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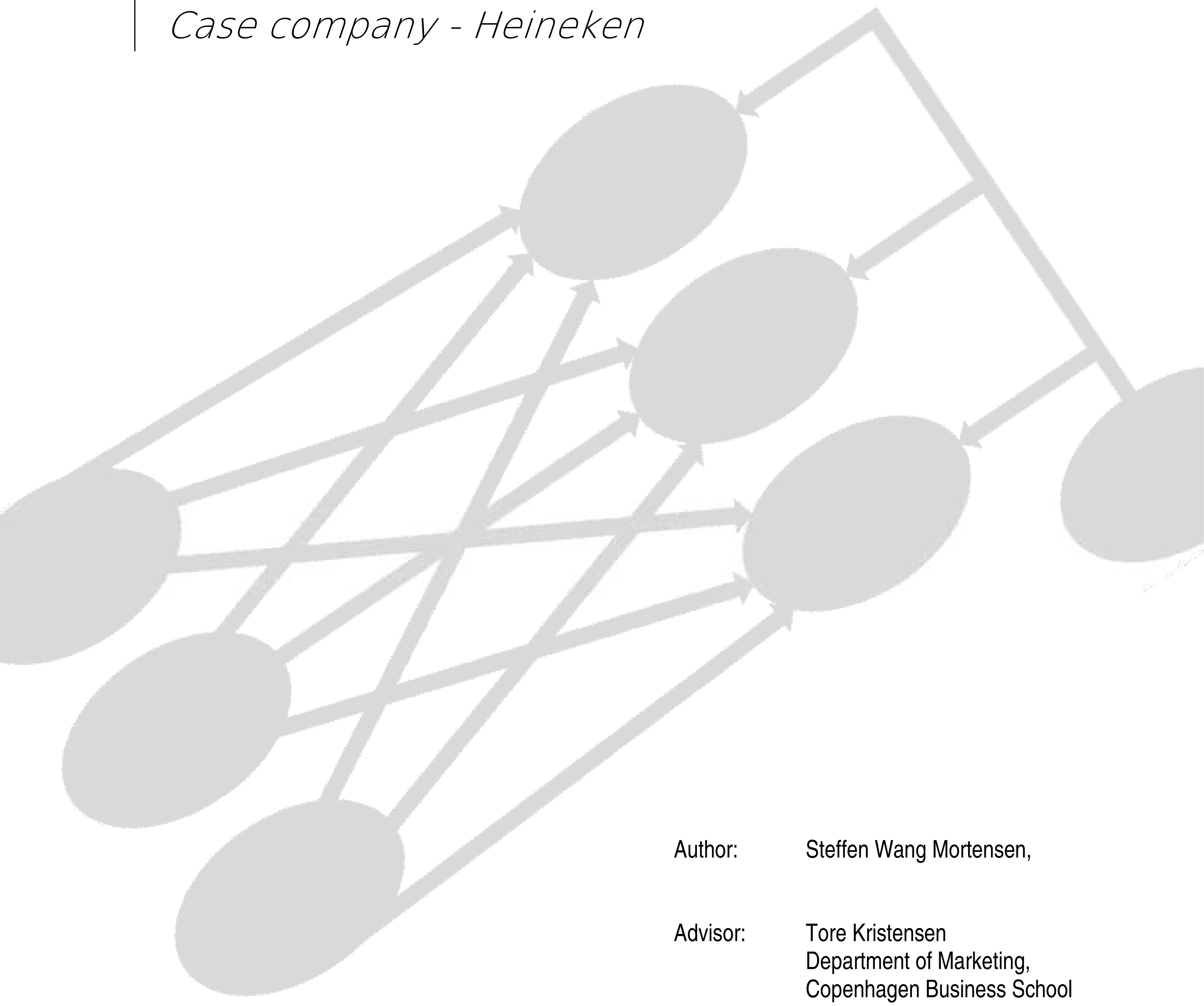
Branding in a Consumer-to-Consumer Marketing Perspective

Case company - Heineken



Author: Steffen Wang Mortensen,

Advisor: Tore Kristensen
Department of Marketing,
Copenhagen Business School

Executive Summary:

The thesis provides a brand analysis of Heineken on the Danish market by addressing the issue of building a brand to pursue the potential in Consumer-to-Consumer marketing. However, the focus is on Heineken and the Danish market the paper can serve as inspiration on how to apply the ideas in other industries and markets.

Part I of the paper serves to build the brand within three different identities, namely, the *brand as product*, *brand as organization* and *brand as person*. The aim is to let consumers experience similarities between the brand identities and the consumers' own identity which is in consumer behavioural research proven to increase the likelihood to engage in a purchase action.

The development of the brand identities are rooted in a strategic analysis where threats and possibilities from customers, competitors and current brand image are assessed. The results indicate that Heineken should emphasize the refreshing element in the taste *(brand as product)* and develop the global image further by adding tangible attributes to the global image as being concerned about e.g. climate challenges, fair trade or human rights *(brand as organization)*. Lastly, the development of the *brand as organization* can furthermore have an impact on *brand as person* to be an altruistic, humane person who cares about other people.

The three brand identities are subsequently applied to develop a model on how to assess each of the brand identities' contribution to stimulate C2C-communication (Part II). The results of the model indicate that *brand as organization* cannot be said to have significant impact on consumers' tendency to conduct C2C-communication. *Brand as product* turn out to be the greatest contributor to non-verbal C2C-communication where *brand as person* is the greatest contributor to verbal C2C-communication. However, the model indicates some flaws in the validity regarding the *brand as person*-results and conclusion must be interpreted with caution.

Thus, it is finally suggested to emphasize the refreshing taste to exploit the potential in non-verbal C2C-communication where developing the *brand as person* can be targeted to opinion leaders to exploit potential in verbal C2C-communication.

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1.0. Introduction:

The current economic market conditions has dramatically turned into recession not seen since "The Great Depression" in the 1930's (O'Connor, Guha & Nakamoto, 2009). Such a downturn forces managements, all over the world, to take actions to accommodate the new market conditions. A survey from the initial phase of the economic crisis showed that 60% of large companies, planned to cut their marketing budget even though it was not rational in a long-term perspective (Burgers, 2009). Due to these conditions it has become crucial for marketers to conduct better, but more important, cheaper marketing activities.

Another considerable issue in today's marketing is the flood of ads in medias like; TV, magazines, newspapers, internet, etc. The reason for this over exposure of consumer ads is a much more diverse media platform with more TV channels, free newspapers, etc. Thus, the numbers of ads the consumers are exposed to have significantly increased and result in reluctance and irritation towards the ads and the companies behind them. This kind of marketing is considered as "interruption marketing"[1] and is by the receiver considered as biased and thus irrelevant (Godin, 2000).

The above two issues are relevant and considerable challenges marketers are facing and to conquer the challenge, they have to come up with efficient initiatives that works even it is kept within a limited budget frame. Seth Godin (2000) suggests following.

"We live in a world where consumers actively resist marketing. So it's imperative to stop marketing at people. The idea is to create an environment where consumers will market to each other." (Godin, 2000)

Godin's (2000) suggestion may sound modest but the opportunities of this phenomenon are gigantic. Imagine if it was possible to fold a piece of paper 50 times. This would make the papers' height nearly equivalent to the distance from the earth to the sun[2]. This stunning and rather irrelevant fact, however, shows something about the possibilities within Consumer-to-Consumer-marketing (C2C-marketing). If one person tells a friend who tells a friend and so forth, the effect will be astronomical, even though no further costs are incurred.

[1] Term for ads transmitted by the company. (Godin, 2000)
[2] 1 piece of paper is approximately 0,1mm. $0{,}1mm*2^{50}$=112.600.000km=75% of the distance from the earth to the sun (149.600.000km).

Nevertheless, if it is difficult to understand the opportunities in C2C-marketing it is even harder to manage, control and measure it. The result can be that a strategy does not have any effect at all, but even worse the communication among consumers can turn negative which often is much more likely and effective than its positive counterpart (Helm, 2000).

Historically positive and effective C2C-marketing has in some cases started accidentally but no managers can stay reluctant and hope for that. Instead they have to create an environment for C2C-communication in order to pursue opportunities on positive C2C-communication and minimize the threat from negative C2C-communication.

This paper will take a brand development approach in how to create this environment. The aim is to introduce, inspire and teach how to develop and model a brand to accommodate possibilities in C2C-marketing. The framework will be based on Heineken as case company, hence, all the analysis will be in concern to Heineken only. However, readers with no connection to Heineken can be inspired on how to use the C2C-marketing phenomenon to draw conclusions and come up with initiatives in regards to their own interest or business.

1.1. Problem formulation:

As a truly global brand Heineken faces challenges in regards to the trade-off between standardizing and customizing their branding strategy. A full customization to the respective markets would cause a lack of alignment of the brand in a global perspective. On the other hand a pure global strategy will not be adequate to fit cultural differences, differences in market maturity and specific laws on the respective markets.

With this in mind Heineken has to develop a branding strategy on the Danish market. Thus, this paper will seek to answer the following question as the main purpose:

- ***How should Heineken model their brand in order to pursue the potential in C2C-marketing on the Danish market?***

To be able to answer the above main question some sub questions has to be analysed and answered first:

Brand strategy (Part I):

- *What is branding and what is the aim of it?*
- *What outside factors affect the Heineken brand and how do they affect it?*
- *How can Heineken customize their brand to gain brand value on the Danish market?*

C2C-marketing (Part II):

- *What is C2C-marketing and what is the aim of it?*
- *From prior suggestions on how Heineken can improve their brand value, which of these suggestions are the most important in order to create better environment for C2C-marketing?*

By answering these sub questions I will come up with concrete suggestions on initiatives that can create better environment for C2C-marketing, which will be the answer of the main question.

1.2. The thesis' target group:

Firstly, this paper is meant to serve as a master's thesis on Copenhagen Business School with major in International Marketing Management. This means that the first priority is to apply academic skills on fifth year level within the area of marketing.

Secondly, my own commitment will increase if the paper is applicable and relevant for the reader, thus, the paper will be addressed as if I was a consultant for the case company, Heineken. The aim is to create valuable information they can apply in their management to pursue better marketing performance.

Thirdly, the paper is written so people with no connection to Heineken will be able to understand the addressed issues. Hence, they can apply the paper to get inspiration from the C2C-marketing possibilities and how to model a brand in order to manage their own business or do research in the field, etc.

1.3. Demarcation:

The Heineken Group holds a large portfolio of both international and local brands, which are customized to their respective markets. However, to write this thesis focused and relevant, only the Heineken beer will be addressed. Thus, I will not take potential cannibalism between Heineken and any of Heineken Groups' other brands into account. Neither will a cost-benefit analysis, on which of their brands marketing expenditures are most efficiently used, be conducted.

This approach is relevant according to Heineken's own view:

"The Heineken brand is the jewel in our portfolio and is the heart of our company."
(Heineken Annual Report 2008)

The initial approach on how to address the branding strategy will be on how to transfer global strategies to local conditions. Further, attention will not be put on, neither how the global strategy should be nor how it should be adopted to other markets than the Danish. Moreover, the Danish market is reduced to focus on branding activities in the HORECA[3] segment. This approach is chosen due to the importance of brand development in this segment compared to the retail segment (See interview with Heineken brand manager, appendix 1).

In the HORECA segment, Heineken is basically operating in a B2B[4] market. However, this is not the angle this paper is going to address. Even though, Heineken's direct customer is not the end consumer in the bars, restaurants, cafés, etc. the demand from the end consumer is directly reflected in output on Heineken. Obviously, operational issues like delivery, credit agreement, etc. are different from a B2B to a B2C framework, however, in regards to marketing activities I assume, in this thesis, that the marketing activities towards consumers are directly mirrored in demand. Hence, I assume Heineken is operating on a C2C[5] market.

Furthermore, the whole marketing umbrella is not treated in this paper, which means it cannot be applied nor interpreted as a complete marketing plan. The conclusions and suggestions of initiatives are meant to complement and not substitute traditional marketing activities.

[3] Hotel-Restaurant-Café.
[4] Business-to-Business.
[5] Consumer-to-Consumer.

Finally, the aim of this thesis is not meant to serve as a research paper. Rather small surveys, though, are conducted. If full scale research studies should be conducted, it would leave little resources to focus on other relevant topics of the thesis.

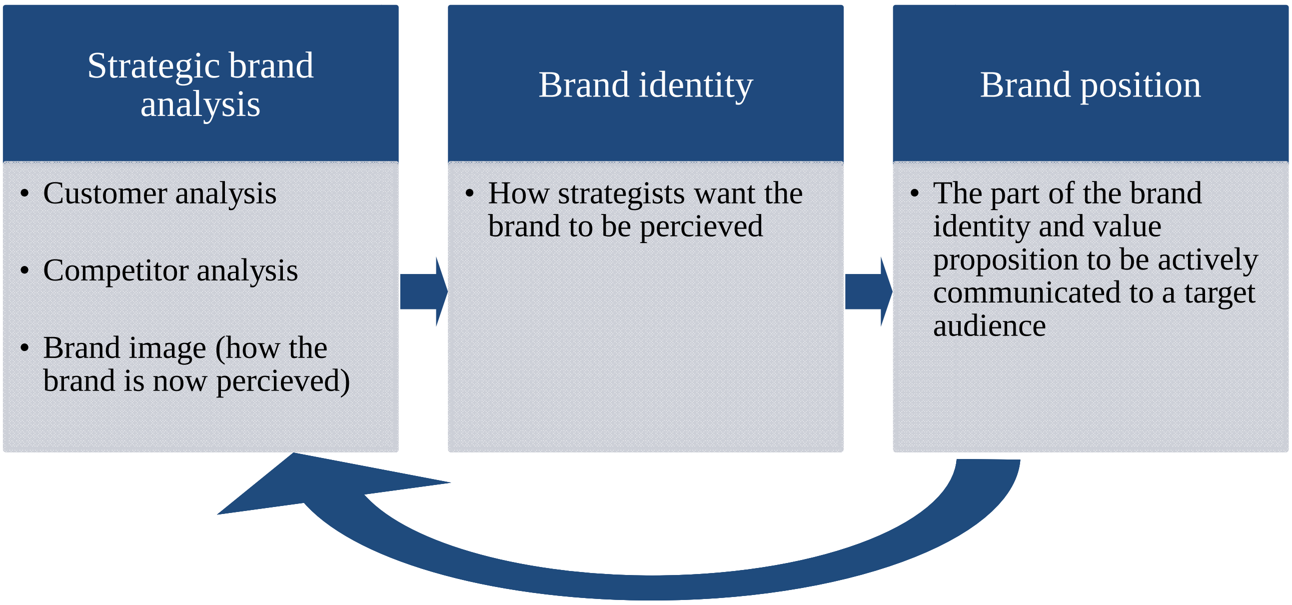
1.4. Structure:

This thesis treats three areas within the field of marketing, namely, adoption of a global strategy locally, branding and C2C-marketing.

The first area on how to adopt global strategies on a local market (Chapter 1.7) serves as being the approach on how to develop a brand strategy on the Danish market. It cannot be ignored that Heineken is a global brand with global marketing strategies and activities. Thus, to address and develop a strategy plan on the Danish market I will take point of departure in the global strategy and from here address the trade-off between global alignment and pure customization.

The second area is the main topic of the thesis, namely, how to develop and model the brand Heineken to the Danish market (Part I). The area contains three stages. (See figure 1)

Figure 1:



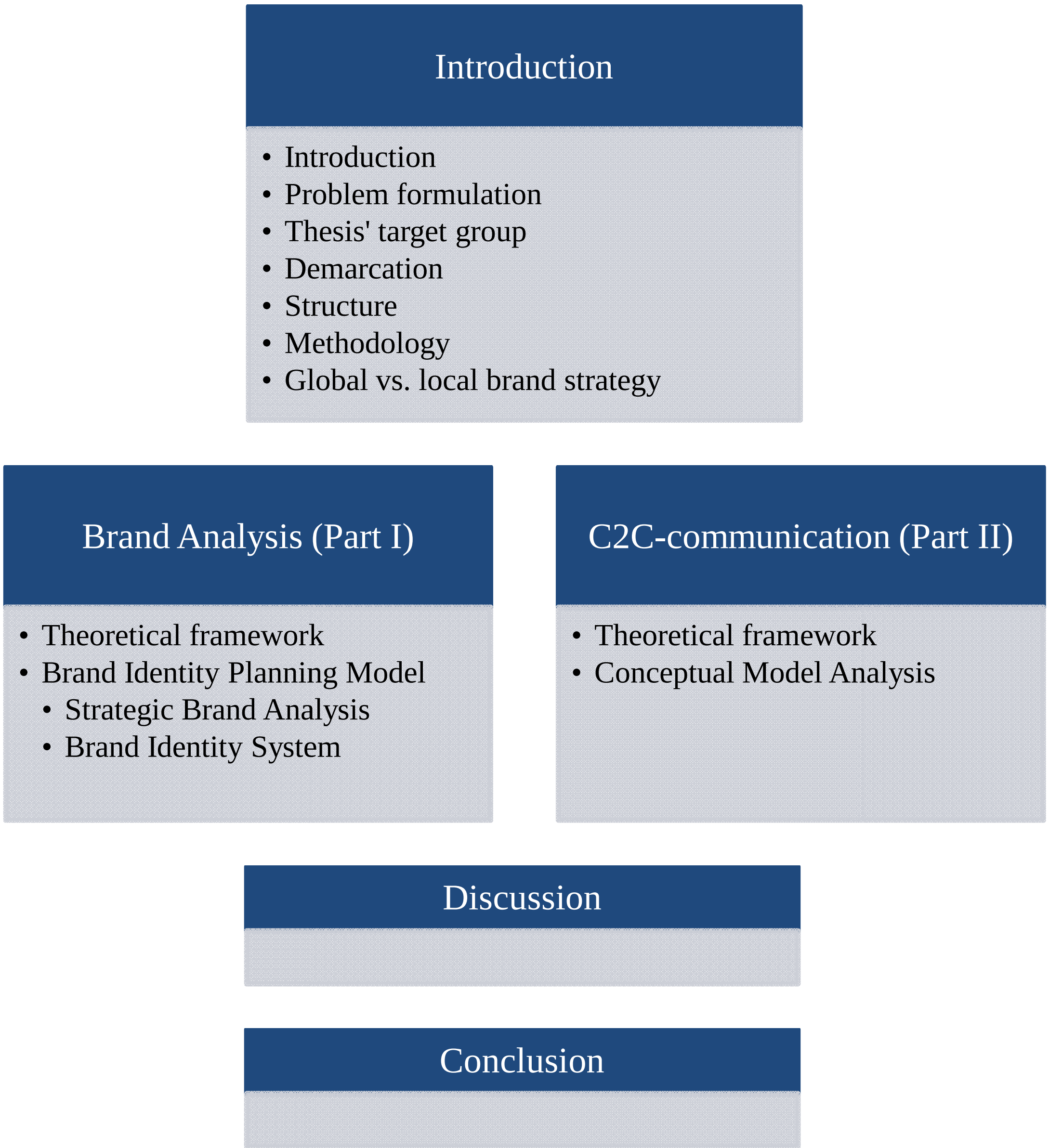
Source: Own production with inspiration from Aaker 1996B.

Firstly, a strategic analysis of the customers, competitors and the current brand image of Heineken will be conducted. This strategic analysis will then be the foundation for building the brand identity. The brand identity has to take the strategic analysis into account in order to be able to differentiate from the competition, accommodate consumer needs and utilize already existing brand image. The last step is to implement the developed brand identity into a communication strategy. This is not done by communicating the brand identity directly to the consumers. E.g. if a brand pursues the identity of being tough and masculine, it will not be an efficient position strategy to communicate it directly, but by sponsoring a sport like rugby, consumers will associate the brand with the sport and, thus, find it masculine. The model then starts over by changing or maintaining the brand image which makes it a continuous process.

The last parameter of the model on how to position the brand will not result in an actual communication campaign. However, I will provide an analysis on how to develop and model the brand identity in order to better use C2C-communication as the media of the message to conduct the positioning (Part II).

The whole paper is built on following structure.

Figure 2:



Source: Own production.

1.5. Methodology:

This methodology serves two purposes. Firstly, it secures me as writer of the thesis to ensure the problem formulation, theory, research design and conclusions are able to work together. Secondly, is makes the reader capable to better be able to interpret on the outcome of the paper.

1.5.1. Paradigm:

The aim of this chapter is to present the applied paradigm in order to make the reader aware of the mindset behind the study. More specifically, the choice of paradigm has ontological, epistemological and methodological consequences for the paper (Voxsted, 2008).

The thesis will be based on the *critical realism* paradigm (Jespersen, 2004). Ontologically, this means that I assume that the reality exists independent of me as researcher but it is only ideally possible to find the truth about it. The frame of the analysed subject is considered to be in an *open* system meaning that it is not achievable to find the full truth but the truth is situational between different contexts, time and open for change. Moreover, the society consists of underlying unobservable structures and the outcome will always be an approximation to the truth (Jespersen, 2004). Epistemologically, it means that as researcher I aim to be as objective as possible, however, it is unlikely due to the nature of a social science paper to be completely objective. Methodologically, it favours some data collection methods from others due to the level of the studied subject. The primary data collection method will come from quantitative tools where data initially used to develop the quantitative method will be done by qualitative methods. In that way the two methods complement each other in order to increase the validity of the study.

I find this paradigm relevant to the paper since the aim is to find the specific truth about Heineken’s branding possibilities, but I am aware that this situation is only valid for Heineken in this specific context and time. Moreover, the reality consists of deep, complex and not directly observable structures which are the reason that quantitative methods have to be complemented by qualitative methods. On the other hand reality is not either random but stable to a certain degree and quantitative methods are, thus, needed. The aim is to get as close to the reality as possible but the true reality will never be achieved (Jespersen, 2004).

1.5.2. Research design:

To ensure alignment and validity of the paper the chosen theories and data collection methods has to follow the mindset of the chosen paradigm and problem formulation.

1.5.2.1. Theory:

All theories applied throughout the paper are applicable with the critical realism paradigm. The mindset of using the theories will be to pursue to objectively draw conclusion on how reality exists. However, it will always be rooted in the specific context and therefore only relevant there and not under other conditions.

The overall aim of the paper is to model Heineken's brand identities in order to pursue the possibilities in C2C-marketing. The outcome will, thus, tell how Heineken specifically on the Danish market and under the current circumstances should model their brand. The outcome is therefore not a general recipe of how to do model a brand applicable across markets, products and time.

1.5.2.2. Data collection methods:

In this chapter the different data collection methods applied throughout the paper will be introduced. Two widely used methods are qualitative- and quantitative methods. Each method has its advantages where the other has its disadvantages and vice versa (Harboe, 2006). I have therefore chosen to apply both methods in order to get solid data material to base my analysis upon.

The primary source for data collection will be a quantitative method in form of a questionnaire. This method is characterized by its ability to gather a large amount of data by few resources. Moreover, the given answers from the respondents are easy to put in boxes and, thus, easy to calculate and make statistical analysis on (Andersen, 1997). I have chosen to make a web-based questionnaire which is an easy and cheap way to reach many people. Furthermore, it also has the advantage that the respondents fill out the questionnaire when they are sitting alone in front of their computer. This might lead to more objective and honest answers compared to a face-to-face questionnaire (Blumberg, 2005). The questionnaire is kept to 25 questions to avoid not being too time consuming for the respondents (The web-survey is seen in appendix 8). By making it longer, the focus from the responders will possibly decrease, and some might interrupt the questionnaire which will lead to less valid data.

The quantitative method is chosen to gather the primary data for the paper due to its advantages to draw trends and test hypotheses (Harboe, 2006). However, the quality of the questionnaire depends of content or questions in it (Muijs, 2004). To ensure the validity of the content qualitative methods are used to develop the questionnaire.

Characteristic for qualitative methods are that it is sentences and body language that accounts for conclusions in this research method (Blumberg, 2005). Compared to the quantitative research methods, the qualitative research methods examines the issue on a more individual and subjective level. A common way of conducting qualitative research is through open- or semi structured interviews, which I have chosen in this paper.

The open interview has a thematic frame and the conversation is open and unstructured within that frame. The advantage of the open interview is to broadly address the respondents' opinion and information not predicted by the researcher can occur and used for further analysis. The first open interview in the paper is conducted with the brand manager of Heineken (Appendix 1) and served the purpose of being an inspiration for the development of the paper. The other time the open interview was applied was to gather information in order to get insight in consumers' associations to the Heineken brand. I find both interviews suitable for an open interview structure due to the broad spectre of the topic.

Another approach to a qualitative interview is the semi structured interview. This means that I will have a set of predefined questions which are open so the respondent is forced to answer in broad terms and not just yes or no. This method is applied to validate the questionnaire before it is sent out. The reason for choosing a semi structured interview is that there are some specific questions that have to be answered but some question might need further discussion which can add elaborating questions to the issue.

1.7. Global vs. Local Brand Strategy:

By being a truly global brand Heineken faces challenges about the trade-off between standardization and customization to the respective markets (Hollis & Fitch, 2009). The way Heineken address it is;

"... brands are driven by a global strategic approach. This approach is then locally adapted, based on local consumer relevancy..." (Heineken Annual Report 2008)

More specifically the core product and packaging is more or less homogenous in all countries. Only due to practical matters, like e.g. the bottle recycle system in Denmark and different taxation systems on alcohol in the respective markets, the core product is customized. The only customization made to accommodate consumer needs is that Heineken adjust the alcohol percentage to fit the common knowledge of alcohol percentage for a lager beer. No further customization like taste, esthetical look on the bottle or label, etc. is made (Interview with Heineken brand manager, appendix 1).

Nevertheless, the customization of the core product is kept to a minimum the whole experience of drinking a Heineken is much more customized. Firstly, customization is necessary due to different stages in the product life cycle in the respective countries and, secondly, cultural differences demand different marketing strategies. E.g. in Denmark the huge global campaign about “Enjoy Responsibly” is downgraded due to the low market share.

”… jeg synes vi skal fokusere på at lære folk at drikke Heineken før vi fortæller dem hvordan de skal gøre det.” (Interview with Heineken brand manager, appendix 1)

Another customization from global strategy to Danish context is the music image. Globally a wider range of genres are applied, but due to Tuborg’s position on the rock scene via their sponsorship of *Roskilde Festival* and *Grøn Koncert*, Heineken aims more to the electronic scene. Furthermore, the positioning through Champions League is not further developed on the Danish market due to Carlsberg’s strong position in that segment.

Generally, it can be said that Heineken has a global strategy with a wide variety of parameters to be implemented in all countries. These parameters are referred to as *core identities* and characterised by being fixed among different markets (Aaker, 1996B). The customization then takes place in the *extended identity* (Aaker, 1996B) by up- or downgrading the global strategy attributes (Interview with Heineken brand manager, appendix 1). E.g. Heineken’s premium quality attribute, with quality check to ensure that bottles are not scratched, cannot be converted locally to a *value for money* image. The premium quality is an attribute developed globally to ensure alignment between markets. However, it can be locally customized by not being a salient parameter in the marketing strategy. Hence, the subsequent analysis will take into consideration to keep global attributes in the marketing strategy but customize it to the Danish market by analysing what of the global attributes will fit into the Danish culture and market conditions.

Analysis:

This section operates in two major topics within the field of marketing, namely, the issue of branding and C2C-marketing. The first topic to be addressed is Heineken's branding situation. The purpose is here to analyze what elements make the brand valuable and where to put an effort in order to increase the brand value of Heineken.

The second part of this analysis takes the point of departure in the brand analysis but collaborates on what elements of the brand are contributing to C2C-communication, which is the perspective of this paper.

