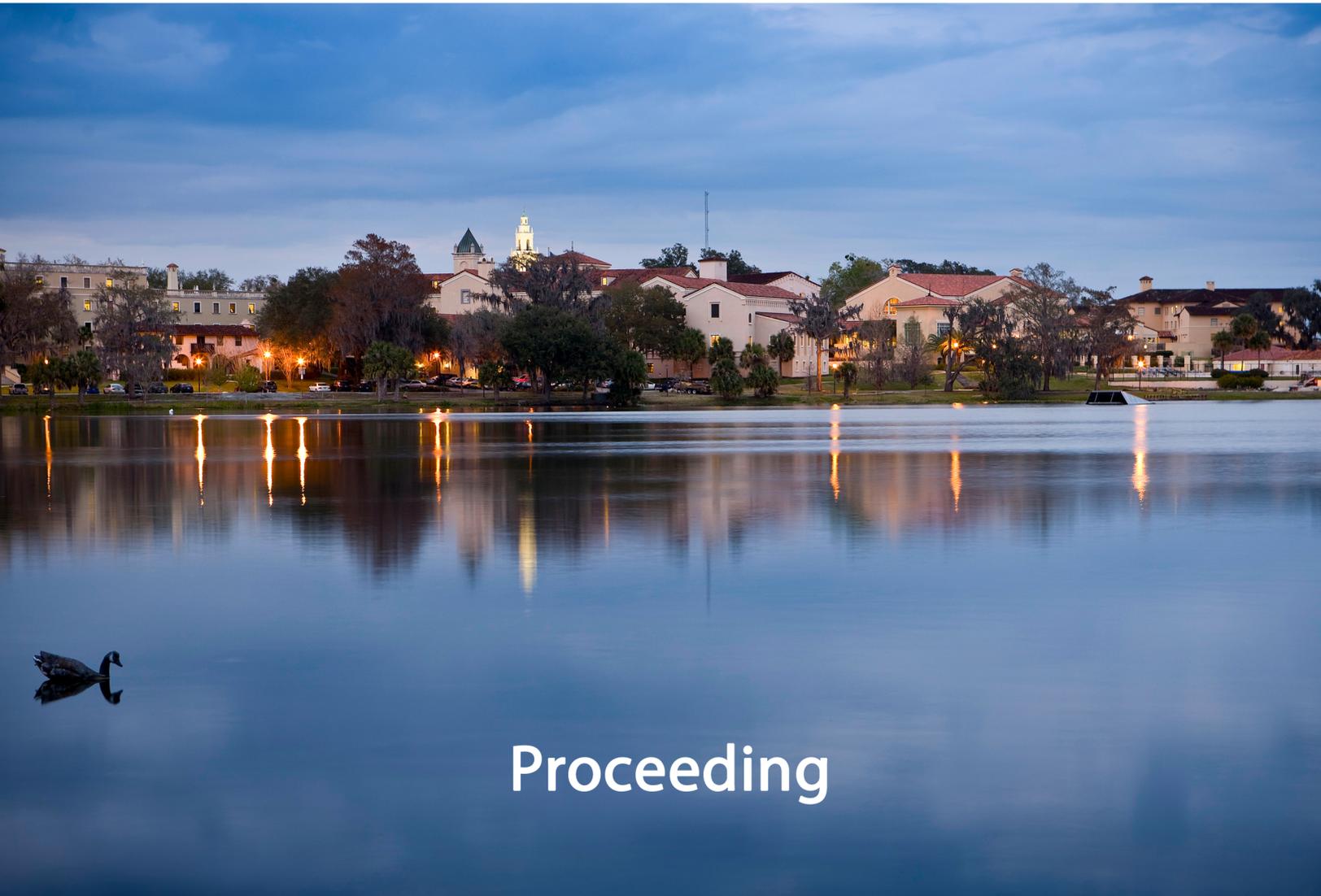


# 3rd International Consumer Brand Relationship Colloquium



Proceeding

26-28 September, 2013  
Rollins College, Winter Park, FL

[www.consumer-brand-relationship.com](http://www.consumer-brand-relationship.com)



# 3<sup>rd</sup> International Consumer Brand Relationship Colloquium

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Letter from the Host



September 1, 2013

Dear Participant,

It is a great pleasure to welcome you to the **3<sup>rd</sup> International Consumer Brand Relationship Colloquium** here at Rollins.

The aim of this event is to build a community of practitioners and researchers who are interested in the study of the relationships consumers have with brands. We have invite full papers, work in progress or case studies which have as a focal point the consumer and the relationship to products, companies, stores, celebrities, or countries brands among others. This event provides an ideal opportunity not only for Ph.D. students and young faculty members sharing their most recent high quality work with other experts in that field of research but also accomplished scholars and practioners. The highest quality full papers from the colloquium will be considered in a special issue of the prestigious *Journal of Brand Management*. Guest Editors Marc Fetscherin & Daniel Heinrich. Foreword by Kevin Keller.

Sincerely,  
Marc Fetscherin

A handwritten signature in black ink that reads "Marc Fetscherin". The signature is written in a cursive, flowing style.

International Business Department  
Rollins College

## Host Institution

Rollins College is pleased to welcome you to the 3<sup>rd</sup> International **Consumer-Brand Relationship** Colloquium in Winter Park, FL, United States. Held at Rollins for the first time in 2010, this event helps to advance the knowledge about consumer-brand relationship by disseminating new research and best company practices, and by encouraging the evolution of new research ideas.

Research accepted for presentation covers various topics of interest, including:

- Consumer celebrity relationships (e.g., sports, entertainment, business celebrity)
- Consumer retailer relationships (e.g., C2B, C2C)
- Consumer company relationships (e.g., stakeholder theory)
- Consumer organization relationships (e.g., political party, sports club/teams, Universities, red cross)
- Consumer place relationships (e.g., city branding, country branding)
- Consumer tourism destination relationships
- Consumer brand relationships across different consumer segments (e.g., children, seniors)
- Positive brand relationship constructs (e.g., brand love, brand passion, brand attachment, brand affection, brand devotion)
- Negative brand relationship constructs (e.g., brand hate, brand objection)
- Storytelling theory and brand relationships
- Brand Relationship theories and underlying constructs
- The role and effect of culture on consumer brand relationships
- Brand cult and religious brands

We express our grateful thanks to all the reviewers who participated in the process of systematically reviewing and selecting all submissions. A special thanks to Rollins College, a main sponsor of this event and the host institution. A special thanks also to all the sponsors of this even which are



We also extend our thanks to all our contributors and supporters: participants, authors, speakers, reviewers, discussants, and session chairs.

We wish you a great event, an enjoyable stay at Rollins College in Winter Park, Florida, and look forward to meeting each one of you individually.

Sponsors

We thank the following sponsors for making this event possible through their generous contributions.



**VICTORINOX**  
SWISS ARMY



## Best Paper Awards

Two best paper awards are granted: (1) a *“Best Paper Award,”* and (2) a doctoral student *“Best Paper Award”*. Candidates for the “Best Paper Award” included all full papers ranking in the top 15% of the double blind review ratings. All full papers with doctoral students as lead authors were considered for the doctoral student “Best Paper Award”. The assessment included the following criteria: Fit of the paper to the event, originality of the paper, contribution to brand relationship theory, methodology rigor, practical contribution and quality of communication. When computing the ranking, the reviewers’ confidence was also taken into account. Note, submissions from the organizer were excluded as award candidates.

## Event Guidelines

We come from many different countries and traditions but are united in the belief that knowledge is created through a two-way exchange of ideas and experiences.

The effectiveness of the event will depend on collegial interactions among us. This will require a good deal of care to ensure that our conduct is respectful, particularly because we are working with a number of cultural norms. To avoid misunderstandings, we offer general guidelines for participants to clarify both the standards and the obligations expected during these next few days.

- It is a common American practice in an academic setting, where people are learning together and from each other, for participants to address each other, presenters, and staff by their first or given names; this is not intended to be disrespectful or discourteous.
- All members of this community are entitled to respect. All individuals are expected in their communication to demonstrate respect for each person’s worth, dignity and capacity to contribute.

If each of us makes an honest effort to ensure that we treat others with professional respect and dignity, all of us will enjoy the maximum possible benefit from working and learning together.

## Organizer Biographies

**Dr. Marc Fetscherin** is an Associate Professor of International Business and Marketing and a Cornell Distinguished Faculty at Rollins College, United States. He is also a fellow at Harvard University and was or still is a visiting professor at the East China University of Science and Technology (China), the



Copenhagen Business School (Denmark), Jacobs University (Germany), the University of Fribourg, (Switzerland) or the Lucerne University of Applied Sciences and Arts (Switzerland). His expertise is in marketing with a specialization in branding such as product brand management, corporate branding, city and nation branding, human brands, co-branding, brand image, brand awareness, brand associations, brand personality, and consumer brand relationships.

He has published 3 books, multiple book chapters and journal articles. His articles have appeared in *Harvard Business Review*, *International Marketing Review*, *European Journal of Marketing*, *Management International Review*, *International Business Review*, *Thunderbird International Business Review*, *International Journal of Emerging Markets*, *Journal of Global Marketing*, *Journal of Brand Management*, *Journal of Place Branding and Public Diplomacy* and others. His most recent co-edited book is “Consumer Brand Relationships: Theory and Practice” published by Routledge, Foreword by Kevin Keller.

**Buy this book**

**CONSUMER-BRAND  
RELATIONSHIPS**

THEORY AND PRACTICE



EDITED BY SUSAN FOURNIER,  
MICHAEL BREAZEALE AND MARC FETSCHERIN  
FOREWORD BY KEVIN KELLER

**order here**

**[www.consumer-brand-relationship.org](http://www.consumer-brand-relationship.org)**

**KEYNOTE SPEAKER: Ms. Daniela Ott, COO Kering Luxury (former PPR)**

**Daniela Ott, Chief Operating Officer Kering**



Luxury (former PPR): Over the past 15 years, Daniela built a dual competency in brand management, strategy and finance, on the one hand, and in merchandising and product knowledge, on the other. Currently Daniela is the COO of PPR Luxury Group, working on expansion of the brands, integration of new brands, delivering operational synergies, and overall strategy of the portfolio. Prior, Daniela was a Director of PPR Luxury advising its Deputy CEO and CEO, the Strategy Director of Gucci Group, as well as the Strategy, Marketing and Merchandising Director at Balenciaga.

Daniela graduated summa cum laude with a Bachelor and Master from LSE and Bocconi, and received the LSE Research Award and Economic & Research Council Award. Daniela studied also at Central Saint Martins and London College of Fashion. Daniela is passionate about Consumers and Brands, researching and lecturing on this topic.

**Education**

2001 MSc, from London School of Economics and Political Science

2000 BSc. from London School of Economics and Political Science

**Experience 13 years in Kering, former PPR Luxury and Gucci Group:**

- Brand Management
- Development of Medium and Long Term Group Strategy
- M&A
- Integration of new brands
- Supply Chain
- Licensing
- Consumer Understanding and CRM

**Experience 5 years at Balenciaga:**

- Brand Management
- Brand and Business Strategy
- Merchandising Set Up for RTW, LG, Shoes
- Licensing
- Retail and Wholesale Activities

**Board Experience:**

- Present:
  - o PPR Luxury Group Management Committee: Members are all CEOs of PPR Luxury Group. Participating and responsible for content since May 2011.
- Past:
  - Balenciaga Management Committee: Members are top 10 executives incl. Creative Director; founded, organized and led Balenciaga's Management Committee every other month from 2004 until 2007.
  - Jewelry and Watch Committee: Part of jewelry and Watch Committee with all CEOs of jewelry and Watch brands in the Group; responsible for organization, content and driving it forward.

