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The influence of Corporate Social Marketing on Perceived Brand Authenticity and Brand Loyalty

An Empirical Case Study

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Abstract

In accordance with the evolving service-dominant logic and the shift from the Relationship-focused to Stakeholder-focused Brand Era, the concepts of Brand Authenticity and Brand Loyalty have received increasing consideration. While Brand Loyalty has been studied for decades, Brand Authenticity has recently gained attention in the field of marketing research and is still under-researched. In addition, there is limited research on the emerging concept Corporate Social Marketing (CSM), however firms are increasingly adopting the concept as a marketing practice. In spite of the ongoing discussion regarding these three subjects, no literature discovered has synthesized the concepts, thus motivating the researchers to explore CSM's influence on Brand Authenticity and Brand Loyalty. As a result of limited research conducted within this field, this research adopts an exploratory research design with a qualitative approach. The brand Heineken represents the single-case study for this research and data is collected through in-depth semi-structured interviews and a focus group, coded and analyzed in accordance with the grounded theory approach. The findings display that CSM can positively influence Perceived Brand Authenticity through the dimensions Continuity, Credibility and Symbolism. The study also suggests that CSM influences Brand Loyalty positively, however it is evident that consumers' level of loyalty towards the brand prior to the exposure of CSM can be an important factor for how Brand Loyalty is influenced. It is further recommended how CSM should be communicated in order to enhance Brand Authenticity and Brand Loyalty. Moreover, limitations of the study and suggestions for future research are presented.

Keywords: Corporate Social Marketing, CSM, Brand Authenticity, Brand Loyalty, Stakeholder-focus Era, Relationship-focus era.

1. Introduction

It is evident that from the beginning of the 2000s, firms have realized the importance of brands. Correspondingly, the marketing literature has seen a major conceptual shift (Merz, He & Vargo, 2009). The scholars Vargo and Lusch (2004) defines the shift as the Service-Dominant (S-D) logic, where brands have emerged from a traditional goods dominant view where the focus was on the tangible output and discrete transaction, towards perceiving brands as socially constructed by consumers' and other stakeholders' interactions, with a focus on intangibility and the exchange process. In parallel with this shift, branding literature has evolved accordingly, where the S-D logic aligns with what Merz et al. (2009) define as the Stakeholder-focus Brand Era. However, the majority of branding literature is still existent within the Relationship-focus Brand Era. Thus, this study is set between these two Brand Eras.

In relation to this context, the construct Brand Authenticity has received increasing attention in literature due to consumers' growing demand for authenticity in the marketplace of products and services (Grayson & Martinec, 2004; Fritz, Schoenmueller & Bruhn, 2017; Morhart, Malär, Guèvremont, Girardin & Grohmann, 2015). This is based on the growing number of crises in recent years (Bruhn et al., 2012; Fine, 2003) and the increasingly homogenous market (Beverland and Farelly, 2010). Yet, there is no consensus among scholars regarding a definition of Brand Authenticity (Napoli, Dickinson, Beverland & Farrelly, 2014; Napoli, Dickinson-Delaporte and Beverland, 2016; Beverland, 2005; Fritz et al., 2017). As a foundation for the present research, the framework by Morhart et al. (2015), which conceptualize Brand Authenticity in terms of the dimensions Continuity, Credibility, Symbolism and Integrity, has been adopted.

Additionally, since the modern market is characterized by increasing competitive pressure, diminishing product differentiation and heightened unpredictability (Shocker, Srivastava & Ruekert, 1994), the construct Brand Loyalty can still be considered a relevant topic in the field of marketing research. Although several conceptualizations of Brand Loyalty have been developed over the years in literature, combining both Stochastic (behavioral) and Deterministic (attitudinal) components has been determined as a valid and reliable measure of Brand Loyalty (Day, 1969; Jones & Taylor, 2007; Russell-Bennett, Worthington & Hartel, 2009; Oliver, 1999). Therefore, this study focuses on

evaluating both components of loyalty, together with Dick and Basu (1994)'s conceptualization of different levels of Brand Loyalty.

Moreover, as consumers no longer accept insincere brand behavior (Holt, 2002), Corporate Social Responsibility (CSR) has become a widely accepted management practice and is therefore adapted by most large corporations (Jutterström & Norberg, 2013). Within the concept of CSR, the subdiscipline Corporate Social Marketing (CSM) has recently emerged and is according to Kotler and Lee (2005a) the "best of breed" among other CSR initiatives in terms of support of marketing goals and objectives, brand positioning and preference, market development, and increased sales. However, literature regarding the concept is scarce and future researchers are encouraged to evaluate the effects of CSM (Inoue & Kent, 2014).

At the time of this study, no existing literature has evaluated the constructs Brand Authenticity, Brand Loyalty and CSM together. Instead, previous research has considered these constructs separately. For instance, the relationship between CSM and Brand Authenticity has been explored (e.g., Kotler, Hessekiel & Lee, 2012; Kotler & Lee, 2005a) as well as how CSM credibility affects Brand Loyalty (e.g., Inoue & Kent, 2014; Sen & Bhattacharya, 2001; Walker & Kent 2012; Zang & Bloemer 2008). Thus, the authors of the present study have identified a research gap concerning CSM and its influence on Brand Authenticity and Brand Loyalty.

Based on this identified research gap, the aim of this study is to investigate how CSM influences consumers' Perceived Brand Authenticity and Brand Loyalty. Therefore, the following research question will be answered in this study:

How does Corporate Social Marketing influence consumers' Perceived Brand Authenticity and Brand Loyalty?

Due to the limited research within this field, the present study adopts an exploratory research design with a qualitative approach. To adequately answer the research question, a single-case study has been adopted. The brand chosen for this study is Heineken, as the brand has utilized CSM as a marketing practice. The data collection for this research includes twelve individual semi-structured interviews and one focus group. Further, purposive sampling has been applied to include consumers with different nationalities that fit to the brand's target group and evaluate their perceptions in line with

theory regarding successful CSM (Lee, 2016). The interviews have been coded and analyzed in accordance with the grounded theory approach.

The results of this study indicate that CSM can positively influence Perceived Brand Authenticity, in relation to the dimensions Continuity, Credibility and Symbolism. Additionally, it is evident that CSM can influence Brand Loyalty in a positive manner, both in terms of Stochastic and Deterministic Loyalty. This is particularly evident among consumers with a latent and true loyalty towards the brand. Further, from the results it is possible to distinguish how CSM should be communicated in order to enhance Brand Authenticity and Brand Loyalty.

Lastly, the researchers of this study provide an overview of this study's potential contribution to existing research within the field of branding. Subsequently, implications for how brand managers and other relevant stakeholders should leverage CSM in regard to Brand Authenticity and Brand Loyalty are outlined. Finally, limitations of the study and suggestions for future research are provided.

2. Literature Review

In the following section, the authors will provide a theoretical basis and context for the research. The literature review is structured into four macro paragraphs.

First, a background regarding the evolution of literature in brand management is outlined, where this study is set between Merz et al. (2009)'s two major eras of the branding literature: the Relationship Focus Brand Era and the Stakeholder Focus Brand Era.

Based on the context previously described, the authors will present three branding constructs, which will provide the theoretical foundation for the research. First, the authors will outline relevant literature within Brand Loyalty and differentiate between Stochastic and Deterministic Loyalty. Also, the researchers will focus on Dick and Basu (1994)'s categorization of loyal consumers. Secondly, the concept of Brand Authenticity is presented and Morhart et al. (2015)'s integrative framework is highlighted. Lastly, literature regarding the recently evolved concept of CSM, a subdiscipline of CSR, is reviewed.

2.1 Paradigm of the Study

The aim of this section is to provide an overview of the paradigm of the present study. The authors will first outline the evolution of brand logic, and subsequently present the Relationship-Focus Brand Era and the Stakeholder-Focus Brand Era, based on the work by Merz et al. (2009).

2.2 Evolution of Brand Management

The concept of brands was first introduced in marketing literature in the beginning of the 1900s (Room, 1998; Stern, 2006). Since then, it is possible to identify four eras in which branding literature has evolved in terms of how brands are perceived and the focus of brands' value (Merz et al., 2009). In parallel with this evolution, Vargo and Lusch (2004) argue that brands have progressed into a service-dominant (S-D) logic instead of the preceding goods-dominant (G-D) logic. The authors propose three characteristics that distinguish the S-D logic from the G-D logic. First, the logic considers the denominator of exchange to be service rather than goods. Secondly, it argues for a process orientation rather than an output orientation. Thirdly, the S-D logic recognizes that value is

co-created with external stakeholders rather than solely by the firm (Vargo & Lusch, 2004). According to Merz et al. (2009) this shift aligns with different eras in branding literature as brand value has been perceived to come unilateral from firms and delivered to customers through goods (G-D logic) to include all stakeholders in the co-creation of value (S-D logic).

The following sections will concisely present the first two eras of the evolution of branding, while the latter two areas will be analyzed more in-depth as these are considered more relevant in this research.

The Individual Goods-Focus and the Value-Focus Brand Era

During the Individual Goods-Focus Brand Era (1900s–1930s), brands were perceived solely as identifiers (Merz et al., 2009) in order for customers to recognize a firm's goods (Strasser, 1989). Thus, customers were seen as passive recipients of goods that were branded to them and thereby were not perceived as contributors in the brand value creation process. This view corresponds to the G-D logic perspective as value of the brand was seen to be embedded in physical goods, hence operand resources, and determined through value-in-exchange, which can be seen as an output orientation (Merz et al., 2009).

The second era constitutes the Value-Focus Brand Era (1930s–1990s) where branding literature rapidly increased. During this era, firms recognized that communicating a brand image served as a differentiation against competitors (DiMingo, 1988; Reynolds & Gutman, 1984) as well as a way for customers to identify brand promises (Roth, 1995). Brand academics in this era also began to understand and conceptualize the effects of a brand's functional and symbolic benefits. Thus, scholars started to perceive brands as operant resources, however, brand value was still determined through value-in-exchange and customers were perceived as passive in the brand value creation process (Merz et al., 2009).

The Relationship-Focus Brand Era

Around the 1990s, brand scholars started to include the customer as an important actor in the brand value creation process. They highlighted that brand value was established through the customer's perceived value-in-use and that internal (employees) and external customers were co-creators of

brand value. Hence, during the end of this era, both internal and external customers were perceived as operant resources (Merz et al., 2009). The main focus during this era was therefore the interactive and relational co-creation process between the customer-firm, the customer-brand and the firm-brand.

During the focus of the process between customer-firm, Aaker's (1996) brand equity construct emerged, who argued that brands could gain or lose financial resources based on how customers perceive them. Kapferer (1992, 2004)'s and Keller (1993)'s conceptualizations, which adopts a similar customer-centered approach to brand management, also assisted scholars in understanding that brand value and brand equity is primarily based on the co-creation with customers. Subsequently, scholars recognized that customers could create relationships with brands (Aaker, 1997; Fournier, 1998; Gobe, 2001). In particular, researchers in the area highlighted that brand value is co-created through relationships that customers form with brands through either direct or indirect contact. For example, Aaker's (1997) prominent brand personality construct, and Fouriner's (1998) extension of the conceptualization, lead to understandings that brand value is created by the process in which customers form dyadic relationships with brands that represent their personality, as a way for self-expression, self-definition and self-enhancement. Another focus during this era was between the firm-brand, and how internal stakeholders (employees) contribute to the co-creation of brand value. Berry (2000) states that external customers' experience with the brand is shaped by employees who represent the brand promise. Employees are thereby seen as a crucial part of the brand value creation process and a representation of the brand image; hence brands were perceived as a promise (de Chernatony, 1999).

Stakeholder-Focus Brand Era

In the early 2000s, brand scholars started to adopt a stakeholder perspective to branding and investigate the collective and dynamic course that underlie society's consumption (e.g., Muniz, Albert & O'guinn, 2001; Merz et al., 2009; Iglesias & Bonet, 2012; Iglesias, Ind & Alfaro, 2013). What was understood from research within this focus era is that brand value is not solely co-created by individuals' dyadic and isolated relationships to firms. Instead, brand value is co-created through an ecosystem consisting of social interactions and network relationships among all stakeholders (Iansiti & Levien, 2004). Thus, Muniz et al. (2001) argue that brands should be seen as a continuous social

process and accordingly, Brodie (2009) states that the brand value creation process thereby depends on the co-creation through stakeholder-based negotiations.

Within this focus era, literature regarding brand communities came to rise. Research in this area demonstrated that brand value is co-created between the firm and the brand through highly interactive and dynamic social processes (Merz et al., 2009). Gangemi (2006) presented that brand community members become highly loyal and are the strongest advocates of the brand. However, the author also points out that brand community members do not have to own the market offering in order to create brand value. Instead, the admiration and perceived value in use, as well the dynamic interaction between the customers within the community concern the basis for brand value creation. In the mid-2000, brand scholars challenged the view of brand value being co-created with customers exclusively through brand communities (Jones, 2005; Ind & Bjerke, 2007; Gregory, 2007). Through his stakeholder framework, Jones (2005) argued that whether stakeholders were or were not members of a brand community was insignificant, as all stakeholders contribute to the creation of brand value. Accordingly, Ind and Bjerke (2007) constructed the participatory market orientation framework which emphasizes that employees, customers, and other stakeholders are involved in the co-creation of brand value.

Based on this, the Stakeholder-Focus Brand Era differs from the Relational-Focus Brand Era. While scholars previously perceived the creation of brand value as being dependent on the dyadic relationships between internal and external customers, brand management literature in the Stakeholder-focused Brand Era identified the significance of network and social relationships with and among all stakeholders in the co-creation process (see Table 1). Thus, all stakeholders of the firm constitute as operant resources (Merz et al., 2009).
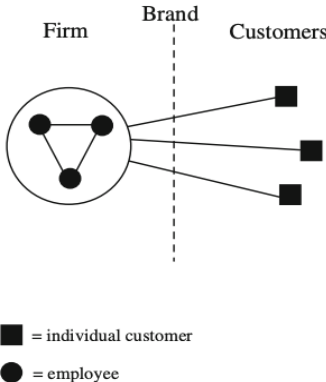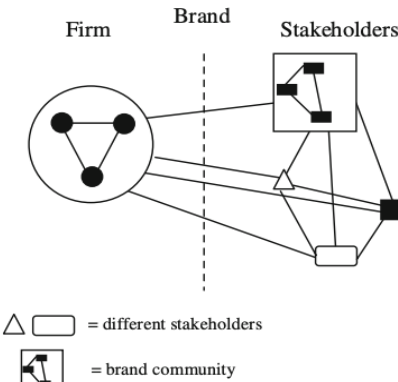
	Relationship-Focus Brand Era (1990s-2000)	Stakeholder-Focus Brand Era (2000 and Forward)
Orientation	Process Orientation	Process Orientation
Contribution	*Dyadic* relationships with internal and external customers	*Network* relationships with all stakeholders
		Social relationships among customers (and other stakeholders)
Evolving Brand Logic	*External and Internal customers* are operant resources	*All Stakeholders* are operant resources
Visual Depiction		

Figure 1. Evolution of branding (Merz et al., 2009).

In conclusion, the main focus in branding literature regarding the creation of brand value has been on the stakeholder relationship between the brand and the customer (Keller, 2008). Thus, the meaning of brands and brand value is continuously co-created, co-sustained and co-transformed through organization-customer interactions (Merz et al., 2009; Louro & Cunha, 2001) as well as customer-customer interactions (McAlexander, Schouten & Koenig, 2002).

Based on Merz et al. (2009) outline of the development in branding literature and the recognition of customers' prevailing role in the creation of brand value, this study will be set between the Relationship- and Stakeholder focus brand eras. Within these eras, it is evident that Brand Loyalty, Brand Authenticity and CSR are especially relevant for several reasons. The Relationship-Focused brand era highlights the importance of interactions and relationships customers form with the brand and the firm, which is a crucial aspect for Brand Loyalty to emerge. From a Stakeholder-Focused

perspective, Brand Authenticity has become a crucial concept as consumers desire authenticity due to the growing number of crises in recent years (Bruhn et al., 2012; Fine, 2003) and the increasingly homogenous market (Beverland & Farelly, 2010). In line with this, CSR has evolved due to consumer decisions being increasingly influenced by ecological, social and economic aspects of sustainability (Diehl, Karmasin, Mueller, Terlutter & Weder, 2017). Further, CSR initiatives can also form a bond between the firm and its stakeholders (Maignan & Ferrell, 2004) and Kotler and Lee (2005a) argue that CSM is the "best of breed" among other CSR initiatives. Thus, this research will focus on the concepts CSM, Brand Authenticity and Brand Loyalty with the previously described paradigm in mind.

2.2 Brand Loyalty

The modern market is characterized by increasing competitive pressure, diminishing product differentiation and heightened unpredictability (Shocker, Srivastava & Ruekert, 1994). In addition, Kotler and Armstrong (2012) argue that it costs companies five times more to attract new customers than retaining existing ones. Thus, loyal customers are important for businesses in terms of growth of clientele, which resultantly could have a high impact on its profits. Long-term success of brands is therefore "not based on the number of consumers that buy it once, but on the number of consumers who become regular buyers of the brand" (Jacoby & Chestnut, 1978, p. 1).

The construct of Brand Loyalty is nearly a hundred years old (e.g., Copeland, 1923). In a business context, Brand Loyalty has been used to explain customers' repetitive purchasing models from the same brand (Reichheld, 1996). In a theoretical context, there is a general agreement that Brand Loyalty refers to a "biased behavioral response expressed over time by some decision-making unit with respect to one or more alternative brands out of a set of such brands" (Jacoby & Chestnut, 1978 p. 80). However, nuances within the concept regarding the meaning of loyalty have not been meticulously agreed on, resulting in a lack of scientific progress concerning understanding, measuring and leveraging Brand Loyalty assets (Fournier & Yao, 1997). The most eminent conflict that researchers have had a difficulty distinguishing between is how and if repeated purchase and Brand Loyalty should be separated, and hence how Brand Loyalty should be defined (Jacoby & Kyner, 1973).

2.2.1 Definition of Brand Loyalty

Even though scholars have had difficulty in defining Brand Loyalty, academic researchers have for long been conscious of Brand Loyalty's central role in the consumer buying process. This has resulted in various conceptualizations of Brand Loyalty. One of the most prevalent definitions of the concept was constructed by Oliver (1997):

> "Brand loyalty is a deeply held commitment to rebuy or repatronize a preferred brand consistently in the future, thereby causing repetitive same brand or same brand set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior" (p. 392).

On the other hand, Jacoby (1971) defined Brand Loyalty as "the biased (nonrandom) behavioral response (purchase) expressed over time by some decision-making unit with respect to one or more alternative brands out of a set of brands and is a function of psychological processes and emotional response" (p.25). Furthermore, according to Fouriner and Yao (1997) a conflict that has separated scholars in defining Brand Loyalty lies in their different theoretical and philosophical research orientations. The division split up researchers who were interested in meanings and hedonic aspects of Brand Loyalty and thus adopted an anthropological or sociological orientation. On the other hand, researchers who favored a cognitive process in the progression of brand attitude strength relied on a psychological orientation. Consequently, research on the concept of Brand Loyalty has progressed into different scientific fields over time. Broadly, two perspectives are most prominent in defining and operationalizing Brand Loyalty, also called the Stochastic and Deterministic approach (Odin, Odin & Florence, 2001).

2.2.1.1 Stochastic Approach

The Stochastic approach includes researchers who perceive Brand Loyalty from a behavioral perspective (e.g., Ehrenberg 1988; Blattberg & Sen, 1974; Kahn, Kalwani & Morrison, 1986). According to Aydin and Özer (2005), Brand Loyalty in this line of thought is perceived as a result of a consumer's preference structure visible in their behavior of repeated purchase. Stochastic Loyalty is usually measured through shares of purchase and purchase frequency. Researchers who concur with this approach such as Cunningham (1956) and Blattberg and Sen (1974) observed purchasing patterns and drew conclusions based on proportion of purchases to a particular brand, while Kahn et al. (1986) and McConell (1968) focused on the purchasing sequence. Odin et al. (2001) agreed that Brand Loyalty is partly a construct of behavior as consumers that continuously purchase the same brand are said to be loyal. However, the scholars oppose the Stochastic approach as it considers loyalty behavior as being inherently inexplicable or too complex to be comprehended. The conflict mainly concerns the measurements of explanatory variables and their frequency of appearance, as this makes it impossible to explain why Brand Loyalty occurs (Bass, 1974; McAlister & Pessemier, 1982). Therefore, Odin et al. (2001) argue that only evaluating loyalty from a Stochastic approach makes it highly difficult for companies to influence repeated purchasing behaviors, as it provides no understanding of what motivates consumer loyalty.

2.2.1.2 Deterministic Approach

The second perspective concerns the Deterministic approach, where Brand Loyalty is perceived as an attitudinal concept (Fournier & Yao, 1997). A philosophical conflict between researchers concerning whether the beginning of the purchase process is based on a Stochastic nature (Ehrenberg, 1988) versus purposive repetition (Jacoby & Chestnut, 1978). Researchers favoring the philosophical side of the purposive nature of repeated purchase, such as Jacoby and Chestnut (1978), sought theoretical explanations of loyalty being an expression of individual preference. Resultantly, the Deterministic approach emerged in opposition to the belief that merely describing the behavior of the customer was inadequate to understand how Brand Loyalty is generated (Jacoby, 1969, 1971; Jacoby & Olson, 1970; Jarvis & Wilcox, 1976). In addition, scholars opposed the measurements adopted in the Stochastic approach due to their explanatory nature (Jacoby & Chestnut, 1978) and instead proposed Brand Loyalty as an attitudinal concept. Scholars favoring this approach are more inclined to exclude the purchase behavior and operationalize Brand Loyalty through measurements such as preferences and buying intention (Aydin & Özer, 2005). By instead identifying loyalty as a behavior, researchers pursued the required analysis and description to uncover the attitude structure of the consumer. Operational measures mainly adopted to understand consumers' attitude are preference, buying intention, supplier prioritization and recommendation willingness (Aydin & Özer, 2005). In contrast to the Stochastic approach, there are explanatory factors generating loyalty which makes it possible for researchers to isolate and consequently manipulate these factors (Odin et al., 2001). Thereby, researchers could exclude the effective purchasing behavior and solely focus on the consumers' psychological commitment towards the purchase (Jacoby & Olson, 1970; Jarvis & Wilcox, 1976).

Two Dimensional Loyalty

From the discussions regarding the philosophical and operational conflicts, Day (1969) proposed a combination of Deterministic and Stochastic approach when evaluating Brand Loyalty. As this perspective emerged, several scholars followed and demonstrated that a combination of behavioral and attitudinal loyalty was a more valid and reliable measure of customer loyalty (Jones & Taylor, 2007; Russell-Bennet et al., 2009; Oliver, 1999). Further, Jacoby and Kyner (1973) proposed six necessary and collectively sufficient conditions that combined both approaches:

"These conditions express that brand loyalty is (1) the biased (i.e., nonrandom), (2) behavioral response (i.e., purchase), (3) expressed over time, (4) by some decision-making unit, (5) with respect to one or more alternative brands out of a set of such brands, and (6) is a function of psychological (decision making, evaluative) processes." (p. 2).

2.2.2 Levels of Brand Loyalty

The previously outlined conceptualization influenced several scholars, including Dick and Basu (1994), who also perceived Brand Loyalty as a relationship between attitudes and behavior and suggested that both a favorable attitude in combination with a repeated purchase was necessary in order to define Brand Loyalty. By adopting a casual perspective to this definition and including antecedents of loyalty in their framework, the authors attempted to construct a theoretical model that would predict phenomena such as recommendation, search and retention. Within this framework, the scholars introduced the concept of relative attitude as an important factor of Brand Loyalty, where consumers are asked to compare similarities or differences between relevant brands within a specific context. According to Dick and Basu (1994) relative attitude can provide a stronger indication of repeat patronage than solely the attitude towards a brand, as one may hold a favorable attitude towards several brands but still purchase from another one due to a comparable greater attitude. Based on this, the authors defined four different levels of Brand Loyalty consisting of True Loyalty, Latent Loyalty, Spurious Loyalty and No Loyalty. The following section will briefly present these in more detail.

True Loyalty

The ideal state for brands is to have consumers with true loyalty to the brand. That indicates that the consumer has a combination of high relative attitude and high repeated patronage to the same provider (Dick & Basu, 1994), and thereby both Stochastic and Deterministic conditions are present.

Latent Loyalty

Latent loyalty occurs when customers have a high relative attitude, but repeated patronage from the same provider is low. While attitude is a strong determinant in consumer behavior, other influences could also have a substantial impact. For example, situational factors such as accessibility or societal

norms could steer consumers to a different brand. This is a serious concern for marketers and efforts towards removing these situational factors should be made (Dick & Basu, 1994).

Spurious Loyalty

In line with the previous review of Deterministic versus Stochastic Loyalty (e.g, Jacoby & Kyner, 1973), Dick and Basu (1994) defined spurious loyalty as a behavioral loyalty where repeated patronage is high but there is no or low relative attitude towards the brand. This usually occurs with low involvement products where consumers perceive few distinctions between providers and implies that consumers continue to purchase from the same brand due to familiarity or deals.

No Loyalty

Lastly, consumers who have a weak relative attitude combined with low repeat patronage are defined as having no loyalty. The reason for why consumers have a low relative attitude may be due to a recent introduction of the brand, or that the brand is not communicating its advantages well enough. The low repeat patronage may be determined by the brand's absence in favorable locations (Dick & Basu, 1994).

Repeat Patronage

		High	Low
Relative Attitude	**High**	True Loyalty	Latent Loyalty
	Low	Spurious Loyalty	No Loyalty

Figure 2. Own illustration based on Dick and Basu (1994)'s framework.

2.2.3 Consequences of Brand Loyalty

Brand-level Perspective

From a brand-level perspective, Brand Loyalty has various beneficial consequences, both in terms of financial and strategic outcomes. According to Aaker (1996), the importance of Brand Loyalty has

been recognized by researchers and practitioners for several decades due to its significant implications on financial results. For instance, cultivating loyal customers is of importance as it can increase sales and customer share (Zeithaml, 2000; Zeithaml, Berry & Parasuraman, 1996). This is supported by Dwivedi (2015) who states that loyal customers are imperative for the long-term financial health of a company, as they have a direct bearing on future sales revenues, and also highlighted by Evanschitzky et al. (2011), who argue that Brand Loyalty is a significant driver of future sales.

Brand Loyalty also provides a strategic value for brands. Aaker (1991) explains that Brand Loyalty decreases marketing costs, which is based on the fact that it is less expensive to maintain customers rather than attracting new ones. The author further argues that Brand Loyalty contributes to trade leverage, as stores prefer to sell products that they know will be sold without difficulty. Moreover, several researchers have identified Brand Loyalty as a great determinant of brand equity, as an increase of loyal consumers develops into an asset for the brand (Phau & Cheong, 2009). In turn, the brand equity can be used to introduce extension products in order to penetrate the market, which implies a connection between Brand Loyalty and the practice of brand extensions (Aaker, 1991; Aaker, 1996; Chaudhuri, 1995; Dekimpe, Steenkamp, Mellens & Abeele, 1997; Delgado-Ballester & Munuera-Aleman, 2001; Rundle-Thiele & Bennett, 2001). This is based on research that has shown that consumers use perceptions of the parent brand when evaluating a new product under the brand's name (Aaker, 1996; Delgado-Ballester & Munuera-Aleman, 2001; Ettenson & Gaeth, 1991; Rundle-Thiele & Bennett, 2001). It is however important to address that consumers sometimes are so loyal that they will not try substitutes provided by the same brand (Dacin & Smith, 1994; Keller & Aaker, 1992).

Furthermore, research indicates that a loyal customer base serves as a possibility for price premium (e.g., Keller, 1993; Ganesh, Arnold & Reynolds, 2000). In line with this, Reichheld and Sasser (1990) demonstrate that loyal customers have lower price elasticities than non-loyal customers, and are willing to pay a price premium with the preferred brand, rather than acquire additional search costs to find another brand. Additionally, Sambandam and Lord (1995), suggest that Brand Loyalty reduces the consideration set size, as well as the effort in terms of searching for alternative products or services.

Customer-level Perspective

Brand Loyalty has several beneficial outcomes from a customer-level perspective. For example, several scholars argue that loyal customers are more likely to spread positive word-of-mouth (Dick & Basu, 1994; Hagel & Armstrong, 1997; Ganesh et al., 2000). In line with this, Gounaris and Stathakopoulos (2004) argue that it is reasonable that consumers with a positive attitude towards a brand would not hesitate to communicate their favorable opinion to others. Moreover, Aaker (1991) suggests that Brand Loyalty can attract new customers for two reasons. Firstly, having a high quantity of loyal customers would work as reassurance for new customers, as the purchase would be perceived to be characterized by low risk. Secondly, a greatly satisfied customer base expresses a message of a successful brand, thus attracting new customers. In addition, seeing the brand being used by others will increase awareness of the brand.

According to social judgement theory, consumers who are highly involved with brands are more likely to be positively influenced by information that correspond with their opinions regarding the brand (Sherif & Hovland, 1961) as they hold a strong conviction about the brand (Russell-Bennett et al., 2007). Highly loyal customers may even join a brand community and become "the strongest advocates, believers or even 'diehards' of the brand" (Gangemi, 2006, p. 13). Additionally, when consumers engage in repeated patronage and have a relative high attitude towards a brand, the motivation to search for other alternatives decreases (Dick & Basu, 1994). In line with this, Newman and Staelin (1972) study showed that increased positive brand experiences results in less search. According to Holbrook (1978), consumers seek to engage in limited cognitive processing regarding brand or service information. Thus, consumers with a strong attitude towards a brand facilitates several benefits for brands.

2.3 Brand Authenticity

In the following section, the authors will outline the nature and definition of authenticity in general. Subsequently, as consumers increasingly ascribe authenticity to brands, the construct Brand Authenticity will be presented, evaluating the definition, drivers, dimensions and consequences of Brand Authenticity.

2.3.1. Definition and Nature of Authenticity

Grayson and Martinec (2004) argue that humans have been striving for authenticity for several hundred of years. The term "authenticity" stems from the Latin word *authenticus* and describes when something is "worth of acceptance, authoritative, trustworthy, not imaginary, false or imitation, conforming to an original" (Cappannelli & Cappannelli, 2004, p. 1). Similarly, Peterson (2005) state that an object is authentic if it is considered as the "original" in contrast to the copy, which is in line with an objective view of authenticity where "the authenticity is inherent in the object itself" (Schallehn, Burmann & Riley, 2014, p. 153). In terms of more recent research, authenticity is portrayed as a more subjective concept. For instance, Cappannelli and Cappannelli (2004) argue that authenticity is about "closing the gap between the values we hold and the way we demonstrate those values every day through our thoughts, words, intentions and actions" (p. 1).

The concept of authenticity has been discussed in several scientific areas. In philosophy, authenticity is referred to as "being self-reliant as well as true-to-self" (Bruhn, Schoenmüller, Schäfer & Heinrich, 2012, p. 568), which is in line with Akbar and Whymer (2017) who state that authenticity is connected to the conflict of being true to oneself regardless of being encountered with external pressure. This is also in correspondence with the socio-psychological perspective, where authenticity is related to self-fulfillment (Guignon, 2004; Fine, 2003), and that authentic people engage in behavior that is primarily driven by their own identity instead of adjusting to external pressures (Schallehn et al., p. 193). Additionally, authenticity has been discussed in anthropology, and is described as a term where cultural principles are protected and maintained (Bruhn et al., 2012; Fritz, et al., 2017). From a sociological point of view, authenticity is referred to as something that is not "real", but instead a socially constructed phenomenon that is linked to expectations (Carroll & Wheaton, 2009).

Meanings of Authenticity

Several different conceptualizations of Brand Authenticity have been developed in research in recent years. One of the most prominent conceptualizations of Brand Authenticity concerns Grayson and Martinec (2004) description of indexical and iconic Brand Authenticity. The scholars were one of the first to, instead of evaluating whether oneself was authentic, stress the need for literature to explore consumers' perceptions of "whether something else is authentic" (p. 297). The authors state that indexical and iconic Brand Authenticity are not mutually exclusive and thereby some products or

brands could be seen as being authentic from both an indexical and iconic perspective. However, this depends on the consumers' view of the object determined by previous experiences. In consumer research, "authentic" is often used to describe something that is not an imitation of something else (Bruner, 1994, p. 400; Huntington 1988, p. 157) but instead an original (MacCannell, 1999, Orvell, 1989; Peterson 1997; Sagoff, 1978). In line with this, indexical authenticity refers to when an object (such as a brand) is distinguished as "the real thing" in comparison to others (Benjamin, 1969; Goodman, 1976; Kingston, 1999). Consumers therefore determine an object to be or not be authentic depending on the believed value it has with the world. Correspondingly, if two brands have a similar communication initiative, consumers may not trust the initiative of one brand to be authentic if it does not correspond to the brand's true self (Grayson & Martinec, 2004). On the other hand, iconic authenticity refers to an object being similar to something else. This is based on researchers who have described "authentic" as something that resembles an object that is indexically authentic, by adopting phrases like "authentic reproduction" or "authentic recreation" (Bruner, 1994, p. 399; Crang, 1996, pp. 421–22; Peterson, 1997, p. 208). For consumers to characterize something to have an iconic authenticity, they must have a preexisting knowledge or expectations regarding that object in order to compare it with others and assess similarity (Grayson & Martinec, 2004).

Leigh et al. (2006) presented authenticity as a three-pronged concept involving objective, constructive and existential elements. Following MacCannell's (1973) interpretation of objective authenticity, the scholars proposed that authenticity could be determined based on objects or experiences of originality or genuineness. This element reflects Grayson and Martinec's (2004) indexical authenticity as it assumes that there is an original object to compare with. Adopting a social constructionist perspective, Cohen (1988) on the other hand argues that individuals can only perceive authenticity based on their own personal experiences, thereby stating that the concept is relative, ideologically driven and determined by context. These personal experiences do not have to be "real" but could instead be projections of an individual's expectations, dreams or fantasies (Bruner, 1994). While this is similar to Grayson and Martinec's (2004) iconic authenticity, Leigh et al. (2006) proposes this as a constructive authenticity as primarily symbolic where consumers' interpretation of reality defines authenticity in an object. Lastly, two general types of existential authenticity exist, intrapersonal and interpersonal (Wang, 1999). Both of these types are activity driven, however intrapersonal authenticity involves physical and physiological aspects and centers around the individual self. Alternatively, interpersonal authenticity focuses on the collective self and within this perspective,

authenticity is derived through enjoyment with others. An object is employed only as a tool to bring individuals together to create or uphold authentic interpersonal relationships (Leigh et al., 2006).

2.3.2 Conceptualization of Brand Authenticity

Research implies that people ascribe authenticity even to brands (Napoli et al., 2014). Although authenticity has been discussed in research for a century, the concept has up until recently gained attention in the field of marketing research, which is based on consumer's growing demand for authenticity in the marketplace in terms of products and services (Grayson & Martinec, 2004; Fritz et al., 2017; Morhart et al., 2015). Fritz et al. (2017) argue that this development derives from various factors. This includes reactions to the growing number of serious crises in recent years, for instance the financial crisis, the current climate change threat as well as scandals related to managerial misconduct of moral issues (Bruhn et al., 2012; Fine, 2003). This corresponds with the fact that the need for authenticity is more powerful in times of change and uncertainty, in which people seek for something to rely on that provides them with continuity (Turner & Manning, 1988). Accordingly, Holt (2002) states that informed consumers demand consistency and authenticity of the brands they consume, and no longer accept insincere brand behavior. In addition, Beverland and Farelly (2010) propose that one reason for the increasing need for authenticity in brands is a result of the increasing homogenization of the marketplace.