2.0. Branding (Part I):

This section will answer following questions from the problem formulation:

1. *What is branding and what is the aim of it?*
2. *What outside factors affect the Heineken brand and how do they affect it?*
3. *How can Heineken customize their brand to gain brand value on the Danish market?*

Heineken is positioned as a premium quality beer which means that it is sold at a higher price compared to the medium segment like Tuborg and Carlsberg in Denmark. Thus, the consumer has to achieve an experience equivalent to the price level. However, blind tests[6] have often shown that Heineken is not significantly better nor differentiated in terms of the core product, namely, the taste, smell and colour. Thus, it is crucial to maintain and develop additional value to the product to be able to charge the higher price.

Here branding strategies play an important role in order to increase the overall experience of drinking a beer. By developing the brand, the consumer experience moves from being a matter of physical experiences like taste, to create your own identity by being a person with the same values as the specific brand and furthermore exhibit to other people what kind of person you are.

Hence, Heineken has to put a high priority to maintain and build the brand which is further analyzed in the following section.

[6] http://www.tastebeer.com.au/rated-beers/ and Keller 2003

2.1. Theoretical framework:

The aim of this theoretical framework is to introduce the term branding and why it is important (Question 1 from above). Furthermore, I will introduce the theories that are subsequently used to address the next two questions.

2.1.1. Brand definition and purpose:

Initially a clear definition of a brand and branding activities are necessary. The term is defined by The American Marketing Association as;

”A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller.”[7]

The definition implies that e.g. the name and the symbol are two separate brands and has to be considered as so. The final brand value of the product or organization is therefore the sum of the brand value of the name, term, design symbol, etc.

Thus, the name Heineken is not adequate to cover the full brand value of the Heineken beer. The full umbrella that covers the Heineken beer is the design of the bottle, the red star as a part of the official logo, the slogan that Heineken is “Premium Quality” and the characteristic green colour. However, neither the bottle design, the premium quality nor the green colour is unique for Heineken. Several beers have comparable look and design which makes it less distinguished and unique (See figure 3).

[7] http://www.marketingpower.com/_layouts/Dictionary.aspx?dLetter=B

Figure 3:

From above mentioned definition a brand has characters that distinguish the product from the competition. Since the design, colour and premium quality-slogan is not significant distinct from the competitors, I do not consider it to be contributing to the brand value without being accompanied by the name Heineken. Hence, the main emphasis will be put on; *"that part of a brand which can be vocalized"* (Kotler, 1991) i.e. the name, Heineken.

The reason is that Heineken most often only use their name in order to brand themselves. Compared to a company like Apple who often use only their logo to brand their products, I argue that Heineken do not have such strong and unique features that they can omit their name. This means that in the coming research I will cover the most brand value by analysing the name only.

Now when it is defined what a brand is, it is obvious that branding is the marketing activities initiated by the organization and serves the purpose as increasing the value of the brand. It is important to mention that the branding activities are not purely a communication between the organisation and consumers. Branding can also be between consumers but the message is always launched by the organization whether it is on purpose or not.

Without a brand the only thing left is the basic product. Now days due to increased competition not only locally but also on a global basis, products can always be copied in order to satisfy the consumers' basic needs. This means competition increases and the only parameter left to compete on is the price. Thus, the objectives for marketers are to create value for the consumers that extend the value of the core product. Without this value the only way to compete is on prices which will eliminate the abnormal profit and thus only result in a normal profit in the long term run (Salvatore, 2004). One way to create sustainable competitive advantage is by branding the products or services (Keller, 2003).

Just talking about a brand and its ability to create value for the consumer can be a bit intangible. Thus, I will clarify further what this value consist of and how it should be managed and aimed. For this purpose I will apply the term; *Customer Based Brand Equity*.

Keller (2003) defines Customer Based Brand Equity as;

"Customer-based brand equity is formally defined as the differential effect that brand knowledge has on consumer response to the marketing of a brand. A brand is said to have positive customer-based brand equity when consumers react more favourably to a product and the way it is marketed when the brand is identified than when it is not (E.g. when the product is attributed to a fictitious name or is unnamed)." (Keller, 2003)

Firstly, the *differential effect* tells that consumers can have different association to the particular brand than to a fictitious or unnamed counterpart. In case such difference does not appear, no customer-based brand equity exists, thus, the product is sold as a pure commodity with price competition as a result. Moreover, such difference can be positive as well as negative, with positive or negative customer-based brand equity to follow. Secondly, the *brand knowledge* is derived of all prior experience the consumer has had with the product. It could be if they have tried it themselves, seen other people drink or talk about it or exposed to it through marketing activities. Thirdly, the *consumer response* is the consumers' perception, preferences and behaviour based on their brand knowledge as prior mentioned. This consumer response is what creates customer-based brand equity which is a value adding asset for the company (Keller, 2003).

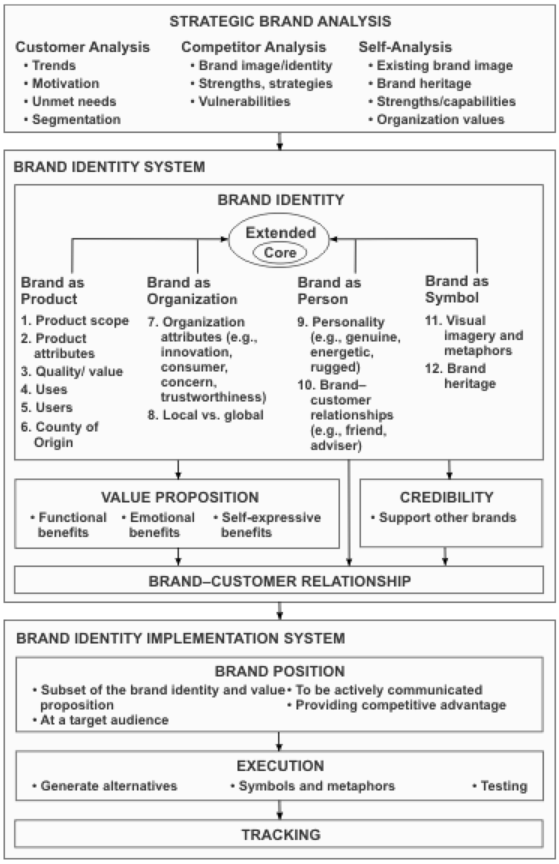
Oyserman (2009) has an elaborating approach to the response aspect where he addresses what causes this response. The concept is *identity-based motivation* which explains consumers' tendency to engage in identity-congruent actions (Oyserman, 2009). This, basically, means that consumers' willingness to buy brands that signals same values as themselves is higher compared to non-identity-congruent brands. This is further elaborated in next chapter.

Hence, the purpose for brand managers is to maximize customer-based brand equity.

2.1.2. Introduction to the Brand Identity Planning Model:

The procedural framework for this brand analysis will be Aaker's (1996B) Brand Identity Planning model illustrated in figure 4.

Figure 4:



Source: Aaker 1996B.

The model serves as a procedural framework including a three step model where the *Strategic Brand Analysis* serves to address the issue of 'where is Heineken currently?', the *Brand Identity System* serves to tell 'where should Heineken be heading?' and finally the *Brand Identity Implementation System* aims to tell 'how do Heineken get there?'. The last topic, though, will be out of the scope of this paper as prior explained.

While Aaker's (1996B) Identity Planning Model serves as the procedural framework, Oyserman's (2009) identity-based motivation is seen as the mindset on how to address the issue.

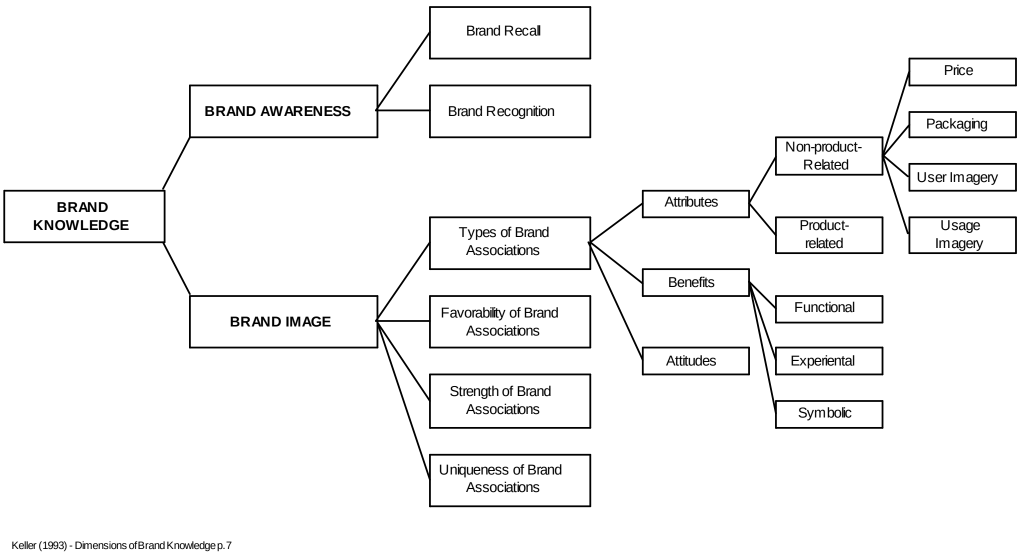
2.1.2.1. *Strategic Brand Analysis:*

The strategic brand analysis serves as the foundation to build the brand identity upon and is divided into three groups; customer-, competitor- and self analysis (Aaker, 1996B).

The competitor analysis is addressed through their respective homepages, TV ads, etc. to get a picture of how they position themselves. The customer analysis takes its point of departure in the consumer behaviour in the industry.

The self analysis which serves as mapping the current consumer image is complemented with Keller's (1993) Dimensions of Brand Knowledge to secure a complete coverage of the topic. The model is seen in figure 5.

Figure 5:



Source: Keller 1993.

As mentioned in the definition of customer-based brand equity, one of the steps on how to create value of the brand is to make the brand known in the consumers' mind. Though, it is not very precise what a known brand is. In order to clarify this Keller splits brand knowledge up into two categories; Brand Awareness and Brand Image. Brand Awareness is;

"It is related to the strength of the brand node or trace in memory, as reflected by consumers' ability to identify the brand under different condition. In other words, how well do the brand identities serve their function?" (Rossiter & Percy (1987) in Keller, 1993).

Again the Brand Awareness can have different characteristics. E.g. are the consumers able to recognize the brand or actually mention it if you ask them about a beer in the premium segment? For new brands recognition could be a satisfying level because of its short time of existence, but more developed brands might have to aim for a top of mind position, which is the first brand that comes to your mind.

The other element of Keller's (1993), Dimensions of Brand Knowledge is Brand Image. Keller defines Brand Image as;

"Perceptions about a brand as reflected by the brand associations held in consumer memory" (Keller, 1993).

The big difference from the Brand Awareness is that the consumer in Brand Image has specific associations linked to the brand. These associations play an important role in the differentiation of the brand.

2.1.2.3. Brand Identity System:

Subsequently, the issue of brand identity will be analyzed and developed. Brand identity is by Aaker (1996B) defined as:

Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members. (Aaker, 1996B)

Thus, brand identity is purely seen from the company's point of view and tells how they want their brand to be perceived by their consumers. The topic serves the purpose of giving my opinion, as a marketing strategist, to develop a strategy on how to create brand identities for Heineken.

The model contains four main identities of a brand, namely, *the brand as a product*, *-organization*, *-person* and *-as a symbol*. It is not necessarily all areas that make sense to develop, but the more complex a brand is perceived the stronger it is (Aaker, 1996B).

The brand identities, furthermore, have the characteristics of being either core identities or extended identities. By core identity means values that are constant over time, markets and products (Aaker, 1996B). This is the soul of the brand and can be more or less unique and compelling in the industry. Actions to take will not be to change the core identities. Firstly, because it will be too dramatic to change the core identities and, secondly, as mentioned in the chapter regarding global vs. local strategy, the core identities are rooted in the global strategy and should not be modified to local markets.

The other level of identities is the extended identities. The extended identities full fill the picture of the brand identity by adding additional value to the core values. The extended identities can, opposite the core identities, be customized to the respective markets, trends and sub products (Aaker, 1996B).

Lastly, even though the model shows that the brand identities also serve as providing credibility to a brand it will not be addressed. This topic concerns if a main brand supports a sub brand. E.g. how Heineken influences the sub brand Heineken Light. However, this is outside the scope of this paper.

While the four identities can be seen as the procedural framework on how to create a brand strategy for Heineken, I do not find it adequate in linking it to consumer behaviour. It is crucial that the developed identities are actually appreciated by the consumers in order to derive positive response which is essential in pursuing customer-based brand equity (See prior definition). Thus, I will take a socio psychological approach on how to ensure that the developed identities are relevant for the market. As briefly introduced in chapter 2.1.1 I will apply *identity-based motivation* to address this issue. In general the theory states that consumers mainly engage in action, as buying a product, which they feel identified with (Oyserman, 2009). This means that the objective when developing the four brand identities is to make the consumers capable of identifying themselves with the brand. Nevertheless, this is a rather complex task because we do not constantly think about our identities. To trigger an action from a consumer the specific identity has to be cued. E.g. if a man involves in the action of buying razorblades which is basically the same product whether it for men or women, his identity as being a man is cued and he will probably choose the edition for males. Possibly further identities are cued like being value-for-money oriented or technology oriented which makes him valuate some brands more than others. Broad identities like gender, racial-ethnic or religious heritage are more easily cued than narrow ones like student or footballer (Oyserman, 2009).

The situation or the context where the action is going to be decided is determining for if an identity is cued or not. Moreover, the identity can be cued outside conscious awareness and trigger an action which is not rational to the persons underlying values. E.g. do Americans respond less negative attitudes to weight gain and sugar consumption if they are reminded of their American origin than if they were not, even though, they generally care about their personal health (Oyserman, 2009).

Identities consist of two categories of identities, namely, personal and social. Personal identities are personal traits like being rough, shy, easygoing, etc. where social identities are connected to social groups like political view, religious view, gender, supporter of a football club, etc. (Oyserman, 2009)

The objective is to develop brand identities people can identify themselves with and subsequently stimulate the context to cue their identity congruent with the developed brand identity. However, it is a trade off because when some might experience identity congruence, others might experience the opposite which result in reluctance to the brand. Nevertheless, this is the reality about differentiation and may be better than not having a clear identity.

2.1.2.4. Brand Identity Implementation System:

The brand identity then has to be implemented which can be done in many ways. No matter what, some communication has to be done in order to spread the message of the developed brand identities to the target group. The media of the message can be traditional channels like TV, magazines, etc. However, the approach of this paper will be to model brand identities in order to be optimal for C2C-communication as the media of the message. The specific positioning strategy and implementation system will not be addressed in this paper but it is worth mentioning that the brand identities are developed by taking into consideration that the media of how to conduct the positioning will be C2C-communication.

2.2. Brand Identity Planning Model:

This chapter aims to address the issues of developing the Heineken brand by applying above introduced theories.

2.2.1. Strategic Brand Analysis:

2.2.1.1. Customers:

Generally Heineken's targets its marketing toward men in the age of 23-35 years old, but a narrower target group is practically applied.

Geographically Heineken aims its marketing in the four major cities in Denmark, namely, Copenhagen, Aarhus, Odense and Aalborg with main focus on Copenhagen (Interview with Heineken brand manager, appendix 1). A look at national statistics confirms that this is a rational approach due to the significant lower average age especially in Copenhagen and Aarhus where the average age is 35,2 and 35,8 respectively, where the general average age is 38,5 (www.statistikbanken.dk).

Demographically the aim is towards men, however, the new innovation Heineken Extra Cold, which is, basically, the same Heineken beer but cooled down to minus 3 degrees, is thought to be more appealing to women. The concept is by serving the beer colder some bitterness is removed which many women prefer.

Following Hofstede's survey from 1983 the Scandinavian countries Denmark, Norway and Sweden are characterized as feminine countries. Hofstede defines femininity and masculinity as;

"We can classify societies on whether they try to minimize or to maximize the social sex role division. Some societies allow both men and women to take many different roles. Others make a sharp division between what men should do and what women should do." (Hofstede, 1983)

Thus, compared to the majority of the world's countries Denmark is a country where men and women are relatively doing similar tasks and having the same roles. It is not unlikely e.g. that the man is standing in the kitchen or taking care of the children while the woman is on a business trip, where in masculine countries this would be unlikely. This means that in many situational contexts the gender identity is not cued to same extent as in more masculine countries (Oyserman, 2009).

This narrow gap between men and women's roles influence in creating our identities, hence, the products we consume (Oyserman, 2009). Practically, Hofstede's survey can show us two things. Firstly, if a masculine identity is pursued there will be relatively fewer situational contexts to trigger men's identity-based motivation compared to other countries. Secondly, if a masculine identity is not developed, Heineken loose relatively less market share to masculine competitors due to less situational contexts where the masculine identity is cued.

This approach does not assess if a masculine- or feminine identity should be chosen but clarifies that incentives for choosing a dominant masculine identity is less in Scandinavian countries compared to other countries.

It has to be made clear that pursuing a masculine identity can, in the right situational context, cue the gender identity and trigger identity-based motivation for men, however, if gender is cued, women experience non-congruent identity and do not engage in the action. Choosing a feminine identity is actually not an identity but lack of masculine identity and no identity is therefore cued. The benefit from not pursuing a masculine identity, thus, is that consumers with non-congruent identities (e.g. women) do not engage in the action of not to act.

The evolvement of globalization has, according to Schrock-Jacobsen (2009) divided people into two groups called *Lexus* and *olive trees* (Friedman, 1999) depending on whether they are globalists or nationalists. Schrock -Jacobsen (2009) defines globalization as;

"The increasing political, economic, social and geographical linkage of people around the world." (*Schrock-Jacobsen, 2009)*

And nationalism as;

"...the doctrine that a people who see themselves in a political system, expresses and protects those distinctive characteristics." (Snyder (2000) in Schrock-Jacobsen, 2009)

Schrock-Jacobsen's (2009) empirical studies show that people are divided into either Lexus' who support the global development or olive trees who support nationalists. The interesting fact in regards to this paper is that following three hypothesises are valid;

1) Higher-skilled individuals in the higher-income countries will be more likely to be globalists than traditional nationalists.

2) Individuals in more prosperous countries will be more likely to be globalists than traditional nationalists.

3) Individuals in countries with greater public social protection expenditures are more likely to be globalists than traditional nationalists.

In regards to the above mentioned hypothesises Denmark is ranked as one of the highest in all three areas. Following World Bank, Denmark rates seven in GNI per Capita in 2008[8]. Denmark has the highest tax revenue as percentage of GDP in 2007 among all OECD countries[9]. The first hypothesis says that within a wealthy country like Denmark higher educated people are generally more associated to globalism, which can be used for targeting the positioning.

Whether a person is a globalist or a nationalist is clearly a part of the persons' identity. Thus, the potential for identity-based motivation by pursuing a global identity is relatively high in Denmark compared to other countries in general.

Following a survey made for Brewers of Europe, the three main reasons for choice of alcohol is; taste, occasion and mood, respectively. 78% of the respondents replied one of these three reasons as the main parameter for choice of alcohol (IPSOS, 2009). This survey considers all kinds of alcoholic beverages and, thus, different taste within the different types of alcohol. However, this paper deals only with lager beer and as mentioned earlier I assume none of the players have a competitive advantage when it comes to the taste. However, the second and the third reason for choosing alcoholic beverages are the deciding factor for 28% (occasion; 16% and mood; 12%) of the respondents. These parameters are crucial when developing the brand identities because they tell something about what situational contexts that cues identity-based motivation. By making the brand identity associated with some specific occasions and moods there is a good chance identity-based motivation will take place.

2.2.1.2. Competitors:

Heineken is competing in the lager premium price segment with brands like; Tiger, Budwar, Sol, Corona, Urquell, Budweiser and Stella Artois. However, Carlsberg, Tuborg and Royal Pilsner are also competing with the premium segment due to a survey that nearly 80% express

[8] http://siteresources.worldbank.org/DATASTATISTICS/Resources/GNIPC.pdf
[9] http://stats.oecd.org/Index.aspx?DatasetCode=SNA_TABLE11

they are not willing to pay extra for a premium beer like Heineken compared to the middle segment (Jørgensen *et al*, 2009).

The following three position matrices (Figure 6, 7 and 8) show how the brands position their communication in three areas, namely, fun/young/informal vs. sophisticated/mature/formal, global vs. local and feminine vs. masculine. The fun vs. sophisticated scale is chosen due to prior research in the field of alcoholic beverages which turned out to be an important positioning parameter in the industry (Keller, 2003). By global vs. local does not mean if the brand has its origin in Denmark or not, but if the brand is positioned as having the characteristics of being from a specific area. Corona e.g. is characterized as being local due to its position as a Mexican beer. This parameter is included in the matrices for the reason that it is one of Heineken's main attributes which they are severely concerned about (Interview with Heineken brand manager, appendix 1). The feminine vs. masculine parameter is not meant as if the target group is male or females but if the brand signalizes a high or low difference between roles, in regard to Hofstede's definition as earlier mentioned. However, when I talk about the masculine parameter in regards to this paper I do always mean male related because beer is more appealing to men than women (Interview with Heineken brand manager, appendix 1). Both the global vs. local and feminine vs. masculine parameters is also seen as an elaboration of the prior customer analysis.

Figure 6:

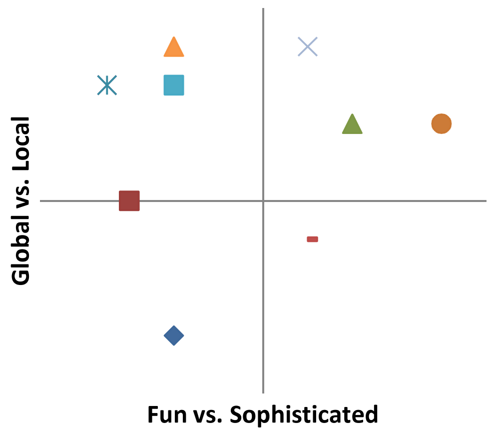


Figure 7:

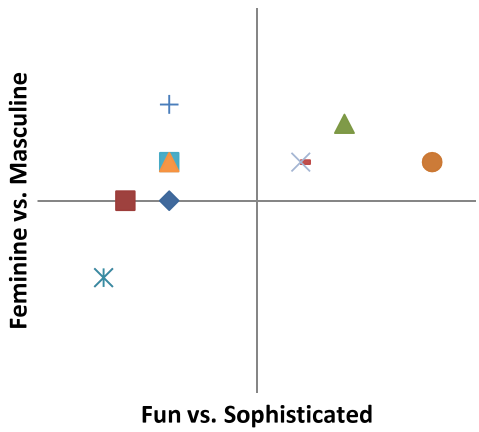
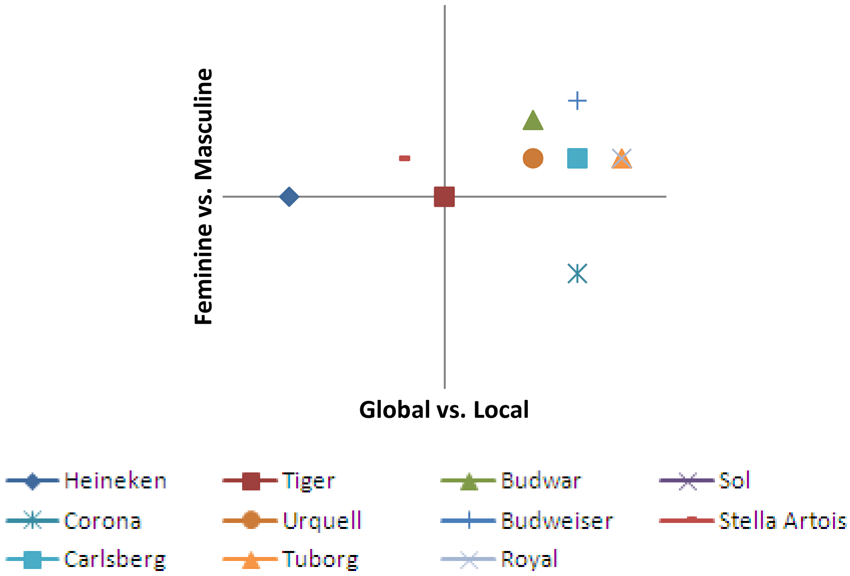


Figure 8:



Source: Own production with inspirations from various sources like www.youtube.com, company web pages, bottle/can labels, etc.

According to the definition of a brand it is crucial to differentiate the positioning. The most significant differentiation is seen in the global vs. local parameter, where Heineken is the most global brand and the only one emphasizing that they are global by not mentioning about Dutch values in their communication. Neither the label, webpage nor commercials implies the country of origin opposite all the others who e.g. emphasize that the beer is Mexican (Sol and Corona), by labelling "Cerveza", build the webpage in traditional Asian design (Tiger), etc.

The fun vs. serious parameter seems to be a difficult one to try to differentiate from the competition. The brands are already spread out over a wide range of the scale, thus, it is difficult to find a niche to differentiate from the competitors.

In figure 8 most brands are positioned in the upper right corner and none in the opposite lower left corner. By positioning Heineken as having a more feminine approach, a clearer differentiation from the competition will occur. However, it is not only a matter of being different. There also has to be a demand from the consumers for the identity. As prior discussed, a feminine approach is just a lack of a gender role identity and no identity is therefore cued. However, by avoiding a masculine identity, no consumers experience non-congruent identity-based motivation, in regards to gender, and their minds are therefore still open for other identities to be cued. It is useless to have a clear differentiated identity from competitors if the consumers do experiences identity-congruency.

As seen from the position matrices Heineken's nearest competitors, brand vice, is Tiger and Stella Artois, though none of them has the same global aim as Heineken. Furthermore, they are all located in the centre of the feminine/masculine spectre, which gives an opportunity to differentiate.

Hence, from a differentiation from competitors' point of view, Heineken has possibilities to differentiate toward a more feminine- and global identity. However, the global identity is already clearly differentiated.

2.2.1.3. Brand image:

As mentioned in the theoretical framework Keller's (1993) Dimensions of Brand Knowledge model will be applied to address the self analysis in regards to the existing brand image, which Keller (1993) refer to as *brand knowledge* and covers *brand awareness* as well as *brand image*. The image part of the model concerns topics which can be related to each of the four identities in Aaker's (1996B) model.

According to the interview with the brand manager of Heineken, the brand awareness is close to 100%, hence, I will not examine this further. I assume that the brand value derived from an increase in awareness e.g. from 94 to 95 per cent is significantly lower compared to if the effort is put on developing the brand image, which needs development especially in the HORECA segment (Interview with Heineken brand manager, appendix 1). The aim, in pursuing excellent brand image, is that consumers have clear associations or beliefs to the brand and these are favourable, strong and unique from the competition.

2.2.1.3.1. Research design:

The interviews were conducted with me as interviewer. Initially I asked if the respondents accepted to record the interview by ensuring their anonymity. I also introduced the respondents to my paper to give them an idea of what it was all about. Moreover, I told them about the purpose of the interview which should serve as mapping consumers' associations they have about Heineken into categories. I argue that the outcome of the interviews becomes better when the respondents know what the aim of the interview is. It could be an issue if I beforehand developed the categories of association and then asked about their opinion about them. In that way my outcome would analyze the respondents' associations about the pre-developed attributes and some could possibly be neglected but there would not be a chance to address evolved attributes. Instead, the attributes are not developed beforehand so the outcome can be used in order to categorize different associations to the attributes the respondents have to the brand Heineken.

The interviews are conducted as an open interview which means that the questions are not constructed beforehand but developed throughout the interview (Andersen, 2003). The strongholds of that interview are to establish an insight in the respondents' behaviour and personality (Kvale, 1990).

