analysis with the specified Structural model. The results required for CFA are part of the initial calculations (Binz Astrachan, Patel, & Wanzenried, 2014). The initial outputs of SmartPLS are typically used to calculate the necessary estimates of validity and reliability by using the indicator or item loadings, Cronbach alphas and

## RECONCEPTUALIZING BRAND AUTHENTICITY

Composite reliability, AVE scores, path coefficients, inter-construct correlations, t-values, etc.

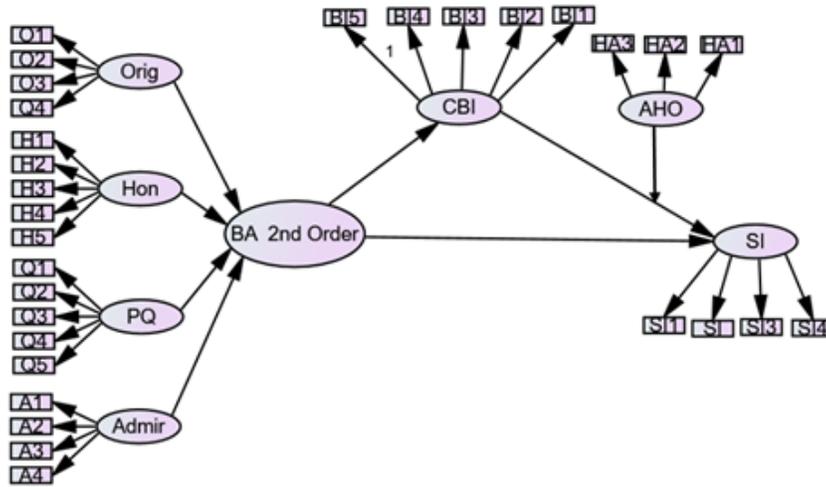


Figure 6. Measurement model for PLS-SEM.

All of these estimates were used to examine the *outer model* with reference to the relationships between the constructs and their indicators. Once this initial step evaluated the validity of the scales (or the measurement model), the inner model was used to test the hypotheses (Hair et al., 2014). How the scales and model validation were completed is discussed below. Since this study had a “reflective-formative” model (Type II), the analysis techniques recommended for a Higher Order or Hierarchical Component Model (HCM) by Hair et al. (2014) were followed.

**Step 1.** In order to assess the validity of the reflective (first-order) constructs, initially, the convergent validity of the items (or indicators) was determined by evaluating whether each item had at least 0.70 outer loading (with significant t-values, at least at 0.05 level) on its respective reflective construct (i.e., the four dimensions of BA and other first-order constructs). To assess the discriminant validity of the items, two recommended techniques were followed. Firstly, it was determined whether the difference between the highest cross-loadings of each item and its loading on the intended construct was greater

## RECONCEPTUALIZING BRAND AUTHENTICITY

than 0.15 (Worthington & Whittaker, 2006). Secondly, it was determined whether the square root of the average variance extracted (AVE) of each latent construct was greater than its correlations with other constructs, as it should be (Fornell & Larcker, 1981).

**Step 2.** The validity measures of a reflective construct are not applicable to formative constructs (Hair et al., 2014; Petter et al., 2007). Therefore, to establish construct validity of the only formative construct (second-order) of this study, the three steps suggested by Hair et al. (2014) were applied using the repeated indicator (Mode A) approach. Those steps were: (I) redundancy analysis performed by examining the formative construct's correlation with an alternative measure of the same construct, using one or more reflective items(s), (II) assessing collinearity of indicators (or first-order dimensions), and (III) examining both the outer weight (relative importance) and outer loading (absolute importance) of each indicator (or first-order factors/dimensions). As an additional measure, it was also ascertained whether the outer weights of the formative items (or first-order dimensions) were roughly equal and all had significant t-values (Ringle, Sarstedt, & Straub, 2012).

The formative items (or factors) may vary in direction, and may also co-vary with other constructs, hence, multicollinearity could be quite problematic for formative scales. Therefore, multicollinearity among indicators or dimensions was evaluated using regression and Variance Inflation Factor (VIF). VIF values of the formative items (or first-order dimensions) should be no greater than 10 (Hair, Ringle, & Sarstedt, 2011). They recommend that the multicollinearity of the constructs be checked before evaluating the structural model, and suggest revising the model or using additional cautionary measures if VIF values exceed 5.

## RECONCEPTUALIZING BRAND AUTHENTICITY

**Step 3.** To evaluate reliabilities of the constructs (both reflective and formative), the Composite reliabilities and Cronbach alphas were calculated. Ideally, these scores should cross the recommended threshold of 0.70 (Chin, 1998; Nunnally & Bernstein, 1994).

**Step 4.** In order to assess the hypothesized moderating effects of AHO (a continuous construct) on the relationship between CBI and SI, the procedures recommended by Hair et al. (2014) and Henseler and Chin (2010) were followed. The procedure required the specification of the simple effect of CBI on SI (path 1), another simple effect of AHO on SI (path 2), and the moderation effect of the interaction term (CBI\*AHO) on SI (path 3). It is important to note that the indicators were mean-centered prior to this multiplication. If the interaction effect were present, it would have been demonstrated by the path coefficient (path 3), by showing how the simple effect (e.g., path 1) changed when the moderator (AHO) increased or decreased by one standard deviation. Like other effect sizes, the moderation effect size ( $f^2$ ) was evaluated by following Cohen's (1988) criteria ( $f^2 \geq 0.02$ , small;  $f^2 \geq 0.15$ , medium;  $f^2 \geq 0.35$ , large).

**Step 5.** Once the validity and reliability of the constructs was established, the hypothesized paths identified in the structural model were evaluated by comparing the path coefficients, significance of the path coefficients, coefficients of determination ( $R^2$ ), and effect sizes ( $f^2$ ) following the standards recommended by Hair et al. (2014). In order to evaluate CBI as a possible mediator between BA and SI (Hypothesis 4), the procedure recommended by Hair et al. (2014) was followed. They suggested that the method recommended by Preacher and Hayes (2008) is the best for PLS-SEM. For this approach,

## RECONCEPTUALIZING BRAND AUTHENTICITY

it was first assessed whether the direct effect of BA on SI (without the mediator) is significant. Once the direct effect was found to be significant, in the second stage, with the mediator included in the model, the indirect effect between BA (antecedent) and CBI (mediator), and also the indirect effect between CBI (mediator) and SI (outcome) were checked for significance. If the indirect effects were found out to be insignificant, no claim of mediation could be made. Additionally, the Variance Accounted For (VAF) scores were calculated to determine the extent of the mediation. The VAF is the ratio of the indirect effect in relation to the total effect (i.e., direct effect + indirect effect). A VAF score of less than 20% shows no mediation, while a VAF greater than 20% and less than 80% shows a partial mediation, and a VAF above 80% shows a full mediation.

## Chapter 4: Results

### Pilot studies

Before the main study, two pilot studies were carried out using Mechanical Turk. The purpose of the first pilot study was to identify two non-profit brands with which the respondents were most familiar, so that these two brands could be used in the second pilot study to test the proposed BA scale to check the data variability.

**Findings of the first pilot study.** The nine shortlisted non-profits used in the questionnaire were: United Way, Red Cross, Goodwill, American Cancer Society, World Vision, Habitat for Humanity, American Heart Association, Save the Children, and Make-A-Wish Foundation. In the first pilot, out of 50 respondents, 33 were female and 17 were male. This gender distribution is arbitrary, and occurs because the surveys launched by Mechanical Turk are open to a huge number of workers on a “first-come, first-served” basis. This is another reason why “response rate” is not a useful parameter for these surveys, since the surveys will be closed as soon as the number of completed questions fulfills the target sample size. The average age of 50 respondents was 39.04 years, the standard deviation was 12.1 years, and the range was 46.00 years. Out of 50 respondents, 33 were female and 17 were male. 26% of the respondents said the name “Red Cross” first comes to their mind when they think of non-profit organizations. “Goodwill” was next to Red Cross, as shown in Table 5. Therefore, Red Cross (RC) and Goodwill (GW) were chosen for the second pilot study to test the proposed BA scale.

*Table 5 Selection of the NPOs*

| NPO                    | Respondent's Familiarity with NPOs |     | American people's Familiarity with NPOs |     |
|------------------------|------------------------------------|-----|---|-----|
|                        | Mean                               | SD  | Mean                                    | SD  |
| Red Cross              | 7.7                                | 1.8 | 8.5                                     | 1.2 |
| Goodwill               | 7.8                                | 1.6 | 8.2                                     | 1.3 |
| Make-A-Wish Foundation | 7.6                                | 1.8 | 7.9                                     | 1.6 |

## RECONCEPTUALIZING BRAND AUTHENTICITY

|                            |     |     |     |     |
|----------------------------|-----|-----|-----|-----|
| American Cancer Society    | 7.0 | 2.1 | 7.7 | 1.8 |
| United Way                 | 6.3 | 2.7 | 7.1 | 2.3 |
| American Heart Association | 6.7 | 2.1 | 7.2 | 2.1 |
| Habitat for Humanity       | 7.0 | 1.9 | 7.2 | 1.8 |
| Save the Children          | 5.1 | 2.6 | 5.4 | 2.7 |
| World Vision               | 3.1 | 2.7 | 3.4 | 2.4 |

Note.  $n = 50$

**Findings of the second pilot study.** The second pilot study was done to check the data variance using the proposed BA scale on the two selected non-profit brands identified in the first pilot study. Out of 50 respondents, 31 were female and 19 were male. Their average age was 35.17 years, the standard deviation was 11.92 years, and the range was 53.00 years. As shown in Table 6, the data showed greater variability for Goodwill (GW) than for Red Cross (RC).

*Table 6 Data Variability between Red Cross and Goodwill Concerning BA Scale*

| Item #                     | RC_Mean | GW_Mean | RC_S. Dev | GW_S. Dev |
|----------------------------|---------|---------|-----------|-----------|
| Originality 1 (Or_1)       | 5.21    | 4.23    | 1.46      | 1.77      |
| Originality 2 (Or_2)       | 5.10    | 4.23    | 1.46      | 1.76      |
| Originality 3 (Or_3)       | 5.06    | 4.63    | 1.43      | 1.61      |
| Originality 4 (Or_4)       | 5.56    | 4.69    | 1.21      | 1.80      |
| Honesty 1 (Hon_1)          | 5.33    | 4.87    | 1.40      | 1.55      |
| Honesty 2 (Hon_2)          | 5.35    | 5.08    | 1.23      | 1.59      |
| Honesty 3 (Hon_3)          | 5.37    | 5.17    | 1.43      | 1.50      |
| Honesty 4 (Hon_4)          | 5.25    | 5.10    | 1.55      | 1.62      |
| Honesty 5 (Hon_5)          | 5.10    | 4.94    | 1.67      | 1.67      |
| Perceived quality 1 (PQ_1) | 5.22    | 4.49    | 1.45      | 1.62      |
| Perceived quality 2 (PQ_2) | 5.37    | 4.65    | 1.41      | 1.63      |
| Perceived quality 3 (PQ_3) | 5.04    | 4.25    | 1.52      | 1.56      |
| Perceived quality 4 (PQ_4) | 5.25    | 4.48    | 1.37      | 1.66      |
| Perceived quality 5 (PQ_5) | 4.94    | 4.60    | 1.55      | 1.66      |
| Admirability 1 (Ad_1)      | 5.21    | 4.90    | 1.49      | 1.62      |
| Admirability 2 (Ad_2)      | 5.75    | 5.08    | 1.30      | 1.58      |
| Admirability 3 (Ad_3)      | 5.88    | 5.25    | 1.23      | 1.53      |
| Admirability 4 (Ad_4)      | 5.75    | 5.38    | 1.23      | 1.66      |

Note.  $n = 50$

A similar comparison was drawn for the four first-order dimensions of BA. Table 7 shows the comparison between Red Cross and Goodwill. Like before, Goodwill

## RECONCEPTUALIZING BRAND AUTHENTICITY

showed more data variability than Red Cross did. Therefore, Goodwill was chosen for the main study.

*Table 7 Comparison between Red Cross and Goodwill on Four Dimensions of BA*

| Scale/Dimension        | RC_Mean | GW_Mean | RC_S. Dev | GW_S. Dev |
|------------------------|---------|---------|-----------|-----------|
| Originality (Orig)     | 5.23    | 4.45    | 1.20      | 1.54      |
| Honesty (Hon)          | 5.28    | 5.04    | 1.34      | 1.40      |
| Perceived quality (PQ) | 5.17    | 4.49    | 1.35      | 1.47      |
| Admirability (Admir)   | 5.65    | 5.15    | 1.23      | 1.50      |

*Note. n = 50*

### **Main Study**

For the main study, data was collected from 530 respondents using Mechanical Turk's worker base. After data cleaning, the size of the usable sample was 499, which was a sufficiently large sample to run SEM (Gorsuch, 2003; Kenny, 2011; Mundfrom, Shaw, & Ke, 2005). Data from respondents outside USA (tracked by using the IP addresses) was removed from the data set. Data from respondents with duplicate IP addresses was also removed. Data from respondents who only answered the first and last few questions was also removed. Experts such as Johnson (2005) advised data cleaning before the actual data analysis, based on the following criteria: (a) high missing values, (b) very low or zero standard deviation among responses, which reflects unengaged responses due to the selection of same answer for all questions, (c) duration to complete the questionnaire is shorter than that a human could do in the allotted time (Mason & Suri, 2012), and (d) failure to answer correctly the "attention check" or verifiable question. Table 8 shows how the sample for the main study was finalized. Each case selected for deletion from the data set was visually inspected to justify its removal based on the aforementioned criteria. The final data set had 499 respondents and no missing data, which was vital for employing SmartPLS, as the software is quite sensitive to missing data.

## RECONCEPTUALIZING BRAND AUTHENTICITY

*Table 8 How sample for the main study was finalized*

| Reasons for removal  | No. of respondents |
|--|--------------------|
| Wrong Location   | 12                 |
| Incorrect answer to attention check question                         | 7                  |
| High missing values  | 2                  |
| Unusually short time taken to complete the survey                    | 7                  |
| Very low or zero standard deviation among responses                  | 3                  |
| Total respondents removed  | 31                 |
| Final sample size (Initial sample size - No. of respondents removed) | (530-31) = 499     |

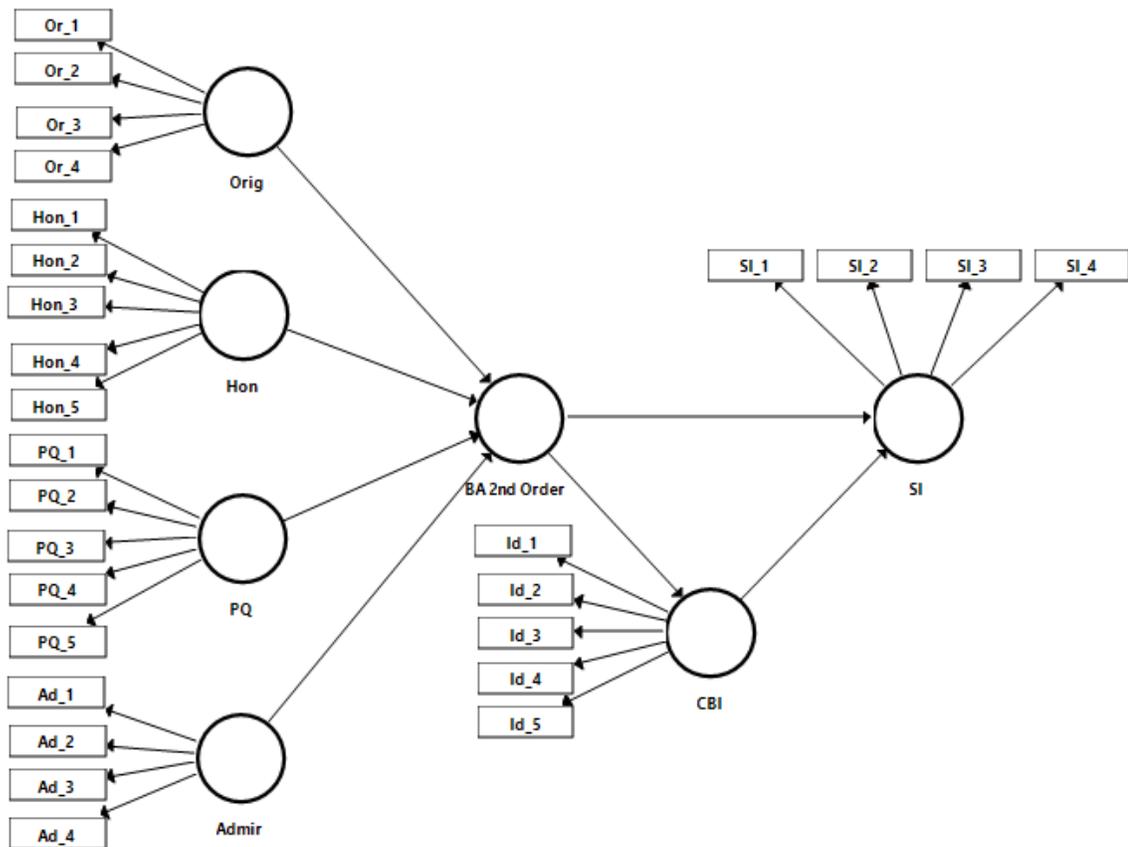
In the main study, out of 499 US respondents, 55.7% of the respondents were male and 44.3% of the respondents were female. As mentioned before, this gender distribution is completely arbitrary in the case of Mechanical Turk surveys, and the distribution will vary from survey to survey. The mean age of the sample was 33.24, median was 30.00, and standard deviation was 28.45. The respondents' age ranged from 72 years to 19 years.