**KEYNOTE SPEAKER: Dr. Pankaj Aggarwal**

**Dr. Pankaj Aggarwal** is an Associate Professor of Marketing at the University of Toronto, Department of Management, Scarborough, and has a joint appointment at the Rotman School of Management, University of Toronto. Pankaj received his PhD in marketing in 2002 and his (second) MBA from Graduate School of Business (now, Booth School), University of Chicago. His first MBA degree was received years ago from the premier business school in India, the Indian Institute of Management, Ahmedabad. Pankaj completed his bachelor's degree. In Economics from St. Stephen's College, University of Delhi. After completing his MBA in India, Pankaj worked in the advertising industry for over a decade, working with such leading advertising agencies as Ogilvy & Mather, Young & Rubicam, Lintas, and J. Walter Thompson. Pankaj worked with clients like Nestle, Whirlpool, Olivetti, and Black & Decker, among others. As the Vice President of J. Walter Thompson, Pankaj was heading the New Delhi office before he left to pursue his doctoral



studies. Pankaj's dissertation examined the now increasingly popular issue of Consumer-Brand relationships. In his dissertation work, completed under the guidance of Professor Ann McGill, Pankaj proposed the notion that in their interactions with brands, people's expectations, attitudes and behaviors are guided by the distinct norms that underlie the particular relationship the consumers form with the brand. He examined two different relationship types: communal relationships (in which people interact with others out of a concern for their well-being) and exchange relationships (in which people interact with others to get something back from them) – to test the idea that relationship norms guide people's behavior. His dissertation proposal was the Winner of the Marketing Science Institute's Alden Clayton Dissertation Award for the year 2000. More recently, Pankaj has been interested in a related but a distinct area of research – anthropomorphism – a phenomenon whereby people ascribe human form, traits and behavior to non-human entities. His work in this rich and interesting stream of research has looked at issues related to both product anthropomorphism as well as brand anthropomorphism. More generally, his research on anthropomorphism and brand relationships both use the metaphor of the brand-as-a-person, and use social psychology research to advance our understanding of consumer-brand interactions. More recently, he has looked at issues such as understanding the concept of money versus time, moral behavior, and cross-cultural differences.

**Selected Publications**

- Hee Kyung Ahn, HaeJoo Kim, and Pankaj Aggarwal (forthcoming) "Helping Fellow Beings: Anthropomorphized Social Causes and the Role of Anticipatory Guilt", *Psychological Science*.
- Pankaj Aggarwal and Ann L. McGill (2012), "When Brands Seem Human, Do Humans Act Like Brands? Automatic Behavioral Priming Effects of Brand Anthropomorphism," *Journal of Consumer Research*; August; 307-323
- Pankaj Aggarwal and Richard P. Larrick (2012), "When Consumers Care About Being Treated Fairly: The Interaction of Relationship Norms and Fairness Norms," *Journal of Consumer Psychology*, 22(1), 114-127
- Nina Mazar and Pankaj Aggarwal (2011), "Greasing the Palm: Can Collectivism Promote Bribery?" *Psychological Science*; 22(7): 843-848 (lead article).
- Pankaj Aggarwal and Ann L. McGill (2007), "Is That Car Smiling at Me? Schema Congruity as a Basis for Evaluating Anthropomorphized Products," *Journal of Consumer Research*; 34, 468-479
- Pankaj Aggarwal and Sharmistha Law (2005), "Role of Relationship Norms in Processing Brand Information;" *Journal of Consumer Research*; 32 (December); 453-464
- Pankaj Aggarwal (2004), "The Effects of Brand Relationship Norms on Consumer Attitudes and Behavior," *Journal of Consumer Research*, 31 (June), 87-101.

## Program

### *Program at a Glance*

#### Thursday, September 26

5:00 - 9:30 pm

**Registration** (*Baker and Steinmetz Lobby*)

6:00 - 9:30 pm

**Welcome Reception** (*Baker and Steinmetz Lobby*)

#### Friday, September 27

8:00 - 11:00 am

**Registration Continues** (*Baker and Steinmetz Lobby*)

8:00 - 8:45 am

**Breakfast and Poster Session 1** (*Baker and Steinmetz Lobby*)

8:45 - 9:00 am

**Welcome**

9:00 - 10:30 am

**Paper Session 1** (*SunTrust Auditorium*)

10:30 - 11:00 am

**Break** (*Baker and Steinmetz Lobby*)

11:00 - 12:30 pm

**Paper Session 2** (*SunTrust Auditorium*)

12:30 - 2:00 pm

**Box Lunch**

**Keynote Speaker: Ms. Daniela Ott, COO Kering Group**  
(*SunTrust Auditorium*)

2:00 - 3:30 pm

**Paper Session 3** (*SunTrust Auditorium*)

3:30 - 4:00 pm

**Break** (*Baker and Steinmetz Lobby*)

4:00 - 5:30 pm

**Paper Session 4** (*SunTrust Auditorium*)

5:30 - 5:45 pm

**Official Photo** (*TBD*)

5:45 - 6:15 pm

**Free Campus Tour and Reception** (Start at *Crummer Building, Baker and Steinmetz Lobby*)

6:15 - 7:00 pm

**Reception** (*Mills Memorial Center, Outdoor Patio*)

7:00 - 10:00 pm

**Gala Dinner** (*Mills Memorial Center, Galloway Room*)

#### Saturday, September 28

7:15 - 8:15 am

**Breakfast** (*Baker and Steinmetz Lobby*)

8:15 - 9:00 am

**Keynote Speaker Pankaj Aggarwal, University of Toronto** (*SunTrust Auditorium*)

9:00 - 10:30 am

**Paper Session 5** (*SunTrust Auditorium*)

10:30 - 11:00 am

**Break** (*Baker and Steinmetz Lobby*)

11:00 - 12:30 pm

**Paper Session 6** (*SunTrust Auditorium*)

12:30 - 1:30 pm

**Lunch break** (*Baker and Steinmetz Lobby*)

**Meet the editors session (invitation only). SI of JBM** (*Crummer room 107*)

1:30 - 3:00pm

**Paper Session 7** (*SunTrust Auditorium*)

3:00 - 3:15pm

**Award Ceremony - End**

*Program subject to change*

## Program

### Detailed Program

#### Thursday, September 26<sup>th</sup>

5:00 - 9:30 pm

#### Registration

*(Ground Floor, Baker and Steinmetz Lobby)*

6:00 - 9:30 pm

#### Welcome Reception

*(Ground Floor, Baker and Steinmetz Lobby)*

#### Friday, September 27<sup>th</sup>

8:00 - 11:00 am

#### Registration Continues

*(Ground Floor, Baker and Steinmetz Lobby)*

8:00 - 8:45 am

#### Breakfast and Poster Session 1

*(Ground Floor, Baker and Steinmetz Lobby)*

Tracking High School Football Recruits' Use of Twitter for Self-Promotion

Edward (Ted) M. Kian, Oklahoma State University, USA

Role of Brand Personality in Strengthening Consumer Brand Relationship

Anuja Pandey, Centre for Management Education, AIMA, India

Will you defend your Loved Brand? Brand Defense superseding Advocacy

Mansoor Javed, Coventry University, United Kingdom

Bano Mansoor, Creative Cores Media Group Ltd, United Kingdom

Legitimacy, Reputation and Sustainability

Hans Ruediger Kaufmann, International Business School at Vilnius University, Cyprus

Gianpaolo Basile, University of Salerno, Italy and Vitez University, Bosnia Herzegovina

Consumers first, then Brands: "Potterian" Marketing as a Potential Alternative to the "Procterian

Frederic Dalsace, HEC Paris, France

Coralie Damay, ISC Business School, France

David Dubois, INSEAD, France

8:45 - 9:00 am

#### Official Welcome

Welcome Remarks Provost Dr. Carol Bresnahan

Welcome Remarks Dean Dr. Bob Smither

Welcome from Organizer Dr. Marc Fetscherin

9:00 - 10:30 am

#### Paper Session 1: Brand Love

*(SunTrust Auditorium)*

Session chair: Cid Goncalves Filho, Universidade Fumec, Brazil

What's this thing called love? Exploring the relationship between brand love, personality, and the propensity to anthropomorphize

Ronald Voorn, University of Twente, The Netherlands

Sabrina Hegner, University of Twente, The Netherlands

Piet Kommers, University of Twente, The Netherlands

Does love towards brands make consumer blind? The role of product category

Marc Fetscherin, Rollins College, USA

Michele Boulanger, Rollins College, USA

Cid Goncalves Filho, Universidade Fumec, Brazil

Brand love anchors: how do brand love and product love articulate?

Gachoucha Kretz, ISC Paris, France

## Program

Brand Love is in the Heart: Physiological Responding to Advertised Brands

Wendy Maxian, Xavier University, USA  
Samuel D. Bradley, University of South Florida, USA  
Wesley Wise, Kansas State University, USA  
Elizabeth N. Toulouse, Texas Tech University, USA

**10:30 - 11:00 am**

**Break**

*(Ground Floor, Baker and Steinmetz Lobby)*

**11:00 - 12:30 pm**

**Paper Session 2: Brand Trust, Brand Attachment, and Brand Engagement**

*(SunTrust Auditorium)*

Session chair: Nilesh Patel, Issues & Answers Network, Inc., USA

Brand Wars: Consumer Brand Engagement as client-agency battlefield

Rossella C. Gambetti, Università Cattolica del Sacro Cuore, Italy  
Silvia Biraghi, Università Cattolica del Sacro Cuore, Italy  
Don E. Schultz, Northwestern University, USA  
Guendalina Graffigna, Università Cattolica del Sacro Cuore, Italy

Low Price Guarantee: Creating Brand Trust in Retailing through Mass Communication

Euler Alves Brandao, Stetik Group, Brazil  
Cid Gonçalves Filho, Universidade Fumec, Brazil  
Reynaldo Maia Muniz, Federal University of Minas Gerais, Brazil

How to Build Brand Attachment with Commodity: The case of a Brazilian Cement Company

Antonio Santos Jr., Lafarge, Brazil

**12:30 - 2:00 pm**

**Lunch and Keynote Speaker: Ms. Daniela Ott, COO Kering Group**

*(Ground Floor, SunTrust Auditorium)*

**2:00 - 3:30 pm**

**Paper Session 3: Brand Relationships and Social Media**

*(SunTrust Auditorium)*

Session chair: Don Schultz, Northwestern University, USA

Are Visitors Outsiders? The Effect of Viewing Posts in Online Brand Communities

Zhimin Zhou, Shenzhen University, China  
Ning Zhang, City University of Hong Kong, China

Are Marketers Killing Brands... A Proposed Triangulation study

Don Schultz, Northwestern University, USA  
Martin Block, Northwestern University, USA

The catalyst effect of Social Media in crisis communication management in the context of brand reputational threats

Mariana Victorino, Catholic University Portugal, Portugal

Generating brand culture in online brand communities

Sharon Schembri, University of Texas-Pan American, USA  
Lorien Latimer, Griffith University, Australia