The thoughts behind picking the respondents are to get a clear picture of Heineken's target group, thus, I have chosen to pick the respondents from men in the age of 23-35 which is Heineken's target group (Interview with Heineken brand manager, appendix 1).

2.2.1.3.2. Data analysis:

Derived from the empirical data (Appendix 4 and 5) a product related association is that the taste is relatively weak compared to especially other premium brands but also compared to a Carlsberg or Tuborg. This is not necessarily a bad thing but means that it fits to some specific occasions where the essential thing is to get something refreshing. It could be after consumption of more flavourful beers where it is nice to get a less flavourful one, a hot summer day, after dancing, etc. Moreover, due to the design of the bottle, the packaging signals, by its clear and bright green colour, that this is not a heavy beer but good for refreshment.

Price vice, Heineken do not have a clear price premium image. Consumers do not expect to pay extra for a Heineken bottle compared to a Carlsberg or Tuborg, which is considered as being a medium price beer on the Danish market. Thus, the strength of the association of being a premium price beer is weak as well as the uniqueness by being the only brand with a price premium image, does not exist. However, there is an existing phenomenon where consumers feel that they get extra value just because of the fact that the price is higher.

A clear association, however, is that the brand is considered as being global and the country of origin and its heritage within beer brewing is not in focus. Opposite many of the competitors it is not salient for the consumer to identify the country of origin. Furthermore, the name Heineken does not reveal the country of origin, because it consists of letters easy to pronounce in many languages. Thus, consumers do not have a feeling of drinking a beer brewed with the heritage from the region which often implies passion for tradition in the taste and quality for the core product.

Instead the consumer sees the beer with roots in the whole world which a blogger implies by his comment;

"HEINEKEN! Born in Amsterdam, raised by the world!" (Appendix 5)

He clearly sees Heineken as a beer rooted in the whole world and not with Dutch values. However, Heineken is considered global it is unclear what this exactly means to the consumers. Just to have a global image does not seem to be favourable to the consumers as long as there is no link to what it means to be global. From an identity-based motivation point of view it can be argued that the global identity is not cued or the global identity is non-congruent with consumers' identity (Oyserman, 2009). Nevertheless, the empirical data indicates that the current associations to the global image are rather negative. It is words like commercial and mass produced consumers are reminded of which indicates that consumers' identity is cued but do not feel congruent with the identity the global image derive.

On the previous applied scale where the one boundary is the fun/party image and the other boundary the sophisticated/serious image, Heineken is clearly considered as being in the fun half. This influences especially what occasions are linked to Heineken, which is clubbing, weekend mood, music, dancing, partying etc. However, this segment is not unique due to many other brands operating in the same segment.

Heineken is considered as having a relatively feminine attitude. This is derived by the mild and smooth taste, the design of the bottle which is shiny, clear colours, slim form and no scratches. Compared to most other beer bottles it can, to some extent, be considered as jewellery. Their new innovation, extra cold, is also contributing to a feminine image. The fact that the beer is served ice cold removes some of the bitter flavour characterised as being more appealing to men.

2.2.2. Brand Identity System:

The road to pursue excellent brand value consists of deciding proper brand identities (Aaker, 1996B). The brand identity can be compared to an individual's identity. All individuals have some ideas, more or less conscious though, how they would like to be seen by other people. Why we can compare a brands identity to humans is that many brands can be considered as humans. If a brand has a clear identity, people can see if they share that value and consider the brand as a friend or the person can create his or her identity by mirroring in the brands identity by applying the brand (Oyserman, 2009).

2.2.2.1. Brand as product:

The brand as product is often the most direct way to create consumer associations due to its tangible nature. Following the empirical studies, the most obvious current product related belief was the weak taste. This is not the best association to have associated and it has to be turned it into something positive to create the identity upon. A weak or thin taste is comparable to a refreshing taste which is a much more positive association to create the identity on.

By underscoring the refreshing taste, as an identity, it will affect the image in connection to the feminine vs. masculine scale as well as the fun vs. serious scale. I argue that refreshment associates with a more feminine characteristic rather than masculine and furthermore more appealing to the fun segment rather than the serious and sophisticated segment. Positioning Heineken by encouraging the refreshing feature means that they move towards feminine and fun in the positioning matrices from the competitor analysis. As mentioned earlier the aim is to differentiate the brand from the competition. A look on how to differentiate from the competitors in terms of the fun vs. serious parameter, it is really difficult to find a niche where none of the other brands are active. The brands are allocated relatively evenly throughout the spectre and the only possibility to effectively differentiate is to be positioned in either of the boundaries but I consider it impossible or irrational to change position strategy that dramatically. However, it does not make the big difference if the position strategy in terms of fun vs. serious moves either way due to the already crowded allocation throughout the spectre.

When it comes to the feminine vs. masculine parameter, it is a slightly different story. If refreshing is emphasized, the positioning will be more feminine and from the positioning matrix (Figure 8) we see that this is only going to distinct Heineken further from their competitors. Many of the other brands have a neutral positioning or slightly masculine and only two brands, namely, Sol and Corona are aiming for a feminine identity. Thus, I see a synergy in getting a product identity as being refreshing. In that way Heineken can utilize their current image, of a weak taste, and turn it into a more functional benefit by being refreshing and furthermore differentiate from the competition on the feminine vs. masculine parameter. This differentiation is furthermore in compliance with Hofstede's feminine characteristic on Scandinavian countries.

Another product related attribute derived from the empirical studies is related to the quality. Some users have experienced that the beer often has been exposed too much to sun light which affects the taste (Appendix 4 and 5). Unsatisfied consumers can easily spread this message and affect a large amount of consumers or potential consumers with their negative association to the brand (Sernovitz, 2009; Keller & Berry, 2003). Thus, it is important to address this issue properly and manage in a way that is best for current circumstances. Two situations can be the case. Firstly, the winner in the market is the one who has the best quality, or secondly, there has to be a minimum level of quality to survive. I argue that the beer market is characterized by the second. The consumer will not notice if he or she is drinking a beer where the quality is better than average, thus, they will not have any additional experiential benefit from this. On the other hand consumers notice if the beer has been exposed to the sun or any other flaws in the taste. This means that focus has to be on the quality rarely or never getting beneath what consumers expect but on the other hand a significantly higher quality will not be appreciated (Aaker, 1996B).

2.2.2.2. Brand as organization:

As mentioned, product associations are the most direct and tangible associations, however, it has some weaknesses. It is e.g. relatively easy to copy product attributes by competitors. E.g. most brewers will easily be able to brew a refreshing beer. Furthermore, at the end of the day, rational product attributes are not determinant for many consumers compared to less functional benefits as style, status, etc. (Aaker, 1996B). Thus, further association than only product related are necessary in pursuing a strong brand.

One way to add this extra brand value is to develop how consumers see the organization behind the brand. The only current association to the organization is that Heineken signalizes the characteristic of being global. However, consumers only associates global by negative terms as business-related and mass produced. Thus, the challenge is to utilize the image of being global and make consumers associate that with something positive.

On a global basis Heineken tries to develop their organizational associations in three areas, namely to appear innovative, social responsible and global, however, the first two are not clearly affected in brand image among the Danish consumers (Appendix 4). The social responsibility is done through the Enjoy Responsibly campaign which serves as informing people about good alcohol habits.

The innovative image is pursued communicated through new innovating products in the Heineken family like, DraughtKeg, Extra Cold, Beertender, etc. However, neither the innovative- nor the social responsibility image serves as developing a global image.

Social responsibility, though, can be a key to translate the global image, the empirical studies have shown, into something concrete and meaningful that global stands for. Major issues clearly associated as global problems are e.g. the climate challenges, human rights, fair trade, etc. By e.g. sponsoring or in other ways being associated to fight some of these challenges, the organization will be considered as an organization that cares about the world and has energy, resources and the will the do something about issues that concerns other people in the world. This is also the characteristics of the main target group who is open-minded, who cares, etc. (Interview with Heineken brand manager, appendix 1) Furthermore, these people are often an inspirational source for other people and which are highly important in C2C marketing in the next section (Keller & Berry, 2003).

I find this as a relevant approach to the Danish market due to the prosperity and political heritage in the country. E.g. via the taxation system, which is one if the highest in the world, it is embraced in the society to share wealth and take care of people who need help which is the same mindset as donating money to projects or people who might need it. The possibilities in underscoring the global image are also due to Schrock-Jacobsen's (2009) study, from the customer analysis, a rational approach to the Danish market.

The other organizational attribute Heineken base their identity on is innovation. Due to the nature of the product, Heineken will never be considered as a highly innovative organization, compared to e.g. the electronic industry. However, in the internal competition with other beer brands and their organizations, it makes sense to put an effort in innovative programs to develop gadgets in connection with the traditional Heineken beer. In regards to the earlier mentioned parameters in the position matrices it could underscore the fun/party image as e.g. the DraughtKeg and the Beertender that signalize a fun and different way to drink a Heineken beer. The competition between the organisations, in the beer industry, of being the first with new innovation is high. However, I argue that the priority of this achievement is rooted in the internal pride between the organisational members and is not necessarily returned in identity-based motivation by the consumers. I argue it is to overestimate consumers' loyalty for the brand to assume that they are so deeply involved in the brand that it matters for them if their preferred brand comes up with a new innovation before the competitors. I do not say innovations are irrelevant because they certainly improve the boundaries for how to experience a beer, but very few consumers have the same passion for a beer brand like seen with e.g. music or sports- fans. In other words I do not find it reasonable that consumers get their first-mover/innovative identity cued in the HORECA environment.

Thus, I do find it relevant to invest in these innovations but do not find it as a relevant attribute to base the identity on.

2.2.2.3. Brand as person:

The brand personality serves two purposes. Either consumers share the identity and thus the brand appeals to them if the identity is cued or they want to create their own identity by using the brand to mirror them (Oyserman, 2009).

A study has shown that 93% of 60 major U.S. brands could be described in five terms, namely sincerity, excitement, competence, sophistication and ruggedness (Aaker, 1996B). A brand can still be perceived negatively even though it has one of the above mentioned traits, however, the sincerity factor turned out to be a positive trait in almost every case. I find this trait highly important to serve the purpose as adding some direct links to what global is associated with.

I argue that Heineken should aim to get an image of being a person who cares about others. This belief, if the issues they care about concern the world, derive that consumers can relate the global image to something positive and tangible.

By having this image people who is seen with a Heineken will signalize that he or she is a person who has resources to not only think about them self but also about other people who might need it.

2.2.2.4. Brand as symbol:

A clear symbol of the brand can be a valuable asset. Especially in terms being easily recalled and recognized. An effective symbol can also contribute to brand image if it serves as being a metaphor for some of the brands attributes (Aaker, 1996).

The only symbol Heineken currently holds is the red star in the official logo. However, the empirical studies show that the effect in terms of recognition and to be able to link it to Heineken is very weak. I argue that to develop the red star to a symbol clearly associated with the Heineken brand is too comprehensive due to the existing very poor symbol recognition. Furthermore, I do not find the red star relevant to contribute to brand image because it does not serve as being a metaphor for any of the brand identity parameters.

Hence, the only benefit the red star will be able to serve is a faster recognition due to the fact that humans read pictures faster than text, and as long as this is the only benefit I do not find it relevant to put an effort in developing this part of the brand identity.

2.2.2.5. Remarks:

Above addressed brand identities are relevant in a purchase situation when the consumers are exposed to the selection of brands e.g. by standing in the bar with view to the refrigerator or the tap – *Recognition (Keller, 1993)*. In this case the choice will depend on which brand is closest to the consumers cued identity (Oyserman, 2009). However, this purchase situation is not always the case. If the bartender takes the order at the tables – *Recall (Keller, 1993)*, the consumers have to be able to recall a brand without being exposed to it. Keller (1993) does by his Dimensions of brand knowledge model imply that brand image is a step further than brand recall, meaning if consumers have a developed perception of the brand identity, they are also able to recall it. However, I argue that consumers even though they have a developed image are not always capable of recalling a specific brand among the vast number of premium beers in the market.

Thus, it is crucial to achieve a strong connection to the product group which means that consumers are able to link Heineken to a product category and vice versa. The optimal goal is to be brand dominant where Heineken is the only brand consumers are able to recall (Aaker, 1996A). However, I find it impossible in the premium beer industry due to the high competition with a high number of brands in the market. Hence, the aim is to be recalled as one of the first and preferably the first brand in the segment. After a brand is recalled, the consumer base his/her decision by identity congruency like it was the case in the recognition situation.

As pointed out in the introduction, consumers are exposed to a vast amount of communication from companies every day. Thus, the competition in a recall situation of which message/brand comes to mind is tough. It turns out that not all communication methods are equally effective in order to serve that purpose and as explained in part II I argue that C2C-communication is one of the most important methods to increase the likelihood of being recalled in a purchase situation.

2.3. Sub conclusion:

Part I of the analysis have dealt with the part of the brand that can be vocalized, namely, *"Heineken"* and defined the purpose of branding as being activities that contribute to maximize customer-based brand equity. This activity is not purely between the organization and the consumers but also between consumers internally.

The current context of the Heineken brand and how I suggest it to be developed and customized to the Danish market is examined through the Identity Planning Model (Aaker, 1996B) as the procedural framework and with Identity-based motivation (Oyserman, 2009) as the socio psychological approach on consumer behaviour.

Rooted in the strategic analysis I suggest utilizing the synergies by creating an identity for the product which emphasizes a refreshing taste. By developing this identity, the rather negative image to the taste can be converted into a more functional- and positive association. Derived from this a more feminine identity will occur which derive a differentiation from the main competitors and furthermore comply with Hofstede's conclusion of the Scandinavian markets as being a feminine society.

The other brand attribute I suggest developed is the global image in the organizational identity parameter. By taking the point of departure in the existing image as being global I suggest to add tangible attributes to what that means. My suggestion is to apply a social responsible approach to pursue an identity of being concerned in global issues like e.g. climate challenges, human rights, fair trade, etc. Again this can derive synergies due to the fact that it will emphasize the global image and therefore differentiate from the competition but it is also rational due to the high degree of a global identity in the Danish society (Schrock-Jacobsen, 2009), which means that a global image will presumably derive more identity-based motivation among Danish consumers compared to other countries in general. By creating an identity of being concerned in global social responsibility it will derive the *brand as person* to be characterized by a person who cares about his/her surroundings. This identity can then, under the right situational contexts, be cued by consumers and if they experience identity congruency, an identity-based motivation with readiness to engage in the purchase to follow.

Identity-based motivation is only possible when consumers either recognize or recall the brand. If the consumer is not exposed to the brand it is crucial for identity-based motivation that the brand can be recalled. Thus, proper communication has to be conducted in order to encourage the recall process. Part II addresses, among other issues, how C2C-communication is an effective tool to achieve this purpose.

3.0. Consumer-to-Consumer Marketing (Part II):

The aim of this part of the thesis is to assess how the Heineken brand stimulates C2C-marketing. More specifically I will take the point of departure in the four identities from part I and examine how and if they derive C2C-communication. Depending on the results it can be considered to emphasize some brand parameters more than others in order to utilize the great potential in C2C-marketing, as e.g. to improve the ability to be recalled in a purchase situation as just explained.

Specifically the section will answer following sub-questions from the problem formulation:

1. *What is C2C-marketing and what is the aim of it?*
2. *From prior suggestions on how Heineken can improve their brand value, which of these suggestions are the most important in order to create better environment for C2C-marketing?*

3.1. Theoretical framework:

Much literature and a large number of scholars within the field of C2C-marketing have addressed how to succeed in this field (Godin, 2000; Bertrand, 2009; Gladwell, 2000; Rosen, 2000; Sernovitz, 2009). By applying this approach in the paper the objective will turn into how to conduct a WOM campaign by using the tools they describe. However, it is not the purpose of this thesis to develop a marketing campaign and my approach will therefore be different.

Instead I will address why C2C-communication is such an important marketing tool and why it is so effective. Research has shown;

"WOM was nine times as effective as advertising in converting unfavourable or neutral predisposition into positive attitudes." (Buttle, 1998)

Thus, it is possibly worth developing or modifying a brand to be more suitable for C2C-marketing. However, not all goods or brands are equally suitable for C2C-marketing. Following matrix (Figure 9) shows how goods/brands with different kinds of characteristic are suitable for non-verbal- and verbal C2C-marketing, respectively. The two characteristics, I look at, are if the good is mainly consumed in public or in private and if it is a luxury- or necessity good. These two characteristics are chosen because they considerably determine how the good or brand is applicable for C2C-marketing.

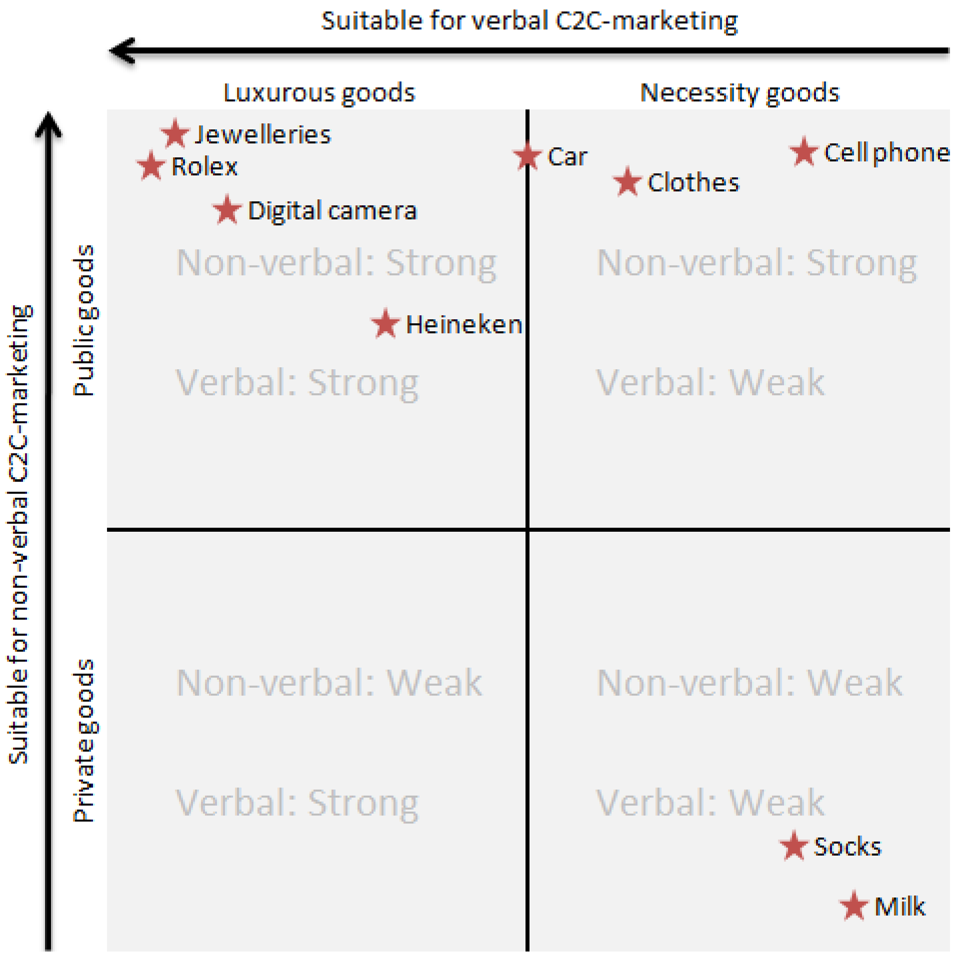
By public- and private goods means if the good is consumed at home in private circumstances as e.g. milk to the cereals in the morning, where no one but your family will notice it. Public goods are then goods consumed outside the home and mainly in presence of other people. It could typically be products like clothes, cell phones, cars, etc.

The other parameter is simply if the good can be considered as being a necessity- or luxury good. In the group of luxury goods are jewelleries, digital camera, etc. where the group of necessity goods contains products like milk, cell phone as previously mentioned.

I argue that depending of the category, the good or brand has certain prerequisites to fit to either non-verbal- or verbal C2C-marketing. Generally the more luxurious the good is considered to be, the better is the opportunities for verbal C2C-marketing. The reason is that consumers mainly talk about things for their own benefit. Thus, by telling about their new Rolex watch would derive prestige and acknowledgment among their peers, where information about their recent purchase of 3 pair of black socks from the local supermarket will not derive much attention and in worst case risk embarrassment of telling something completely irrelevant (Godin, 2000).

Where the verbal C2C-communication is mainly affected by the luxury/necessity axis in the matrix, the non-verbal C2C-communication is mainly driven by the degree of being public vs. private. As the word implies non-verbal C2C-marketing is communicated through its consumption only. Thus, the amount of people, to which C2C-marketing is exposed to, is considerably limited if the good is private and only exposed to yourself and your family.

Figure 9:



Source: Own production by inspiration from Peter et al (1999).

As seen in the matrix I argue that Heineken is a product with potential to apply both verbal- and non-verbal C2C-marketing. The nature of the product is usually public and always public when it is in regards to the HORECA segment. Moreover, the brand aims to be in the premium price segment and can therefore be considered as more luxurious than e.g. Carlsberg and Tuborg.

3.1.1. Definition:

The aim of this chapter is to define the term C2C-marketing to make the reader aware of the meaning of the word. Many different terms are widely used, thus, without a definition it will be fuzzy to know exactly what kind of communication is treated.

There are expressions like Word-of-mouth, Buzz, Ideavirus, Conversational Capital, Word-of-Mouse, Viral marketing, etc. In general Word-of-Mouth refers to face-to-face conversation between people which is also the case with an Ideavirus. The difference, however, is the speed by which it travels and where WOM gets weaker in each link ideaviruses gets stronger and bigger (Godin, 2000). Interactive and Word-of-mouse is basically the same but the media which carries the message is done only through online communication tools (Helm, 2000). Buzz is similar to WOM but refer to the aggregated WOM at any point of time (Rosen, 2000).

To avoid any confusion that WOM literally has to involve words I do prefer the term consumer-to-consumer marketing or communication. This term includes all communication whether it is face-to-face, non-verbal (wearing a T-Shirt saying Levi's on the chest), online, etc. Thus, the whole umbrella of above mentioned terms are included in the C2C-marketing. Basically, all communication starts somewhere, thus, it can be argued that it is Business-to-Consumer-to-Consumer marketing, but it will be referred to as C2C-marketing.

3.1.2. The power of C2C-marketing:

Where many theories and theorists treat how effective C2C-marketing is and what elements it has to include making it work, it is much more limited what the reason is why it is so efficient (Susaa, 2007). Here are three explanations that address this issue namely; the Attribution-, the Accessibility-diagnosticity- and the Strong-tie Theory.

3.1.2.1. Attribution Theory:

The attribution theory has its roots in the social psychology where Fritz Heider (1958) examined the attribution as social perception to the world we see and live in. If you see a man drink a beer on a bench on a Monday morning you will possibly "attribute" him as being an alcoholic, homeless, etc. Thus, we make our own interpretation of the action we see and turn it into a meaningful context.

The same scenario is the case when it comes to C2C-marketing. When a consumer receives some kind of C2C-marketing related information, the message will be interpreted in different ways dependent of the transmitting person and the receiver will develop certain attributes to the person. It could be that the transmitter is specialist in the specific field and therefore attributed as reliable because he or she is experienced and therefore know what they are talking about.

The down side could be if the transmitter in some way benefit from doing the C2C-marketing. In that way the receiver will attribute the transmitter as being non-altruistic which will derive a lack of trust. An example of this is Amazon.com's program where consumers benefit from linking to the Amazon homepage.

The reason why the attribution theory can explain why C2C-marketing is such an effective marketing tool is how the C2C-communication is attributed. If the message is attributed as being altruistic and the receiver truly believes that what he/she is told is objective, it will be considered as trustworthy and the value of the message is therefore significantly increased compared to traditional advertising (Susaa, 2007).

3.1.2.2. Accessibility-diagnosticity Theory:

The accessibility-diagnosticity theory is another approach to explain why C2C-marketing is more effective than traditional advertising communication. Feldman and Lynch (1988) argue that the relative accessibility of information in the consumers mind influences the consumers' evaluation as well as behavioural intention. Secondly, the evaluation and behavioural intention is also influenced by the information's diagnosticity. In other words, behavioural intentions are determined of how easy the consumer is reminded of prior information in regards to the behaviour, e.g. to purchase a product, and how this information distinguishes from other captured information.

Thus, following the accessibility-diagnosticity theory the likelihood that a piece of information influences an evaluation or triggers behaviour depends on 1) the accessibility of the input 2) the accessibility of alternative inputs and 3) the diagnosticity of the input (Susaa, 2007). 1 and 2 affect each other by the fact that if one input gets more accessible it will push other inputs aside which makes it less accessible and vice-versa.

The reason why C2C-marketing is so efficient is then explained by the vividness of interpersonal communication which is shown to be more accessible due to its nature (Herr *et al*, 1991).

In regards to the diagnosticity, C2C-marketing is also an effective method. C2C-marketing is due to its reliability relatively diagnostic and contributes therefore relatively more to the evaluation or behavioural intention (Susaa, 2007).

Hence, as reference to chapter 2.2.2.5, the accessibility-diagnosticity theory can explain why C2C-marketing is more efficient than traditional marketing tools in order to increase consumers' ability to recall a brand in a purchase situation where they are not exposed to any brands.

3.1.2.3. Strong-tie Theory:

The third theory concerning why C2C-marketing is useful is the strong-tie theory which takes point of departure in social structure and network sociology. The concept is that C2C-marketing and its impact on people depends on who the conversation consists of (Brown & Reingen, 1987). People can be categorized into two major groups, *in-group* and *out-group*.

In-group C2C-communication is communication between people who share a close relationship or strong ties such as between close friends and family, where out-group C2C-communication is communication between people with weaker ties such as people other than friends and family (Matsumoto, 2000)

The reason why these two groups can explain the efficiency of C2C-marketing is that research have shown that in-group relations are characterized by being reliable and trustworthy (Watkins & Liu, 1996). Moreover, consumers are significantly more involved in C2C-communication in their in-group than their out-group (Susaa, 2007).

3.1.2.3.1. Critique of the Strong-tie Theory:

The strong-tie theory states that the closer ties are among two people, the higher value of C2C-marketing in the way that first come family, then friends, acquaintances, and lastly strangers. However, this is highly influenced by culture and varies widely between countries. Characteristic for most parts of Asian culture is their close connection to their families. The family is the primary source of inspiration, influence and behaviour, where friend come second. In Denmark this priority is not as clear. Some people are more influenced by friends than family and some vice-versa. According to my qualitative interviews, it gives the impression that the respondents are more affected by their friends than their family, but it can of course differ between product types.

Additionally, not all people have the same profile in how much they value the in-group compared to the out-group. According to a study by Lam & Mizerski (2005) the degree of how much people use their in-group compared to their out-group depends on their attitude to their *locus of control*, which is a person's belief about what causes the good or bad results in his/her life. It can either be external factors such as luck, or internal factors like their own behaviour. The research showed that people with a high degree of internal locus of control where significantly more likely to engage in C2C-communication with their out-group than people with a high degree of external locus of control.

3.1.3. C2C-marketing phenomena:

The chapter on C2C-marekting phenomena is meant to give the reader an outlook on how successful C2C-marketing is working and the hazards of it.

3.1.3.1. Virus:

The ultimate goal of C2C-marketing is to get your message to spread as an epidemic virus (Godin, 2000). The phenomenon is compared to a virus since it practically works the same way, by one *sneezer* (Godin, 2000) who affects several people with the virus/message, and then they become sneezers and so forth.

Crucial for achieving this effect is that the virus or message does not lose its effect (Godin, 2000). E.g. many people will say or show their friends if they bought a Ferrari and many of these friends might also tell their friends that their friend bought a Ferrari. However, the value and prestige by telling the story diminishes the further the message spreads. It is less prestige full and maybe even embarrassing to tell that a friend of a friend of a friend bought a Ferrari, because people who hear the story might not care.