### **PLS-SEM**

PLS-SEM was adopted to analyze the data. One of the reasons for the growing popularity of PLS-SEM is its nonparametric algorithm, which is not dependent on data normality (although the normality for the studied variables was found to be satisfactory while checking their distributions and normal curves in SPSS before using the data in AMOS). Moreover, in PLS-SEM, model identification is not required. For a study such as this, it was necessary to evaluate the validity of the measurement model at the beginning (Hair et al., 2014). Thus, the scales were evaluated for their validity and reliabilities in the beginning. Then, the structural model was analyzed to assess the hypotheses (H1a, Hib, and H2). The structural model was further analyzed to perform moderation (AHO) and mediation (CBI) analyses addressing hypotheses H3 and H4 respectively.

**CFA for Measurement Model Evaluation**

Confirmatory factor analysis was done to assess the Measurement Model. As shown in Figure 7, the Measurement Model (prepared with SmartPLS) had several first-order reflective constructs, and one second-order formative construct. The validity assessment recommended for reflective constructs is not applicable to formative constructs. Before presenting the results related to the validity assessment of the constructs, the recommended techniques for Hierarchical Component Model (HCM) are presented in the following sections.



*Figure 7. Measurement model.*

**Analyzing an HCM.** The extant literature describes four types of HCM models (Hair et al., 2014; Jarvis et al., 2003), namely: reflective-reflective, reflective-formative, formative-formative, and formative-reflective. In this study, the model is a

## RECONCEPTUALIZING BRAND AUTHENTICITY

reflective-formative type, also known as Type II model (Jarvis et al., 2003). The literature suggests that there are three ways to analyze any HCM model (Becker et al., 2012). An HCM model can be analyzed with the help of PLS-SEM in following ways: a) the repeated indicator approach (Lohmoller, 2013; Wold, 1982), (b) the two-stage approach (Ringle et al., 2012; Wetzels, Odekerken-Schröder, & Van Oppen, 2009), and c) the hybrid approach (Wilson & Henseler, 2007). In each of these three methods, the first-order indicators (either reflective or formative) can be analyzed utilizing either Mode A or Mode B, in order to address how the first-order indicators or dimensions are treated in the next higher order construct (cf. Becker et al., 2012). Figure 8 shows that in Mode A, the first-order indicators are treated reflectively, and in Mode B, they are treated formatively. In total, there are six different options available to analyze an HCM model: i.e., repeated indicator approach (Mode A and Mode B), two-stage approach (Mode A and Mode B), and hybrid approach (Mode A and Mode B). Becker et al. (2012) found the repeated indicator approach (Mode B) to be the best and two-stage approach to be the second best for a Type II model.

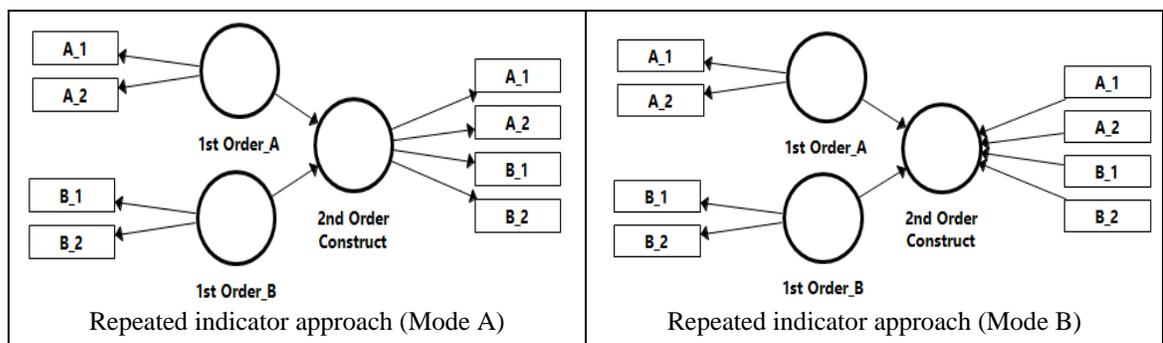


Figure 8. Repeated indicator approach (Mode A vs. Mode B).

In this study, since assessing the validity of the second-order formative construct was a critical part of the measurement model evaluation, both the repeated indicator (RI) approach and two-stage approach (as recommended by Becker et al., 2012) were applied

## RECONCEPTUALIZING BRAND AUTHENTICITY

to check the validity of BA (second-order formative) construct, adhering to the three-step guidelines provided by Hair et al. (2014). The repeated indicator approach requires the number of indicators to be *similar* across the Lower order components (LOC) or first-order constructs (Hair et al., 2014). In this study, this condition was met since each of the first-order constructs had similar numbers of indicators both before (4/5 indicators) and after (3/4 indicators) revising the measurement model.

The three-step guideline for formative construct suggested by Hair et al. (2014) is mentioned once more so that the findings can be understood easily. These three steps are: (I) redundancy analysis by examining the formative construct's correlation with an alternative measure of the same construct, using one or more reflective items(s), (II) assessing collinearity of indicators (or first-order dimensions), and (III) examining both the outer weight (relative importance) and outer loading (absolute importance) of each indicator (or first-order dimensions). The details of the formative second-order construct assessment are presented after the discussion related to validity assessment of the reflective constructs as well the evaluation and revision of the measurement model.

**Validity of first-order reflective constructs.** In order to assess the convergent validity of the first-order reflective constructs, it was determined whether the outer loading of each item on the intended construct exceeded 0.70, the recommended cut-off with significant t-values at the 0.05 level or 0.01 level (Hair et al., 2014). However, loadings greater than 0.90 also signal problems in the scale (Netemeyer, Bearden, & Sharma, 2003). Therefore, the desired loading for each item on its respective construct or dimension should be within 0.70 to 0.90, although any item with a loading higher than

## RECONCEPTUALIZING BRAND AUTHENTICITY

0.90 is acceptable when the item's theoretical relevance for the focal construct cannot be ignored (Netemeyer et al., 2003).

However, high cross-loadings posed another problem, because the experts advised that the difference between an item's loading on its intended construct and the highest cross-loading of that item should be greater than 0.15 (Worthington & Whittaker, 2006). Table 9 shows the item loadings and cross-loadings of the items (reflective) of the initial measurement model. Since the items were reflective, removing one or two of them from the respective latent construct (based on methodologically sound and justifiable reasons) is acceptable (Hair et al., 2014; Netemeyer et al., 2003). However, every time such an item was considered for removal, its importance for the conceptual domain was carefully evaluated, and each scale was also evaluated by an area expert (Marketing professor). At least three items were considered necessary for each scale (Comrey, 1988). Unfortunately, despite repeated attempts to refine the scales while evaluating the measurement model, the scales of two constructs (i.e., admirability and customer-brand identification) had items with loading greater than 0.90, and these items must be replaced or revised before using them in future research (Netemeyer et al., 2003).

*Table 9 Loadings and Cross Loadings of Items from Initial Measurement Model*

| Items | Orig  | Hon   | PQ    | Admir | CBI   | AHO   | SI    | Highest cross-loading | Difference |
|-------|-------|-------|-------|-------|-------|-------|-------|-----------------------|------------|
| Or_1  | 0.738 | 0.404 | 0.351 | 0.330 | 0.244 | 0.130 | 0.240 | 0.404                 | 0.334      |
| Or_2  | 0.892 | 0.511 | 0.476 | 0.457 | 0.412 | 0.141 | 0.410 | 0.511                 | 0.381      |
| Or_3  | 0.904 | 0.618 | 0.583 | 0.555 | 0.468 | 0.164 | 0.459 | 0.618                 | 0.286      |
| Or_4  | 0.824 | 0.492 | 0.442 | 0.424 | 0.357 | 0.255 | 0.365 | 0.492                 | 0.332      |
| Hon_1 | 0.620 | 0.835 | 0.580 | 0.660 | 0.460 | 0.117 | 0.461 | 0.660                 | 0.175      |
| Hon_2 | 0.544 | 0.910 | 0.594 | 0.758 | 0.489 | 0.064 | 0.513 | 0.758                 | 0.152      |
| Hon_3 | 0.522 | 0.891 | 0.577 | 0.734 | 0.467 | 0.133 | 0.489 | 0.734                 | 0.157      |
| Hon_4 | 0.510 | 0.924 | 0.599 | 0.747 | 0.506 | 0.105 | 0.496 | 0.747                 | 0.177      |
| Hon_5 | 0.542 | 0.923 | 0.641 | 0.798 | 0.515 | 0.057 | 0.548 | 0.798                 | 0.125      |
| PQ_1  | 0.486 | 0.564 | 0.895 | 0.529 | 0.463 | 0.162 | 0.470 | 0.564                 | 0.331      |

RECONCEPTUALIZING BRAND AUTHENTICITY

|       |       |       |       |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PQ_2  | 0.489 | 0.589 | 0.898 | 0.540 | 0.492 | 0.121 | 0.486 | 0.589 | 0.309 |
| PQ_3  | 0.462 | 0.535 | 0.892 | 0.527 | 0.498 | 0.117 | 0.482 | 0.535 | 0.357 |
| PQ_4  | 0.463 | 0.573 | 0.872 | 0.567 | 0.460 | 0.117 | 0.496 | 0.573 | 0.299 |
| PQ_5  | 0.528 | 0.631 | 0.784 | 0.634 | 0.462 | 0.053 | 0.508 | 0.634 | 0.150 |
| Ad_1  | 0.490 | 0.764 | 0.587 | 0.894 | 0.519 | 0.136 | 0.521 | 0.764 | 0.130 |
| Ad_2  | 0.491 | 0.744 | 0.594 | 0.943 | 0.525 | 0.110 | 0.560 | 0.744 | 0.199 |
| Ad_3  | 0.501 | 0.743 | 0.591 | 0.936 | 0.561 | 0.114 | 0.581 | 0.743 | 0.193 |
| Ad_4  | 0.498 | 0.808 | 0.620 | 0.935 | 0.560 | 0.083 | 0.604 | 0.808 | 0.127 |
| Id_1  | 0.349 | 0.422 | 0.436 | 0.462 | 0.890 | 0.160 | 0.598 | 0.598 | 0.292 |
| Id_2  | 0.417 | 0.471 | 0.495 | 0.483 | 0.913 | 0.206 | 0.621 | 0.621 | 0.292 |
| Id_3  | 0.383 | 0.432 | 0.477 | 0.437 | 0.901 | 0.169 | 0.636 | 0.636 | 0.265 |
| Id_4  | 0.405 | 0.436 | 0.471 | 0.480 | 0.866 | 0.220 | 0.619 | 0.619 | 0.247 |
| Id_5  | 0.410 | 0.597 | 0.507 | 0.669 | 0.811 | 0.254 | 0.656 | 0.669 | 0.142 |
| Att_1 | 0.155 | 0.065 | 0.109 | 0.092 | 0.243 | 0.896 | 0.211 | 0.243 | 0.653 |
| Att_2 | 0.204 | 0.143 | 0.138 | 0.137 | 0.193 | 0.890 | 0.144 | 0.204 | 0.686 |
| Att_3 | 0.191 | 0.079 | 0.098 | 0.087 | 0.153 | 0.830 | 0.127 | 0.191 | 0.639 |
| SI_1  | 0.328 | 0.506 | 0.389 | 0.536 | 0.471 | 0.220 | 0.749 | 0.536 | 0.213 |
| SI_2  | 0.319 | 0.317 | 0.411 | 0.380 | 0.575 | 0.144 | 0.798 | 0.575 | 0.223 |
| SI_3  | 0.278 | 0.255 | 0.424 | 0.300 | 0.514 | 0.036 | 0.715 | 0.514 | 0.201 |
| SI_4  | 0.446 | 0.613 | 0.519 | 0.642 | 0.657 | 0.184 | 0.850 | 0.657 | 0.193 |

After repeated attempts, the best possible results were obtained by removing items with unacceptably high cross-loadings, and also by removing some conceptually redundant items (i.e., between "I can identify myself with [the brand]", "[the brand] embodies what I believe in," the second was removed). However, some items were retained, despite their less than ideal statistical measures, after considering their theoretical importance to their respective constructs' conceptual domain. These issues are addressed in the "discussion" section. Table 10 shows the loadings and cross-loadings of items finally retained in the *Revised Measurement Model*. Based on the same outputs, Table 11 presents the evidence of adequate convergent validity for each reflective construct.

*Table 10 Loadings and Cross Loadings of Items in Revised Measurement Model*

| Items | Orig  | Hon   | PQ    | Admir | CBI   | AHO   | SI    | Highest cross-loading | Difference |
|-------|-------|-------|-------|-------|-------|-------|-------|-----------------------|------------|
| Or_1  | 0.783 | 0.416 | 0.347 | 0.318 | 0.239 | 0.130 | 0.240 | 0.416                 | 0.37       |

RECONCEPTUALIZING BRAND AUTHENTICITY

|       |       |       |       |       |       |       |       |       |      |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| Or_2  | 0.883 | 0.524 | 0.477 | 0.448 | 0.399 | 0.141 | 0.410 | 0.524 | 0.36 |
| Or_4  | 0.854 | 0.514 | 0.447 | 0.411 | 0.331 | 0.255 | 0.364 | 0.514 | 0.34 |
| Hon_1 | 0.584 | 0.887 | 0.581 | 0.645 | 0.421 | 0.116 | 0.460 | 0.645 | 0.24 |
| Hon_2 | 0.495 | 0.927 | 0.592 | 0.736 | 0.433 | 0.064 | 0.512 | 0.736 | 0.19 |
| Hon_3 | 0.482 | 0.878 | 0.573 | 0.719 | 0.408 | 0.132 | 0.488 | 0.719 | 0.16 |
| PQ_1  | 0.444 | 0.554 | 0.879 | 0.515 | 0.440 | 0.162 | 0.470 | 0.554 | 0.33 |
| PQ_3  | 0.413 | 0.520 | 0.891 | 0.521 | 0.468 | 0.117 | 0.482 | 0.521 | 0.37 |
| PQ_4  | 0.422 | 0.568 | 0.888 | 0.564 | 0.425 | 0.117 | 0.496 | 0.568 | 0.32 |
| PQ_5  | 0.482 | 0.606 | 0.814 | 0.616 | 0.427 | 0.053 | 0.508 | 0.616 | 0.20 |
| Ad_2  | 0.452 | 0.722 | 0.602 | 0.949 | 0.468 | 0.110 | 0.559 | 0.722 | 0.23 |
| Ad_3  | 0.449 | 0.724 | 0.595 | 0.954 | 0.497 | 0.114 | 0.580 | 0.724 | 0.23 |
| Ad_4  | 0.441 | 0.775 | 0.625 | 0.946 | 0.501 | 0.083 | 0.603 | 0.775 | 0.17 |
| Id_1  | 0.320 | 0.398 | 0.429 | 0.456 | 0.917 | 0.160 | 0.599 | 0.599 | 0.32 |
| Id_2  | 0.376 | 0.458 | 0.486 | 0.477 | 0.931 | 0.206 | 0.621 | 0.621 | 0.31 |
| Id_4  | 0.369 | 0.422 | 0.468 | 0.473 | 0.885 | 0.220 | 0.619 | 0.619 | 0.27 |
| Att_1 | 0.155 | 0.071 | 0.106 | 0.084 | 0.232 | 0.897 | 0.210 | 0.232 | 0.67 |
| Att_2 | 0.214 | 0.157 | 0.137 | 0.123 | 0.174 | 0.890 | 0.143 | 0.214 | 0.68 |
| Att_3 | 0.201 | 0.089 | 0.097 | 0.080 | 0.135 | 0.830 | 0.126 | 0.201 | 0.63 |
| SI_1  | 0.309 | 0.488 | 0.390 | 0.540 | 0.412 | 0.220 | 0.746 | 0.540 | 0.21 |
| SI_2  | 0.281 | 0.320 | 0.410 | 0.380 | 0.555 | 0.144 | 0.800 | 0.555 | 0.25 |
| SI_3  | 0.248 | 0.244 | 0.426 | 0.305 | 0.511 | 0.036 | 0.718 | 0.511 | 0.21 |
| SI_4  | 0.413 | 0.591 | 0.520 | 0.638 | 0.607 | 0.184 | 0.849 | 0.638 | 0.21 |

Table 11 Loadings and Significance of First-Order Dimensions or Constructs

| Reflective Constructs | Reflective Items | Loadings | t values | p values |
|-----------------------|------------------|----------|----------|----------|
| Orig                  | Or_1             | 0.783    | 28.47    | 0.000    |
|                       | Or_2             | 0.883    | 60.00    | 0.000    |
|                       | Or_4             | 0.854    | 59.40    | 0.000    |
| Hon                   | Hon_1            | 0.887    | 57.31    | 0.000    |
|                       | Hon_2            | 0.927    | 117.38   | 0.000    |
|                       | Hon_3            | 0.878    | 53.93    | 0.000    |
| PQ                    | PQ_1             | 0.879    | 67.83    | 0.000    |
|                       | PQ_3             | 0.891    | 78.62    | 0.000    |
|                       | PQ_4             | 0.888    | 77.30    | 0.000    |
|                       | PQ_5             | 0.814    | 45.85    | 0.000    |
| Admir                 | Ad_2             | 0.949    | 124.86   | 0.000    |
|                       | Ad_3             | 0.954    | 102.67   | 0.000    |
|                       | Ad_4             | 0.946    | 152.98   | 0.000    |
| CBI                   | Id_1             | 0.917    | 85.07    | 0.000    |
|                       | Id_2             | 0.931    | 119.36   | 0.000    |
|                       | Id_4             | 0.885    | 69.50    | 0.000    |
| AHO                   | Att_1            | 0.897    | 36.11    | 0.000    |
|                       | Att_2            | 0.890    | 36.76    | 0.000    |
|                       | Att_3            | 0.830    | 20.02    | 0.000    |
| SI                    | SI_1             | 0.746    | 30.78    | 0.000    |
|                       | SI_2             | 0.800    | 38.10    | 0.000    |

## RECONCEPTUALIZING BRAND AUTHENTICITY

|      |       |       |       |
|------|-------|-------|-------|
| SI_3 | 0.718 | 27.48 | 0.000 |
| SI_4 | 0.849 | 75.73 | 0.000 |

*Note.* \**t* statistics >1.96 is significant 95% confidence interval (equivalent to *p*-values < 0.05) and \*\**t* statistics >2.57 is significant 99% confidence interval (equivalent to *p*-values < 0.01).