## Program

3:30 - 4:00 pm

### Break

*(Ground Floor, Baker and Steinmetz Lobby)*

4:00 - 5:30 pm

### Paper Session 4: Brand Loyalty and Brand Authenticity

*(SunTrust Auditorium)*

Session chair: Chris Malone, Fidelum Partners, USA

The process of customer engagement, self-brand connections and loyalty within hedonic and utilitarian services

Kay Naumann, Macquarie University, Australia

Jana Bowden-Everson, Macquarie University, Australia

Tracey Dagger, Monash University, Australia

Warmth and competence as drivers of alumni loyalty and giving in higher education

Chris Malone, Fidelum Partners, USA

Jamie Ressler, Point Loma Nazarene University, USA

Brand Relationship Quality and the implications for loyalty

Eliane Cristine Francisco Maffezzolli, Pontificia Universidade Católica do Paraná, Brazil

Elder Semprebom, Universidade Federal do Paraná, Brazil

Paulo Henrique Muller Prado, Universidade Federal do Paraná, Brazil

Some Antecedents and Outcomes of Brand Authenticity Brand Authenticity

Manfred Bruhn, University of Basel, Switzerland

Verena Schoenmüller, University of Basel, Switzerland

Daniela Schäfer, University of Basel, Switzerland

Daniel Heinrich, Technische Universität Braunschweig, Germany

5:30 - 5:45 pm

### Official Photo

*(TBD)*

5:45 - 6:15 pm

### Free Campus Tour and Reception

*(Ground Floor, Baker and Steinmetz Lobby)*

6:15 - 7:00 pm

Reception *(Mills Memorial Center, Outdoor patio)*

7:00 - 10:00 pm

### Gala Dinner

*(Mills Memorial Center, Ground Floor, Galloway Room)*

## Saturday, September 28<sup>th</sup>

7:15 - 8:15 am

### Breakfast

*(Ground Floor, Baker and Steinmetz Lobby)*

8:15 - 9:00 am

**Keynote Speaker: Professor Pankaj Aggarwal, University of Toronto**

*(SunTrust Auditorium)*

## Program

**9:00 - 10:30 am**

### **Paper Session 5: Social Relationships and CBR** (*SunTrust Auditorium*)

Session chair: Aaron Ahuvia, University of Michigan-Dearborn, USA

The role of brands when children share snack time with peers

Valerie Hemar-Nicolas, University of Paris Sud, France

Mathilde Gollety, Pantheon Assas University, France

Coralie Damay, ISC Business School, France

Pascale Ezan, University of Rouen and Rouen Business School, France

Social consumption theory: On interactions between social relationships and CBRs

Aaron Ahuvia, University of Michigan-Dearborn, USA

Phillipp Rauschnabel, University of Bamberg, Germany

The effects of contextual motivations on the Consumer-Brand Relationship

Marina Carnevale, Fordham University, USA

Ozge Yucel-Aybat, Pennsylvania State University-Harrisburg, USA

Lauren Block, Baruch College, City University of New York, USA

**10:30 - 11:00 am**

### **Break**

(*Ground Floor, Baker and Steinmetz Lobby*)

**11:00 - 12:30 pm**

### **Paper Session 6: Consumer Brand Relationships internationally: Cases from India, Malaysia, Uruguay, and Holland**

(*Second Floor, Room 208*)

Session chair: Sabrina Hegner, University of Twente, The Netherlands

Brand Personality and Relational Analysis

Juan Pablo Carrero, Universidad Catolica del Uruguay, Uruguay

Stuck in a crisis - An experimental study of the relationship between crisis response strategies and post-crisis brand equity in the fashion industry

Sabrina Hegner, University of Twente, The Netherlands

Ardion Beldad, University of Twente, The Netherlands

Sjarlot Kamphuis op Heghuis, University of Twente, The Netherlands

A grounded theory approach to investigate consumer-brand relationships in India

Sreejesh, S. IBS Hyderabad, India

Subhadip Roy, Indian Institute of Management Udaipur, India

Market orientation, relationship marketing and brand equity. The study of authorized independent automobile dealers in Malaysia

Noor Hasmini Abd Ghani, Universiti Utara Malaysia, Malaysia

Osman Mohamad, Multimedia University, Malaysia

**12:30 - 1:30 pm**

**Lunch break** (*Baker and Steinmetz Lobby*)

**Meet the editors' session (invitation only). Discussion of the special issue of the Journal of Brand Management** (*Crummer room 107*)

## Program

**1:30- 3:00pm**

**Paper Session 7: Consumer Brand Relationships in Healthcare and Sports**  
*(SunTrust Auditorium)*

Session chair: Ed Lebar, Blackbar Consulting LLC, USA

Brand Authenticity in Healthcare: conceptualizing authenticity in the Portuguese private hospital market  
Guilherme Victorino, Universidade Nova de Lisboa, Portugal

Football consumers and their football club brand: more than a wedding

Ricardo Cayolla, University of Aveiro, Portugal

Sandra Maria Correia Loureiro, Instituto Universitário de Lisboa (ISCTE-IUL), Portugal

The business case for Consumer Brand Relationships

Ed Lebar, Blackbar Consulting LLC, USA

Max Blackston, Blackbar Consulting LLC, USA

Characteristics of consumers' brand relationships with hockey teams- committed relationships for life

Samil Aledin, University of Turku, Finland

**3:00 - 3:15 pm**

**Award Ceremony**

**3:15pm**

**End**

ABSTRACTS

FRIDAY, SEPTEMBER 27<sup>th</sup>

POSTER SESSION 1

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**Tracking High School Football Recruits' Use of Twitter for Self-Promotion**

Edward (Ted) M. Kian, Oklahoma State University, USA

**Purpose:** The purpose of this study was to examine individual online branding efforts of U.S. high school football recruits who had active Twitter accounts and were ranked among the top players in the country by Rivals.com in advance of the 2013 national signing day.

**Methodology/Approach:** This content analysis tracked Twitter accounts of (A) The 10 highest-rated recruits who had never publicly given an oral commitment to any university and thus seemingly would have their tweets followed by fans of multiple college football programs; (B) The 10 highest-rated recruits who were orally committed to a specific university three weeks before signing day. The number of daily followers for both groups were examined for three weeks leading up to and after signing day to see how many Twitter followers they gained/lost over those periods.

**Findings:** Somewhat surprisingly, there were no significant differences in the number of Twitter followers before and after signing day based on recruits' commitment status for 18 of 20 tracked players. Most surprising, eight of the uncommitted prospects who waited until national signing day to announce their college destination actually saw a slight increase in followers afterward.

**Implications:** This study showed that superstar football recruits attempting to build personal brands by waiting to announce choices are no more successful than those who commit to one school early.

**Originality:** This was the first known study to examine Twitter usage and/or branding efforts of prep athletes.

**Role of brand personality in strengthening consumer brand relationship**

Anuja Pandey, Centre for Management Education, AIMA, India

**Purpose:** The study is based on the premise that brand is a partner in a dyadic relationship with the consumer. And brand personality plays an important role in the establishment of ties with the consumer. While much research has been conducted on mapping brand personality, limited research exists that examines the congruence of parent personality and extended brand personality and how they establish brand associations which effect consumer brand relationships.

**Design/Methodology/Approach:** The research is based upon surveys. The brand personality scale developed by Aaker (2004) is used to measure brand personalities of parent and extended brand. Brand association is measured by modifying the scale by Aaker and Keller.

**Findings:** Result indicates a strong congruence between the parent and extended brand personality. The results indicate a significant relationship between the brand personality and brand association. And brand association leading to further strengthening brand equity, brand loyalty.

**Implications:** The findings confirmed that consumer brand relationship supports brand extension and loyalty. In order to develop strong Consumer brand relationship, the brand should develop a distinct brand personality which is further transferred in brand extensions.

**Originality/Value:** To best of my knowledge, this type of study was not conducted in India with reference to personal grooming brands. This is of value to brand managers as personal grooming products are nearest to consumer extended self. In addition, it contributes to growing research role of brand personality.

**Will you defend your Loved Brand? Brand Defense superseding Advocacy**

Mansoor Javed, Coventry University, United Kingdom

Bano Mansoor, Creative Cores Media Group Ltd, United Kingdom

**Purpose:** The basic aim of this study is to holistically develop an understanding about the different types of consumers' future Word of Mouth behavioral intentions towards a loved brand in case of negative

WOM about the loved brand, and develop a scale for Brand Defense being the strongest Word of Mouth outcome of Brand Love.

**Design/Methodology/Approach:** Critical Incident Technique is used to develop brand defence scale; an online survey is conducted amongst 128 UK residents aged 18 and over in the United Kingdom.

**Findings:** The study develops a Brand Defence scale in the scenario of brand love. It suggests that Brand Love fosters consumer brand trust that refrains consumers to trust the negative information and leads to an automated defence behavior towards their loved brands.

**Implications:** Brand love with its positive WOM outcomes followed by advocacy and Brand Defense can avert the destructive impact of negative WOM. Therefore managers by employing adequate strategies to foster brand love can reverse the advice pattern in the market. The major limitation of the research is the sample size of 128 respondents with only one product category (mobile phone).

**Originality/Value:** This is the first study that develops a scale for Brand Defence. Moreover, no Brand Love study except Javed (2013) and Javed and Roy (2013) studied WOM as a focal point in Brand Love studies, and no Brand Love study except Donovan et al. (2012) explores Brand Love outcomes in a negative scenario.

### **Legitimacy, reputation, and sustainability**

Hans Ruediger Kaufmann, International Business School at Vilnius University, Cyprus  
Gianpaolo Basile, University of Salerno, Italy and Vitez University, Bosnia Herzegovina

**Purpose:** This paper aims at filling a gap we perceive to exist in scientific literature with relation to the notions of legitimacy and reputation, contributing to the current debate on the current role of companies representing both, parts of a context and vital systems that survive thanks to their competing skills. This work aims to provide an interdisciplinary contextual contribution taking into account Institutional and Neo-Institutionalist theories, the Viable System Approach, the Stakeholder Theory and Organizational Branding studies within a broader context of Corporate Branding. The conceptual basis of this work is based on the assumption that, although different in their respective purposes, legitimacy and reputation can become mutually supportive 'institutions', i.e. conditions, useful to acquire both social status and competitive advantage that are key factors for corporate survival.

**Design/Methodology/Approach:** We shall try to interlink the notions of sustainability and ethical/social responsibility with the legitimacy and reputation concepts, sustaining that it is a condition that can support the company's relation to brand lovers, its social survival and the creation or the consolidation of its reputation. We empirically examine two antecedents of the financial, regulatory, and public dimensions of legitimacy and reputation in Italian cases.

**Originality/Value:** We appeal that acknowledging the differences and effective interplay between legitimacy and reputation, according to the sustainability concept, becomes important when carrying out governance activities and when planning segmentation and positioning strategies, which are essential to corporate marketing and communications policies to achieve higher levels of credibility, visibility and trust of all stakeholders involved.

### **Consumers first, then Brands: "Potterian" Marketing as a Potential Alternative to the "Procterian**

Frederic Dalsace, HEC Paris, France  
Coralie Damay, ISC Business School, France  
David Dubois, INSEAD, France

This paper speculates that there may exist an alternative to the traditional way of marketing products in the fast moving consumer goods (FMCG) sector. We would like to propose that marketing did not fundamentally change since 1933, when Procter & Gamble first introduced Camay, a new brand to compete with its own Ivory soap brand. This incredibly bold move created the "brand manager", whose task was to ensure that the brand would fulfill the specific needs of the targeted consumers. Consumers were no longer equally attractive under this approach, and segmentation relying on age groups was a key way to create segments with varying needs. Marketing, as we know it, was born.