The key to turn a message into a virus is to pass what Gladwell (2000) calls *The Tipping Point* and must include following three rules;

1. *The law of the few.*
2. *The stickiness factor.*
3. *The power of context.*

The law of the few refers to by who the message initially should be launched. As Gladwell states;

"…a tiny percentage of the people do the majority of the work." (Gladwell, 2000)

This minority is crucial to launch the virus and can be categorized as possessing characteristics as being *connectors*, *mavens* and *salesmen*.

Connectors are characterized by having a social network up to 4-5 times bigger than people in general (Gladwell, 2000). The reason is their big interest in other people and their lives and they love to share their knowledge with them. Their crucial contribution to spreading a virus is not only their large network, but due to their interest in other people, they often have a broad variety of friends. This makes them capable of spreading the message to many worlds, subcultures and niches (Dehler-Nielsen & Rathjen, 2006).

Where connecters have the eagerness and interest in people, *mavens* are interested in knowledge and information. Mavens are the type of person people listen to or go to if they need advice of any kind of product or service (Gladwell, 2000).

Lastly, *salesmen* have the ability of being persuasive. However, what persuasive exactly is, is a rather scientific and complex phenomenon, but Gladwell (2000) describes it as not only being a matter of spoken word but more importantly subtle, hidden and unspoken signals which he characterizes as a dance between people. To make an epidemic tip these three characters have to be involved in the conversation.

According to Gladwell (2000) not only the messenger is necessary to make a message to tip. The content of the message is also a crucial factor. As mentioned in the introduction we are exposed to more and more ads every day but how many do we actually remember? A huge amount of advertising money is used to buy these ads in TV and magazines but they often have little effect. Actually sometimes competing companies benefit from the marketing activities nearly as much because consumers only notice the product category but not the actual brand (Dehler-Nielsen & Rathjen, 2006). Thus, the message has to be so compelling that it triggers action which Gladwell (2000) refers to as *the stickiness factor*.

The final part to make a message tip does not concern the involved people or the actual content of the message like the law of the few and the stickiness factor but concerns outside factor that affects the epidemic, thus, the name; *the power of context*.

The power of context is characterized by being minor subconscious things we are not aware of. Not big considerable things we evaluate and, thus, have some kind of opinion about, but things we do not really notice as being affecting our behaviour and therefore just pass through the filter and embraces subconsciously in our minds.

Gladwell (2000) argues and has by research found out that all these three factors must be present in order to make a virus tip. However, if it tips it is severely effective even with very few resources.

3.1.3.2. The Influentials:

One American in ten tells the other nine how to vote, where to eat and what to buy. They are The Influentials. (Keller & Berry, 2003)

The theory of *the Influentials* takes similar approach as Rosen's (2000) *law of the few*. However, the objective by exploiting the Influentials' potential is not to launch a virus and the target group for spreading the message is much wider. The essential is that the *mouth* is probably more important than the *word* in the term word-of-mouth marketing. Thus, by turning an Influential into a loyal customer it derives much larger impact than a non-influential loyal customer.

It is not obvious e.g. demographically characteristics that distinguish Influentials from general consumers, thus, targeting marketing activities to them cannot be done by e.g. age, education, wealth, celebrity status, etc. However, the Influentials do have some traits as being active in their respective communities, more attracted to informative and relevant information, rejecting traditional marketing, etc. Thus, it will be possible to aim marketing activities directly to this group of people. However, to precisely identify the target group and how to communicate to them is out of the scope of this paper.

3.1.3.3. Negative C2C-communication:

So far I have only addressed C2C-marketing from the positive point of view where consumers share information in a verbal or non-verbal way which benefit the product or brand involved in the conversation. However, the negative counterpart referred to as negative C2C-communication is at least as widespread as positive C2C-communication. Thus, even though marketers should pursue positive C2C-communication in order to achieve better and cheaper marketing, it is crucial also, to a certain extent, to avoid negative C2C-communication (Sernovitz, 2000).

It is a fact in marketing literature that a dissatisfied customer shares his or her product experiences with more people than a satisfied customer (Solomon, 2004). This means that a negative loaded message will travel longer and faster than a positive loaded message (Lau & Ng, 2001).

Through research it has turned out that no general rule of how many percent of dissatisfied customers actually spread their experience and it varies widely between industries and products (Dehler-Nielsen & Rathjen, 2006). However, Richins (1983) and Anderson (1998) have concluded that the percentages of consumers who share their bad experience are related to the level of dissatisfaction.

From previous brand analysis it appeared that Heineken has an issue with the quality, because of the bright colour of the bottle which caused sunlight to damage the taste of the beer. This is an obvious issue which can evolve negative C2C-communication and ultimately turn into a virus as previously discussed (Gladwell, 2000).

One way to deal with this problem is obviously to increase the quality so fewer bottles are exposed to the sun. But other action has also to be taken in order to conquer this issue.

Keller & Berry (2003) gives their suggestion on how to deal with the critique;

"When critics come knocking, invite them in." (Keller, 2003)

They have showed, through research, that people who take action on their bad experience either by telling friends and families about it or enquire the company with the complaint, are significantly more likely to be *Influentials*. This means that if Heineken receives a complaint or notice a customer complaining on a blog forum or other social media, there is a relatively great chance he or she is an Influential. If so, the message will be spread wider and further due to the role as an opinion leader. However, by managing this particular customer properly he or she can actually turn into a satisfied customer and probably be even more satisfied than if the complaint never occurred because he or she gets the feeling of being taken seriously. In that way an unsatisfied customer followed by a great risk of affecting other consumers is transformed into a satisfied customer who probably contributes to the marketing because of his/her position as opinion leader. The point is that to pursue great C2C-marketing, opinion leaders are crucial to spread the message, and a big effort has to be put into identifying and reaching influentials. In this case they approach you and the only thing you have to do is to turn them into satisfied customers. They are already identified.

A solution to solve the problem could be, inspired by the wine industry, that consumers becomes aware of their right to return the beer and get a new one if the taste is damaged, similar to a wine that will be returned if it does not live up to standard.

3.2. The Conceptual Model:

This chapter serves the purpose of presenting the conceptual model for the reader. The model takes the point of departure in the previous brand analysis and addresses the issue on how the brand identities contribute to make consumers conduct C2C marketing.

Initially the theory behind the model will be explained in order to clarify how the model is constructed. Subsequently, a thorough presentation of the model will be done by presenting each single *latent* variable and their *manifest* variables. Finally, the hypotheses will be developed in order to be able to test, in the quantitative analysis, if they can be refused or accepted.

3.2.1. Theoretical approach to the Conceptual Model:

The aim of the model is to describe what causes consumers to do certain behaviour. I will address three types of behaviour connected to C2C-marketing. The first behaviour is the action of buying a Heineken. The reason it is considered as C2C-communication is the fact that by buying the product the consumer is signalizing some connection to the brand. When you tell the bartender that you would like a Heineken, tell a friend to buy a Heineken for you or simply just having a Heineken in front of you, it gives other people some associations of similarities between you and the brand. This form of C2C-marketing I will in the following refer to as non-verbal C2C-marketing.

Furthermore, I will also address two types of C2C-communication which are verbal WOM. It is where one consumer gives his/her opinion about the brand to another consumer. The message can either be positive- or negative loaded which I refer to as PWOM or NWOM.

Several models on how to predict consumer behaviours have been analyzed and many models have been developed (Susaa, 2007). A widely used approach to predict behaviour is to assess the consumers' attitude. The attitude factor has shown to have a relationship to consumers' behaviour (Solomon, 2004) which is the field of the model.

One of the most frequently used definitions of attitudes is by Gordon Allport (1935) defined as;

"Attitudes are learned predispositions to respond to an object or class of objects in a consistently favourable or unfavourable way." (Allport, 1935)

However, an attitude to an object does consist of the attitude to a large variety of attributes. A consumer might have a positive attitude to taste but a negative attitude to the bottle design and the overall attitude to Heineken is then the sum of all the single attitudes of the object. This is explained further in Fishbein's multiattribute model.

3.2.1.1. Fishbein's Multiattribute Model:

The most acknowledged model to address multiattribute attitudes is Fishbein's Multiattribute Model as formulated in following equation (Solomon, 2004).

$$\sum b_i * e_i = A_o \sim BI \sim B$$

Where A_o is the overall attitude to the object, b_i is the belief of the attribute *i* in terms of what characteristic the consumer ascribe to it and, finally, e_i is the evaluation on how much the consumer appreciate and value of the attribute *i* (Ajzen & Fishbein in Albarracín *et al*, 2005). However, by only addressing attitudes without linking it to certain behaviour it cannot be used for strategy making. BI (behavioural intention) in the model indicates that BI is a function of A_o and B (Behaviour) is a function of BI.

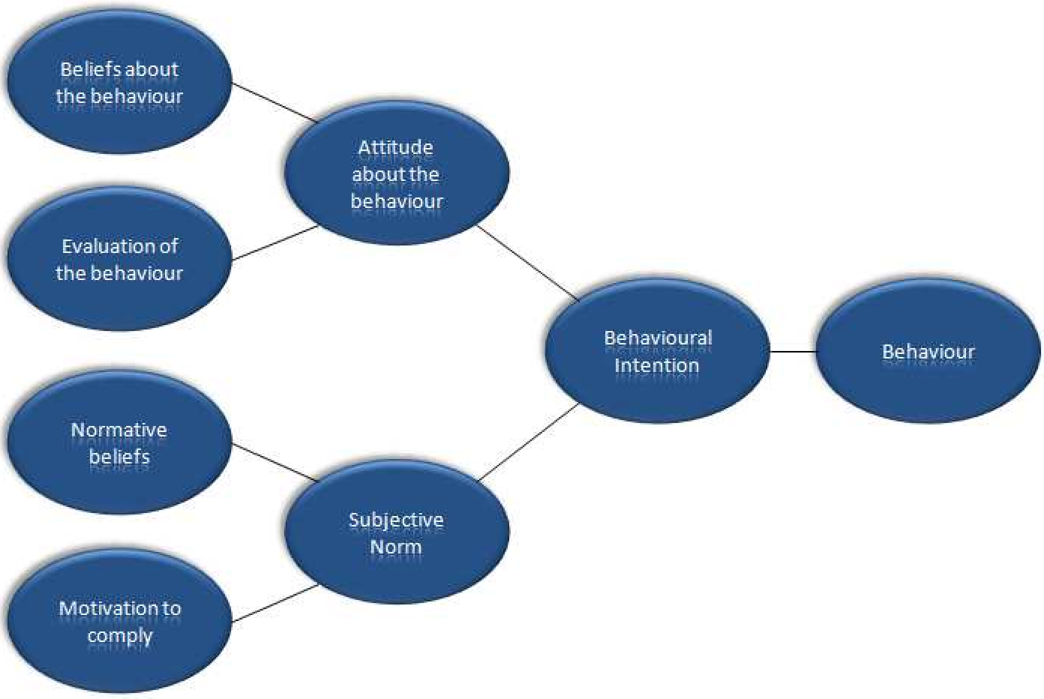
Researchers have after many years experienced that consumers' attitudes are not always a good indicator on how to predict behaviour (Solomon, 2004). E.g. can a consumer have positive attitudes to a Harley Davidson motorcycle, due to its rugged image, but still have negative attitudes toward buying a Harley Davidson. The difference could be due to the hassle of taking a drivers licence for motorbikes, risk of riding it, etc. Therefore, Fishbein revised the model to get a better correlation between attitude and actual behaviour.

3.2.1.2. Theory of Reasoned Action:

Compared to the Multiattribute Model, Fishbein incorporated three changes in order to better predict behaviour. Firstly, the Multiattribute Model dealt with A_o as an accumulated attitude to the objects' attributes. In the Theory of Reasoned Action (TRA) Model Fishbein takes a different approach on the parameter attitude by looking at the *attitude to the behaviour* A_{act} (Assael, 1998) instead of the attitude towards the object A_o. E.g. where the attitude in the Multiattribute Model concerned the brand Heineken the attitude to the behaviour could be the attitude to buy, consume or recommend a Heineken. Secondly, to address the attitude to behaviour the belief that derives the attitude is also changed to be beliefs as the perceived consequences of the action instead of the perceived characteristics of the brand (Assael, 1998). Thirdly, Fishbein concluded that other external factors significantly affect the behaviour and the behavioural intention. Thus, he added a new parameter, named, *Social Norms* (SN) which is our tendency to let our environment affect our behaviour (Assael, 1998). Even though, we rarely admit that other people affect our decisions it is a crucial factor in determining behaviour. Again SN is composed of two factors, namely *normative beliefs* and *motivation to comply* where normative beliefs is the consumers' beliefs on how he or she thinks of other people's opinion about the behaviour and motivation to comply is a factor of how much he or she obeys his/her surroundings (Solomon, 2004).

The model I will develop serves as explaining to what extend brand identities motivates consumers to conduct C2C-communication, however, this part of the model (SN) actually looks the other way and explains, among other factors, how much C2C-communication affects their behaviour. The TRA model is seen in figure 10.

Figure 10:



Source: Own production with inspiration from Assael (1998).

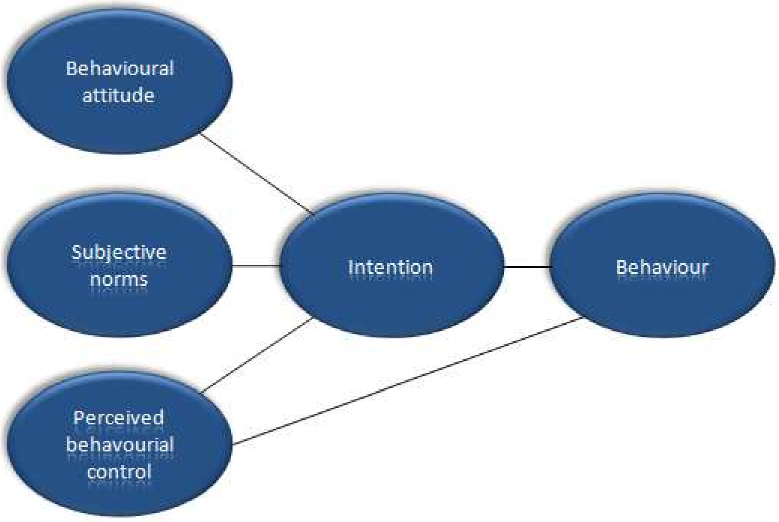
The aim of developing brand identities is to develop attitudes to the brand. Consumers will then respond to the identities in either a positive or negative behaviour depending on their identity-based motivation. The brand identities are a set of attributes of the brand like the taste of a Heineken, the design of the bottle and the global image as previously addressed. Thus, in this paper it is interesting to see to what extend the brand identities serve as deriving behaviour. In other words, is there in Heineken's context factors where a positive attitude to the brand (A_0) is not deriving positive attitude to buying the brand (A_{act}). I.e. is there a phenomenon like in the Harley Davidson example earlier mentioned. I argue that Heineken is a product where factors that cause a difference between a positive attitude to the brand (A_0) and a positive attitude to the behaviour (A_{act}) are small. However, the fact that a consumer does not drink alcohol can have a positive attitude to the brand but a negative attitude to buy the brand. Thus, I will address that by excluding all answers, in the quantitative analysis, where the respondents answer that they have not tasted a Heineken.

3.2.1.3. Theory of Planned Behaviour:

Even though major changes were made from the Multiattribute Model to the Theory of Reasoned Action the theory did still receive some critique. Sheppard *et al* (1988) question TRA's assumption, that the behaviour is something in control of the consumer (Fishbein & Ajzen, 1975). Sheppard *et al* (1988) argue that behaviour to some extend is determined by outside factors which the consumer is not in control of. E.g. does the consumer have the resources to buy the product?

As a reply to the critique, Ajzen (1991) developed the Theory of Planned Behaviour (TPB) where he included the parameter *perceived control* (PC) which is the consumers' own opinion if he or she is capable to execute the behaviour (Pelsmacker *et al,* 2004). The parameter includes if the consumer has the resources to do the behaviour. However, I argue that this parameter is not influencing the behaviour in terms of buying a Heineken in the HORECA segment. An issue, however, could be if a person of 17 wants to buy a beer on a bar. He may have a positive attitude to the brand and his friends will not affect him negatively but the behavioural intention is still low due to the law of no sale of alcohol to people under 18. However, people in my research pool are all above 18 and I do not assume other issues that can affect this parameter, thus, it will not be included in the model. The figure is seen in figure 11.

Figure 11:



Source: Own production with inspiration from Ajzen (1991).

3.2.2. The Conceptual Model – Latent Variables, Manifest Variables and Hypotheses:

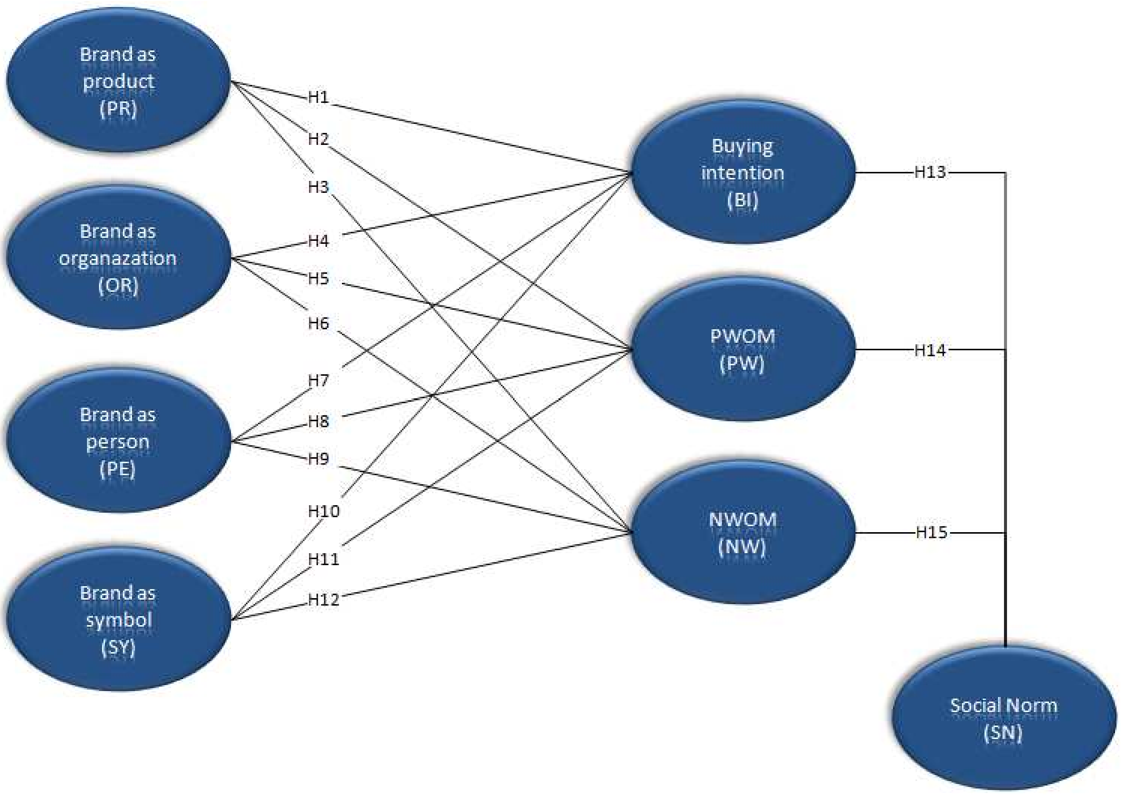
The conceptual model (Figure 12) is developed on the principles of earlier mentioned consumer behavioural theories. The left side of the model concerns the brand identities and the right side different kinds of behavioural intentions. The aim is to test whether this is a valid model which can serve as explaining how brand identities stimulate C2C-marketing between consumers? Rooted in the TRA model SN is included to address the affection of social norms on the respective behavioural intentions.

The model consists of *latent variables*. I argue that variables like e.g. *brand as organization* or *PWOM* cannot be measured simply asking; “what do you think about the brand Heineken as an organization?” or “do you have intentions to conduct positive WOM?” and then get a valid answer. I see these parameters as not being straightforward measures people can directly respond to. Thus, I will make up a few *manifest variables* which are questions the responders are more likely to answer properly. The manifest variables then together serve as measuring the latent variables in the model (Muijs, 2004).

Technically, the latent variables can be either classified as being exogenous or endogenous. Exogenous variables are defined as independent from other parameters in the model. On the other hand endogenous are explained by one or more variables in the model (Susaa, 2007). In the model (Figure 12) PR, OR, PE, SY and SN can be characterized as exogenous variables and BI, PW and NW are endogenous variables.

Exactly how the exogenous variables are able to explain the endogenous variables are the crucial part of the analysis of the model. The way I will address this is to develop certain hypotheses on whether the exogenous variable has any significant correlation with the endogenous variable. In other words, can it be statistically rejected that the slope of the correlation is significantly different from zero (no correlation) on a 0,05 level. The method to analyze this model will be Structural Equation Modelling (SEM). The conceptual model is seen in figure 12.

Figure 12:



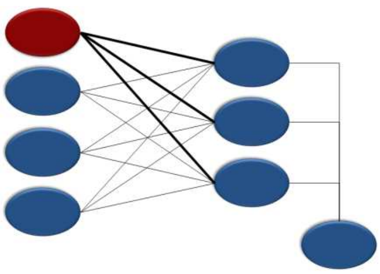
Source: Own production based on previously discussed consumer behaviour theory.

In regards to the TRA model the PR, OR, PE and SY are the attitudes to the respective brand identities. The attitude is, thus, a product of the respondents' belief and evaluation. To keep the number of questions, in the questionnaire, low I do not ask for both the respondents' belief and evaluation but only to their attitude to the identity. This is done by formulating the question in order to let the respondent express if they are positive about a belief e.g. the taste of a Heineken.

The endogenous variables in the model regard, as mentioned, behavioural intention and not the actual behaviour. However, I assume that the consumer is in control of their own behaviour and there is a correlation between behavioural intention and actual behaviour. By alternatively including actual behaviour in my data gathering, it will increase the complexity and time consumption considerably, and this is therefore not chosen.

The coming chapters will introduce the single latent variables by their manifest variables and the developed hypotheses to be tested later on.

3.2.2.1. Brand as product:



H_1: A positive attitude to "brand as product" will have a positive effect on consumers' buying intentions.

H_2: A positive attitude to "brand as product" will have a positive effect on consumers' intentions to perform positive C2C-communication.

H_3: A negative attitude to "brand as product" will have a positive effect on consumers' intentions to perform negative C2- communication.

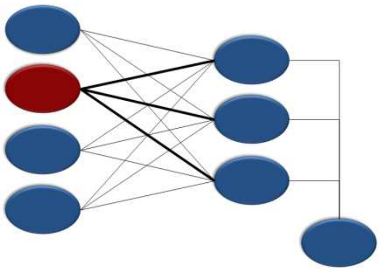
In order to measure the latent variable *brand as product* I have developed 5 manifest variables which are to be answered in the questionnaire on a 7-point Likert scale:

- Strongly disagree
- Disagree
- Mildly disagree
- Neutral
- Mildly agree
- Agree
- Strongly agree

	Questions
PR1	Jeg synes Heineken har en god smag.
PR2	I visse situationer foretrækker jeg smagen af en Heineken frem for andre ølmærker.
PR3	En Heineken smager bedre end mange af de andre import øl.
PR4	Jeg synes Heineken flasken har et flot design.
PR5	Heineken flaskens design er flottere end konkurrerende ølmærkers.

3.2.2.2. Brand as organization:

H_4: A positive attitude to "brand as organization" will have a positive effect on consumers' buying intentions.



H_5: A positive attitude to "brand as organization" will have a positive effect on consumers' intentions to perform positive C2C-communication.

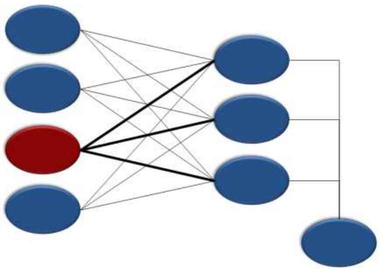
H_6: A negative attitude to "brand as organization" will have a positive effect on consumers' intentions to perform negative C2C-communication.

In order to measure the latent variable *brand as organization* I have developed 4 manifest variables which are to be answered in the questionnaire on a 7-point Likert scale:

	Questions
OR1	Jeg er positiv overfor Heineken's globale image.
OR2	Jeg værdsætter Heineken's globale image.
OR3	At Heineken er en global øl giver mig positive associationer.
OR4	Heineken's globale image skiller sig positivt ud fra andre ølmærker.

3.2.2.3. Brand as person:

H_7: A positive attitude to "brand as person" will have a positive effect on consumers' buying intentions.



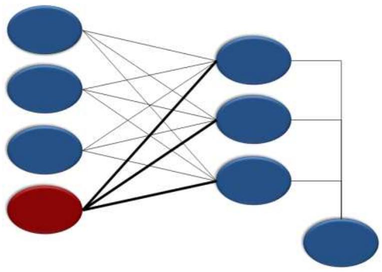
H_8: A positive attitude to "brand as person" will have a positive effect on consumers' intentions to perform positive C2C-communication.

H_9: *A negative attitude to "brand as person" will have a positive effect on consumers' intentions to perform negative C2C-communication.*

In order to measure the latent variable *brand as person* I have developed 4 manifest variables which are to be answered in the questionnaire on a 7-point Likert scale:

	Questions
PE1	Jeg synes Heineken har en personlighed jeg værdsætter.
PE2	Heineken henvender sig til en gruppe mennesker jeg har en positiv holdning til
PE3	Heineken har en personlighed der skiller sig positivt ud fra konkurrenterne.
PE4	Der er ligheder mellem min egen og Heineken's identitet.

3.2.2.4. Brand as symbol:



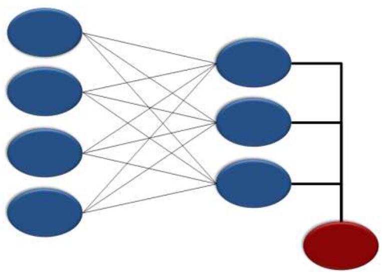
H_{10}: *A positive attitude to "brand as symbol" will have a positive effect on consumers' buying intentions.*

H_{11}: *A positive attitude to "brand as symbol" will have a positive effect on consumers' intentions to perform positive C2C-communication.*

H_{12}: *A negative attitude to "brand as symbol" will have a positive effect on consumers' intentions to perform negative C2C-communication.*

The *Brand as symbol* is, due to the brand analysis, chosen not to be included in developing the Heineken brand. The parameter, thus, only appears in the model to demonstrate the point of departure if it is going to be used for other products or brands.

3.2.2.5. Social norm:



H_{13}: *There is a positive correlation between consumers' social influence and their buying intentions.*

H_{14}: There is a positive correlation between consumers' social influence and their intentions to perform positive C2C-communication.

H_{15}: There is a positive correlation between consumers' social influence and their intentions to perform negative C2C-communication.

In order to measure the latent variable *social norm* I have developed 2 manifest variables which are to be answered in the questionnaire on a 7-point Likert scale:

	Questions
SN1	Heineken er populær blandt mine venner og bekendte.
SN2	I min omgangskreds bliver der ofte drukket/købt Heineken sammenlignet med andre ølmærker.

3.2.2.6. Buying intention:

In order to measure the latent variable *buying intention* I have developed 5 manifest variables which are to be answered in the questionnaire on a 7-point Likert scale:

	Questions
BI1	Det er sandsynligt at jeg køber en Heineken på en bar/café der også sælger andre ølmærker i løbet af de næste 3 måneder.
BI2	Jeg forudser at jeg i nærmere fremtid køber en Heineken på en bar/café der også sælger andre ølmærker.
BI3	Alt i alt er jeg positiv overfor at købe en Heineken.
BI4	Jeg vælger af og til en Heineken på en bar/café der også sælger andre ølmærker.
BI5	Jeg har inden for de sidste 3 måneder købt en Heineken på en bar/café der også solgte andre ølmærker.