In the context of brand management research, authenticity is referred to as "Brand Authenticity". There is no consensus concerning a definition of Brand Authenticity among scholars (Napoli et al., 2014; Napoli et al., 2016; Beverland, 2005; Fritz et al., 2017) however Akbar and Whymer (2017) define Brand Authenticity as "the degree to which a brand is considered original and genuine, meaning it is unique and not derivative, and truthful to what it claims to be" (p. 29). Brand Authenticity is imperative for brands by playing a crucial role in regard to the identity construction of today's consumer (Beverland & Farrelly, 2010), which is based on the work by Belk et al. (1989) who argue that consumers' choice of brands is an extension of their desired self, and that brands thus are used for self-authentication.

In the brand management field, Brand Authenticity has been investigated in terms of the so-called identity-based brand management approach (e.g., Schallehn et al., 2014). This approach consists of

two components, namely brand identity and brand image (De Chernatony, McDonald & Wallace, 2011). While brand identity is developed by the internal stakeholders of the brand such as executives and employees, brand image concerns the view of the brand that is shaped by external stakeholders, such as consumers (Schallehn et al., 2014). Beverland (2009) argues that in today's market, it is the consumer who primarily determines what is authentic, and further means that authenticity is perceptual and subjective, in other words that "what is real or genuine is in the mind of the consumer" (p. 112). Accordingly, Brand Authenticity could be interpreted as an aspect of brand image, by constituting characteristics that consumers associate with a brand, which in turn means that highly authentic brands can lead to a positive effect on the overall image of a brand (Bruhn et al., 2012). This image-based view can also be referred to as Perceived Brand Authenticity, which means that a brand is assessed in the light of consumers' beliefs, expectations and perspectives (Morhart et al., 2015).

According to Morhart et al. (2015), marketers need to understand the nature of authenticity of their branded products and services, but also its drivers and consequences, to be able to engage in meaningful branding efforts. The research in these areas of Brand Authenticity will therefore be elaborated in the following sections.

2.3.3 Drivers of Brand Authenticity

There is consensus among scholars that consumers use cues in order to evaluate Brand Authenticity and conversely that a brand can influence its authentic brand perception through cues (Beverland & Farrelly, 2010; Grayson & Martinec, 2004; Leigh, Peters & Shelton, 2006). Grayson and Martinec (2004) presents two types of cues, indexical and iconic, which lead to equivalent authenticity types (presented in detail in the coming section). Indexical cues represent evidence-based facts (Grayson & Martinec, 2004), and in a brand context, indexical cues are attributes that provide evidence to consumers of what a brand claim to be (Morhart et al., 2015). When objective information about a brand is absent (e.g., age, origin), consumers can rely on brand behavior as an information source (Morhart et al., 2015). While indexical cues are objective, iconic cues refer to a feeling or emotional response of something that influences perceived authenticity of a brand (Ewing, Allen & Ewing, 2012).

Morhart et al. (2015)'s investigation of drivers of Brand Authenticity, display that consumers assess Brand Authenticity with the help of indexical cues in the form of absence of brand scandals and brand-consistent employee behavior, but also iconic cues such as interpretation of communication related to a brand's virtue and roots. Another example that demonstrates drivers of Brand Authenticity, is the work of Beverland (2009), who identified seven habits of authentic brands which results in higher authenticity. These included 1) storytelling, 2) stick to your roots, 3) appear as artisanal amateurs, 4) love the doing, 5) market immersion, 6) be at one with the community, and 7) indoctrinate staff into the brand cult. Furthermore, Fritz et al. (2017) found that the perceived cultural fit between the consumer and the brand utilizes the strongest effect on Brand Authenticity, which is supported by the importance of cultural proximity as a driver of authenticity (Beverland & Farelly, 2010; Kates, 2004). It is therefore argued that brand managers should understand the culture of the target customers and their symbols and behaviors, which are based on their values and norms (Fritz et al., 2017).

2.3.4 Dimensions of Brand Authenticity

In line with a brand image-based view of Brand Authenticity (De Chernatony et al., 2011), the degree of Brand Authenticity is determined by the individual in contact with the brand, however the process is mediated by the social context (Pinner, 2014). Thereby the determination of Brand Authenticity is reflexive and meanings may shift over time (Dickinson, 2011). Different scholars argue that it is imperative to address that authenticity is not a static state, it is rather something that constantly evolves over time (Napoli et al., 2016; Dickinson, 2011). For instance, Dickinson (2011) suggests that "authenticity is not a state or static notion, but is in fact a continual process of maintaining and remaking authenticity" (p. 7). Furthermore, Napoli et al. (2016) argue that consumers do not perceive brands as either inauthentic or authentic. The degree of authenticity should instead be evaluated on a continuum along these two extremes, where movement can arise when there are changes in consumer perceptions based on Brand Authenticity cues (Napoli et al., 2016), such as credibility (Morhart et al., 2015). Moreover, Napoli et al. (2016) argue that brands can lose authenticity status as a consequence of poor brand management, changes in consumer preferences or external environmental changes.

Thus, scholars who adopt measurement scales in the field of Brand Authenticity have to be cautious about which one they utilize as the concept is highly dependent on context and culture (Napoli et al., 2016). Morhart et al. (2015) have developed an integrative framework of Brand Authenticity, which is argued to be reliable across different brands and cultural contexts. The scholars propose that Perceived Brand Authenticity should be defined based on the dimensions Continuity, Credibility, Integrity and Symbolism. These dimensions will be outlined in detail in the following.

Continuity

According to Morhart et al. (2015), the Continuity dimension relates to a brand's "timelessness, historicity, and its ability to transcend trends" (p. 202). Bruhn et al. (2012) also note continuity as a dimension of Brand Authenticity, however, additionally includes originality, reliability and naturalness, and suggest that continuity refers to "stability, endurance, and consistency" (p. 569). According to these scholars, Continuity is referred to as something that is enduring. In addition, in terms of a past-related perspective of the brand, the continuity dimension is similar to the heritage and pedigree concept presented by Beverland (2006), which relates to the brand's history and stability over time, as well as the possibility that it will endure in the future. The Continuity dimension can also be related to the work of Eggers, O'Dwyer, Kraus, Vallaster, and Guldenberg (2012) who states that it is crucial for consumers to be able to clearly distinguish brands' values. Additionally, the scholars highlight that in order for brands to be perceived as authentic, these should be repeatedly fulfilled in a consistent manner. According to Schallehn et al. (2014) consistency relates to brands' actions becoming predictable based on prior ones, which enable consumers to form trustful relationships. Therefore, Chan, Boksem and Smidts (2018) argue that marketers should ensure that communication is consistent and in line with the brand image and business definition.

Credibility

Morhart et al. (2015) conceptualize the Credibility dimension as "the brand's transparency and honesty toward the consumer, as well as its willingness and ability to fulfill its claims" (p. 202). Bruhn et al. 's (2012) reliability dimension is similar to the credibility dimension by Morhart et al. (2015), as both are related to the trustworthiness of a brand and the coherence to its promises. In addition, Credibility is related to brand quality, in terms of the extent to which a brand performs according to consumers' expectations (Frazier & Lassar, 1996), as well as the sincerity aspect of brand personality

(Aaker, 1997), including traits of being honest and sincere. Moreover, Erdem and Swait (2004) argue that brand credibility consists of trustworthiness and expertise, where the cumulative impact of consumers' perception of these components depends on the brand's past and present marketing activities. Furthermore, in the digital age, credibility among brands have become imperative, based on the fact that consumers have become more cynical concerning advertising and brands, as they have diverse tools to interpret the trustworthiness of marketing communication (Blackshaw, 2008).

Integrity

The Integrity dimension is associated with the moral purity and responsibility of the brand in other words its adherence to "good" values and sincere care about the consumer (Morhart et al., 2015). Therefore, this dimension is similar to the Sincerity aspect of Brand Authenticity presented by Beverland (2005) which aims to transfer the genuineness of the brand to consumers. The Integrity dimension also reflects the commercial disinterestedness of authentic brands presented by Holt (2002). Holt (2002) argues that brands must be without an economic agenda and be disseminated by people who are intrinsically motivated by deeply held values, to be perceived as authentic. Furthermore, the Integrity dimension is similar to Beverland and Farrelly (2010)'s argument that brands are authentic if they stay true to their morals.

Symbolism

Morhart et al. (2015) defines Symbolism as "a brand's potential to serve as a resource for identity construction by providing self-referential cues representing values, roles, and relationship" (p. 203). More specifically, Symbolism is related to the symbolic value of a brand that consumers can use to define themselves, the meanings that the brands add to people's lives and reflecting important values people care about (Morhart et al., 2015). This is in line with Belk (1988), who argue that brands are used by consumers to achieve identity goals and projects. Additionally, Aaker (1999) states that consumers use brands to convey their personality as well as self-enhancement. Additionally, the dimension is linked with the connection benefit of authentic brands (Beverland & Farrelly, 2010).

Further, other frameworks of Brand Authenticity prevalent in literature are for example the work by Beverland (2006) who addresses other attributes of Brand Authenticity, including "relationship to place, stylistic consistency, downplaying commercial motives, quality commitments, and method of

production" (p. 253). Another prominent measurement scale was constructed by Napoli et al. (2014), who also highlighted heritage and quality commitment as a component of Brand Authenticity, together with sincerity. Additionally, Guèvremont (2018) investigated authenticity of young brands, and found three dimensions of consumer-perceived authenticity, including brand transparency, brand virtuousness, and brand proximity.

2.3.5 Consequences of Brand Authenticity

It is evident that Brand Authenticity can have various positive implications for brands. These brand-related beneficial outcomes can be divided into psychological and behavioral consumer outcomes (Fritz et al., 2017). In terms of psychological consequences, previous research shows that Perceived Brand Authenticity affects brand attitude positively. In addition, Blackshaw (2008) demonstrates that authenticity attributes can enhance a brand's credibility. This is in accordance with Napoli et al. (2014), who found a positive correlation between Brand Authenticity and credibility perception together with brand trust. Furthermore, satisfaction is a concept that has been proven to influence Brand Authenticity, where for instance Liu and Jang (2009) explored the connection between these concepts in a restaurant context, and found a positive correlation between the two. Moreover, brands that are considered authentic to a high degree are also more likely to have higher brand equity (Keller, 2003). This is supported by Lu, Gursoy and Lu (2015) who investigated authenticity of an ethnic restaurant, and demonstrated a positive relationship between Perceived Brand Authenticity and brand equity dimensions (i.e., brand awareness, brand image and perceived quality). In addition, consumers more often connect emotionally with brands which are authentic in comparison to those who are not (Beverland & Farelly, 2010; Morhart et al., 2015; Guèvremont & Grohmann, 2016). This is supported by Fritz et al. (2017), who found that Brand Authenticity has a positive effect on brand relationship quality.

Regarding behavioral outcomes of Brand Authenticity, previous research indicates that consumers are more inclined to purchase authentic brands (Lu et al., 2015), as these are perceived to have a higher status (Napoli et al., 2014). In fact, Brand Authenticity serves as a more accurate predictor for purchase intention than brand love, trust or credibility. Also, Brand Authenticity can enable competitive advantage through intention to recommend the brand to others (Morhart et al., 2015;

Spiggle et al., 2012), consumer loyalty (Principals-Synovate, 2008, Lu et al., 2015, Fritz et al., 2017), as well as tolerance for bad brand experience (i.e., the willingness to forgive mistakes) (Fritz et al., 2017). These behaviors are derived from psychological consequences of Brand Authenticity, such as emotional attachment to the brand (Fritz et al., 2017). As a result of this beneficial consumer behavior, authentic brands have the ability to charge premium prices (Fritz et al., 2017; Principals-Synovate, 2008). Resultantly, brands that are considered authentic to a high degree are also more likely to have higher brand equity (Keller, 2003). Although research supports positive consumer responses to Brand Authenticity, it is imperative to address that individual and contextual variables moderate this relation (Guévremont & Grohman, 2016).

2.4 CSR

The following section will first outline the umbrella concept Corporate Social Responsibility (CSR), where the concept will be defined. Further, the benefits of CSR and how it has been employed in a marketing and communication context will be described. Subsequently, the researchers will present the subdiscipline Corporate Social Marketing (CSM) which serves as a foundation for the present study.

2.4.1 The Concept and Definition of CSR

There has been a growing interest in the last few decades for firms to integrate social aspects into their strategies as it enables them to achieve both sustainable development and competitive advantage (Arevalo & Aravind, 2017). This is also known as CSR. Over the years, CSR has gone from being seen as a social idea to becoming a corporate concept and philosophy, and even a strategic concept stemming from top management, designed to promote a firm's social legitimacy (Diehl et al., 2017). CSR as a strategic concept is adopted by most large corporations (Jutterström & Norberg, 2013), as a result of consumer decisions being increasingly influenced by ecological, social and economic aspects of sustainability (Diehl et al., 2017). However, in order to be successful and accepted by stakeholders, CSR has to be connected to the overall corporate strategy and to corporate objectives (Isaksson, Kiessling & Harvey, 2014, pp. 66–67).

There is no real consensus regarding the definition and concept of CSR among scholars. However, one of the most prominent conceptualizations stems from Carroll's pyramid model of CSR (Carroll,

1991, 1996). The pyramid is based on the foundations of economic, legal and ethical responsibilities, which must be fulfilled in order for corporations to contribute with philanthropic responsibilities. Philanthropic responsibilities concern "corporate actions that are in response to society's expectation that businesses be good corporate citizens" (Carroll, 1991, p. 42). More specifically, philanthropic responsibilities include contributing resources to the community by actively engaging in activities that promote human welfare or goodwill. Carroll (1991) further argues that philanthropic contributions are a part of CSR, but that it is less important than the other three categories of social responsibility, and should thus be interpreted as "the icing on the cake" (Carroll, 1991, p. 42). Furthermore, recent research describes CSR as "a commitment to improve community well-being through discretionary business practices and contributions of corporate resources" (Kotler et al., 2012, p. 5). Moreover, Jutterström and Norberg (2013) state that CSR is a contemporary concept with a particular content that is expressed in different sets of guidelines, principles and codes and is built on a fundamental and timeless issue: the role of business in society.

The Pyramid of Corporate Social Responsibility

PHILANTHROPIC Responsibilities
Be a good corporate citizen.
Contribute resources
to the community;
improve quality of life.

ETHICAL Responsibilities
Be ethical.
Obligation to do what is right, just,
and fair. Avoid harm.

LEGAL Responsibilities
Obey the law.
Law is society's codification of right and wrong.
Play by the rules of the game.

ECONOMIC Responsibilities
Be profitable.
The foundation upon which all others rest.

Figure 3. Carroll (1991)'s pyramid of Corporate Social Responsibility

Benefits with CSR

Firm-related benefits

Firms which integrate CSR into their strategies receive various benefits. In terms of financial benefits, several researchers have found that CSR activities provide an increase in corporate social performance, which resultantly improves the financial performance of the company (Margolis & Walsh 2003; Margolis, Elfenbein & Walsh, 2007; Orlitzky, Siegel & Waldman, 2011). Other benefits that relate to the firm's performance includes for instance enhanced operating efficiency (Porter & Kramer, 2002; Saiia et al., 2003; Brammer & Millington, 2005), product market gains (Menon & Kahn, 2003; Bloom et al., 2006), improved employee productivity (Tuzzolino & Armandi, 1981; Trevino & Nelson, 2004; Valentine & Fleischman, 2008) and capital market benefits (Godfrey, 2005; Dhaliwal et al., 2012). Furthermore, Diehl et al. (2017) argue that firms which adopt CSR can gain a competitive position in the market by ensuring a company's legitimacy and strengthening its reputation with consumers and employees. CSR facilitates legitimacy of a brand as it can communicate that firms live up to general expectations and demands (Jutterström & Norberg, 2013).

Consumer-related benefits

Godfrey (2005) states that corporations engage in CSR initiatives in order to create a positive moral capital and enhance brand assets such as credibility and reputation. Stanalan, Lwin & and Murphy (2011) supports the notion that CSR influences corporate reputation, but also found that CSR affects consumer trust. The authors further argue that these two factors in turn result in one of the most crucial aspects of a successful company, namely consumer loyalty. However, Tian, Wang and Yang (2011) argue that firms need to translate their commitment into action before trust can be achieved among consumers and resultantly lead to beneficial behavior, such as continuance intention. Accordingly, socially responsible behavior can strengthen consumers' commitment to brands due to communicating ethicality (Brown & Dacin, 1997), which is rewarded by consumers with loyalty towards the brand (Maignan et al., 1999). Accordingly, Lacy and Kennet-Hensel (2010) demonstrate that customer relationships can be strengthened in terms of trust and commitment by engaging in socially responsible performance over time. It is further evident that CSR enhances other longer-term consumer-related benefits such as willingness to try new products, favorable word-of-mouth (Balqiah, Setyowardhani & Khairani 2011) and resilience against negative information about a company (Du, Bhattacharya, & Sen, 2007). Moreover, Klein (2004) adds to the literature by

suggesting that consumers who perceive a firm's CSR activities as positive, are more likely to evaluate the related product as of higher quality.

2.4.2 CSR in a Marketing and Communication Context

In terms of the disciplines of marketing and communication, several implementations of CSR have been investigated in research. For instance, Lii, Wu and Ding (2011) emphasize sponsorship, cause-related marketing and philanthropy as ways for corporations to apply CSR in their marketing and communication initiatives. In addition, Wassmann (2013) addresses sustainable marketing which can also be employed in a marketing context. Sustainable marketing concerns a broader management approach that focuses on "creating, producing and delivering sustainable solutions with higher net sustainable value whilst continuously satisfying customers and other stakeholders" (Charter, Peattie, Ottman & Polonsky, 2002, p. 12). Overall, it is imperative that firms which communicate CSR in their marketing communications do so in a credible and authentic manner as it may result in undesirable consequences otherwise (Diehl et al., 2017). For example, communication of CSR programs that are perceived as aggressive or dishonest has a risk to fuel backlash against the company, in particular if the initiative is not in accordance with the companys' actions (Bruhn, 2014), thus requiring an avoidance of inconsistent and contradictory messages (Diehl et al., 2017).

Additionally, Lerner and Fryxell (1988) argue that CSR actions performed by a firm should be in accordance with societal values and expectations. Pomering and Dolnicar (2009) state that consumers often meet CSR related activities with skepticism, indicating an uncertainty of the effectiveness of these activities. However, when consumers perceive CSR activities to stem from the company's sincere moral behavior, they are more likely to trust the company to fulfill its promises in the future (Hur, Kim & Woo, 2013, p. 76).

Kotler et al. (2012) use the term "marketing and corporate social initiatives" when describing CSR initiatives, which are defined as activities that a corporation undertakes to support social causes, strengthen its business, and fulfill commitments to CSR. The implementation of such initiatives is in accordance with the ethical principle of utilitarianism, which addresses the importance of maximizing the public welfare (Schwartz & Carroll, 2003). Kotler et al. (2012) distinguish between marketing-driven initiatives and corporate-driven initiatives, where marketing-driven initiatives include cause-

promotion, cause-related marketing and corporate social marketing. The latter will be explained in detail in the following section, as this type of marketing-driven CSR activity is one of the main concepts that will be explored in this research.

2.4.3 Corporate Social Marketing

Kotler and Zaltman (1971) introduced the concept of social marketing, which is referred to as ''the design, implementation, and control of programs calculated to influence the acceptability of social ideas'' (p. 5). Traditionally, literature has examined social marketing campaigns in the context of government agencies and nonprofit organizations. However, the concept of social marketing has evolved to a more inclusive concept, also covering a corporate context (Kotler & Lee, 2005). This is based on the notion that for-profit companies also are a part of society and consequently have a societal responsibility, and should thus engage in social marketing (Anker & Kappel, 2011; Thorne McAlister & Ferrell, 2002). In line with this, Polonsky (2017) suggests that social marketing efforts implemented by corporations might be more effective than social marketing initiated by non-profits or governments.

Corporate Social Marketing (CSM) is according to Kotler et al. (2012) when "a corporation supports the development and/or implementation of a behavior change campaign intended to improve public health, safety, the environment, or community well-being" (p. 22). The behavior change focus distinguishes CSM from other forms of CSR activities, for instance from corporate philanthropy and cause-related marketing, where the aim is to raise goodwill, money and recognition for a cause (Bloom, Hussein & Szykman, 1997; Kotler & Lee, 2005a). A behavior change campaign can be implemented by the corporation on its own, but often involves a partner in public sector agencies and/or non-profit organizations (Kotler et al., 2012). Through influencing behavior, Kotler and Lee (2005a) argue that CSM is the "best of breed" among other CSR initiatives in terms of support of marketing goals and objectives, brand positioning and preference, market development, and increased sales. However, CSM should not always be seen as positive as there are cases where for-profits might seek to minimize the effect of positive behavior change, by creating inadequate social marketing initiatives (e.g., Barry & Goodson, 2010; Landman et al., 2002).

Kotler and Lee (2005a) suggest that in order for a CSM-campaign to be successful, it should target behaviors that are directly related to one or more of the company's products or services. Lee (2016) adds to the literature by presenting five key principles for successful CSM, including:

1) Commitment and genuine concern for the social issue;

2) the social issue is one the target audience of the corporation cares about;

3) the intended behavior change is beneficial for all, including individuals, society, and the corporation;

4) the corporation helps remove major barriers to behavior change;

5) the corporation combines CSM with other corporate social initiatives.

Furthermore, Deshpande (2016) utilizes Carroll (1991)'s pyramid of corporate social responsibility (See Figure 3) through the lens of CSM. More specifically, the author argues that stakeholders will resist CSM initiatives if they identify tension in how a corporation carries out economic, ethical and philanthropic responsibilities. Conversely, CSM will be perceived as acceptable when the initiative is perceived to be in accordance with these responsibilities. The legal aspect of Carroll's pyramid is excluded from the framework as it is argued that CSM does not enable companies to fulfill legal responsibilities (Deshpande, 2016). Based on Carroll's pyramid, Deshpande (2016) further suggests that stakeholders could assess the nature and extent of congruency or conflict by for instance evaluating what benefits the company receives from the CSM initiative, and what its real intentions are.

Further, Inoue and Kent (2014) developed a conceptual framework that describes how companies can influence consumer behavior in terms of both social and business benefits through CSM initiatives. The research demonstrates that the effectiveness of CSM depends to a great extent on the corporate credibility of a company in supporting a social cause, which the authors define as "CSM credibility". For instance, they propose that companies with more positively rated CSR associations receive higher CSM credibility, and that consumers are more likely to perceive a company having high CSM credibility when the social cause they support is personally important to them.

3. Research Gap and Research Objectives

Based on the comprehensive literature review regarding the constructs CSM, Brand Authenticity and Brand Loyalty, the authors of the present study have identified a research gap at the crossroad of these.

3.1 Crossroad: Brand Authenticity, Brand Loyalty and CSM

In the following section, the three concepts Brand Authenticity, Brand Loyalty and CSM have been coupled and the links between them have been analyzed. First, the crossroads between the constructs will be presented within the sections Brand Loyalty and Brand Authenticity, Brand Authenticity and CSM, as well as CSM and Brand Loyalty. Finally, the crossroad of all three concepts will be presented, to demonstrate the research gap.

3.1.1 Crossroad: Brand Loyalty and Brand Authenticity

While this research does not intend to investigate the relationship between Brand Loyalty and Brand Authenticity, it may be beneficial to evaluate the crossroad between the concepts in order to not neglect any literature that could lead to relevant insights. Therefore, the crossroad between the concepts will be briefly outlined.

Reviewing the theoretical crossroads of Brand Authenticity and Brand Loyalty, it is evident that the evaluation of the direct correlation between the two concepts has been neglected. However, a few scholars have investigated the topic. As previously described, research on Brand Authenticity has shown that brands to which consumers ascribe authenticity have positive implications such as beneficial psychological consumer outcomes (Beverland & Farelly, 2010; Morhart et al., 2015; Guèvremont & Grohmann, 2016; Fritz et al., 2017) as well as consumer behavior outcomes (Napoli et al., 2014). Thus, Perceived Brand Authenticity may enhance consumer's emotional bonds towards a brand, which consequently leads to Brand Loyalty as well as consumer tolerance for bad brand experiences (Fritz, et al., 2017). This corresponds to the findings from Kim, Lee, and Kim (2005) that Brand Authenticity has a positive effect on brand attachment, brand commitment and Brand Loyalty. Lu, Gursoy, and Lu (2015) concluded similar findings.

Further, Choi, Ko, Kim and Mattila (2015) found that iconic and indexical authenticity have different effects on Brand Loyalty. The authors demonstrated that indexical authenticity, due to its correlation with authority and consistency, serves as a way to build customer loyalty. However, in order for brands to maintain customers, iconic authenticity factors should be present as these foster a long-term emotional commitment towards the brand (Choi, et al., 2015). Resultantly, brands must exercise both indexical and iconic authenticity in order to build long-term customer loyalty.

3.1.2 Crossroad: CSM and Brand Authenticity

Investigating the crossroad between Brand Authenticity and CSM, it is evident that there is scarce literature that interconnects the recently emerging concepts. However, literature that interrelates Brand Authenticity and CSR exists, where the latter is a concept from which CSM has emerged. The following sections will therefore firstly outline the crossroad between CSM and Brand Authenticity. Subsequently, as a precaution to not neglect relevant literature that could provide important insights within the topic, the crossroad between CSR and Brand Authenticity will be reviewed.

Evaluating the interconnectedness between CSM and Brand Authenticity, several scholars agree that in order for CSM initiatives to be successful, they should be consistent with the corporation's core values (Kotler et al., 2012; Lee, 2016; Deshpande, 2016). For instance, Kotler et al. (2012) argue that some causes used in CSM initiatives are not an authentic fit for the corporation, similar to CSR activities in general. The scholars further argue that campaign communications need a proper tone that is based on the brand's core values in order to be perceived as authentic to "who you are" as a company. Moreover, Kotler and Lee (2005a) states that CSM should fit the interests between what society needs and the company's goals and objectives, and avoid any signs of inauthenticity or hidden agendas. Accordingly, Lee (2016)'s first principle of successful CSM (See *2.4.3 Corporate Social Marketing*) implies a crossroad between CSM and Brand Authenticity, as it relates to the importance of the brand's commitment and genuine concern for the social issue and the intended behavior change. In addition, Deshpandu (2016)'s argues that stakeholders oppose CSM initiatives if they are in conflict with the company's economic, ethical and philanthropic responsibilities, but will be positively influenced if the CSM initiative is congruent with these. This implies the importance of consistency in relation to CSM initiatives, which several authors highlight as a pillar of Brand Authenticity (e.g., Bruhn et al., 2012; Beverland, 2009).

Furthermore, relevant literature that can be related to CSM and Brand Authenticity is Kennedy and Santos (2019) research on social marketing. The authors define social marketing as "marketing aimed at societal benefit" (p. 522) and investigate how corporations should employ social marketing in an ethical manner. One principle for ethical social marketing includes authentic engagement without exploitative intent, which refers to engaging its stakeholders in a "fair" and "just" way that is mutually advantageous to both. In other words, Kennedy and Santos (2019) argues that social marketing should, in order to be successful, create a win-win situation for the people the behavior change is directed to, as well as the company involved.

Shifting focus to the crossroad between CSR and Brand Authenticity, literature has collectively acknowledged an interconnectedness regarding the concepts (e.g., Wicki & van der Kaaij, 2007; Alhouti, Johnson & Holloway, 2016; Dwivedi & McDonald, 2018).

Despite the fact that CSR actions are taken in order to benefit society, it is evident that consumers often question the motives for implementing CSR, as well as perceive CSR communications as hypocritical (Ellen, Webb & Mohr, 2006; Skarmeas & Leonidou, 2013; Wagner, Lutz, & Weitz, 2009). Consumers' increasing skepticism of companies that engage in CSR (Mohr, Eroğlu & Ellen, 1998; Kim & Lee, 2009; Skarmeas & Leonidou, 2013) indicates that it is not enough for companies to simply adapt CSR actions, it also needs to be authentic in order to be successful (Alhouti et al., 2016). In line with this, Wicki and van der Kaaij (2007) state that stakeholders are more likely to trust CSR efforts if they are perceived as authentic.

Accordingly, Alhouti et al. (2016) introduces the concept "CSR authenticity" which is influenced by reparation, fit, and impact. CSR activity that is initiated as reparation for misbehavior is interpreted as authentic if it is perceived by consumers as an act of true regret, or if the company communicates that it is taking actions to prevent future problems. Regarding fit, CSR actions are perceived as authentic when the cause it supports is consistent with the company's offering, brand concept, or target market's needs (Alhouti et al., 2016), which corresponds to Kotler and Lee (2005a)'s arguments to avoid unauthentic CSM. Finally, the authors argue that the impact of the cause is of relevance to be perceived as authentic in terms of the number of CSR efforts, the time commitment the company

has invested into the cause, as well as the amount of charitable contribution in the context of the company's overall financial performance.

Moreover, Dwivedi and McDonald (2018) state that CSR activity can project a brand's moral authenticity, which is in line with Morhart et al. (2015) who state that consumer judgements of marketing communication can infuse a sense of integrity into the brand through its socially conscious behavior, such as CSR.

3.1.3 Crossroad: CSM and Brand Loyalty

As previously mentioned, it is evident that CSM is the best among the subdisciplines of CSR in terms of having positive effects on marketing goals and increased sales (Kotler and Lee, 2005a). In line with this, Inoue and Kent's (2014) framework show that high CSM credibility results in the adoption of the destined prosocial behavior together with enhanced loyalty. Further, research conducted with the focus on value congruence and CSM credibility collectively indicates that CSM credibility can have a positive effect on customer loyalty (e.g., Sen & Bhattacharya 2001; Walker & Kent 2012; Zang & Bloemer 2008). However, despite the acknowledged effectiveness of CSM in terms of business returns, there is a lack of literature investigating how CSM influences these outcomes (Du et al. 2008; Peloza and Shang 2011). Thus, Inoue and Kent (2014) encourage scholars to further explore the relationship between CSM and Brand Loyalty.

However, it is prevailing in literature that CSR has a positive effect on Brand Loyalty (e.g., Amoroso & Roman, 2019; Du et al., 2007; Maignan et al., 1999; Stanaland et al., 2011). As previously mentioned, the current study does not intend to explore CSR but instead the subdiscipline CSM, but disregarding the concept completely would be to neglect literature as these are highly related. Hence, due to the scarce crossroad in literature between Brand Loyalty and CSM, the crossroad between Brand Loyalty and CSR will be evaluated in the following.

Reviewing the concepts, it is evident that consumers tend to reward companies that engage in CSR activities with loyalty towards the brand (Bhattacharya & Sen, 2004; Lichtenstein, Drumwright & Braig, 2004; Madrigal & Boush, 2008). For instance, Amoroso and Roman (2019) explain that CSR convinces consumers to think that the firm is benevolent which improves trust towards the firm, which

in turn is a requirement for loyalty. The authors further argue that CSR has a direct effect on loyalty. In addition, it is argued that the more CSR projects impact consumers, the stronger the loyalty will be towards the firm.

Research by Bhattacharya & Sen (2004) show that consumer loyalty as a result of CSR activities is mediated by the sense of attachment or connection consumers have with the company that engages in CSR activities, also called "consumer-company identification" (Bhattacharya & Sen, 2003). Additionally, Bhattacharya and Sen (2004) found that a requirement for consumer loyalty as an outcome of CSR is the consumer's personal support of the CSR cause. Pérez and Rodríguez del Bosque (2015) contribute to this knowledge as their research shows that CSR affects customer loyalty through not only identification, but also through emotions and satisfaction.

Furthermore, Bhattacharya and Sen (2004) argue that the competitive context of CSR activity can impact beneficial consumer responses such as loyalty. If the company's key competitors are all adopting CSR efforts around similar causes, consumers' positive attitudes towards a specific company might not lead to increased loyalty. Simultaneously, a neutral attitude towards CSR can affect the company negatively, in terms of behavioral outcomes such as decreased loyalty, if the competitive context is one of high CSR activity. However, their research shows that companies that are perceived by consumers as to have distinguished themselves on the CSR stage are more likely to receive a loyal segment of customers.

Based on the previous discussion, it is evident that there is a strong correlation between CSR and Brand Loyalty (e.g., Amoroso & Roman, 2019; Du et al., 2007; Maignan et al., 1999; Stanaland et al., 2011). However, there is still a lack in literature regarding how the subdiscipline CSM influences Brand Loyalty.

3.1.4 Overall Crossroads and Research Gap

The authors have in the previous section presented theoretical connections between the concepts in this study: Brand Loyalty, Brand Authenticity and CSM. Despite comprehensive evaluation of existing literature, no research that combines the previous mentioned concepts could be found. However, it is evident that there is a correlation between CSM and Brand Loyalty (e.g., Inoue and

Kent, 2014; Sen & Bhattacharya, 2001; Walker & Kent 2012; Zang & Bloemer, 2008), CSM and Brand Authenticity (e.g., Kotler et al., 2012; Lee, 2016; Deshpande, 2016) and Brand Loyalty and Brand Authenticity (e.g., Choi et al., 2015; Gilmore & Pine, 2007). However, despite thorough evaluation, the authors have not found any literature that has synthesised all of these concepts.

It is evident that firms' implementation of CSM has not received enough attention in research, especially in relation to Brand Authenticity and Brand Loyalty. Nevertheless, literature present that high CSM credibility can lead to customer loyalty (Inoue and Kent, 2014), and that CSM-campaigns should be in line with society's interests and the firm's goals and objectives in order to be perceived as authentic (Kotler et al., 2012; Kotler & Lee, 2005a). Thus, there is a gap in regard to how CSM influences Brand Authenticity and Brand Loyalty. Identifying this is crucial as it may have implications on both firm- and consumer related outcomes.

With this thesis, the authors of the present paper intend to find out if and how CSM influences Brand Authenticity and Brand Loyalty.

In the figure below (Figure 4), the research gap of the present study is graphically shown.
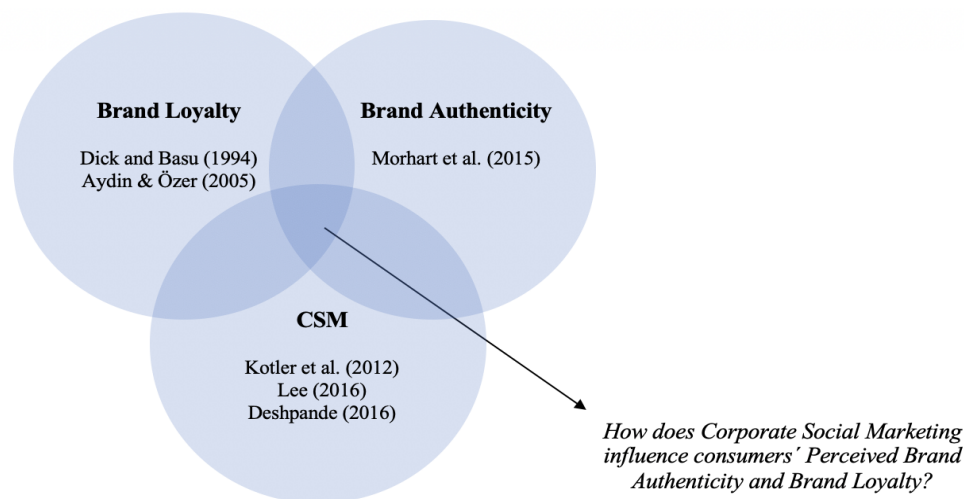
Figure 4. Graphic illustration of research gap.