Over the years, we believe that brands may have displaced consumers in the mind of marketers and in the heart of marketing's action – at least partially. Put differently, we suspect that firms may be sometime more eagerly seeking to build long-lasting brands with symbolic value rather than to focus on durably retaining consumers. A critical inspection of this "Procterian" approach, its fundamental premises and its

evolutions suggest that another model may be possible. We propose a new model based on a cohort-based segmentation, a strong emotional bonding to the product, and a loyalty-centered strategy pivoting around a marketing-mix that co-evolves with its targeted customers. We name it the “Potterian model”, in reference to the famous character who ages at the same speed as its readers. Of course, suggesting that another approach is possible does not imply that we believe that today’s way to market FMCGs is no longer valid. Rather, our goal is to enrich the repertoire of possible marketing approaches, to initiate new behavioral research aimed at understanding longitudinal consumption patterns and to stimulate further thinking on managerial practices. This paper is organized as follows. We first analyze the premises, activities and consequences of the traditional marketing approach. Using the same framework, we then describe our Potterian model, and speculate in the conclusion on the extent of its possible use.

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## PAPER SESSION 1: BRAND LOVE

### What’s this thing called love? Exploring the relationship between brand love, personality, and the propensity to anthropomorphize

Ronald Voorn, University of Twente, The Netherlands

Sabrina Hegner, University of Twente, The Netherlands

Piet Kommers, University of Twente, The Netherlands

**Purpose:** Brands represents enormous amounts of money to companies, understanding how to influence what drives consumers in brand selection is of great importance. The present study contributes to a further understanding of this by examining the influence of personality, moderated by product category, on brand love as defined by Batra et al., (2012) as the first empirically grounded model in the field.

**Design/Methodology/Approach:** An online survey amongst 410 students between 18 and 26 was organized in the first half of 2013 in the Netherlands.

**Findings:** Openness was found to significantly predict brand love. Possible cultural influences could explain differences with other brand love studies. Moderating effects were found by level of involvement as well as motivational category that products belong to.

**Implications:** The findings underscore the fact that more efforts by marketers are necessary to create brand love for low involvement and informational products. Both in knowing the details about target groups as well as in branding and framing activities.

**Originality/Value:** To the best of our knowledge this is the first time the moderating influence of the product category on the effects of the independent variable of personality (as measured by the big five) on the brand love prototype model as developed by Batra et al., (2012).

### Does love towards brands make consumer blind? The role of product category

Marc Fetscherin, Rollins College, USA

Michele Boulanger, Rollins College, USA

Cid Gonçalves Filho, Universidade Fumec, Brazil

**Purpose:** This paper examines whether relationships between consumers and their favorite brands are impacted by types of products, and if so, how and to which extent.

**Design/Methodology/Approach:** Close to one thousand Brazilian respondents evaluated their relationship with their favorite brand in one of four product categories studied: mobile phones, soft drinks, shoes, and cars. Exploratory factor analysis techniques followed by confirmatory factor analysis and structural equation modeling techniques were primarily used to and assess these relationships and the potential existence and intensity of product category effect.

**Findings:** We uncover that brand love affects brand loyalty and those both impact word of mouth and purchase intention. Direction-wise, these relationships behave similarly across product categories. But we found significant differences in terms of the intensity of the relationships on the brand outcome variables word of mouth and purchase intention. We also found that the ability to recall quickly a favorite brand appears to impact these relationships.

**Implications:** This paper demonstrates that consumer brand relationships are very similar across product categories. However, certain categories tend to have more intense relationships than others. These results will need to be confirmed in other cultural environments.

**Originality/Value:** Marketing literature includes many articles addressing the influence of product classification on consumer brand relationships. Yet our study suggests that this classification may be less important in the study design than other product characteristics such as being a consumer's favorite brand or being recalled quickly by a consumer.

#### **Brand love anchors: how do brand love and product love articulate?**

Gachoucha Kretz, ISC Paris, France

**Purpose:** The present paper investigates how product love and brand love articulate in a passionate consumer-brand relationship.

**Design/Methodology/Approach:** The authors explore how brand love and product love interact within a consumer-brand relationship and specifically how meaning transfers from one to the other. The study consists in 15 in-depth interviews aiming at delineating brand and product love through consumers' expressed attitudes toward luxury brands and products.

Building on cultural branding theories, this research finds two models: a meaning transfer model explaining the Brand Love relationship and a three-stage consumer-brand relationship model explaining how Brand Love emerges and evolves in time depending on consumer values.

**Implications:** Findings suggest that Brand Love emerges either from a competition, collaboration or information of brands and products depending on the intensity of the consumer-brand relationship. Besides, Brand Love and product love may not always be connected and the intensity of the Brand Love relationship may depend on whether consumers are seeking for status and identity; for knowledge and excellence or for hedonism and perfection.

**Originality/Value:** Brand Love research has so far confounded brand love and love for possessions in its conceptual frameworks as well as in its findings, leading to confusion. The authors address that gap by analyzing how brand love and product love interact and by identifying the anchors of brand love and product love.

#### **Brand Love is in the Heart: Physiological Responding to Advertised Brands**

Wendy Maxian, Xavier University (Ohio), USA

Samuel D. Bradley, University of South Florida, USA

Wesley Wise, Kansas State University, USA

Elizabeth N. Toulouse, Texas Tech University, USA

**Purpose:** Advertising executive Kevin Roberts proposed that premium profits lie in strong emotional connections with brands that engender "loyalty beyond reason." This study uses psychophysiological measures to empirically investigate the basic premises asserted by Roberts (2005).

**Design/Methodology/Approach:** To test Roberts' theory, participants were exposed to a series of 36 brand logos from 18 product categories. Self-report measures included enhanced attitude toward the brand, brand identification, and emotion valence and arousal scales. Physiological signals, including heart rate, skin conductance response, and facial electromyography.

**Findings:** Findings supported Roberts' conceptualization of brand love. Individuals' unique set of more-loved brands elicited positive emotional responses, suggesting that brand love partially functions at the subconscious level. Participants also perceived their more-loved brands as more positive and arousing than their less-loved brands.

**Implications:** The notion of brand love, which varies at an individual level, is compatible with the current trend toward targeted advertising. Advertisers should continue creating emotionally charged brand relationships. Consumers should be aware of their relationships with brands.

**Originality/Value:** The current study demonstrates the power of branding, and of logos in particular, to engage consumers at a subconscious, emotional level. By testing an applied theory, researchers ascertained the impact branding can have on consumers' emotional responses.

## PAPER SESSION 2: BRAND TRUST, BRAND ATTACHMENT, AND BRAND ENGAGEMENT

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### **Brand wars: Consumer brand engagement as client-agency battlefield**

Rossella C. Gambetti, Università Cattolica del Sacro Cuore, Italy

Silvia Biraghi, Università Cattolica del Sacro Cuore, Italy

Don E. Schultz, Northwestern University, USA

Guendalina Graffigna, Università Cattolica del Sacro Cuore, Italy

**Purpose:** Much of extant literature points to Consumer-Brand Engagement (CBE) as a potential amplifier of the conflicts which have always characterized client and agency relationships. In that context, CBE is viewed as a method of recognizing and understanding consumer-brand relationships through peer-to-peer dialogue, based on listening and discussion among and between all parties. In this paper we aim at exploring how clients and agencies currently conceive and pursue their relationships to achieve CBE, confronting their sensitivities and priorities in order to depict a unifying and anchored in the field conceptual framework.

**Design/Methodology/Approach:** This paper is based on a quali-quantitative study that systematically, and then interpretively, explores and contrasts the views, sensitivities, and managerial logics of a purposive sample of brand/marketing managers and agency professionals as regards the concept and the practice of CBE.

**Findings:** Our findings show that CBE is depicted as a “brand war battle field” where clients’ and agencies’ opposing views and business logics result in dyadic relationships with consumers.

**Implications:** Based on our research we argue that CBE should be seen as a fuzzy interactive space where consumers play a leading role in activating continuously evolving relationships. Those relationships force clients and agencies to reconfigure the structure of their relational exchange.

**Originality/Value:** We contend that to go beyond the traditional linear relationship pattern confronting dyads of actors (i.e. client-agency; client-consumers) the network-based relational pattern depicted by CBE is needed, where consumers, clients, and agencies are interconnected by the brand in an ever-evolving dialogic relationship.

### **Low price guarantee: Creating brand trust in retailing thought mass communication**

Euler Alves Brandao, Stetik Group, Brazil

Cid Gonçalves Filho, Universidade Fumec, Brazil

Reynaldo Maia Muniz, Federal University of Minas Gerais, Brazil

**Purpose:** The retail industry in Brazil was, in 2012, the main investor in publicity, responsible for US \$135 billion. The objective of this work is to present a case of Ricardo Eletro, an electronic goods retailer, that growth from 37 to 285 stores, with US \$2 billion revenues in 2012. This research explores how elements of communication can affect perceptions of a brand, in a market that competitors use the same arguments in their advertisement campaigns (price).

**Design/Methodology/Approach:** The qualitative phase includes 96 full interviews and eight discussion groups. The quantitative phase obtained 584 questionnaires. A hypothetical model was tested based on ARM (Advertising Response Model) (cf. Petty & Cacioppo, 1986; Metha, 1994).

**Findings:** According to the research, the communication in this sector guides the consumer to evaluate a retailer’s brand, considering mainly the criteria of price. The data analyzed shows that the executional elements of advertising, which are elements of the peripheral route of information processing, influence significantly the way people accept and trust the central messages communicated, causing a stronger brand perceptions.

**Originality/Value:** This research considered the advertising as an aesthetic object, and under this broader perspective, we could understand more clearly its persuasion power. The methodology adopted in this research, brings a new perspective to measure the effectiveness of communication.

### How to build brand attachment with commodity: The case of a Brazilian cement company

Antonio Santos Jr., Lafarge, Brazil/France

**Purpose:** Commodities are standardized products that, due to this particularity, are hard to differentiate. The objective of this work is to present a case of differentiation built applying branding concepts into a commodity product.

**Design/Methodology/Approach:** A case study will be presented, including data collected in a marketing research that applied quantitative (survey in 3 cities with 385 respondents) and qualitative approaches. The 3 years advertisement campaign on TV plus out of home activities and the impacts of different strategies applied on sales will be analyzed and discussed.

**Findings:** The qualitative phase of the research revealed that there are significant emotional bonds between consumer and cement brands. On the quantitative phase, the emotional component of brand image was the dimension with the higher impact on brand equity.

**Implications:** The research also shows that previous experiences with the brand deploy significant impact on image and brand equity. The company decided to run a point of sales promotional strategy, to motivate consumers to try and evaluate the product. This strategy, associated with an emotional bondage advertising campaign on TV caused a significant impact on sales.

**Originality/Value:** The main contribution of this research is to provide an empirical support of how a commodity could be differentiated through the creation attachment among its consumers. This case includes research data and real market performance details that bring important implications.

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#### KEYNOTER: Ms. Daniela Ott, COO Kering Group

Not provided

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### PAPER SESSION 3: BRAND RELATIONSHIPS AND SOCIAL MEDIA

#### Are Visitors Outsiders? The Effect of Viewing Posts in Online Brand Communities

Zhimin Zhou, Shenzhen University, China

Ning Zhang, City University of Hong Kong, China

**Purpose:** This study investigates how simply viewing posts affects visitors' intention to join the online brand community and purchase the brand.