3.2.2.7. Positive word-of-mouth:

In order to measure the latent variable *positive word-of-mouth* I have developed 3 manifest variables which are to be answered in the questionnaire on a 7-point Likert scale:

	Questions
PW1	Jeg har tidligere kommet med en positiv kommentar, om Heineken, til venner eller bekendte.
PW2	Hvis nogen spørger om min holdning til Heineken vil jeg nævne noget positivt.
PW3	Jeg kunne godt finde på at sige noget positivt om Heineken.

3.2.2.8. Negative word-of-mouth:

In order to measure the latent variable *negative word-of-mouth* I have developed 3 manifest variables which are to be answered in the questionnaire on a 7-point Likert scale:

	Questions
NW1	Jeg har tidligere kommet med en negativ kommentar, om Heineken, til venner eller bekendte.
NW2	Hvis nogen spørger om min holdning til Heineken vil jeg nævne noget negativt.
NW3	Jeg kunne godt finde på at udtrykke mig negativt om Heineken.

3.3. Qualitative Analysis:

Based on my knowledge I am not aware of prior research where brand identities are used to explain behavioural intentions as in the previous conceptual model. The aim of the model is not to predict certain behaviour derived from changing of the brand identities but to explain if and how the specific brand identities currently serves as deriving behavioural intentions in regard to C2C-communication between consumers. Thus, the model is not build on prior tested models which give certain validity and I have to analyze if the model actually measures what I expect it to measure and if the model includes parameters enough to be able to explain the endogenous variables.

For that purpose I have divided this chapter into two sections; qualitative analysis I and II, where the purpose of the analysis initially will be explained, secondly I will argue for the chosen research method and finally, the collected data will be analyzed upon in order to change the model to be more valid.

3.3.1. Qualitative Analysis I:

Qualitative analysis I will aim to ensure the structure of the model. In respect to the subsequent quantitative analysis it is not possible to cover a wide range of brand attributes. To ensure a considerable amount of responses it is crucial to keep a questionnaire on a fair number of questions. Otherwise many people do not respond to it and the value of the collected data will decrease. Thus, it is important to cover a few but the most important attributes for each brand identity.

3.3.1.1. Research design:

The qualitative analysis I is based on the same interviews as applied in the strategic analysis and the design of the data gathering method is therefore prior explained in chapter 2.2.1.3.1.

3.3.1.2. Data analysis:

Basically all outcomes of the interviews can be attached to one of the following brand identities; *brand as product, brand as organization, brand as person* or *brand as symbol*. The interviews look upon the respondents' buying habits and associations to Heineken. The overall impression is that the consumers' behaviour mainly is derived from the product attribute taste. However, it implies that other people than the respondent might base their decisions on other more intangible factors as well. I argue that the fact that the respondents do believe others to care about intangible attributes like e.g. signalizing wealth by drinking a premium priced beer, is a indication that it also could be the case to themselves. It is always easier to stereotype other people than it is to be able to draw objective conclusions about yourself. People do have a tendency to say others are in a certain way but I am different, however, often it is a clear description of them self.

The attributes in regards to *brand as product* is as mentioned mainly taste, but attributes like bottle design, price and occasion are also mentioned. However, occasion and the premium price level are not mentioned by the respondent without being asked into it and their associations about it are not very clear. The premium price is nearly invisible and the respondents do only expect little, if any, additional price to a Tuborg or Carlsberg, which is considered as a midrange price. The occasion of which a Heineken fits well into is not very clear either. When respondents are asked into it, their response is rather unclear and do not consider Heineken as having strong ties to a specific occasion. Thus, I argue that by covering taste and design I do cover the most considerable part of the latent variable; *brand as product*.

In regards to the latent variable *brand as organization* the only attribute mentioned in the interviews is Heineken's global image. Nevertheless, the global association is very clear among the respondents. Thus, the only attribute to be covered in order to measure *brand as organization* is questions to measure attitude to Heineken's global image.

Attributes to the brand Heineken also derived from the interviews are; young, feminine, upper class, party people, etc, which all can be related to *brand as person*. Due to the fact that the respondents do have wide variety of associations referring to Heineken's personality and the personality of the stereotype Heineken consumer, I will not pick out only one or two attributes in order to analyze the whole latent variable *brand as person*. I argue that only a few specific attributes like e.g. young and party image is not adequate, thus, the questions in the quantitative analysis will be developed in broad terms in order to cover the whole latent variable.

The last latent variable in the conceptual model is *brand as symbol*. However, the data outcome did not show any trace how this identity could be related to any behaviour or image of Heineken and is therefore excluded. The variable could still be included, though, and then be tested if hypothesis 10, 11 and 12 could be denied, but in order to keep the questions in the quantitative analysis to a minimum I prioritize to exclude it from the conceptual model.

3.3.2. Qualitative Analysis II:

Where qualitative analysis I aimed to ensure that the right brand attributes is covered in the questionnaire, qualitative analysis II serves as a validation if the manifest variables actually serve the purpose of measuring their respective latent variable. In other words do I actually measure what I want to measure? The suggested manifest variables possibly have to be revised, deleted or new added in order to be a satisfying measure instrument. This method is called *content validity* which together with *construct validity* (See factor analysis) and *reliability analysis* covers an assessment of the models validity (Muijs, 2004).

3.3.2.1. Research design:

Qualitative analysis II will be conducted as a semi structured interview. By this structure I ensure that all manifest variables will be examined but still additional information the respondents might have, can emerge. Like with qualitative analysis I, I conducted the interviews myself and before starting the interview I asked the respondent of their permission to record the interview in order to later transcription.

As mentioned the purpose is to test if the manifest variables are a valid measurement for the latent variables. The manifest variables from chapter 3.2.2 are all in the form of statements, however, in qualitative analysis II, I will transform them into questions in order to let the respondent better be able to come up with his or her opinion about it.

For example will PR1 be transformed into question Q1:

PR1	Jeg synes Heineken har en god smag.

Q1	Synes du Heineken har en god smag?

The complete list of questions is found in appendix 6.

Furthermore, I have chosen not to ask the questions in chronological order but change it from interview to interview. The reason is that some questions can be relatively similar and the respondent could then become tired or irritated to hear nearly the same question again. By changing the order, disturbing factors will be spread out and not only affect the same question in every interview.

3.3.2.2. Data analysis:

To better be able to analyze the data in the qualitative analysis II the interviews are transcribed and to be seen in appendix 7. The method of how the interviews are transcribed is that all irrelevant expressions are omitted and only the substantial sentences are transcribed. In that way the whole interview is smaller but no information is lost (Andersen, 2002).

<u>PR:</u>

The questions regarding brand as product concerns two topics, namely, bottle design and taste. The two product attributes do not necessarily have the same contribution to the latent variable *brand as product* and the respondents can also have different attitudes to taste and bottle design respectively. This means that all questions cannot be used as manifest variables for the same latent variable by being grouped as one due to lack of correspondence. Either I have to separate the two attributes to be analyzed separately or one of them has to be excluded. I argue that both the qualitative analysis I and II illustrate that even though the Heineken bottle is perceived to have a nice design, consumers are not evaluating this attribute as being something they appreciate. I.e. the belief might be strong but the evaluation is not, and from the TRA we saw that the attitude is not strong then. On the other hand the interviews showed a much clearer correlation between the taste and the attitude to the product which is the reason I will reduce the manifest variables to only concern the attribute, taste.

Q2 has turned out to be a bit unclear to the respondents. Their belief as being a beer good for refreshment in a context where the aim is to reduce thirst, is not as clear as I assumed. The result is that the respondents probably will reply negatively even if they have a positive attitude to the taste. Q2 will therefore be replaced with the question; *"En Heineken er god når jeg trænger til en frisk øl"*.

<u>OR:</u>

The answers to the questions regarding *brand as organization* and Heineken's global image was characterized by not being very clear either. Even though the questions were meant to be similar to a certain extent, the answers turned out to be very different. I believe the reason is that the questions are too intangible and the responders do not know exactly what it regards. Thus, I have changed the questions to measure the respondents' opinion about Heineken's three major international sponsorships instead. The questions are seen in appendix 8. I argue that all three sponsorships have an international approach and thereby give a measure of Heineken's global image.

<u>PE:</u>

Like the questions regarding *brand as organization* the questions about *brand as person* are also too superficial and intangible. The questions might be biased in the way that when they were developed they were based on Aaker's theory of brand identities. The respondent is, of course, not aware of that theory and the questions are therefore too unclear. Thus, all the questions are revised to make the respondent initially imagine a stereotypical Heineken consumer and then express their attitude to that person. The questions are seen in appendix 8.

SN:

Q 15 turned out to need to be revised from; *”Bliver der, i din omgangskreds, ofte drukket/købt Heineken sammenlignet med andre ølmærker?”* which does not take into consideration that not all bars have the same selection of beers and consumers do select the bar on other criteria than the beer selection. Thus, Heineken can be a well consumed beer in a group of friends just because it is the only beer sold in the bar they go to. To better be able to measure the latent variable SN the question will be revised to; *”Vælger nogle i din omgangskreds, ofte en Heineken på en bar der også har andre øl at vælge imellem?”*.

BI:

The interviews showed that Q20 was too specific by encouraging the respondent to respond with either strongly agree or strongly disagree dependent if he or she has bought a Heineken within the last 3 months. Thus, the question will not appear in the questionnaire.

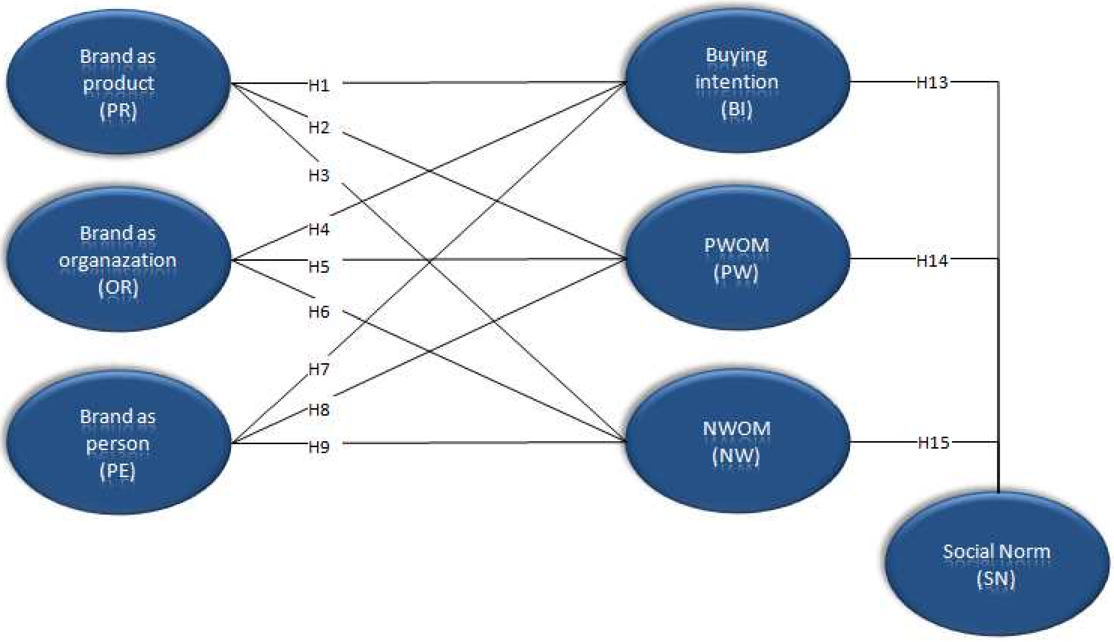
PWOM and NWOM:

No changes.

3.3. Revised model:

Due to the validation of the model, the manifest variables have been revised (Appendix 8) and the structure of the conceptual model has slightly been changed. The revised conceptual model is seen in figure 13.

Figure 13:



Source: Elaborated from figure 12.

3.4. Quantitative analysis:

This section aims to do the data mining on the gathered data. The section is divided into three parts where the first part explains how the data is collected, in the second section a reliability- and a factor analysis will be performed to further test the validation of the model and the final part serves the purpose of assessing the model by testing the hypothesizes and present the results.

3.4.1. Data collection:

The survey was conducted as an *online survey* (Appendix 8) which is an efficient and cost effective way to spread the survey to a large amount of people. The link to the questionnaire was sent out to students on Copenhagen Business School and Aalborg University where I received 183 responses. Due to Heineken's strategy to develop the brand in the four major cities of Denmark I tried to get permission to send it out to students on Aarhus University and University of Southern Denmark as well, but did not get the permission.

Of the 183 responses 20 was only partly answered and therefore disregarded. 17 of the respondents left had not tasted a Heineken and therefore considered as being unable to answer the questions properly by either not drinking alcohol or having too little knowledge about Heineken. Moreover, 1 was deleted due to an unserious answering pattern. Lastly, 7 were outside Heineken's target group of being in the age of 23-35. I have chosen women to be included in the further analysis due to Heineken's feminine image as prior discussed. This filtering of responses leaves 138 valid questionnaires to conduct the data analysis on.

The measurement variables from the questionnaire contained 25 questions where 4 of them were of descriptive character as; age, gender, region and if they had ever tasted a Heineken. Before sending it out it was pretested on a couple of people which turned out in minor corrections.

Figure 14:

Age (23-35):	
Average age:	25,6
Standard deviation:	1,9
N (Number of valid responses)	138
Gender:	
Female:	57%
Male:	42%
Region:	
Greater Copenhagen:	74%
Zealand:	6%
Southern Denmark:	0%
Central Jutland	6%
North Jutland	12%

Source: Own production based on empirical data.

It has to be taken into consideration that the data might be biased due to several reasons. Firstly, the questionnaire was only launched to students on higher educational institutions which do not represent the general population in the target group. Secondly, it cannot be refused that people who choose to spend time to complete a questionnaire have different traits than the ones who will not waste their time in doing it. However, to eliminate the bias that people who responded the questionnaire where more loyal to Heineken, I did not mention neither Heineken nor the beer industry in the e-mail with link to the survey.

3.4.2. Reliability analysis:

What I did in the quantitative analysis II was to improve the validity of the model by making sure if the questions really measure what I want it to measure. However, further analysis has to be done in order to improve the validity. For that purpose I will conduct a reliability analysis which can identify if the manifest variables are internally consistent. Reliability is a necessary condition for validity but a reliable instrument may not always be valid (Zikmund, *et al*, 2007). The score of the latent variable can be written on following equation (Muijs, 2004);

Score = True score + Systematic error + Random error

The true score is the respondent's true attitude to the latent variable e.g. *brand as product* and the score is the average of PR1, PR2 and PR3. The difference between the two scores determines if the manifest variables are reliable measures of the latent variable. The difference can either be caused by systematic errors which is the same error for all respondents. Let us say there was pictured an ice cold Heineken beside question PR2, then the respondents would most likely respond more positive to the answer, but as long as this error is systematic, the results are not less valid because I look at differences between respondents and not absolute values. The main essence of the reliability analysis is to cope with the random error which is different from respondent to respondent. One method to analyze this is the Cronbach's alpha method, which tells how much internal consistency the manifest variables perform. E.g. could a too short time range in BI1 contribute to a lower Cronbach's alpha than if it was excluded. Let us say the question was; *"It is likely that I will buy a Heineken within the next two days?"*. In that way the respond will probably depend on whether that person intends to go out within the next two days. Moreover, people answering the question Friday might answer differently than the people answering it on a Monday. The point is that the question might not correlate with the other questions regarding buying intensions but vary due to a random error and the question is therefore not internal consistent and has to be excluded.

In the reliability analysis conducted in SPSS (Appendix 9) it is seen that by excluding OR3, PE3, BI3 and PW1 the Cronbach's alpha values are from 0,52 to 0,94. A general rule, among researchers (Muijs, 2004; Susaa, 2007; Bryman & Cramer, 2000), is that Cronbach's alpha values above 0,7 can be accepted and values below that cannot be considered as being reliable to answer the latent variable and therefore neither is valid. The only measurement instrument that do not meet this requirement is *brand as person* with a Cronbach's alpha value on 0,52 however, prior research have applied Cronbach's alpha value slightly below 0,5, thus, I have chosen to keep PE in the subsequent analysis.

3.4.3. Factor analysis[10]:

In order to ensure the validity of the model it is not adequate to make a content validity and reliability analysis of the manifest variables. It is also necessary to ensure construct validity of the model by securing that the manifest variables measure their respective latent variables and are not *"too"* correlated with the other latent variables (Muijs, 2004).

This is done by conducting a factor analysis which provides us with as few factors as possible to explain as much variance in the model as possible. In other words there will be developed certain factors that group the manifest variables to explain the correlation in the model (Foster, 2001).

Due to the expected correlation from the exogenous- to the endogenous variables I have to divide the factor analysis into two parts where factor analysis I serves as analyzing the correlation between the exogenous variables; PR, OR, PE and SN and their respective manifest variables and factor analysis II serves as analyzing the correlation between the endogenous variables; BI, PW and NW and their respective variables. See all results for factor analysis I and II in appendix 10.

3.4.3.1. Factor analyse I:

The factor analysis is conducted by using the Keiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. The KMO index tells us how effectively the variables can be grouped into a smaller number of underlying factors and has to be above 0,6 (Acton & Miller, 2009). In my case the KMO index is 0,72 which is adequate for further analysis.

[10] A factor analysis requires the number of respondents to not being less than 100 and there should be at least twice as many respondents as variables. The respondents should be heterogeneous on the abilities or measures being studied (Foster, 2001). My empirical data collected in the quantitative analysis fulfills all criteria by having 138 respondents and initially 21 variables.

The Bartlett's Test of Sphericity measure tells to what degree none of the variables in the analysis are correlated. If none of the variables are correlated no common factor can be found and a factor analysis will not work. A small significance level indicates correlation between the variables and therefore basis for common factors (Acton & Miller, 2009). My significance level is 0.00 which gives great chances that the variable is not an identity matrix (zero correlation). Based on these two measures there is reasonable foundation for further development of the factor analysis.

When running the factor analysis in SPSS the table *Communalities* appears. The communality value indicates the amount of variance in each manifest variable the factors are able to explain (Foster, 2001). The communality value has to be ≥ 0,5 or excluded from the analysis (Susaa, 2007). My initial factor analysis showed communality values below 0,5 for PE2, PE3 and PE4, hence, they were deleted and the factor analysis ran again. The results in the second round showed KMO ≥ 0,66, Bartlett's Test of Sphericity significance = 0,00 and all communality values ≥ 0,5.

The first task in the factor analysis is the extraction of the data, which means the process of determining underlying factor to explain variance in the data. If two or more factors evolve from the extraction a rotation technique has to be applied in order to draw a pattern between the extracted factors and the variables.

The extracted factors are seen in the table *Total Variance Explained*. SPSS suggests the number of factors with an *Eigenvalue* above 1. Eigenvalue is a measure of the amount of variability in the data explained by a given factor and considered as significant if the value is above 1 (Acton & Miller, 2009). However, Acton and Miller suggest not to narrowly use this method only, but also to look at the *Scree Plot* and choose the number of factors where the slope flattens out. However, the Eigenvalue method suggests 3 and the Scree Plot method 4 factors I choose only 3 factors. These 3 factors explain 81% of the total variance between the manifest variables and by adding the fourth factor only additional 6,7% will be explained, thus, I stay at three factors.

Now when the three factors have evolved, the rotation method will be applied in order to analyze the structure of the factors. The chosen rotation method will be *Oblique Rotation* which opposite *Orthogonal Rotation* allows the possibility that the factors might be related to one another. The rotation analysis presents the results in three different ways, the *Component Matrix*, *Pattern Matrix* and *Structure Matrix* which are three different statistical methods to assess results. To weigh all three methods equally I have developed a matrix where the values from the three matrices are averaged. The results are seen in figure 15.

Figure 15:

Average Matrix

	Component		
	1	2	3
PR1	0,86	0,08	-0,05
PR2	0,86	0,10	-0,05
PR3	0,80	-0,08	0,08
OR1	0,12	0,84	0,26
OR2	0,12	0,88	-0,11
SN1	0,43	-0,09	0,77
SN2	0,32	-0,04	0,83

Source: Own production based on the SPSS output from appendix 10.

Factor loadings are the strength of each variable in defining the factor (Acton & Miller, 2009). To consider a factor loading as being considerable Comrey (1973) argues it has to be ≥ 0,44 with increased loadings becoming more vital in determining the factor.

The considerable factor loading is seen as the grey area in the figure and the pattern shows that factor one is connected to PR1, PR2 and PR3, Factor 2 is connected to OR1 and OR2 and factor 3 is connected to SN1 and SN2. The factors thereby explain each latent variable respectively and no other correlation are evolved from the manifest variables. Thus, I do not consider any internal correlation between the manifest variables and other latent variables, than the respective one.

3.4.3.2. Factor analyse II:

A similar method is applied to conduct the factor analysis II. The communality values are 0.84 and above, thus, no variables are excluded from the analysis. The KMO index is 0,81 with a Bartlett’s Test of Sphericity significance on 0,00 which gives a good possibility for reliable results.

In order to determine the number of factors SPSS suggests 2, due to the Eigenvalue method. However, when looking at the Scree Plot 3 or 4 factors seem to be a better choice. When looking at the Total Variance Explained-matrix it is shown that by applying two factors

80,7% of the variance is explained but by adding an extra factor 90,3% is explained. By adding the fourth factor only additional 2,9% will be explained, thus I choose the number of factors to be three.

The average of the *Component-*, *Pattern-* and *Structure Matrix* is as shown in figure 16.

Figure 16:

Average Matrix

	Component		
	1	2	3
BI1	,893	,083	,089
BI2	,892	,133	,083
BI4	,848	,050	,147
PW2	,480	-,180	,769
PW3	,420	-,105	,842
NW1	-,268	,857	-,045
NW2	-,376	,815	-,125
NW3	-,354	,818	-,150

Source: Own production based on the SPSS output from appendix 10.

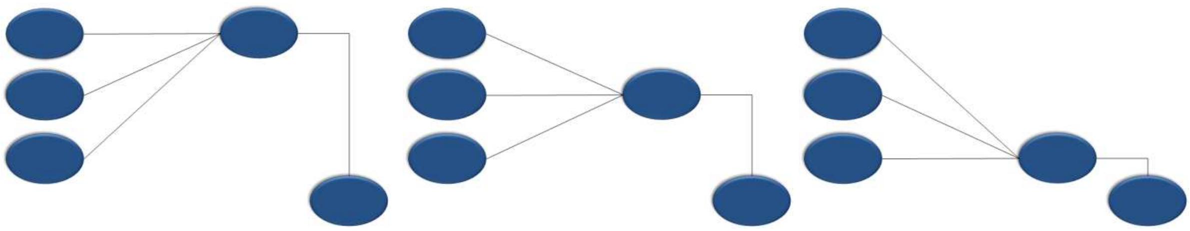
Factor 2 and 3 clearly explains the respondents' willingness to involve in positive- and negative C2C-communication respectively. Factor 1 strongly indicates the respondents' buying intentions but is not as clear as the other two factors. There is a clear correlation between BI1, BI2 and BI4, however, PW2 is, according to Comrey (1973), also considered salient.

This indicates that factor 1 not only describes consumers' buying intentions but is to some extent a higher level of attitude that expresses a combination of buying intention and PWOM, e.g. brand loyalty.

However, the main purpose of the model is to see which of the four brand identities influences e.g. BI the most and not to assess if PR influences BI, PW or NW the most. The last case is not interesting due to the fact that it is not possible to compare two estimates/slopes on two different C2C-communication methods. Is an increase from mildly agree to agree as beneficial for BI for PW? It is not comparable. Instead it is comparable if the estimate of PR→PW is 0,8 and the estimate for OR→PW is 0,4. Then it is rational to develop consumers' attitudes to *brand as product* instead of *brand as organisation* if Heineken aims to increase positive C2C-communication. Fundamentally, it is a matter of deciding a C2C-marketing strategy (BI, PW or NW) based on the current brand image or to decide a C2C-marketing strategy from what is assumed as the most efficient for the specific product and then model the brand to suit the chosen C2C-marketing strategy as best as possible. I argue the last due to the purpose of this paper.

This means that even though factor analysis II does not show completely satisfying construct validity because the manifest variables to some extend also explain other latent variables than their respective one, I do not find it damaging to the validity of the model because it is basically seen as three individual models as shown in figure 17.

Figure 17:



Source: Own production based on figure 13.

3.4.4. Structural Equation Modelling:

Methods to conduct analysis of quantitative data are many. Such as univariate statistic, bivariate-, multivariate-, multilevel regression and structural equation modelling (Muijs, 2004).

Social- and behavioural science is, opposed to natural science, characterized by its vague nature of its concept and lack of measurement instruments (Blunch, 2008). Thus, as prior explained, I do not consider the single parameters in the model to be directly measurable as it is underlying subconscious association and behavioural intentions which respondents cannot answer in a single question and latent variable, thus, was constructed. Due to that fact, I have to apply a method which can group manifest variables into latent variables and analyze the construct between the latent variables and not the manifest variables. Such a method is *structural equation modelling* which objective is to draw conclusions based on non-experimental data about causal relationships between non-measurable concepts (Blunch, 2008).

Structural equation modelling is, like some of the other methods, based on regression analysis which assumes that the correlation between the endogenous- and exogenous variables is linear.

Multivariate- and multilevel regression analysis assumes no correlation between the exogenous variables internally. In the factor analysis I found that the correlation between the exogenous variables were not considerable enough to involve it in the model but when structural equation modelling allows us to take that error into account, it is just another advantage compared to multivariate- and multilevel regression analysis.