To assess the discriminant validity of the reflective constructs, two recommended techniques were used. Firstly, it was ensured that no cross-loading of an item was greater than its loading on its intended or primary construct (Hair et al., 2014). In addition, it was determined whether the highest cross-loading of an item was at least 0.15 lower than the loading on its intended construct (Worthington & Whittaker, 2006). The values in the last column of Table 10 show the difference between an item's highest cross-loading and its loading on its primary construct; the higher the value in the last column for each item, the better it is for the construct's discriminant validity. The lowest value in that column is 0.16, greater than the recommended threshold level of 0.15.

As a second measure to check for the discriminant validity of each reflective construct, the Fornell and Larcker (1981) AVE criterion was applied. The AVE score at the construct level resembles the construct's communality. Fornell and Larcker (1981) recommended that the AVE value of each construct exceed 0.50 (see Table 12). Proof of discriminant validity is whether the square root of AVE for each reflective construct is greater than its correlation with other reflective constructs (Fornell & Larcker, 1981). The results of Table 12 established the proof of discriminant validity for each reflective construct.

*Table 12 Fornell-Larcker Criterion*

| Reflective constructs | Orig         | Hon          | PQ           | Admir        | CBI          | AHO          | SI |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|----|
| Orig                  | <b>0.841</b> |              |              |              |              |              |    |
| Hon                   | 0.579        | <b>0.897</b> |              |              |              |              |    |
| PQ                    | 0.508        | 0.649        | <b>0.868</b> |              |              |              |    |
| Admir                 | 0.471        | 0.780        | 0.640        | <b>0.949</b> |              |              |    |
| CBI                   | 0.391        | 0.468        | 0.507        | 0.515        | <b>0.911</b> |              |    |
| AHO                   | 0.210        | 0.116        | 0.129        | 0.108        | 0.215        | <b>0.873</b> |    |

## RECONCEPTUALIZING BRAND AUTHENTICITY

|    |       |       |       |       |       |       |              |
|----|-------|-------|-------|-------|-------|-------|--------------|
| SI | 0.409 | 0.542 | 0.564 | 0.612 | 0.674 | 0.191 | <b>0.780</b> |
|----|-------|-------|-------|-------|-------|-------|--------------|

*Note. The square root of AVE values is shown on the diagonal and in boldface (for reflective constructs only); non-diagonal elements are the inter-construct correlations.*

**Validity of the second-order formative construct.** After revising the measurement model, both redundancy analysis (see Table 13 for selected results) and multicollinearity assessment were done (see Table 14). For these two analyses, both the repeated indicator approach and the two-stage approach produced satisfactory and statistically significant results. The results of three steps recommended to assess a formative construct (second-order) are discussed in the following sections (Hair et al., 2014).

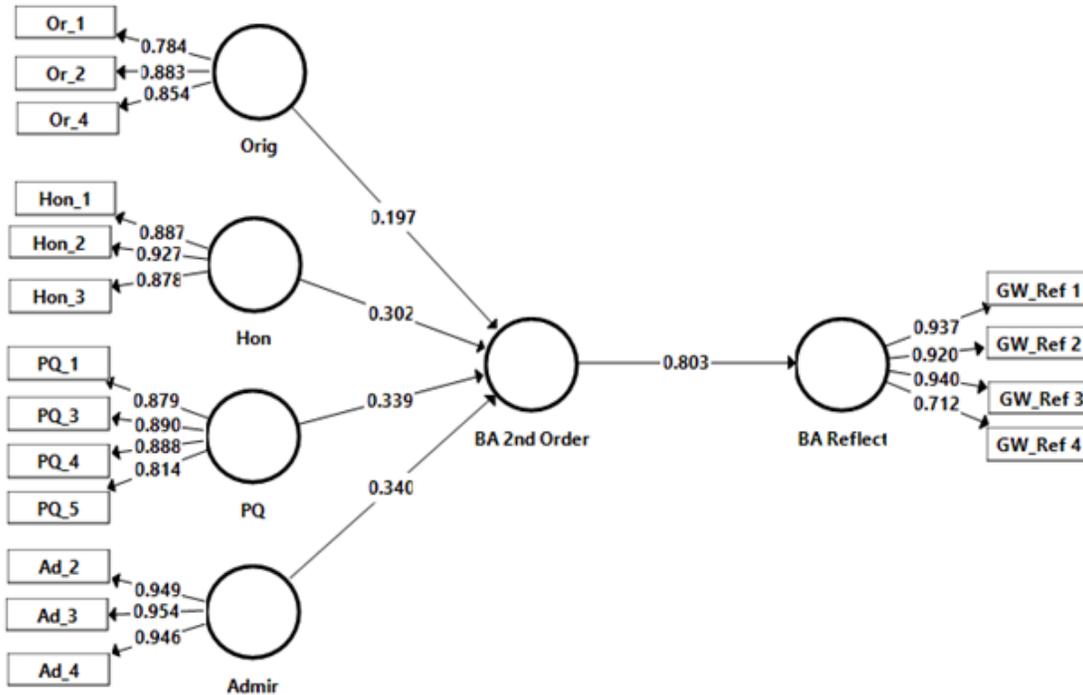
**Step I: redundancy analysis for convergent validity.** According to Hair et al. (2014), the convergent validity of a formative construct should be evaluated by examining its correlation with an alternative measure of the same construct, using one or more reflective indicators. Ultimately, “the strength of the path coefficient linking the two constructs is indicative of the validity of the designated set of formative indicators in tapping the construct of interest” (Hair et al., 2014, p. 121). Chin (1998) suggested that the correlation between the constructs should be at least 0.80. As an alternative measure of BA (second-order formative), data collected on four reflective indicators of BA were used to assess this construct’s convergent validity. Table 13 (selected results) shows that the strength of the path coefficient between the BA (formative) and BA (reflective) met the threshold level of 0.80. Thus, one condition was satisfied to claim validity of BA as a second-order construct. Figure 9 shows the results of the redundancy analysis using the repeated indicator approach (Mode A).

## RECONCEPTUALIZING BRAND AUTHENTICITY

*Table 13 Redundancy Analysis to Assess Convergent Validity of Formative BA*

|                     | RI (Mode A)      |          |          | Two-stage (Mode A) |          |          |
|---------------------|------------------|----------|----------|--------------------|----------|----------|
|                     | Path Coefficient | t values | p values | Path Coefficient   | t values | p values |
| BA 2nd → BA Reflect | <b>0.803</b>     | 44.449   | 0.000    | <b>0.810</b>       | 44.360   | 0.000    |

*Note.* \*t statistics >1.96 is significant 95% confidence interval (equivalent to p-values < 0.05) and \*\*t statistics >2.57 is significant 99% confidence interval (equivalent to p-values < 0.01).



*Figure 9. Convergent validity of formative BA (repeated indicator approach-Mode A).*

### *Step II: assessing formative first-order factors for multicollinearity.* As

formative items may vary in direction and may also potentially co-vary with other constructs, multicollinearity could be quite problematic for the formative scales.

Therefore, multicollinearity among indicators (or first-order dimensions) was evaluated using regression and the VIF scores. Ideally, no formative factor or dimension should have a VIF value greater than 10. Hair et al. (2014, 2011) recommended determining the multicollinearity of the constructs before evaluating the structural model, and suggested revising the model if any of the VIF values exceed 5.0. Table 14 shows that none of the first-order formative dimensions exceeded the recommended cut-off value 5.0 for VIF.

*Table 14 VIF Values for First-Order Dimensions of BA*

| First-order formative dimensions | VIF   |
|----------------------------------|-------|
| Orig                             | 1.578 |
| Hon                              | 3.150 |
| PQ                               | 1.962 |
| Admir                            | 2.775 |

*Note.* No critical level of collinearity if VIF is less than 5.0.

**Step III: assessing importance of formative indicators or dimensions.** Hair et al. (2014) recommended evaluating the relative and absolute importance of formative indicators (or first-order dimensions) when assessing a model with formative constructs. When evaluating the importance of each of the four first-order dimensions of BA, the outer weights of the first-order dimensions derived from repeated indicator approach (Mode A and Mode B) and two-stage approach (Mode A and Mode B) were found to be significant. Table 15 shows that each of the formative dimensions of the BA second-order construct has a significant outer weight, and thus, supports retaining each of the four dimensions for the second-order formative construct (Hair et al., 2014). Another suggestion by Ringle et al. (2012) is to determine whether the indicator weights for the formative construct are roughly equal and all have significant t-values. As per this guideline, the outer weights of the dimensions obtained from the repeated indicator approach (Mode A was chosen for the remaining data analyses) were found to have roughly similar outer weights with significant t-values.

*Table 15 Significance Test of Outer Weights of First-Order Dimensions of BA*

|                | RI approach<br>(Mode A) |          | RI approach<br>(Mode B) |          | Two-stage<br>(Mode A) |          | Two-stage<br>(Mode B) |          |
|----------------|-------------------------|----------|-------------------------|----------|-----------------------|----------|-----------------------|----------|
|                | Outer Weights           | t values | Outer Weights           | t values | Outer Weights         | t values | Outer Weights         | t values |
| ORIG → BA 2nd  | 0.306                   | 30.858   | 0.349                   | 62.196   | 0.242                 | 26.173   | 0.237                 | 6.604    |
| HON → BA 2nd   | 0.297                   | 39.861   | 0.279                   | 65.269   | 0.314                 | 28.6.8   | 0.186                 | 6.310    |
| PQ → BA 2nd    | 0.268                   | 34.117   | 0.279                   | 58.505   | 0.308                 | 30.644   | 0.421                 | 7.653    |
| ADMIR → BA 2nd | 0.321                   | 37.593   | 0.290                   | 60.501   | 0.314                 | 23.195   | 0.338                 | 8.707    |

## RECONCEPTUALIZING BRAND AUTHENTICITY

At this stage, the repeated indicator approach (Mode A and Mode B) was retained for further assessment in order to choose the Mode (A or B) for the complete data analyses. When the measurement path model was run in one pass (Lowry & Gaskin, 2014) using both Mode A and Mode B under the repeated indicator approach, Mode B failed to produce a significant outer weight for “honesty”, one of the first-order dimensions of BA (see Table 16). Eventually, based on an overall assessment of the aforementioned techniques, the repeated indicator approach (Mode A) was chosen for the complete analysis. The remaining data analyses exhibit the results obtained from the repeated indicator approach (Mode A). Interestingly, each of the four methods produced similarly acceptable validity measures for the reflective constructs. Figure 10 shows the loadings/weights of the indicators/dimensions of the revised measurement model according to the repeated indicator approach (Mode A).

*Table 16 Outer Weights Obtained from the Measurement Model*

|                | RI approach (Mode A) |          | RI approach (Mode B) |          |
|----------------|----------------------|----------|----------------------|----------|
|                | Outer Weights        | t values | Outer Weights        | t values |
| ORIG → BA 2nd  | 0.198                | 18.632   | 0.164                | 2.485    |
| HON → BA 2nd   | 0.288                | 34.861   | 0.024                | 0.265    |
| PQ → BA 2nd    | 0.359                | 34.276   | 0.416                | 5.099    |
| ADMIR → BA 2nd | 0.334                | 31.700   | 0.552                | 6.370    |

## RECONCEPTUALIZING BRAND AUTHENTICITY

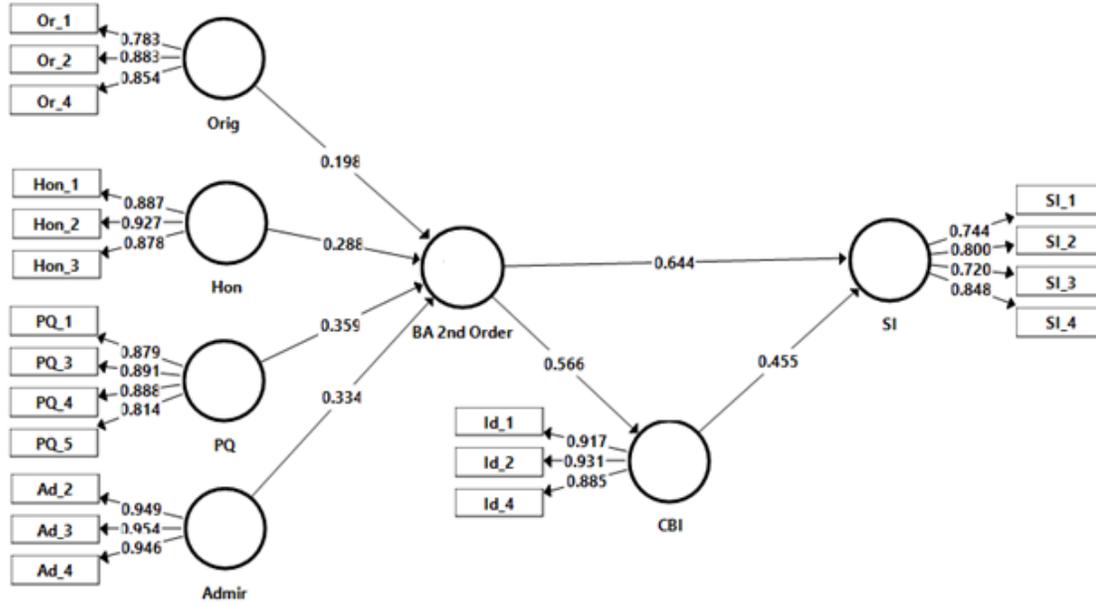


Figure 10. Loadings/weights of indicators/dimensions of revised measurement model.

**Reliability assessment of the constructs.** In order to evaluate the internal consistency reliability of the constructs (both reflective and formative), the Composite reliability scores and Cronbach's alphas must exceed the recommended minimum 0.70 (Chin, 1998; Nunnally & Bernstein, 1994). The results presented in Table 17 show that the reliability scores of each construct exceeded the recommended threshold of 0.70.

Table 17 Reliability Measures and AVE Scores of the Constructs

| Constructs   | Mean | SD   | AVE   | Composite Reliability | Cronbach's Alpha |
|--------------|------|------|-------|-----------------------|------------------|
| Orig         | 4.58 | 1.26 | 0.708 | 0.879                 | 0.794            |
| Hon          | 4.85 | 1.26 | 0.805 | 0.925                 | 0.879            |
| PQ           | 4.09 | 1.27 | 0.754 | 0.925                 | 0.891            |
| Admir        | 4.91 | 1.40 | 0.901 | 0.965                 | 0.945            |
| CBI          | 3.40 | 1.46 | 0.830 | 0.936                 | 0.897            |
| AHO          | 5.57 | 1.08 | 0.762 | 0.906                 | 0.849            |
| SI           | 3.59 | 1.31 | 0.608 | 0.861                 | 0.785            |
| BA 2nd Order | 4.68 | 1.15 | 0.562 | 0.943                 | 0.933            |

**Goodness of fit indices.** At this stage, the revised measurement model was analyzed using AMOS (version 22) to obtain the Goodness-of-fit (GoF) indices. Because PLS-SEM does not produce GoF measures for the specified model (Hair et al., 2014),

## RECONCEPTUALIZING BRAND AUTHENTICITY

AMOS relies on CB-SEM. It is generally used as a confirmatory tool to produce the fitness indices to assess the Goodness of the model. To gain additional insights about the measurement model, Confirmatory factor analysis was carried out on the revised measurement model with only first-order reflective constructs, since GoF is not applicable to the formative measurement model (Hair et al., 2014). The chi-square for the measurement model was statistically significant ( $p < 0.01$ ). According to the cut-off values recommended by Hu and Bentler (1999), satisfactory results were demonstrated by acceptable RMSEA (0.056), CFI (0.961), GFI (0.914), TLI (0.952), and  $\chi^2/df$  (2.56) (see Table 18) values.

*Table 18 Goodness of Fit Indices for Measurement Model*

| Fit Indices                                     | Recommended Value | GoF for Goodwill |
|---|-------------------|------------------|
| $\chi^2/df$                                     | < 3.00            | 2.559            |
| Comparative Fit Index (CFI)                     | 0.90              | 0.961            |
| Goodness of Fit (GFI)                           | 0.90              | 0.914            |
| Incremental Fit Index (IFI)                     | 0.90              | 0.961            |
| Normed Fit Index (NFI)                          | 0.90              | 0.938            |
| Root Mean Square Error of Approximation (RMSEA) | < .08             | 0.056            |
| Tucker-Lewis Index (TLI)                        | 0.90              | 0.952            |
| PCLOSE  | > 0.05            | 0.050            |
| CMIN/DF   | < 3.00            | 2.556            |

These results validate the claim that BA is indeed a reflective-formative second-order multidimensional construct. The four-dimensions identified in the conceptualization formatively constitute the second-order construct. The validity assessment of the items and measures of the four first-order reflective dimensions show that three dimensions such as originality, honesty, and perceived quality have sufficient evidence to be retained as valid measures for respective dimensions. Although each of these three dimensions lost one or two items due to unacceptably high cross-loadings or semantic overlaps between items, each dimension retained at least three items.