**Design/Methodology:** The paper develops the conceptual model based on relevant literature that sheds light on the research hypotheses and empirically tests the hypotheses with the approach of partial least square (PLS) modeling using the data collected via an online survey platform in China.

**Findings:** The results show that visitors as observers of the community may be attracted by informational and perceived social values simply through viewing posts. Informational value may result in their positive attitude toward the brand community and the brand, but perceived social value can lead to positive community attitude only. The results also indicate that visitors' attitude toward the brand community would drive them to join the community, form a positive attitude toward the brand and improve purchase intention. However, visitors' attitude toward the brand does not impact their intention to participate the community directly. Besides, their intentions to participate in the community are not found to increase the likelihood of purchasing the brand.

**Implications:** Managers of online brand communities should focus on facilitating online information sharing by encouraging members to post online. They should also foster a culture of harmony among members by facilitating both online and offline social interactions.

**Originality/Value:** Different from most of the current literature on brand community members, the paper originally describes how visitors can be influenced by the brand community.

**Acknowledgement:** The authors are grateful for the financial support from the National Natural Science Foundation of China (Grant Nos. 70802042; 71272090) and the Foundation for High Level University Talents of Guangdong Province.

### Are marketers killing brands... A proposed triangulation study

Don E. Schultz, Northwestern University, USA

Martin Block, Northwestern University, USA

Vijay Viswanathan, Northwestern University, USA

**Purpose:** The past decade has witnessed significant shifts in both the macro and micro environments. The main objective of this study is to examine whether consumers' preference for manufacturer national brands today is as strong as it was, say a decade ago.

**Design/Methodology/Approach:** Initial findings from a large-scale survey across multiple product categories indicate a decreasing preference amongst consumers for manufacturer national brands. Interestingly, this is accompanied by a non-trivial increasing preference for the No Preference option. Similar results were found when the authors delved deeper into three specific categories - cereals, cosmetics and OTC allergy medications. To validate and explain these results the study used two other data sources, the Customer Loyalty Engagement Index from Brand Keys and the brand value measures from BAV Consulting.

**Findings:** Alternative measures and methodologies only confirmed the initial findings. The study finds that consumers increasingly evaluate different brands in the category as being more and more similar.

**Implications:** Brands are operating in a smaller competitive space and consumers are finding it increasingly difficult to differentiate brands. In short, most brands, and particularly those in the three categories that were examined in this category, face a high risk of 'commoditization'.

**Originality/Value:** This is perhaps the first study that brings to light the dangerous trend of decreasing differentiation between brands using different data sources and methodologies. The study discusses some of the possible reasons for this phenomenon as well as the consequences for marketing and brand managers.

### The catalyst effect of social media in crisis communication management in the context of brand reputational threats

Mariana Victorino, Catholic University of Portugal, Portugal

**Purpose:** Establish to what extent the dissemination of social media is acting as a catalyst to the (re)definition of brands' communication strategies to manage reputational threats; analyzing whether this is entailing a larger brands' exposure to threats and demanding the definition and implementation of adjusted crisis communication practices.

**Design/Methodology/Approach:** A qualitative methodology, using a single case sampling, based on an event was chosen in order to produce evidence resulting from the in-depth study of the selected case (Ensitel – Avenir Telecom).

**Findings:** Social media are acting as catalysts for the definition of a brand communication strategy since, the larger exposure, leads a brand to define and implement communication practices, even where they did not exist. Social media are contributing to a much quicker and wide dissemination of situations that affect a brand's reputation and consequently changing the way these are being managed.

**Implications:** Brands, often unprepared to deal with reputational threats, are changing their behavior towards: recognizing errors; regretting attitudes; adopting transparency; looking for specialized counsel; implementing a new communication strategy – internally and externally and, above all, changing the mentality of the leadership.

**Originality/Value:** The impact of social media on crisis communication is a rather under-investigated field. Brands tend to only show concern about this area when they experience a situation that damages their reputation and are reluctant to share information in this area, because it deals with sensitive issues they rather keep silent or confidential. We aim to contribute towards the strengthening of the existing theory and also to provide relevant guidelines for the corporate business world.

### Generating brand culture in online brand communities

Sharon Schembri, The University of Texas – Pan American, USA  
Lorien Latimer, Griffith University, Australia

**Purpose:** Consumers are increasingly performing the role of producers of organizational value through collective consumption and especially so in the context of social media. Online, consumers are forming tribal-like communities around brands. The purpose this work identifies and describes how an online brand community generates brand culture.

**Design/Methodology/Approach:** This netnographic research demonstrates that online brand community members construct and co-construct brand culture in different ways: through the construction of self; through the formation of emotional member-member and member-brand relationships; through storytelling; and through ritualistic practices.

**Implications:** Theoretically, the empirical evidence confirms and extends theories related to the extended self and the construction of self, consumer-brand relationships, storytelling, and ritualistic behavior. More practically, this work demonstrates an authentic avenue to enhance brand experience and the consequent construction and co-construction of brand culture.

**Originality/Value:** As an interpretive research project and more specifically as a netnographic investigation, this work gives a depth of insight on the generation of online brand culture. As an interpretive research project, there is no claim made with regards the generalizability of the findings but rather the value of the work is found in the complexities captured and demonstrated in the reported findings. More than that, this work provides other online brand communities a mechanism by which to uncover what and how members are generating that brand culture. This uncovered understanding will then enable the organization to further enhance the brand culture in line with those findings.

## PAPER SESSION 4: BRAND LOYALTY AND BRAND AUTHENTICITY

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### The process of customer engagement, self-brand connections and loyalty within hedonic and utilitarian services

Kay Naumann, Macquarie University, Australia  
Jana Bowden-Everson, Macquarie University, Australia  
Tracey Dagger, Monash University, Australia

**Purpose:** Despite recent and increasing interest surrounding customer engagement (CE), attempts to capture its potential antecedents and consequences continue to lack empirical clarity, and research has yet to explore CE across a variety of service contexts. This study aims to address this gap by empirically investigating how CE operates across hedonic and utilitarian services through its proposed antecedents of: satisfaction, trust, affective commitment and rapport; and proposed consequences, being: self-brand connections (SBC) and loyalty.

**Design/Methodology/Approach:** An online survey is conducted using a consumer panel of 500 respondents. The hedonic services used are: fine dining restaurants and five star leisure stay hotels; and the utilitarian services are: consumer banks and telecommunication providers. Structural Equation Modeling is used to examine the data set.

**Findings:** Affective commitment is the strongest driver of SBC; and satisfaction is the strongest antecedent to loyalty. Surprisingly, trust has a negative relationship to SBC. Interestingly, the four antecedents to CE operate equally across both service categories.

**Implications:** Service managers need to adjust their marketing strategies according to the CE outcome they hope to achieve. The operation of CE was the same across the hedonic and utilitarian services, implying that the constructs used to construct the research model are generalisable across the range of service types used within this study.

**Originality/Value:** To the authors' knowledge, this study is the first to empirically test how the selected drivers and outcomes of CE operate across hedonic and utilitarian service types. This research therefore enables managers to better predict the likelihood and salience of CE across range of service types.

### Warmth and competence as drivers of alumni loyalty and giving in higher education

Chris Malone, Fidelum Partners, USA

Jamie Ressler, Point Loma Nazarene University, USA

**Purpose:** The stereotype content model has been used by psychologists to understand many facets of human interaction. In 2012, the model was extended to brands by Kervyn, Fisk and Malone. The model uses warmth and competence as predictors of relationships with brands. In this study, warmth and competence are used to better understand alumni loyalty and giving to a higher education brand.

**Design/Methodology/Approach:** The stereotype content model was modified for use in a university setting and sent to the alumni of a Midwest medium-sized residential university. Multinomial logistic regression was used to predict alumni loyalty and giving. Warmth and competence were found to be highly predictive of overall loyalty to the university. SPSS Amos was used to identify the best model fit. Using the model, it was determined that improving perceptions of warmth and competence will have a 27 to 41 percent pass through impact on loyalty with each one point increase in loyalty, the average annual gift size should increase by \$61.27.

**Implications:** This study affirmed the use of the warmth and competence as drivers of alumni loyalty and giving. University administrators can focus on building brand warmth and competence to improve alumni loyalty and giving.

**Originality/Value:** The extension of the warmth and competence model into the area of branding is relatively new. This is the first extension of the model into the area of a higher education brand.

### Brand Relationship Quality and The Implications for Loyalty

Eliane Cristine Francisco Maffezzolli, Pontifícia Universidade Católica do Paraná, Brazil

Elder Semprebom, Universidade Federal do Paraná, Brazil

Paulo Henrique Muller Prado, Universidade Federal do Paraná, Brazil

**Purpose:** The objective of this study was to contribute to the literature on brand relationship through the measurement of the construct known as Brand Relationship Quality (BRQ) and test the relationship of this variable on loyalty, regarded as one of the most relevant results in the relationship structure.

**Design/Methodology/Approach:** A survey of 508 respondents was conducted with Brazilian consumers. Two product categories were evaluated: sports shoes and jeans. The analysis was performed using structural equation.

**Findings:** The results demonstrate the validity of the measurement model and emphasize the positive and significant relationship between BRQ and loyalty. The findings add to this relationship a reflection on the product category and the gender difference. The female group and evaluators of the sneakers category showed, respectively, the greatest impact on loyalty and greater explanatory power of this relation.

**Implications:** This research implies a reinforcement of the emotional, cognitive and behavioral aspects in the brand's publicity and communication when it aims to offer incentives to encourage a strong relationship with the consumer. It also implies that in considering the success of the brand relationship strategy can be linked to the variables of gender and product category, which suggests greater management attention to the promotional strategies to be adopted.

**Originality/Value:** This research adds explanation about the BRQ measurement with Brazilian consumers. We show that the BRQ model is sensitive to product category and gender. Furthermore, it contributes to new researches about BRQ and loyalty behavior.

### Some Antecedents and Outcomes of Brand Authenticity Brand Authenticity

Manfred Bruhn, University of Basel, Switzerland

Verena Schoenmüller, University of Basel, Switzerland

Daniela Schäfer, University of Basel, Switzerland

Daniel Heinrich, Technische Universität Braunschweig, Germany

**Purpose:** In times of increasing uncertainty, authenticity is an essential human aspiration making it a key issue in contemporary marketing and a major factor for brand success. By conducting a literature review and several studies with different consumers and brands we develop a scale for measuring the strength of consumers' perceived brand authenticity.

**Design/methodology/approach:** The main objective of our work is to conceptualize and operationalize the construct of perceived brand authenticity. For this purpose a multi-stage scale development is conducted.

**Findings:** The empirical study indicates that authenticity is analyzed as consisting of four dimensions: continuity, originality, reliability, and naturalness. We also demonstrate discriminant validity of brand authenticity with regards to related marketing constructs. Finally, we show that three brand characteristics, namely brand local icon value, brand heritage, and integrated brand presence have a significant positively impact on brand authenticity, whereas commercialization only significantly influences two dimensions of the authenticity construct negatively.

**Originality/value:** To the best of our knowledge, this study is the first to develop a measurement scale to assess consumers' perceived authenticity of a brand. This can help to broaden the understanding of consumer-brand relationship.