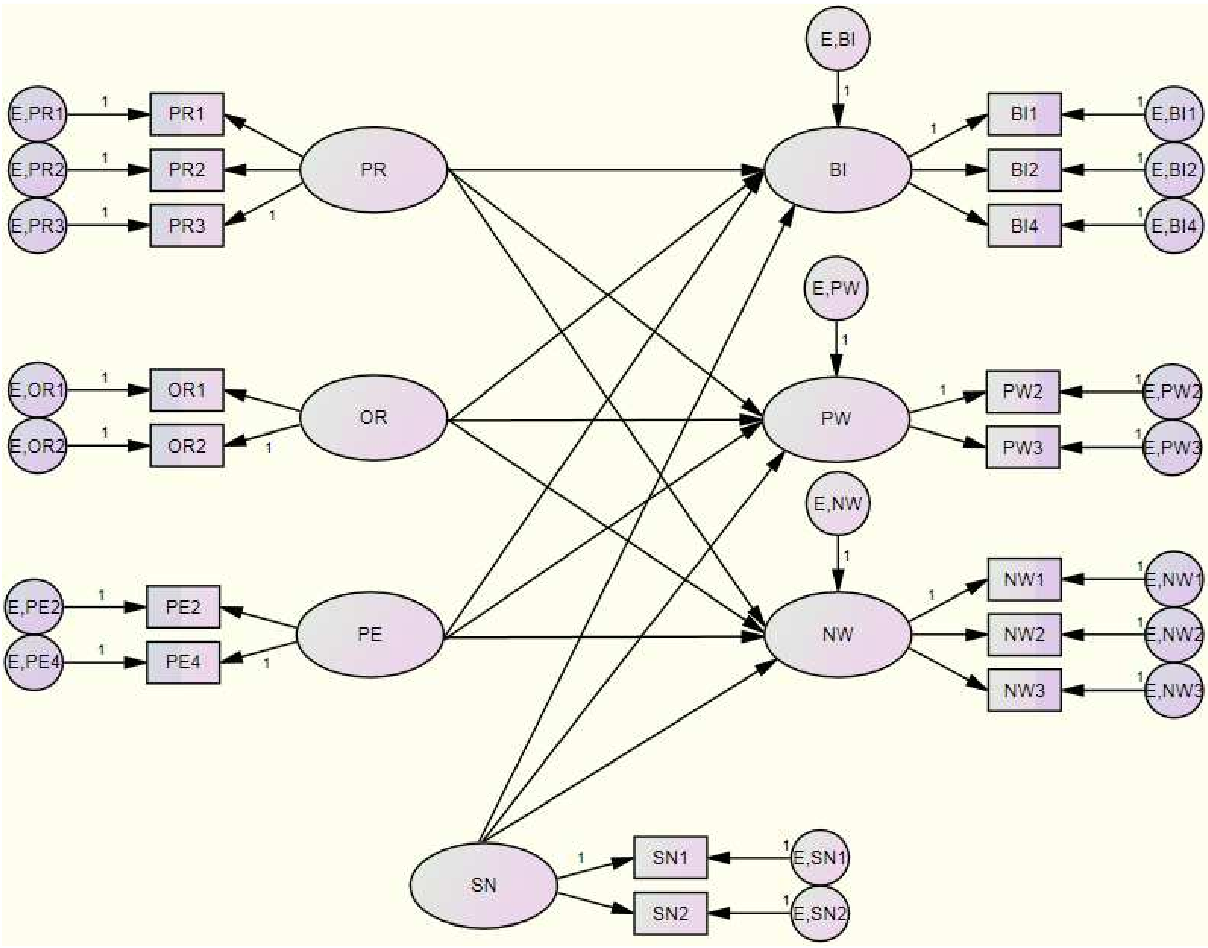
3.4.4.1. Presentation of the results[11]:

The prior issue from factor analysis I, where PE2 and PE4 were excluded in the factor analysis, has to be decided whether the latent variable PE should be included in the conceptual model. To address this issue I have done two analyses, one including the PE variable and one without. It turns out that by excluding the PE parameter in the model the other estimates will be affected. However, the same hypothesizes are accepted but the regression weights are generally higher in the model where PE is excluded. I have chosen to include PE in the analysis but the conclusions of hypotheses and estimates regarding PE have to be interpreted with certain cautiousness.

Due to improvement of the validity of the conceptual model I have deleted PR4, PR5, OR4, PE1, SY1, SY2 and SY3 because of the results from qualitative analysis I and II. Furthermore, PR2, OR1, OR2, OR3, PE2, PE3, PE4 and SN2 were revised or replaced by other questions. Subsequently, OR3, PE3, BI3 and PW1 were considered to be unreliable measures of their respective latent variables and therefore deleted. This means that the initial 28 manifest variable are reduced to 17 which will be included in the structural equation modelling calculation. An illustration of the whole conceptual model including manifest variables and how they are linked together in AMOS 18.0 is seen in figure 18.

[11] The software I have applied to conduct the data mining of my quantitative analysis is AMOS 18.0.

Figure 18:



Source: AMOS 18.0

By running the calculation with the above mentioned variables and connections, I get the output as seen in figure 19.

Figure 19:

Regression Weights:

			Regression Weight Estimate	S.E.	C.R.	P	Hypothesis status
PR	→	BI	0,598	0,109	5,496	***	H1 = Accepted
PR	→	PW	0,527	0,086	6,118	***	H2 = Accepted
PR	→	NW	-0,397	0,112	-3,533	***	H3 = Accepted
OR	→	BI	-0,009	0,153	-0,062	0,951	H4 = Rejected
OR	→	PW	-0,112	0,118	-0,942	0,346	H5 = Rejected
OR	→	NW	0,405	0,181	2,238	0,025	H6 = (Accepted)
PE	→	BI	0,494	0,151	3,272	0,001	H7 = Accepted
PE	→	PW	0,72	0,149	4,817	***	H8 = Accepted
PE	→	NW	-0,868	0,197	-4,417	***	H9 = Accepted
SN	→	BI	0,512	0,107	4,793	***	H13 = Accepted
SN	→	PW	0,077	0,076	1,006	0,315	H14 = Rejected
SN	→	NW	0,021	0,109	0,194	0,846	H15 = Rejected

***) P = less than 0,001

Source: AMOS 18.0 and own creation.

The second column, *regression weight estimate*, shows the value of the slope derived from the linear regression model. In other words, how much does the endogenous variable change by a change of the value 1 in the exogenous variable. E.g. the first row illustrates if the attitude to *brand as product* changes 1 (E.g. from mildly agree to agree) the buying intention will in average increase 0,598 point on the Likert scale.

The last column presents whether the hypotheses of correlation, as earlier developed, are accepted or rejected. The basis for accept or rejection is based on a significance level of ≤ 0,05 (5%). Meaning, the likelihood that this relationship would exist in our sample if there was no relationship in the population. The measure for determining the single hypotheses is the P-value in the second last column of figure 19. The P-value is the probability of getting a sample value this far from zero if the population value is zero (Efron & Tibshirani, 1993) based on a two-tailed test. The two-tailed test is chosen because, even though, it is expected e.g. that PR correlates with BI positively, it will still be of interest if the correlation unexpectedly is significantly negative. Thus, my hypothesis tests will tell whether the correlations between the exogenous- and endogenous variables are significantly different from zero.

The statistical method is, thus, firstly to determine the *null hypothesis* which is a = 0, where "a" is the slope of the linear regression in the sample. If the null hypothesis is rejected the *alternative hypothesis* a ≠ 0 is accepted.

I distinguish between my earlier developed hypotheses and the statistical method hypotheses (null- and alternative hypotheses). My developed hypotheses can e.g. be rejected in the case where the alternative hypothesis is accepted because "a" is negative but significantly larger, numerically, than zero, but I expected in the developed hypothesis H_x that the correlation would be positive. This is the case in hypothesis H_6 where I expected *brand as organization* to be negatively correlated with NWOM . However, the alternative hypothesis is accepted because the correlation is significant, but positive, meaning that a positive attitude to *brand as organization* tends to derive negative C2C-communication. This is the only case where the alternative hypothesis is accepted but my presumed hypothesis is not met.

Thus, the accepted hypotheses are H_1, H_2, H_3, (H_6), H_7, H_8, H_9 and H_{13}, where H_4, H_5, H_{14}, and H_{15} are rejected and H_{10}, H_{11} and H_{12} are not tested due to lack of validity.

Finally, it is interesting to see how much of my endogenous variables are actually explained by my exogenous variables in the model. For that purpose the *squared multiple correlation* (SMC) figures is drawn from the data. The figure tells how much of the variance is explained by the exogenous variables or 1- SMC = how much variance is explained by outside factors/error.

Figure 20:

Squared Multiple Correlations:

	Estimate
BI	0,467
PW	0,623
NW	0,389

Source: AMOS 18.0

It turns out that 47% for BI, 62% for PW and 39% for NW is explained through the model. I do consider this degree of prediction as satisfying due to the fact that Ajzen's (1991) meta analysis showing that prediction of behaviour and behavioural intentions are generally vague.

3.4.4.2. Limitations:

The research in this paper is conducted as a confirmatory research which aims to clarify how different attributes and brand identities stimulate C2C-marketing. The model cannot predict any behavioural intentions derived by changing the brand image for attributes not treated in the model. This means by developing the identity for e.g. *brand as product* as an organic beer, does not necessarily have a correlation with BI on 0,47, because it is different attributes within the identity.

What the model can say, however, is that BI will increase 0,47 if the attitude to the taste increases by 1. With this knowledge marketing managers can use the results to adjust their brand profile according to which C2C-marketing strategy they find the most attractive.

The results obtained in the paper are aimed at Heineken in the HORECA segment in the top four cities in Denmark and mainly Copenhagen. This means that no results or conclusions can be extended to other segments, markets or countries where Heineken operates. Neither, can other industries apply the outcome of the paper. However, the applied method and the developed model can be used as inspiration to gain knowledge in other industries and markets.

Essential in this kind of research is that no matter how good and complex the data mining is conducted, the results will never be better than the collected data. It is crucial that the questions asked actually do answer the latent variables needed to be answered. The latent variable is a subconscious measure laying in peoples' minds which can question if it really exist or are brought into being by researchers.

Moreover, the significance level is chosen to 0,05 which means there is 5% chance that a hypothesis is accepted even though there is a zero correlation in the population. It has to be underscored that I have not proved the estimates to be as stated in figure 19 but only proved that the correlation is existing.

3.5. Sub conclusion:

In part II, C2C-marketing was addressed in the perspective of how to model the brand identities in order to pursue better C2C-marketing.

C2C-marketing is basically B2C2C due to the desired control and stimulation from the company. Generally C2C-marketing refers to the conversation of products and brands among consumers and can be non-verbal as well as verbal. I suggest three theories of why this method of marketing is considerably more efficient than conventional marketing. Firstly, the attribution theory suggests that people attach certain attributes depending how they interpret the context. C2C-marketing is powerful because the receiver often perceives the message to being altruistic or expert knowledge and therefore trustworthy. Secondly, the accessibility-diagnosticity theory proved vivid information to be easier accessible and easier to distinguish from other information in peoples' mind, which is especially valuable when a brand has to be recalled. Thirdly, the strong-tie theory argues the efficiency to be network based characterized by people close to you is generally more trustworthy than people with weaker ties to you.

The ultimate goal of C2C-marketing is that your message turns into a virus, however, *the law of the few*, *the stickiness factor* and *the power of context* are crucial elements to make the message turn into an epidemic. Another approach to practically exploiting C2C-marketing is to stimulate *the Influentials* due to their position as opinion leaders. It is important to keep in mind that C2C-marketing is not always positive. Negative C2C-marketing is several times shown to be much more likely and powerful as its positive counterpart.

Lastly, it is statistically proven through the model that:

- Consumers' attitude to Heineken as product affects their intention to conduct non-verbal C2C-marketing positively, PWOM positively and NWOM negatively.
- Consumers' attitude to Heineken as organization affects their intention to conduct NWOM positively.
- Consumers' attitude to Heineken as person affects their intention to conduct non-verbal C2C-marketing positively, PWOM positively and NWOM negatively.
- Consumers' influence from their social network affects their intention to conduct non-verbal C2C-marketing positively.

However, the conclusion regarding Heineken as person has to the interpreted cautiously due to lack of valid measure instruments.

4.0. Discussion:

This chapter serves to discuss how the brand analysis and the C2C-communication analysis can complement each other in order to conclude how Heineken should model their brand to pursue C2C-marketing possibilities.

The outcome of the conceptual model showed that attitudes to *brand as product* is most effective to derive non-verbal communication while *brand as person* is most effective to derive verbal communication. *Brand as organization* cannot be concluded to explain BI and PW but seems to affect NWOM in the way that people with positive attitudes to Heineken as organization tend to be more involved in negative communication which is surprising. From the *Standardized Regression Weights*-figure in appendix 11 it becomes apparent that the question regarding Heineken's Champions League sponsorship contributes more than twice as much as the James Bond sponsorship to the latent variable *brand as organization*. Thus, I argue that the results indicates that people with positive attitudes to Champions League do to some extent experience non-congruent identity based motivation since they have tendencies to talk negatively about the brand. This contributes to my prior argument that Football is masculine dominated and Heineken has a more feminine image which cause the identity-congruency. Thus, I suggest no additional activities to complement the global Champions League sponsorship should be implemented on the Danish market.

If non-verbal communication marketing is considered as the best way to conduct C2C-marketing, Heineken should aim to improve the attitude to the product which is 21%[12] more efficient than *brand as person*. The attitude concerns only the attribute *taste* which could be improved by emphasizing the refreshing character.

However, if the aim is verbal communication marketing either by diminishing NWOM or improving PWOM, Heineken should develop consumers' attitude to *brand as person*. *Brand as person* affects PWOM 37%[13] and NWOM 118%[14], more than *brand as product*,

[12] (0,598-0,494)/0,494=21%
[13] (0,72-0,527)/0,527=37%
[14] (-0,868-(-0,397))/-0,397=118%

respectively. In compliance to prior described NWOM the results confirm that NWOM is much more powerful than PWOM and therefore has to be taken seriously.

It is worth mentioning that numerically high correlation gives great opportunities if the attitude is improved but it is equally a threat if the attitude gets worse.

The *Squared Multiple Correlations* figures (Figure 20) show that 53% for BI, 38% for PW and 61% for NW is explained by factors outside the model. A reason could be that the treated behavioural intentions are not characterized as having large consequences. I argue that the behavioural intentions are to some extent triggered by impulses and intuition and therefore random circumstances influence the behaviour and the behavioural intentions.

An interesting result from my analysis is that consumers' buying intentions are influenced by the social network (SN). The whole purpose of C2C-marketing is to increase sales and if consumers were not affected by other consumers there would be no point in stimulating people to conduct C2C-communication. However, this correlation is significant which means it can lead to increased sales of the product.

Overall I will draw three specific conclusions on this paper. Firstly, taken the vulnerable results regarding the *brand as person* into account, I suggest the effort to be put on the *brand as product* and converting the weak taste into a refreshing taste. The reason is that it not only derives non-verbal C2C-communication but also derives actual revenue. Even though, it is not as effective as *brand as person* to derive verbal C2C-communication, it is still contributing to that part. Secondly, I suggest the *brand as person* to be more narrowly developed to the group of people who are opinion leaders in their society. Due to their qualities in spreading information more convincingly and further, it will be efficient to develop their attitude to *brand as person* due to the higher estimates on verbal C2C-communication. Thirdly, the global image and *brand as organisation* do not seem to be an efficient tool in the aim to pursue the opportunities in C2C-marketing.

5.0. Future research:

In regards to the second statement from prior discussion about aiming the *brand as person* to the opinion leaders in the society, a more comprehensive analysis of their personal identity is be relevant. As explained by identity-based motivation, consumers engage in action with brands they feel identity-congruent with, in the specific context (Oyserman, 2009). Thus, it is relevant to study what kinds of identities are cued among opinion leaders in the HORECA context. The cued identities probably vary greatly from different bars, clubs, concerts, etc. but the information about what identities are cued when and where can be used to tell where to enhance the marketing activities of the brand.

6.0. Conclusion:

This thesis aims to answer the main question from the problem formulation;

- ***How should Heineken model their brand in order to pursue the potential in C2C-marketing on the Danish market?***

What makes it relevant to examine a brand strategy on the Danish market is that, even though, Heineken has a global strategy they allow local adoptions to fit local market maturity and culture. *Core attributes* like e.g. the premium quality image are a global attribute and cannot be customized locally, however, the *extended attributes* like the experience by drinking a Heineken can be developed and modified locally to fit the respective markets.

In the analysis I have dealt with the part of the brand that can be vocalized, namely, *"Heineken"* and defined the purpose of branding as being activities that contribute to maximize *customer-based brand equity*. This activity is not purely between the organization and the consumers but also between consumers internally (C2C-marketing).

Heineken's identity was addressed and developed in the perspective of the brand as *product*, *organization* and *person* based on threats and opportunities in the context they operate in.

The issue regarding the taste of Heineken turned out to have a negative image as being weak. However, by converting this association into refreshing the image will be more functional to the consumers and Heineken will furthermore differentiate from competitors by having a more feminine approach and utilizing the femininity (low degree of gender role) in the Danish society.

Another brand attribute addressed throughout the paper is Heineken's global image in the organizational identity parameter. The image turned out to be clear but not currently favourable among consumers, based on the intangible character of being global. However, a social responsible approach could be a solution. By pursuing an identity of being concerned in global issues like e.g. climate challenges, human rights, fair trade, etc. Heineken can connect the image of being global to something tangible and more favourable to the consumers. Again this can derive synergies in regards to the strategic analysis by emphasizing the global image and therefore differentiate Heineken further from the competition. Moreover, it is also rational due to the high degree of global identity in the Danish society, which means that a global image will presumably derive more identity-based motivation among Danish consumers compared to other countries. By creating an identity of being concerned in global social responsibility it will derive the *brand as person* to be characterized by a person who concerns about his/her surroundings. This identity can then under the right situational contexts be cued and, if the consumer experience identity congruency, an identity-based motivation with readiness to engage in the purchase might follow.

C2C-marketing refers to the conversation of products and brands among consumers and can be non-verbal or verbal. I address three theories of why this method of marketing is considerably more efficient than conventional marketing. Firstly, C2C-marketing is powerful because the receiver often perceives the message to be altruistic or expert knowledge and therefore trustworthy. Secondly, vivid information is easier to access and easier to distinguish from other information in peoples' mind. Thirdly, the efficiency is network based characterized by people close to you is generally more trustworthy than people with weaker ties to you.

The ultimate goal of C2C-marketing is if the message turns into a virus. Another approach to exploit C2C-marketing is to stimulate *the Influentials* due to their position as opinion leaders. It is important to keep in mind that C2C-marketing is not always positive. Negative C2C-marketing is several times shown as being much more likely and powerful as its positive counterpart.

The three identities (product, organization and person) were then tested on how they are able to stimulate consumers to conduct C2C-marketing. Here *brand as product* turned out to be the greatest contributor in deriving non-verbal C2C-communication while *brand as person* was the best at deriving verbal C2C-communication. *Brand as organization* did not seem to be a relevant parameter to develop, in order to pursue better C2C-marketing.

Hence, two specific suggestions are evolved of the paper;

1. Heineken should aim the positioning on communicating a refreshing taste.
2. Heineken should emphasize the *brand as person*-identity as being a brand/person that concerns about its surroundings, specifically target toward opinion leaders.

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Copenhagen Business School
HANDELSHØJSKOLEN

8.0. Appendices:

Appendix 1:

Interview with Heineken brand manager.

Interviewer Respondent

Mit projekt skal handle om hvordan man kan brande Heineken gennem WOM. Det er ikke så meget det dette interview kommer til at handle om men vi skal mere snakke generelt om hvad Heineken er for en størrelse. Som så vil være udgangspunkt for opgaven.
Skal det være kun WOM eller er det generel viral markedsføring?
Hvordan definerer du forskellen på de to begreber?
Er viral markedsføring ikke det overordnede paraplybegreb eller er der overhovedet forskel på de to. Jeg vil sige at viral kan være alt lige fra, jeg ved ikke om du har set den nye Heineken "walk in fridge" film med de damer der går ind og skriger i et skab. Den er jo 100% viral. Det vil sige den er røget på youtube.
Er det kun på youtube at den kører?
Nej det er det så ikke helt. De kørte TV på den i Heineken Holland. Heineken i Holland er jo ligesom Carlsberg og Tuborg herhjemme. Der er det mainstream. Der er de markedsledere. Hvor de resterende 176 markeder inklusiv Danmark er den positioneret som premium eksport øl. Den er frigivet til at køre tv i andre lande. Jeg ville gerne have kørt den i biograf men det kostede en større sum da den kun var købt fri til TV. Men det er hvert fald hvad jeg ser som en del af viral. Det kan være youtube, diverse online mobil løsninger.
Men er det ikke også generelle anbefalinger til venner m.m. og også bare det at bruge produktet?
Enig. Det er jo den stærkeste markedsføring du kan få. Det samme hvis det er en redaktionel afsender som er objektiv så beskeden ikke kommer fra os, som er kommercielle.
Men er det ikke svært at styre?
Ekstremt svært, og vi kan jo heller ikke måle på det. Man kan godt følge visninger på youtube men man kan ikke følge sporet hvis vi ikke selv har startet det op. Så fænomenet WOM er lettere inden for elektroniske medier hvis man selv starter det op. Jeg tjekkede nemlig med vores mediebureau det det er for sent hvis det er ude og vi ikke selv er afsenderen. Det er klart det er lettere at styre noget elektronisk.
Men generelt relationer og hvordan du så får andre til at markedsføre dit produkt, det er noget der virker. Det er derfor at selvom man har et stærkt brand man stadig bruger mange ressourcer på kunde relationer. Fordi man ved man skaber nogle ambassadører som er så meget mere troværdige som kilde over for deres netværk.
Men er det hele paraplyen du kigger på?
Indtil videre er det.
Men det er jo stadig meget afgrænset inden for marketing området.
Hvordan er de praktiske forhold mellem moderselskabet Heineken og så jer. Hvem styrer budgetter, hvordan fordeler i overskud, etc.?
Der findes Heineken Holland som en selvstændig enhed men på toppen af den er Heineken Group Commerce. Som så har hele verden inkl. Holland som så udvikler alt fra innovation til overordnede kampagne temaer og visuel identitet, new packaging, designlinjer.
Nedenunder dem er der så de enkelte 177 Heineken markeder. De tunge af dem f.eks. Spanien, Frankrig, Italien, Grækenland der ejer Heineken selv bryggerierne og det er Heineken ansatte folk der sidder der. Skandinavien er licensmarkeder dvs. der findes en 10 årig aftale mellem Heineken og Royal Unibrew. Så i denne licens manual er der en masse ting der skal tage højde for. Når vi nu skal varetage salg, distribution og produktion foregår det under meget streng kontrol.
Er det præcis den samme Heineken øl der bliver solgt i alle lande?
Det er meget tæt på. Der er lidt med procenter vores er 4,6 og andre steder er det 5,0. Men hele processen er den samme. Der er en skala man kan holde sig indenfor men den er snæver.

Men dvs. at der stiles efter at lave den samme overalt.
Ja, det eneste kan være at der kan tilpasses de enkelte landes historik med hvad en lager øl indeholder af procent.
Er der også tilpasning til de enkelte markeder mht. smag f.eks.
Nej. Smagen er konsistent siden 1873 har man kun haft et produkt og et brand. Så man gør utrolig meget for at værne om den kvalitet. Ikke kun smagsoplevelsen men også indpakning. Det må ikke være skrammede flasker eller bulede dåser. Heineken har SGS som en ekstern kvalitetsenhed for at tjekke alle markederne. Det er nok det de er mest påpasselige med. Det er kvaliteten.
Er der så kun en Heineken. Er der ikke en Light?
Jo. Man kan få en Light. Men det er stort set kun i USA den sælges.
Hvad med den der hedder extra cold er det kun metoden den serveres på?
Ja det er en del af vores Heineken struktur. Se her på denne præsentation. Her ses forbruger insights. Hvad skal et produkt gøre for dem? De funktionelle værdier er så kvaliteten. Vi er vi world class brewer, autentisk mærke, original opskrift. Disse credientals er så vigtige og så udspiller alt sig så derfra. Men under mærke værdier er der passion for quality, innovation. Der er extra cold en innovation som supporterer salget. Ligeledes Heineken DraughtKeg. Det er fadøl som man kan tage med og det er med kulsyre patron som en rigtig fadøl. Igen en innovation omkring mærket. Den udspringer at man ikke kan lave line extentions og hvad kan man så for at løfte salget. Det man fandt ud af i tests var at den sidste sjat altid var lidt lunken. Plus kvinder synes ofte en øl er for bitter. Derfra kommer Extra cold som således bare er alm. Heineken men kølet ned til -3 grader. Her ser man så bort fra de traditionelle bryg regler mht. temperatur. Det er nok ikke appellerende for specialister men for den brede mængde foretrækker det en kold og frisk øl. Dette løftede salget med 15-25%. Der er så også en masse kommunikation omkring udstyret med at den er forfriskende ud etc.
Tror du slaget holder det nye niveau eller er det fordi det er spændende og nyt?
Det er spændende og nyt. Flere brand har allerede kopieret os. Så det gælder om at være først for der går maks. to år i markedet så bliver tingene kopieret. Det samme med DraughtKeg. Så innovation er en af de ting der er med til at bygge brandet Heineken. Vi tager ofte skridtet videre end de andre.
Hvad er det nye der er på vej?
Det kan jeg ikke løfte sløret for. Men det er noget med indpakning og visuel identitet. Det er efterhånden blevet svært at adskille markedsføringen fra konkurrenterne. Flasken ligner f.eks. Carlsbergs premium flaske, men denne her har altså altid set sådan ud. Det er ikonet. Her er der dog også små forskelle mellem lande. F.eks. pga. vores retursystem in Danmark.
Mellem jer og moderselskabet. Hvad mht. marketing budgetter?
Før i tiden da vi importerede delte vi alle marketing omkostninger mellem Heineken Group Commerce. Men det er lidt anderledes nu når vi brygger selv. Så afholder vi stort set alle omkostninger selv.
Bidrager i til de globale marketing aktiviteter. F.eks. Champions League?
Indirekte gør vi ved at betale royalties men ikke direkte. Men det er dem der bestemmer hvilke globale aktiviteter der skal køres. Så kan vi så kører videre på den lokalt alt efter hvordan det passer lokalt. Vi bruger f.eks. Champions League i Danmark men dog ikke så meget som i mange andre lande, pga. Carlsberg ejer fodbold scenen i Danmark. Så benytter vi i stedet en af de andre internationale platforme som er musikdelen hvor vi målretter specielt efter det elektroniske. Hvor vi kan differentiere os væk fra Tuborg som er mere Rock præget. Så er vi også indenfor mode.
Hvad gør i specifikt indenfor elektronisk musik?
Dels har vi nogle koncepter som er udarbejdet allerede sydfra. Konkret ser vi så også på de aktører der er i DK og hvilke sponsorater er mulige. Vi samarbejder f.eks. med Sound Venue, Gaffa, Stella Polaris. Så man har råderum til at tilpasse det lokalt. Vi satser ikke nødvendigvis på awareness men at få folk til at prøve produktet. Vi prøver derfor at få bl.a. kendisser til at bruge produktet så det smitter af på dem der ser dem med en Heineken.
Det er vel ikke nødvendigvis kendisser men nogle i en vennekreds er vel også mere indflydelsesrige end andre?