3.2 Research Objectives and Research Question

Based on the previous discussion, it is evident that the interconnectedness between the concepts CSM, Perceived Brand Authenticity and Brand Loyalty, has not been explored in literature. Based on the identified research gap previously outlined, the authors intend to evaluate the relationship between CSM and Brand Authenticity and CSM and Brand Loyalty. By conducting this research, the authors aim to fulfill four primary research objectives.

Firstly, this research has the purpose of contributing to existing literature of CSM, based on an empirical study of how CSM influences Brand Authenticity and Brand Loyalty.

Secondly, the aim of this empirical study is to find out how consumers' Perceived Brand Authenticity is influenced through CSM, and evaluate whether new dimensions or aspects should be considered in future studies.

Thirdly, by differentiating between consumers with different levels of loyalty, namely true, latent and spurious, the research aims at investigating whether these groups' Brand Loyalty are influenced by CSM in a diverse manner depending on their loyalty relationship, since their relative attitude may affect how they respond to brands' CSM initiatives.

Lastly, the authors of this study intend to provide brand managers and other relevant stakeholders with useful indications concerning how CSM should be conducted in order to preserve or enhance consumers' Perceived Brand Authenticity and Brand Loyalty.

Through fulfilling these objectives, the outcome of this research intends to yield relevant theoretical insights regarding the highlighted concepts and encourage future research streams. Further, the outcome of the following thesis could hopefully serve as a guideline for how marketing practitioners should utilize the connection between CSM, Brand Authenticity and Brand Loyalty to conduct successful branding strategies.

Overall, the presented research aims at answering the following research question:

4. Methodology

The aim of this chapter is to rationalize the research design considered the most suitable to fulfill the research objectives and answer the research question. The researchers will present an overview of the philosophy of social science, which will serve as a foundation for the choice of data collection methods as well as the analytical approach for the research. Also, the authors will outline the exemplifying case chosen for this research, consisting of the brand Heineken's campaign '#SocialiseResponsibly' that will be used to investigate how consumer's Perceived Brand Authenticity and Brand Loyalty is influenced by CSM.

4.1 Research Approach

When conducting a study, it is crucial to consider the relationship between theory and research, which can be either deductive, inductive and abductive (Saunders, Lewis & Thornhill, 2016). Deduction can be described as a top-down approach as it utilizes existing theory to provide predictions which are subsequently tested through empirical research (Ghauri & Gronhaug, 2005). A deductive approach is usually adopted in quantitative studies as it requires a hypothesis-testing procedure (Saunders, Lewis & Thornhill, 2009). On the other hand, induction is commonly used in qualitative studies where data is collected to generate theory (Gilbert, 2001). Thereby, the process of induction intends to draw generalizable inferences through observations, thus theory is the outcome of the research (Bryman, 2012).

However, Alvesson and Sköldberg (2009) argue that strictly following inductive or deductive reasoning can limit the research and consequently make it one-sided. This is in line with the criticism concerning the inductive approach as prior research commonly serves as a background for it and that following it rigorously rarely generates theory (Bryman, 2012). Additionally, it may be challenging for researchers to adopt a deductive approach as no data has been collected priorly, and consequently

it is critical to select the appropriate theory (Gilbert, 2001). Resultantly, deduction and induction are commonly intertwined in the course of conducting research (Eriksson & Kovalainen, 2008).

Based on this, the abductive approach emerged to complement the existing ones. It differs from induction as it does not aim to produce purely empirical generalizations, but instead it starts with a specific theoretical framework (Danermark, 2002). However, it neither follows the deductive approach as abduction is not driven by logical reasoning as the result may be interpreted in various ways, thus allowing new theoretical ideas to emerge. Hence, by following abductive reasoning, it is possible for researchers to formulate arguments based on prior theory and simultaneously explore new themes (Saunders et al., 2016).

According to Danermark (2002), the aim of abduction is to understand reality through utilizing insufficient specific information and structure it in accordance with existing structures and theories. This is essential in this study as the exploratory research aim is to contribute to existing literature within the specific fields, and also bridge the identified research gap between CSM and Brand Authenticity, and CSM and Brand Loyalty. Hence, the abductive approach enables the researchers to draw from previous literature to construct a theoretical framework prior to conducting the research. This was considered critical due to the ongoing interplay between theory and method throughout the process (Saunders et al., 2016).

Thus, the abductive research approach is considered to be most suitable for this study due to its exploratory purpose, as it allows the researchers to formulate arguments based on existing theory while simultaneously exploring new themes. Further, it enables the researchers to understand the context of the analysis, and resultantly provide implications regarding how brands should adopt CSM initiatives in the future.
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4.1.1 Research Design

In the following section, the strategy of how the authors plan to answer the research question is presented, together with justifications of the chosen research methods.

Exploratory Research Design

Saunders et al. (2016) state that the purpose of research is often either descriptive, explanatory, or exploratory. According to the authors, "an exploratory study is a valuable means to ask open questions to discover what is happening and gain insights about a topic of interest" (p. 174). In other words, exploratory studies are useful when the aim is to clarify an understanding of an issue, problem, or phenomenon (Saunders et al., 2016). The purpose of this research is to explore how CSM influences consumers' Perceived Brand Authenticity as well as Brand Loyalty, implying that the nature of the present research will be of exploratory character. As previously outlined, there is limited research on the relatively new concepts of Brand Authenticity and CSM, and to the authors knowledge, no research which synthesizes these concepts together with Brand Loyalty have been conducted. The limited insights of the concepts together with shedding these concepts under a new light, demands an in-depth understanding, thereby making an exploratory study relevant and applicable. The exploratory research design is also reflected in the data collection and data analysis, as it allows for flexibility and change in terms of the direction of the research, which Saunders et al. (2016) argue is an advantage of exploratory studies. Furthermore, an exploratory study is in accordance with the previously presented research approach as well as the philosophical considerations (See *4.1.2 Research Philosophy*).

Qualitative Approach

In line with the exploratory design of the research, the method of the study will be of qualitative character. According to Saunders et al. (2016), qualitative studies are preferable when conducting exploratory research, when the aim is to interpret phenomena rather than measuring a relationship, where a quantitative approach would be more applicable. In line with this, Stake (2010) suggests that qualitative research is preferable when exploring human perceptions and opinions in a particular and dynamic context. The author further states that the aim of qualitative studies is to analyze personal experiences, attitudes, and impressions with an empirical study, which in turn contributes to existing literature. Hence, a qualitative approach is an ultimate fit for the purpose of the present research, as it investigates consumers' perceptions of CSM and its influence on Perceived Brand Authenticity and Brand Loyalty, based on their own subjective thoughts and experiences. Accordingly, it is a common perception among scholars that Brand Authenticity is a subjective and socially constructed phenomenon derived from different cues (e.g., indexical and iconic) (Grayson & Martinec, 2004).

Further, these are assessed in the light of consumer's beliefs, expectations, and perspectives (Morhart et al., 2015). In line with this, a qualitative approach seemed most appropriate in order to receive an in-depth understanding of consumers' Perceived Brand Authenticity in the context of CSM. In addition, as the concept of Brand Loyalty is highly dependent on consumers' interpretations and attitudes, a qualitative approach is suitable to investigate how CSM influences Brand Loyalty.

Moreover, the qualitative approach conforms with the interpretive philosophy of the research (See *4.1.2 Research Philosophy*), as the authors of the present study will evaluate the subjective and socially constructed meanings of the phenomena being studied (Denzin & Lincoln, 2011). Another reason why a qualitative research approach is appropriate is due to its flexible and unstructured nature, which enables the researchers to change direction more easily as opposed to in quantitative research (Bryman & Bell, 2011).

However, there are some disadvantages with qualitative methods that should be addressed. For instance, it is argued that the research approach has a tendency of being too subjective, and relies heavily on the often unsystematic view of the researcher on what is significant, as well as being affected by personal relationships that often is involved in the research (Bryman & Bell, 2011). Moreover, Bryman and Bell (2011) highlight that qualitative research is often criticized due to the difficulty of replication, as a result of its unstructured nature without standard procedures to follow. Another issue raised by the authors regarding the research approach concerns problems of generalization since unstructured interviews are often held with a small number of individuals in a specific setting. However, Saunders et al. (2016) suggest that using mixed methods can help establish the generalisability of a study, as well as credibility or simply to produce more complete knowledge. In line with this, a multi-method qualitative approach has been applied (See *5. Data Sources*).

4.1.2 Research Philosophy

As previously described, this study has adopted a qualitative research approach. Thus, it is critical to consider the underlying epistemological and ontological assumptions regarding how research should be conducted. The following section will outline the two main philosophical considerations, as well as provide a brief discussion concerning the main positions within these.

Epistemology - Interpretivism

Epistemology concerns the issue of what should be regarded as acceptable knowledge in natural science, and whether the same principles can transfer to the social world (Bryman, 2012). The two main positions within this philosophy are positivism and interpretivism. A positivist stance is commonly adopted in quantitative studies, as it assumes that phenomenon in the social world can be measured and replicated through data. On the contrary, interpretivism assumes that knowledge should be seen subjectively and seek to understand rather than explain human behavior (Bryman & Bell, 2015). Thereby, this position is usually prevalent in qualitative methods as these are dynamic and people have an active role in research as they attribute meaning to events and their environment (Bryman & Bell, 2011). The underlying aim of this research is to understand how CSM influences Perceived Brand Authenticity and Brand Loyalty. Hence, an interpretivist position will be adopted in this study as it is highly subjective and context dependent. The authors of the present study acknowledge that this may weaken the research, as interpretivism focuses on experiences and background of the respondents, which is subjective complex, and that this may result in non-generalizable results. However, it may also benefit the research as unexplored themes may evolve through perceiving reality as subjective (Bryman, 2012).

Ontology - Constructivism

Ontology is the study of being and considers whether social entities should be regarded as something that is objective to external social actors or if they are socially constructed (Bryman, 2012). The objective stance of ontology advocates that social phenomena have an independent existence separated from social actors and entities, while the constructive position argues that reality is an ongoing construction of perceptions and actions of social actors (Bryman & Bell, 2015). This study aligns with the position of social constructionism, as it implies that social phenomena are produced through social interactions and in a constant state of revision (Bryman & Bell, 2011). This position is suitable as the research aims to understand the meanings that individuals attach to social phenomena (Saunders et al., 2006), presented through the gap identified in literature and the research question outlined, where brands' communication in regard to the social reality is assumed to affect consumers' Perceived Brand Authenticity and Brand Loyalty. Further, the qualitative nature of this study will be from a social constructionism point of view due to the research methods chosen. As will be outlined in the following, the primary data collection for this research will be semi-structured interviews as

well as a focus group. Hence, the results of this study are based on the socially constructed interaction of meaning formation at a specific time and place among the interviewees and interviewer (Bryman, 2012). Thus, the results of this study may be difficult to replicate as the process of reality is subject to constant revision.

4.2 Single Case Study

According to Yin (2014), a case study is a research design that provides in-depth insights into a topic or phenomenon within its real-life setting. The scholar defines a case study as "an empirical inquiry to investigate a phenomenon rooted in a real-life context and whose boundaries with the context are not clearly evident" (Yin, 2003, p. 13). In line with this, Bryman (2012) states that a case study "entails the detailed and intensive analysis of a case" (p. 66). Hence, a case study can assist in the identification of what is happening and why, as well as facilitate an understanding of the effects of the situation and implications for action (Saunders et al., 2016). According to Bryman and Bell (2011), it is favorable to adopt a case study in qualitative research that employs unstructured interviews or participant observation, as these methods are advantageous when examining a case in a detailed and intensive manner.

Scholars can adopt either a single case study or a multiple case study (Eisenhardt, 1989). It is highly relevant to outline potential benefits and drawbacks, as well as differentiate between the two designs, as the choice has a substantial impact on the data collection, analysis and research outcome.

Multiple case studies, also known as collective case study research (Stake, 1995) refer to a case study that incorporates more than one case (Saunders et al., 2016). However, in order to result in theory building as an outcome of the research, four to ten cases should be adopted (Eisenhardt, 1989). Thus, the advocates for multiple case studies argue that it improves theory building (Bryman, 2012) as it, by contrasting cases, may identify the circumstances in which a theory will or will not hold (Eisenhardt, 1989; Yin, 2009). Further, multiple case studies are employed as a comparison mechanism, investigating social phenomena across multiple cases (Bell et al., 2019). This indicates that the empirical evidence is deeper and more varied in multiple case studies (Eisenhardt & Graebner, 2007). However, multiple case studies do not only require a greater amount of resources to conduct, but there are also potential disadvantages with the design that could affect the research (Eisenhardt,

1989). Firstly, it is highly difficult to select cases as these should collectively contribute to the generation of theory (Eisenhardt & Graebner, 2007). Additionally, the rigorous nature of data collection in multiple case studies may encumber the research, due to the challenging task of managing and analyzing the empirical evidence. Hence, the outcome of the research may result in overly complex theories (Eisenhardt, 1989).

It is evident based on the previous discussion that multiple case studies are beneficial for generalizability and validity, as well as theory building (Bryman, 2012). However, the authors of the current research have chosen to adopt a single case study due to several reasons. According to Yin (2014) the study's focus, the research question, and the researchers' scope of control should be taken into account when choosing a case study design. The focus of the current study is concerned with investigating a social phenomenon (See *4.2.1 CSM Brand Case: Heineken*) and may therefore according to Yin (2014), benefit from adopting a case study design. Further, Brand Authenticity is overall an understudied area of research on its own (Fritz et al., 2017) and especially within the stakeholder brand era (Napoli et al., 2016; Beverland, 2005). Also, limited research that interlinks CSM and Brand Authenticity has been conducted. Thereby, this study can be interpreted as rather complex as the authors aim to fill a theoretical gap in literature (See *3. Research Gap and Research Objectives*) within a contemporary emerging context. Thus, a single case study is considered suitable as a research design as it provides the authors to comprehend the complexity of the research focus. This corresponds with Eisenhardt and Graebner (2007), who argue that single case studies are advantageous when analyzing and discerning complex issues, in comparison to multiple case studies where a common foundation between cases is sought.

Further, case studies are suitable to answer research questions formulated "how" or "why" (Yin, 1994). This study has an exploratory purpose and intends to understand how consumers are influenced by CSM in terms of Perceived Brand Authenticity and Brand Loyalty. In order to answer the research question, it is crucial that the authors conduct a detailed and in-depth analysis. Thus, a single case study is suitable for this research as it provides researchers with the opportunity to conduct an in-depth investigation and grasp the complexity of one specific case (Bell, Bryman & Harley, 2019). Further, when analyzing details and meanings, a single case study is the most appropriate choice of research design (Eisenhardt & Graebner, 2007).

Lastly, a single case study is advantageous to choose as a research design due to the limited resources of time to conduct the study and analyze the data, as according to Baxter and Jack (2008) shorter time is needed for single case studies.

The main disadvantage with adopting a single case study is that it is commonly not representative of the whole population, and therefore has limited external validity and generalizability (Gerring, 2007; Eisenhardt & Graebner, 2007). In order to increase the validity and credibility of the research and provide a more multidimensional view of the particular social setting, a multi-method qualitative approach will be used (See *5. Data Sources*). This is supported by Eriksson and Kovalainen (2008), who state that case studies are often more accurate, convincing, diverse, and rich if they are based on different sources of empirical data.

Further, it is possible to make some generalizations on existing theory through conducting a single case study (Stake, 1995; Yin, 2014) and validity can increase if the case can be characterized as an exemplifying (Bryman, 2012). An exemplifying case is commonly chosen as it epitomizes a broader category of cases, and thereby provides a suitable context for answering the research question. The case chosen for this research can be seen as a representation of brands that have adopted CSM communication (See *4.2.1 CSM Brand Case: Heineken*).

4.2.1 CSM Brand Case: Heineken

In order to answer the research question adequately, the single case study used will serve as an exemplifying case within a specific context. The following section will outline the context in which the case resides.

The food and beverage industry continuously adapts to evolving consumer demands and trends. During the recent years, influences on the industry have constituted a focus on sustainability, the coronavirus pandemic and digital innovation (Statista, 2021). The retail landscape in this industry has become increasingly competitive due to multiple retail formats, such as emerging digital channels (Statista 2021a) as well as the numerous actors within the industry (Mahmood & Haider, 2020). Therefore, the international food and beverage industry is too large and diverse to adequately discuss

within a single chapter (Barrows, 2008). Instead, the researchers will narrow the scope of the research context and focus on fast-moving consumer good (FMCG) brands within the food and beverage industry. FMCG brands provide low-involvement, non-durable goods bought for frequent use (Dwivedi & Mcdonald, 2018). This market differentiates from others through low operational costs, well-established distribution system as well as a strong rivalry between segments (Mittal, Sinha & Singh, 2008). Many multinational companies are present in this market where products are usually consumed by a habitual interval and purchased at least once a month (Rishi, 2013). While literature consistently highlights the limited decision-making process consumers who purchase FMCG products have, Summers, Gardiner, Lamb, Hair, and McDaniel (2005) argue that consumers consider various alternatives with a moderate effort. Further, the switching costs for consumers is low and therefore brand switching is common within the market (Graf-Vlachy, Oliver, Banfield, König & Bundy, 2020). Therefore, Brand Loyalty has become a critical subject for managers across the world as losing a customer is not a one-time loss and may have a negative impact on long- and short-term profits (Filatotchev, Wei, Sarala, Dick & Prescott, 2020). Thus, it is imperative for food and beverage brands within the FMCG industry to optimize strategies to maintain customer loyalty in this competitive market (Statista, 2021a).

The FMCG brand within the food and beverage industry that has been identified as an appropriate exemplifying case to answer the research question and fulfill the research objectives (See *3. Research Gap and Objectives and Research Objectives*), is the beer brand Heineken. The following section will present the brand Heineken briefly, its brand identity, the brand's earlier campaigns, and finally Heineken's CSM-campaign launched during 2020.

Information about the Brand

Heineken is a Dutch beer brand founded in 1873 by the entrepreneur Gerard Heineken, with the mission to improve beer brewing fundamentally (The Heineken Company, 2020). On Heineken's website, the brand is referred to as a "national symbol of quality" and being a "premium beer" (Heineken, 2020). It is further mentioned that 25 million "Heineken's" are served the beer every day across 192 countries, and that the founder's uncompromised drive for quality and perfection lives on in the brand even today. Followed by Budweiser, Heineken was in 2020 the second most valued beer brand worldwide, with a worth of approximately 11.14 billion U.S. dollars (Kantar Millward Brown,

2020). In Heineken's annual report for 2020, it is stated that Heineken is the most trusted international beer brand in the world (The Heineken Company, 2020a). This statement was based on the fact that Heineken declined marginally by 0.4% in 2020 and volume grew double-digits in more than 25 markets, despite the expected negative effect of COVID-19. Heineken distributes their products through both retail and business-to-business channels. Concerning the latter, the brand is commonly present in restaurants, bars, and hotel chains.

Today, Heineken is the flagship global brand of The Heineken Company, which holds a large portfolio of different beer brands, namely over 300 brands (e.g., Sol, Amstel, and Desperados) that are available in more than 190 countries (The Heineken Company, 2020b). The Heineken Company stands for three values as a company, business partner, and employer, namely "passion for quality", "enjoyment of life" and "respect for people and for the planet" (The Heineken Company, 2020b). In 2019, The Heineken Company had a 20% market share in the beer segment (Statista, 2020) and the company's revenue amounted to approximately 24 billion euros (Heineken, 2020a). However, the focus in the following study will be on the Heineken brand, not the company.

From the authors' point of view, Heineken tries to build a relationship with their customers that is characterized by spending time with friends, partying and sharing nice moments. This is also evident through the motto of Alfred Heineken, the grandson of the founder and also the founder of the brand's advertising department, which Heineken argues still is relevant: "I don't sell beer, I sell enjoyment" (Heineken, 2020c). Moreover, Heineken has a rich history of engaging with different fanbases, especially in sports and music by being involved in sponsorships (Heineken, 2020c). Further, Heineken can be argued to be characterized by its green-colored bottle, with a logo of a red star. Additionally, the green color is a consistent attribute on Heineken's website, its advertisements and campaigns.

Kapferer (2008) states that brands often build an image of the typical customer of the brand that it seems to be targeting. Derived from Heineken's advertisements and campaigns, the reflected customer that Heineken wants to address could be interpreted as dynamic, confident and trendy. Also, as Heineken's target audience consists of young, beer-drinking people who live in big cities all over the world (LBB Editorial, 2013).

Previous Communication and Campaigns

Over the years, "catchy" commercials on various platforms have been a part of Heineken's marketing strategy, (Bhasin, 2019). Derived from Heineken's advertisements, a consistent theme in these is that it involves young adults, in line with the brand's target group, that is socializing, and are always portrayed in a happy mood. As mentioned, Heineken has been associated with sports and events through sponsorships which is visible in various communication efforts. Additionally, celebrities have been used to endorse the brand, including Daniel Craig and Jennifer Aniston.

The last decade, the Heineken brand has engaged in several CSM-related activities. This includes for instance the promotion of moderate consumption of their products into their marketing activities (MarketLine, 2016). This is in accordance with Heineken's "Responsible Marketing Code", which guides all employees at Heineken that are involved in marketing or sales to ensure that they do not contribute to excessive consumption or misuse of its products (Heineken, 2020b). In fact, Heineken was one of the first brewing brands advocating for moderate alcohol consumption in a marketing campaign, beyond minimum government requirements (MarketLine, 2016). The campaign was carried out based on the fact that excessive alcohol consumption can have public health and social implications, and was simultaneously a way for the brand to reach an increasingly sober younger generation (MarketLine, 2016). In line with this, Heineken launched the responsible drinking campaign 'Dance More, Drink Slow' in 2014, which has been viewed over 25 million times online, and articles related to the campaign have been read over 600 million times (MarketLine, 2016).

In 2020, Heineken launched the campaign 'When You Drive, Never Drink'. The commercial featured the Formula 1 World Champions Keke and Nico Rosberg and addresses that "that no matter how confident a driver you are, the best driver is always the one that does not drink and drive" (The Heineken Company, 2020a). Heineken 0.0%, which is the brand's non-alcoholic beer, became in 2020 an official sponsor of UEFA Europa League, which is one of the leading football leagues in Europe. This sponsorship represents the largest single-sponsorship deal connected to non-alcoholic beer (The Heineken Company, 2020a).

Exemplifying case

The following section will outline the exemplifying case chosen for this research, which consists of three videos where Heineken displays CSM. These three different videos is included Heineken's campaign '#SocialiseResponsibly' and will be used when investigating how consumer's Perceived Brand Authenticity and Brand Loyalty is influenced by CSM.

As elaborated above, responsibility has been a consistent theme in Heineken's marketing communication in the last decade. Accordingly, during the COVID-19 pandemic, Heineken launched the global campaign '#SocialiseResponsibly' in 2020, with the tagline "Stay apart. Stay together" (Heineken, 2020d). On Heinken's website, the following is stated about the campaign:

> "As a brand that has been social networking since 1873, Heineken has always encouraged social experiences. But today, as many of us are in lockdown or in self-isolation, we understand the value of our social life even more. We want to keep socialising, but in a responsible way. We can't meet in person, but that doesn't mean we can't socialize. For the first time, Heineken encourages people not to meet up but instead, use their creativity to socialize differently" (Heineken, 2020d).

In line with this statement, the '#SocialiseResponsibly' campaign is interpreted by the authors of the present study as an activity that can be classified as CSM. The campaign aligns with Kotler et al. (2012)'s definition of CSM as Heineken intends to change consumers' behavior to improve public health. Through this campaign, the brand encourages social distancing and suggests socializing in creative ways to reduce the spread of COVID-19, and consequently improve public health. Therefore, the campaign will serve as an exemplifying case to the present study, which will enable the authors to answer the research question.

The campaign consists of various commercials and initiatives, which can be found on Heineken's official YouTube channel with 522 000 subscribers, where the brand posts different brand- and product-related communication. The first advertisement of the campaign, 'Ode to Close' was released in the beginning of April 2020 with the message: "We're Further Apart. Yet, we're closer than ever" (YouTube, 2020). The video shows different ways of being together in social settings that people were used to before the pandemic, for instance including high-fives and hugging, and ends with the

words "With the million ways of being together, now it's staying a part that brings us closer than ever" and "Stay apart. Stay together" (See *11.6.1 CSM-campaign - Video 1*, *Appendix*).

One month later, Heineken released the advertisement "Connections" as part of the #SocialiseResponsibly campaign. The video shows the difficulties of having a beer over a video call, and the description of the video is the following: "From reconnecting video calls to roommates in the background, it's not always easy. Cheers to all the ways you've found to #SocialiseResponsibly" (YouTube, 2020a). In the end of the video, Heineken encourages people to stay at home and minimize social contacts with the message: "It's not the best get-together, but it's the best way to get together" (See *11.6.2 CSM-campaign - Video 2, Appendix*).

When many societies gradually opened up in the summer of 2020, Heineken introduced an initiative in July 2020 called 'Back to the Bars', which aimed to engage consumers and also support business-to-business partners in the challenging business climate (The Heineken Company, 2020a). The campaign celebrated the re-opening of the hospitality industry, but simultaneously encouraged consumers to behave in a responsible manner with the call to action to "socialise responsibly to keep bars open" (The Heineken Company, 2020a). The TV commercial with the same name, shows how to behave when visiting bars, and the description of the commercial is: "From air hugs to elbow bumps to 1.5m cheers, there are plenty of ways to #SocialiseResponsibly to keep the bars open" (YouTube, 2020b) (See *11.6.3 CSM-campaign - Video 3, Appendix*).

5. Data Sources

In accordance with the exploratory research design, this study aims to investigate how CSM influences consumers' Perceived Brand Authenticity and Brand Loyalty through primary data collection.

Patton (1999) argues that qualitative studies are often concerned with issues of quality and credibility in terms of the intended research purpose. In order to enhance the quality of the research, the author states that multiple methods of data collection can be applied, which is based on the premise that "no single method ever adequately solves the problem of rival explanations" (p. 1192). Moreover, the author suggests that studies that only adapt one single method are vulnerable to errors linked to that specific method (e.g., biased or untrue responses in interviews), compared to studies that utilize multiple methods where different types of data facilitate cross-data validity checks.

Therefore, in order to enhance the quality of the research, a multi-method qualitative study has been applied, more specifically various qualitative methods have been grouped to collect data (Saunders et al., 2016). Moreover, using a multi-method approach was considered appropriate due to the fact that the present study is a case study. This is supported by Eriksson & Kovalainen (2008), who state that case studies are interpreted as more accurate, convincing, diverse and rich if they are derived from several sources of empirical data.

The two different data collection methods that have been chosen for the present research includes:
- Semi-structured Interviews
- Focus Group

The first data collection source involves in-depth, semi-structured interviews. The aim of these interviews was to explore how Heineken consumers are influenced by their CSM-campaign in terms of their Perceived Brand Authenticity and Brand Loyalty. The second data collected consisted of a focus group, which was held with the aim to discuss subjects derived from the interviews more in-depth, to ensure that the research questions were answered, and the research objectives were met. The semi-structured interviews and the focus group have been undertaken with different participants. This

ensures independence of data sources (Yin, 2010). The two different data sources will be discussed in more detail in the following sections.

5.2 Semi-structured Interviews

In line with the qualitative approach chosen, the first phase of the primary data collection consists of conducting twelve semi-structured, in-depth interviews. Prior to conducting semi-structured interviews, the researcher develops an interview guide with a list of topics or questions to be covered (Bryman, 2012). However, in contrast to quantitative data collection methods where a strict line of questions must be followed, qualitative interviewing allows for adjustments of the sequence and directions of questions asked. Hence researchers are provided with the opportunity to engage and react to respondents' answers, which is beneficial when exploring emerging themes (Bell, Bryman & Harley, 2019). Thereby, semi-structured interviews are characterized by flexibility (Bryman & Bell, 2011) as well as openness and guidance (Saunders et al., 2016). Thus, adopting this method to collect data allows the researchers to lead the dialogue and ensure that relevant topics of interest are covered in-depth, while simultaneously giving the respondent leeway in their answers (Bryman & Bell, 2011). However, it is also important to note that the interview method also holds disadvantages. First, the result of the interview and its quality is dependent on the interviewer's ability to uphold flexibility and be non-directive in questions posed. Therefore, to uncover relevant insights, it is crucial that the interviewer carefully listens and follows the topics the respondent highlights (Malhotra & Birks, 2007). Second, the interview may be faced with the challenge of interpreting the respondent correctly, due to answers being incomplete or misleading. Thus, the researcher needs to adopt different data sources and ensure theoretical awareness in order to add richness to the data analysis (Malhotra & Birks, 2007).

The researchers of the current study have, in order to explore the research question, chosen to undertake twelve semi-structured, in-depth interviews. With the previous disadvantages in mind, this method also holds several advantages that may assist in the purpose of the research. Firstly, semi-structured interviews are beneficial due to the level of flexibility that ensures the researchers with the opportunity to engage and go in-depth (Bryman & Bell, 2011). This is highly valuable as the construct of Brand Authenticity is based on subjective interpretations of the respondent and may vary from person to person, hence the researchers may ask spontaneous questions that are not included in the

interview guide. Secondly, the personal interacting setting of in-depth interviews contributes to respondents feeling comfortable to share personal experiences and open up about their thoughts regarding brands' use of CSM overall and in regard to Brand Authenticity and Brand Loyalty. In fact, Bryman (2012) states that "rambling or going off at tangent" (p. 470) should be encouraged by the researcher as it may benefit the recognition of what the respondent believes is important. This is valuable within this research, for example in order to understand respondents' interpretations of CSM initiatives, and receive insights concerning why these are perceived as authentic or not. Thirdly, the freedom that both the interviewer and the interviewee has is beneficial to uncover insights and outcomes which might not have been considered by the researchers, regarding consumers' loyalty toward brands that adopt CSM marketing. Overall, this data collection method is in line with the needs of exploratory studies where little previous research exists (Bell et al., 2019).

5.2.1 Interview Design

The twelve semi-structured in-depth interviews were undertaken with candidates who matched the priorly determined sample criteria (See *5.2.3 Sampling*). The interviews were conducted over a period of ten days and took place over Zoom Video Call. While it would have been more beneficial to conduct the interviews face-to-face, circumstances regarding the participants', researchers' and public health made it unfeasible to do so. However, it provided the participants with the opportunity to answer the researchers' questions in an environment that they were comfortable in, and the researchers could still interpret facial expression and body language of the respondents, and adjust the interview accordingly (Bryman, 2012). The interviews lasted between 45-70 minutes and resulted in 92 transcribed pages of text (See *11.2 Interview Transcription, Appendix*).

The process of preparation, conducting and transcribing the interviews took roughly one month to complete. The process was executed in the following steps:
- Definition of sample criteria and searching for people who met these (See *5.2.3 Sampling*)
- Constructing the interview guide (See *11.1 Interview Guide, Appendix*)
- Scheduling a time and date that would fit the respondent to conduct the interview
- Confirm the appointment the day before

- In order to avoid delay due to technical issues, the interviewee was asked to log in to the video-call ten minutes prior to the set time. Also, the interviewee was also asked to sit in an undisturbed environment without potential distractions.
- Recording the interviews
- Transcribing the interviews (See *11.2 Interview Transcriptions, Appendix*)

5.2.2 Interview Guide

In order for the researchers to ensure that relevant insights to the topic were covered during the interview, an interview guide was constructed (See *11.1 Interview Guide, Appendix*), which served as a foundation for the interview. However, in line with the nature of semi-structured interviews, questions that were not included in the guide also arose when the researchers identified interesting opinions of the respondents. In order to test the interview guide, a pilot interview was conducted. This yielded relevant insights and is therefore included in the data collection. However, the interview guide was modified afterwards as the researchers discovered some weaknesses in the questions as well as topics that should be further elaborated on.

The following section will outline the overall structure of the interview, where the focus of the questions was to understand the influence of CSM on consumers' Perceived Brand Authenticity and Brand Loyalty.

The aim of the first part of the interview was to achieve rapport with the respondent in order to put the person at ease and feel comfortable. The researchers therefore introduced themselves and the topic of the study. Further, the respondents were informed that they would be anonymous and asked whether they agreed to the researchers recording the interview. Afterwards, to get an overview of the respondent, questions regarding demographic information were asked. This was followed by questions regarding the concepts that were going to be discussed during the course of the interview, namely Brand Authenticity, Brand Loyalty and CSM, in order for the researcher to understand the respondents' knowledge and interpretation of the subject. If this did not correspond to the researchers' interpretation, the concepts were explained to the respondent.

The second section of the interview was divided into three parts. First, the researchers aimed to identify the respondents' knowledge and loyalty relationship with the brand. The questions asked were based on the Brand Loyalty framework on different levels of loyalty established by Dick and Basu (1994). The main reason for integrating Dick and Basu (1994)'s framework in the questions, was that the scholars have included both repeated patronage and relative attitude toward an aim or object in their conceptualization of Brand Loyalty, as well as divided loyal consumers into different levels depending on this. Thus, it was possible to divide the respondents into either true, spurious or latent loyalty. Further, the questions regarding Brand Loyalty also aimed to evaluate consumers' Stochastic and Deterministic Loyalty based on Aydin and Özer (2005) outline of the subject.

Secondly, the respondents' Perceived Brand Authenticity of the chosen case brand was examined based on Morhart et al. (2015)'s framework. The questions were formulated based on the dimensions Continuity, Credibility, Integrity and Symbolism. The authors decided to adopt parts of the Brand Authenticity framework developed by Morhart et al., (2015) as it is argued to be reliable across different brands and cultural contexts. The aim of these questions was to provide an understanding of how the respondents perceived the chosen brand case's authenticity prior to being exposed to the CSM-campaign.

Thirdly, the researchers intended to understand the respondents' thoughts regarding CSM. The questions posed regarding this subject were based on previous literature concerning CSM, such as Kotler et al. (2012)'s definition of the concept and Lee (2016)'s and Deshpande (2016)'s criterias for successful CSM. This provided the authors with the opportunity to evaluate consumers' interpretation of CSM-initiatives and determine whether the respondents' perceived the CSM-campaign to be in congruence or conflict with the brand.

Subsequently, the respondents were exposed to the chosen CSM-campaign, including three videos launched by the chosen brand (See *4.2.1 CSM Brand Case: Heineken, 11.6.1 CSM-campaign - Video 1, Appendix, 11.6.2 CSM-campaign - Video 2, Appendix, 11.6.3 CSM-campaign - Video 3, Appendix*). The following parts of the interview concerned the respondents' Perceived Brand Authenticity and Brand Loyalty, and included similar questions to the ones prior to the exposure. The reason why similar questions were posed after exposing the CSM-campaign, was to identify changes in

respondents' answers, in order to determine if CSM had influenced consumers' perception of the brand's authenticity and their loyalty relationship with the brand.

Lastly, a conclusive part of the concepts through interrelated questions was conducted. The purpose of this section was to examine how the respondents perceived the CSM-campaign and consciously changed their perception of the brand's authenticity and intended behavior after being exposed to a CSM-initiative. This section also intended to detect alternative conditions that brands should fulfill in order to authentically employ CSM. Thus, it may yield insights that could be further analyzed in future research. Finally, the respondents were asked whether they would like to add or emphasize something to the interview regarding the research topic.

5.2.3 Sampling

Generic Purposive Sampling

The researchers of the study have chosen to adopt generic purposive sampling for the collection of primary data. Purposive sampling is a form of non-probability sampling where the researcher aims to sample respondents who are relevant for answering the research question (Bryman, 2012). According to Robinson (2014) purposive sampling is commonly adopted when the researchers believe, based on their understanding of the research topic, that certain individuals have a better understanding of the investigated phenomenon than others and are therefore more suitable to participate. Thus, in order to meet the objectives of the study, the researchers have to depend on their own judgment for selecting members of the population to participate in the study (Saunders et al., 2016). Therefore, this type of sampling technique is also called judgement sampling.