## RECONCEPTUALIZING BRAND AUTHENTICITY

Admirability, the fourth dimension of BA, showed problematically high item loadings, (greater than 0.90) although high inter-item correlation is desirable for reflective scales (Netemeyer et al., 2003). After considering the remedies for such a non-ideal issue suggested by the experts, it was finally decided to revise three items for “admirability” instead of recommending a single item scale (Hair et al., 2014). The revised and updated BA scale is presented in the discussion chapter. The overall findings of the study indicate that the revised BA scale is valid and reliable.

### Structural Model Evaluation

**Collinearity assessment.** Since the measurement model was found to be valid, the structural model was then evaluated by examining the collinearity between exogenous constructs, with respect to each endogenous construct. In order to assess collinearity, an examination of VIF values was done as recommended by Hair et al. (2014) who suggested that VIF values should be greater than 0.20 but less than 5.00. Any VIF value greater than 5 warrants a model revision. Table 19 shows evidence of no collinearity problem among the exogenous constructs because none of the VIF values was  $\geq 5$ .

*Table 19 Collinearity Assessment*

| Exogenous Constructs                 | VIF   |
|--------------------------------------|-------|
| Orig (with respect to BA 2nd Order)  | 1.578 |
| Hon (with respect to BA 2nd Order)   | 3.150 |
| PQ (with respect to BA 2nd Order)    | 1.962 |
| Admir (with respect to BA 2nd Order) | 2.775 |
| BA 2nd Order (with respect to SI)    | 1.475 |
| CBI (with respect to SI)             | 1.509 |

**Hypothesized paths.** Next, the hypothesized paths identified in the structural model were evaluated by comparing the path coefficients, significance of the path coefficients, coefficients of determination ( $R^2$ ), and effect sizes ( $f^2$ ), following the standards recommended by Hair et al. (2014). Table 20 shows the necessary results to

## RECONCEPTUALIZING BRAND AUTHENTICITY

evaluate the causal links hypothesized in the conceptual model. The path coefficients are typically interpreted as the standardized beta coefficients generated by Ordinary Least Square regression, given that each path's statistical significance is satisfactory. According to Hair et al. (2014, p. 228), "the bootstrapping standard deviation (which equals the standard error in bootstrapping)" and the standard errors are important because they show any statistics' sampling fluctuation. The coefficients of determination ( $R^2$ ) are presented in Table 21, and also shown inside the endogenous latent construct in Figure 11. The effect size ( $f^2$ ) of each causal path is presented under its path coefficient in Figure 11 and also in Table 22.

*Table 20 Path Coefficients with Significant Test Results*

| Paths          | Path coefficients | t values | p values | Standard error | 95% Conf. Int. |       |
|----------------|-------------------|----------|----------|----------------|----------------|-------|
|                |                   |          |          |                | Lower          | Upper |
| Orig → BA 2nd  | 0.198             | 17.839   | 0.000    | 0.011          | 0.175          | 0.219 |
| Hon → BA 2nd   | 0.288             | 36.010   | 0.000    | 0.008          | 0.272          | 0.303 |
| PQ → BA 2nd    | 0.359             | 34.465   | 0.000    | 0.010          | 0.337          | 0.380 |
| Admir → BA 2nd | 0.334             | 31.992   | 0.000    | 0.010          | 0.314          | 0.355 |
| BA 2nd → CBI   | 0.566             | 18.520   | 0.000    | 0.031          | 0.508          | 0.623 |
| BA 2nd → SI    | 0.385             | 9.029    | 0.000    | 0.043          | 0.303          | 0.459 |
| CBI → SI       | 0.448             | 11.281   | 0.000    | 0.040          | 0.374          | 0.522 |

All the path coefficients were found to be significant ( $p < .05$ ). Specifically, each path coefficient represents the estimated change in an endogenous construct (i.e., BA second-order construct, CBI, or SI) for a unit change in the respective exogenous construct (first-order BA dimensions, BA second-order construct, or CBI). Generally, for sample sizes of up to 1,000, standardized path coefficient scores greater than 0.20 are significant and scores lower than 0.10 are not significant (Hair et al., 2014). Therefore, the results of Table 20 support the theory that brand authenticity positively influences customer-brand identification (hypothesis 1a) and brand authenticity also positively influences support intentions (hypothesis 1b). In addition, customer-brand identification

## RECONCEPTUALIZING BRAND AUTHENTICITY

positively influences support intentions (hypothesis 2). Additional insights were gained by analyzing the coefficients of determination ( $R^2$ ) and effect sizes ( $f^2$ ) in relation to these hypotheses.

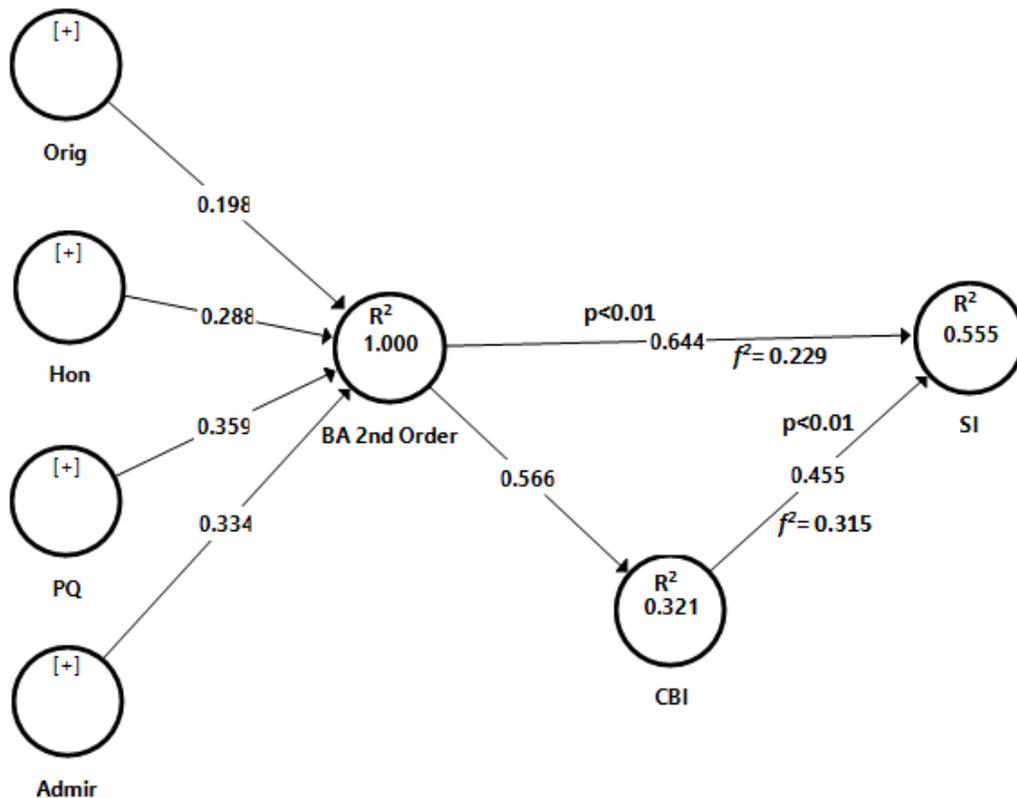


Figure 11. Estimated structural model.

The coefficients of determination ( $R^2$ ) show the joint impact of exogenous constructs on any given endogenous construct. The  $R^2$  values and  $R^2_{adj}$  values have been evaluated (see Table 21) as per the guidelines provided by Hair et al. (2011) and Henseler and Chin (2010). A repeated indicator approach while analyzing the second-order formative construct reported an  $R^2$  of 1.00. An  $R^2 \approx 1.00$ , which in such a case is normal (Hair et al., 2014). The impact of BA (second-order) on CBI was found to be weak, while the combined impact of BA (second-order) and CBI on SI was shown to be moderate in

## RECONCEPTUALIZING BRAND AUTHENTICITY

this study. As Hair et al. (2014, p. 198) pointed out,  $R^2$  values signify “the amount of explained variance of the endogenous constructs in the structural model”. Thus, sufficiently high  $R^2$  values are likely to be found in “a well-developed path model to explain certain key target constructs.” However, BA as a second-order construct influences CBI weakly by inadequately explaining variance in CBI, whereas BA and CBI jointly have moderate influence on support intentions.

*Table 21 R<sup>2</sup> Values and Strength Assessment*

| Endogenous Construct     | R <sup>2</sup> | R <sup>2</sup> Adj. | Assessment  |
|--------------------------|----------------|---------------------|---|
| BA 2 <sup>nd</sup> Order | 1.000**        | 1.000**             | Substantial (high R <sup>2</sup> is because of repeated indicator approach) |
| CBI                      | 0.321**        | 0.320**             | Weak  |
| SI                       | 0.555**        | 0.553**             | Moderate  |

*Note. R<sup>2</sup> >= .75 is Substantial, R<sup>2</sup> >= .50 is Moderate, and R<sup>2</sup> >= .25 is Weak. \*\* p<0.01*

The effect size ( $f^2$ ) assesses the relative influence of a specific exogenous construct on a particular endogenous construct by measuring the change in the  $R^2$  value when a certain exogenous construct is taken out of the model. Cohen’s (1988) widely applied standards for evaluating effect size ( $f^2$ ) were adopted in this study to determine the extent of the impact of relevant exogenous constructs one at a time. As per his standards, the  $f^2$  values of at least 0.35, 0.15, and 0.02 represent large, medium, and small effect sizes respectively. As per the results of Table 22, the effect size of BA (second-order) on SI was medium, so was the effect size of CBI on SI although it was somewhat larger. Generally,  $f^2$  or effect sizes signify the relative importance of predictor constructs in explaining a given endogenous construct. According to Hair et al. (2014, p. 198), effect sizes or  $f^2$  values show “how much a predictor construct contributes to the  $R^2$  value of a target construct in the structural model.” In this line of interpretation, CBI (medium) has relatively more influence than BA (medium) on SI.

Table 22 Effect Size Evaluation

| Exogenous Construct | Endogenous Construct | R <sup>2</sup> included | R <sup>2</sup> excluded | f <sup>2</sup> | Assessment of effect |
|---------------------|----------------------|-------------------------|-------------------------|----------------|----------------------|
| BA 2nd Order        | SI                   | 0.555                   | 0.453                   | 0.229          | Medium               |
| CBI                 | SI                   | 0.555                   | 0.415                   | 0.315          | Medium               |

Note. f<sup>2</sup> >= 0.02, small; f<sup>2</sup> >= 0.15, medium; f<sup>2</sup> >= 0.35, large (Cohen, 1988).

**Moderation Analysis**

In order to assess the hypothesized moderating effect of AHO (a continuous construct) on the relationship between CBI and SI, the procedures recommended by Hair et al. (2014) and Henseler and Chin (2010) were adopted. As shown in Figure 12, the procedure required the specification of a simple effect of CBI on SI (path 1), another simple effect of AHO on SI (path 2), and the moderation effect of the interaction term (CBI\*AHO) on SI (path 3). It is important to mention that the indicators were chosen to be mean-centered prior to this multiplication.

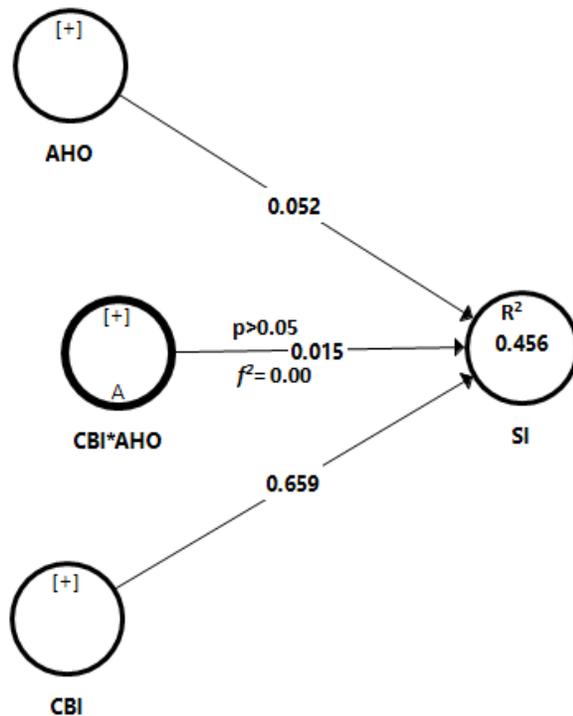


Figure 12. AHO as a moderator.

Ideally, if an interaction effect were present, it should be demonstrated by its path coefficient (path 3), which demonstrates how the simple effect (e.g., path 1) changes

## RECONCEPTUALIZING BRAND AUTHENTICITY

when the moderator (AHO) increases or decreases by one standard deviation. However, the interaction effect of AHO as hypothesized in Hypothesis 3 could not be supported, because of its almost zero effect on CBI, as evident in Table 23. As the effect sizes of other causal paths were calculated, the effect size ( $f^2$ ) of the moderation was also calculated and evaluated as per Cohen's (1988) criteria. In conclusion, the moderation effect of AHO was not supported empirically in this study.

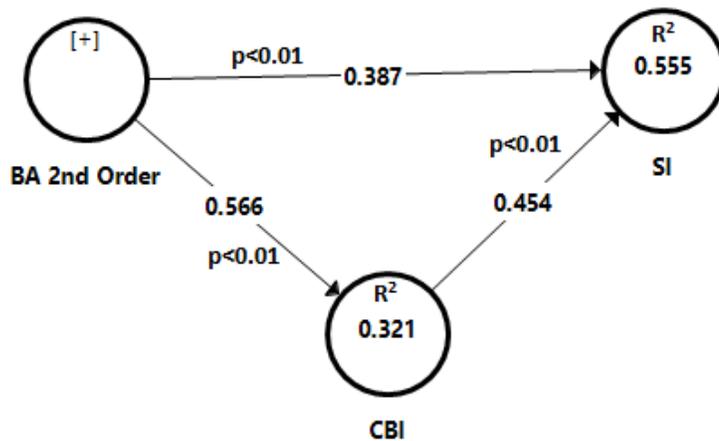
*Table 23 Interaction Effect Significance Testing Results*

| Interaction term | Path coefficient | Standard error | t value | R <sup>2</sup> included | R <sup>2</sup> excluded | f <sup>2</sup> | Assessment of effect |
|------------------|------------------|----------------|---------|-------------------------|-------------------------|----------------|----------------------|
| AHO*CBI          | 0.015            | 0.040          | 0.376   | 0.456                   | 0.456                   | 0.000          | Nil                  |

*Note.*  $f^2 \geq 0.02$ , small;  $f^2 \geq 0.15$ , medium;  $f^2 \geq 0.35$ , large (Cohen, 1988).

### Mediation Analysis

In order to evaluate CBI as a mediator between BA and SI (Hypothesis 4), the procedure recommended by Preacher and Hayes (2008) was followed. Hair et al. (2014) supported the method prescribed by Preacher and Hayes (2008) and declared their approach to be the best for PLS-SEM. According to this approach, it was first assessed whether the direct effect of BA on SI (without the mediator) was significant. Table 24 and Figure 13 show that the direct effect of BA on SI was found to be significant.



*Figure 13. CBI as a mediator.*

## RECONCEPTUALIZING BRAND AUTHENTICITY

In the second stage, the mediator (CBI) was included in the model. Then, the indirect effect between BA (antecedent) and CBI (mediator) and the indirect effect between CBI and SI (outcome) were checked for significance. As demonstrated by the results in Table 24, the indirect effects were clearly significant. Therefore, Hypothesis 4 concerning the mediation effect of CBI (between BA and SI) was supported.

*Table 24 Significance Analysis of Path Coefficients with CBI as a Mediator*

| Direct/Indirect effect(s) | Path coefficients | Standard error | t values | p values |
|---------------------------|-------------------|----------------|----------|----------|
| BA → SI                   | 0.387             | 0.038          | 10.236   | 0.000    |
| BA → CBI                  | 0.566             | 0.033          | 17.355   | 0.000    |
| CBI → SI                  | 0.454             | 0.037          | 12.404   | 0.000    |

Furthermore, the Variance Accounted For (VAF) score was calculated to evaluate the extent of the mediation. The VAF is the ratio of the indirect effect in relation to the total effect (i.e., direct effect + indirect effect). Table 25 shows the VAF score-related calculation and findings. A VAF score less than 20% shows no mediation, while a VAF score greater than 20% but less than 80% shows a partial mediation, and a VAF score above 80% shows a full mediation. In this study, VAF score was 39.90% and it established a case of partial mediation for CBI. In other words, it shows the size of the indirect effect (via CBI or the mediator variable) of BA in explaining the variance in SI.

*Table 25 VAF Score Calculation*

| Effects and VAF                         | Path Coefficients |
|---|-------------------|
| BA → CBI                                | 0.387**           |
| CBI → SI                                | 0.566**           |
| BA → SI (Direct effect)                 | 0.454**           |
| (BA → CBI)*(CBI → SI) [Indirect effect] | 0.257             |
| Total effect                            | 0.644             |
| VAF (Variance Accounted for)            | 39.90%            |

*Note.* \*\*  $p < 0.01$

## **Chapter 5: Discussion and Conclusion**

The main contribution of this study is presenting a literature-based unifying conceptualization of BA that can be applied across brand types and contexts. Moreover, the finally revised BA scale is concise, yet valid, and can be used generally across research contexts, and hopefully, future research will continue to study and refine our knowledge of BA.