## SATURDAY, SEPTEMBER 28<sup>TH</sup>

### KEYNOTER: Professor Pankaj Aggarwal, University of Toronto, Canada

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#### Using Relationship Norms to Understand Consumer-Brand Interactions

Pankaj Aggarwal, University of Toronto, Canada

**Purpose:** The main premise underlying the research presented in this talk is that when consumers form relationships with brands, they use norms of interpersonal relationships as a guide in their brand interactions – both to guide their own behaviors as well as to evaluate the brand and its actions. I examine differences between communal relationships (in which benefits are given to show concern for the partner) and exchange relationships (in which benefits are given to get something back from the partner) on one hand, and between servant brands (where the brand is expected to provide the benefits to the consumer) and partner brands (where the consumer works alongside the brand to get the benefits) on the other, to support the overall premise about relationship norms guiding consumer evaluations.

**Design/Methodology/Approach:** Laboratory experiments are conducted to test the overall premise. Results from multiple studies across six different projects are reported. The results show consistently that the norms underlying the type of relationship that consumers form with brands guide their expectations which in turn determine their attitudes and behavior.

**Implications:** This line of research has a wide range of implications for both researchers as well as practitioners. The findings offer a unique framework to better understand the underlying mechanism that not only explains why different consumers might behave differently but also offers a predictive model that would help practitioners manage their brand portfolios more successfully.

**Originality/Value:** This line of research is among the first in offering a broad model to better understand the underlying mechanism of how and why the relationship metaphor might be appropriate in the context of consumer-brand interactions. Further, this research extends the earlier work that used the communal-exchange framework to the additional domain of servant-partner relationship but simultaneously highlighting the validity of relationship norms as the mechanism that drives consumer attitudes and behavior.

## PAPER SESSION 5: SOCIAL RELATIONSHIPS AND CONSUMER BRAND RELATIONSHIPS

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### The role of brands when children share snack time with peers

Valerie Hemar-Nicolas, University of Paris Sud, France  
Mathilde Gollety, Pantheon Assas University, France  
Coralie Damay, ISC Business School, France  
Pascale Ezan, University of Rouen and Rouen Business School, France

**Purpose:** While previous studies on children's consumer behavior have mostly demonstrated the social role played by clothing brands, this research examines how children choose food brands when sharing snack times with their peers. The focus includes both the role of brands and the interactions that they entail.

**Design/Methodology/Approach:** 64 children, six to twelve years of age, participated in one of ten organized snack times (five with unbranded products, five with branded products). They were observed and then interviewed in focus groups.

**Findings:** Children mostly select the products according to their taste preference whatever the brand name is. They make individual decision and are hardly influenced by their peers. Food brands, even consumed within a peer group, are not used by children to convey their identities and enhance social integration. Nevertheless, brands offer a common language children can use to designate products.

**Implications:** This research contributes to the identification of the role played by food brands in children's peer groups and may be helpful when considering the future of children's food marketing and tackling the issue of childhood obesity.

**Originality/Value:** While food brands are increasingly consumed by children within peer group and consequently should play a growing social role, this research is one the first studies to explore the symbolism consumption of food brands among young consumers.

### Social consumption theory: On interactions between social relationships and CBRs

Aaron Ahuvia, University of Michigan- Dearborn, USA  
Philipp Rauschnabel, University of Bamberg, Germany

**Purpose:** Social consumption theory integrates research from consumer-brand relationships, interpersonal relationships, anthropomorphism, attachment theory, materialism, positive psychology, and brand love; to explain why and when consumers' interpersonal relationships influence their consumer-brand relationships (CBRs). In particular, we look how both the presence and absence of interpersonal relationships shapes the motivations for CBRs, and how interpersonal relationships form mental templates (AKA prototypes) that shape the nature of CBRs.

**Design/Methodology:** The paper is based on a comprehensive literature review and the results from several new empirical studies using survey data analyzed through structural equations modeling.

**Findings:** Our results speak to the question of when consumers form dyadic relationships directly with brands and products, versus using CBRs as a means to create or shape interpersonal relationships. Our results show that, for example, anthropomorphism is strongly related to brand love, and in many cases this is primarily because of its ability to help consumers form dyadic relationships directly with brands and products.

**Implications:** For many experiential, hedonic, or symbolic products; encouraging CBRs that are modeled on interpersonal relationships may be a more effective marketing strategy than further enhancing on instrumental utility.

**Originality/Value:** Social consumption theory is original primarily for its scope and integrative orientation. Some of the data presented here will also shed new light on the important question of when, and in what ways, CBRs are truly relationships with products and brands, as opposed to simply being tools for facilitating interpersonal relationships.

### The effects of contextual motivations on the Consumer-Brand Relationship

Marina Carnevale, Fordham University, USA

Ozge Yucel-Aybat, Pennsylvania State University-Harrisburg, USA

Lauren Block, Baruch College, City University of New York, USA

**Purpose:** While self-gift giving has been increasingly popular in marketing literature, most of the work has focused on its antecedents, rather than its consequences. The current research examines this phenomenon by focusing on consumers' subsequent relationships with brands they buy to reward themselves or to compensate for negative events and investigates the moderated impact of these contextual motivations and self-brand connection on brand evaluations.

**Design/Methodology/Approach:** Two experiments are conducted to examine the phenomenon of interest.

**Findings:** Results show that contextual motives influence consumers' brand evaluations, such that individuals with self-reward or compensatory motives display higher attitude toward the brand than those who have no motives for the purchase. Also, the findings demonstrate that this effect holds true only for individuals with low levels of self-brand connection.

**Implications:** Our findings suggest that marketers of indulgent products may benefit from emphasizing contextual motivations to encourage the purchase of indulgent self-gifts in their ads. However, our findings suggest that these attempts work best when consumers with low self-brand connection are targeted.

**Originality/Value:** We contribute to marketing research and literature on self-gift giving by examining what happens after consumers reward themselves or cheer themselves up by purchasing self-gifts. Specifically, we show that these contextual motivations matter and significantly affect subsequent consumer-brand relationships. We also contribute to consumer research and literature on self-brand connection by exploring the importance and role of self-brand connection in self-gifting behaviours. Specifically, we show that consumers with low self-brand connection have more positive attitudes toward the brands they purchase because of self-rewarding or self-compensating motives.

### PAPER SESSION 6: CONSUMER BRAND RELATIONSHIPS INTERNATIONALLY: CASES FROM INDIA, MALAYSIA, URUGUAY, AND THE NETHERLANDS

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#### Brand Personality in Uruguay

Juan Pablo Carrero, Universidad Católica del Uruguay

**Purpose:** The overall objective of our work is the analysis of the brand and its development in terms of the cultural context in which it is presented.

We have focused on one of the most important constructs such as brand personality. In order to achieve our goal we have decided to review and apply the model of Aaker (1997) in the situation of an emerging market, with distinct cultural, social and historical differences.

**Design/Methodology/Approach:** To develop our work, we have taken as a basis the concept of knowledge structure. We understand brand personality as a construct whose structure is formed by the network of human traits associated by consumers to the brand. The network of associations and meanings can be measured from the techniques and indicators of relational analysis.

**Findings:** We can identify from the indicators and visualizing the network, which attributes are effectively central in the knowledge structure, and responsible for its cohesion, these attributes are: sophisticated, prestigious and guaranteed in the case of Uruguay. There is a co-occurrence of rational and emotional attributes.

**Implications:** Integrating the socio-cultural dimension to the analysis, allow us to understand differences across cultures and their respective brand knowledge structures.

**Originality:** Being able to identify the position of the brand personality attributes and their relative importance in the formation of meaning in the consumer's cognitive structure, we believe, is key to analyze properly and manage the aspects of intangible capital.

### **Stuck in a crisis - An experimental study of the relationship between crisis response strategies and post-crisis brand equity in the fashion industry**

Sabrina Hegner, University of Twente, The Netherlands

Ardion Beldad, University of Twente, The Netherlands

Sjarlot Kamphuis op Heghuis, University of Twente, The Netherlands

**Purpose:** Brands are susceptible to various forms of crises, regardless of whether a brand's conscious deviation from socially acceptable practices or forces and activities beyond brand's control prompted a crisis. Undeniably, crises can have negative ramifications for the brand's reputational and financial assets.

**Design/Methodology/Approach:** An experimental study with 187 residents of eastern region of the Netherlands was conducted to determine whether or not crisis response strategies influence post-crisis brand equity. Additionally, the research also investigated the influence of pre-crisis brand trust on the relationship between crisis response and post-crisis brand equity.

**Implications:** Results show that the ways brands react to a crisis have an influence on brand equity. Non-response leads to the depreciation of brand equity. Furthermore, pre-crisis brand trust can serve as a buffer for a brand during a crisis and even after it.

**Originality/Value:** There is little research into the impact of crises on brands and the impact of crisis responses on brand equity. Hence, this research primarily aims determining the effects of various crisis response strategies on brand equity. Secondly, the research will also investigate the role pre-crisis brand trust plays in the relationship between crisis response and brand equity, which hasn't been investigated so far.

### **A grounded theory approach to investigate consumer-brand relationships in India**

Sreejesh, S. IBS Hyderabad, India

Subhadip Roy, Indian Institute of Management Udaipur, India

**Purpose:** Even though the concept of consumer brand relationship (CBR) is well researched, there is a lot of criticism against the existing conceptualizations of CBR. The purpose of the present study is to propose a new conceptualization of consumer-brand relationships and to generate a theoretical model of the antecedents and consequences of consumer-brand relationships which is theory based, but also more grounded in reality.

**Design/Methodology/Approach:** A grounded theory approach was used to explore the dimensions of consumer-brand relationships and the related constructs. Using data from 20 users of major brands, a series of in-depth interviews, documentary evidence, follow-up participant checks and collaborative analysis was used. Over 68 CBR concepts were coded, seven major categories of CBR were identified and a theoretical model to describe the process of CBRs was developed.

**Findings:** Four CBR stages were identified with their respective contexts as: (a) relationship establishment stage: cognitive context; (b) relationship-augmentation stage: affective context (c) maintenance stage: conative context; and (d) relationship outcome stage, action or behavioral context. Sub categories of each stage of the theoretical model were identified and the subsequent relationships illustrated.

**Implications:** The present study introduced a new and robust model of consumer-brand relationship through identifying and integrating concepts exclusively from branding, rather than undue dependence on metaphoric transfer from psychological theories to branding paradigm.

**Originality/Value:** The present study has contributed to branding theory by bringing added clarity and directness to the consumer-brand relationship literature through the proposition of a testable and pragmatic model of CBR.

**Market orientation, relationship marketing and brand equity. The study of authorized independent automobile dealers in Malaysia**

Noor Hasmini Abd Ghani, Universiti Utara Malaysia, Malaysia  
Osman Mohamad, Multimedia University, Malaysia

**Purpose:** This paper is to examine the mediator effect of relationship marketing components (i.e. trust, commitment and satisfaction) toward the relationship between market orientation and brand equity.

**Design/Methodology/Approach:** This study concerning retailer's perspective that's represented by authorized independent sales dealers among branded cars in Malaysia. For the purpose of data collection, 132 of these dealers in Peninsular Malaysia were randomly selected. A survey method was conducted among them using a questionnaire.

**Findings:** The result shows that relationship marketing components i.e. trust, commitment and satisfaction are found to mediate the relationship between market orientation and brand equity.