According to Bryman (2012) generic purposive sampling may be employed in a fixed or sequential manner and the criteria for selecting participants may be formed a priori or be contingent. However, it is most common that generic purposive sampling is fixed and a priori. Further, it is common to adopt purposive sampling when conducting case study research and working with very small samples (Neuman, 2014).

In line with this, the researchers of this study have chosen participants that are suitable for investigating the topic of this research based on the following criteria.

First, based on the loyalty framework constructed by Dick and Basu (1994) a balance between consumers with latent, spurious and true loyalty to Heineken was chosen for the sample. Second, to ensure representativeness, the sample had a 50/50 balance between male and female respondents. Thirdly, all of the selected interviewees fit with the assumed target audience of Heineken, ranging from 21-33. This was relevant in order to evaluate whether the CSM-campaign was seen as successful by the target audience based on the previously described framework by Lee (2016) (See *2.4.3 Corporate Social Marketing*). Thus, the main criteria for selecting respondents were based on their relationship to the brand rather than the demographic variables. However, in order to achieve homogeneity in the sample, another criteria was that the interviewees should origin from different nationalities. This deemed relevant for the researchers in order to investigate whether different insights may derive from demographic factors.

The majority of participants that were asked to participate in the interviews were recruited from Copenhagen Business School and through the researchers' network.

Sample Size

Qualitative research adopting purposive sampling technique is commonly characterized by a small sample size. However, the advantage of this is the possibility of obtaining in-depth and high-quality knowledge (Saunders et al., 2016; Malhotra & Birks, 2007). According to Bryman and Bell (2011) there is no definite answer to how large a sample should be, instead it is usually a compromise between the constraint of time and cost. According to the Grounded Theory approach, interviews should be conducted until theoretical saturation is reached, which occurs when continued data collection no longer provides new insights regarding the social phenomenon under investigation (Bryman, 2012). However, no established criteria for when theoretical saturation is reached exists (Guest, Bruce & Johnson, 2006).

Based on this, the researchers conducted interviews with 12 respondents (Table 1) with a 50/50 balance between male and female and with age ranging from 21-33. Thus, the sample meets the criteria of the assumed target audience of Heineken. Furthermore, based on the core criteria for the research, all of the respondents were loyal to Henieken and equally represented the three different

loyalties in consideration: latent (Interviewee 1, 2, 3 and 6), spurious (Interviewee 5, 9, 10, 11) and true loyalty (Interviewee 4, 7, 8, 12). To meet the criteria of heterogeneity in regard to nationality, the respondents originated from eight different countries: Sweden, Denmark, England, USA, Mexico, Thailand, Island and France. Three of the respondents were students but the remaining sample had various occupations.

Based on the above discussed sampling criteria for this research, the authors deemed the sample to meet a moderate level of representativeness and variety, thus able to ensure validity. Thus, the sample was considered appropriate for the first stage of collecting primary data.

In the following table, the interview sample is illustrated, displaying gender, age, nationality, occupation and loyalty group.

Table 1. Interviews sample

Interviewee	Gender	Age	County of origin	Occupation	Loyalty
1	Female	25	Mexico	Student	Latent Loyalty
2	Male	33	Sweden	Lawyer	Latent loyalty
3	Female	24	France	Account Manager	Latent loyalty
4	Female	24	England	Security Guard	True Loyalty
5	Male	25	Sweden	E-commerce manager	Spurious Loyalty
6	Female	29	Iceland	Economic assistant	Latent loyalty
7	Male	33	France	Teacher	True loyalty
8	Male	25	USA	Therapist	True loyalty
9	Female	21	Thailand	Student	Spurious Loyalty
10	Male	26	Sweden	Architect	Spurious Loyalty

11	Male	31	Sweden	Firefighter	Spurious Loyalty
12	Female	25	Denmark	Student	True loyalty

5.3 Focus Group

After conducting the semi-structured interviews, a focus group was held. The aim of the focus group was to gain additional insights into how CSM influences consumer's perceived authenticity and its potential connection to Brand Loyalty, as well as clarify subjects that were discussed in the semi-structured interviews. A focus group refers to a group interview with a clearly defined topic and where there is a focus on enabling and recording interactive discussion between participants (Saunders et al., 2016). Compared to individual interviews, focus groups allow participants to probe their reasoning of particular views, enabling the researchers to understand why people feel the way they do (Bryman & Bell, 2011). In individual interviews, interviewees are often faced with little challenge, for instance when being inconsistent in their line of thoughts. In focus groups on the other hand, participants might argue and challenge each other's views, helping the researchers to receive realistic accounts of people's thoughts, as they are forced to consider and potentially revise their views. Therefore, it seemed more appropriate to conduct a focus group instead of additional semi-structured interviews to meet data saturation, but also in order to gain a more comprehensive view of the phenomena being studied. Moreover, conducting a focus group as a complement to the semi-structured interviews is also in line with the qualitative, exploratory and interpretivist approach of the study, as a focus groups "offers the researcher the opportunity to study the ways in which individuals collectively make sense of a phenomenon and construct meanings around it" (Bryman & Bell, 2011, p. 504).

Due to the emerging COVID-19 pandemic, it was not appropriate to arrange a focus group face-to-face, as previously discussed (See *5.2.1 Interview Design*). Therefore, the focus group was conducted over a video-call, more specifically via Zoom Video Call. In line with Bryman and Bell (2011), conducting the focus group virtually enabled the researchers to reach participants that would normally be inaccessible (e.g., because of being located in another country or not having the time to meet up physically). Another advantage of having the focus group over Zoom was that the participants could

participate from their homes, contributing to a more relaxed setting (Malhotra & Birks, 2007). Similar to the semi-structured interviews, the video-call enabled the researchers to interpret facial expression and body language and adjust the discussion accordingly (Bryman, 2012). However, conducting a focus group over a video-call can also be related to some difficulties, such as technical difficulties that can interrupt the flow of conversation. Another potential disadvantage related to online focus groups are that distractions related to the home-environment may appear. Thus, it is not possible to isolate interviewees in a controlled setting, as would have been possible if the focus group was conducted physically.

5.3.1 Focus Group Design

Preparation

Preparing, conducting and transcribing the focus group took around 5 days. The preparation of the focus group involved several steps, including the following:

- First, a topic was chosen based on the data analysis of the semi-structured interviews, and subsequently, a focus group guide was prepared (See *11.3 Focus Group Guide, Appendix*) in order to guide the participants towards fulfilling the research objectives.
- Second, a sample was decided (See *5.3.3 Sampling*).
- Third, a Facebook-event was created in which the selected participants were invited.
- Fourth, a poll was posted by the researchers in the Facebook group, proposing several dates where the invited participants got to vote for a date that suited them to participate in the focus group. The date that got the most votes was selected (08.04.2021).
- Fifth, a reminder through a post in the Facebook-event was made one day prior to the focus group together with a link to the video-call. Each of the participants were also contacted personally to ensure their participation. Also, in order to avoid delay due to technical issues, the participants were asked to log in to the Video-call ten minutes prior to the set time. Participants were also asked to sit in an undisturbed environment without potential distractions.
- Recording the focus group
- Transcribing the focus group (See *11.4 Focus Group Transcription, Appendix*).

5.3.2 Focus Group Guide

In order to guide the participants towards the research objectives and research question of the study, in other words moderate the discussion, a focus group guide has been conducted (See *11.3 Focus Group Guide, Appendix*). The focus group guide was built on the insights of the first manual data analysis of the semi-structured interviews (See *6.2.1 First Stage: Manual Analysis*). The focus group guide was structured to clarify subjects that were unclear to the researcher's after analyzing the semi-structured interviews. More specifically, the focus group guide was designed based on a two-folded purpose. Firstly, after analyzing the data from the semi-structured interviews, it was not clear how consumers with a spurious loyalty of the brand case were influenced by the CSM-campaign, in terms of Stochastic and Deterministic Loyalty. Therefore, one aim of the focus group was to analyze these consumers further, by including a majority of consumers with spurious loyalty (See *5.3.3 Sampling*). In addition, the data from the semi-structured interviews indicated that the respondents reacted differently to the three Heineken videos from the CSM-campaign. Thus, as opposed to the semi-structured interviews, the videos were shown one at a time, followed by a discussion after each video in order to draw conclusions of how each video separately influenced consumers' Perceived Brand Authenticity and Brand Loyalty. The following paragraphs will outline how the focus group guide was structured.

In line with Bryman and Bell (2011)'s guide on how to structure focus groups, the focus group commenced with a brief introduction, where the moderators thanked the respondents for participating, and introduced themselves to achieve rapport. The goals of the research were also stated briefly as well as a question posed regarding the participants agreement for recording the session. Finally, the format of the focus group was explained, and the participants were informed about some conventions of focus groups, including the importance of only speaking one at a time, the estimated time of the session, that data will be treated confidentially and anonymized, and finally stating that everyone's view is valuable. The participants were then asked to introduce themselves and state their relationship to Heineken, in order for the participants to become more comfortable and for the researchers to understand the participants' consumption pattern. Thereafter, a few warm-up questions about Heineken as a brand and CSM were posed to the participants.

In the second part of the focus group, the participants were exposed to the video 'Ode to close' which

was the first video that was released as a part of the brand's CSM-campaign '#SocialiseResponsibly' (See *11.6.1 CSM-campaign - Video 1, Appendix*). Subsequently, a section regarding the perceived authenticity of the particular video and its influence on participants' Stochastic and Deterministic loyalty was carried out. This included questions from the semi-structured interview guide that were deemed most important for clarification. After this discussion, the participants were exposed to the second video from the CSM-campaign, 'Connections' and lastly the video 'Back to the Bars', with the same guiding questions after being exposed to each video (See*, 11.6.2 CSM-campaign - Video 2, Appendix, 11.6.3 CSM-campaign - Video 3, Appendix*).

The final section of the focus group included interrelated questions about CSM, Perceived Brand Authenticity, and Brand Loyalty, which was carried out to ensure that data saturation was met. The participants were also allowed to bring up thoughts that they felt that they had not got the chance to express.

As stated by Bryman and Bell (2011), focus groups aim to reveal how the group participants view the issues in which they are confronted. Therefore, the focus group guide was of rather unstructured nature. In accordance with this unstructured approach, the moderators (i.e., the authors) only used a few general questions to guide the focus group discussion, in order to allow the participants to discuss the topic quite freely (Bryman & Bell, 2011). However, in order to receive the benefits of a focus group, Saunders et al. (2016) state that it is imperative to encourage all participants to participate in the discussion. Hence, contributions by all participants were ensured by asking questions such as "What do you think x?" (Saunders et al., 2016).

The focus group lasted for approximately 50 minutes and resulted in 12 pages of transcribed text (See *11.4 Focus Group Transcription, Appendix*)

5.3.3 Sampling

The sampling strategy was similar to the semi-structured interviews based on generic purposive sampling, due to the reasons stated previously (See *5.2.3 Sampling*). However, the criterions that were employed for the semi-structured interviews were revised based on the need for further insight collection regarding consumers with a spurious loyalty. Hence, a majority of consumers with a

spurious loyalty of Heineken were selected, as the researchers had a difficulty of drawing conclusions from this loyalty-group after analyzing the semi-structured interviews. The participants were selected through the researcher's own personal network. Thus, some of the participants knew or were familiar with each other, which is known as natural grouping, and can provide the authors with greater insights as they are more likely to share their views on certain topics without feelings of embarrassment (Bryman, 2012).

Sample Size

Focus groups usually include at least four participants (Saunders et al., 2016). However, Morgan (1998) argues that the size of a focus group normally consists of six to ten participants, but states that smaller groups are recommended when the researchers know the participants and are certain that the participants chosen could contribute greatly to the discussion. Thus, based on the fact that the participants were selected through the researchers' own network and knowing that all participants were talkative, a focus group size of four participants was deemed reasonable. Also, four participants were considered reasonable to include due to the fact that the focus group was held over a video-call. The reason for this was related to the risk that situations might occur where participants talk over one another (Saunders et al., 2016), and the researchers deemed that the flow of the discussion could be affected negatively if more participants were included due to the potential issues of conducting the focus group over the video-call. Therefore, to facilitate a better flow and ensure that all participants had an opportunity to state their opinions, as few participants as possible seemed appropriate. Another reason why four participants were chosen was due to the rather complex subject matter of the research (Saunders et al., 2016), as participants might not be familiar with the concepts being studied.

Moreover, the sample was rather homogenous in terms of socio-demographic variables, such as education and age, with an age-range of 25 to 33 years old (See Table 2). This is in line with Malhotra and Birks (2007), who argue that a commonality between group members will reduce the risk of potential conflicts. However, to increase representability, the gender ratio was 50-50 and the participants had different European nationalities.

Focus groups are often characterized by the problem of people that agree to participate but do not turn up on the day, and therefore over recruiting is recommended (Bryman & Bell, 2011).

Accordingly, five people were invited to participate in the focus group, although only four were deemed necessary for data saturation. One of the participants who had agreed to participate was not able to attend at the last minute.

Table 2. Focus Group Sample

FG Participant	Gender	Age	Nationality	Occupation	Level of Loyalty
1	Female	25	Sweden	Student	Spurious loyalty
2	Female	30	Iceland	Account Manager	Latent loyalty
3	Male	33	Germany	District Notary	Spurious loyalty
4	Male	27	Denmark	Supply Manager	True loyalty

6. Data Analysis

The following chapter will present the methodology used for the data analysis, based on twelve semi-structured interviews and one focus group. In addition, the coding process of the data collected will be outlined, with representative examples of each coding stage to illustrate the process. The Grounded Theory approach has been chosen as a method to analyze the data, where main principles will be justified and discussed in the following section. Moreover, an abductive approach has been applied when analyzing the data in order to fulfill the research objectives and answer the research question. Therefore, the primary data was firstly interpreted through a deductive or bottom-up approach. Secondly, categories derived from the data were delineated, and thirdly, the categories were connected to the theoretical framework utilized in the study (See *2. Literature review*).

6.1 Grounded Theory

The Grounded Theory approach is a methodology approach for data analysis, which procedures are designed to develop a comprehensive theoretical explanation of the social phenomena being studied (Corbin & Strauss, 1990). In other words, the aim of the research approach is to contribute with new theoretical understandings based on reality. The approach has been widely used in the field of management and business, due to its capability to predict and explain behaviors (Saunders et al., 2016).

The Grounded Theory approach is associated with its concrete and a pre-arranged procedure (Corbin & Strauss, 1990). However, the approach allows, despite its structured character, a high degree of flexibility which is in accordance with the exploratory nature of the research. In addition, Corbin and Strauss (1990) argue that the data analysis method is appropriate for discovery, which also is coherent with the exploratory research design. Finally, the data collection and analysis is not linear, but instead a parallel process (Corbin & Strauss, 1990).

Data for a Grounded Theory can according to Corbin and Strauss (1990) be derived from various sources (e.g., interviews, observations and secondary data), which can be coded in the same way. As this research applies a multi-method qualitative approach, coding according to the grounded theory

approach was deemed beneficial in order to discover repetitive themes within the semi-structured interviews and focus group.

As mentioned, the Grounded Theory approach is associated with a set of procedures to follow at each stage of the data analysis (Corbin & Strauss, 1990). These will be delineated in the following sections.

6.2 Coding Process

The process of coding is within Grounded Theory referred to as "the analytic processes through which data are fractured, conceptualized, and integrated to form theory" (Strauss & Corbin, 1998, p. 3). Thus, in order to find a theoretical explanation of the social phenomena under study, data is conceptualized. This includes the labeling of words and sentences, derived from the researchers' subjective understanding. Concepts that pertain to the same phenomenon, hence which are interconnected with one another, are grouped to form categories. In order to achieve validity of the concepts and categories, only data that are representative for a wider phenomenon constitute a category. During the process of coding, the concepts are continuously compared and rearranged into different categories. If inconsistencies within concepts emerge, the researchers construct additional categories within the already existing ones, in order to represent divergences within a phenomenon. According to Corbin and Strauss (1990) the categories form the "cornerstones" of developing theory and thus provide researchers with the possibility of integrating existing theory. This analytical process is defined as "coding" (Seidel & Urquhart, 2013).

6.2.1 First stage: Manual Analysis

After the first stage of data collection, in the form of the twelve individual semi-structured interviews, was completed, the researchers transcribed and read through the interviews several times. Further, the researchers initiated a process of manually identifying recurring topics and similarities that emerged and grouped these together. The aim of this stage was to recognize analogous or contrasting views among the respondents, rather than constructing concepts and categories. This was conducted through color coding, where each topic was assigned a color in order to create a visual overview. The objective of the manual analysis was to identify potential flaws in the interviews or topics that were not sufficiently highlighted and improve these sections for the focus group interview. Further, topics that were assessed to be valuable for further investigation were outlined. Thus, the manual analysis

contributed to a new structure for the focus group interview guide which intended to encourage interactions among the respondents. Further, the researchers organized a strategy in order to cover all themes, which the authors could rely on if the interview would get off topic.

6.2.2. Second stage: Open, Axial and Selective Coding

Following the principles of Grounded Theory, the second stage of the data analysis was conducted for both the focus group and the semi-structured interviews. The aim of this stage was to identify similarities or differences regarding how the CSM-campaign had influenced the different dimensions of Brand Authenticity and Brand Loyalty. In order to evaluate this, the researchers created three shared Excel files where consumers were firstly divided into groups based on their loyalty status (Latent, Spurious or True). The aim of this was to group the quotes of interviews and focus group. All three files have been structured as follows:

- In the columns, all of the respondents from the focus group and the semi-structured interviews were positioned with three columns each. The first column intended the respondents quote before the exposure of the CSM-campaign. In the second column, a 0, a 1, a -1 and "n/a" was inserted to illustrate how the respondent was influenced. The 0 represents the absence of influence, the 1 serves as an indicator of positive influence, while the -1 illustrates a negative influence by the CSM-campaign. The "n/a" represents that the participant has not provided an answer to the question. The third column includes significant quotes given by the respondent regarding the topic of discussion after the exposure of the CSM-campaign.

- The rows illustrate the codes, outlined in the following. The Brand Authenticity dimensions (Continuity, Credibility, Integrity and Symbolism) each has an assigned section. The Brand Loyalty dimensions (Stochastic and Deterministic) are structured accordingly. In addition, a section for Brand Authenticity, CSM and Brand Loyalty combined has been created. Each of the sections was split into different categories (See *11.5.1 Consumers with True Loyalty, Appendix 11.5.2, Consumers with Spurious Loyalty 11.5.3, Appendix, Consumers with Latent Loyalty, Appendix*). Some of the codes (e.g., Social Responsibility) were repeated in the different dimensions to understand the potential link between CSM and Brand Authenticity

and/or Brand Loyalty. Other codes were specific for each dimension (e.g. Relatedness within the dimension Credibility)

By constructing these tables and assigning each quote to a category, the researchers conducted the Grounded Theory approach by hand. In detail, the previously described Excel Sheets were used to color match and link the quotes and assert them to open, axial and selective codes. As suggested by Corbin and Strauss (1990), these three layers of coding should be conducted when adopting the Grounded Theory Approach. In the following the Open, Axial and Selective Coding for this research will be outlined in detail.

Open coding

Open coding refers to "the analytic process through which concepts are identified and their properties and dimensions are discovered in data" (Strauss & Corbin, 1998, p. 101). In other words, researchers analyze similarities and distinctions between interactions, sentences and actions, in order to cluster these together and form categories and subcategories. According to the scholars, researchers can approach open coding in several ways (Strauss & Corbin, 1998). In line with this paper's interpretive research philosophy (See *4.1.2 Research Philosophy*) the authors evaluate the subjective and socially constructed meanings of the phenomena being studied through their own subjective point of view. Hence, to not inflict personal meanings on the interviews, nor on each other, the researchers conducted the process of open coding separately and subsequently compared the results. These measures were taken in order to increase external validity and prevent potential biases, however according to (Strauss & Corbin, 1990) merely the process of open coding enables researchers to break through subjectivity and bias.

During this stage of coding, the authors first broke down the data collected into single sentences in order to link these to concepts. However, if an interviewee's sentence was long or included several main ideas, this was broken up into several concepts. Secondly, each concept was labelled and clustered together with associated views in order to form categories and subcategories. However, according to Strauss and Corbin (1998), this process of open coding allows for the researchers to use predetermined categories. This was utilized by the authors to align the categories with the literature

review. A category was considered saturated when it had established dimensions and no new relevant data could be identified. Table 3 illustrates an example from the open coding for this research.

Table 3. Open coding.

Open code	Sample quote
Taking responsibility	"The campaign gave me a more loving feeling for the brand than I had before. The message about the virus, to keep distance. They take responsibility in the current situation, but continue to promote a good product."
Caring	"I feel closer to them now because they took a standpoint and showed that they care."

Axial coding

Axial coding is the second stage of the coding process and concerns the identification of relationships within the open codes, and categories are related to their subcategories. This is conducted through interconnecting the axis of a category, hence the properties and dimensions (Corbin & Strauss, 1990). It is therefore crucial at this stage of the coding process to differentiate between the categories and their subcategories. Subcategories aim at answering questions regarding the phenomenon under study, and thus allow researchers to gain further insights in the various concepts (Corbin & Strauss, 1990). Categories are used to link a phenomenon that is perceived significant by the researcher, however, if these do not research data saturation, they are disregarded. During the stage of axial coding, the researchers have tested and verified the relationships through the data collected, and further developed potential categories. The outcome of this stage was a reduced number of categories, however these improved in terms of linkage to the research question. An example of the Axial coding is illustrated below (Table 4).

Table 4. Axial coding example.

Axial code	Open code	Sample quote
Emotional bond	Taking responsibility	"The campaign gave me a more loving feeling for the brand than I had before. The message about the virus, to keep distance. They take responsibility in the current situation, but continue to promote a good product."
	Caring	"I feel closer to them now because they took a standpoint and showed that they care."

Selective coding

Selective coding is the final stage of the coding process and refers to "the process of integrating and refining the theory" (Strauss & Corbin, 1998, p. 143). During this stage, researchers decide which categories to keep and which to discard, depending on their relevance in terms of generating theory (Strauss & Corbin, 1998). The final core categories were linked to the research question which aims to answer how CSM influences Brand Authenticity and Brand Loyalty. The constructed theory was subsequently validated through comparing it to the data collected, to ensure that the larger concepts could be identified and were based on real data (Strauss & Corbin, 1998). Table 5 illustrates an example of selective coding.

Table 5. Selective coding example.

Selective code	Axial code	Open code	Sample quote
Relationship	Emotional bond	Taking responsibility	"The campaign gave me a more loving feeling for the brand than I had before. The message about the virus, to keep distance. They take responsibility in the current situation, but continue to promote a good product."
		Caring	"I feel closer to them now because they took a standpoint and showed that they care."

6.2.3. Third stage: from selective coding to theoretical dimensions

After analyzing the data collected from the interviews and the focus group, in accordance with the previously presented method, the authors were capable of connecting the finalized categories to the pre-theorized dimension of Brand Authenticity and Brand Loyalty. An example of how the full process of data coding resulted in a link to the theoretical dimensions of this research is illustrated in the following table (Table 6).

Table 6. Example of selective coding into Brand Authenticity dimensions.

Theoretical Dimensions	Selective code	Axial code	Open code	Sample quote
Symbolism	Relationship	Emotional bond	Taking responsibility	"The campaign gave me a more loving feeling for the brand than I had before. The message about the virus, to keep distance. They take responsibility in the current situation, but continue to promote a good product."
			Caring	"I feel closer to them now because they took a standpoint and showed that they care."

7. Findings

The aim of the following chapter is to present the findings collected from the semi-structured interviews, the focus group and the secondary data, in order answer the research question of the research:

How does Corporate Social Marketing influence consumers' Perceived Brand Authenticity and Brand Loyalty?

The findings are based on the chosen single case study (See *4.2.1 CSM Brand Case: Heineken*), namely Heineken's CSM-campaign '#SocialiseResponsibly', therefore it should be emphasized that the results are not generalizable. However, the single case study serves as a representation of FMCG brands in the food- and beverage industry in general.

The outline of the findings is structured as follows: First, a section presenting how CSM influences Perceived Brand Authenticity is outlined, based on each dimension of Morhart et al. (2015)'s conceptual framework presented in the literature review (See *2.3.4 Dimensions of Brand Authenticity*). Thereafter, a section presenting how CSM influence on Brand Loyalty is outlined, divided into the two different aspects of loyalty, more specifically Stochastic and Deterministic Loyalty (Aydin & Özer, 2005) (See *2.2.1.1 Stochastic Approach, 2.2.1.2 Deterministic Approach*). In this section, consumers with different levels of loyalty, based on Dick and Basu (1994)'s framework, are evaluated as these have diverse implications on relative attitude and patronage. At the end of each of these sections, a summary of the findings as well as additional insights gathered from the data collection is presented. Finally, the last section summarizes the findings of the research, with the aim to answer the research question, namely how CSM influences consumers' Perceived Brand Authenticity and Brand Loyalty.

Throughout this chapter, the dimensions will be supported by statements from the consumers from the semi-structured interviews and the focus group.

7.1 The influence of CSM on Perceived Brand Authenticity

Continuity

Brand promise. After being exposed to the CSM-campaign, half of the respondents were not influenced by the campaign in terms of brand promise. Instead, they argued that the brand promise of Heineken was to provide a good beer, and that the brand has fulfilled this promise over time due to its accessibility.

> Interviewee 7: "I think the alignment is perfect. Heineken was there before Corona, it's here right now, and it will be there later, when everything gets better. Heineken's promise to me is that we will be here for you whenever you want. We have been there for you for 20 years, and we will be here for you for 20 more years. Under different circumstances maybe, but we're still here. It's 100% alignment."

> Interviewee 8: "I think it's aligned, they haven't changed any values or direction, only paid attention that their brand promise can be fulfilled in other ways."

> Interviewee 12: "I definitely perceive them with high trust, I mean their promise that they'll provide us with good beer even in tough times is greatly portrayed in this campaign."

However, the other half of the respondents were positively influenced by the campaign. After the exposure of the CSM-campaign, the consumers who had not related Heineken to societal change, agreed that Heineken's brand promise was in addition to providing a beer, to engage in social responsibility.

> Interviewee 2: "Give me a good tasting beer, and they also send a message that they are a brand that cares about important societal issues. So it's positive, it's not only a beer. It's a brand that works actively with these questions, which is positive for me as a consumer."

> Interviewee 6: "It's still a beer that you drink when you're at a bar, but at the same time they take responsibility."

Brand values. Prior to the exposure of the CSM-campaign, a majority of the consumers had a difficulty of pointing out the brand values of Heineken. However, after the exposure of the CSM-campaign and when the respondents were asked about Heineken's values again, it was evident that a majority of the respondents got a clearer idea about how they could describe the brand's values, and were thus influenced by the campaign. These values were mainly associated with the brand being socially responsible, fun and friendly.

> Interviewee 6: "I feel like they have developed a profile of being responsible, but that they still want to get their product out, that has to be their focus. [...] They represent a good beer that you drink together."

> Interviewee 5: "I would say that they are a little hip. Playful, fun, social."

> Interviewee 7: "I think you get the feeling that Heineken radiates warmth and togetherness, or cohesion. It's very loving and I see them in a different light now."

Moreover, the respondents agreed that the CSM-campaign was in line with the brand and its values. This was related to the earlier CSM-campaigns made by Heineken, the basic profile of Heineken, as well as the aspect of socializing.

> FG Participant 2: "It feels genuine because I feel like Heineken is representing these social settings you know."

> Interviewee 1: "It is a great fit. It is still quite basic and normal, and that is in line with their beer as they do not want to be something ultra expensive or extravagant."

Trend-following. Although a majority of the respondents agreed that Heineken is a brand that is rather static and classical, there was a general agreement that Heineken followed a trend by launching this CSM-campaign in times of COVID-19. This was related to the fact that Heineken acted quickly on the emerging situation of the pandemic.

Interviewee 5: "This is absolutely a trend [...] just this with social distancing. They ran the campaign to show that "we care and support society", and so probably everyone did when the corona broke out, I think."

Moreover, following this marketing trend was not necessarily something that was perceived as negative among the consumers. The arguments for this concerned the alignment of the campaign with the Heineken brand, the genuineness of the campaign, as well as the fact that it would not be appropriate for an alcoholic brand to promote their products in another way during a pandemic.

Interviewee 1: "It would've been weird if they didn't do anything at all as they have done similar campaigns before, so I would react if they did nothing."

Interviewee 6: "At the same time, it doesn't feel like greenwashing or anything, there is something genuine behind this message, although they of course still want people to buy as much of their products as possible"

Interviewee 8: "It's a trend as many others have adapted their commercials after the pandemic, so in some way they follow a trend but they still do it with their original values."

FG participant 1: "Yes it is a trend but it does not feel like they could have had any of their regular commercials now. We are in a situation where they must be adaptable."

Interviewee 12: "I understand that the concept per se is to follow a trend, but I don't think it's a negative thing since they are in line with their values."

FG participant 2: "You have to adapt your marketing to what the outside world looks like. So it would be almost strange if a company like we said has been hit so hard, their sales must have gone down, so they must do something to try to solve it."

Credibility

Trust to fulfill the brand promise. Prior to the exposure of the CSM-campaign, a majority of the respondents had a high trust towards Heineken to fulfill the brand promise, where the general perception of the brand promise was as previously mentioned related to being provided with a good-tasting beer when desiring one. Post exposure of the campaign, it was evident that the trust towards Heineken to fulfill this promise was increased among a majority of the respondents. Thus, the campaign affected the respondents' trust in the brand to fulfill its promise. The reasons for the increased trust varied, including for instance the ability for the respondents to relate to the issues being brought up in the campaign and that Heineken conveys that their beer is still available despite the circumstances.

> Interviewee 3: "Yes absolutely, because I can see people as myself in the campaign. I can picture myself in the campaign."

> Interviewee 6: "Yes, I got thirsty for beer after seeing this, so they can really fulfill that."

> Interviewee 7: "If I trusted them to give me a good tasting beer to 100% before, I trust them to 110 % now, as they show that they are here for me despite the pandemic."

> Interviewee 12: "I definitely perceive them with high trust, I mean their promise that they'll provide us with good beer even in tough times is greatly portrayed in this campaign."

Honesty and trustworthiness. A majority of the respondents perceived Heineken as an honest and trustworthy brand prior to the exposure of the campaign. Post exposure, it was evident that their perception of Heineken as an honest brand was marginally increased, and were thus influenced positively by the campaign. Reasons for why Heineken was perceived as honest after the campaign, was for instance based on that the campaign highlights the difficulties of the pandemic, and that they convey that they want people to continue to purchase their product despite the on-going pandemic.

> Interviewee 3: "Very high. They put themselves on the same level as the consumers by showing these everyday situations. Also that sometimes it's difficult, like the second video

when everyone's struggling, the recognition is high. Like, everything sucks right now but you have to make the best out of it."

Interviewee 4: "I think they are honest and trustworthy by recognizing that they can use their powerful voice to encourage people to engage in social distancing, while still encouraging people to continue to buy their beer."

Interviewee 6: "Yes, similar to what I said, I think it feels honest because they show that they want to sell a product."

Interviewee 8: "Good, it really feels like they mean what they say: buy a beer and stay home"

Among a few consumers, no significant change was detected after showing the first two videos of the campaign, however the third video evoked contrasting opinions.

Interviewee 9: "Based on that campaign with the bar, it feels like it might be a little too honest in some way so it gets disturbing."

FG participant 3: "The third one feels more honest and trustworthy based on the fact that they probably make a lot more money from people being out at bars than from people having "FaceTime-beer" after work."

Ability and willingness to fulfill brand promise. It was evident from the interviews that the respondents were influenced by the CSM-campaign in regard to the brand's ability and willingness to fulfill its promise. The respondents generally argued that Heineken's ability and willingness to fulfill their brand promise of providing good beer was reinforced through the campaign, as the brand proves that they are still there for their customers despite the ongoing pandemic.

Interviewee 3: "[...] they show that society has changed drastically, but that we're still here for you."

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Interviewee 2: "I feel that it has been confirmed, that is, that once again I expect or know that I will get a good beer when I buy Heineken because the brand is so strong."

Interviewee 4: "Yeah, I guess my trust increases, in the sense that Heineken communicates that we're still here, you can still have a high-quality beer, despite the fact that it is a pandemic going on."

Interviewee 12: "I absolutely have a higher belief now that Heineken wants to fulfill its promise and they also show that they are able to. For example, the video where people are face-timing with one another shows that Heineken are accessible and that they want everybody to make the best out of this, which feels in line with their promise."

Perform according to expectations. Prior to the exposure of the CSM-campaign, a majority of the respondents agreed that Heineken was a brand that performed according to their expectations, which was related to the brand's ability to fulfill its promise over time. There were mixed ideas among the respondents in terms of if the CSM-campaign was something that they had expected. A few of the respondents argued that the campaign performed according to their expectations of the brand's actions, with reasons including that the campaign corresponds with the social profile of the brand, but also that they were expected to adapt their marketing due to the pandemic.

Interviewee 6: "It does not feel unpredictable that they want to take responsibility, based on their previous commercials."

Interviewee 1: "[...] I've seen other campaigns that are in line with this. Even though it is a trend, there is so much to work with and I expect them to do this."

Interviewee 5: "This was expected as they have to advertise to promote their product, and to make a new commercial as an alcohol company under the situation that was or is now, and not take this into account, then you have to be completely stupid."

Interviewee 4: "As responsibility is what differentiates Heineken as a brand from its competitors in my opinion, I guess I had expectations that they would send a message like this."

However, two of the respondents did not agree, and involved the aspect that a company that produces alcohol beverages should not engage in any marketing communication in times that is characterized by a pandemic, as people should not socialize, and Heineken is a brand that is associated with socializing. However, the general perception of Heineken was not affected negatively.

Interviewee 3: "You can feel that it's wrong for an alcohol company to promote itself during these times when you do not want people to socialize, and often socializing means drinking alcohol. To stop the spread of infection, drink less alcohol. So you might feel that all alcohol companies should stay a little low. But I didn't feel that when I saw this campaign, I just felt a fun and positive feeling, and that one should avoid social contacts."

FG participant 3: "Corona is something very sad, which affects many very seriously. So maybe you shouldn't use it for marketing purposes, because people die and lose relatives."

Nevertheless, a few consumers did not expect that the brand would launch this type of campaign. However, it was evident that they highly appreciated that they launched the campaign.

Interviewee 7: "I did not expect that [....] Because it feels like Heineken is a company in general that sells a product that is associated with social gatherings. Therefore I could not have imagined how they would create an advertisement and still keep that perception in regards to the pandemic. But it feels commendable that a beer brand reminds us that this is the situation right now."

Interviewee 8: "I had no expectations that they would launch this type of campaign, but I think it was great that they did because you keep people informed about the situation and it shows that the brand cares."

Interviewee 12: "I was not expecting them to launch a campaign just like this, but since I have seen other social initiatives that they have done it was not surprising. It is great that they take a stand in this situation as well."

Integrity

Sincere care for consumers. Overall, the CSM-campaign did marginally influence the respondents in how they perceive Heineken to sincerely care for its consumers. The campaign confirmed the sincere care that the respondents perceived the brand to have for their consumers. The reason for this was that the brand portrayed that they want their consumers to continue to socialize and have fun, but in a responsible way.