### **Major Findings**

**Assessing the proposed scale of BA.** This study aimed at conceptualizing BA from previous BA related research, rather than from a small sample of individuals without a developed foundation from the existing body of literature, an approach generally recommended by the experts (DeVellis, 2012; MacKenzie et al., 2005; Netemeyer et al., 2003). Without following this approach, a new definition or conceptualization of a construct would likely be viewed by the research community as additional, rather than as a unifying reconceptualization of the construct of interest. Hence, a critical analysis of the literature was considered essential to develop a literature-based conceptualization of BA that is valid across brand contexts, has a clear conceptual domain, and from which misspecification is removed through a refinement process (Miller et al., 2009).

The literature review of this study led to the conclusion that BA is a second-order multidimensional construct, with four first-order reflective dimensions, which formatively constitute BA (Bollen, 1984; Petter et al., 2007). A discussion of the first-order reflective dimensions is presented below to address whether the reflective items

## RECONCEPTUALIZING BRAND AUTHENTICITY

were effective enough to measure the respective dimensions. A subsequent discussion addresses whether BA truly is a four-dimensional second-order construct.

The proposed BA scale was derived from previously tested BA scales (Beverland, 2006; Bruhn et al., 2012; Coary, 2013; Morhart et al., 2014; Napoli et al., 2014) rather than developing a BA scale from scratch. All the above-mentioned scales had reflective items included, excepting Coary's (2013) scale. It was expected that a few items would be removed (since reflective items are mutually interchangeable) during the measurement model evaluation stage, due to issues such as unacceptable validity and reliability measures (Jarvis et al., 2003). For such reasons, one item from "originality", two items from "honesty", one item from "perceived quality", and one item from "admirability" were removed from the proposed BA scale. Although high inter-item correlation is desirable for reflective scales, very high item loadings (greater than 0.90) pose another problem for the scale (Netemeyer et al., 2003), as was the case with the admirability scale in this study. At one point, a single item scale for this dimension was proposed to address the issue, but such a choice is not without its limitations.

According to Hair et al. (2014, p. 46), among several problems, a single item scale offers "fewer degrees of freedom when partitioning the data into subgroups", does not "allow for adjustment of measurement error", and generally decreases the scale's reliability. Moreover, single item scales are considered to be a risky choice for predictive validity assessment. For PLS-SEM, single item scales can also lead to biased estimates, such as overestimation of the measurement model relationships and underestimation of the structural model relationships (Hair et al., 2014). For this reason, the four-scenario guideline for using a single item scale recommended by Diamantopoulos, Sarstedt,

## RECONCEPTUALIZING BRAND AUTHENTICITY

Fuchs, Kaiser, and Wilczynski (2012) was considered. According to their guidelines, in this study, the admirability scale met only the third necessary condition to validate its use (i.e., Cronbach's alpha greater than 0.90). Other conditions such as a small sample size (i.e., N less than 50), lower path coefficients anticipated in the structural model (i.e., 0.30 and lower), and whether the items were semantically redundant were not met. Although item loading higher than 0.90 statistically suggests that items are the same based on their high shared variance, the semantic meanings of admirability items suggest that they are not redundant. In cases such as these, conceptualization of a construct should not be dictated by statistical results alone, without further consultation of theory. Based on a comprehensive assessment of the situation, the single item scale for the “admirability” dimension was rejected, and the researcher instead rephrased the items for future study. The recommended rephrased three items were: [X, brand name] is worthy of respect, People have high regard for [X], and People esteem [X] highly (Richardson, Bernstein, & Hendrick, 1980). As per the results, each of the three other dimensions of BA (i.e., originality, honesty, and perceived quality) had at least three items that met all of the recommended criteria to pass as a valid measure for their respective dimension (first-order factors) of BA.

From the literature review, BA was conceptualized as a second-order formative construct with four non-overlapping dimensions, each measured with multiple reflective items (Fornell & Bookstein, 1982). The experts (Diamantopoulos & Winklhofer, 2001; Jarvis et al., 2003; Rossite, 2002) suggested that a construct is formative when causal links are directed from the indicators (or first-order factors) to the focal construct, and/or if the indicators (or first-order factors) are not interchangeable.

## RECONCEPTUALIZING BRAND AUTHENTICITY

When a higher order construct such as BA is analyzed with only its first-order factors or dimensions, it risks model misspecification and drawing erroneous empirical conclusions (Jarvis et al., 2003; MacKenzie et al., 2005). In order to validate the claim that BA is indeed a second-order formative construct, this study analyzed the conceptual model by ascertaining the validity of the second-order BA, the significance and relevance of each first-order dimension of BA, and the absence of collinearity among the dimensions (Hair et al., 2014). In doing so, four different approaches, including the repeated indicator approach (Mode A and Mode B) and the two-stage approach (Mode A and Mode B) were examined. Becker et al. (2012) ran simulations on a reflective-formative model by attempting six different ways of treating the first-order factors in the second-order formative construct. They reported that the repeated indicator approach (Mode B) was the best for their model, and the two-stage approach the second best. The purpose of their simulation was to recommend the best way of analyzing a reflective-formative model (Type II). However, it is often true that what works best for some data may not hold true for another data set. In this study, the repeated indicator approach (Mode A) was found to be the best for analyzing a reflective-formative model, both at the second-order construct level as well as at the measurement model level. Since the three conditions to analyze an HCM as recommended by Hair et al. (2014) were met, BA was determined to be a second-order formative construct comprised of four non-overlapping dimensions. Table 26 presents the updated and revised BA scale, along with the scale used for CBI, the mediator.

The scale for CBI also had problematically high item loadings (greater than 0.90) for two of its five items. Based on the aforementioned shortcomings of a single item

## RECONCEPTUALIZING BRAND AUTHENTICITY

scale, the scale items were revised for a future study. The revised items are: [X, brand name] reflects who I am, I can easily relate myself to [X], and I can find similarities between myself and [X] (Escalas & Bettman, 2003).

*Table 26 Revised Scales for BA and CBI*

---

All scales have 7-point Likert-formatted statements: 1 = strongly disagree to 7 = strongly agree

---

### **A. Brand Authenticity**

#### **Originality**

1. [X] is not a copy or imitation of another organization. (Bruner, 1994)
2. [X] is unique. (Bruhn et al., 2012)
3. [X] clearly stands out from other brands. (Bruhn et al., 2012)

#### **Honesty**

1. [X] stays true to itself. (Bruhn et al., 2012)
2. [X] accomplishes its espoused values. (Morhart et al., 2014)
3. [X] makes credible promises. (Bruhn et al., 2012)

#### **Perceived quality**

1. Quality is central to [X]. (Napoli et al., 2014)
2. [X] maintains the most stringent quality standards. (Napoli et al., 2014)
3. The quality of [X] is ensured by a team of devoted and skilled people. [Modified from (Napoli et al., 2014)]
4. [X] is the best brand in its relevant class. [Adapted from Netemeyer et al., 2004]

#### **Admirability**

1. [X] is worthy of respect. (Wymer & Drollinger, 2014)
2. People have high regard for [X]. (Richardson, Bernstein, & Hendrick, 1980)
3. People esteem [X] highly. (Richardson, Bernstein, & Hendrick, 1980)

### **B. Mediator: Customer-brand identification**

1. Brand [X] reflects who I am. (Escalas & Bettman, 2003)
  2. I can easily myself to [X]. (Escalas & Bettman, 2003)
  3. I can find similarities between myself and [X]. (Escalas & Bettman, 2003)
- 

**CB-SEM performed with AMOS.** The first stated goal of the study was to propose a revised BA scale and validate it. In that process, identifying the key "driver" constructs (here the drivers of BA, since it was conceptualized as a multidimensional second-order formative construct) was an important part of the study, and for this reason, selecting PLS-SEM over CB-SEM was preferable (Hair et al., 2014). Furthermore, having a reflective-formative model in this study also made the selection of PLS-SEM (SmartPLS) more advisable. However, despite its advantages, SmartPLS could not provide Goodness of Fit (GoF) indices for the overall model assessment. Therefore, in

## RECONCEPTUALIZING BRAND AUTHENTICITY

order to determine additional insights about the model's global goodness-of-fit, the revised measurement model was analyzed using AMOS (version 22), and the necessary assumptions were met to run the model with AMOS. Confirmatory factor analysis generated satisfactory GoF indices as reflected by acceptable RMSEA (0.056), CFI (0.961), GFI (0.914), TLI (0.952), and  $\chi^2/df$  (2.56) values. Because theory testing or comparison was not the main purpose of the study, the structural model was not evaluated in AMOS. Nonetheless, the acceptable model fit was reassuring, concerning the measurement model or the proposed BA scale.

### **Hypotheses**

In order to address the third objective of the study, the hypothesized paths identified in the structural model were evaluated. The influence of BA (second-order construct) on CBI as well as SI was found to be statistically significant ( $p < 0.05$ ) and in the hypothesized direction. The effect sizes ( $f^2$ ) of BA and CBI were found to be significant on Support intentions, although both the effect sizes were medium CBI had relatively greater influence on SI than BA had. These findings suggest that CBI has a stronger positive influence on support intentions than BA. This conclusion implies that perceived brand authenticity may not be enough to foster support intentions or behaviors among people. However, if people can identify with the brand, it will encourage people to increasingly support the brand. Thus, these supported hypotheses (1a, 1b, and 2) proved that BA and CBI could engender people's support intentions with respect to the selected brand. Mediation analysis revealed CBI to be a partial mediator between BA and Support intentions. Like the findings of previous studies, this finding suggests that CBI could lend additional strength to the direct influence of BA on Support intentions.

## RECONCEPTUALIZING BRAND AUTHENTICITY

According to Daw and Cone (2010), if a brand is authentic and articulates its authentic brand meaning, it can portray its identity (both verbally and visually) to people in order to communicate what it stands for, whom it wants to attract, and how different stakeholders will benefit from its endeavors. These non-profit brands can foster lasting partnerships with their supporters in order to advance the causes they promote.

Surprisingly, no support was found for AHO as a moderator between CBI and Support intentions. This finding is somewhat inconsistent with the evidence presented in the related literature, especially considering how AHO and SI are conceptually congruent. The finding ultimately stemmed from the direct impact of AHO (as well as its moderation) on SI, which was very weak (0.052) and statistically insignificant ( $p > 0.05$ ). This finding simply indicates that an individual's helping attitude had no significant bearing on influencing the strength and direction of the direct relationship between CBI and SI. Although such a finding may seem odd, considering the plausibility of the hypothesized moderating influence of AHO on  $CBI \rightarrow SI$ , the theoretical plausibility of AHO having a moderating impact on the stipulated relationship between CBI and SI should not be completely ruled out. Rather, this possibility should be tested in another research setting, involving these three variables.

### **Limitations**

One limitation of this study was that each of the indicators of admirability (fourth first-order dimension of BA) and two indicators of CBI (mediator) had high item loading (greater than 0.90), and such results generally warrant scale revision and additional data collection. However, the other three dimensions of BA had satisfactory results in almost every aspect. It is common for studies related to scale development or revision to repeat a

## RECONCEPTUALIZING BRAND AUTHENTICITY

study in the light of similar results. One remedy for constructs with high item loadings and high Cronbach's alphas has already been addressed by suggesting replacement items for the respective scales.

As outlined by DeVon et al. (2007) the content validity of the items could have been further evaluated by calculating the "Content Validity Ratio (CVR)" recommended by Lawshe (1975) and/or the "Content Validity Index (CVI)" recommended by Lynn (1986).

Another limitation of the study was using Mechanical Turk for data collection. No matter how carefully data was screened, the venue through which respondents participate in surveys launched through Mechanical Turk makes the quality of data somewhat inferior to data collected from better platforms. For that reason, some experts suggest that using Mechanical Turk for exploratory studies and/or the initial studies related to scale development is acceptable. Had there been a few more useful filtering options to specify the desired or ideal group of respondents, the data quality of Mechanical Turk surveys could have been much better.

Although data were collected based on respondents' familiarity with the non-profit brand, this information was not incorporated in the data analysis. Ideally, adding a control variable should only be done when based on theory (Dietz & Gortmaker, 1985). In this study, familiarity seems to have theoretically plausible influence on two endogenous variables, such as CBI and SI. But at the beginning of the study, such influences were not postulated, and, therefore, familiarity was not analyzed as a control variable. Moreover, familiarity or brand awareness could also have been identified as an antecedent of BA.

### **Future Research**

The researcher wonders what would have been the results if the current study was supplemented by newly developed reflective scales (besides scales borrowed from previous studies) for the four first-order dimensions. In this way, one segment of the study could be free from the limitations of prior scales. The finally revised BA scale (see Table 26) is comprised of carefully selected borrowed items from existing scales. No matter how sound the conceptualization was, borrowing items from previous scales did not provide the liberty of preparing a cleaner scale in the light of an improved conceptualization. Although developing a scale from scratch would not exclude the possibility of looking at relevant scales from the existing literature, it could definitely generate a better and more parsimonious scale for BA.

Another limitation of this study involves the scope for further research. With regard to the second-order construct (i.e., brand authenticity), the use of formative dimensions or indicators in PLS-SEM assumes perfect coverage of the construct's conceptual domain. Thus, a further study is needed to specify and/or verify the needed dimensions or first-order constructs in order to cover the higher-order construct's domain exhaustively (Diamantopoulos, 2006). To address this issue, it is recommended that future research revisits the existing conceptualizations (including the one presented in the study) in order to detect any inconsistent or inappropriate dimensions of BA. Doing so would allow a future researcher to think more liberally about BA, without being confined by the limitations or flaws of previous conceptualizations. However, the researcher should not disregard prior works on the subject; rather, it is simply implied that a fresh

## RECONCEPTUALIZING BRAND AUTHENTICITY

start could generate new insights that may improve upon the previous conceptualizations, or may even introduce a more logically sound conceptualization of BA.

In addition, an alternative model (formative-formative) could be added to the current reflective-formative model. Obviously, the second-order BA would still remain formative, as the literature suggests. For the first-order formative dimensions/factors, new scales must be developed, as there are presently no suitable formative scales for the four studied dimensions (i.e., originality, honesty, perceived quality, and admirability). In order to develop formative scales for the first-order dimensions, the recommended procedure (Jarvis et al., 2003) must be followed.

It would be interesting to extend the study to for-profit brands and determine how the results may vary (if at all) when compared to the results found for non-profit brands. It could then be judged whether this study achieves its objective of developing a scale which works equally well for all types of brand object.

As well, a future study could investigate the impact of BA and CBI on each of the four aspects of support intentions: giving intention, volunteering intention, bequest intention, and willingness to recommend to others. Such a study would generate discerning insights regarding an individual's specific type of support intention, rather than a combined support intention.

Future research is needed to understand more about the nomological network involving BA. Identifying the antecedents of BA (e.g., country of origin, marketing communications, etc.) and examining the relative influence of those antecedents is an interesting subject for exploration, as is the impact of BA on desired marketing outcomes (e.g., firm growth, diffusion of innovation, perceived brand experience, etc.), other

## RECONCEPTUALIZING BRAND AUTHENTICITY

moderators (e.g., reference group influence, brand heritage, etc.), and mediators (e.g., brand strength, customer referrals, etc.) in BA's nomological network.

### **Conclusion**

This study covered a thorough process of conceptualizing and operationalizing brand authenticity, a formative second-order construct, including an extensive literature review, personal interviews, two pilot studies, and a quantitative study. Based on the outcome of the process, the theorized model of brand authenticity found empirical support in reference to its four formative dimensions such as originality, honesty, perceived quality, and admirability. Yet, this study covers only the initial steps of recommending a reasonably sound scale for BA. Teas and Palan (1997) suggested that poor conceptualization of a construct, including poor measures or invalid scales, may lead to unsound research findings, which clearly exemplifies the value of this study by rectifying these issues.

The study found proof of the positive influences of BA and CBI on people's intentions to support a non-profit organization. These findings corroborate with what Daw and Cone (2010, p. 11) suggested about the role of brand authenticity in managing non-profits, in that "[a]n authentic brand is a true differentiator and an effective way to connect with supporters." They also emphasize identifying or developing the authentic meaning of a non-profit brand, an exercise which will provide the necessary focus and framework to develop the right strategies for the organization. By articulating a brand's authentic meaning, it pronounces what the brand "does and doesn't do" and "will and won't do", and in this way, makes it easier for the supporters or potential supporters to select and identify with a brand and join the brand's journey (Daw & Cone, 2010).