Der hvor vi sætter ind er at vi har en meget høj awareness men springet er stort til hvor mange der har prøvet produktet. Derfor satser vi meget på disse sponsorater hvor folk virkelig kan få prøvet det. Målgruppen er 23-35 årige urbane mand/kvinde, men mest mænd selvfølgelig. Der er meget fokus på top 4 byerne med vægt på Kbh da der er mulighed for at ramme flest med din markedsføring. Det er f.eks. galla premiere på James Bond i Kbh eller Spot Festivalen i Aarhus. Der ejer vi hele sponsoratet of har specielle extra cold aktiveringer.
Men tilbage til hvor vi kom fra. Vi brygger, sælger og markedsfører Heineken og så udvikler jeg en plan som jeg så drøfter igennem med dem dernede.
Hvor meget bestemmer de?
De bestemmer en del. For at få konsistens mellem markederne. Men jeg sørger for at det passer til der hvor vi er på det danske marked.
Hvordan vil du beskrive skræddersyning kontra ensrettethed?
Det har været meget skræddersyet men frem over vil det blive mere konsistent. Grunden til at det nogle gange er meget skræddersyet er regler mht. markedsføring af alkohol. Nogle steder må man ikke reklamere for alkohol.
Hvad med det strategiske. Nu siger du i satser på elektronisk musik. Hvordan er konsistensen der?
Der er mange markeder der satser på elektronisk fordi det er en innovativ musikplatform. Men i Italien f.eks. er der en rockfestival sponsoreret af Heineken. En tilsvarende har de i Spanien og i Florida har de en latin festival. Så der er skræddersyning.
Kunne du bestemme at i DK skulle man satse på rock i stedet?
Det ville jeg godt kunne bestemme hvis det ikke var pga. Tuborg. Men jeg synes ikke det ville være godt da vi satser på at kapre meningsdannere og den elektroniske genre er lidt ”smartere”. Det er ikke sådan at de bestemmer at jeg skal satse på den ene genre frem for den anden pga. en global strategi, men mere i forhold til hvordan de også synes det passer til markedet. Men lige meget hvilken genre der køres vil der altid være en visuel standardisering.
Når man ser mere globalt er der så sammenligninger med McDonald’s hvor deres koncept og signalværdi er det samme verden over?
Ikke så udbredt. Australien satser f.eks. på rugby som ikke ville være aktuelt på disse kanter. I Europa satser vi på Champions League som måske er lidt for mainstream men vi rammer 52% af dem der drikker Heineken. Men det løser opgaven med at Champions League er det mest premium inden for fodbold og Heineken og det passer så til det mest premium ølmærke. Så er den også god at køre videre på for de enkelte markeder. Wimbledon har også været et Heineken sponsorat en gang målrettet til England. Så der er en ret stor grad af frihed, men der er nogle guidelines. For at det kan blive godkendt skal det stemme overens med mærkets værdier og egenskaber.
Så kontakten til Holland er meget tæt kan jeg forstå.
Ja, det er ugentligt.
Hvordan forholder du dig f.eks. til den globale ”Enjoy Responsibly” kampagne. DK er jo kendt for at skille sig ud mht. vores forhold til alkohol?
Kampagnen blev rullet ud fordi vi er en stor spiller i spiritus industrien og vi er nød til at vise ansvarsbevidsthed omkring at rådgive vores forbrugere til at omgås vores produkt. Det var tildelt et pres fra omverden men i stedet for bare at gøre noget rullede vi en stor kampagne ud for samtidig at forbedre vores image. Kampagnen gør opmærksom på specifikke stereotyper. Kampagnen kører så som online hvor man kan tippe sine venner på uformel og ”sjov” måde. I DK gør vi ikke så meget ved det. Ikke fordi vi ikke er ansvarsbevidste men jeg synes vi skal fokusere på at lære folk at drikke Heineken før vi fortæller dem hvordan de skal gøre det. Vi linker til den på hjemmesiden og det står på vores dåser, men det er ikke en kampagne der er rullet bredt ud i DK. Det er igen et eksempel på hvor langt Heineken er på de enkelte markeder. Spanien, USA, Frankrig har kørt massivt på de her kampagner. Men det har både noget at gøre med budgetter og så modenhed i markedet.
Det passer jo også godt til premium konceptet med at man ikke drikker så mange men derimod dyrere øl. Hvem er jeres konkurrenter i den målgruppe du tidligere nævnte i de parametre i satser på?

Vi kæmper i IPS International Premium Segment. Budweiser, Corona, Tiger, Miller og andre udenlandske øl. De har selvfølgelig andre værdier men de ligger i samme segment. Når det så er sagt så kæmper vi også med Carlsberg og Tuborg fordi de er markedsledere.
Carlsberg og Tuborg er vel ikke karakteriseret som premium?
Og så alligevel. For de laver alligevel deres nye premium flaske som de bruger i HORECA segmentet. Det er for at løfte kvalitetsopfattelsen. De har en arv af at være mainstream men de prøver at løfte det til højere kvalitet. De har også hævet prisen de seneste år for ikke at komme til at ligge for tæt på discount. Men vi har jo et stort målgruppeoverlap.
Hvilke salgskanaler tjener i flest penge på. Hvad er vigtigst?
For mærket er det vigtigst at slå i gennem i HORECA men detail er der pt. er den bedste indtjening. For der er vi et par år længere fremme med at positionere os. I HORECA er der stadig en stor opgave foran os til at nå en kritisk masse distributionsmæssigt. Der er stadig mange steder man ikke kan købe en Heineken i HORECA.
Så kan HORECA siges at være det strategisk vigtigste?
Ja det er super vigtigt. Det er også derfor øl som Budweiser og Tiger stort set ikke sælger noget i detail.
Sætter i prisen i detail?
Det må vi ikke. Vi anbefaler. Vi synes prisen for en Heineken er røget lidt for langt ned når man tænker på vi gerne skulle ligge med et price premium sammenlignet med Carlsberg/Tuborg. For også at bruge prisen som en parameter for at blive opfattet som en premium øl.
Det ville vel umiddelbart være godt med en lav pris for så sælger i jo mere.
Ja. Men det er det ikke for mærket. Og det er det vigtigste.
Hvor meget bruger i det Hollandske image til at bygge Heineken brandet?
Ikke ret meget. Vi bruger mest internt ”Born in Amsterdam raised by the world” da det der er vigtigt er ”raised by the world”. Heineken er verdens mest internationale øl. Der er ikke en øl der sælger så meget øl på deres eksportmarkeder som Heineken. Så det internationale image er det vigtige for os. Vi kører noget bio i øjeblikket og det der kommunikeres er produktet og kvaliteten. Intet om Holland. Det er jo også altid med engelsk speaker for at signalere international.
Hvad er værdien i at være international?
Det er noget med diversity, forskeligheder. Heineken passer meget på at ikke diktere at drikker du Heineken er du sådan her. Heineken er meget mere faciliterende. Det er Heineken der sætter rammerne og så bestemmer du selv derudfra. Coke har tit fået på puklen for at være meget dikterende. Sådan skal du leve ifølge Coke Zero f.eks.
Ved ikke hvordan jeg skal forklare det. Men international og åben er jo som udgangspunkt ikke nogle negativ ting. Der er noget premium alene i det at være udenlandsk.
Har i opsat noget system til at håndtere klager fra forbrugerne?
Ikke andet end at folk kan skrive til vores mail.
Nøjes i så med at svare dem eller bruger i disse personer strategisk bagefter?
Nej det gør vi faktisk ikke.
Jeg spørger fordi denne gruppe mennesker kan være særlig interessante da de sandsynligvis er opinion leaders. Mange har måske en klage men gør ikke noget ud af den. Det er ofte en bestemt type mennesker der rent faktisk orker at følge op på en klage og disse personer kan evt. være nøgle personer via deres kendetegn som opinion leaders.
Det er ikke noget jeg ved noget om. Det har vi ikke haft ressourcer til. Vi prøver selvfølgelig at gøre dem tilfredse igen. Vi havde en der havde købt en six pack hvor den ene dåse var tom. Så sendte vi ham to kasser Heineken og så blev han rigtig glad. Så han endte sikkert med at være mere glad end hvis der havde været noget i den dåse.
Men det er ikke mange klager vi får. Maks. en om måneden. Men det kan da godt være at det er fordi vi ikke gør nok for det.

Slut…

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Appendix 3:

Company:	2008 sales in mio. hecto litres	Revenue in local currency (mio.)	Revenue (mio.)	Source:
SABMiller	239	$21.410	$21.410	SABMiller Annual Report 2008
AB InBev	285	€ 16.102	$22.355	AB Inbev Annual Report 2008
Heineken	125,8	€ 14.319	$19.880	Heineken Annual Report 2008
Carlsberg	126,8	kr 59.944	$11.155	Carlsberg Annual Report 2008
Others	355			

Exchange rates:

5,373525	DKK/USD
0,720275	Euro/USD

Source: http://www.exchangerate.com/ (Date: 09-06-2009)

Rank	Rank in 2003	Country	Per capita volume				Total consumption (1,000 kL)
			Consumption (L)	Number of bottles in standard size 633-mL bottles	Year-on-year increase (bottles)	Consumption in Japan indexed as 1	
1	1	Czech Republic	156.9	247.9	-3.2	3.1	1878
2	2	Ireland	131.1	207.1	-7.1	2.6	521
3	3	Germany	115.8	182.9	-3.2	2.3	9555
4	4	Australia	109.9	173.6	-7.6	2.1	1678
5	5	Austria	108.3	171.1	-3.6	2.1	885
6	6	UK	99.0	156.4	-3.6	1.9	5920
7	8	Belgium	93.0	146.9	-4.7	1.8	970
8	7	Denmark	89.9	142.0	-9.8	1.8	486
9	16	Finland	85.0	134.3	11.7	1.7	437

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10	10	Luxemburg	84.4	133.3	-0.5	1.6	39
11	9	Slovakia	84.1	132.9	-8.5	1.6	456
12	12	Spain	83.8	132.4	0.9	1.6	3376
13	13	US	81.6	128.9	-0.3	1.6	23974
14	11	Croatia	81.2	128.3	-4.3	1.6	365
15	14	Netherlands	79.0	124.8	-2.7	1.5	1269
16	15	New Zealand	77.0	121.6	-1.9	1.5	313
17	17	Hungary	75.3	119.0	2.8	1.5	755
18	18	Poland	69.1	109.2	-2.7	1.3	267
19	19	Canada	68.3	107.9	-0.2	1.3	2183
20	22	Portugal	59.6	94.2	3.6	1.2	627
21	26	Bulgaria	59.5	94.0	4.4	1.2	448
22	23	South Africa	59.2	93.5	3.0	1.2	2,53
23	29	Russia	58.9	93.0	9.3	1.1	8,45
24	21	Venezuela	58.6	92.6	0.0	1.1	1525
25	24	Romania	58.2	91.9	1.4	1.1	1302
26	25	Cyprus	58.1	91.8	1.7	1.1	45
27	20	Switzerland	57.3	90.5	-2.2	1.1	426
28	27	Gabon	55.8	88.2	-0.9	1.1	76
29	32	Norway	55.5	87.7	8.7	1.1	249
30	30	Mexico	51.8	81.8	0.6	1.0	5435
31	28	Sweden	51.5	81.4	-3.9	1.0	464
32	31	Japan	51.3	81.0	0.6	1.0	6549
33	33	Brazil	47.6	75.2	1.3	0.9	8450
34	34	South Korea	38.5	60.8	0.0	0.8	1897
35	36	Colombia	36.8	58.1	0.3	0.7	1658
		China	22.1	34.9	3.8	0.4	28640
Source: http://www.kirinholdings.co.jp/english/ir/news_release051215_4.html			**Total beer consumption (mio. hecto litres)**				**1.131**

Appendix 4:

Interview person 1
The interview is conducted in Danish.

Interviewer **Respondent**

Hvad er dit køn?
Mand
Alder?
28år
Har du smagt en Heineken?
Ja, det har jeg
På en bar med et stort udvalg af øl, hvor ofte vælger du så en Heineken?
Ikke så ofte. En gang imellem. Når jeg skal have en let øl. Eller sådan en almindelig øl.
I forhold til en Carlsberg, er den så lettere synes du? Smagsmæssigt?
Nej, det er sådan cirka det samme.
Dvs. at det er sjældent at du gør det?
Ja, hvert fald hvis der er et stort udvalg
Hvad fortrækker du så i stedet?
Noget mørkere øl. Noget Tuborg Classic agtigt.
Senere på aftenen kan du så blive træt af de mørke øl? Vil du så skifte øltype?
Jo. En Carlsberg, Tuborg eller Heineken ligger meget op ad hinanden. Om det lige bliver den ene eller den anden kommer lige an på hvad de har.
Hvordan vil du beskrive smagen af en Heineken?
Ikke meget forskel fra Tuborg eller Carlsberg. Det er en let drikkelig øl. Så der er ikke den store forskel.
En slags sommerøl?
Det kan man godt sige. En sommer hvor det ikke skal være alt for tungt, så er den go.
Hvad er prisniveauet på en bar på en Heineken i forhold til en Carlsberg/Tuborg?
Som regel er det det samme, hvert fald tæt på samme prislege.
Dvs. du forventer ikke at du skal give ekstra for en Heineken?
Tjaaaa. Nogle gange lidt. De er vel som regel lidt dyrere men det er jo ikke noget særligt. Det kan godt være at Heineken er lidt dyrere.
Men er det fordi det er dyrere steder der plejer at sælge Heineken?
Det kan godt være det er de steder der prøver ikke bare at sælge det klassiske. Det er jo Carlsberg og Tuborg i Danmark og det er jo almindelig øl. Så det er nok på de steder der vil være lidt anderledes.
Men steder der har hele pakken af øl, der forventer du at Heineken er lidt dyrere end de almindelige øl?
Ja, egentlig ikke fordi jeg synes de er bedre men sådan synes jeg det plejer at være. En flaske Carlsberg er nok lidt billigere end Heineken. Aldrig modsat.
Den ekstrapris man betaler synes du man får en ekstra værdi for det?
Det synes jeg ikke. Det er ikke fordi den er noget særligt i forhold til en Carlsberg/Tuborg. Så den burde i princippet ikke koste mere. Det burde være det samme.
Skiller flasken sig ud fra øl som Carlsberg/Tuborg?
Jeg synes helt klart flasken den er federe når man kigger på den.
Hvordan federe?
Det den ikke har de der labels at det ligesom er trykket direkte på. Den er lidt mere tynd og slank, og ikke så mørk. Den er federe at kigge på og pænere i designet.
Ved at den ser mere eksklusiv tror man så indholdet er bedre?
Det kan godt være at hvis man ikke er vant til at drikke øl og ser den her i forhold til en Carlsberg/Tuborg, så kan man godt forestille sig at folk ville tro at det var noget ekstra.
Hvad med i forhold til andre premiumøl?

Den er meget strømlignet en Heineken flaske i forhold til nogle af de andre. Den er væsentlig mere gennemdesignet.
Er der forskel i de signaler en Heineken flaske sender mod nogle af de andre premiumøl?
Det er helt klar en af de flottere flasker. Nu står alt på engelsk på den, hvor nogle at de andre står der noget på deres lokale sprog. Så den henvender sig meget til noget internationalt.
Ved du hvor Heineken kommer fra?
Tror den kommer fra Holland.
Men du synes ikke det fremgår?
Ikke udover navnet Heineken lyder lidt Hollandsk eller flamsk. Udover det, så er der ikke rigtig noget der signalerer at den kommer fra Holland.
Hvad bliver du mest tiltalt af? F.eks. denne her (Budwar) kommer fra en bestemt region hvor de har visse værdier inden for ølbrygning. Og så er der denne her er mere global. Hvad er mest appellerende?
Hvis jeg skulle vælge mellem disse to nede i en butik, så ville jeg vælge Budwar.
Hvorfor?
Jamen den virker mere lokal. Ikke så masseproduceret.
Så du sætter en sammenhæng mellem en global øl og derfor er den mindre at de grundlæggende værdier i ølbrygningen.
Det kan du godt sige. Den her (Budwar) signalerer mere at det er en eller anden brygmester der har lavet den. Hvor Heinekenen signalerer mere et masseprodukt. I hvert fald når du holder de her to op mod hinanden.
Synes du at det kan have værdi at have et globalt image?
Øhh, nej. Tror mere der er folk der vil ses med en øl der ser mere speciel ud eller mindre kendt ud.
Så kan det godt være en ulempe jo større og jo mere velkendt et mærke er?
Ja, det vil jeg mene.
Til hvilke anledninger drikker du øl?
Der er mange. Det er noget der ligger i vores sociale mønster. Det er meget inkorporeret både hvis man skal til fest, men også hvis man bare lige skal mødes og snakke med en kammerat. Så er det meget normal at man lige drikker en øl.
Kunne du finde på at drikke en øl alene derhjemme, eller når du er med familien, eller er det mest med venner?
Mest når jeg er sammen med andre, men jeg kan sagtens finde på at tage en øl når jeg er alene hjemme. Men så er det bare en enkelt. Det er ikke særlig ofte dog. Det er mest med andre.
Kan du sige noget om at der er nogen anledninger der egner sig mere til nogle øl frem for andre?
Ja, der er forskel på hvor meget man nyder øllen. Er det drengerøvsdruk kunne det godt være lidt billigere øl.
Hvis du ser på forskellige anledninger hvor der bliver drukket øl f.eks. fodboldaften med venner, rafle på et værtshus, hård druk i byen, parmiddag, etc. Er der så nogen hvor en premiumøl som Heineken passer bedre ind end normale øl?
Mhhh. Det ved jeg ikke rigtigt. Hvis man f.eks. sidder med nogle få venner og har spist eller noget. Så er det mere der at man drikker nogle få men gode øl. Om det så lige bliver en Heineken det er så ikke helt sikkert, det er den nok lidt for almindelig til. Men det er nok mere sådan nogle anledninger man køber bedre og dyrere øl, fordi det hænger ligesom sammen med middagen.
Så selvom prisen ikke ville betyde noget, så mener du at premiumøl stadig hænger sammen med kun at drikke et par enkelte?
Ja, jeg vil hvert fald til en hver tid hellere købe en Heineken frem for en af Nettos egne mærker. Men i forhold til Carlsberg/Tuborg eller de andre premium mærker, så er jeg ikke sikker på at jeg ville vælge Heineken. Så er der mange andre jeg havde valgt i stedet for. Det smager den for almindeligt til.
Hvis du ser på fodbold og musik som begge er associeret med en hvis form for øldrikning. Hvis du ser fodbold hvad enten det er på et stadion eller derhjemme med nogle venner, hvordan passer Heineken så til fodboldkonceptet?

Det er hvert fald den rigtige type øl. Den lette øl er det jeg vil drikke til sådan noget. Det er ikke den kraftige men snarere den lette pilsnerøl. Og der kunne det lige så godt være Heineken som det kunne være Carlsberg/Tuborg for den sags skyld.

Hvad med musik? Hvis du ser på forskellige genre, vi kunne tage Roskildefestivalen og Distortion. Hvis du skulle indkøbe øl til dette hvad forventer du at publikum vil have? Det er jo rock op mod det elektroniske.

Jeg vil sige at til Distortion er det for almindeligt, det skal være mere specielt. Jeg ville tro at det nok skal være et stort mærke men det skal nok være mindre kendt end Heineken.

Men dvs. slet ikke Carlsberg/Tuborg så?

Nej. Nok noget importeret et eller andet. Ja og så til Roskildefestival der er folk nok lige glade. Der skal det bare være så billigt som muligt. Det er nok ikke der Heineken sælger mest.

Kan du karakterisere en stereotyp mand der ville vælge en Heineken frem for andre premium lager øl eller Carlsberg/Tuborg.

Jeg vil tro det ofte er nogen der gerne vil signalere at det har lidt penge. Og fremstå som de er med på noderne.

Er det fordi den ser mere stilet ud?

Den er væsentlig pænere end mange af de andre. Det må være folk der gerne vil vise at de har lidt flere penge end gennemsnittet.

Hvad med Carlsberg/Tuborg der også nogen gange bliver solgt i klare grønne flasker?

Det er så lidt det samme stil. Det var også uden etiketter. De minder meget om hinanden.

Nu nævnte du før at Heineken var mere global hvor hvert fald Tuborg er pære dansk? Er der så nogle der stadig vil vælge Heineken?

Altså, Carlsberg er jo også international. Men det tænker vi jo ikke rigtig over, for os er det jo dansk. Ja, det ved jeg ikke. Det kan godt være at der er folk der synes det er smartere at stå med sådan en her (Heineken) sammenlignet med Carlsberg/Tuborg selvom at de er i de pæne flasker. Det er der nok folk som tænker. Det er ikke fordi jeg går så meget op i det.

Nu har jeg printet nogle billeder ud af nogle kendte personer som du lige skal kigge lidt på. Forestil dig at du er ude og drikke med disse gutter og det er din tur til at give en omgang. De har dog kun 12 Carlsberg og én Heineken. Du skal så give denne ene Heineken til den du synes der helst ville have den. Hvem er det?

Det skulle nok være Nik & Jay der skulle dele den. Det vil jeg umiddelbart sige.

Hvorfor det?

De er unge og smarte.

Så Heineken henvender sig til unge synes du?

Ja… Jeg er hvert fald sikker på at folk som dem helst vil ses med en Heineken i stedet for en almindelig Carlsberg/Tuborg. Tror ikke det betyder så meget for dem i sidste ende, men det kunne man godt forestille sig. Mange af de andre vil hellere værdsætte det danske ved at få en Carlsberg/Tuborg.

Er det også fordi de prøver at være lidt internationale?

Det ved jeg ikke om jeg synes de er, men de andre er nok lidt mere dansk agtige.

Hvem er så den næste i rækken? Lad os sige at der var to Heineken.

Det ved jeg ikke. Simon Kvamm ville være et bud, men jeg tror han er så dansk så han hellere vil have en Carlsberg/Tuborg. Måske det skulle være Don Ø, hvis det ikke lige var fordi Carlsberg sponsorerede FCK. Det tror jeg det ville være mit bud, hvis man kan se bort fra det.

Det er så alligevel lidt sjovt fordi det var Nik & Jay fordi de var unge og smarte og så kommer Don Ø?

Nej han er ikke ung og hip. Men han er sådan en business man. Han kunne godt finde på at komme på lidt smarte barer.

Så det er fordi den er væsentlig mere eksklusiv?

Ja. Udstrålingsmæssigt og udseendemæssigt.

Men der er ikke nogle af de andre du synes der godt kunne tænke sig sådan en Heineken?

Det kunne de sikkert godt, men jeg tror de ville være lige så glade for en Carlsberg/Tuborg. Nu kender jeg så ikke Janus Friis, men han ville også være et bud med det han laver og de penge han har tjent. Han kommer sikkert også nogle smarte steder.

Hvis man nu skulle sige om den er maskulin eller feminin. Ikke fordi den henvender sig til mænd eller kvinder. Men på billederne der alle er mænd er der jo nogle af den der signalerer mere femininitet eller maskulinitet. F.eks. Nik & Jay vs. B.S. Christiansen. Vil du sige at den har nogle feminine signaler i forhold til en Carlsberg/Tuborg?
Jeg kunne godt forestille mig at der var flere kvinder der ville foretrække en Heineken. Men det er nok også fordi den er pænere at se på. Det kan godt være at de går mere op i det end i selve øllen.
Men det er heller ikke om den henvender sig til mænd eller kvinder?
Nej, men det synes jeg heller ikke den gør. Men man kunne stadig godt forestille sig at der er piger der godt kunne tænke sig sådan en her, netop fordi den er pænere end de andre.
Hvor ser du Heineken hvor den ene yderlighed er gamle traditioner med en gammel opskrift på øl, og så et innovativt mærke som er mere eksperimenterende?
Så er de hvert fald over i den ende hvor det skal være smart. Hvor det er indpakningen der betyder ligeså meget.
Så selvom det faktisk er en øl som er brygget siden 1883, så er det ikke noget du bemærker?
Nej, det er ikke en man forbinder med en traditions øl.
Det kunne ligeså godt være startet for 20 år siden?
Ja. Det er hvert fald ikke noget man tænker over.
Igen hvis den ene yderlighed er et globalt brand som f.eks. OL som nok er det mest globale brand der findes og så et meget lokal brand. Hvor er Heineken så?
Den er selvfølgelig over i det globale. De skilter jo ikke meget med deres tilhørsforhold og hvor de kommer fra. Det er jo meget globalt. Undtagen hvis man læser bag på, så står der at den er brygget i Holland, ellers er der ikke noget der signalerer det.
Hvis de nu skal ligge mere tryk på at de er Hollandske. Hvad forbinder du så Holland med?
Tulipaner….
Hvis det nu var en øl med typiske Hollandske traditioner, hvad er det så?
Nu kender jeg ikke så mange Hollandske øl. Men det er ikke en nation man forbinder med mange gode øl som f.eks. Belgien og Tjekkiet.
Men hvad med Holland som land?
Det er fint. Man må ryge hash. Holland som land har jeg ikke noget imod. Jeg vil sige at det er et forholdsvis neutralt land.
Hvilket socialt lag er Heineken i? Arbejder vs. Overklassen.
Det er hvert fald ikke en arbejder øl. Det må være middel og overklassen. Men det er lige så meget middelklassen som "high society". Mere speciel er den heller ikke.
Hvis et publikum er enten det mere sofistikerede som f.eks. vin bliver associeret med og så en mere party øl. Breezer og Corona publikummet. Hvor er Heineken så?
Helt klar over i party genren.
Er der andre at premium øllene du vil sige der henvender sig til de samme forbrugere?
Det er der sikkert. Det ved jeg ikke lige hvad det skulle være.
Til sidst, hvad signalerer et ølmærke der appellerer til dig?
Umiddelbart er det ikke meget jeg tænker over. Jeg vil lige så gerne ses med en Carlsberg/Tuborg som en Heineken. Det betyder ikke noget for mig. Det er nok ikke alle der tænker sådan men man burde jo købe ud fra det man kan lide. Og så burde det ikke betyde noget om det er en fin eller grim flaske. Det gør det nok for mange dog.
Derudover har jeg lagt mærke til at Heineken ofte er en sol bajer. Har du lagt mærke til det. Det må være pga. den lyse flaske.

Slut.

Interview person 2
The interview is conducted in Danish.

Interviewer **Respondent**

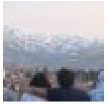
Hvad er dit køn?
Mand
Alder?
25år
Har du smagt en Heineken?
Ja.
Hvad forbinder du med en Heineken?
Det er ikke sådan at jeg har et had kærlighedsforhold til Heineken. Jeg køber den da nogen gange men det er ikke fordi det er min favorit.
Hvordan synes du den smager?
OK. Men ikke noget vildt. Den smager nok ikke af så meget. Der er mange andre øl der har mere smag og det må de gerne have efter min mening. Men slet ikke så det bliver vammelt men nok mere frugtigt. Hvis man kan sige det. Hvedeøl f.eks. er ret godt.
Hvad synes du om udseendet?
Ja, den er jo lidt mindre bodega agtig end en Tuborg, som jeg synes godt kan have sin charme. Men den ser da fin nok ud.
Nu siger du at den ikke passer i bodegastilen, hvad passer den så til?
Jeg vil sige det er mere café eller natclub.
Hvad er grunden til at Tuborg passer bedre til bodega og Heineken passer bedre til café og natclub?
Bodega forbinder jeg med noget dansk, arbejdermøljø og sådan og det har jo intet at gøre med en udenlandsk import øl.
Er det også noget med prisen at gøre eller er det kun fordi den er fra udlandet?
Nok mest signalværdien i det udenlandske. Men en Heineken er jo også lidt dyrere så det er det nok også.
Hvorfor passer det så til en café?
Café miljøet er vel ikke så bundet i danske traditioner, men mere sydlandsk inspireret. Jeg ved godt Heineken er Hollandsk, men for mig minder det også lidt om f.eks. Spanien og de lande. Nok fordi man kan købe den mange steder dernede.
Vil det sige du ser det mere som en international øl end Hollandsk?
Ja det gør jeg nok. Jeg forbinder det hvert fald med sommerferie i Sydeuropa, og det er jo i bund og grund ikke specielt så Hollandsk.
Når du så drikker en Heineken herhjemme, minder det dig så om sommerferie i Sydeuropa?
Mmhh, nej det gør det nok ikke. Det tænker jeg ikke over.
Hvilke associationer giver det internationale image dig så herhjemme?
Jeg tænker nok verdenskendt. Og at det er en stor koncern. Bare ordet importøl siger vel lidt om business og handel? Tror jeg.
Er det positivt?
Nej ikke rigtigt. Men man køber det jo nok alligevel. Det er egentlig lidt mærkeligt.
Hvis Heineken var en person, hvordan ville du så beskrive ham/hende?
Det var straks værre. En businessman måske.
Hvorfor?
Det ved jeg egentlig ikke. Måske pga. det med at det er importøl.
Du kan også prøve at beskrive en typisk Heineken forbruger?
Det er måske sådan en Hellerup dreng. En der går op i mærket ikke bare er mainstream som Carlsberg men køber noget der er lidt dyrere.
Et lidt andet spørgsmål. Vil du kunne genkende Heineken på den røde stjerne i logoet? Er det noget du forbinder med Heineken?

Egentlig ikke. Nu når jeg ser den så kan jeg da godt se at den er en del af logoet, men jeg ville ikke kunne sige det hvis det ikke lige var fordi jeg kigger på flasken.

Slut.