FG Participant 2: "I feel strongly that it's relatable, that they're trying to understand me, or show that we know how things are right now, we know how it feels and we know how you socialize right now. [...] It feels genuine because Heineken represents these social meetings."

Interviewee 2: "We can continue to socialize, but we have to do it in a different way, and it's nice to have a beer too when we do. [...] It felt well-balanced, you have a concern, that we have a pandemic and that we should take responsibility, but at the same time you want to encourage people to buy Heineken and drink beer, because it's good. Why should one refrain from it, so to speak."

Interviewee 7: "It feels like Heineken is friendly as usual, and just wants to remind us of the prevailing social situation."

Interviewee 8: "[...] they just want to highlight that it is possible to socialize and drink Heineken in a responsible way even under the corona. Also, it is important that we keep our local businesses alive which they show that they care about, and that is somewhat to show care for consumers too."

Interviewee 12: "I think they do care a lot about their customers' health, they show that both through their products like the non-alcohol beer and this campaign."

Moral Behavior. Prior to seeing the campaign, all of the interviewees believed that the brand was behaving in a moral way. The main reasons for this were their communication regarding their alcoholic free beer and their information of the consequences of how alcohol may harm you. However, none of the interviewees believed that the brand launched the campaign primarily due to its moral responsibility. Instead, the respondents argued that the purpose of the campaign is to increase sales by adapting their marketing to prevailing circumstances. However, it was clear that the consumers believed that the brand's action in regard to taking responsibility played an imperative role in the campaign, as it encouraged people to behave in a way that was beneficial for society. Thus, the campaign can still be viewed as effective, even though the consumers generally viewed the campaign with skepticism.

Interviewee 2: "If you are a little harsh, it probably means that they want you to continue to buy Heineken even though it is corona times, but that there are different ways."

Interviewee 9: "No, I have a hard time believing that they did this just to be kind and moral. If so, why have you not seen anything like this before? For example, a campaign about Black Lives Matter or women's rights in society? I have not seen it anyway."

Interviewee 12: "I believe that the brand launched this campaign as a great way to make a new commercial. However, as it reminds us about societal concerns it isn't a bad thing either."

Interviewee 4: "Maybe not primarily out of moral responsibility since they want to sell a product, but definitely partly. I can imagine that Heineken realized that they are a huge actor in the industry, and should therefore use its voice to affect society in a positive way."

Interviewee 7: "I think they see this as a nice and credible way to advertise their product. Not to do their duty as a company should act in 2021."

Motivation. It was evident that the majority of consumers believed that the brand was mainly motivated by extrinsic values both prior and post the campaign, which is in line with the fact that they did not think the brand acted primarily out of moral responsibility. Hence, this aspect was not significantly influenced by the CSM-campaign. However, the respondents argued that while Heineken conveys through the campaign that they are mainly motivated by extrinsic values, the CSM-campaign highlights their intrinsic values as well.

> Interviewee 6: "I think it's a combination. That there's certainly a culture within the company that it's important to represent responsible drinking, but also that they know that it looks good from the perspective of the consumer to do that."

> Interviewee 1: "It's not like Heineken was founded to be a good brand that changes things. The brand was founded to sell beer and that's probably the most important thing, that the beer tastes the way it always has, that you should know what you have in your hand."

> Interviewee 4: "I think that the main purpose of this campaign is to show people that it is possible to consume Heineken in ways that still are in line with social distancing, and in that sense sell more beer. But also intrinsic values, based on what I just said about using their voice as a powerful brand."

Symbolism

Relationship. It was evident from the interviews that almost all respondents were positively influenced by the CSM-campaign in terms of their relationship with the brand. The recurrent reasons for this expressed by the interviewees was that the brand took responsibility and that consumers believed that their own values, and the brand's values, aligned with the campaign.

> Interviewee 2: "The campaign gave me a more loving feeling for the brand than I had before. The message about the virus, to keep distance. They take responsibility in the current situation, but continue to promote a good product."

Interviewee 4: "I would say that my relationship has become stronger. With this campaign, they confirm all the positive values that they stand for."

Interviewee 7: "I must say that since I have associated Heineken more with parties, festivals, ski slopes and so on. Now I have a more positive image for the brand because they represent me and my values better."

Interviewee 11: "My relationship with the brand feels deeper because they highlight that you are not alone and that there are ways to socialize digitally. And that you should support the business."

Interviewee 12: "I feel closer to them now because they took a standpoint and showed that they care."

Further, it was possible to detect differences between how the different videos influenced consumers' relationship to the brand. The majority of respondents were positively influenced by the second video "Connections", where the brand shows the difficulties of having a beer over a video call. Reasons for why this campaign positively influenced the consumers relationship with the brand was for instance due to its entertaining value and recognition, while still incorporating social responsibility.

FG participant 3: "This one feels more new and fresh, that you can actually have an after work on face-time. Like they came up with something new and made something fun out of it. The other felt more melancholy. This one had something nice to it somehow. [...] My iPad is currently leaning against a tulip vase, so it's a lot of recognition for this."

FG participant 1: "I feel that I get positive associations with Heineken after seeing this. I also think of other values that are apparent in this advertising, like diversity and different age groups and so on. It feels like they have thought this through on different levels."

Interviewee 5: "I think the second one was good. I think they look a little more fun, but maybe it was just because I had not seen any commercials with them before. So if you take it from a CSR perspective, they appear to make more sense. Pretty good and sensible advertising."

FG Participant 2: "Yes, I smiled a little. There was even more recognition somehow."

However, the third video 'Back to the Bars', which aimed to engage consumers in the reopening of the hospital industry (The Heineken Company, 2020a) did not influence the respondents relationship with the brand positively due to the insecure state of several countries in regards to with capitalizing on the social issue too early.

Interviewee 9: "If we were to say that it was another brand that had the third advertisement with the bar ('Back to the Bars', ed.) and Heineken had the other two, then I would probably have chosen to buy Heineken instead."

Interviewee 11: "No I do not think so. As I experienced it, it ('Back to the Bars', ed.)　was a mockery of the corona and I do not think it is good. You have to be very careful when advertising with masks and distance, it is easy for it to go wrong because people hate it as it is now."

FG participant 3: "I do not see them negatively because of an advertisement. At the end of the day, some countries were different, but those countries may have had restrictions so that there were not even open bars. So maybe you can not blame Heineken for that, but I would not say it was a great choice for them to launch it. Well, I think such advertisements can come when we know that the corona is over, then it would have been a great idea. That you can look back and laugh a little at all these situations [...] This was a little too early I felt."

FG Participant 1: "You understand that this advertisement came when it came, because it's a bit like it was in the beginning before you realized what a big problem this would be [...] if one found out how far the corona would extend and how big a problem it would be, companies would probably not dare to give this perspective. It does not feel really responsible."

FG Participant 1: "I agree, it feels like they were a little eager maybe. It may have been a mentality then "that now it is soon over", but it is a very big risk to take as a company to do such an advertisement when there is a risk that it is too early."

Brand values in comparison to self. Evaluating how the CSM-campaign influenced the respondents in terms of the perceived brand values of Heineken, it was evident that the majority of respondents were positively influenced by the campaign and associated the brand with new values after the exposure, which they perceived to be in line with their own. The new brand values expressed to be in line with their own were primarily responsibility and enjoyment.

Interviewee 12: "Before seeing the campaign, I could align with them on values such as responsible drinking and socializing, however, I feel happy that they also highlighted this very important issue as this is very much in line with my own values. It kind of makes them socially responsible too which makes them grow in my eyes."

Interviewee 2: "Yes, I mean it's boring times now, but you can have a beer over digital meetings and make people happy in some way."

Interviewee 3: "Yes I think so. You should take your responsibility to stay at home but still stay positive. You can have a beer if you want, but drink responsibly."

Interviewee 5: "The last one was also in line with my values, because yes, you should go to bars when they're open and grab a beer, but you should be very careful."

Interviewee 7: "I think that what I said initially about security and how I trust the brand, that it is a different way of describing something that is familiar, which I feel that this campaign is in relation to their previous ones. So that image of Heineken has been reinforced through the campaign."

Identity construction and meanings to life. It was evident from the interviews conducted that the CSM-campaign did not add any meaning to consumers' lives, nor did it influence how they use Heineken products for identity construction. Thus, neither of these aspects of symbolism was generally influenced by the CSM-campaign. The respondents stated that the CSM-campaign made them happy, but not more than that.

> Interviewee 2: "It's not that important to me, so no. But it was warm and with humor and other things, so I got happy. You get a small positive stimulus."

> Interviewee 3: "Not really, it was fun in the moment [...]. For me, it's still just a beer brand and nothing bigger."

Summary - The influence of CSM on Brand Authenticity

In the following section, a summary of the CSM-campaign's influence on the dimensions of Brand Authenticity are presented. Further, additional results from the semi-structured interviews and the focus group are outlined.

It is evident that the CSM-campaign influenced Perceived Brand Authenticity positively among a majority of the consumers. However, the different dimensions were affected to various extents.

The Perceived Brand Authenticity dimension Continuity was in general influenced by the CSM-campaign, however not to a great extent. In general, the CSM-campaign positively influenced the respondents' perception of the brand values that characterize Heineken, which were related to values of social responsibility, fun and friendliness. Further, the findings display that the CSM-campaign was perceived as a trend that the brand followed. Nevertheless, it was evident that this did not influence the perceived authenticity of the brand.

It is evident from the interviews that the CSM-campaign had a high influence on the dimension of Credibility, as it strengthened consumers' belief in the brand to fulfill its promise. Further, tentative results display that the brand's honesty and trustworthiness was positively influenced by the CSM-campaign. In line with this, the CSM-campaign positively influenced consumers' belief that the brand

is able and willing to fulfill its promise. Elements that were discussed were of sustained quality of the product despite the societal change and uncertainty, as well as the brand's demonstrated social responsibility. Thus, the dimension of Credibility was positively influenced by the CSM-campaign.

The dimension of Integrity was the least influenced by the CSM-campaign. In other words, the researchers could not identify any significant change in consumers' answers prior and post the exposure of the CSM-campaign regarding this dimension of Perceived Brand Authenticity. A recurrent reason for why the consumers were not influenced by the CSM-campaign in relation to this dimension was due to the fact that consumers believed the brand to mainly be extrinsically motivated by revenue and not moral behavior.

The most significantly influenced dimension of Perceived Brand Authenticity among the consumers was Symbolism. Particularly, it was evident that the CSM-campaign had a positive impact on the majority of consumers' relationship to the brand. The recurrent reasons for this was that the CSM-campaign influenced the respondents to perceive the brand as socially responsible and that the consumers' values were reflected in the campaign. Further, it was possible to detect how the different videos within the CSM-campaign influenced consumers' relationship to the brand. Additionally, the CSM-campaign influenced consumers to perceive the brand as more in line with their own values, as they ascribed new values to the brand after the exposure.

Finally, the respondents argue that it is crucial that brands which adopt CSM do so in an authentic manner in order for consumers to trust the brand. When posing questions in regard to how brands should adopt CSM, the respondents argued that the brand should find a balance between selling the product and convey a message for societal change. Further, it is important that the brand does not communicate any contradictory messages to their own CSM. A majority of the consumers perceived Heineken's CSM-campaign as authentic by recognizing the brand as serious and responsible. Thus, the majority of respondents state that the CSM-campaign has positively affected the overall perceived authenticity of the brand. Further, consumers believe that brands should adopt CSM, as they believe that brands should utilize their resources to contribute to society.

Interviewee 4: "[...] for me it is important that brands try to make a difference, so doing campaigns like Heineken's would make it easier for me as a customer to choose between alternatives as I would also like to contribute to society.

Interviewee 11: "There is a very big responsibility on the larger brands, it can be great if they (adopt CSM, ed.) do well. If you want to get people to change a behavior then it must be included in advertising and associated with brands, for example that Coca Cola encourages consumers to recycle their cans after usage - then you brainwash some people and maybe you change their behavior to something better."

Interviewee 5: "I want to feel that the brand genuinely wants to change something for the better, like it feels like they are not trying to fool people. I think that can be very positive for brands in general to adopt CSM and that it can benefit them, rather than that they should just make money as well and exploit weak people."

7.2 The influence of CSM on Brand Loyalty

According to Dick and Basu (1994)'s definition of loyalty, both Stochastic and Deterministic conditions are included. However, these were isolated during the interview in order to determine whether any of these were influenced by the CSM-campaign.

Stochastic Loyalty

Purchase frequency. It was possible to detect differences prior to the exposure of the campaign concerning consumers' purchase frequency depending on the degree of loyalty among the consumers. However, after the exposure of the campaign the majority of consumers across all levels of loyalty stated that they intended to increase their purchasing frequency due to the perceived differentiation of the brand in relation to other actors in the industry. Thus, it was evident that the CSM-campaign influenced consumers' intended purchase frequency.

Interviewee 4: "I almost always pick Heineken among other alternatives, but I feel that my preference has grown even stronger after seeing this campaign. They really differentiate themselves with this campaign."

Interviewee 12: "I have always liked Heineken, but I have also tried other similar brands. But after seeing this I would not buy anything else because I don't feel like other brands take responsibility to the same extent"

Interviewee 6: "I think I would choose Heineken more often. If I was in a bar now, I would easily choose Heineken. Maybe I wouldn't think that it was because of the campaign, but a positive image follows anyway, I think."

Interviewee 5: "I thought the campaign was pretty good, so it could probably have had a positive effect on how often I buy Heineken, because it had a joyful feeling to it. But just this CSR angle on the whole thing, maybe not… Or yes, the last video might make me think a little, it was quite good, so I might increase the purchase frequency by 10% or something."

In general, consumers with spurious loyalty stated that their purchase frequency of Heineken would not increase actively as a result of any of the videos from the campaign, but perhaps unconsciously.

FG Participant 1: "If I saw this ad very often, maybe my subconscious would choose Heineken, but not actively."

FG Participant 3: "No I don't think so. Maybe by talking more about it."

Interviewee 2: "Yes, there is a chance that I choose Heineken more often after seeing it, purely subconsciously. It may affect me subconsciously that I have seen this campaign and see it as positive."

Shares of purchase. It was evident that the CSM-campaign positively influenced the majority of interviewees' preference for Heineken and consequently their estimated shares of purchase. This was in particular evident among the consumers with a latent and true loyalty, while the spurious consumers were not significantly influenced.

> Interviewee 4: "I always pick Heineken among other alternatives, but I feel that my preference has grown even stronger after seeing this campaign. They really differentiate themselves with this campaign."

> Interviewee 12: "I have always liked Heineken, but I have also tried other similar brands. But after seeing this I would not buy anything else because I don't feel like other brands take responsibility to the same extent"

> Interviewee 10: "Yes, I will choose this over Carlsberg next time."

> Interviewee 9: "If I'm having a beer I will choose them over something else."

> Interviewee 1: "Yes, now when I've seen this and compared it to Carlsberg, I would choose Heineken."

> Interviewee 3: "I think that I would purchase Heineken to a higher extent than Carlsberg for example. I don't care a lot, but this campaign helped me choose between brands I think."

> Interviewee 6: "It has definitely been affected positively. I want to choose them and support their business now."

One respondent with spurious loyalty who was not affected by the CSM-campaign in terms of shares of purchase, mentioned that a donation would have increased the probability of choosing Heineken compared to another brand.

FG Participant 3: "[...] I needed something more, not much, but maybe donate 1 euro per purchased beer for health care or whatever. But they feel fresh and contemporary, but I don't feel more loyal."

Deterministic Loyalty

Favorability. As all respondents were loyal consumers towards Heineken, it was evident that all of the respondents had a favorable attitude towards the brand prior to the exposure, however to varying degrees. Recurrent reasons for why they favor Heineken was due to familiarity, in other words that the beer is a safe choice. Although initially having high favorability towards Heineken, the CSM-campaign increased the favorability towards Heineken among a majority of the respondents with a latent and true loyalty towards Heineken, as they highly appreciated the campaign. More specifically, the respondents appreciated that Heineken engages in societal issues, and the campaign also evoked emotions, for instance by making them happy. Another theme that was discovered was that respondents felt that they could relate to it.

Interviewee 1: "Yes, a bit more, I have got more knowledge about them and they have succeeded. They are actually cool, and they're doing something smart, I feel like I wanted to be in the campaign. They resembled me and my friends."

Interviewee 3: "It has been affected positively. The campaign made me happy and made me laugh."

Interviewee 6: "Yes, I like them even more now. It felt genuine, and I can relate. It was quite emotional."

Interviewee 4: "I favor them stronger now, based on the fact that this campaign stands out from the crowd as they use their power to affect societal change. The campaign is also fun, creative and gives a little hope in these difficult times."

Interviewee 12: "Before I saw this, Heineken for me was just a great beer brand that I really like, but now I feel another type of almost love for them. I really enjoy when brands overall try to make the world a better place."

It was evident that "Connections" caused the highest favorable attitude towards Heineken, with similar statements as above.

> FG Participant 2: "Yes, I was smiling a bit when I was watching. It was even more relatable in some way."

> FG Participant 1: "I feel like I get positive associations to Heineken. I also think about other values that they bring into this commercial, it is diversity and different age-groups and so on. It feels like they have thought this through on many levels."

However, the video "Back to the Bars", evoked some negative feelings with the arguments that the brand is not in the position to decide what is acceptable behavior and what is not. Nevertheless, these thoughts were not perceived as critical in terms of favorability of the brand, in other words not affecting the positive attitude.

> FG Participant 2: "I get some negative associations actually. Why should Heinken make guidelines in how it's okay to socialize [...]. It's different authorities that should decide that? They take a risk in some way. But a commercial does not affect me in how I look at a brand like Heineken in that way."

> Interviewee 11: "No, I don't think that the last ad was good so I wouldn't say that it has affected me positively".

Furthermore, the consumers with a spurious loyalty were least affected by the campaign in terms of favorability towards the brand, where half of the respondents meant that their favorability was marginally increased, while the other half stated it did not change their attitude at all, either positively or negatively.

> Interviewee 5: "Well a bit better maybe, a bit. But it didn't have a significant influence on me."

Interviewee 10: "No, the campaign is great but it doesn't change the product."

Interviewee 9: "I don't really know, maybe I like them a little bit more now."

Relative attitude. Prior to exposure of the CSM-campaign, a majority of the respondents argued that Heineken does not differ significantly from similar offers, based on the product itself, for instance that the taste is very similar to competitors providing a light lager. Thus, the relative attitude was initially quite low. Post exposure, the relative attitude was generally enhanced, for the majority of consumers, especially among the consumers with a latent and true loyalty towards Heineken. The respondents argued that Heineken stands out from the crowd, by taking more responsibility than their competitors in the pandemic.

Interviewee 6: "As a person who does not have a very good grasp of different beer brands, I feel that it has been affected in such a way that they have an advantage now that they took the opportunity to take responsibility and contribute to change."

Interviewee 2: "Yes, but not when it comes to taste, then it's more about how they promote themselves, that they take responsibility compared to other beer producers, which is great."

Interviewee 4: "Yeah, I mean the campaign does not affect how it tastes in comparison to competitors, but it makes them stand out even more than before as they are taking action in benefit for society, in a charming way."

Interviewee 7: "Possibly they seem more different now in a positive sense. I think this campaign speaks of a great ingenuity in Heineken that I really appreciate."

Interviewee 8: "I think they seem more different now, because I haven't seen any other brand do a campaign like this and highlight problems in this manner, and it does not feel like the main focus is on their beer that much which I like."

Interviewee 12: "I have not seen any other brand do anything like this, it makes them stand out more."

The spurious consumers did in general not change their perception of the similarities and differences regarding Heineken in comparison to competitors after being exposed to the CSM-campaign.

Interviewee 5: "I have not seen anyone else do an advertisement like this, but I can't imagine that it is unique. Maybe it is, it might be unique. But the fact that it's so obvious to do a campaign like this, makes it not so effective if you know what I mean. So it probably hasn't made a huge impact like that. More than that, it was a good campaign."

Purchase intention. Prior to exposure of the CSM-campaign, a majority of the interviewees stated that it was likely that they would purchase Heineken in the near future. Post exposure of the campaign, it was evident that a majority of the respondents with spurious and true loyalty towards Heineken were not significantly influenced by the CSM-campaign.

FG participant 4: "From my perspective, I had a pretty high intention to purchase them before (the CSM exposure, ad) but for me it takes more than commercials in order to change that. Maybe that they, or I, did something more. For example, for every Heineken I buy, I also donate money to health care."

Interviewee 11: "[...] probably because of this interview, but not because of the campaign."

Interviewee 4: "I look forward to the next time I'm having an excuse to drink beer, because then Heineken will be the obvious choice, like it has been before."

Interviewee 8: "I think I'm going to buy Heineken in the same contexts as before but not more than that."

The respondents with a latent loyalty were on the other hand positively influenced by the CSM-campaign in terms of purchase intention, as their reason for purchasing Heineken in the near future was related to the campaign.

Interviewee 2: "It has affected me positively, the campaign is great, so it might get in the back of my mind somewhere when buying beer."

Interviewee 3: "[...] I feel that I got very thirsty for beer now. I will not buy a Heineken to drink by myself, but I feel inspired by the campaign and will have an after work over Zoom or something with a Heineken in the near future."

Interviewee 6: "For the better. I could've bought Heineken over other brands easily already this weekend."

Recommendation willingness. As previously stated, a majority of the respondents have a more favorable attitude towards Heineken after being exposed to the CSM-campaign. More specifically, the respondents with latent and true loyalty to Heineken were positively influenced by the campaign in terms of recommendation willingness, based on the fact that Heineken takes social responsibility through the campaign.

Interviewee 1: "Yes, based on the fact that they are cool by making this campaign, not so much about the product."

Interviewee 3: "I will recommend Heineken next time someone needs help to buy a beer, especially as this campaign is top-of-mind now."

Interviewee 6: "I would have recommended them before, but now it feels like you have a great reason why. One more reason other than it's a good beer."

Interviewee 4: "I think that I would encourage my friends to choose Heineken next time, due to the fact that they take societal responsibility with this campaign."

Interviewee 8: "I would highly recommend them now because I like this campaign and want to support it."

Interviewee 12: "If someone had a difficulty of choosing between two beer brands, I would recommend Heineken. But as the taste isn't that distinct and everybody kind of likes it, it is not the type of product that you recommend overall. However, I will probably talk about this campaign the next time I'm drinking beer with someone, and that is kind of a recommendation of the brand I guess."

The CSM-campaign did not have a significant influence on the spurious consumers recommendation willingness. They would still recommend Heineken, but for the same reasons as stated prior to being exposed to the campaign, related to the good taste of the beer and the fact that the beer is a safe choice.

Summary - The influence of CSM on Brand Loyalty

In the following section, a summary of the CSM-campaign's influence on the dimensions of Brand Loyalty is presented. Further, additional results from the semi-structured interviews and the focus group are outlined.

Overall, the findings indicate that both Stochastic and Deterministic Loyalty was enhanced among a majority of the consumers. However, it was evident that consumers with a latent and true loyalty to Heineken were particularly influenced.

Regarding Stochastic loyalty, the majority of consumers estimated an increase in their purchasing frequency due to the perceived differentiation of the brand in relation to other actors in the industry. Further, estimated shares of purchase was significantly affected in a positive sense among consumers with latent and true loyalty, due to an increased preference for the brand.

Furthermore, Deterministic Loyalty was also improved among the consumers with a true and latent loyalty, in terms of a more favorable attitude towards the brand. The recurrent reasons for this was due to the positive feelings evoked by the campaign. Also, the relative attitude was affected in terms

of seeing Heineken as a brand that takes social responsibility compared to its competitors. Another aspect of Deterministic Loyalty that was enhanced among consumers with a latent and true loyalty was recommendation willingness, due to the social responsibility of the campaign. Finally, while the purchase intention was increased among consumers with a latent loyalty of Heineken, it was not possible to detect a difference in consumers with true loyalty's purchase intention post the exposure of the CSM-campaign.

Evaluating consumers with a spurious loyalty towards the brand, findings from the interviews and the focus group indicate that they were in general not influenced by the CSM-campaign in terms of their loyalty towards the brand. Evaluating Stochastic Loyalty aspects, the consumers with a spurious loyalty of Heineken were not significantly influenced in terms of purchase frequency and shares of purchase after exposure of the campaign. Regarding Deterministic Loyalty, it was evident that the spurious consumers were in general not influenced by the CSM-campaign in terms of favorability and relative attitude towards the brand. The spurious consumers recommendation willingness and purchase intention of Heineken were neither affected significantly by the CSM-campaign.

Moreover, there was a general agreement among all of the consumers that they would be more inclined to be loyal to brands who adopt CSM in an authentic way, and that their relationship with Heineken could grow deeper if they perceived the CSM-campaign as authentic. Examples of how the relationship would grow included for instance choosing Heineken more often than similar offers, trying new brand extensions, or just remembering the brand to a higher extent.

> Interviewee 11: "Yes absolutely, that's possible. It would be strange if a company like Heineken, which has so much resources, wouldn't do anything. I think it's good that they at least try to contribute and I think I'll remember that."

> Interviewee 4: "Well, as you probably have noticed I already have a strong relationship to Heineken, but now I definitely have a good explanation for why people should buy Heineken next time instead of, say, Carlsberg."

Interviewee 7: "Yes, maybe it would result in that if Heineken provided a new product, I'm very attached to lager, but if they would provide an IPA, or any other kind of beer, I would have been more likely to try the alternative product within the Heineken brand, which I don't think I would do otherwise, then I would stick to the light lager. I got a deeper respect for Heineken as a brand due to their creativity and their way of using a campaign to remind us about the current situation, and it was a nice production and so on. I got a positive experience."

Interviewee 9: "Yes it could, since I will remember them more now."

7.3 Findings summary: The influence of CSM on Perceived Brand Authenticity and Brand Loyalty

The following section aims to outline a comprehensive answer to this study's research question:

How does Corporate Social Marketing influence consumers' Perceived Brand Authenticity and Brand Loyalty?

The influence of CSM on Perceived Brand Authenticity and Brand Loyalty has been examined by exposing consumers to a CSM-campaign and evaluating the influence on four dimensions of Brand Authenticity and two main dimensions of Brand Loyalty.

The findings of this research show that consumers in general are positively influenced by CSM in terms of Perceived Brand Authenticity and Brand Loyalty.

It is evident that CSM generally influences the Perceived Brand Authenticity dimensions Continuity, Credibility and especially Symbolism. Evaluating how these dimensions are influenced by the CSM-campaign, it is evident that Symbolism has a great impact on consumers' relationship with the brand. The reason for this is that through the CSM-campaign, consumers can correspond their own values to the brand's. Additionally, the dimension of Continuity is influenced, where consumers can ascribe new values to brands after being exposed to CSM. Thus, the results indicate that CSM influences Perceived Brand Authenticity as consumers attribute new values to brands, which also align with

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their own. Consequently, consumers' relationship with brands is improved by CSM through the dimensions of Symbolism and Continuity. It is also evident that consumers perceive CSM as a trend that brands follow, however this does not influence Perceived Brand Authenticity negatively. Further, Credibility is influenced through CSM as consumers' trust in the brand to fulfill its promise is enhanced. A recurrent reason for this is that consumers appreciate brands that are transparent with the economic benefits it receives by adopting CSM. As consumers are influenced with an increased trust towards brands and recognize them as honest, it also positively affects consumers to perceive brands as willing and able to fulfill their promise.

In terms of Brand Loyalty, both Deterministic and Stochastic Loyalty is in general positively influenced by CSM, especially when there is an initially high attitude towards the brand in question. In other words, consumers with latent and true loyalty are influenced by CSM to a higher extent than consumers with spurious loyalty. Regarding Stochastic Loyalty, both estimated purchase frequency and shares of purchase was positively influenced by the CSM-campaign. In terms of Deterministic Loyalty, CSM influences consumers' relative attitude towards brands as they can differentiate between actors in the industry to a higher degree. In addition, CSM influences brand favorability positively by evoking emotions. Further, consumers are willing to support brands that are socially responsible through increased repeated patronage. However, it was evident that consumers with a spurious loyalty, thus with an initially low attitude towards the brand, were in general not significantly influenced by the campaign. These results indicate that depending on consumers' attitude of the brand, prior to the encounter with CSM, CSM has greater or weaker influence in terms of their loyalty towards the brand in question.

8. Discussion

In this chapter, the authors will first of all discuss how the findings from this research contribute to existing theory in the field of branding, especially concerning the concepts CSM, Brand Authenticity and Brand Loyalty. In addition, possible implications for brand managers will be discussed. Finally, limitations of this research will be identified together with suggestions for further research.

8.1 Theoretical Contributions

Overall, this study contributes to existing research of the rather understudied constructs CSM and Brand Authenticity, as well as advancement of the more mature construct Brand Loyalty.
In the following sections, the authors will discuss how the research gap was addressed, with a focus on the relationship between the constructs CSM and Brand Authenticity, and CSM and Brand Loyalty. Further, the authors will suggest contributions to existing theory in the fields of CSM, Perceived Brand Authenticity and Brand Loyalty.

The present research aims to explore how CSM influence consumers' Perceived Brand Authenticity and Brand Loyalty in the context of FMCG brands within the food and beverage industry, by answering the research question below:

How does Corporate Social Marketing influence consumers' Perceived Brand Authenticity and Brand Loyalty?

This research question highlights a research gap, which has been attempted to be filled through exploratory research with a single case study, based on twelve semi-structured interviews, a focus group and secondary data.

The results of the present study shows that successful CSM leads to enhanced Perceived Brand Authenticity and enhanced Brand Loyalty.

Overall, this study contributes to research in the field of Brand Authenticity and CSM. For instance, this research can give an empirical validation of Morhart et al. (2015)'s dimensions of Perceived Brand Authenticity to be "reliable across different brands and cultural contexts" (p. 200) as this study

confirms that these dimensions are applicable when evaluating CSM adopted by brands within the food and beverage industry. Moreover, this research contributes to theory through evaluating the relationship between the constructs CSM and Brand Authenticity, which has previously been neglected in literature (See *3. Research Gap and Research Objectives*). Overall, the results from this research display a tentative correlation between CSM and Brand Authenticity. By adopting CSM, brands are perceived as serious and responsible, which consequently positively influence Brand Authenticity. The following sections will outline specific contributions within CSM related to the different dimensions of Brand Authenticity, namely Continuity, Credibility, Integrity and Symbolism.

Firstly, it is possible to see a correlation between Brand Authenticity and CSM within the dimension of Continuity. Kotler et al. (2012) argue that some causes used in CSM-initiatives are not an authentic fit for the corporation, similar to CSR activities in general. The scholars further argue that campaign communications need a proper tone that is based on the brand's core values in order to be perceived as authentic to "who you are" as a company. It was evident from this research that CSM is perceived as authentic although the brand values were perceived differently among consumers after exposure. Therefore, this research shows that it is not necessarily imperative that consumers ascribe the same values to the brand prior and post exposure in order for brands who adopt CSM to be perceived as authentic. Furthermore, as another aspect of Continuity, Morhart et al. (2015) argue that the ability to transcend trends characterizes an authentic brand. However, this research shows that following trends in relation to CSM initiatives is not necessarily something that affects Perceived Brand Authenticity negatively, instead it can be appreciated by consumers if the trend concerns an issue they care about.

The results show that an imperative reason in order for CSM to be perceived as acceptable, is the alignment of the CSM-initiative with the corporation's ethical, economical and philanthropic responsibilities, and that the extent of congruity could be assessed by evaluating the real intentions of CSM (Deshpande, 2016). In line with this, the results from this research indicates that CSM influences a brand's Credibility, when consumers can identify that brands are honest about the economic benefits it receives by adopting a particular CSM-campaign. Resultantly, results from this study display that being transparent with the intentions of the initiative will increase consumers' trust and perceived honesty of the brand, as well as enhance the belief that the brand is willing and able to fulfill its promise. Furthermore, Morhart et al. (2015) argue that the extent to which the brand performs

according to consumer's expectations is an imperative aspect of Brand Authenticity. However, findings from this study indicate that a CSM initiative developed by a brand does not necessarily need to be aligned with consumer's expectations, as it does not influence Perceived Brand Authenticity. This contradicts previous literature that states that an authentic brand should stay coherent over time (Bruhn et al., 2012; Morhart et al., 2015).

As previously outlined (See *2.4.1 The Concept and Definition of CSR*), consumers are becoming increasingly concerned with ecological, social and economic aspects of sustainability (Diehl et al., 2017) and resultantly CSR is adopted by most large corporations (Jutterström and Norberg, 2013). The findings from this study show that when consumers assess the authenticity of a brand, factors related to social responsibility have been highlighted as an important aspect. Overall, this can be related to several dimensions within Brand Authenticity, but within the dimension of Integrity, social responsibility can be related to "moral purity" and "sincere care about the consumer" (Morhart et al., 2015). However, the dimension of Integrity is generally not influenced by CSM as consumers do not believe that CSM stems from moral responsibility. As CSM is an evolving concept adopted by many brands and can be linked to Brand Authenticity, scholars should intertwine these concepts to a greater extent. Therefore, the researchers suggest that social responsibility should be included in the dimension of Integrity, as the theoretical framework developed by Morhart et al. (2015) does not take this into account, while simultaneously the results show that it is a crucial factor for consumers when evaluating Brand Authenticity.

Further, another aspect of the dimension Integrity concerns the motive of brands, and that in order for brands' to be perceived as authentic, they should be without an instrumental economic agenda (Morhart et al., 2015). However, the results from this study display that when brands adopt CSM, consumers are aware and accept that brands primarily exist for revenue reasons. Nevertheless, this study also shows that consumers value brands that combined with being transparent with their economic agenda, contribute to beneficial societal change. Thus, tentative results display that CSM influences this aspect of Integrity in terms of consumers' recognition and acceptance of an economic motive.

Lastly, the results display that CSM mostly influences the dimension of Symbolism. Morhart et al. (2005)'s conceptualization of the dimension mainly focuses on how brands are leveraged by consumers as a means for identity construction through self-referential cues representing roles, relationships and values. However, the findings from this research display that CSM in general does not influence consumers' identity construction. Instead, the results show that CSM influences consumers to ascribe new values to the brand, and that the values ascribed also align with consumers' own. For example, CSM can influence consumers to perceive brands as responsible, which works as a self-referential cue of their own values. Further, results show that this increases consumers' emotional connection with the brand due to the additional values consumers ascribe. Resultantly, consumers' relationship with brands is enhanced by CSM through the dimension of Symbolism. Evaluating the relationship between CSM and Symbolism, the findings from this research show that the dimension is highly significant when evaluating Perceived Brand Authenticity, however the aspect of identity construction may be negligible for FMCG brands within the food and beverage industry. Thus, the tentative findings may contribute to existing theory in terms of which aspects of Symbolism that should be emphasized when evaluating the influence of CSM.

The second part of the theoretical contribution will focus on how CSM influenced Brand Loyalty. First, an overview of how CSM influences Brand Loyalty in general will be outlined. Secondly, the researcher will specifically display results that add to the literature in regard to how CSM can influence the different aspects within Stochastic and Deterministic Loyalty.

As previously stated, the relationship between CSM and Brand Loyalty has been neglected in literature (See *3. Research Gap and Research Objectives*) as well as encouraged to be further explored by Inou and Kent (2014). This research shows that consumers highly appreciate and reward brands that engage in behavioral change activities which consumers believe are beneficial for society. This supports the fact that for-profit companies should engage in social marketing (Anker and Kappel, 2011; Thorne McAllister and Ferrell, 2002). Previous research conducted within the branch of CSR, demonstrates that consumer loyalty as a result of CSR activities is mediated with the sense of attachment consumers have with the company that engages in the CSR-activity (Bhattacharya and Sen, 2003). Research has also shown that CSR affects consumer loyalty through emotions and satisfaction (Pérez and Rodríguez del Bosque, 2015). The current research shows that the previously

outlined statements regarding CSR, is also applicable on CSM and will be further explained in the following.