## RECONCEPTUALIZING BRAND AUTHENTICITY

### References

- Aaker, J., & Drolet, A. (1996). To thine own self be true: The meaning of "Sincerity" in brands and its impact on consumer evaluations. *Advances in Consumer Research*, *13*, 392.
- Aaker, D. & Joachimsthaler, E. (2000). *Brand Leadership*. The Free Press, New York, NY.
- Ahearne, M., Bhattacharya, C. B., & Gruen, T. (2005). Antecedents and consequences of customer-company identification: expanding the role of relationship marketing. *Journal of applied psychology*, *90*(3), 574.
- Albert, N., Merunka, D., & Valette-Florence, P. (2013). Brand passion: Antecedents and consequences. *Journal of Business Research*, *66*(7), 904-909.
- Aldwin, C. M. (1994). *Stress, coping, and development: An integrative perspective*. New York: Guilford.
- Alexander, N. (2009). Brand authentication: creating and maintaining brand auras. *European Journal of Marketing*, *43*(3/4), 551-562.
- Arndt, J. (1967). Role of product-related conversations in the diffusion of a new product. *Journal of marketing Research*, 291-295.
- Arnett, D. B., German, S. D., & Hunt, S. D. (2003). The identity salience model of relationship marketing success: The case of nonprofit marketing. *Journal of marketing*, *67*(2), 89-105.
- Arnold, M. J., & Tapp, S. R. (2003). Direct marketing in nonprofit services: investigating the case of the arts industry. *Journal of services Marketing*, *17*(2), 141-160.
- Arnould, E. J., & Thompson, C. J. (2005). Consumer culture theory (CCT): Twenty years of research. *Journal of consumer research*, *31*(4), 868-882.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, *14*(1), 20-39.
- Authentic Brand Index (2008). A study of the most authentic brands in Australia. Retrieved from <http://www.authenticbrandindex.com>, January 05, 2015.
- Baek, T. H., Kim, J., & Yu, J. H. (2010). The differential roles of brand credibility and brand prestige in consumer brand choice. *Psychology & Marketing*, *27*(7), 662-678.
- Ballantyne, R., Warren, A., & Nobbs, K. (2006). The evolution of brand choice. *The journal of brand management*, *13*(4), 339-352.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*, 1173–1182.
- Basil, D. Z. (1998). *Three Faces of Charity: Donations, Volunteerism, and Cause-Related Purchases* (Vol. 25, pp. 75-86). Working Paper Session in Advances in Consumer Research, ed. Joseph W. Alba and J. Wesley Hutchinson, Provo, UT: Association for Consumer Research.
- Batson, C. D., Dyck, J. L., Brandt, J. R., Batson, J. G., Powell, A. L., McMaster, M. R., & Griffitt, C. (1988). Five studies testing two new egoistic alternatives to the empathy-altruism hypothesis. *Journal of personality and social psychology*, *55*(1), 52.
- Becker, J. M., Klein, K., & Wetzels, M. (2012). Hierarchical latent variable models in PLS-SEM: guidelines for using reflective-formative type models. *Long Range Planning*, *45*(5), 359-394.
- Belk, R. W. (1988). Possessions and the extended self. *Journal of Consumer Research*, *15*(2), 139-168.
- Bendapudi, N., Bendapudi, V., & Singh, S. N. (1996). Enhancing helping behavior: An integrative framework for promotion planning. *Journal of Marketing*, *60*(3), 33-49.
- Bennett, R. (2003). Factors underlying the inclination to donate to particular types of charity. *International Journal of Nonprofit and Voluntary Sector Marketing*, *8*(1), 12-29.
- Bennett, R., & Gabriel, H. (2003). Image and reputational characteristics of UK charitable organizations: An empirical study. *Corporate reputation review*, *6*(3), 276-289.
- Berger, I. E., & Gainer, B. (2002). Jewish identity, social capital and giving. *Advances in Consumer Research*, *29*, 408-413.
- Beverland, M. B. (2005). Crafting brand authenticity: The case of luxury wines. *Journal of Management Studies*, *42*(5), 1003-1029.
- Beverland, M. B. (2006). The 'real thing': Branding authenticity in the luxury wine trade. *Journal of Business Research*, *59*(2), 251-258.
- Beverland, M. B., Lindgreen, A., & Vink, M. W. (2008). Projecting authenticity through advertising: Consumer judgments of advertisers' claims. *Journal of Advertising*, *37*(1), 5-15.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Beverland, M. (2009). *Building Brand Authenticity: 7 Habits of Iconic Brands*. Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.
- Beverland, M. B., & Farrelly, F. J. (2010). The quest for authenticity in consumption: Consumers' purposive choice of authentic cues to shape experienced outcomes. *Journal of Consumer Research*, 36(5), 838-856.
- Bhattacharya, C. B., Rao, H., & Glynn, M. A. (1995). Understanding the bond of identification: An investigation of its correlates among art museum members. *The Journal of Marketing*, 46-57.
- Bhattacharya, C. B., & Sen, S. (2003). Consumer-company identification: A framework for understanding consumers' relationships with companies. *Journal of marketing*, 67(2), 76-88.
- Bigné, J. E., Sánchez, M. I., & Sánchez, J. (2001). Tourism image, evaluation variables and after purchase behaviour: Inter-relationship. *Tourism Management*, 22(6), 607-616.
- Binz Astrachan, C., Patel, V. K., & Wanzenried, G. (2014). A comparative study of CB-SEM and PLS-SEM for theory development in family firm research. *Journal of Family Business Strategy*, 5(1), 116-128.
- Blackshaw, P. (2008). The Six Drivers of Brand Credibility. *Marketing Management*, 17(3), 51-54.
- Bollen, K. (1984). Multiple indicators: Internal consistency or no necessary relationship? *Quality and Quantity*, 18(4), 377-385.
- Boulding, W., Kalra, A., Staelin, R., & Zeithaml, V. A. (1993). A dynamic process model of service quality: From expectations to behavioral intentions. *Journal of Marketing Research*, 30(1), 7-27.
- Boyer, P. (1997). Public relations and communications for nonprofit organisations. In C. Caywood (Ed.), *Handbook of strategic public relations & integrated communications* (pp. 481-498). New York: McGraw-Hill.
- Boyle, D. (2004). *Authenticity: Brands, fakes, spin and the lust for real life*. London: Harper Perennial.
- Brown, D. W. (2004). What research tells us about planned giving. *International Journal of Nonprofit and Voluntary Sector Marketing*, 9(1), 86-95.
- Brown, S., Kozinets, R. V., & Sherry, J. F. (2003). Teaching old brands new tricks: Retro branding and the revival of brand meaning. *Journal of Marketing*, 67(3), 19-33.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Bruhn, M., Schoenmüller, V., Schäfer, D., & Heinrich, D. (2012). Brand authenticity: Towards a deeper understanding of its conceptualization and measurement. *Advances in Consumer Research*, 40, 567-576.
- Buttle, F. A. (1998). Word of mouth: understanding and managing referral marketing. *Journal of strategic marketing*, 6(3), 241-254.
- Cappannelli, G., & Cappannelli, S. C. (2004). *Authenticity: Simple strategies for greater meaning and purpose at work and at home*. Emmis Books.
- Chhabra, D., Healy, R., & Sills, E. (2003). Staged authenticity and heritage tourism. *Annals of Tourism Research*, 30(3), 702-719.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
- Chin, W. W., & Gopal, A. (1995). Adoption intention in GSS: relative importance of beliefs. *ACM SigMIS Database*, 26(2-3), 42-64.
- Coary, S. P. (2013). *Scale construction and effects of brand authenticity* (Doctoral dissertation, University of Southern California).
- Cohen, E. (1988). Authenticity and commoditization in tourism. *Annals of tourism research*, 15(3), 371-386.
- Colaizzi, A., Williams, K. J., & Kayson, W. A. (1984). When will people help? The effects of gender, urgency, and location on altruism. *Psychological reports*. 55(1), 139-142.
- Comrey, A. L. (1988). Factor-analytic methods of scale development in personality and clinical psychology. *Journal of Consulting and Clinical Psychology*, 56, 754-761.
- Cooper R. D. & Schindler S. P., (2003). *Business Research Methods*. Boston: McGraw-Hill, NY Series.
- Corley, K. G., & Harrison, S. H. (2009). Generative organizational identity change: Approaching organizational authenticity as a process. *Exploring positive identities and organizations: Building a theoretical and research foundation*, 361-384.
- Crosby, L. A., & Johnson, S. L. (2003). Have You Hugged Your Dishwasher Today? *Marketing Management*, 12(1), 10-11.
- Cuesta, C. M. (2003). Building the nonprofit brand from the inside out. *December*. Available at < <http://www.ezproxy.alu.talonline.ca/creationincommon.com/documents/BuildingtheNonprofitBrand.Pdf> > [Accessed 27 Sept 2008].

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Daw, J., & Cone, C. (2010). *Breakthrough nonprofit branding: seven principles to power extraordinary results*. John Wiley & Sons.
- De Chernatony, L., Drury, S., & Segal-Horn, S. (2004). Identifying and sustaining services brands' values. *Journal of Marketing Communications, 10*, 73-94.
- DeVellis, R. F. (2012). *Scale development: Theory and applications* (Vol. 26). Sage publications.
- DeVon, H. A., Block, M. E., Moyle-Wright, P., Ernst, D. M., Hayden, S. J., Lazzara, D. J., ... & Kostas-Polston, E. (2007). A psychometric toolbox for testing validity and reliability. *Journal of Nursing scholarship, 39*(2), 155-164.
- Dimitriadis, S., & Papista, E. (2010). Integrating relationship quality and consumer-brand identification in building brand relationships: proposition of a conceptual model. *The Marketing Review, 10*(4), 385-401.
- Diamantopoulos, A., & Winklhofer, H. M. (2001). Index construction with formative indicators: An alternative to scale development. *Journal of Marketing Research, 38*, 269-277.
- Diamantopoulos, A., Riefler, P., & Roth, K. P. (2008). Advancing formative measurement models. *Journal of Business Research, 61*(12), 1203-1218.
- Diamantopoulos, A., Sarstedt, M., Fuchs, C., Kaiser, S., & Wilczynski, P. (2012). Guidelines for choosing between multi-item and single-item scales for construct measurement: A predictive validity perspective. *Journal of the Academy of Marketing Science, 40*, 434-449.
- Dietz, W. H., & Gortmaker, S. L. (1985). Do we fatten our children at the television set? Obesity and television viewing in children and adolescents. *Pediatrics, 75*(5), 807-812.
- Dobni, D., & Zinkhan, G. M. (1990). In search of brand image: A foundation analysis. *Advances in consumer research, 17*(1), 110-119.
- Du, S., Bhattacharya, C. B., & Sen, S. (2007). Reaping relational rewards from corporate social responsibility: The role of competitive positioning. *International Journal of Research in Marketing, 24*(3), 224-241.
- Dubois, B., & Czellar, S. (2002). Prestige brands or luxury brands? An exploratory inquiry on consumer perceptions. *Proceedings of the European Marketing Academy 31st Conference*, University of Minho, Portugal. Accessed from <http://archive-ouverte.unige.ch/unige:5816> on December 10, 2014.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Dutton, J. E., & Dukerich, J. M. (1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *The Academy of Management Journal*, 34(3), 517-554.
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, 39(2), 239-263.
- Eggers, F., O'Dwyer, M., Kraus, S., Vallaster, C., & Guldenberg, S. (2013). The impact of brand authenticity on brand trust and SME growth: A CEO perspective. *Journal of World Business*, 48(3), 340-348.
- Elliott, R., & Wattanasuwan, K. (1998). Brands as symbolic resources for the construction of identity. *International Journal of Advertising*, 17(2), 131-144.
- Escalas, J. E., & Bettman, J. R. (2003). You are what they eat: The influence of reference groups on consumer connections to brands. *Journal of Consumer Psychology*, 13(3), 339-48.
- Escalas, J., & Bettman, J. (2005). Self-Construal, reference groups, and brand meaning. *Journal of Consumer Research*, 32(3), 378-389.
- Erdem, T., & Swait, J. (1998). Brand equity as a signaling phenomenon. *Journal of consumer Psychology*, 7(2), 131-157.
- Erdem, T., & Swait, J. (2004). Brand credibility, brand consideration, and choice. *Journal of consumer research*, 31(1), 191-198.
- Erdem, T., Swait, J., & Louviere, J. (2002). The impact of brand credibility on consumer price sensitivity. *International Journal of Research in Marketing*, 19(1), 1-19.
- Feick, L. F., & Price, L. L. (1987). The market maven: A diffuser of marketplace information. *The Journal of Marketing*, 83-97.
- Fine, G. A. (2003). Crafting authenticity: The validation of identity in self-taught art. *Theory and Society*, 32(2), 153-180.
- Fisher, R. J., & Ackerman, D. (1998). The effects of recognition and group need on volunteerism: A social norm perspective. *Journal of Consumer Research*, 25(3), 262-275.
- Fornell, C. G., & Bookstein, F. L. (1982). Two structural equation models: LISREL and PLS applied to consumer exit-voice theory. *Journal of Marketing Research*, 19, 440-452.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Fornell, C., & Larcker, D. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Gefen, D., & Straub, D. (2005). A practical guide to factorial validity using PLS-Graph: Tutorial and annotated example. *Communications of the Association for Information Systems*, 16(1), 5.
- Gilmore, J. H., & Pine, B. J. (2007). *Authenticity: What consumers really want*. Boston: Harvard Business School Press.
- Gilmore, J., & Pine, J. (2009). Using art to render authenticity in business. *Arts & Business*, 11-58.
- Gorsuch, R. L. (2003). Factor analysis. In J. A. Schinka & F. Velicer (Eds.), *Handbook of psychology: Vol. 2. Research methods in psychology* (pp. 143–164). Hoboken, NJ: John Wiley.
- Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of consumer research*, 31(2), 296-312.
- Groves, A. M. (2001). Authentic British Food Products: A Review of Consumer Perceptions. *International Journal of Consumer Studies*, 25 (3), 246–54
- Grubb, E., & Hupp, G. (1968). Perception of self, generalized stereotypes and brand selection. *Journal of Marketing*, 5, 58-63.
- Gundlach, H., & Neville, B. (2012). Authenticity: Further theoretical and practical development. *Journal of Brand Management*, 19(6), 484-499.
- Hair, J., Hult, G., Ringle, C., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks, CA: Sage Publications.
- Hair, J., Ringle, C., & Sarstedt, J. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–151.
- Harrison-Walker, L. J. (2001). The measurement of word-of-mouth communication and an investigation of service quality and customer commitment as potential antecedents. *Journal of Service Research*, 4(1), 60-75.
- Hassay, D. N., & Pelozo, J. (2009). Building the charity brand community. *Journal of Nonprofit & Public Sector Marketing*, 21(1), 24-55.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Henderson, J. E., & Brookhart, S. M. (1996). Leader authenticity: Key to organizational climate, health and perceived leader effectiveness. *Journal of Leadership & Organizational Studies*, 3(4), 87-103.
- Henseler, J., & Chin, W. (2010). A comparison of approaches for the analysis of interaction effects between latent variables using partial least squares path modeling. *Structural Equation Modeling*, 17(1), 82–109.
- Herr, P. M., Kardes, F. R., & Kim, J. (1991). Effects of word-of-mouth and product-attribute information on persuasion: An accessibility-diagnostics perspective. *Journal of consumer research*, 454-462.
- Heynen, H. (2006). Questioning authenticity. *National identities*, 8(3), 287-300.
- Holt, D. B. (2002). Why do brands cause trouble? A dialectical theory of consumer culture and branding. *Journal of Consumer Research*, 29(1), 70-90.
- Holt, D. B. (2004). *How brands become icons: The principles of cultural branding*. Cambridge, MA: Harvard Business School Press.
- Hou, J., Du, L., & Tian, Z. (2009). The effects of nonprofit brand equity on individual giving intention: mediating by the self-concept of individual donor. *International Journal of Nonprofit and Voluntary Sector Marketing*, 14(3), 215-229.
- Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6, 1–55.
- Jarvis, C. B., MacKenzie, S. B., & Podsakoff, P. M. (2003). A critical review of construct indicators and measurement model misspecification in marketing and consumer research. *Journal of consumer research*, 30(2), 199-218.
- Johnson, J. A. (2005). Ascertaining the validity of individual protocols from web-based personality inventories. *Journal of research in personality*, 39(1), 103-129.
- Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787-792.
- Jones, S. (2010). Negotiating Authentic Objects and Authentic Selves Beyond the Deconstruction of Authenticity. *Journal of Material Culture*, 15(2), 181-203.
- Kapferer, J. N. (1997). *Strategic Brand Management*. Kogan Page, London.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(January), 1-22.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Kennick, W. E. (1985). Art and inauthenticity. *Journal of Aesthetics and Art Criticism*, 44(1), 3-12.
- Kenny, D. A. (2011). Measuring model fit. Retrieved November, 29, 2011.
- Kleine, S. S., Kleine, R. E., & Allen, C. T. (1995). How is a possession "me" or "not me"? Characterizing types and an antecedent of material possession attachment. *Journal of Consumer Research*, 22(3), 327-343.
- Kim, K., Eggebeen, D. J., Zarit, S. H., Birditt, K. S., & Fingerman, K. L. (2013). Agreement between aging parent's bequest intention and middle-aged child's inheritance expectation. *The Gerontologist*, 53(6), 1020-1031.
- Kim, C. K., Han, D., & Park, S. B. (2001). The effect of brand personality and brand identification on brand loyalty: Applying the theory of social identification. *Japanese Psychological Research*, 43(4), 195-206.
- Kim, J. S., Kaye, J., & Wright, L. K. (2001). Moderating and mediating effects in causal models. *Issues in Mental Health Nursing*, 22(1), 63-75.
- Kolko, J. (2009). The authenticity problem. *interactions*, 16(6), 80.  
doi:10.1145/1620693.1620713
- Kottasz, R. (2004). How should charitable organisations motivate young professionals to give philanthropically? *International Journal of Nonprofit and Voluntary Sector Marketing*, 9(1), 9-27.
- Kozinets, R. V. (2001). Utopian enterprise: Articulating the meanings of Star Trek's culture of consumption. *Journal of Consumer Research*, 28(1), 67-88.
- Kressmann, F., Sirgy, M. J., Herrmann, A., Huber, F., Huber, S., & Lee, D. (2006). Direct and indirect effects of self-image congruence on brand loyalty. *Journal of Business Research*, 59(9), 955-964.
- Kuenzel, S., & Vaux Halliday, S. (2008). Investigating antecedents and consequences of brand identification. *Journal of Product & Brand Management*, 17(5), 293-304.
- Kylander, N., & Stone, C. (2012). The role of brand in the nonprofit sector. *Stanford: Stanford Social Innovation Review, Stanford University*, 10(2), 35-41.
- Lawshe, C. H. (1975). A quantitative approach to content validity1. *Personnel psychology*, 28(4), 563-575.
- Lee, Y. K., & Chang, C. T. (2007). Who gives what to charity? Characteristics affecting donation behavior. *Social Behavior and Personality: an international journal*, 35(9), 1173-1180.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Leigh, T. W., Peters, C., & Shelton, J. (2006). The consumer quest for authenticity: The multiplicity of meanings within the MG subculture of consumption. *Journal of the Academy of Marketing Science*, 34(4), 481-493.
- Ligas, M., & Cotte, J. (1999). The process of negotiating brand meaning: a symbolic interactionist perspective. *Advances in consumer research*, 26, 609-614.
- Lohmöller, J. B. (2013). *Latent variable path modeling with partial least squares*. Springer Science & Business Media.
- Low, G. S., & Lamb Jr, C. W. (2000). The measurement and dimensionality of brand associations. *Journal of Product & Brand Management*, 9(6), 350-370.
- Lowry, P. B., & Gaskin, J. (2014). Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: When to choose it and how to use it. *Professional Communication, IEEE Transactions on*, 57(2), 123-146.
- Lynn, M. R. (1986). Determination and quantification of content validity. *Nursing research*, 35(6), 382-386.
- MacKenzie, S. B., Podsakoff, P. M., & Jarvis, C. B. (2005). The problem of measurement model misspecification in behavioral and organizational research and some recommended solutions. *Journal of Applied Psychology*, 90(4), 710.
- MacKenzie, S. B., Podsakoff, P. M., & Podsakoff, N. P. (2011). Construct measurement and validation procedures in MIS and behavioral research: Integrating new and existing techniques. *MIS quarterly*, 35(2), 293-334.
- MacNeil, H. M., & Mak, B. (2007). Constructions of authenticity. *Library Trends*, 56(1), 26-52.
- Madden, K. M., & Scaife, W. A. (2008). *Keeping giving going: Charitable bequests and Australians*. Queensland University of Technology.
- Mason, W., & Suri, S. (2012). Conducting behavioral research on Amazon's Mechanical Turk. *Behavior Research Methods*, 44(1), 1-23.
- McCannell, D. (1973). Staged authenticity: Arrangements of social space in tourist settings. *The American Journal of Sociology*, 79(3), 589-603.
- McGuire, W. J., & Millman, S. (1965). Anticipatory belief lowering following forewarning of a persuasive attack. *Journal of Personality and Social Psychology*, 2(4), 471.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Merchant, A., & Rose, G. M. (2013). Effects of advertising-evoked vicarious nostalgia on brand heritage. *Journal of Business Research*, 66(12), 2619-2625.
- Mermiri, T. (2009). Market Trends 2009: spring edition. *Arts & Business*.
- Michel, G., & Rieunier, S. (2012). Nonprofit brand image and typicality influences on charitable giving. *Journal of Business Research*, 65(5), 701-707.
- Miller, V., Reynolds, W., Ittenbach, R., Luce, M., Beauchamp, T. and Nelson, R. (2009) Challenges in measuring a new construct: Perception of voluntariness for research and treatment decision making. *Journal of Empirical Human Research Ethics* 4(3): 21-31.
- Morhart, F., Malär, L., Guèvremont, A., Girardin, F., & Grohmann, B. (2014). Brand Authenticity: An Integrative Framework and Measurement Scale. *Journal of Consumer Psychology*, 25(2), 200–218.
- Mundfrom, D. J., Shaw, D. G., & Ke, T. L. (2005). Minimum sample size recommendations for conducting factor analyses. *International Journal of Testing*, 5(2), 159-168.
- Nandan, S. (2005). An exploration of the brand identity-brand image linkage: A communications perspective. *The Journal of Brand Management*, 12(4), 264-278.
- Napoli, J., Dickinson, S. J., Beverland, M. B., & Farrelly, F. (2014). Measuring consumer-based brand authenticity. *Journal of Business Research*, 67(6), 1090-1098.
- Netemeyer, R. G., Bearden, W. O., & Sharma, S. (2003). *Scaling procedures: Issues and applications*. Sage Publications.
- Netemeyer, R. G., Krishnan, B., Pullig, C., Wang, G., Yagci, M., Dean, D., ... & Wirth, F. (2004). Developing and validating measures of facets of customer-based brand equity. *Journal of Business Research*, 57(2), 209-224.
- Nunnally, J., & Bernstein, I. (1994). *Psychometric theory*. New York: McGraw-Hill.
- Özsomer, A., & Altaras, S. (2008). Global brand purchase likelihood: A critical synthesis and an integrated conceptual framework. *Journal of International Marketing*, 16(4), 1-28.
- Park, H., & Rhee, Y. (2010). Associations among relationship maintenance strategies, organisation-public relationships, and support for organisations: An exploratory study of the non-profit sector. *PRism*, 7(2).