Appendix 5:

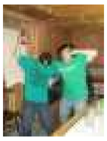
Blog comments:



Vongkoth Phranasith (Eastern Idaho, ID) skrev
kl. 13:37 d. 26. juli 2009
the color explain it all of what your feeling at the night in the club.
Anmeld

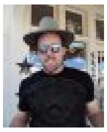
Mpho Illuminati skrev
kl. 23:21 d. 23. juli 2009
Thankz god 2morrow its friday,heineken all da way.
Anmeld

Montse Valduciel Gascon skrev
kl. 19:28 d. 30. juni 2009
this is the best in the summer.graciaaaas
Anmeld



Nicky Fera (Notre Dame Catholic Secondary School) skrev
kl. 01:18 d. 18. april 2009
HEINEKEN! Born in Amsterdam, raised by the world!

GREATEST BEER IN THE WORLD!!!! WOOOOO
Anmeld



Richie Plunkett (UNLV) skrev
kl. 03:31 d. 6. marts 2009
you do realize Heineken is a skunked beer? Green glass lets in light which causes a flaw in the beer. Ever try a can of Heineken, a bottle of Heineken, and then a draft Heineken? All completely different tastes. Really, drinking this beer gives you no sophistication because you would be able to know you were drinking completely different beers.
Anmeld

Appendix 6:

Questions for qualitative analysis II:

Q1: Synes du Heineken har en god smag?

Q2: Foretrækker du i visse situationer smagen af en Heineken frem for andre ølmærker?

Q3: Synes du en Heineken smager bedre end mange af de konkurrerende ølmærker?

Q4: Synes du Heineken flasken har et flot design?

Q5: Synes du Heineken flaskens design er flottere end konkurrerende ølmærkers?

Q6: Hvad synes du om Heineken's globale image?

Q7: Værdsætter du Heineken's globale image?

Q8: Giver det dig positive associationer at Heineken er en global øl?

Q9: Synes du Heineken's globale image skiller sig positivt ud fra andre ølmærker?

Q10: Har Heineken har en personlighed du værdsætter?

Q11: Har du en positiv holdning til den gruppe mennesker Heineken henvender sig til?

Q12: Synes du Heineken har en personlighed der skiller sig positivt ud fra konkurrenterne?

Q13: Er der ligheder mellem din egen og Heineken's identitet?

Q14: Er Heineken populær blandt dine venner og bekendte?

Q15: Bliver der, i din omgangskreds, ofte drukket/købt Heineken sammenlignet med andre ølmærker?

Q16: Er det sandsynligt at du køber en Heineken på en bar/café der også sælger andre ølmærker i løbet af de næste 3 måneder?

Q17: Forudser du at du i nærmere fremtid køber en Heineken på en bar/café der også sælger andre ølmærker?

Q18: Er du alt i alt positiv overfor at købe en Heineken øl?

Q19: Vælger du af og til en Heineken på en bar/café der også sælger andre ølmærker?

Q20: Har du inden for de sidste 3 måneder købt en Heineken på en bar/café der også solgte andre ølmærker?

Q21: Har du tidligere kommet med en positiv kommentar, om Heineken, til venner eller bekendte?

Q22: Hvis nogen spørger om din holdning til Heineken vil du da nævne noget positivt?

Q23: Kunne du godt finde på at sige noget positivt om Heineken?

Q24: Har du tidligere kommet med en negativ kommentar, om Heineken, til venner eller bekendte?

Q25: Hvis nogen spørger om din holdning til Heineken vil du da nævne noget negativt?

Q26: Kunne du godt finde på at udtrykke mig negativt om Heineken?

Appendix 7:

Interview person 1
The interview is conducted in Danish.

Interviewer **Respondent**

(Q15) Bliver der, i din omgangskreds, ofte drukket/købt Heineken sammenlignet med andre ølmærker?
Ja. Det gør der faktisk. Jeg kommer meget på en bar hvor Heineken er den eneste øl de sælger.
Hvad er grunden til det netop bliver den bar at i ofte tager på?
Det er primært fordi vi kender dem der ejer den og derfor er der altid en del af mine venner dernede.
Hvad hvis i sidder på en anden bar med flere øl at vælge imellem?
Jeg tror ikke jeg vil købe den, og det tror jeg egentlig heller ikke gutterne vil. Som regel bliver der købt almindelig eller Classic.
(Q14) Er Heineken populær blandt dine venner og bekendte?
Det ved jeg ikke. Ikke specielt tror jeg.

(Q23) Kunne du godt finde på at sige noget positivt om Heineken?
Næææ. Det ved jeg ikke lige hvad det skulle være. Synes ikke den er noget specielt.
(Q21) Har du tidligere sagt noget positivt om Heineken til venner eller bekendte?
Ikke lige hvad jeg kan huske.
(Q22) Hvis nogen spørger om din holdning til Heineken vil du da nævne noget positivt?
Tror nok jeg vil sige at den smager ikke af så meget, det er vel ikke særlig positivt.

(Q4) Synes du Heineken flasken har et flot design?
Ja, den er egentlig meget pæn. Den ser lidt eksklusiv ud.
(Q5) Synes du Heineken flaskens design er flottere end konkurrerende ølmærkers?
Den er hvert fald flottere end de almindelige Tuborg flasker. Men det hele behøver ikke være så pænt.
(Q3) Synes du en Heineken smager bedre end mange af de konkurrerende ølmærker?
Nej. Jeg kan bedre lide en Tuborg Classic.
(Q1) Synes du Heineken har en god smag?
Den smager bestemt ikke dårligt. Men det er ikke min favorit øl.
(Q2) Foretrækker du i visse situationer smagen af en Heineken frem for andre ølmærker?
Jeg ved ikke om der er situationer hvor jeg foretrækker Heineken. Tror nok jeg til en hver tid vil tage en Tuborg i stedet for en Heineken.
Men er der situationer hvor Heineken passer bedre til end andre? F.eks. en sommerdag.
Det er der nok, men det er ikke lige noget jeg tænker over.

(Q19) Vælger du af og til en Heineken på en bar/café der også sælger andre ølmærker?
Ja. Det gør jeg. På den bar jeg nævnte før. Men ellers meget sjældent.
(Q17) Forudser du at du i nærmere fremtid køber en Heineken på en bar/café der også sælger andre ølmærker?
Det er da ikke udelukket. Men jeg vil ikke sige at der er med stor sandsynlighed.
(Q18) Er du alt i alt positiv overfor at købe en Heineken?
Tja. Jeg har jo ikke noget imod Heineken. Jeg synes bare der er andre bedre øl. Nogle gange koster de jo også lidt mere.
(Q16) Er det sandsynligt at du køber en Heineken på en bar/café der også sælger andre ølmærker i løbet af de næste 3 måneder?
Det er vel det samme igen. Måske.
(Q20) Har du inden for de sidste 3 måneder købt en Heineken på en bar/café der også solgte andre ølmærker?

Det har jeg faktisk. Det var godt nok det eneste de havde på fad, men de havde andre øl på flaske.

(Q6) Hvad synes du om Heineken's globale image?
Det er da ganske udmærket. De er jo sponsor for Champions League som er en international turnering. Jeg ved ikke om hvor udbredt de er ud over Europa, men der sælger de vel også til kunne jeg forestille mig. Men du spurgte hvad jeg synes om det. Det er vel lidt ligesom McDonald's, man kan få det overalt og det er noget man kender til når man kommer til andre lande. Jeg selv kan dog bedre lide at prøve de lokale øl når jeg kommer til andre lande.
(Q8) Giver det dig positive associationer at Heineken er en global øl?
Neeej. Når jeg nævner McDonald's er det nok ikke helt positivt, selvom man vel havner der en gang imellem alligevel.
(Q9) Synes du Heineken's globale image skiller sig positivt ud fra andre ølmærker?
Alle de importerede øl har vel et globalt image, de kommer jo ikke fra Danmark. Og af de danske mærker er det vel kun Carlsberg der er internationalt aktive. De sponsorerer hvert fald Liverpool.
(Q7) Værdsætter du Heineken's globale image?
Jeg kan godt lide deres Champions League sponsorat fordi Champions League er noget der interesserer mig. Men ellers ved jeg ikke.
Jeg tænker mere på at en øl som Corona eller Staropramen har nogle værdier fra deres oprindelses land som f.eks. traditionel ølbrygning i Tjekkiet og frisk sommerøl med citron fra Mexico. Heineken har ikke specielt nogle værdier fra Holland men mere udviklet i hele verden.
Jeg kan godt se hvor du vil hen. Tror jeg foretrækker at øllen har nogle værdier fra det land den kommer fra.

(Q24) Har du tidligere sagt noget negativt om Heineken til venner eller bekendte?
Ja det har jeg nok. Jeg har sagt at den er tynd og ikke smager af meget.
(Q25) Hvis nogen spørger om din holdning til Heineken vil du da nævne noget negativt?
Ja. Jeg vil sige at den ikke smager af noget.
(Q26) Kunne du godt finde på at udtrykke mig negativt om Heineken?
Ja.

(Q11) Har du en positiv holdning til den gruppe mennesker Heineken henvender sig til?
Jeg ved ikke præcist hvem der er deres målgruppe. Så det synes jeg er svært at svare på.
(Q10) Har Heineken har en personlighed du værdsætter?
Ikke specielt. Hvad mener du med personlighed?
Hvis du forestiller dig Heineken er en person hvilke værdier har den så?
Så er han jo nok alkoholiker… Nej, jeg ved det faktisk ikke. Sorry.
Helt ok. Så er de sidste to spørgsmål nok også irrelevante.
(Q13) Er der ligheder mellem din egen og Heineken's identitet?
(Q12) Synes du Heineken har en personlighed der skiller sig positivt ud fra konkurrenterne?

Slut.

Interview person 2

(Q8) Giver det dig positive associationer at Heineken er en global øl?
Nej. Der er vel en opfattelse af at det øl der importeres er bedre end de danske mærker. Men det synes jeg er en fejl. Der er mange gode danske øl. Specielt specialøl fra mikrobryggerierne.
(Q7) Værdsætter du Heineken's globale image?
Egentlig ikke. Det er ikke lige min smag.
(Q9) Synes du Heineken's globale image skiller sig positivt ud fra andre ølmærker?
Hvilke? Der er jo mange. Det ved jeg ikke.
(Q6) Hvad synes du om Heineken's globale image?
Det er ikke noget der tiltaler mig. Jeg er mere til lokale danske produkter.

(Q13) Er der ligheder mellem din egen og Heineken's identitet?
Nej. Jeg synes det er for popsmart. Det vil jeg ikke betegne mig selv som.
(Q10) Har Heineken har en personlighed du værdsætter?
Det må så være nej.
Hvis du forestiller dig Heineken er en person hvilke værdier har den så?
Overfladisk og snobbet.
(Q12) Synes du Heineken har en personlighed der skiller sig positivt ud fra konkurrenterne?
Nej. Jeg synes der er mange andre øl der er meget mere mig.
(Q11) Har du en positiv holdning til den gruppe mennesker Heineken henvender sig til?
Nej.

(Q23) Kunne du godt finde på at sige noget positivt om Heineken?
Jeg vil nok ikke direkte anbefale den. Men jeg kunne sige noget positivt hvis jeg var meget øltørstig og så der stod en iskold Heineken fadøl foran mig.
(Q22) Hvis nogen spørger om din holdning til Heineken vil du da nævne noget positivt?
Nej. Ville nok sige at der findes mange bedre øl.
(Q21) Har du tidligere sagt noget positivt om Heineken til venner eller bekendte?
Nej.

(Q14) Er Heineken populær blandt dine venner og bekendte?
Nej, de er fattigrøve hele bundtet. Det drikker hvad der er.
(Q15) Bliver der, i din omgangskreds, ofte drukket/købt Heineken sammenlignet med andre ølmærker?
Nej det vil jeg ikke sige. Det er mest Carlsberg og Tuborg.

(Q17) Forudser du at du i nærmere fremtid køber en Heineken på en bar/café der også sælger andre ølmærker?
Det kommer jo an på hvad de andre ølmærker er. Men har de Carlsberg bliver det nok det.
(Q16) Er det sandsynligt at du køber en Heineken på en bar/café der også sælger andre ølmærker i løbet af de næste 3 måneder?
Igen. Nej.
(Q20) Har du inden for de sidste 3 måneder købt en Heineken på en bar/café der også solgte andre ølmærker?
Ikke hvad jeg kan huske.
(Q19) Vælger du af og til en Heineken på en bar/café der også sælger andre ølmærker?
Nej.
(Q18) Er du alt i alt positiv overfor at købe en Heineken?
Nej.

(Q25) Hvis nogen spørger om din holdning til Heineken vil du da nævne noget negativt?

Ikke direkte negativt. Men jeg vil nok sige at det ikke er min favorit.
(Q24) Har du tidligere sagt noget negativt om Heineken til venner eller bekendte?
Nej. Ved ikke hvad det skulle være.
(Q26) Kunne du godt finde på at udtrykke dig negativt om Heineken?
Ja.

(Q4) Synes du Heineken flasken har et flot design?
Ja. Den skinner lidt mere end de mørke Carlsberg flasker. Og etiketten er da også mere stilet.
(Q5) Synes du Heineken flaskens design er flottere end konkurrerende ølmærkers?
Ja.
Også flottere end andre importerede øl?
Det er nok mere lige. Men den er da meget pæn.
(Q3) Synes du en Heineken smager bedre end mange af de konkurrerende ølmærker?
Nej.
(Q1) Synes du Heineken har en god smag?
Alt øl er jo godt. Noget er bare bedre end andet.
(Q2) Foretrækker du i visse situationer smagen af en Heineken frem for andre ølmærker?
Nej.

Slut.

Appendix 8:

Questionaire:

Alder:

Køn:

- Mand
- Kvinde

Region:

Har du smagt en Heineken øl?

- Ja
- Nej

Brand as product:

PR1:	Jeg synes Heineken har en god smag.
PR2 (revised):	Heineken er god når jeg trænger til en frisk øl.
PR3:	Heineken smager bedre end mange af de andre importøl.
PR4:	*Deleted.*
PR5:	*Deleted.*

Brand as organisation:

OR1 (new):	Det forbedrer Heineken's image at de sponsorerer Champions League.
OR2 (new):	Det forbedrer Heineken's image at de sponsorerer James Bond.
OR3 (new):	Det forbedrer Heineken's image at de sponsorerer Italiens største rockfestival – Jammin Festival.
OR4:	*Deleted.*

Brand as person:

PE1:	*Deleted.*
PE2 (revised):	Forestil dig en typisk Heineken forbruger. Jeg har en positiv holdning til denne person.
PE3 (revised):	Forestil dig en typisk Heineken forbruger. Denne person er anderledes end forbrugere af andre importøl.
PE4 (revised):	Forestil dig en typisk Heineken forbruger. Der er visse fællestræk mellem mig og denne person.

Brand as symbol:

SY1:	*Deleted.*
SY2:	*Deleted.*
SY3:	*Deleted.*

Social norm:

SN1:	Heineken er populær blandt mine venner og bekendte.
SN2 (revised):	Nogle i min omgangskreds vælger ofte en Heineken på en bar der også har andre øl at vælge imellem.

Buying intention:

BI1:	Det er sandsynligt at jeg køber en Heineken på en bar/café der også sælger andre ølmærker i løbet af de næste 3 måneder.
BI2:	Jeg forudser at jeg i nærmere fremtid køber en Heineken på en bar/café der også sælger andre ølmærker.
BI3:	Alt i alt er jeg positiv overfor at købe en Heineken.
BI4:	Jeg vælger af og til en Heineken på en bar/café der også sælger andre ølmærker.

Positive word-of-mouth:

PW1:	Jeg har tidligere sagt noget positivt om Heineken til venner eller bekendte.
PW2:	Hvis nogen spørger om min holdning til Heineken vil jeg nævne noget positivt.
PW3:	Jeg kunne godt finde på at sige noget positivt om Heineken.

Negative word-of-mouth:

NW1:	Jeg har tidligere sagt noget negativt om Heineken til venner eller bekendte.
NW2:	Hvis nogen spørger om min holdning til Heineken vil jeg nævne noget negativt.
NW3:	Jeg kunne godt finde på at udtrykke mig negativt om Heineken.

Appendix 9:

PR:

Reliability Statistics

Cronbach's Alpha	N of Items
,832	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PR1	7,0000	7,343	,735	,736
PR2	6,7826	7,193	,718	,745
PR3	5,6087	5,948	,655	,831

OR:

Reliability Statistics

Cronbach's Alpha	N of Items
,685	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OR1	7,6377	4,481	,518	,568
OR2	7,1594	4,193	,578	,483
OR3	6,9420	5,559	,412	,695

PE:

Reliability Statistics

Cronbach's Alpha	N of Items
,452	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PE2	8,0725	4,024	,318	,288
PE3	7,0870	4,314	,181	,520
PE4	7,3188	3,430	,343	,226

SN:

Reliability Statistics

Cronbach's Alpha	N of Items
,848	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SN1	4,2899	2,280	,736	.[a]
SN2	4,0217	2,226	,736	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

BI:

Reliability Statistics

Cronbach's Alpha	N of Items
,932	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BI1	11,8116	21,672	,889	,895
BI2	11,8406	22,033	,890	,894
BI3	12,8043	26,553	,755	,938
BI4	12,1087	23,017	,840	,911

PW:

Reliability Statistics

Cronbach's Alpha	N of Items
,864	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PW1	6,6232	6,981	,671	,901
PW2	7,4203	7,618	,823	,740
PW3	7,5797	8,318	,767	,796

NW:

Reliability Statistics

Cronbach's Alpha	N of Items
,944	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
NW1	9,2464	11,530	,856	,943
NW2	9,2464	12,362	,902	,908
NW3	9,5362	11,798	,899	,907

Appendix 10:

Factor analysis I, first run:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,719
Bartlett's Test of Sphericity	Approx. Chi-Square	453,809
	df	36
	Sig.	,000

Communalities

	Initial	Extraction
PR1	1,000	,781
PR2	1,000	,761
PR3	1,000	,699
OR1	1,000	,785
OR2	1,000	,806
PE2	1,000	,398
PE4	1,000	,358
SN1	1,000	,821
SN2	1,000	,793

Extraction Method: Principal Component Analysis.

Factor analysis I, second run:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,660
Bartlett's Test of Sphericity	Approx. Chi-Square	378,050
	df	21
	Sig.	,000

Communalities

	Initial	Extraction
PR1	1,000	,799
PR2	1,000	,796
PR3	1,000	,717
OR1	1,000	,803
OR2	1,000	,800
SN1	1,000	,861
SN2	1,000	,863

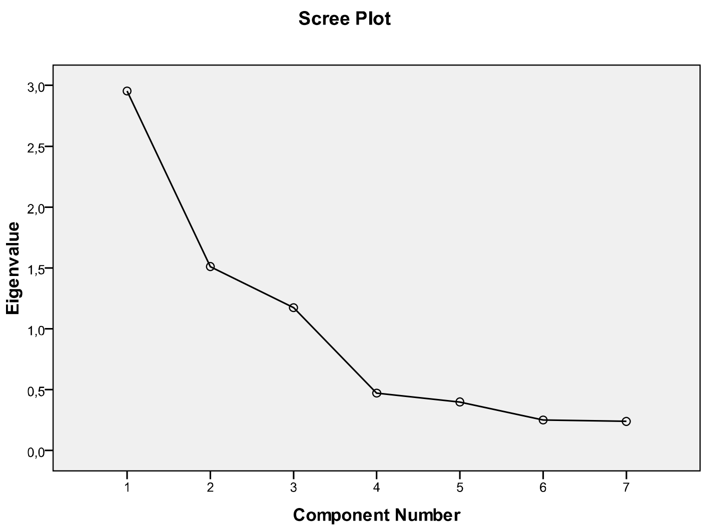
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2,953	42,187	42,187	2,953	42,187	42,187	2,594
2	1,511	21,590	63,778	1,511	21,590	63,778	1,582
3	1,174	16,773	80,551	1,174	16,773	80,551	2,117
4	,472	6,743	87,294				
5	,399	5,697	92,991				
6	,251	3,591	96,583				
7	,239	3,417	100,000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.



Component Matrix[a]

	Component		
	1	2	3
PR1	,789	,039	-,417
PR2	,792	,061	-,407
PR3	,781	-,141	-,295
OR1	,313	,767	,340
OR2	,148	,882	,009
SN1	,734	-,265	,501
SN2	,659	-,220	,617

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Pattern Matrix[a]

	Component		
	1	2	3
PR1	,899	,040	-,033
PR2	,893	,064	-,029
PR3	,797	-,104	,131
OR1	-,062	,871	,222
OR2	,085	,873	-,193
SN1	,123	-,023	,878
SN2	-,025	,040	,935

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser

Structure Matrix

	Component		
	1	2	3
PR1	,892	,146	,289
PR2	,890	,169	,291
PR3	,832	-,004	,411
OR1	,121	,871	,230
OR2	,120	,876	-,132
SN1	,433	,022	,921
SN2	,313	,070	,928

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser

Factor analysis II:

KMO and Bartlett's Test

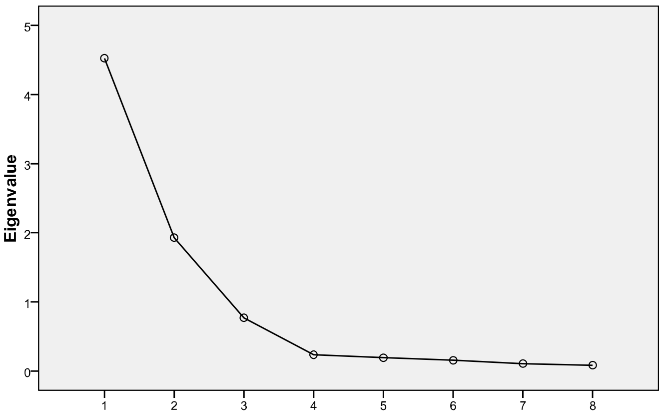
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,810
Bartlett's Test of Sphericity	Approx. Chi-Square	1034,318
	df	28
	Sig.	,000

Communalities

	Initial	Extraction
BI1	1,000	,916
BI2	1,000	,926
BI4	1,000	,836
PW2	1,000	,905
PW3	1,000	,922
NW1	1,000	,888
NW2	1,000	,916
NW3	1,000	,915

Extraction Method: Principal Component Analysis.

Scree Plot



Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4,525	56,562	56,562	4,525	56,562	56,562	3,491
2	1,930	24,120	80,682	1,930	24,120	80,682	3,370
3	,770	9,619	90,302	,770	9,619	90,302	3,345
4	,236	2,949	93,251				
5	,192	2,398	95,649				
6	,156	1,947	97,595				
7	,108	1,347	98,943				
8	,085	1,057	100,000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Component Matrix[a]

	Component		
	1	2	3
BI1	,757	,535	-,239
BI2	,729	,582	-,236
BI4	,759	,478	-,176
PW2	,825	,042	,472
PW3	,769	,076	,570
NW1	-,654	,651	,193
NW2	-,760	,560	,156
NW3	-,754	,575	,127

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Structure Matrix

	Component		
	1	2	3
BI1	,957	-,272	,528
BI2	,961	-,222	,510
BI4	,912	-,299	,561
PW2	,566	-,514	,948
PW3	,519	-,433	,959
NW1	-,194	,939	-,390
NW2	-,321	,955	-,505
NW3	-,300	,955	-,515

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Pattern Matrix[a]

	Component		
	1	2	3
BI1	,965	-,015	-,022
BI2	,986	,040	-,025
BI4	,872	-,030	,057
PW2	,048	-,069	,887
PW3	-,029	,043	,996
NW1	,044	,981	,062
NW2	-,048	,929	-,027
NW3	-,010	,923	-,061

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Appendix 11:

Structural Equation Modeling results from AMOS 18.0:

Regression Weights: (Heineken - WOM)

			Estimate	S.E.	C.R.	P	Label
BI	<---	PR	,598	,109	5,496	***	
PW	<---	OR	-,112	,118	-,942	,346	
NW	<---	PE	-,868	,197	-4,417	***	
PW	<---	PE	,720	,149	4,817	***	
BI	<---	PE	,494	,151	3,272	,001	
NW	<---	OR	,405	,181	2,238	,025	
BI	<---	OR	-,009	,153	-,062	,951	
PW	<---	PR	,527	,086	6,118	***	
NW	<---	PR	-,397	,112	-3,533	***	
BI	<---	SN	,512	,107	4,793	***	
PW	<---	SN	,077	,076	1,006	,315	
NW	<---	SN	,021	,109	,194	,846	
PR3	<---	PR	1,000				
PR2	<---	PR	,861	,098	8,772	***	
PR1	<---	PR	,909	,098	9,265	***	
OR2	<---	OR	1,000				
OR1	<---	OR	2,327	1,934	1,203	,229	
PE4	<---	PE	1,000				
PE2	<---	PE	,524	,136	3,843	***	
SN1	<---	SN	1,000				
SN2	<---	SN	1,160	,196	5,915	***	
BI1	<---	BI	1,000				
BI2	<---	BI	,976	,051	19,007	***	
BI4	<---	BI	,856	,061	14,013	***	
PW2	<---	PW	1,000				
PW3	<---	PW	,872	,078	11,122	***	
NW1	<---	NW	1,000				
NW2	<---	NW	,971	,058	16,779	***	
NW3	<---	NW	1,026	,061	16,918	***	

Standardized Regression Weights: (Heineken - WOM)

			Estimate
BI	<---	PR	,472
PW	<---	OR	-,059
NW	<---	PE	-,520
PW	<---	PE	,572
BI	<---	PE	,305
NW	<---	OR	,161
BI	<---	OR	-,004
PW	<---	PR	,535
NW	<---	PR	-,304
BI	<---	SN	,389
PW	<---	SN	,075
NW	<---	SN	,016
PR3	<---	PR	,737
PR2	<---	PR	,796
PR1	<---	PR	,872
OR2	<---	OR	,477
OR1	<---	OR	1,118
PE4	<---	PE	,724
PE2	<---	PE	,431
SN1	<---	SN	,801
SN2	<---	SN	,918
BI1	<---	BI	,938
BI2	<---	BI	,936
BI4	<---	BI	,821
PW2	<---	PW	,934
PW3	<---	PW	,848
NW1	<---	NW	,873
NW2	<---	NW	,942
NW3	<---	NW	,946

Variances: (Heineken - WOM)

	Estimate	S.E.	C.R.	P	Label
PR	1,529	,323	4,738	***	
OR	,412	,363	1,135	,256	
PE	,935	,254	3,681	***	
SN	1,418	,332	4,271	***	
E,BI	1,306	,214	6,097	***	
E,PW	,559	,144	3,885	***	
E,NW	1,591	,292	5,444	***	
E,PR3	1,289	,192	6,725	***	
E,PR2	,655	,111	5,909	***	
E,PR1	,398	,095	4,172	***	
E,OR2	1,402	,376	3,729	***	
E,OR1	-,446	1,818	-,245	,806	
E,PE4	,848	,198	4,289	***	
E,PE2	1,128	,151	7,470	***	
E,SN1	,792	,239	3,311	***	
E,SN2	,355	,298	1,189	,235	
E,BI1	,336	,083	4,034	***	
E,BI2	,329	,080	4,118	***	
E,BI4	,872	,121	7,234	***	
E,PW2	,215	,104	2,076	,038	
E,PW3	,440	,093	4,735	***	
E,NW1	,812	,118	6,872	***	
E,NW2	,312	,071	4,412	***	
E,NW3	,319	,077	4,142	***	

Squared Multiple Correlations: (Heineken - WOM)

	Estimate
NW	,389
PW	,623
BI	,467
NW3	,896
NW2	,887
NW1	,762
PW3	,719
PW2	,873
BI4	,673
BI2	,877
BI1	,880
SN2	,843
SN1	,642
PE2	,186
PE4	,524
OR1	1,250
OR2	,227
PR1	,760
PR2	,634
PR3	,543