Further, the results from this study indicate that depending on consumers' loyalty relationship with the brand prior to the exposure of CSM affects how the consumers perceive the initiative and consequently how the dimensions of Brand Loyalty is influenced. Accordingly, this study adds to the literature as the results display that CSM mainly influences Brand Loyalty positively among consumers that initially have a high attitude towards the brand (i.e., consumers with a latent and true loyalty). Thus, tentative results indicate that brand attitude is an important factor of the relationship between CSM and Brand Loyalty.

The results from this study display that Stochastic Loyalty is influenced by CSM in terms of estimated purchase frequency and estimated shares of purchase. Some scholars oppose the Stochastic approach for the reason that it is highly difficult for companies to influence repeated purchasing behaviors as there is limited understanding of what motivates consumer loyalty (Odin et al., 2001) However, in the context of CSM, it is possible to detect why consumers estimate enhanced Stochastic Loyalty. The main reason for this is that if consumers perceive the behavior change the brand is trying to implement as beneficial for themselves and society, consumers' estimated shares of purchase will increase as a way to show support to brands that engage in CSM. Additionally, consumers may more easily differentiate between brands that adopt CSM in relation to those who do not and resultantly choose the brand based on recall of the brands' societal concern. Thus, these results indicate that there is a positive relationship between CSM and Stochastic Loyalty if consumers support the behavior change the brand is attempting to implement. Additionally, this finding may contribute to a deeper understanding of what drives Stochastic Loyalty.

Evaluating the relationship between CSM and Deterministic Loyalty, which concerns consumers' attitudes towards the brand, it is evident that CSM positively influence most aspects within the concept. Dick and Basu (1994) argue that the more different consumers perceive a brand to its competitors, the higher the relative attitude. Furthermore, Odin et al. (2001) argue that there are a few explanatory factors generating loyalty. However, this research displays that CSM influences the relative attitude among consumers by being able to differentiate between brands who engage in

societal issues, similar to why consumers are willing to increase shares of purchase. This research therefore indicates that an enhanced relative attitude through CSM can generate Stochastic Loyalty and can thus be interpreted as one explanatory factor that generates behavioral loyalty as a result of CSM.

Moreover, the results from this study indicate that CSM overall could influence Deterministic Loyalty through an increased positive attitude towards brands. For instance, CSM may influence brand favorability positively mainly through the engagement in societal issues which consequently evoke emotions among consumers. This indicates that CSM affects Deterministic aspects of Brand Loyalty through emotions. Thus, tentative results from this study can be seen as a theoretical contribution in regard to that CSM affects Brand Loyalty in similar ways as CSR, where literature indicates that CSR can affect Brand Loyalty through emotions (Pérez and Rodríguez del Bosque, 2015).

Other aspects of Deterministic Loyalty that were positively influenced by CSM is recommendation willingness due to the social standpoint taken by brands, which corresponds to Balqiah et al. (2011)'s statement that CSR enhances favorable word-of-mouth. These results reinforce the idea that CSM affects Brand Loyalty in similar ways as CSR. In addition, this study indicates that CSM positively influence consumers' relationships with brands, based on an increased willingness to try brand extensions, as well as the enhancement of brand preference and brand recall. However, CSM does not seem to influence purchase intention among consumers with a true or spurious loyalty, which may be due to an initially high purchase intention in line with these types of loyal consumers' high consumption pattern (Dick & Basu, 1994). Overall, these insights contribute to knowledge of what factors that may influence Deterministic dimensions of Brand Loyalty.

8.2 Managerial Implications

The results of this study include valuable implications for brand managers regarding CSM, and confirms its influence on Perceived Brand Authenticity and Brand Loyalty.

In the following, the researchers of this study will outline suggestions for brand managers and provide indications for elements that should be emphasized in order to leverage CSM in relation to Brand Authenticity and Brand Loyalty. First, the researchers will outline managerial implications that can

be drawn from the investigated relationship between CSM and the different dimensions within Brand Authenticity. Subsequently, the researchers will provide managers with suggestions based on findings concerning CSM influence on Deterministic and Stochastic Brand Loyalty.

Findings from this study display that brands overall should adopt CSM, as consumers perceive it as a way for brands to show sincere care for consumers and society, and overall believe that brands should utilize their resources to contribute to beneficial society change. However, it is also evident that consumers are skeptical towards CSM, by believing that it does not stem from moral behavior. Therefore, in an ever more competitive business environment, where companies engage in unethical practices (e.g., Bruhn et al. 2012) and where consumers do not accept insincere behavior (Holt, 2002), managing the dimension of Credibility and Integrity is crucial to reduce any skepticism towards CSM. Brand managers should therefore ensure that CSM should not only be related to the brands' ethical and philanthropic responsibilities. Instead, brands should be transparent with its economic agenda. Therefore, in order to adopt CSM in an authentic manner, brand managers could develop CSM that portray how the brand benefits from the intended behavior change. Accordingly, brands should find a balance between selling the product and convey a message for societal change, and not communicate any contradictory messages regarding brands core business and the intended behavior change. However, it might be difficult for brand managers to understand this balance from an internal perspective. The authors of this study therefore suggest that external agencies could assist in the production of CSM, as these may have an overview of the brand and consumers perception of what may be defined as a contradictory message.

From evaluating the influence of CSM on the dimension of Continuity, it is possible to elicit managerial implications based on how brands should adapt to trends. If consumers have an established willingness to change a current behavior in benefit for society, brands should not be afraid to endeavor CSM, as the results from this study imply that it does not influence Brand Authenticity negatively. Instead, the results from this research shows that consumers support brands that follow trends when the trend concerns a behavioral change in benefit for society. Thus, this research suggests that brands can to some extent follow trends while ensuring that other aspects of authenticity are intact, and still leverage from consumer-related benefits.

Derived from findings regarding the dimension Continuity, the authors of this study suggest that brand managers could leverage CSM as a way to emphasize existing brand values, but also to adopt new values in line with the ever-changing consumer beliefs and marketing environment. In order to identify imminent consumer values in an early stage, managers should continuously conduct market research. This could be executed through in-depth interviews with early adopters within the target audience, in order to evaluate what values will be important for the majority of consumers within the next years. Further, brand managers could also extend the market research for societal concerns beyond the target audience, as it may not only concern the specific industry that the brand currently operates in. From this, managers could also achieve relevant insights concerning evolving consumer tendencies beyond the scope of CSM, by having consumers contribute with ideas for brand extensions or adaption of existing communication or products. All in all, this could result in co-creation of value with consumers.

From the dimension of Symbolism, it is possible to suggest managerial implications in terms of how CSM should be conducted. It was evident from the findings of this research that consumers responded differently to various videos of the campaign, which managers should take into consideration when developing CSM. The results display that consumers' relationship with brands are most positively influenced by CSM that emphasizes everyday behaviors that consumers can relate to and that are in line with the behavior change the brand is trying to implement. Therefore, it is suggested that managers who adopt CSM ensure that the values and everyday behavior communicated in the campaign conforms with the target group. As previously outlined, managers are suggested to continuously conduct market research to ensure that the brand's communication is corresponding with the target audience. For example, the brand could investigate how and in what situations the brand's product is used among the target audience. If the managers distinct new consumer behaviors of the target group, it could be beneficial to portray CSM-campaigns in accordance with these. All in all, managers are suggested to develop CSM that consumers can recognize themselves in and relate to. Results from this study indicate taking these actions may increase the emotional connection consumers feel toward the brand and consequently, consumers' relationship with the brand may be strengthened as they perceive their identity to be reflected in the brand.

As previously mentioned, the results from this study indicate that depending on consumers' loyalty relationship with the brand prior to the exposure of CSM affects how the consumers perceive the initiative and consequently how the dimensions of Brand Loyalty is influenced. Therefore, another example of how brand managers and other internal stakeholders could leverage from this research is by differentiating between consumers' various loyalty relationships and prioritizing efforts in accordance with these. For instance, as the results indicate that consumers with a spurious loyalty are difficult to influence in terms of both Stochastic and Deterministic Loyalty through CSM, marketing efforts should not be directed to this group. Instead, managers are suggested to primarily focus on stimulating the purchase frequency and shares of purchase within this group through loyalty programs or discount campaigns in store.

Instead, marketing efforts should be directed towards consumers with an initially high attitude towards the brand, namely consumers with a latent or true loyalty. Managers are therefore advised to conduct CSM, as the findings of this research display that CSM can be utilized to enhance consumers' relative attitude towards the brand as well as increase Stochastic dimensions of Brand Loyalty. More specifically, if competitors do not adopt CSM, brand managers should implement this marketing method as it can result in a competitive advantage, by helping consumers differentiate between brands and in turn be a way for consumers to prioritize the brand over others. As the findings indicate that consumers with a latent loyalty have a higher estimated repeated patronage after exposure to CSM, conducting CSM-campaigns can be a way for managers to transform these consumers into true loyal consumers. However, as accessibility may be a reason for why these consumers do not have a high repeated patronage, brand managers are also suggested to increase product distribution simultaneously as launching CSM, in order to make the product accessible and thus increase sales.

Finally, in order for managers to positively influence Deterministic Loyalty through CSM, the findings indicate that CSM enhances brand favorability by evoking emotions. Thus, sending an emotional message is something that brand managers should take into consideration when developing CSM-campaigns. However, tentative results indicate that negative feelings and provocation could be evoked when brands seem to encourage consumers towards a behavior change too aggressively or eagerly. Managers are therefore suggested to be mindful in terms of launching CSM in a sensitive

stage of the social issue. Additionally, brand managers should be careful in regard to tone-of-voice in how the intended behavior change is communicated.

8.3 Limitations and Further research

In this section, the limitations of the present study will be presented, together with suggestions for future research to fill these limitations.

Regarding the research design, a single case study was chosen based on various reasons (See *4.2 Single Case Study*). However, single case studies are not advantageous in terms of generalizability, as it connects the research to a particular context of analysis (Yin, 2003). Therefore, a research design with a multiple case study including contrasting CSM-related cases is suggested for future research, as this research design could identify the circumstances in which theory will or will not hold (Eisenhardt, 1989; Yin, 2009), and increase generalizability and validity (Bryman, 2012).

Another aspect that influences the result of the study and thus affects generalizability is the chosen brand. In other words, if another brand was chosen for this single case study, the results could be considerably different. Thus, the researchers cannot ensure that the research can be replicated to other brands. Additionally, the product the chosen brand provides can be considered a low involvement product (Kapferer, 2008). Hence, it is suggested that further research evaluate another brand, for instance one that markets high involvement products, in order to compare the results with the present study. In order to investigate if the influence of CSM on Brand Authenticity and Brand Loyalty is prevalent in other industries, it is also suggested that future studies adopt another research context, such as the fashion industry, which can help detect differences across industries.

Another methodological concern of the study is the chosen sample. First, as the sample was based on the chosen brand for the case study's target group, the sample was rather homogenous in terms of age. Therefore, future research could recruit participants of other age groups, either a younger or older generation, to evaluate if these generations value socially responsible brands to the same extent. Further, this may be beneficial as loyal consumers may exist outside of the brands' set target group. Moreover, the consumers that were considered to assess the influence of CSM on Brand Authenticity and Brand Loyalty were actually loyal customers. Therefore, future research should complement

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these findings with non-loyal customers or with new customers to evaluate if they are influenced in similar ways.

Furthermore, although the authors of the present study considered that theoretical saturation had been met after conducting twelve semi-structured interviews and one focus group, a suggestion for future studies is to increase the number of interviews as well as focus group, or even add another data collection method, such as secondary data collection. This could enable higher validity and generalizability of results.

Another limitation of the study that should be addressed concerns the theoretical framework, and more specifically the difficulty of interpreting the influence on Stochastic Loyalty, as this is a behavioral construct. It should therefore be highlighted that purchase frequency and shares of purchase have only been estimated by consumers, and therefore the authors cannot determine if this was actually influenced by CSM. The authors therefore propose that future studies should follow up with consumers after a period of time, either through field studies to assess shopper behavior at the point of purchase, or through interviews.

Finally, the authors want to highlight a subject for future research related to this study. This study has tentative evidence pointing at that CSM's influence on consumers' Brand Loyalty is potentially mediated by Perceived Brand Authenticity. Thus, it is suggested that future research evaluate this relationship closer, more specifically analyze authenticity as a mediating factor of these two.

9. Conclusion

In the following section, the researcher of this study will first provide a graphical overview of the conducted research. Subsequently, the authors will outline key aspects of the results and the managerial implications derived from these.

The aim of this research was to fill the gaps discovered in literature between the constructs of CSM and Brand Authenticity, and CSM and Brand Loyalty. Thus, the aim of the present study was to fulfill the research objectives and answer the following research question:

How does Corporate Social Marketing influence consumers' Perceived Brand Authenticity and Brand Loyalty?

Based on the results derived from the single-case study on the brand Heineken's adoption of CSM, it is possible to conclude that CSM had a positive influence on Brand Authenticity and Brand Loyalty.

In terms of Brand Authenticity, it was evident that the dimensions were influenced to different degrees, however the dimensions Credibility, Continuity and Symbolism were particularly positively influenced. Moreover, Symbolism is especially influenced by CSM, as results show that the brand values communicated through CSM could align with consumers' own. For instance, CSM influences consumers to perceive brands as socially responsible, which works as a self-referential cue of their own values. Thus, brand managers are suggested to develop CSM that consumers can recognize themselves in and relate to, as consumers' relationship with the brand may be strengthened if they perceive their identity to be reflected in the brand.

The results from this study also display that CSM has a positive influence on Brand Loyalty, both in terms of Stochastic and Deterministic Loyalty. However, it was evident that consumers are influenced by CSM to various degrees depending on their level of loyalty. While consumers with a latent and true loyalty are in general positively influenced by CSM, consumers with a spurious loyalty are generally not. Thus, brand managers are suggested to not direct CSM efforts toward consumers with spurious loyalty, but instead focus on enhancing true and latent loyalty. This could for instance be

achieved by developing CSM initiatives that evokes emotions, which results in a more favorable attitude towards the brand (See *8.2 Managerial Implications*).

To conclude, the aim of this thesis was to contribute to the existing branding literature through filling the previously outlined gap. However, the authors encourage future researchers to continuously evaluate the effects of CSM with a higher degree of generalizability.

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11. Appendix

11.1 Interview Guide

Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

Personal information
We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

Introduction
What does the concepts brand loyalty, corporate social marketing (CSM) and brand authenticity mean to you?

(If the respondent are unaware of any of the definitions of the concepts, these will be explained by the authors)

Which one is more important to you? Why?

Questions about the brand (Heineken)
What do you know about Heineken?

How would you describe the brand in three words?

What do you know about the brand's marketing and communication to promote their products?

Loyalty relationship (aim - find out if the respondents have true, spurious, or latent loyalty towards Heineken)
Can you tell us three attributes that would make you loyal to a brand?

Why and when do you purchase Heineken?

Stochastic Loyalty
Would you say that you buy the brand more or less in comparison to similar offers? (Shares of purchase)

How often do you purchase the brand? (Purchase frequency)

Deterministic   **Loyalty**
What are your thoughts regarding differences/similarities between this particular brand and similar offers in the industry? (Relative attitude)

Do you favor the brand over others? Why?

How likely are you to purchase the brand in the near future? (Purchase intention)

Would you recommend this brand to others? Why? (Recommendation willingness)

Perceived authenticity of Heineken
Continuity
How would you describe Heineken' brand promise and in what way, if any, has been this fulfilled over time?

How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

How do you perceive the brand in terms of a trend-follower?

Credibility
Could you describe how you perceive the brand in terms of...
   1. Your trust in the brand to fulfill its promise?
   2. The brand's honesty and trustworthiness?
   3. Being able and willing to fulfill its promise?
   4. Performing according to your expectations?

Integrity
How and in what way, if any, do you perceive the brand to...
   1. Sincerely care for its customers in the past?
   2. Behave in a moral way?
   3. Be motivated by intrinsic or extrinsic values?

Symbolism
How would you describe..
   1. Your relationship with the brand?
   2. The brand's values in comparison to your own?
   3. Your usage of the brand as a way to construct your identity?
   4. The meanings, if any, the brand adds to your life?

CSM
What do you think are brands' role in society?

What do you think about brands who encourage behavior change in benefit for society? (e.g. stop smoking campaigns)

How do you perceive the importance of social distancing in order to stop the spread of COVID-19? (2)

EXPOSURE OF CSM
Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

CSM (Based on Lee (2016) and Deshpande (2016) criterias for successful CSM)

How do you interpret the genuine concern by Heineken regarding this campaign?

Do you think that the intended desired behavior (i.e. to stay at home/practice social distancing) is beneficial for consumers, society and the brand?

What benefits or drawbacks do you believe that the brand receives by carrying out the CSM campaign? What are the intentions?

Does this campaign affect your knowledge and behavior regarding social distancing?

Do you think that this is in line with other social initiatives that the brand has done?

Perceived Brand Authenticity in relation to the CSM campaign
Continuity
How do you perceive the alignment of the brand promise of Heineken and this campaign?

What values do you ascribe to the brand after seeing this campaign?

How do you perceive the fit of the brand's values and this campaign?

What is your perception of this campaign being a trend that the brand follows?

Credibility
How do you perceive the brand's honesty and trustworthiness with this campaign?

In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?

How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

Integrity
Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?

What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

Symbolism
How has the campaign affected your relationship with the brand?

How do you perceive the campaign to be in correspondence with the brand's values?

How do you perceive the campaign to be in line with your own values?

Does the brand, through this campaign, change the meanings that the brand adds to your life?

Brand Loyalty in relation to the CSM campaign
Stochastic loyalty
In what ways, if any, have your intention to purchase the brand more or less often been affected after seeing this campaign? (Purchase frequency)

In what ways, if any, have your intention to purchase the brand in comparison to similar offers changed? (Shares of purchase)

Deterministic loyalty
In what ways, if any, have your favorability towards the brand changed?

In what ways, if any, have your intention to purchase the brand in the near future changed? (Purchase intention)

In what ways, if any, has this campaign changed your intentions to recommend the brand? (Recommendation willingness)

In what ways, if any, have your thoughts regarding the brands differences or similarities in comparison to similar offers been affected? (Relative attitude)

Interrelated questions of Brand Authenticity, Brand Loyalty and CSM
In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? Why/Why not?

In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

Wrap up
Is there anything else you would like to add?

11.2 Interview Transcription

Interviewee 1

[A]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 1:] Yes I do.

[A] Thank you, great. We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 1]: My name is XX, a female, 25 years old from Mexico. I have a bachelor's degree in Economics and am currently studying my master in International Management.

[A]: Perfect. What does the concepts brand loyalty, corporate social marketing and brand authenticity mean to you?

[Interviewee 1]: Ok, so Brand loyalty - despite factors like price and accessibility, I always choose a brand over another brand. It is closer for me to go to one food-store, but I choose another because I love that one. Corporate Social Marketing, my spontaneous thought is that it could backfire like hell, that you try to communicate a message in your marketing that is not in line with the product, but that you want to add more values to your brand.

[A]: Yes, something like that! Corporate social marketing is when brands encourage their customers to change a behavior in benefit for society. So what about Brand Authenticity then?

[Interviewee 1]: Brand Authenticity is when the brand is consistent. It can work in some cases, but in others not at all.

[A]: Which one is more important to you? Why?

[Interviewee 1]: Loyalty is important to me, am I loyal to a brand, then that brand is important to me. But I think brand authenticity is more important for brands now.

[A]: Great, let's move on. What do you know about Heineken?

[Interviewee 1]: That they produce good beer and that they have a profile that they work with fellowship, being open-minded and love.

[A]: How would you describe the brand in three words?

[Interviewee 1]: Good taste, qualitative and smart.

[Interviewee 1]: What do you know about Heineken's marketing and communication to promote their products?

I have never seen anything that I can think of, but in my education we have seen that they often handle societal questions, but I can't recall what right now.

[A]: Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 1]: Quality, that it's price worthy, and that they're not bad. You know that there's no huge scandal, or that they in that case try to manage it.

[A]: Why and in what situations do you purchase Heineken?

[Interviewee 1]: I think it fits me, it says something about a person that drinks beer and you don't just come with any beer to a party. They represent the same values as I do, because it's good. If I were at a bar and there was a good deal on Heineken that day I would've taken it, but I wouldn't with any other beer.

[A]: Would you say that you buy the brand more in comparison to similar offers?

[Interviewee 1]: No, because there's no big differences between this beer and other beers that I drink.

[A]: How often do you purchase the brand?

[Interviewee 1]: Maybe every other time I'm at the store to buy beer.

[A]: What are your thoughts regarding differences/similarities between this particular brand and similar offers industry?

[Interviewee 1]: I think Heineken is very similar to other beer brands in terms of taste. But on the other hand, they have different positions in the market as Heineken works a lot with values.

[A]: Do you favor the brand over others? Why?

[Interviewee 1]: Yes, or I think so. At least they never dissapoint in terms of taste.

[A]: How likely are you to purchase the brand in the near future? (Purchase intention)

[Interviewee 1]: Quite likely.

[A]: Would you recommend this brand to others? Why?

[Interviewee 1]: Yes, because it's a beer that tastes great.

[A]: How would you describe Heineken' brand promise and in what way, if any has this been fulfilled over time?

[Interviewee 1]: I just realized that they work a lot with Responsible Drinking based on the campaigns I've seen in school, that they don't show a lot of drunk people, they want to open up a conversation or be a part of something bigger. They don't show a lot of partying, more conversations between people.

[A]: How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

[Interviewee 1]: Responsibility, inspire to being part of something bigger. They have fulfilled this quite well based on what I've seen.

[A]: How do you perceive the brand in terms of a trend-follower?

[Interviewee 1]: No, I wouldn't say that, they haven't launched any new flavors or such. They have a strong brand that they want people to be loyal to.

[A]: Could you describe how you perceive the brand in terms of your trust in the brand to fulfill its promise?

[Interviewee 1]: Absolutely. You know how it tastes, what it costs, and what you'll get. It's stable.

[A]: What about the brand's honesty and trustworthiness?

[Interviewee 1]: I think so, I haven't heard about a disaster in a factory or something.

[A]: How do you perceive Heineken to be able and willing to fulfill their promise?

[Interviewee 1]: Absolutley, they have such a strong economical foundation in their brand.

[A]: How do you perceive Heineken to perform according to your expectations?

[Interviewee 1]: They do, but I want to see more campaigns from them.

[A]: How and in what way have you perceived the brand to sincerely care for its customers in the past?

[Interviewee 1]: I think they have, as their commercials are not about buying another beer, their marketing is nice, they don't push drinking alcohol, instead they make us want the beer anyway in a smart and tasteful way.

[A]: Have you perceived Heineken to behave in a moral way?

[Interviewee 1]: Yes, as much as they can as beer can be considered a drug. Their ultimate goal is to sell beer and that can have many consequences, so you have to be very smart in how you promote it. I think it has been tasteful.

[A]: Do you perceive the brand to be motivated by intrinsic or extrinsic values? Why?

[Interviewee 1]: I think more extrinsic because I don't think they had the same kind of commercials in the 70's, you have to be updated on what's going on in socierty. It's not like Heineken was founded to be a good brand that changes things. The brand was founded to sell beer and that's probably the most important thing, that the beer tastes the way it always has, that you should know what you have in your hand.

[A]: How would you describe your relationship with the brand?

[Interviewee 1]: Other than the fact that I really like their product, my relationship is quite weak. But I would've chosen Heineken over a beer I didn't know anything about. But my relationship with Heineken has potential.

[A]: How do you perceive the brand's values in comparison to your own?

[Interviewee 1]: It's quite in line with me, I mean I want to be a good person. I don't know if they care about the environment, but that would be something maybe.

[A]: How do you perceive the brand as a way to construct your identity?

[Interviewee 1]: If I buy Heineken, it's because I'm a simple person that doesn't buy special kinds of beer just to show off.

[A]: How do you perceive the meanings, if any, the brand adds to your life?

[Interviewee 1]: Fun, they make me have a good time.

CSM

[A]:What do you think are brands' role in society?

[Interviewee 1]: That's difficult, because in many ways brands should give us things that make our everyday life easier, better, more good-looking. But at the same time, they also contribute to the negative sides of capitalism and that you take advantage of people. Role in society, to make us buy more things and to provide people with jobs. But on the other hand, what responsibilties they have is something different. For instance, the fast-fashion industry is shit, but if they would dissappear a lot of jobs would also dissappear.

[A]:What do you think about brands who encourage behavior change in benefit for society? (e.g. stop smoking campaigns)

[Interviewee 1]: Great, I easily fall for that stuff. All brands who make it easier for me to contribute to society, I support, if it doesn't mean I have to sacrifice something.

[A]:What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19? (2)

[Interviewee 1]: Yes I think it's very important, but something has gone completely wrong. I mean lockdowns is a way to reduce infection rates, but sometimes it doesn't work but it's the only tool we have. Then some authoritis are quite unclear on what's going on.

Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[A]: How do you interpret the genuine concern by Heineken regarding this initiative?

[Interviewee 1]: I feel a bit cynical about this, of course they want the bars to open again so they can sell their product, but it's a very nice acmpaign that sends a message. But everything they do is to sell more beer.
[A]: Do you think that the intended desired behavior is beneficial for consumers, society and the brand?

[Interviewee 1]: Yeah right now it is, there's not a lot of alternatives to choose from. There's a tough way out and then it gets better if we all could contribute.

[A]: What benefits do you believe that the brand receives by carrying out the CSM initiative? What are the intentions?

[Interviewee 1]: And for the brands it will get better if infection rates decrease, so we can go back to normal. And I think their intention is for consumers to remember Heineken.

[A]: Does this campaign affect your knowledge and behavior regarding social distancing?

[Interviewee 1]: Not really.

[A]: Do you think that this is in line with other social initiatives that the brand has done?

[Interviewee 1]: Yes, but I think this one was even more up-to-date then other campaigns they've made. They have quite the courage to do this kind of campaign, as other brands often do similar things but that doesn't feel real. It really helps that they have made campaigns before that's not related to encouraging consumers to drink more beer.

[A]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 1]: It's very nice, it's the same glasses, it's the same as it has been. They take responsibility for the issues they can, If they would've made a campaign about alcoholism after the pandemic is over saying buy our alcohol free beer, it wouldn't have worked. You have to choose between the issues that fits.

[A]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 1]: Smart, innocative, worthy but also very real. But in a way it's also cynical, because in the end they want to sell beer.

[A]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 1]: It is a great fit. It is still quite basic and normal, and that is in line with their beer as they do not want to be something ultra expensive or extravagant.

[A]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 1]: Yes absolutely, similar to what I said before about brands who adapt this kind of marketing and those who don't, but they do it well. It would've been weird if they didn't do anything at all as they have done similar campaigns before, so I would react if they did nothing.

[A]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 1]: It's strong because they do it in such a good way.

[A]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 1]: Nothing negative, just another proof that they really have the willingness and ability to make their customers happy.

[A]: Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?

[Interviewee 1]: It has been enhanced as they show me again that they take responsibility.

[A]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 1]: High, as I said as I've seen other Heineken campaigns that are in line with this. Hög, som jag sa att eftersom jag har sett andra kampanjer som är i linje med detta. Even though it is a trend, there is so much to work with and I expect them to do this,

[A]: Do you think that the brand launched this campaign primarily due to its moral responsibility?

[Interviewee 1]: No, I think they took the chance. If it was moral responsibility, they would've talked about that a lot of people drink more at home now, because that's what they inflict on the world. Or at the same time we all have to take responsibility to get back to normal.

[A]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 1]: I think it's mostly extrinsic, because this subject is trendy and that they have jumped on a train that goes very fast.

[A]: How has the campaign affected your relationship with the brand?

[Interviewee 1]: It feels deeper, I like them more now, they teached me some things and it was fun.

[A]: How do you perceive the campaign to be in line with your own values?

[Interviewee 1]: Great, I would like to be responsible when partying.

[A]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 1]: Not so much, it was quite expected. But if it was a new brand, I would perhaps feel different and wanted to try them.

[A]: In what ways, if any, has your intention to purchase the brand more or less often changed after seeing this campaign?

[Interviewee 1]: No, not so much.

[A]: In what ways, if any, has your intention to purchase the brand in comparison to similar offers changed?

[Interviewee 1]: Yes, now when I've seen this and compare it to Carlsberg, I would choose Heineken

[A]: In what ways, if any, has your favourability towards the brand changed?

[Interviewee 1]: Yes, a bit more, I have got more knowledge about them and they have succeeded. They are actually cool, and they're doing something smart, I feel like I wanted tk be in the campaign. They resembled me and my friends.

[A]: In what ways, if any, has your intention to purchase the brand in the near future changed?

[Interviewee 1]: Yes, I'm really craving Heineken now.

[A]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 1]: Yes, based on the fact that they are cool by making this campaign, not so much about the product.

[A]: In what ways, if any, have your thoughts regarding the brands differences/similarities in comparison to similar offers been affected?

[Interviewee 1]: I have received a new value of Heineken through this campaign and would choose them over another brand.

Interrelated questions of brand authenticity, brand loyalty and CSM
[A]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty?

[Interviewee 1]: I think it feels very smart and worthy, it's quite obvious that they want to hop on this trend. It gives me hope for the future. My loyalty has been strenghtened a lot.

[A]: Overall, are you more inclined to be loyal to brands who you believe are authentic and adopt CSM? Why/Why not?

[Interviewee 1]: It depends, because for some brands it's not suitable to act good. If they have a bad product and it doesn't fit, you shouldn't do it just to do it, then it won't be good. Then I'm more drawn to brands who do nothing and stand for it. At the same time, you are drawn to brands who do it in a good and tasty way.

[A]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 1]: It can't be awkward and you should never get the feeling that they do it just to act good, it has to feel genuine.

[A]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

[Interviewee 1]: Yes, and if it wasn't authentic, my relationship would've been destroyed.

[A]: Is there anything else you would like to add?

[Interviewee 1]: I don't think so, no.

Interviewee 2

[E]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 2]: Yes.

Personal information

[E]: First, we would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 2]: Jag heter XX, jag är en 33-årig man och har en juristexamen. Jag arbetar som advokat på en advokatbyrå inom affärsjuridik.

Introduction

[E]: What does the concepts brand loyalty, corporate social marketing (CSM) and brand authenticity mean to you?

[Interviewee 2]: Brand loyalty - tycker man om något, tycker något är bra, är det lätt att man fortsätter med det. Ibland ska det mycket till att byta om man gillar något eller förknippar sig med något, typ ett bilmärke. Om man gillar Volvo som varumärke så fortsätter man köpa Volvo. Corporate social marketing låter som när bolag vill marknadsföra sig som samhällsmedvetna, att man är bra samhällsmedborgare.

[E]: Yeah that is a good description, but corporate social marketing means that corporations want to change a behavior that is beneficial for society. What about Brand authenticity?

[Interviewee 2]: Brand authenticity - äkthet på något sätt, trovärdighet? Kan tänka mig att ett varumärke måste stå för var det utger sig vara. Det kan inte bara vara floskler eller tomma ord, utan säger man att man är något eller står för något så måste man verkligen göra det också.

[E]: Which one is more important to you? Why?

[Interviewee 2]: Nej, jag tycker att alla tre låter viktiga.

Questions about the brand (Heineken)

[E]: What do you know about Heineken?

[Interviewee 2]: Jag vet att det kommer från Holland, den öl jag känner till är den här ljusa lagern och att det är ett världsberömt ölmärke.

[E]: How would you describe the brand in three words?

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[Interviewee 2]: Gott, gott, gott. Nej men det känns som ett inarbetat, seriöst, väletablerat varumärke med lång historia, professionellt, aa.

[E]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 2]: Jag tror att de sponsrar Champions league och att de är med i trudelutten i början, där är dom nog huvudsponsor tror jag.

Loyalty relationship (aim - find out if the respondents have true, spurious, or latent loyalty towards Heineken)
[E]: Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 2]: Dels så ska det vara ett varumärke som jag känner att jag själv kan stå för, om jag själv är exponerad för ett varumärke ska det rimma med mig och mina värderingar, passa min personlighet. Jag ska kunna stå för varumärket, sen ska varumärket stå för kvalitet.

[E]: Why and when do you purchase Heineken?

[Interviewee 2]: Jag köper Heineken när jag är sugen på en god öl, en lager. Tycker om, dricker inte jättemycket öl, men speciellt ljus lager som jag gillar, kall öl, socialt men även till maten.

[E]: Och då är det Heineken som du dricker?

[Interviewee 2]: Det kan vara Heineken, men ljus lager generellt, finns andra märken som jag också tycker är goda. Men Heineken är absolut en god öl som jag absolut kan tänka mig.

Stochastic (Behavioral) loyalty
[E]: Would you say that you buy the brand in comparison to similar offers?

[Interviewee 2]: Nä, det skulle jag inte vilja säga.

[E]: How often do you purchase the brand?

[Interviewee 2]: Till sommarsemestern att ha i kylskåpet. Köper nog mest på sommaren, men köper ändå löpande. Jag kanske inte är så varumärkestrogen att jag väljer bort andra varumärken, det är mer att jag är ute efter en god ljus öl, då är det flera olika varumärken jag kan tänka mig, och Heineken är en av dom.

Deterministic   (attitudinal)   loyalty
[E]: What are your thoughts regarding differences/similarities between this particular brand and similar offers in the industry? (Relative attitude)

[Interviewee 2]: Jag tycker att vissa ölsorter är godare än andra. Man köper ju det man tycker om. Köper man på en öl som är godare, så väljare man den.

[E]: Så du tycker att Heineken är godare än annat?

[Interviewee 2]: Ja absolut, men det är framförallt att det ska vara en ljus lager som styr. Men Heineken är absolut en god öl.

[E]: Do you favor the brand over others? Why?

[Interviewee 2]: In the category of light lager, Heineken tastes better than others. Men priset kan ju styra, om du har ett antal likvärdiga ölsorter och Heineken skulle vara prismässigt attraktiv skulle jag välja Heineken framför dom andra.

[E]: How likely are you to purchase the brand in the near future?

[Interviewee 2]: Very likely. Especially now when we've had this interview.

[E]: Would you recommend this brand to others? Why?

[Interviewee 2]: Yes, I would recommend them as a very good beer.

Perceived authenticity of Heineken
Continuity
[E]: How would you describe Heineken' brand promise and in what way, if any, has been this fulfilled over time?

[Interviewee 2]: Dom vill ge sina kunder en god öl och de har dom lyckats med sen de började sälja öl tänker jag.

[E]: How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

[Interviewee 2]: Jag har nog inte stött på deras values, då får man nog titta på deras hemsida och läsa på mer, så jag har svåt att få en uppfattning om deras values. Men de känns som ett modernt företag som är måna om sitt varumärke och det skulle förvåna mig om de har värderingar som inte är okej i dagens samhälle. Jag upplever Heineken som en väldigt seriös ölproducent.

[E]: How do you perceive the brand in terms of a trend-follower?

[Interviewee 2]: Aaa men det är dom nog, i och med det här att dom sponsrar Champions Leauge och så där, och de här noll-procentiga ölerna som kommer, alltså alkoholfria. Det känns absolut som de vill vara med där på toppen.

Credibility
[E]: Could you describe how you perceive the brand in terms of your trust in the brand to fulfill its promise?

[Interviewee 2]: Litar på att de ger mig en god öl till 90%.

[E]: Could you describe how you perceive the brand in terms of the brand's honesty and trustworthiness?