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Peloza, J., & Hassay, D. (2007). A typology of charity support behaviors: Toward a holistic view of helping. *Journal of Nonprofit & Public Sector Marketing*, 17(1), 135-151.
- Penaloza, L. (2000). The commodification of the American West: Marketers production of cultural meanings at the trade show. *Journal of Marketing*, 64(4), 82-109.
- Petter, S., Straub, D., & Rai, A. (2007). Specifying formative constructs in information systems research. *MIS Quarterly*, 623-656.
- Peterson, R. A. (2005). In search of authenticity. *Journal of Management Studies*, 42(5), 1083-1098.
- Piliavin, J. A., & Charng, H. W. (1990). Altruism: A review of recent theory and research. *Annual review of sociology*, 27-65.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5): 879-903.
- Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12(2): 531-544.
- Podsakoff, N. P., Shen, W., & Podsakoff, P. M. (2006). The role of formative measurement models in strategic management research: review, critique, and implications for future research. In D. J. Ketchen, & D. D. Bergh (Eds.), *Research methodology in strategy and management* (pp. 197-252). Emerald Group Publishing Limited.
- Porter, T., Hartman, K., & Johnson, J. S. (2011). Books and balls: Antecedents and outcomes of college identification. *Research in Higher Education Journal*, 13, 1.
- Postrel, V. (2003). *The substance of style: How the rise of aesthetic value is remaking commerce, culture and consciousness*. New York: Harper-Collins Publishers.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Price, L. L., Arnould, E. J., & Tierney, P. (1995). Going to extremes: Managing service encounters and assessing provider performance. *Journal of Marketing*, 59(2), 83-97.
- Ranganathan, S. K., & Henley, W. H. (2008). Determinants of charitable donation intentions: A structural equation model. *International Journal of Nonprofit and Voluntary Sector Marketing*, 13(1), 1-11.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Richardson, D., Bernstein, S., & Hendrick, C. (1980). Deviations from conventional sex-role behavior: Effect of perceivers' sex-role attitudes on attraction. *Basic and Applied Social Psychology*, 1(4), 351-355.
- Richins, M. L. (1994). Valuing things: The public and private meanings of possessions. *Journal of Consumer Research*, 504-521.
- Ringle, C. M., Sarstedt, M., & Straub, D. W. (2012). Editor's comments: a critical look at the use of PLS-SEM in. *MIS Quarterly*. *MIS Quarterly*, 36(1).
- Ritchie, R. J., Swami, S., & Weinberg, C. B. (1999). A brand new world for nonprofits. *International Journal of Nonprofit and Voluntary Sector Marketing*, 4(1), 26-42.
- Roberts-Wray, B. (1994). Branding, product development and positioning the charity. *Journal of Brand Management*, 1(6), 363-370.
- Rossiter, J. R. (2002). The C-OAR-SE procedure for scale development in marketing. *International Journal of Research in Marketing*, 19, 305-335.
- Rowley, J. (1998). Quality measurement in the public sector: some perspectives from the service quality literature. *Total Quality Management*, 9(2-3), 321-333.
- Samu, S., & Wymer Jr, W. W. (2015, January). Social Advertising: Effects of Dominance and Fit on Attitudes and Behavioral Intentions. In *Proceedings of the 2002 Academy of Marketing Science (AMS) Annual Conference* (pp. 226-226). Springer International Publishing.
- Sargeant, A. (1999). Charitable giving: Towards a model of donor behaviour. *Journal of Marketing Management*, 15(4), 215-238.
- Sargeant, A., Ford, J. B., & West, D. C. (2006). Perceptual determinants of nonprofit giving behavior. *Journal of Business Research*, 59(2), 155-165.
- Sargeant, A., Wymer, W., & Hilton, T. (2006). Marketing bequest club membership: An exploratory study of legacy pledgers. *Nonprofit and Voluntary Sector Quarterly*, 35(3), 384-404.
- Schallehn, M., Burmann, C., & Riley, N. (2014). Brand authenticity: model development and empirical testing. *Journal of Product & Brand Management*, 23(3), 192-199.
- Schervish, P. G. (2000). The material horizons of philanthropy: New directions for money and motives. *New Directions in Philanthropic Fundraising*, 29, 17-31.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Schlegelmilch, B. B. (1988). Targeting of fund-raising appeals-How to identify donors. *European Journal of Marketing*, 22(1), 31-40.
- Sirgy, M. J. (1982). Self-concept in consumer behavior: A critical review. *Journal of Consumer Research*, 9, 287-299.
- Sirgy, M. J., Lee, D., Johar, J. S., & Tidwell, J. (2008). Effect of self-congruity with sponsorship on brand loyalty. *Journal of Business Research*, 61(10), 1091-1097.
- Smith, S. M. (1980). Giving to Charitable Organizations: A Behavioral Review and a Framework for Increasing Commitment. *Advances in consumer research*, 7(1).
- Smith, J. R., & McSweeney, A. (2007). Charitable giving: The effectiveness of a revised theory of planned behaviour model in predicting donating intentions and behaviour. *Journal of Community & Applied Social Psychology*, 17(5), 363-386.
- Solomon, M. R. (1983). The role of products as social stimuli: A symbolic interactionism perspective. *Journal of Consumer research*, 10(3), 319-329.
- Stauss, B. (2000). Using new media for customer interaction: a challenge for relationship marketing. In *Relationship marketing* (pp. 233-253). Springer Berlin Heidelberg.
- Steiner, C. J., & Reisinger, Y. (2006). Understanding existential authenticity. *Annals of Tourism Research*, 33(2), 299-318.
- Stephenson, A. L., & Yerger, D. B. (2014). Optimizing engagement: brand identification and alumni donation behaviors. *International Journal of Educational Management*, 28(6), 765-778.
- Stern, B. (1996). Clarifying the construct: What is authenticity. *Advances in Consumer Research*, 13, 392-393.
- Stern, B. B. (1994). A revised communication model for advertising: Multiple dimensions of the source, the message, and the recipient. *Journal of Advertising*, 23(2), 5-15.
- Stern, B., Zinkhan, G. and Jaju, A. (2001) Marketing images: Construct definition, measurement issues, and theory development. *Marketing Theory* 1(2): 201-224.
- Stokburger-Sauer, N., Ratneshwar, S., & Sen, S. (2012). Drivers of consumer-brand identification. *International Journal of Research in Marketing*, 29(4), 406-418.
- Stride, H., & Lee, S. (2007). No Logo? No Way. Branding in the Nonprofit Sector. *Journal of Marketing Management*, 23(1-2), 107-122.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Summers, J. O. (2001). Guidelines for conducting research and publishing in marketing: From conceptualization through the review process. *Journal of the Academy of Marketing Science*, 29(4), 405-415.
- Swaminathan, V., Page, K., & Gürhan-Canli, Z. (2007). "My" brand or "Our" brand: The effects of brand relationship dimensions and Self-Construal on brand evaluations. *Journal of Consumer Research*, 34(2), 248-259.
- Sweeney, J., & Swait, J. (2008). The effects of brand credibility on customer loyalty. *Journal of Retailing and Consumer Services*, 15(3), 179-193.
- Richins, M. L. (1994). Valuing things: The public and private meanings of possessions. *Journal of Consumer Research*, 21, 504-21.
- Roberts-Wray, B. (1994). Branding, product development and positioning the charity. *Journal of Brand Management*, 1(6), 363-370.
- Tajfel, H., & Turner, J. C. (1985). The social identity theory of intergroup behavior. In: Worchel, Stephen and William, G. Austin (eds.), *Psychology of Intergroup Relations*, Chicago: Nelson-Hall, pp. 6-24.
- Teas, R. K., & Palan, K. M. (1997). The realms of scientific meaning framework for constructing theoretically meaningful nominal definitions of marketing concepts. *The Journal of Marketing*, 52-67.
- Tellstrom, R., Gustafsson, I. B., & Mossberg, L. (2005). Local food cultures in the Swedish rural economy. *Sociologia Ruralis*, 45(4), 346-359.
- The 50 Largest U.S. Charities. (n.d.). Retrieved May 17, 2015, from <http://www.forbes.com/top-charities/list/>
- Thompson, C. J., Rindfleisch, A., & Arsel, Z. (2006). Emotional branding and the strategic value of the doppelganger brand image. *Journal of Marketing*, 70(1), 50-64.
- Torelli, C. (2009). Symposium Summary - Brand Symbolism and Reference Groups: Perspectives on the Identity Value of Brands. *Advances in Consumer Research*, 36.
- Trilling, L. (1972). *Sincerity and authenticity*. Cambridge, MA: Harvard Business School Press.
- Tuškej, U., Golob, U., & Podnar, K. (2013). The role of consumer-brand identification in building brand relationships. *Journal of Business Research*, 66(1), 53-59.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Unger, L. S. (1991). Altruism as a motivation to volunteer. *Journal of Economic Psychology*, 12(1), 71-100.
- Urde, M., Greyser, S. A., & Balmer, J. M. (2007). Corporate brands with a heritage. *Journal of Brand Management*, 15(1), 4-19.
- Van Slyke, D. M., & Johnson, J. L. (2006). Nonprofit organizational performance and resource development strategies. *Public Performance & Management Review*, 29(4), 467-496.
- Van Leeuwen, T. (2001). What is authenticity? *Discourse Studies*, 3(4), 392-397.
- Verhoef, P. C. (2003). Understanding the effect of customer relationship management efforts on customer retention and customer share development. *Journal of Marketing*, 67(4), 30-45.
- Viot, C. (2011). Can brand identity predict brand extensions' success or failure? *Journal of Product & Brand Management*, 20(3), 216-227.
- Wang, N. (1999). Rethinking authenticity in tourism experience. *Annals of Tourism Research*, 26(2), 349-370.
- Webb, D. J., Green, C. L., & Brashear, T. G. (2000). Development and validation of scales to measure attitudes influencing monetary donations to charitable organizations. *Journal of the Academy of Marketing Science*, 28(2), 299-309.
- Wee, T. T. T., & Ming, M. C. H. (2003). Leveraging on symbolic values and meanings in branding. *Journal of Brand Management*, 10, 208-218.
- Wetzels, M., Odekerken-Schröder, G., & Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: Guidelines and empirical illustration. *MIS quarterly*, 177-195.
- Whan Park, C., MacInnis, D. J., Priester, J., Eisingerich, A. B., & Iacobucci, D. (2010). Brand attachment and brand attitude strength: Conceptual and empirical differentiation of two critical brand equity drivers. *Journal of Marketing*, 74(6), 1-17.
- Wiedmann, K-P., Hennigs, N., Schmidt, S., & Wuestefeld, T. (2011). The importance of brand heritage as a key performance driver in marketing management. *Journal of Brand Management*, 19(3), 182-194.
- Wilson, B., & Henseler, J. (2007). Modeling reflective higher-order constructs using three approaches with PLS path modeling: a Monte Carlo comparison. ANZMAC.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- Wilson, J. (2000). Volunteering. *Annual review of sociology*, 215-240.
- Wipperfurth, A. (2005). *Brand hijack: Marketing without marketing*. London: Portfolio.
- Wisner, P. S., Stringfellow, A., Youngdahl, W. E., & Parker, L. (2005). The service volunteer - loyalty chain: An exploratory study of charitable not-for-profit service organizations. *Journal of Operations Management*, 23(2), 143-161.
- Wold, H. (1982). Soft modelling: the basic design and some extensions. *Systems under indirect observation, Part II*, 36-37.
- Worthington, R. L., & Whittaker, T. A. (2006). Scale development research: A content analysis and recommendations for best practices. *The Counseling Psychologist*, 34(6), 806-838.
- Wymer, W. (2013). Deconstructing the brand nomological network. *International Review on Public and Nonprofit Marketing*, 10(1), 1-12.
- Wymer, W., & Alves, H. M. B. (2013). Scale development research in nonprofit management & marketing: a content analysis and recommendation for best practices. *International Review on Public and Nonprofit Marketing*, 10(1), 65-86.
- Wymer, W., & Drollinger, T. (2014). Charity Appeals Using Celebrity Endorsers: Celebrity Attributes Most Predictive of Audience Donation Intentions. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-24.
- Wymer, W., & Rundle-Thiele, S. (2014). Supporter loyalty: Conceptualization, measurement, and outcomes. *Nonprofit and Voluntary Sector Quarterly*, doi: 10.1177/0899764014564579.
- Wymer Jr, W. W., & Starnes, B. J. (2001). Conceptual foundations and practical guidelines for recruiting volunteers to serve in local nonprofit organizations: Part I. *Journal of Nonprofit & Public Sector Marketing*, 9(1-2), 63-96.
- Zappala, G., & Lyons, M. (2006). Factors associated with fundraising dependency among nonprofit organisations in Australia. *Australian Journal of Social Issues*, 41(4), 399-417.
- Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence. *The Journal of marketing*, 52, 2-22.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing*, 60(2), 31-46.



**APPENDIX A**

**Questionnaire for Pilot Study 1**

**Informed Consent Notice**

Dear Participant:

You are being invited to participate in a research study that aims to understand your familiarity and attitude towards a number of non-profit (or charitable) organizations. For approximately the next 5 minutes, you will see some questions, and be given the opportunity to express your opinions about few select non-profit organizations. Afterward, there will be some questions related to your general information.