**Implication:** Finding suggests that firms' encouragement of their dealers to be market-oriented companies is vital as it enables the dealers to increase their market knowledge. However, success in implemented relationship marketing is crucial as it help to conceptualize and explain how market orientation brings about the development of brand equity.

**Originality/Value:** This study adds value by revealing the key mediator of relationship marketing component in market orientation and branding area. Interestingly, while majority of relationship marketing studies have focused in western, but, this study that focus in the context of Malaysian dealers provide a base for additional research to further develop not only in the fields of marketing orientation but relationship marketing in Asia where limited research exists, particularly in contribution to brand equity development.

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**PAPER SESSION 7: CONSUMER BRAND RELATIONSHIPS IN HEALTHCARE AND SPORTS**

**Brand Authenticity in Healthcare: Conceptualizing authenticity in the Portuguese private hospital market**

Guilherme Victorino, ISEGI-Universidade Nova de Lisboa, Portugal

**Purpose:** This study aims to explore hospital patients and healthcare professionals beliefs and perceptions on service quality and customer experience and identify elements that contribute to brand authenticity in healthcare.

**Design/Methodology/Approach:** A qualitative study was conducted in 2 private hospitals. A total of 32 healthcare professionals (16 doctors and 16 nurses) were interviewed and 43 patients participated in focus groups discussions. Data were analyzed using qualitative content analysis.

**Findings:** With similar offers in terms of access and quality in the public and private healthcare sector, the empowered consumer navigates in a complex service industry, full of uncertainty when choosing a provider. Authenticity stood out as a distinctive characteristic of healthcare brands and new dimensions of the construct were determined.

**Implications:** Brands play a new role in healthcare relationships as they contribute to increase trust and help consumers to make their decisions. This research is the base for future research to understand its effects over hospital-patient relationship variables and consequently over business value.

**Originality/Value:** There is an opportunity for private hospitals to craft authenticity as a unique characteristic of their brand and service delivery. The perceived risk of lower customer service in the public sector, the increase access through private insurance and probably other variables such as access to information and patient empowerment have an impact on the emergence of authenticity as a strategic asset for consumer-brand relationships in healthcare.

### Football consumers and their football club brands: More than a wedding

Ricardo Cayolla, University of Aveiro, Portugal

Sandra Maria Correia Loureiro, Instituto Universitário de Lisboa (ISCTE-IUL), Portugal

**Purpose:** Some consumers tend to have extreme behaviors in their relationships to certain brands. This is the case of football fans. So, we propose to understand what football fans consumers are willing to do, what kind of sacrifices they are willing to do, in order to be close to their football club brand.

**Design/Methodology/Approach:** In this first study, 97 structured telephone interviews (from a list of 123 potential respondents) were conducted. Each interview lasting 15 to 30 minutes. Respondents were between 22 and 81 years of age. The percentage of men is 97% and profile varies from an entrepreneur, manager, student, lawyer, retired, employee (public and private), professor, athlete, coach.

**Findings:** The findings of this first study reveal four major facets: passion/soul, be different, leave all behind, personal risk. Now we are working in depth interviews (about 60 minutes) with several selected respondents based on the contacts provided by this first study in order to better understand the personal risks wherein fans incur and the kind of religious experience that fans seem to have.

**Originality/Value:** Our research will contribute to knowledge in marketing field given new insights about the extreme consumer-brand relationships. The football (soccer) context was selected to explore how far football club fans are willing to go to be close to their football club brand.

### The Business case for Consumer Brand Relationships

Ed Lebar, BlackBar Consulting LLC, USA

Max Blackston, BlackBar Consulting LLC, USA

**Purpose:** BrandYield embarked on a program of quantitative research with the following objectives: To identify which types of Brand Relationship influence each stage of brand development, and to quantify their contribution to: the development and maintenance of brands' customer franchises and brands' financial performance at the aggregate level.

**Design/Methodology/Approach:** An internet survey involving 48 brands in 8 different categories, using a representative sample of over 1500 consumers, divided into 3 cells. Brands were evaluated on a range of evaluative and behavioral measures, including: brand Image and personality, brand experiences/brands' attitudes, brand usage and preference, consumer communication about brands (WOM and Social Media).

Compilation of published financial data for 30 of the same mono brands.

**Findings:** Identification and measurement of 5 archetypal Brand Relationships which - across all brands and categories - contribute significantly to the market value of these brands. Relationship-based Brand Equity has almost the same influence on brands' market value as brand franchise size. In addition, Brand Relationships contribute significantly to the development of the brand franchise itself, and hence are a source both of future as well as current market value. However different relationships will build acquisition and retention. And our Brand Relationships and franchise metrics are a strategic tool for improving market capitalization to sales valuations. Stability of the overall branded business can be assessed when estimating the relative contributions from Relationship Equity, franchise strength and operating profit to market value/sales.

**Originality/Value:** Max Blackston, my partner's, approach to measuring Brand Relationships is derived from the principles of Relational Psychology, in which the brand is seen as a Transitional Object, represented in consumers' minds as both object and source of emotions and behaviors. By using a psychological model, rather than conceptualizing Brand Relationships a priori as analogues of interpersonal relationships, it is possible to adopt an empirical and heuristic methodology for quantifying Brand Relationship Equity. Viewing relationship equity and franchise strength separately opens up new possibilities for improving returns for marketing and sales efforts. We also assess which brand relationships among brand users and non-users are most likely to influence positive and negative consumer brand communication.

**Characteristics of consumers' brand relationships with hockey teams- committed relationships for life**

Samil Aledin, University of Turku, Finland

**Purpose:** Consumers' relationships with sports brands (teams) are underexplored types of relationships. In the portfolio of consumer-brand relationship they have special characteristics require attention. The objective of this study is to explore and understand the special characteristics of consumers' brand relationships with sport teams in the context of ice hockey.

**Design/Methodology/Approach:** The study is qualitative, and the empirical data was collected in ten in-depth interviews, in which male participants (29-55 years of age) were asked to tell their "life story" with their favourite hockey team. The interpretation was inspired by the constructs of Fournier's (1998) and Kim & Trail's (2011) BRQ models.

**Implications:** High level of brand commitment and avoidance are characteristic to consumers' brand relationship with hockey teams. If the brand relationship is not inherited from a family member, it is usually chosen at an early stage, sometimes even by accident. However, once the team is chosen, it is chosen for life just like the teams to avoid, disgust and even hate. This study implies that with regard to consumers' brand relationships with hockey teams abusive interaction between the supporters of diverse teams needs to be included in brand relationship qualities (BRQ).

**Originality/Value:** This study discusses special characteristics of consumers' brand relationships with hockey teams. Particularly the high level of brand commitment and the importance of brand community in brand experience are addressed.

Program

Participant List (As of August 31, 2013)

Last Name	First Name	University	Country
Abd Ghani	Noor Hasmini	Universiti Utara Malaysia	Malaysia
Aggarwal	Pankaj	University of Toronto	Canada
Ahuvia	Aaron	University of Michigan-Dearborn	USA
Aledin	Samil	University of Turku	Finland
Biraghi	Silvia	LABCOM-Universita Cattolica del Sacro Cuore	Italy
Block	Martin	Northwestern University	USA
Boulanger	Michele	Rollins College	USA
Bowden-Everson	Jana	Macquarie University	Australia
Brandao	Euler	Stetik Group-Pro Brasil Propaganda	Brazil
Bresnahan	Carol	Rollins College	USA
Carnevale	Marina	Fordham University	USA
Carrero	Juan Pablo	Universidad Catolica del Uruguay	Uruguay
Cayolla	Ricardo	University of Aveiro	Portugal
Dagger	Tracey	Monash University	Australia
Dalsace	Frederique	HEC Paris	France
DiCunzolo	Kristin	Victorinox Swiss Army	USA
Fetscherin	Marc	Rollins College	USA
Francisco Maffezzoli	Eliane Cristine	Pontificia Universidade Católica do Paraná	Brazil
Gambetti	Rossella C.	Universita Cattolica del Sacro Cuore	Italy
Gollety	Mathilde	Universite Pantheon-Assas	France
Goncalves Filho	Cid	Universidade Fumec	Brazil
Gour	Mohit	Issues & Answers Network Inc.	USA
Hegner	Sabrina	University of Twente	the Netherlands
Heinrich	Daniel	Technische Universitat Braunschweig	Germany
Hemar-Nicolas	Valerie	University of Paris Sud	USA
Hourigan	Renee	Victorinox Swiss Army	USA
Javed	Monsoor	Coventry University	UK
Kaufmann	Han Ruediger	University of Nicosia	Cyprus
Kian	Edward	Oklahoma State University	USA
Kretz	Gachoucha	ISC Paris	France
Lebar	Edward	BlackBar Consulting LLC	USA
Malone	Chris	The Relational Capital Group	USA
McInnes-Bowers	Cecilia	Rollins College	USA
Maxian	Wendy	Xavier University	USA
Naumann	Kay	Macquarie University	Australia
Newton	Kathyrn		Canada
Ott	Daniela	Kering Group	France
Pandey	Anuja	All India Management Association	India
Pascale	Ezan	University of Rouen Rouen Business School	France
Patel	Nilesh	Issues & Answers Network Inc.	USA
Piretra	Dennis	Victorinox Swiss Army	USA
Prado	Paulo	Universade Federal do Parana	Brazil
Ressler	Jamie	Point Loma Nazerine University	USA

Program

Roy	Subhadip	Indian Institute of Management	India
Santos	Antonio	Lafarge	Brazil
Schembri	Sharon	University of Texas-Pan American	USA
Schultz	Don E.	Northwestern University	USA
Smither	Bob	Rollins College	USA
Victorino	Guilherme	Universidade Nova de Lisboa	Portugal
Victorino	Mariana	Catholic University Portugal	Portugal
Voorn	Ronald	University of Twente	Netherlands
Zhou	Zhimin	Shenzhen University	China

**Total Participants: 52**

**Countries Represented: 17**

*List of Country Distribution (As of August 30, 2013)*

<b>Country</b>	<b>Number of participants</b>
Australia	3
Brazil	5
Canada	2
China	1
Cyprus	1
Finland	1
France	5
Germany	1
India	2
Italy	2
Malaysia	1
Netherlands	2
Portugal	3
UK	1
Uruguay	1
USA	21
<b>Grand Total</b>	<b>52</b>



Since 1885, Rollins has been educating students for global citizenship and responsible leadership and empowering graduates to pursue meaningful lives and productive careers.

#### Arts & Sciences 2008-09 Facts

First-year student SAT  
mid-range was 1110-1300

Total undergraduate  
enrollment 1,785

Student-to-faculty ratio of 10:1

29 majors, 39 minors, and  
pre-professional programs in  
health and law

3/2 programs in accelerated  
management, pre-engineering,  
and environmental management

More than 173 full-time faculty  
(94 percent hold a Ph.D. or the  
highest degree in their field)

21 Endowed Chairs in A&S

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For the fifth consecutive year, Rollins College ranked number one among 117 Southern master's-level universities in the annual rankings of "America's Best Colleges," released by *U.S. News & World Report*.

Rollins is consistently recognized by *Peterson's Competitive Colleges*, *Barron's Guide*, and *The Princeton Review* as being among the finest private, liberal arts colleges in America.

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Students at Rollins receive an applied liberal arts education that fosters academic excellence by providing engaged learning and research experiences in and outside of the classroom. During the 2008-09 academic year, five Rollins students and one alumnus were awarded: a **American Graduate Fellowship**, a **Boren Scholarship**, and **four Fulbright Awards**.