[Interviewee 2]: De känns seriösa och ärliga i sin marknadsföring och vad de producerar. Man blir inte misstänksamma på något sätt.

[E]: Could you describe how you perceive the brand in terms of being able and willing to fulfill its promise?

[Interviewee 2]: Jag har ju inte gjort en undersökning, men absolut känns det som att de jobbar med att vara angelägna.

[E]: Could you describe how you perceive the brand to perform according to your expectations?

[Interviewee 2]: De har producerat god öl och i övrigt uppträder och agerar som en seriös ölproducent, så ja. Och de har ju marknadsmässiga priser.

Integrity
[E]: How and in what way have you perceived the brand to sincerely care for its customers in the past?

[Interviewee 2]: Aa, alltså det man gör är att köpa en god öl som man dricker, jag är inte jättepåläst när det gäller deras corporate values och så, men det känns ju som att de är angelägna att synas och de marknadsför sig och de vill att man ska köpa deras produkter, i det ligger väl det att de bryr sig om vad kunderna tycker. Så ja det känns så.

[E]: How and in what way have you perceived the brand to behave in a moral way?

[Interviewee 2]: Man kan ju ha uppfattningen att man inte kan vara moralisk om man säljer alkoholhaltiga produkter, för det i sig är omoraliskt. Men det tycker inte jag, utan det är upp till respektive person. Om man tänker på alkoholmissbruk och sånt där, det tycker jag inte som ölproducent att man ska behöva ta hänsyn till… Eller det är klart man kan uppmana folk till att dricka måttfullt, och sen har de ju tagit fram en non-alcohol produkt som många andra, och på så sätt så tar de väl sitt ansvar. Nej jag tycker inte att de agerar omoralskt, det är inte min uppfattning att dom säljer för att de vill att folk ska bli alkoholiserad.

[E]: How and in what way have you perceived the brand to be motivated by intrinsic or extrinsic values?

[Interviewee 2]: Jag tror att många företag drivs av en kombination. Det kan inte bara vara hard-core och vinstmaximera och så som driver, jag tror att ett stort internationellt företag som Heineken också måste ha en inre drivkraft, motivera anställda och känna att man gör något bra. Det handlar inte bara om att maximera i resultaträkningen, det tror jag inte. Min gissning är att de drivs av att tjäna pengar, vinstmaximera, det gör man ju som företag, men att det också finns en vilja att göra rätt och korrekt och så, en inre vilja.

Symbolism
[E]: How would you describe your relationship with the brand?

[Interviewee 2]: Nä men det är nog bara som ölkonsument asså. När jag vill ha en god öl och ser Heineken så kan jag absolut tänka mig att köpa Heineken. Men det känns som ett varumärke som man förknippar sig lite med, som är okej utifrån vem man själv är. Men det är inte jättestarkt så, det är det inte.

[E]: How would you describe the brand's values in comparison to your own?

[Interviewee 2]: Detta förutsätter att man är ganska påläst om Heineken, men jag uppfattar Heineken som en seriös ölproducent och som också har non alcoholic alternativ vilket är viktigt, så absolut kan jag förknippa mig med Heineken.

[E]: How would you describe your usage of the brand as a way to construct your identity?

[Interviewee 2]: Ja asså jag är nog en ljus lager kille snarare än en IPA-kille och sånt där, men det kanske Heineken också har nu. Men jag tänker framförallt på den ljusa lagern.

[E]: How would you describe the meanings, if any, the brand adds to your life?

[Interviewee 2]: En god dryck uppskattar man ju, det är ju livskvalitet. Att ta en god öl när man är sugen och när man då får en kall Heineken så absolut att det är en njutning.

CSM
[E]: What do you think are brands' role in society?

[Interviewee 2]: Varumärkens roll är att man ska kunna särskilja olika producenter från varandra. Dom ska bidra med konkurrens, en bra produkt som blir känd för det bidrar till god konkurrens och i sin tur till bättre produkter. Och man kan då förknippa en produkt med ett visst varumärke, så till gagn för konsumenten. Och utifrån ett företagsperspektiv så är det ett sätt att profilera sig mot andra och särskilja sig mot andra och i slutändan öka försäljning. Är man ett känt varumärke som står för något bra ökar väl försäljningen. Så det är positivt på många sätt.

[E]: What do you think about brands who encourage behavior change in benefit for society?

[Interviewee 2]: Ja det är ju det här med att vara ett "good company". Men uppmanar till menar du? Alltså man vill att folk ska förändra sig mer direkt så? Jag har inte tänkt så mycket på det, men om jag skulle få en uppmaning från Heineken att "drick gärna öl, men välj då gärna en ölsort med lite alkohol" för att det är bra för folkhälsan eller så, ja, varför skulle det vara dåligt? Är det positiv för mig, så skulle jag nog inte ha något emot att ett företag sticker ut hakan och försöker påverka saker i rätt riktning. Det ser jag inga problem med.

[E]: What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19?

[Interviewee 2]: Det tycker jag är viktigt. Det är det som myndigheterna säger är den viktigaste sakerna för att hålla nere smittspridningen, att hålla avstånd.

EXPOSURE OF CSM
Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

CSM (Based on Lee (2016) and Deshpande (2016) criterias for successful CSM)

[E]: How do you interpret the genuine concern by Heineken regarding this campaign?

[Interviewee 2]: Är man lite krass så går det väl ut på att de vill att man ska fortsätta att köpa Heineken trots att det är corona-tider, men att det finns olika sätt. Vi kan fortsätta att umgås, men vi måste göra det på ett annorlunda sätt, och det är trevligt att ta en öl också när vi gör det. Det är inte så att man inte tar de här avståndsreglerna på allvar, nä men jag fick inte det intrycket att… Det kändes välavvägt, man har ett concern, att vi har en pandemi och att vi ska ta ansvar, men samtidigt vill man uppmuntra folk att köpa Heineken och dricka öl, för det är ju gott. Varför ska man avstå från det så att säga.

[E]: Do you think that the intended desired behavior, in other words social distancing, is beneficial for consumers, society and the brand? (3)

[Interviewee 2]: Alla tre skulle jag vila säga. Heineken vill ju fortsätta sälja öl, de vill ju inte att det ska sluta. Och för samhället hjälper det för att det påminner folk om att hålla distans, som i sin tur kan minska smittspridningen, vilket gynnar individen också. Så jag tycker nog att alla gynnas av detta.

[E]: What benefits/drawbacks do you believe that the brand receives by carrying out the CSM campaign? What are the intentions?

[Interviewee 2]: I grund och botten vill dom ju att folk ska fortsätta köpa Heineken. Man brassar inte bara på med reklam som vanligt, utan man har det här social repsonsbility och avstånd osv, så jag tycker att benefiten är att man visar att man är ett seriöst företag som visar att man tar dessa frågor på allvar. Den signalen sänder man ju, absolut. Det handlar om att bygga sitt varumärke, visa att man förutom att vara en öltillverkare som säljer goda ölsorter, så visar man också att man bryr sig om det här med corona.

[E]: Does this campaign affect your knowledge and behavior regarding social distancing? (4)

[Interviewee 2]: Nä egentligen inte, det har ju gått ett helt år, och man har fått höra från myndigheter att det är viktigt att hålla avstånd. Den här kampanjen trummar in det budskapet bara. Men det är inte så att jag lär mig något nytt när jag ser filmerna.

[E]: Do you think that this is in line with other social initiatives that the brand has done? (5)

[Interviewee 2]: Ja asså om man jämför det med att dom marknadsför alkoholfria alternativ, absolut. Men man måste ju hänga på den trenden, annars hamnar man ju i bakvattnet. Jag vet inte om Heineken var först med alkoholfri öl, men det måste man ju ha nu för att hänga med för det finns en stor efterfrågan. Men ja, absolut, det handlar inte bara om läskande dryckesreklam, det finns en vinkel till på det som anspelar på ansvar.

Perceived Brand Authenticity in relation to the CSM campaign
Continuity
[E]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 2]: Ge mig en god öl, och de sänder också budskapet att dom är ett företag som bryr sig om viktiga samhällsfrågor. Så det är väl positivt då, det är inte bara en kall öl. Det är ett företag som jobbar aktivt med såna här frågor, vilket är positivt för mig som konsument.

[E]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 2]: Seriös och samhällsengagerad ölproducent.

[E]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 2]: Det känns som en bra fit, det är seriöst.

[E]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 2]: Det kan jag inte svara på. Jag har inte sett någon annan ölproducent göra en koppling till COVID på det här sättet. Kändes som det var första gången man såg det.

Credibility
[E]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 2]: Jag uppfattar det som ärligt och pålitligt, det känns inte så där sliksigt som det kan bli ibland när företag tar ställning i samhällsfrågor. Det vill säga att man under galjen måste göra något så utnyttjar man det här för att sälja mer öl, folk ska sitta hemma och ha mer AW. Det kändes ärligt.

[E]: Vad menar du med att det inte känns sliskigt?

[Interviewee 2]: Det kanske inte framgår av filmerna, men man vet ju allvaret av smittan i pandemin. De talar om att man ska ta ansvar och hålla avstånd, dä bidrar dom till att sprida den kunskapen. Dom gör det i en reklamfilm som handlar om att man ska tycka om deras produkt och så, men jag tycker inte det känns sliskigt eller insmickrande, det gjordes på ett balanserat sätt.

[E]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 2]: Jag känner att det har bekräftats, alltså att det återigen att jag förväntar mig eller vet att jag får en god öl när jag köper Heineken för att varumärket är så starkt. Man tänker just nu lite extra på det, men nej reklamen påverkar nog inte mig på synen på produkten som sådan. Det är väl att man tar smittan på allvar.

[E]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 2]: Ja hade det bara varit en sån där kampanj med hur gott det är med en svalkande öl under sommarsemestern, alltså ingen referens till pandemin nu, då hade det nog varit negativt. Om de bara hade brassat på som vanligt med traditionella reklamkampanjer, det hade varit rätt oansvarligt. Nu visar man att man är lyhörd för situationen, så det är postivt. Så jag hade förväntat mig att de inte skulle bete sig som de gjorde pre-covid.

Integrity
[E]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?

[Interviewee 2]: Ja, jag tror att de som stort världskänt märke, känner att de har ett ansvar, det tror jag.

[E]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 2]: Inre handlar det mycket att för hela sin personal och hela sin organisation visa att man engagerar och bryr sig, motivera medarbetarna så att de kan känna identitet med sitt företag. Externt kan det engagera kunderna att de väljer Heineken för att de tar ett ansvar här.

Symbolism
[E]: How has the campaign affected your relationship with the brand?

[Interviewee 2]: Jag tyckte kampanjerna gjorde att jag fick en mer postiv bild av Heineken än jag hade innan.

[E]: Why?

[Interviewee 2]: Budskapet kring smittan, att hålla avstånd. De tar ansvar i rådande situation, men fortsätter marknadsföra en god produkt.

[E]: How do you perceive the campaign to be in correspondance with the brand's values?

[Interviewee 2]: Ja, det är i linje med varandra tycker jag.

[E]: How do you perceive the campaign to be in line with your own values?

[Interviewee 2]: Ja, asså det är ju trist nu, och kan man över en öl på digi-möten ändå glädja folk på något sätt, så nä jag har inget negativt att säga.

[E]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 2]: Så viktigt är det inte för mig, så nä. Men den var varm och med humor och annat, så jag blev väl glad. Man får en liten postitiv stimulans, men jag är inte en så stor ölkonsument så att det påverkar mig så mycket.

Brand Loyalty in relation to the CSM campaign
Stochastic (Behavioral) loyalty
[E]: In what ways, if any, have your intention to purchase the brand been affected after seeing this campaign? (Purchase frequency)

[Interviewee 2]: Ja, det finns chans att jag väljer Heineken oftare efter att ha sett den, rent undermedvetet. Den påverkar mig kanske undermedvetet att jag har sett den här kampanjen och ser den som positivt.

[E]: In what ways, if any, have your intention to purchase the brand in comparison to similar offers changed?

[Interviewee 2]: Nu när kampanjen är färsk på näthinnan, tror jag gör att det är större chans att jag väljer Heineken framför någon annan märke nästa gång. Men priset är ju viktigt för mig, så jag hade ju inte köpt om det var fem kronor dyrare än en annan ljus lager.

Deterministic (attitudinal) loyalty
[E]: In what ways, if any, have your favourability towards the brand changed?

[Interviewee 2]: Ja kanske på marginalen till dett bättre, att man står där och ska välja nästa gång, så kan jag inte utesluta att jag väljer Heineken efter att ha sett denna kampanj.

[E]: In what ways, if any, have your intention to purchase the brand in the near future changed?

[Interviewee 2]: It has affected me positively, the campaign is great, so it might get in the back of my mind somewhere when buying beer. Nothing negative at all.

[E]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 2]: Ja det känner jag. Det var en trevlig kampanj, de sände ett positivt budskap i svåra tider. Det går att ha trevligt, men på ett lite annorlunda sätt. Om man då ska dricka en öl till så varför inte Heineken?

[E]: In what ways, if any, have your thoughts regarding the brands differences/similarities in comparison to similar offers been affected?

[Interviewee 2]: Ja men inte när det gäller smaken, då handlar det mer om hur dom marknadsför sig, att de tar ansvar jämfört med anda ölproducenter.

Interrelated questions of brand authenticity, brand loyalty and CSM
[E]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

[Interviewee 2]: It has been a bit affected I think, I get positive vibes from the campaign, and it's good commercials. I might feel a bit more for Heineken now when I have seen the campaign than before. It feels authentic because it's a credible and serious campaign. It feels genuine.

[E]: Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? are authentic and adopt CSM? Why/Why not?

[Interviewee 2]: Ja, företag som sänder signalen att de tar ett socialt ansvar eller CSR, att de har det, absolut det är viktigt om jag väljer mellan olika produkter.

[E]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 2]: Jag kan ju inget om marknadsföring, men det är väl att hitta den här balansen. Folk förstår ju att det handlar om att de ska sälja sina produkter. Ett balanserat budskap, det får inte kännas konstlat eller krystat, det ska kännas ärligt. Då tror jag det funkar. Uppfattas det inte som ärligt, utan bara är ett sätt att idka smart markandsföring kan det nog slå fel. Jag kan tänka mig att det är svårt att göra såna här kampanjer så att anslaget blir rätt eller balanserat.

[E]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

[Interviewee 2]: Varför inte? Det utesluter jag inte.

Wrap up
[E]: Is there anything else you would like to add?

[Interviewee 2]: God öl och ansvarsfull kampanj, det är en bra kombination.

[E]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 3]: Yes.

Personal information
[Interviewee 3]: We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 3]: My name is XX, I'm 24 years old and I'm from outside of Paris in France. I have a bachelor's degree in Business Administration, and work as a Junior Account Manager at Lavazza.

Introduction
[E]: What do the concepts of brand loyalty, corporate social marketing (CSM) and brand authenticity mean to you?

[Interviewee 3]: Brand loyalty is when a consumer has gone through the marketing funnel, from not knowing anything about the product or knowing that it is a problem that can be solved, to identifying your problem, find your product, buying your product, being satisfied, and continuing to buy the product. So like a repeated buyer, who likes your product but also you as a brand. I guess Corporate social marketing is when corporations market their soft values. Like if it has environmental sustainability, social work, all those soft values. If you donate to a charity organization, you market stuff so the customer will see you as more human. Brand Authenticity is how the brand is interpreted from a customer's point of view, like if you trust what the company says, like Patagonia, I feel that they have very high authenticity, you trust their product and also everything they say.

[E]: Good. Corporate social marketing is when a corporation encourages its consumers to change their behavior in some way, in benefit for society. Which of these concepts is more important to you, and why?

[Interviewee 3]: I think the last one. It is something that could help me decide if I want to support a brand, and it wouldn't matter how much it costs, instead that I want to buy the product because I believe in it.

Questions about the brand (Heineken)
[E]: What do you know about Heineken?

[Interviewee 3]: Beer. It is Danish?

[E]: No, it's Dutch.

[Interviewee 3]: Ah of course it is! I was thinking about Carlsberg, but Heineken is a great beer, a lager.

[E]: How would you describe the brand in three words?

[Interviewee 3]: An everyday beer that I also drink when I'm at bars. Nothing weird, just a regular beer.

[E]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 3]: I have seen a few TV commercials that I think are fun. But I don't follow them on social media, so I feel like our relationship is not that strong. But in that case it would be on TV or billboards, or maybe some point-of-sales material at a bar, like a branded bar-carpet, branded cap openers or similar.

[E]: Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 3]: First of all, that it's a grood product that solves an existing problem. The other thing is the communication I think, how they want me to feel, and if I feel what they say is honest. I don't know, it's difficult.

[E] Why and when do you purchase Heineken?

[Interviewee 3]: I either buy it in the store before having friends over, especially male friends, because it's always a safe choice with that kind of beer.

[E]: Why is it a safe choice?

[Interviewee 3]: Because everyone likes Heineken. And everyone knows what it is. But otherwise, when I'm at a bar, or a club.

[E]: Would you say that you buy the brand in comparison to similar offers?

[Interviewee 3]: I don't buy a lot of beer, but yeah, absolutley. If I drink a lager at a bar, it feels like I always end up with a Heineken.

[E]: How often do you purchase the brand?

[Interviewee 3]: Pre-covid - a lot. Post-covid - less.

[E]: How often was it pre-covid?

[Interviewee 3]: Like everytime I was out with my friends and craved beer.

[E]: What are your thoughts regarding differences/similarities between this particular brand and similar offers in the industry?

[Interviewee 3]: No, I don't think that the differences are huge. Zero differences if you compare to other light lagers, like Carlsberg. But if you compare with IPA then there's of course differences in taste.

[E]: Do you favor the brand over others? Why?

[Interviewee 3]: Nah, I don't know. I haven't really thought about that, I just buy Heineken a lot because I like it.

[E]: How likely are you to purchase the brand in the near future?

[Interviewee 3]: I craved Heineken now, but I don't think I would've thought before that now I'm going to buy a Heineken, it has to be the interview.

[E]: Would you recommend this brand to others?

[Interviewee 3]: Yes.

[E]: Why?

[Interviewee 3]: Regular beer, everybody likes it, but apart from that no particular reasons.

[E]: How would you describe Heineken' brand promise and in what way, if any, has been this fulfilled over time?

[Interviewee 3]: Well. To quinch my beer-thirst. And they have succeeded with that as it's easy to get a hold of their beer.

[E]: How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

[Interviewee 3]: Wow, what are their brand values even? But, it's good that they promote alcohol free ber, that it's not just about getting people drunk.

[E]: How do you perceive the brand in terms of a trend-follower?

[Interviewee 3]: They feel quite static. They do their thing, and they do it well.

[E]: Could you describe how you perceive the brand in terms of your trust in the brand to fulfill its promise?

[Interviewee 3]: I really trust them to quinch my beer thirst. It's really an established beer brand.

[E]: Could you describe how you perceive the brand's honesty and trustworthiness?

[Interviewee 3]: I think they feel trustworthy and honest. They have existed for so long, it feels like tradition. They're everywhere, whatever country you visit.

[E]: Could you describe how you perceive the brand to be able and willing to fulfill its promise?

[Interviewee 3]: I don't know what they've been up to lately, if they have released new products. It feels like they could do that, since it's such a big and powerful company.

[E]: Could you describe how you perceive the brand to perform according to your expectations?

[Interviewee 3]: Yeah, it's an old company and they do their thing, they do it well, but they're perhaps not that innovative.

[Interviewee 3]: How and in what way have you perceived the brand to sincerely care for its customers in the past?

[E]: Yes sure, but I don't know if I'm their primary customer, so I don't know. But if I were to go to a soccer game, I would feel that Heineken is there for me.

[Interviewee 3]: How and in what way have you perceived the brand to behave in a moral way?

[Interviewee 3]: They sell beer. And they want me to buy beer, and then I might get drunk, which is not good for anyone really. It is good for them but not for me.

[E]: How and in what way have you perceived the brand to be motivated by intrinsic or extrinsic values?

[Interviewee 3]: Extrinsic. Of course they want to make money. I haven't encountered any communication from them where they say anything different. And they sell a harmful product.

[E]: How would you describe your relationship with the brand?

[Interviewee 3]: It's not that special. I mean, I buy Heineken quite often but I wouldn't say that I'm their best customer. I know who they are, I like their beer a lot, but I don't know a lot about the brand itself.

[E]: How would you describe the brand's values in comparison to your own?

[Interviewee 3]: Like I said, they could do even more. It's a very established brand with loads of money, so they can make people drink more responsibly by being more innovative and launch more alcohol-free products. Especially now in times of the coronavirus, when people don't want to consume alcohol to the same extent as before.

[E]: How would you describe your usage of the brand as a way to construct your identity?

[Interviewee 3]: No, I don't think I do. My relation to Heineken in a branding sense is too small for me to use Heineken as a way to construct my identity.

[E]: Does Heineken add any meaning to your life?

[Interviewee 3]: No, no meaning at all, except from quenching my thirst when I crave beer.

CSM
[E]: What do you think are brands' role in society?

[Interviewee 3]: I think that a brand should be as we said, authentic, but also transparent. That you care about other stuff than just selling the product, for instance environmental impact. You want to support businesses who has climate compensation or have climate projects, over other brands who don't. Especially when there's many brands to choose between.

[E]: What do you think about brands who encourage behavior change in benefit for society? (e.g. stop smoking campaigns)

[Interviewee 3]: Very good.

[E]: What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19?

[Interviewee 3]: Very important. It is proven. In Portugal for instancce, two months of lockdown significantly decreased the degree of infections, so that and vaccine crucial.

Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[E]: How do you interpret the genuine concern by Heineken regarding this campaign?

[Interviewee 3]: Really genuine. The campaign reflects society today. That you should stay home to reduce infection rates, but still spread positivity.

[E]: Do you think that the intended desired behavior (i.e. to stay at home/practice social distancing) is beneficial for consumers, society and the brand?

[Interviewee 3]: Yes, all of them. It's smart, because if they had released this campaign and you couldn't visist bars and encourage people to do it anyway, it would've been negative. But they communicate that we should make the best out of the situation and continue to drink their product.

[E]: What benefits/drawbacks do you believe that the brand receives by carrying out the CSM campaign? What are the intentions?

[Interviewee 3]: It evokes feelings regarding the situation, their brand, it makes me in a good mood. That's what they want to accomplish I guess.

[E]: Does this campaign affect your knowledge and behavior regarding social distancing?

[Interviewee 3]: Yes, it gives me ideas in how to socialize in a safe way.

[E]: Do you think that this is in line with other social initiatives that the brand has done?

[Interviewee 3]: If you think about the fact that they've made campaigns regarding alcohol free beer, then yes. They see what happens in society and how they could contribute.

Perceived Brand Authenticity in relation to the CSM campaign
Continuity
[E]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 3]: It's great, only because it's covid and you can't be out as usual, it's natural that they focus on drinking at home now instead of at bars, and that's what they're trying to do here. They want to put the product in a home setting, and want me to feel happy feelings.

[E]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 3]: I have a better idea of Heineken's values now, that they care more. But that's maybe because I haven't seen a lot before. I'm positively surprised, I would definitely buy a Heineken over a Carlsberg after seeing this when buying beer, since I mainly care about that it's a light lager.

[E]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 3]: Great. If you connect it to the alcohol free part, that they think about and care about their community here as well.

[E]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 3]: Yes absolutely, they're very quick and follows what's happening. They pick up things that are trendy right now.

[E]: Do you mean that it is trendy for brands in general to conduct campaigns in relation to COVID-19?

[Interviewee 3]: They follow trends by picking up things that people are talking about right now. Like problems on Zoom, to have a beer over Zoom after a work day. They pick up these trends.

[E]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 3]: Very high. They put themselves on the same level as the consumers by showing these everyday situations. Also that sometimes it's difficult, like the second video when everyone's struggling, the recognition is high. Like, everything sucks right now but you have to make the best out of it.

[E]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 3]: Absolutley, they show that society has changed drastically, but that we're still here for you.

[E]: Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?

[Interviewee 3]: Yes absolutely, because I can see people as myself in the campaign. I can picture myself in the campaign.

[E]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 3]: No not really. You can feel that it's wrong for an alcohol company to promote itself during these times when you do not want people to socialize, and often socializing means drinking alcohol. To stop the spread of infection, drink less alcohol. So you might feel that all alcohol companies should stay a little low. But I didn't feel that when I saw this campaign, I just felt a fun and positive feeling, and that one should avoid social contacts.

[E]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why or why not?

[Interviewee 3]:.No, because all companies could've done the same. But it makes me trust them a bit more maybe.

[E]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 3]: Both I think. They try to do both and they succeed. They are both trying to sell, because they are in a critical situation where they've lost a large part of their income through all the bars that are closed, so it is clear that they want to sell. But I also think it's good that they change their advertising to remind people to stay home and so, that it is not just the responsibility of the state or the government to do so.

[E]: How has the campaign affected your relationship with the brand?

[Interviewee 3]: I wouldn't have cared so much before since I had little knowledge about Heineken. But now I feel a deeper connection with them, as my image is more positive now.

[E]: How do you perceive the campaign to be in correspondanc with the brand's values?

[Interviewee 3]: Yes, sure. I said something about that earlier.

[E]: How do you perceive the campaign to be in line with your own values?

[Interviewee 3]: Yes I think so. You should take your responsibility to stay at home but still stay positive. You can have a beer if you want, but drink responsibly. Drink in social settings, but then through Zoom or similar.

[E]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 3]: No, not really, it was fun in the moment and may leave a mark in my head that I next time choose Heineken actively. For me it's still just a beer brand and nothing bigger.

[E]: In what ways, if any, have your intention to purchase the brand been affected after seeing this campaign?

[Interviewee 3]: Yes I think so, as I haven't had a special relationship with any beer brand, so the possibility is bigger that I choose Heineken activelt after seeing this.

[E]: In what ways, if any, have your intention to purchase the brand in comparison to similar offers changed?

[Interviewee 3]: I think that I would purchase Heineken to a higher extent than Carlsberg for example. I don't care a lot, but this campaign helped me choose between brands I think.

[E]: In what ways, if any, have your favourability towards the brand changed?

[Interviewee 3]: It has been positively affected. The campaign made me happy and made me laugh.

[E]: In what ways, if any, have your intention to purchase the brand in the near future changed?

[Interviewee 3]: Yes, I feel that I got very thristy for beer now. I will not buy a Heineken to drink by myself, but I feel inspired by the campaign and will have an after work over Zoom or something with a Heineken in the near future.

[E]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 3]: I will recommend Heineken next time someone needs help to buy a beer, especially as this campaign is top-of-mind now.

[E]: In what ways, if any, have your thoughts regarding the brands differences and similarities in comparison to similar offers been affected?

[Interviewee 3]: Since there's no difference in taste, bottle or attributes that I care about, it is definitely the brand that I go for. And I got a positive feeling of Heineken now, so of coure I will pick them over a similar beer now.

Interrelated questions of brand authenticity, brand loyalty and CSM
[E]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

[Interviewee 3]: For the better. They feel genuine, they didn't decide to do a monster-commercial just to promote their beer or put up a big billboard - this was genuine and reflects the real life we're living right now, and includes their product in a very tasteful way.

[E]: And what about your loyalty?

[Interviewee 3]: Because the brand and the campaign feels so genuine, my loyalty has increased in terms of future purchases, absolutley.

[E]: Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? are authentic and adopt CSM? Why, or why not?

[Interviewee 3]:Yes I think so.

[E]: Why?

[Interviewee 3]: Authenticity is really important, if you abuse it, or I mean covid is a sensitive subject right now, like what you're allowed to do and not, but if you do something authentic that feels real, that's great. But if you don't, or do nothing, maybe it affects the loyalty in a negative sense. A brand that should take more responsibility but doesn't do anything feels strange, or someone who uses covid just to make money.

[E]: In your opinion, how should a brand that you are loyal to, such as Heineken, behave in order to use CSM in an authentic way?

[Interviewee 3]: Like Heineken did. Pick up small scenes in life that consumers can recognize is good. But also communicating more values than making money. I think that is beneficial for everyone in the end. Something that makes you feel that you can relate, like a little compassion, or that we're in this together. That I like.

[E]: Assuming that you perceive this CSM campaign as authentic, which I have the impresison that you think, could your current relationship with Heineken grow deeper?

[Interviewee 3]: I think so, absolutely. Like, now they're top-of-mind, I have got some ideas how to socialize in times of covid, they want the best for me. Heineken has provided a feeling through the campign, I might feel that feeling next time i drink a Heineken hopefully. If they achieve that with this campaign, that I connect drinking a Heineken and simultaneously sanitize my hands or thinking in a covid safe way, that's great for everyone involved.

[E]: Is there anything else you would like to add?

[Interviewee 3]: No.

[E]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 4]: Yes that's fine.

[E]: Okay, so first - some personal things about you. Could you please state your name, gender, nationality, education and occupation?

[Interviewee 4]: Of course. My name is XX, I'm 24 years old, and as you might now, a female. I'm currently working as a security guard at a museum. Was there anything else?

[E]: Yes, your nationality?

[Interviewee 4]: Right, I'm from Sussex in England

Introduction
[E]: Perfect! So to begin with, what does the concepts brand loyalty, corporate social marketing (CSM) and brand authenticity mean to you?

[Interviewee 4]: For me, brand loyalty means that you always buy a particular brand due to a strong favorability, despite discounts or similar on other brands in the same segment. I don't really know what corporate social marketing is, but I'm

guessing that it is similar to CSR, that you employ marketing messages that are supposed to benefit society in some way. Brand authenticiy is for me a brand that is real and does its own thing, despite trends to follow.

[E]: Yes, corporate social marketing is when corporations in their marketing initiatives encourage their customers to change a behavior in benefit for society. Which one is more important to you? Why?

[Interviewee 4]: If I have understood CSM correctly, I think this is important as I believe that many companies contribute to a lot of bad things, for instance by not being environmentally friendly, and they should compensate for that by engaging in things that do something for the greater good.

Questions about the brand (Heineken)
[E]: What do you know about Heineken?

[Interviewee 4]: I know that Heineken sells the best beer there is on the market.

[E]: How would you describe the brand in three words?

[Interviewee 4]: Quality, accountability, fun.

[E]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 4]: I know that they make a lot of fun and creative commercials, and that they also have engaged in different iniatives related to responsible drinking.

Loyalty relationship (aim - find out if the respondents have true, spurious, or latent loyalty towards Heineken)
[E]: Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 4]: Quality/price ratio, social responsbility and creative marketing.

[E]: Why and when do you purchase Heineken?

[Interviewee 4]: Everytime I'm at the store to buy beer, I buy Heineken. It's simply the obvious choice for me, you can always count on it to be good.

Stochastic (Behavioral) loyalty
[E]: Would you say that you buy the brand in comparison to similar offers?

[Interviewee 4]: Definitely. For instance, if I'm in a bar and they serve two alternatives of beer, I would choose Heineken.

[E]: How often do you purchase the brand?

[Interviewee 4]: Now in times of COVID-19, I guess I drink a little less beer than usual as there's not a lot of social things going on and that's primarily when I drink beer. But before the pandemic, say, once a week maybe?

Deterministic (attitudinal) loyalty
[E]: What are your thoughts regarding differences/similarities between this particular brand and similar offers in the industry?

[Interviewee 4]: Actually, I believe that the differences when it comes to taste are quite small, I like light lagers in general. But in terms of marketing, I guess Heineken are focusing on being perceived as more responsible compared to other brands.

[E]: Do you favor the brand over others? Why?

[Interviewee 4]: Yeah, I just have this weird attachment to Heineken. I guess it has to do with the fact that I have been drinking it for such a long time and you can always count on them to behave as a company. Heineken 0.0% is also the best tasting alcohol-free beer.

[E]: How likely are you to purchase the brand in the near future?

[Interviewee 4]: Very likely. Well, it's Friday tomorrow so I guess then?

[E]: Would you recommend this brand to others? Why?

[Interviewee 4]: Yeah why not? Heineken sells good beer and engages in good causes, and that's two things that people in my surroundings like.

Perceived authenticity of Heineken
Continuity
[E]: How would you describe Heineken' brand promise and in what way, if any, has been this fulfilled over time?

[Interviewee 4]: I would describe their promise to serve high quality beer to people all over the world. I think they have succeeded with that, as they never compromise on quality.

[E]: How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

[Interviewee 4]: Their brand values are for me quality and responsibility. They fulfill this as they have always provided good tasting beer, and at the same time promotes responsible drinking towards their audience.

[E]: How do you perceive the brand in terms of a trend-follower?

[Interviewee 4]: I would not say that Heineken is a trend-follower. I haven't noticed any remarkable changes of the brand the last 10 years. They have their original beer and that works for the company, and for their customers.

Credibility
[E]: Could you describe how you perceive the brand in terms of your trust in the brand to fulfill its promise?

[Interviewee 4]: You can always count on the beer to be good, and in that sense I really trust Heineken.

[E]: What about the brand's honesty and trustworthiness?

[Interviewee 4]: It feels like Heineken is a transparent brand, and they have never done anything weird or been involved in something scandalous, so in that sense they are trustworthy.

[E]: Could you describe how you perceive the brand to be able and willing to fulfill its promise?

[Interviewee 4]: I really have the impression that Heineken never compromises on quality, so they are definitely succeeding with fulfilling the promise of being a premium beer brand.

[E]: How do you perceive Heineken to perform according to your expectations?

[Interviewee 4]: As I said, I have never heard of any scandalous events that Heineken has been involved in. As Heineken containts alcohol, which isn't a "good" thing, I expect them to engage in different social causes to minimize harm that their brand can do, and I believe that Heineken succeeds with that through their different responsible drinking campaigns.

Integrity
[E]: How and in what way have you perceived the brand to sincerely care for its customers in the past?

[Interviewee 4]: I guess this relates to what I previously said. Selling alcohol is not caring about people, as it can cause a lot of harm. However, I believe that Heinken sells beer in a very tasteful way by not promoting intoxication, and therefore I think they care as much as they can.

[E]: How and in what way have you perceived the brand to behave in a moral way?

[Interviewee 4]: As I said, being a beer brand, it is difficult to behave in a moral way. But Heineken succeeds with this by taking the conversation of what alcohol can do to you.

[E]: How and in what way have you perceived the brand to be motivated by intrinsic or extrinsic values?

[Interviewee 4]: Mainly extrinsic values, they want to sell beer. And to sell more to a more aware generation, they are selling the beer responsibly.

Symbolism
[E]: How would you describe your relationship with Heineken?

[Interviewee 4]: It is a long-lasting relationship, as I always turn to Heineken when I want to quench my thirst with beer.

[E]: How would you describe Heineken's values in comparison to your own?

[Interviewee 4]: Heineken promotes responsible drinking, and I rarely drink beer to get drunk, so I guess our values are aligned.

[E]: How would you describe your usage of Heineken as a way to construct your identity?

[Interviewee 4]: Hmm.. This one was difficult. I haven't really thought about Heineken in that way, but my friends often comment on that I always ask for Heineken when we're at a bar, so I guess it is a part of my identity by being "The heineken-dude/girl"

[E]: How would you describe the meanings, if any, the brand adds to your life?

[Interviewee 4]: I relate Heineken to hanging out with friends and socializing, and in that sense Heineken adds meaning because having a beer together is a good excuse to meet up, and spend time with my friends is very important to me.

[E]: What do you think are brands' role in society?

[Interviewee 4]: Brands help capitalism thrive, which has economical benefits but also social drawbacks, for instance in terms of environemntal questions and child labor. In that sense, I think that brands should engage in societal questions as much as they can. They should really use their power.

[E]: What do you think about brands who encourage behavior change in benefit for society?