There is no anticipated risk or discomfort related to this research. Moreover, your participation in this survey is completely voluntary. If you feel uncomfortable with any part of this survey at any time, you can discontinue without any consequence. You can withdraw from the survey at any time by simply closing your browser.

The anticipated benefits of this survey are: (1) that agreed compensation from Mechanical Turk, and (2) you may also find the questionnaire to be interesting and insightful. The information collected may not benefit you directly, but findings from this study should provide general benefits to organizations, *practitioners*, and researchers.

The survey will be completely anonymous and confidential. You will not be asked to put your name on the survey, or record your e-mail address. No one (not even the researcher) will be able to identify you or your answers. No individual identities will be used or revealed in any reports or publications resulting from the study. With respect to the privacy of your information, Amazon's Mechanical Turk has a privacy notice available online at <https://www.mturk.com/mturk/privacynotice>

This survey uses Qualtrics (TM) which is an American company. As a consequence, authorities from the United States, under provisions of the Patriot Act, may access this survey data in extreme cases if deemed necessary for public safety.

In general, the results from this may be presented in manuscripts submitted for publication in academic/scientific journals, or presented orally at scientific meetings, seminars, and/or conferences. For more information about this study, to receive the study results, or if you have any other questions regarding your rights as a participant, you may contact Mohammad M. Akbar at [m.akbar@uleth.ca](mailto:m.akbar@uleth.ca). Questions regarding your rights as a participant in this research may be addressed to the Office of Research Ethics, University of Lethbridge (Phone: 403-329-2747 or Email: [research.services@uleth.ca](mailto:research.services@uleth.ca)).

By progressing to the questionnaire you are providing your voluntary consent to participant in this study. Your participation is important and much appreciated.

RECONCEPTUALIZING BRAND AUTHENTICITY

Thank you,

Mohammad M. Akbar  
 Faculty of Management, University of Lethbridge

**\*\*Note: This questionnaire was converted to an online format. \*\***

*First page contained informed consent notice.*

-----Next page-----

*The Questionnaire*

**Questionnaire on Awareness about Non-profit Brands**

Now some questions will be presented to you in order to evaluate your familiarity and attitude toward some selected non-profit organizations.

1. When you think of non-profit organizations, which names come to mind? Please mention three.

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_

2. Please indicate the degree of your familiarity with each of the following non-profit organizations by choosing the relevant number for each non-profit organization.

| Names of the non-profit organizations. |                            | Least familiar |   |   |   |   |   | Most familiar |
|--|----------------------------|----------------|---|---|---|---|---|---------------|
| a                                      | United Way                 | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| b                                      | Red Cross                  | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| c                                      | Goodwill                   | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| d                                      | American Cancer Society    | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| e                                      | World Vision               | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| f                                      | Habitat for Humanity       | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| g                                      | American Heart Association | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| h                                      | Save the Children          | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| i                                      | Make-A-Wish Foundation     | 1              | 2 | 3 | 4 | 5 | 6 | 7             |

## RECONCEPTUALIZING BRAND AUTHENTICITY

3. In your opinion, which of the following non-profit organizations are American people most familiar with? Please choose a number for each non-profit organization.

| Names of the non-profit organizations |                            | Least familiar |   |   |   |   |   | Most familiar |
|---------------------------------------|----------------------------|----------------|---|---|---|---|---|---------------|
| a                                     | United Way                 | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| b                                     | Red Cross                  | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| c                                     | Goodwill                   | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| d                                     | American Cancer Society    | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| e                                     | World Vision               | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| f                                     | Habitat for Humanity       | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| g                                     | American Heart Association | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| h                                     | Save the Children          | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| i                                     | Make-A-Wish Foundation     | 1              | 2 | 3 | 4 | 5 | 6 | 7             |

4. Which of the following non-profit organizations do you like most? Please choose the relevant number for each non-profit organization.

| Names of the non-profit organizations. |                            | Least favorite |   |   |   |   |   | Most favorite |
|--|----------------------------|----------------|---|---|---|---|---|---------------|
| a                                      | United Way                 | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| b                                      | Red Cross                  | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| c                                      | Goodwill                   | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| d                                      | American Cancer Society    | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| e                                      | World Vision               | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| f                                      | Habitat for Humanity       | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| g                                      | American Heart Association | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| h                                      | Save the Children          | 1              | 2 | 3 | 4 | 5 | 6 | 7             |
| i                                      | Make-A-Wish Foundation     | 1              | 2 | 3 | 4 | 5 | 6 | 7             |

### Demographics

Instructions:

As with the rest of your answers to this questionnaire, the following information will NOT be used to identify your responses individually. Rather, this information will be used at a group level for the purpose of describing the overall characteristics of the sample. Please answer the general demographic questions below.

## RECONCEPTUALIZING BRAND AUTHENTICITY

- 5) Please select your age from the drop-down list.
- 6) What is your gender?
  - (a) Male \_\_\_\_\_
  - (b) Female \_\_\_\_\_

**APPENDIX B**

**Questionnaire for Pilot Study 2**

**Informed Consent Notice**

Dear Participant:

You are being invited to participate in a research study that aims to understand your attitude towards two selected non-profit (or charitable) organizations. During the approximate next 10 minutes, you will be asked some questions to express your opinions about two non-profit organizations. Afterward, there will be some questions related to ascertaining your general information.

There is no anticipated risk or discomfort related to this research. Moreover, your participation in this survey is completely voluntary. If you feel uncomfortable with any part of this survey at any time, you can discontinue without any consequence. You can withdraw from the survey at any time by simply closing your browser.

The anticipated benefits of this survey are: (1) that agreed compensation from Mechanical Turk, and (2) you may also find the questionnaire to be interesting and insightful. The information collected may not benefit you directly, but findings from this study should provide general benefits to organizations, *practitioners*, and researchers.

The survey will be completely anonymous and confidential. You will not be asked to put your name on the survey, or record your e-mail address. No one (even the researcher) will be able to identify you or your answers. No individual identities will be used or revealed in any reports or publications resulting from the study. With respect to the privacy of your information, Amazon Mechanical Turk has a privacy notice available online at <https://www.mturk.com/mturk/privacynotice>

This survey uses Qualtrics (TM) which is an American company. As a consequence, authorities from the United States, under provisions of the Patriot Act, may access this survey data in extreme cases if deemed necessary for public safety.

In general, the results from this may be presented in manuscripts submitted for publication in academic/scientific journals, or presented orally at scientific meetings, seminars, and/or conferences. For more information about this study, to receive the study results, or if you have any other questions regarding your rights as a participant, you may contact Mohammad M. Akbar at [m.akbar@uleth.ca](mailto:m.akbar@uleth.ca). Questions regarding your rights as a participant in this research may be addressed to the Office of Research Ethics, University of Lethbridge (Phone: 403-329-2747 or Email: [research.services@uleth.ca](mailto:research.services@uleth.ca)).

By progressing to the questionnaire you are providing your voluntary consent to participant in this study. Your participation is important and much appreciated.

Thank you,

## RECONCEPTUALIZING BRAND AUTHENTICITY

Mohammad M. Akbar  
Faculty of Management, University of Lethbridge

**\*\*Note: This questionnaire was converted to an online format. \*\***

*First page contained informed consent notice.*

-----Next page-----

*The Questionnaire*

### Questionnaire on Brand Authenticity (First Brand)

Now some questions will be presented to you to evaluate your attitude towards two selected non-profit organizations addressing various issues related to these organizations.

| Please indicate the degree of your <i>agreement or disagreement</i> with each of the following statements. |   | Strongly disagree | Disagree | Slightly disagree | Neutral | Slightly agree | Agree | Strongly agree |
|--|---|-------------------|----------|-------------------|---------|----------------|-------|----------------|
| 01   | Goodwill is not a copy or imitation of another organization.                | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 02   | Goodwill is unique.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 03   | Goodwill maintains its originality without compromise.                      | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 04   | Goodwill clearly stands out from other brands.                              | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 05   | Goodwill stays true to itself.  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 06   | Goodwill accomplishes its espoused values.                                  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 07   | Goodwill makes credible promises.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 08   | Goodwill delivers what it promises.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 09   | Goodwill is truthful with its patrons.                                      | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 10   | Quality is central to Goodwill.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 11   | Goodwill is a potent symbol of continued quality.                           | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 12   | Goodwill maintains the most stringent quality standards.                    | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 13   | The quality of Goodwill is ensured by a team of devoted and skilled people. | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |

RECONCEPTUALIZING BRAND AUTHENTICITY

|    |  |   |   |   |   |   |   |   |
|----|--|---|---|---|---|---|---|---|
| 14 | Goodwill is the best brand in its relevant class.                | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15 | Goodwill prioritizes something admirable beyond its own success. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16 | Goodwill represents something noble.                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17 | Goodwill represents important values.                            | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18 | Goodwill is worthy of respect.                                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**\*\*Note: Name of the non-profit brand will be finalized after the first Pilot study. \*\***

**Questionnaire on Brand Authenticity (Second Brand)**

| Please indicate the degree of your <i>agreement or disagreement</i> with each of the following statements. |  | Strongly disagree | Disagree | Slightly disagree | Neutral | Slightly agree | Agree | Strongly agree |
|--|--|-------------------|----------|-------------------|---------|----------------|-------|----------------|
| 01   | Red Cross is not a copy or imitation of another organization.                | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 02   | Red Cross is unique.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 03   | Red Cross maintains its originality without compromise.                      | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 04   | Red Cross clearly stands out from other brands.                              | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 05   | Red Cross stays true to itself.  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 06   | Red Cross accomplishes its espoused values.                                  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 07   | Red Cross makes credible promises.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 08   | Red Cross delivers what it promises.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 09   | Red Cross is truthful with its patrons.                                      | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 10   | Quality is central to Red Cross.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 11   | Red Cross is a potent symbol of continued quality.                           | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 12   | Red Cross maintains the most stringent quality standards.                    | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 13   | The quality of Red Cross is ensured by a team of devoted and skilled people. | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 14   | Red Cross is the best brand in its relevant class.                           | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 15   | Red Cross prioritizes something admirable beyond its own success.            | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 16   | Red Cross represents something noble.  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 17   | Red Cross represents important values.                                       | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |

## RECONCEPTUALIZING BRAND AUTHENTICITY

|    |                                 |   |   |   |   |   |   |   |
|----|---------------------------------|---|---|---|---|---|---|---|
| 18 | Red Cross is worthy of respect. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|----|---------------------------------|---|---|---|---|---|---|---|

**\*\*Note: Name of the non-profit brand will be finalized after the first Pilot study. \*\***

### Demographics

Instructions:

As with the rest of your answers to this questionnaire, the following information will NOT be used to identify your responses individually. Rather, this information will be used at a group level for the purpose of describing the overall characteristics of the sample. Please answer the general demographic questions below.

- 1) Please select your age from the drop-down list.
- 2) What is your gender?
  - (a) Male \_\_\_\_\_
  - (b) Female \_\_\_\_\_

**APPENDIX C**

**Questionnaire for Main Study**

**Informed Consent Notice**

Dear Participant:

You are being invited to participate in a research study that aims to assess your attitude toward a major non-profit (or charitable) organization along with your intentions to support the organization. In the next 10 -15 minutes, you will be asked some questions to express your opinions about various issues related to that non-profit organization. Afterwards, there will be some questions related to ascertaining your general information.

There is no anticipated risk or discomfort related to this research. Moreover, your participation in this survey is completely voluntary. If you feel uncomfortable with any part of this survey at any time, you can discontinue without any consequence. You can withdraw from the survey at any time by simply closing your browser.

The anticipated benefits of this survey are: (1) that agreed compensation from Mechanical Turk, and (2) you may also find the questionnaire to be interesting and insightful. The information collected may not benefit you directly, but findings from this study should provide general benefits to organizations, *practitioners*, and researchers.

The survey will be completely anonymous and confidential. You will not be asked to put your name on the survey, or record your e-mail address. No one (not even the researcher) will be able to identify you or your answers. No individual identities will be used or revealed in any reports or publications resulting from the study. With respect to the privacy of your information, Amazon Mechanical Turk has a privacy notice available online at <https://www.mturk.com/mturk/privacynotice>

This survey uses Qualtrics (TM) which is an American company. As a consequence, authorities from the United States, under provisions of the Patriot Act, may access this survey data in extreme cases if deemed necessary for public safety.

In general, the results from this may be presented in manuscripts submitted for publication in academic/scientific journals, or presented orally at scientific meetings, seminars, and/or conferences. For more information about this study, to receive the study results, or if you have any other questions regarding your rights as a participant, you may contact Mohammad M. Akbar at [m.akbar@uleth.ca](mailto:m.akbar@uleth.ca). Questions regarding your rights as a participant in this research may be addressed to the Office of Research Ethics, University of Lethbridge (Phone: 403-329-2747 or Email: [research.services@uleth.ca](mailto:research.services@uleth.ca)).

By progressing to the questionnaire you are providing your voluntary consent to participant in this study. Your participation is important and much appreciated.

## RECONCEPTUALIZING BRAND AUTHENTICITY

Thank you,

Mohammad M. Akbar  
Faculty of Management, University of Lethbridge

**\*\*Note: This questionnaire was converted to an online format. \*\***

*First page contained informed consent notice.*

-----Next page-----

### *The Questionnaire*

#### **Questionnaire on Brand Authenticity and Support Intentions**

Some questions will now be presented to you in order to assess your attitude towards a major non-profit organization and also your future intentions to support the organization.

A: Degree of familiarity with Goodwill

Please indicate the degree of your familiarity with the following non-profit organization.  
Goodwill:

|                     |  |  |  |  |  |                    |
|---------------------|--|--|--|--|--|--------------------|
| Least familiar<br>1 |  |  |  |  |  | Most familiar<br>7 |
|---------------------|--|--|--|--|--|--------------------|

B: Exogenous Construct (Brand Authenticity)

**\*\*Note: Name of the non-profit brand will be finalized after the second Pilot study. \*\***

| Please indicate the degree of your <i>agreement or disagreement</i> with each of the following statements. |  | Strongly disagree | Disagree | Slightly disagree | Neutral | Slightly agree | Agree | Strongly agree |
|--|--|-------------------|----------|-------------------|---------|----------------|-------|----------------|
|  |  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 01   | Goodwill is not a copy or imitation of another organization. | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 02   | Goodwill is unique.  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 03   | Goodwill maintains its originality without compromise.       | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 04   | Goodwill clearly stands out from other brands.               | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 05   | Goodwill stays true to itself.                               | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 06   | Goodwill accomplishes its espoused values.                   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 07   | Goodwill makes credible promises.                            | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |

RECONCEPTUALIZING BRAND AUTHENTICITY

|    |   |   |   |   |   |   |   |   |
|----|---|---|---|---|---|---|---|---|
| 08 | Goodwill delivers what it promises.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 09 | Goodwill is truthful with its patrons.                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10 | Quality is central to Goodwill.   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11 | Goodwill is a potent symbol of continued quality.                           | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12 | Goodwill maintains the most stringent quality standards.                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13 | The quality of Goodwill is ensured by a team of devoted and skilled people. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14 | Goodwill is the best brand in its relevant class.                           | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15 | Goodwill prioritizes something admirable beyond its own success.            | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16 | Goodwill represents something noble.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17 | Goodwill represents important values.                                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18 | Goodwill is worthy of respect.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

C: Alternative measures of Brand authenticity (with reflective items)

|   |   |  |  |  |  |  |         |
|---|---|--|--|--|--|--|---------|
|   | How would you describe (or rate) Goodwill on the following scale: |  |  |  |  |  |         |
| 1 | Insincere   |  |  |  |  |  | Sincere |
| 2 | Fake  |  |  |  |  |  | Real    |
| 3 | Dishonest   |  |  |  |  |  | Honest  |
| 4 | Copied  |  |  |  |  |  | Unique  |

D: Attention checker

|   |                     |
|---|---------------------|
| If you are reading this statement please select "Slightly agree 5". | Strongly disagree 1 |
|   | Disagree 2          |
|   | Slightly disagree 3 |
|   | Neutral 4           |
|   | Slightly agree 5    |
|   | Agree 6             |
|   | Strongly agree 7    |

E: Endogenous Constructs

RECONCEPTUALIZING BRAND AUTHENTICITY

| Please indicate the degree of your <i>agreement or disagreement</i> with each of the following statements. |  | Strongly disagree | Disagree | Slightly disagree | Neutral | Slightly agree | Agree | Strongly agree |
|--|--|-------------------|----------|-------------------|---------|----------------|-------|----------------|
| 01   | The Brand “Goodwill” reflects who I am.  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 02   | I can identify myself with Goodwill.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 03   | I feel a strong sense of belonging to Goodwill.                                | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 04   | I think Goodwill (could) help(s) me to become the type of person I want to be. | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 05   | Goodwill embodies what I believe in.   | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 06   | Helping troubled people with their problems is very important to me.           | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 07   | People should be more charitable toward others in society.                     | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 08   | People in need should receive support from others.                             | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 09   | I intend to donate to Goodwill in the future.                                  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 10   | I intend to volunteer for Goodwill.  | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 11   | I intend to leave a bequest to Goodwill in my will.                            | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |
| 12   | I intend to recommend others to support Goodwill.                              | 1                 | 2        | 3                 | 4       | 5              | 6     | 7              |

F: Demographics

Instructions:

As with the rest of your answers to this questionnaire, the following information will NOT be used to identify your responses individually. Rather, this information will be used at a group level for the purpose of describing the overall characteristics of the sample. Please answer the general demographic questions below.

- 1) Please select your age from the drop-down list.
- 2) What is your gender?
  - (a) Male\_\_\_\_\_
  - (b) Female\_\_\_\_\_