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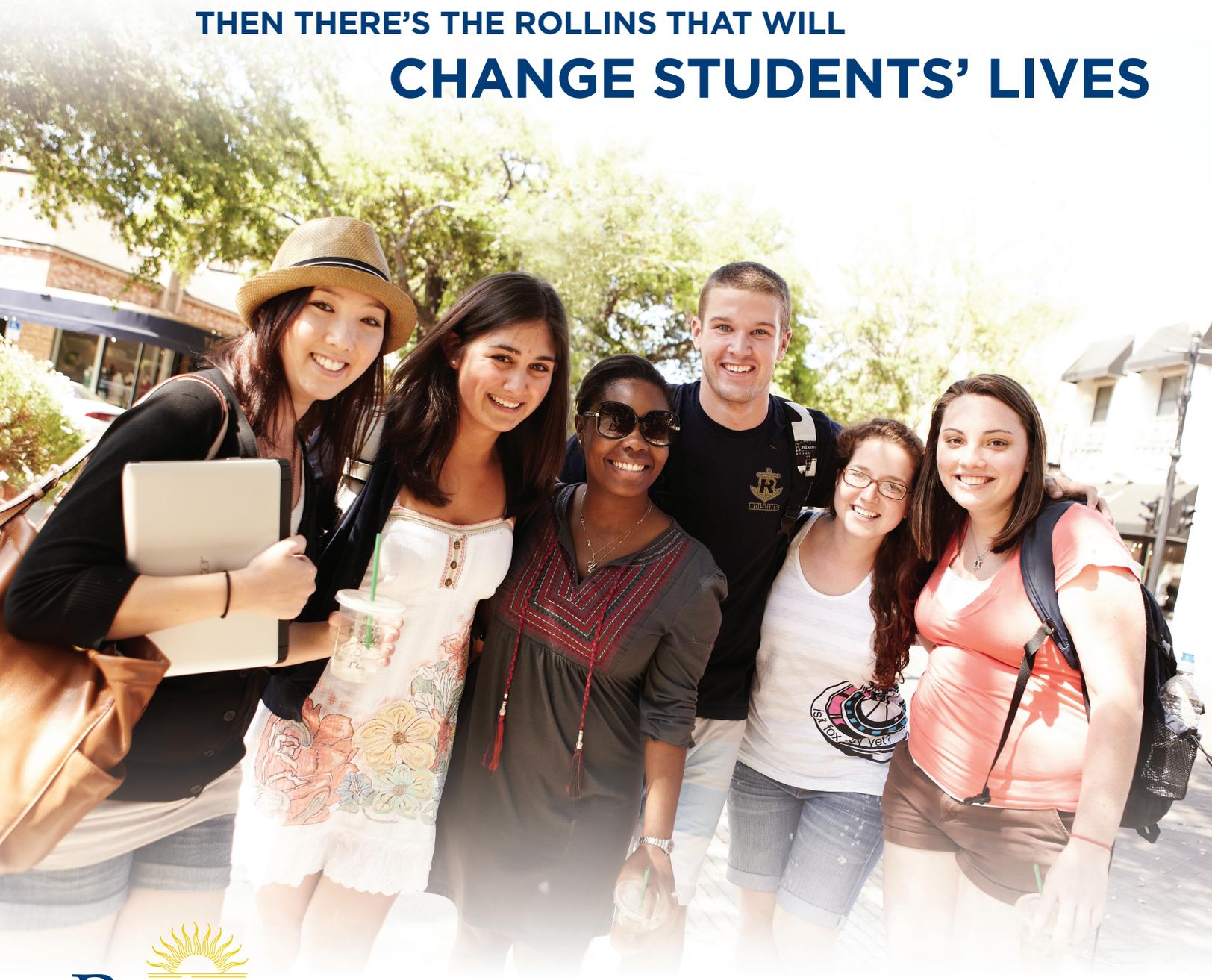
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## PUSCHLAV (SWITZERLAND), 2005

# THE HELPER

During an excursion to the Swiss mountain region of Puschlav, our train stopped suddenly on the tracks. Curious, my wife and I stuck our heads out of the window to see thick smoke coming from one end of the train. The train conductor and driver had disembarked the train, discussing rapidly how best to deal with the problem. Finally, a passenger seated under our window asked for a pocket tool. I dug out my Victorinox Swiss Army Knife. A few minutes later following some amateur engineering, the train began moving again. The conductor later returned my Swiss Army Knife, saying he'd used it to fix the loose stud bolt of the brake hose. He thanked me excessively – as if I were a hero. I decided to suggest to the Swiss Federal Railways (SBB) that all members of the train crew be equipped with Victorinox Swiss Army Knives.

Dieter Portmann, August 2005

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(407) 825-2001	Continue onto S Semoran Blvd/ FL-436	10.9	miles
	Turn Left at Aloma Ave/FL-426	2.9	miles
	Turn Left at S Park Avenue		

<b>Rollins College</b> 1000 Holt Avenue Winter Park, FL 32789	Total Driving Estimate:	30	minutes
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### Rollins Venue Map

#### *Location & Registration (see map)*

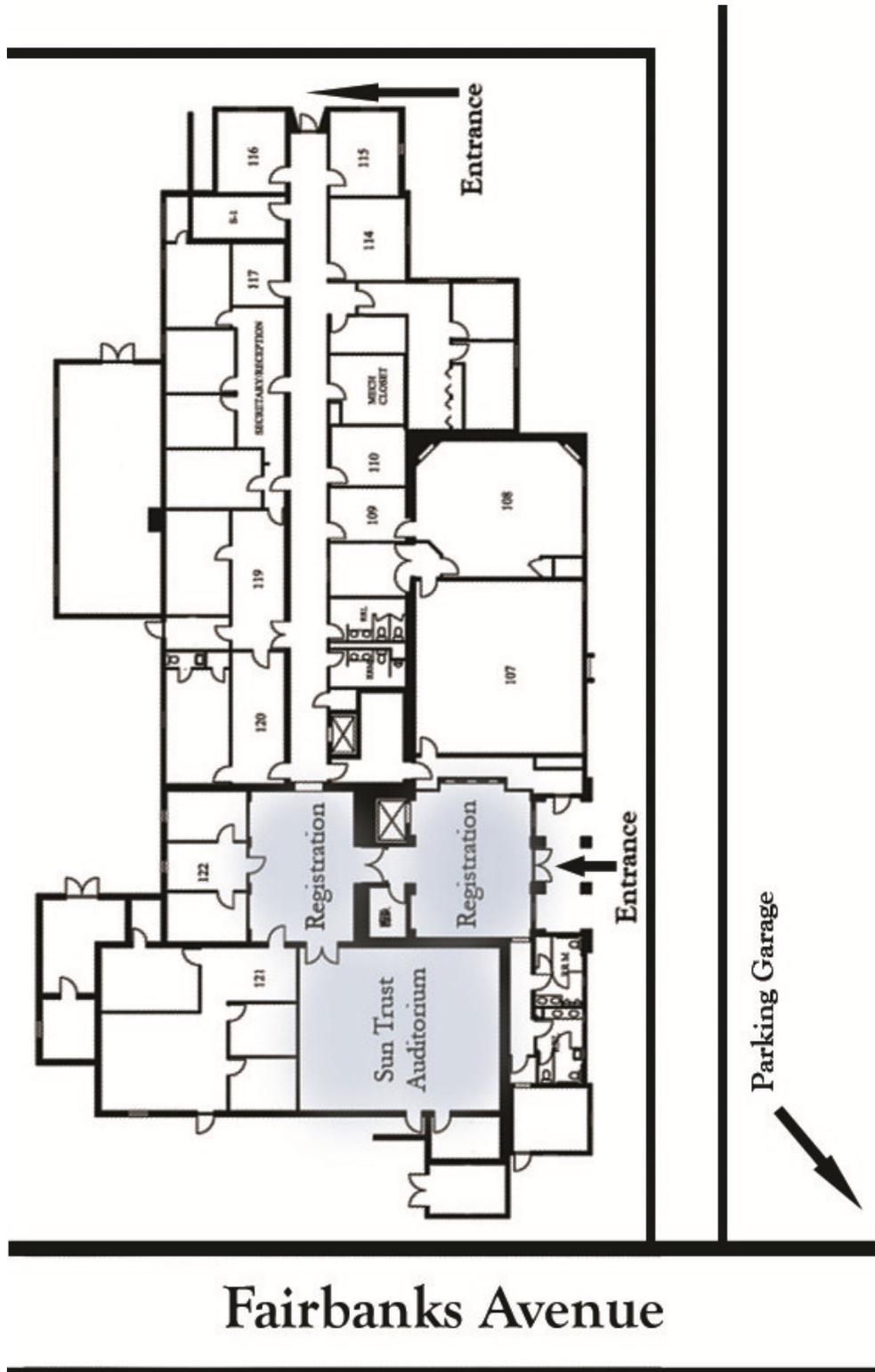
Rollins College  
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Crummer Building  
1000 Holt Ave  
Winter Park, FL 32789  
United States  
[www.rollins.edu](http://www.rollins.edu)

#### *Official Colloquium Hotel (see map)*

The Alford Inn  
300 East New England Avenue  
Winter Park, FL 32789  
United States  
(407) 998-8090  
<http://www.thealfondinn.com/>



Detailed Crummer Graduate School of Business Map (First Floor Map)



**Parking at Rollins**

All participants will have access to **free parking** at the Rollins parking garage across Fairbanks Rd. directly next to the Crummer Building. To get the free pass, please bring the ticket received at the parking garage gate with you to the registration desk. When leaving, please ask one of the volunteers to validate the ticket. Your ticket will then be stamped with the Rollins logo, and when shown to the man working at the garage gate, you will not be required to pay any fee.

**Other Hotels Nearby**

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307 Park Avenue South  
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(407) 647-1072

Start out going NW on E Comstock Ave 0.1 miles  
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307 S Park Avenue is on the Left

*Total Driving Estimate 1 minute*  
*Total Walking Estimate 3 minutes*

*Best Western/Mt. Vernon Inn*

110 South Orlando Ave  
Winter Park, FL 32789  
United States  
(407) 647-1166

Start out going West on Holt Avenue 0.1 miles  
Turn Right onto S Park Avenue 0.3 miles  
Turn Left onto Morse Blvd W. 0.9 miles  
110 S Orlando Avenue is on the Left

*Total Driving Estimate 5 minutes*  
*Total Walking Estimate 25 minutes*



### Wireless Internet Access

Wireless internet access will be provided **for free**, and we will have an individual from IT services present to support you. S/he will be able to assist you in setting up your laptop for wireless access.

On the network, select "Rollins Guest".



Then use the following username and password

- Username: cbr2013@rollins.edu
- Password: Fall2013

Note, the F in Fall needs to be uppercase.

## Program

*The organizer would like to thank the following people for their invaluable assistance*

*Lewis Duncan (President)*

*Carol Bresnahan (Provost)*

*Bob Smither (Dean College of Arts & Science)*

*Debra Wellman (Dean College of Professional Studies)*

*Theresa Carrol (INB Administrative Assitant)*

*Sara Campbell (Confernce Assistant)*

*Mandy Booker (Accounting)*

*Cathering*

*Campus Security*

*We apologize in advance for any editing errors or typos.*

For more information

[www.consumer-brand-relationship.com](http://www.consumer-brand-relationship.com)