[Interviewee 4]: Well, why not? As long as this encouragement is not contradictory to what the brand's business is all about.

[E]: Can you elaborate?

[Interviewee 4]: I mean, it would be quite strange if Heineken would encourage its customers to stop drinking alcohol beverages.

[E]: What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19?

[Interviewee 4]: I think it is very important, I mean it is known for a fact that it helps reduce the spread if we limit our social contacts, work from home, don't go to dinners and parties and so on. And I really want this pandemic to end now, so yeah, it is important.

Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[E]: How do you interpret the genuine concern by Heineken regarding this campaign? (1)

[Interviewee 4]: First of all, I really like this campaign. It actually feels genuine. I guess Heineken wants this pandemic to end ASAP as anyone else, so we all can go to bars again and consume their product.

[E]: Do you think that the intended desired behavior (i.e. to stay at home/practice social distancing) is beneficial for consumers, society and the brand?

[Interviewee 4]: Actually yes. The campaign is beneficial for consumers as it highlights how we can continue socializing in safe, creative ways. For Heineken, it is beneficial as they want the pandemic to end so we can go back to normal and consume more of their beer. For society, it is also beneficial as this campaign hopefully reaches out to a lot of people, which in turn can help reduce the spread of the virus.

[E]: What benefits or drawbacks do you believe that the brand receives by carrying out the CSM campaign? What are the intentions?

[Interviewee 4]: Heineken receives benefits in the sense that people are enlightened to think about social distancing when drinking, which in turn can lead to reducing the spread of the virus. But I guess the intention of the campaign is that they want to sustain an image of being responsible, and show that they care about what's going on, which in the end will make people like the brand, and in turn lead to increased sales.

[E]: Does this campaign affect your knowledge and behavior regarding social distancing? (4)

[Interviewee 4]: Not really, but it inspired me to have an after work with my friends on zoom anytime soon!

[E]: Do you think that this is in line with other social initiatives that the brand has done? (5)

[Interviewee 4]: Totally! I mean, they have done campaigns about responsible drinking before, and this can also be seen as a responsible drinking campaign but in a COVID-19 context.

Continuity
[E]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 4]: Ok, so if Heineken's brand promise is to serve people with high-quality beer, I couldn't see how the campaign wouldn't be aligned with the brand promise. Even though the first two videos encourage us to not meet up at a bar, and hang out online instead, they don't tell us to not drink beer.

[E]: What values do you ascribe to Heineken after seeing this campaign?

[Interviewee 4]: Responsibility, care, and fun.

[E]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 4]: I think the alignment is good. They are acting responsible and caring with this campaign, but in a fun and creative way.

[E]: What is your perception of this campaign being a trend that Heineken follows?

[Interviewee 4]: I haven't seen any other beer brands doing something similar, but it was very trendy for brands overall during the outbreak of the pandemic to include COVID-19 in advertisements and such. So I guess they are following a trend with this initiative, but not in a bad way.

Credibility
[E]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 4]: I think they are honest and trustworthy by recognizing that they can use their powerful voice to encourage people to engage in social distancing.

[E]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 4]: It hasn't been affected really. With this campaign, they communicate as in any other campaign, that they can provide high-quality beer, but in other types of settings.

[E]: Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?

[Interviewee 4]: Yeah, I guess my trust increases, in the sense that Heineken communicates that we're still here, you can still have high-quality beer, despite the fact that it is a pandemic going on.

[E]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 4]: As responsibility is what differentiaties Heineken as a brand from its competitors in my opinion, I guess I had expectations that they would send a message like this.

Integrity
[E]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?

[Interviewee 4]: Maybe not primarily, but definiteley partly. I can imagine that Heineken realized that they are a huge actor in the industry, and should therefore use its voice to affect society in a positive way.

[E]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 4]: I think that the main purpose of this campaign is to show people that it is possible to consume Heineken in ways that still are in line with social distancing, and in that sense sell more beer. But also intrinsic values, based on what I just said about using their voice as a powerful brand.

Symbolism
[E]: How has the campaign affected your relationship with the brand?

[Interviewee 4]: I would say that it has become even more strong. With this campaign, they confirm all the positive values that they stand for.

[E]: How do you perceive the campaign to be in correspondance is corresponding with the brand's values?

[Interviewee 4]: I think they are very aligned, as the brand again shows signs of responsibility.

[E]: How do you perceive the campaign to be in line with your own values?

[Interviewee 4]: As I believe that social distancing is important, but still believe that you can socialize but do it carefully, it is in line with my own values.

[E]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 4]: I don't know if the campaign adds any meaning to my life, but it makes me happy and hopeful. When I hear the song in the campaign I will think of Heineken, with only positive associations.

[E]: In what ways, if any, have your intention to purchase the brand been affected/changed after seeing this campaign?

[Interviewee 4]: If it wasn't for the fact that I don't want to consume beer more than I do right now, I would buy Heineken every day.

[E]: In what ways, if any, have your intention to purchase the brand in comparison to similar offers changed?

[Interviewee 4]: But as mentioned, I always pick Heineken among other alternatives, and I feel that this preference has grown even stronger after seeing this campaign. They really differentiate themselves with this campaign.

[E]: In what ways, if any, have your favourability towards the brand changed?

[Interviewee 4]: It has grown even stronger, based on the fact that this campaign stands out from the crowd as they use their power to affect societal change. The campaign is also fun, createtive and gives a little hope in these difficult times.

[E]: In what ways, if any, have your intention to purchase the brand in the near future changed?

[Interviewee 4]: I look forward to the next time I'm having an excuse to drink beer, because then Heineken will be the obvious choice, like it has been before.

[E]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 4]: I think that I would encourage my friends to choose Heineken next time, due to the fact that they take societal responsibility with this campaign.

[E]: In what ways, if any, have your thoughts regarding the brands differences/similarities in comparison to similar offers been affected?

[Interviewee 4]: Yeah, I mean the campaign does not affect how it tastes in comparison to competitors, but it makes them stand out even more than before as they are taking action in benefit for society, in a charming way.

Interrelated questions of brand authenticity, brand loyalty and CSM
[E]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

[Interviewee 4]: I have always thought that Heineken has been an authentic brand, as they are very consistent in terms of their branding of their products. It feels like this campaign enhances Heineken's authenticity, by again taking responsibility and showing that they really care about their customers and society in general.

[E]: Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? Why/Why not?

[Interviewee 4]: I think so, yes. There are so many brands out there and it is often difficult to choose between them nowadays. And for me it is important that brands try to make a difference, so doing campaigns like Heineken's would make it easier for me as a customer to choose between alternatives.

[E]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 4]: I think the campaign needs to be in line with what the company stands for, evoke emotions, and that it is consistent with their previous campaigns. Otherwise, it would not affect me as a customer.

[E]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

[Interviewee 4]: Well, as you probably have noticed I already have a strong relationship to Heineken, but now I definitely have a good explanation for why people should buy Heineken next time instead of, say, Carlsberg.

Wrap up
[E]: Is there anything else you would like to add?

[Interviewee 4]: No I don't think so. I became thirsty for Heineken after this interview so I think I'll go down to the store and buy a bottle as soon as we hang up.

Interviewee 5

[E]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 5]: Jajemen, det går så bra så.

[E]: Great, let's get started then! We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 5]: Mitt namn är XX, jag är 25 år gammal, svensk. Jag har en bachelor i ekonomi och jobbar som E-commerce manager på ett modebolag.

[E]: What does the concepts brand loyalty, corporate social marketing (CSM) and brand authenticity mean to you?

[Interviewee 5]: Brand loyalty är väl då lojalitet till ett visst varumärke liksom, till exempel om man har en produkt som man nästan alltid köper eller vad man föredrar, då har man någon slags lojalitet till det varumärket.

Corporate social marketing, det är en bra fråga. Jag tänker eftersom att man slänger in social att det har en koppling till CSR. I sådana fall kan jag tänka mig att det har att göra med ansvarsfull marketing, man vill visa att man har en hållbar profil på något sätt kanske.

[E]: Toppen! Corporate social marketing handlar om när företag uppmanar sina kunder till någon slags beteende förändring i deras marknadsföring, som gynnar samhället i stort. Och Brand Authenticity?

[Interviewee 5]: Brand authenticity är precis vad det låter som antar jag, eller jag kan tänka mig att det har att göra med att du känner att du kan lita på varumärket, att det känns autentiskt och inte tillgjort, man kan lita på dom.

[E]: Which one is more important to you? Why?

[Interviewee 5]: För min del är det nog brand loyalty, man har ju sina varumärken som man går till ganska naturligt antagligen för att man på något sätt förknippar sig själv lite med det varumärket. Så om man går efter något när man ska köpa något så är det den första.

[E]: What do you know about Heineken?

[Interviewee 5]: Jag vet att det är ett holländskt ölföretag, eller dryckesföretag antar jag? Jag antar att de gör mer än bara öl säkert i dagsläget, men det är typ det egentligen.

[E]: How would you describe the brand in three words?

[Interviewee 5]: Okej, tre ord. Jag hade nog sagt lättillgängligt, enkelt, och så lite festligt kanske.

[E]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 5]: Typ ingenting.

Loyalty relationship (aim - find out if the respondents have true, spurious, or latent loyalty towards Heineken)
[E]: Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 5]: Bra produkter, hög kvalitet överlag skulle jag säga. Det kanske går lite hand i hand med authenticity, men generellt sätt att det är, så här, produkten som dom ger är en bra produkt i sig om du förstår vad jag menar, asså för att göra ett enkelt exempel: snabblån, SMS-lån, då är produkten i sig själv jävligt usel, så det är liksom jävligt dåligt. Så det första är att det ska vara en produkt som är en jävligt bra produkt, det är ett steg i rätt riktning. Och nästa steg är att själva produkten är högkvalitativ. Sen tredje att man kanske har en viss profil på varumärket som man på något sätt kan relatera till. Det är nog det som gör mig lojal.

[E]: Why and when do you purchase Heineken?

[Interviewee 5]: Hmm, nej men man köper väl Heineken för att det ofta finns tillgängligt och det är ett väldigt säkert kort, det är kanske inte den godaste ölen man känner till, men man vet att den kommer göra jobbet. Den är sjukt stabil. Och sen så finns den oftast där man är, och man känner till det. Så på så sätt är Heineken ett väldigt starkt varumärke.

[E]: Och när köper du Heineken då?

[Interviewee 5]: Då skulle jag säga framförallt när man är på ett ställe där du inte kan ha obegränsat med val. T.ex. om du är på en restaurang eller bar eller där det finns en meny med fem olika öl, och varav en är Heineken, då ligger det rätt nära till hands för man känner till det.

[E]: Would you say that you buy the brand in comparison to similar offers? (Shares of purchase)

[Interviewee 5]: Då skulle jag nog säga att jag… Så här, det här behöver du inte transkribera men den faller i samma kategori som typ Carlsberg, att den ofta finns där, och det är ett jäkligt säkert kort, så det är ofta man faller i den kategorin för att man inte vet vad vill ha, eller det är enkelt. Så man kanske dricker Heineken 60% av gångerna man köper öl, och 40 % kanske man köper något annat. Men det är ändå en jävligt stor kategori av öldrickande, att du står i en bar och så ska du ha en öl, och så tänker du vad ska du ha, då kör du en Heineken för att det är det du känner till.

[E]: How often do you purchase the brand? (Purchase frequency)

[Interviewee 5]: Jag köper Heineken väldigt ofta när jag är ute på bar, ofta på sommaren på en uteservering eller någonting.

[E]: What are your thoughts regarding differences/similarities between this particular brand and similar offers in the industry?

[Interviewee 5]: Jag tycker Heineken verkligen är en mellanöl liksom. Det är ingen premiumprodukt, men inte heller en budgetprodukt. Den är verkligen i mitten. Men det är också därför det är en så jäkla bra vardagsöl. Den är relativt intetsägande men väldigt stabil. Så den är verkligen mid-brand.

[E]: Do you favor the brand over others? Why?

[Interviewee 5]: Ja, inte över alla andra, men över vissa.

[E]: Varför föredrar du den över vissa?

[Interviewee 5]: För att den är god, bra lager liksom. Det är en bra produkt, en högkvalitativ produkt som känns väldigt säker, det är ett säkert kort det är väl därför. Jag tar hellre den än en som jag inte känner igen.

[E]: How likely are you to purchase the brand in the near future?

[Interviewee 5]: Det är absolut sannolikt.

[E]: Would you recommend this brand to others? Why, or why not?

[Interviewee 5]: Ja absolut det hade jag kunnat göra, då hade jag sagt att det är ett säkert kort.

[E]: How would you describe Heineken' brand promise and in what way, if any, has been this fulfilled over time?

[Interviewee 5]: Asså jag måste säga att jag har väldigt dålig koll. För mig är ju Heineken typ en rätt så anspråkslös öl. Så jag tänker att de har ett promise att den ska smaka som en ljus lager och det gör den typ alltid, så det uppfyller den ju. Men om man jämför med Carslberg, som säger typ "Probably the best beer in the world", det är ju ett mycket starkare brand promise. Och det kanske är därför dom just uppfyller vad dom lovar, typ vi är rätt modest men vi går alltid hem.

[E]: How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

[Interviewee 5]: Jag har ingen aning, för jag vet inte hur jag skulle beskriva deras värden.

[E]: How do you perceive the brand in terms of a trend-follower?

[Interviewee 5]: Nja, det skulle jag säga att dom inte är faktiskt. I min värld, sen jag drack min första Heineken, så har dom sett ut och smakat precis likadant liksom. Återigen, de är ju extremt stabila och inte så dynamiska skulle jag säga.

[E]: Could you describe how you perceive the brand in terms of your trust in the brand to fulfill its promise?

[Interviewee 5]: Mitt förtroende i Heineken i vad dom uppfyller att dom lovar?

[E]: Ja.

[Interviewee 5]: Det är högt liksom. Men det är för att jag har jävligt låg ribba. Det ska smaka som en ljus lager, och det gör det varje gång liksom.

[E]: Could you describe how you perceive the brand's honesty and trustworthiness?

[Interviewee 5]: Ja asså de känns väldigt rena liksom.

[E]: How do you perceive Heineken to be able and willing to fulfill its promise?

[Interviewee 5]:Min uppfattning är att dom vill göra en helt okej lager, liksom. Det tror jag dom vill göra. Från det vad jag tror att dom vill göra, så tycker jag att dom gör det bra.

[E]: Do you feel that Heineken performs according to your expectations?

[Interviewee 5]: Ja.

[E]: Hur då?

[Interviewee 5]: Jo men det alltid är en bra öl. En Heineken gör precis vad den ska göra. Man dricker inte en Heineken för att den ska "blow your mind", det ska vara en god, bra, helt okej öl liksom - och det är den.

[E]: How and in what way have you perceived Heineken to sincerely care for its customers in the past?

[Interviewee 5]: Det tycker jag väl att dom gör bra. Eller liksom så här, dom gör ju vad dom ska.

[E]: How and in what way have you perceived Heineken to behave in a moral way?

[Interviewee 5]: Utifrån min vetskap om dom så gör dom det. Jag har inte hört att dom har gjort något sketchy.

[E]: How and in what way have you perceived Heineken to be motivated by intrinsic or extrinsic values? Why?

[Interviewee 5]: Nej men dom vill ju tjäna pengar som alla andra.

[E]: How would you describe your relationship with the Heineken?

[Interviewee 5]: Heineken är en öl som jag dricker när jag vill ha en stabil öl. Men jag har typ ingen connection till brandet alls. Det är inte så att jag dricker Heineken för att uttrycka mig själv eller så. Men nu när jag tänker på det så finns det ju såna här Heineken kylar, det har jag sett på några ställen. Vet du vad, jag tycker fan att det är en party-öl alltså, desto mer jag tänker på det. Det är en riktig party-öl. Och det gör dom bra, man kan ju dricka många.

[E]: How would you describe Heineken's values in comparison to your own?

[Interviewee 5]: Om att vara party är ett av deras values så stämmer det överens med mig, för jag är också lite party. Men det där är jävligt intressant, okej, de stämmer överens med sitt syfte liksom. Men jag kan ändå tycka att mina värden är lite mer så här, ur det perspektivet att man skulle klämma i sig typ 12 stycken Heineken, och det är inte så jävla gott. Så om det inte är ett partysammanhang tar jag hellre tre stycken Peroni typ.

[E]: How would you describe your usage of Heineken as a way to construct your identity?

[Interviewee 5]: Nej asså, jag förknippar mig inte direkt med Heineken som brand tror jag. Jag dricker det mest för att det är rätt gott.

[E]: Varför gör du inte det?

[Interviewee 5]: Det grundar väl sig i att det är en väldigt average öl liksom. Den är jävligt bra, stabil, men lite tråkig. Jag kan inte direkt identifiera mig med det.

[E]: Do you feel that Heineken adds meaning to your life? In that case, why or why not?

[Interviewee 5]: Nej, inte mer än att det ger mig en god öl.

[E]: What do you think are brands' role in society?

[Interviewee 5]: Brands kan vara bra på det sätt att folk kan uttrycka sig själva och förknippa sig själva med, det blir på något sätt religiös att du kan hitta något som du kan binda upp dig själv i eller din identitet och så där. Sen kan jag personligen tycka att det är ganska dumt och konstlat, hela det här konsumentsamhället är ganska nytt och förstör ju världen på väldigt många sätt, så jag kan egentligen tycka att världen vore bättre utan brands. Men det är väl kul också att kunna förknippa sig med saker och ting, återigen den här religiösa och samhörighetsgrejen. Så samhörighetsgrejen är väl det som är positivt med brands, att folk kan uttrycka vem dom är genom produkter. Sen är det ju väldigt dåligt för miljön, psykisk hälsa och allt annat.

[E]: What do you think about brands who encourage behavior change in benefit for society? (e.g. stop smoking campaigns)

[Interviewee 5]: Det är väl bra. Nej men det är verkligen jättebra om man kan göra det, om brands kan promota saker till det bättre, och även att brands kan göra det till sin identitet att "vi gör världen till ett bättre ställe", det är ju super.

[E]: What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19?

[Interviewee 5]: Det är jätteviktigt såklart. Superviktigt.

Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[E]: How do you interpret the genuine concern by Heineken regarding this campaign?

[Interviewee 5]: Jag tror inte det är helt genuint, men jag tror att dom gör så gott dom kan. Och dom får det ändå att verka genuint. Jag tycker de gör ett bra jobb, det är bra reklamer som framhäver att.. Nej men genuiniteten kanske inte känns jättegenuint, men jag tycker ändå att de gör det bra, jag köper det dom gör på något sätt.

[E]: Do you think that the intended desired behavior (i.e. to stay at home/practice social distancing) is beneficial for consumers, society and the brand?

[Interviewee 5]: Ja det tror jag.

[E]: Alla tre?

[Interviewee 5]: Jag måste tänka lite men, jo det tror jag. Alltså de två första, som handlade mycket om att hänga över video, det blir lite löjligt för alla vet ju att de här virtuella after worksen suger. Det är inte direkt att folk kommer se det där och känna "nu vill jag ringa upp någon på Skype och ta en öl", men det är bra reklamer, på något sätt att man kan relatera väldigt mycket till det dom gör, och man blir lite glad utav det. Sen tycker jag att den tredje reklamen var faktiskt jävligt bra. Den kändes mer genuin än de två första, faktiskt.

[E]: Vad gjorde den mer genuin?

[Interviewee 5]: Där är på något sätt alignment of interest liksom. Dom vill ju att barerna ska vara öppna, och om folk går runt och beter sig som idioter på barerna så kommer inte det funka. Så där ligger det verkligen i deras intresse att man ska bete sig på barerna. Och där gjorde man många bra exempel som var ganska talande liksom. Så den tyckte jag var riktigt bra.

[E]: What benefits or drawbacks do you believe that Heineken receives by this CSM campaign? What are the intentions?

[Interviewee 5]: Nej men det är helt uppenbart, och det hör ihop med det här om det är genuint, att de gör den här kampanjen för att de måste göra det. Och dom vill framstå som att dom gör en god gärning för society och allt sånt. Men det är klart att dom vill marknadsföra sig, och det här är ända sättet man kan göra det, så det är A for effort. Det är deras intention. Och drawbacken av det att folk fattar, kanske gör att många inte tycker att det känns helt genuint. Men de gör det ändå bra liksom.

[E]: Does this campaign affect your knowledge and behavior regarding social distancing? (4)

[Interviewee 5]: Nej. Det kommer den inte göra. Jag är relativt nogrann ändå, men den sista videon till exempel, den tror jag är ganska bra, för den kändes mer genuin, och där ser man lite coola människor gå i munskydd och tvättar händerna ordentligt, den tror jag kan ha lite påverkan ändå.

[E]: Do you think that this is in line with other social initiatives that the brand has done? (5)

[Interviewee 5]: Jag vet inte, då jag inte har koll på om och vad för liknande grejer dom gjort innan.

[E]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 5]: Jag kan säga att jag typ aldrig sett en reklam av Heineken tidigare, eller det har man säkert, men man har inte tänkt på det. Men det blev väldigt tydligt när man ser den här kampanjen tycker jag, att dom ska vara lite hipp, lite cool, lite party-öl liksom. Och det är väl i linje med det att de ska ge en god party-öl, folk såg ändå ut att ha kul och var lite glada, det var lite hippa folk mellan 20 och 40 år.

[E]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 5]: Kanske lite hippt. Lekfullt, roligt, socialt.

[E]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 5]: Har ju dålig koll på deras values, men om man tänker att det är att vara lite festliga och coola så är ju kampanjen i linje med det.

[E]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 5]: Absolut det tror jag. Jag kollar inte så mycket reklam, men det skulle jag tro. Vilket företag som helst måste väl göra en sån här reklam, om de inte gör det kommer de väl bli shameade, de måste göra det liksom.

[E]: Vad för typ av reklam menar du då?

[Interviewee 5]: Asså just det här med social distancing. De kör ju kampanjen för att visa att vi bryr oss och stöttar samhället, och så gjorde antagligen alla, eller det var väl inget företag som inte gjorde så när corona bröt ut tänker jag.

[E]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 5]: Det har nog inte påverkats så mycket.

[E]: Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?

[Interviewee 5]: Nej. Om man tänker från början att det är en helt medioker öl så kanske det inte hade påverkats. Jo men kanske, det såg rätt nice ut, lite möjligen, det var bra reklamer. Men framförallt kanske den här lekfullheten att det är mer en fest-öl och social öl, där visar dom att de är en sån öl med denna kampanj. Men den här COVID grejen har inte direkt gjort att jag har fått större förtroende för dom.

[E]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 5]: Ja det tror jag.

[E]: Vad grundar det sig i?

[Interviewee 5]: De måste göra reklam för att promota deras produkt, och att göra en ny reklamfilm som alkoholföretag under den situationen som var eller som är nu, och inte ta höjd för det här, då måste man ju vara helt dum. Det är en självklarhet, det känns inte unikt liksom.

Integrity
[E]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?

[Interviewee 5]: Ja delvis på grund av deras moral responsbility, men återigen det här med att dom gör väl reklamer hela tiden konstant, så det är inte så att dom tänkt "okej nu kommer covid, nu måste vi göra en reklam som tar in social distancing" utan det är snarare så här "okej nu ska vi göra ny reklam den här månaden, vad ska den handla om? Jo, men det enda folk pratar om är social distancing, vi måste ta med det". Så jag tror inte dom gjorde det här per say, utan jag tror det föll sig ganska naturligt i deras business att nu gör vi ny reklam och nu gör vi det på det här temat liksom.

[E]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 5]: Jag tror anledningen till att det blir en bra reklam är oavsett om det hjälper till att folk socialise mer responsibly, så tror jag att det resonates with people, asså om du tittar på den här reklamen så tycker du att det är ganska kul för att du fattar direkt, man har en koppling till det. Så jag tror det är anledningen till att de gjorde den här kampanjen, för att det är igenkänningsfaktor och det är så jävla på tapeten på något sätt liksom.

Symbolism
[E]: How has the campaign affected your relationship with the brand?

[Interviewee 5]: Jag tycker att det var en bra kampanj, Jag tycker de framstår som lite roligare, men det var bara för att jag inte hade sett några reklamfilmer med dom innan. Så om man tar det ur ett CSR perspektiv så framstår dom som mer vettiga. Ganska bra reklam, ganska vettig reklam.

[E]: How do you perceive the campaign to be in correspondanceis corresponding with the brand's values?

[Interviewee 5]: Ja. Jag tycker dom verkar rätt roliga, och reklamerna är lite roliga, så det hänger ihop.

[E]: How do you perceive the campaign to be in line with your own values?

[Interviewee 5]: Den sista reklamen tyckte jag var ganska bra liksom. Aa faktiskt, sista, de första kanske inte not so much. Den sista var nog in line med mina värden, för ja man ska gå ut på barer när dom öppna och ta någon öl, men man ska vara jävligt försiktig liksom.

[E]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 5]: Nej.

[E]: In what ways, if any, have your intention to purchase the brand more or less often been affected after seeing this campaign?

[Interviewee 5]: Det som blir lite rundgång i mitt huvud nu är att jag tyckte att kampanjen var ganska bra, så det hade nog kunnat ha en positiv effekt på hur ofta jag köper Heineken, för att det var festligt och så där. Men just den här CSR-vinkeln på det hela, kanske inte… Eller jo, men sista videon kanske kommer göra att jag tänker till lite, den var ganska bra, så det kanske gör att man kanske ökar köpfrekvensen med 10% eller något.

[E]: In what ways, if any, have your intention to purchase the brand in comparison to similar offers changed?

[Interviewee 5]: Samma då som tidigare fråga, alltså att det är 10 % större chans att jag väljer Heineken före en annan ljus lager jag tycker om.

Deterministic (attitudinal) loyalty
[E]: In what ways, if any, have your favourability towards the brand changed? Why/Why not?

[Interviewee 5]: Jo men lite kanske, lite bättre. Men det har inte någon jättestor påverkan på mig.

[E]: In what ways, if any, have your intention to purchase the brand in the near future changed?

[Interviewee 5]: Ja, kanske, samma sak där, kanske 10 % ökad sannolikt att jag skulle köpa den inom snar framtid.

[E]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 5]: Nej. Asså kanske, den här kampanjen har nog en väldigt marginell påverkan på mitt liv.

[E]: In what ways, if any, have your thoughts regarding Heineken's differences and similarities in comparison to similar offers been affected?

[Interviewee 5]: Nej jag tror inte det har påverkats. Nu har jag ju inte sett att någon annan har gjort en sån här reklam, men jag kan inte tänka mig att det är unikt att dom har gjort det. Det kanske det är, det kanske är unikt. Men det faktum att det är så uppenbart att göra en sån här reklam, gör att det ändå inte blir så effektfullt om du förstår vad jag menar. Så det har nog inte gjort jättestor skillnad så. Mer att det var en bra kampanj.

Interrelated questions of brand authenticity, brand loyalty and CSM
[E]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

[Interviewee 5]: Något påverkad i en postiv riktning, både gällande authenticity och loyalty. Återigen, den sista reklamen i kampanjen kändes äkta och genuin, och därför kan jag ändå sympatisera med brandet lite mer kanske.

[E]: Hur menar du med att du sympatiserar mer med Heineken?

[Interviewee 5]: Att jag skulle kanske köpa Heineken mer ofta, eftersom själva brandet stärktes lite mer i mina ögon.

[E]: Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? Why, or why not?

[Interviewee 5]: Jo det kan jag ändå tycka. Om man kan känna att det är genuint, så känns det som att dem inte försöker lura folk. De vill ändå uppmana folk till att göra saker och ting bättre, det tror jag kan vara väldigt positivt för brands generellt sätt, att det kan gynna dom, snarare än att dom bara ska tjäna pengar liksom och utnyttja svaga människor.

[E]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 5]: Man ska inte få det att verka som att, typ det här klädföretaget Asket eller vad dom heter som säger så här "Köp inte kläder så ofta hos oss", det är så här fuck off liksom. Vi vet precis vad er business är, det är klart som fan att ni vill sälja så mycket som möjligt. Så kom inte med sånt jävla skitnack liksom kan jag tycka. Därför kan jag köpa den sista reklamen där, för det är så här "Ja vi vill att ni ska gå till barer och hänga och dricka öl, för det är precis det vi säljer och tjänar pengar på, men om ni gör det, gör det ansvarsfullt, så dom inte stänger barerna, för det är varken bra för oss eller er". Det kan man köpa, men om folk säger "köp inte våra grejer", det är helt värdelöst.

[E]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

[Interviewee 5]: Ja, det kan det väl göra. Det kan man väl säga, bra skit liksom.

Wrap up
[E]: Is there anything else you would like to add?

[Interviewee 5]: Nej.

Interviewee 6

[E]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 6]: Exciting! Absolutely, that's fine.

[E]: Great. We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 6]: My name is xx, I'm 29 years old, Islandtic and a female. I have a degree in Economics and am working as an Economic assistant at a media agency.

[E]: Let's get started then. What does the concepts brand loyalty, corporate social marketing and brand authenticity mean to you?

[Interviewee 6]: Brand loyalty, was that the first thing you said?

[E]: Yes.

[Interviewee 6]: Eh, I guess it's a brand that.. I don't really know these concepts, but I'm thinking that it's a brand that you are loyal to as you often buy it, because you like those products and what the brand represents. So you buy the products without thinking because you know you like it.

[E]: What about Corporate Social Marketing?

[Interviewee 6]: I know what Corporate Social Responsbility is, so I'm thinking that it's related to that? You want to take some social responsbility, and then maybe it's when you do it through marketing.

[E]: Absolutley, Corporate Social Marketing is when corporations encourage their consumers to behavior change through their marketing, which benefits society in general. What about Brand authenticity then, what does that mean to you?

[Interviewee 6]: It sounds like the brand should be charachterized by authenticity, it should be genuine. You should feel that what the brand represents is authentic. Or what they say that they represent should feel real.

[E]: Which one is more important to you? Why?

[Interviewee 6]: What was the first one now again?

[E]: Brand loyalty.

[Interviewee 6]: I think the second one then, Corporate Social Marketing. Att man tar lite ansvar, det är viktigt för mig när jag väljer varumärke. Det är bra när företag inte bara säljer produkter, utan också försöker använda sin position till att göra någonting bra. Men det kan också bli lite så här att man tänker att de gör det bara för att sälja, som ett säljknep. Så det är lite dubbelt. Men det är bra om de kan utnyttja sin situation för något bra.

[E]: What do you know about Heineken?

[Interviewee 6]: I know that Heineken is a good tasting beer. It feels like a classic, good-tasting beer, not a strange IPA or something. You know that when you buy a Heineken, you get something good.

[E]: How would you describe the brand in three words?

[Interviewee 6]: Wow, what to say. Oj. It feels like a very big company, a classic beer that's quite festive. I'm thinking that when you're at a bar and order a beer you get a bottle of Heineken.

[E]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 6]: I have seen somewhere that they promote moderate drinking, so it's great that they take responsibility. They don't just highlight that it's great to have a beer, also that you should think it through.

[E]: Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 6]: Wow, that's a difficult question. But, first, that you basically like the product. That you've tried it once before and really like it. Then also that you know that it's a brand that represents good values. What could the third thing be… I can't come up with anything else right now.

[E]: That's fine. Why and when do you purchase Heineken?

[Interviewee 6]: I rarely buy it, I would especially buy it when I'm out at a bar somewhere when I'm craving a beer. And then maybe in the summer, on an outdoor terrace. God, I really crave beer right now. But maybe I don't order Jag köper det sällan, jag skulle framförallt köpa det när jag är ute på en bar någonstans när jag är sugen på en öl. Och så kanske på sommaren, på en uteservering.

[E]: Would you say that you buy the brand more or less in comparison to similar offers?

[Interviewee 6]: I have to say less, I've got a thing for Peroni recently.

[E]: How often do you purchase the brand?

[Interviewee 6]: Wow, that's difficult to say. Not so often. Every now and then when I'm at a bar. I don't buy it home to have in my fridge.

Deterministic   (attitudinal)   loyalty
[E]: What are your thoughts regarding differences/similarities between this particular brand and similar offers in the industry?

[Interviewee 6]: It feels like one of the large beer brands. A safe, large brand, where you know you'll get a good beer. Nothing strange. Then I know that they try to take responsibility, that you should drink responsibly, in their marketing, and I don't know if others do that.

[E]: Do you favor the brand over others? Why?

[Interviewee 6]: Definitely over some others, just because they have good commercials. They represent good values, but it is also tasty. Because it is not enough just to convey that we are such a good company, it also needs to be a good product.

[E]: How likely are you to purchase the brand in the near future?

[Interviewee 6]: Very likely.

[E]: Would you recommend this brand to others? Why?

[Interviewee 6]: Yes. It feels like a classic, safe choice. You know what you get. And that they take some responsbility.

[E]: How would you describe Heineken' brand promise and in what way, if any, has been this fulfilled over time?

[Interviewee 6]: I'm thinking that it's a classic, regular beer. If you ask for a beer at bars, and you get a Heineken, then you'll know that it will be good. Nothing strange, no disgusting cheap beer, and neither a beer from a special brewery. You get a good beer, and I'm thinking that's their promise.

[E]: How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

[Interviewee 6]: Then it's maybe that they don't want to be a super cheap beer, that it should be good quality. Also they encourage people to drink responsible and not consume heavy loads of beer.

[E]: How do you perceive the brand in terms of a trend-follower?

[Interviewee 6]: Hmm.. In one way, sure, as it's a big company that follows what's going on. But it still feels like a classic, stable product, that's not so affected by trends, but certainly how they promote their products and such, then they maybe follow some trends. But the same product has been the same over time.

[E]: Could you describe how you perceive your trust in Heineken to fulfill its promise?

[Interviewee 6]: It's high. It feels like a classic. And that they satisfy my needs.

[E]: The brand's honesty and trustworthiness?

[Interviewee 6]: I don't know really, at least I haven't seen anything suspicious.

[E]: Could you describe how you perceive Heineken to be able and willing to fulfill its promise?

[Interviewee 6]: The promise to provide me with a good beer?

[E]: Absolutley.

[Interviewee 6]: I mean jesus. It's such a big brand, widespread. It's everywhere, it's not difficult to find, it's easily accessible, it's there when you're at bars. So absolutley.

[E]: Could you describe how you perceive Heineken to perform according to your expectations?

[Interviewee 6]: Yes they do. What I know, they never do anything controversial.

[E]: How and in what way have you perceived Heineken to sincerely care for its customers in the past?

[Interviewee 6]: In one way, it's great that Heineken thinks about moderate drinking and similar, but there's still something that bothers me, I mean it's still beer. That it's a thing they do to look good.

[E]: How and in what way have you perceived Heineken to behave in a moral way?

[Interviewee 6]: Similar to what I said, in one way it's great that they want to take responsibility. I guess it's moral to encourage people to drink responsibly and not contribute to heavy alcohol consumption. But it's still a company that sells beer, so I guess it's difficult to be completely moral, if you could call it moral.

[E]: Be motivated by intrinsic or extrinsic values? Why?

[Interviewee 6]: I have no idea what that means.

[E]: Think about intrinsic and extrinsic motivation.

[Interviewee 6]: I see.I think it's a combination. That there's certainly a culture within the company that it's important to represent responsible drinking, but also that they know that it looks good from the perspective of the consumer to do that.

[E]: How would you describe your relationship with Heineken?

[Interviewee 6]: Good I think. It's not a product I buy very often, but I still have a very positive attitude towards it. When I buy it, I enjoy it.

[E]: How would you describe Heineken's values in comparison to your own?

[Interviewee 6]: If you think about their responsible profile, it's aligned with my values.

[E]: Your usage of the brand as a way to construct your identity?

[Interviewee 6]: I don't know if I use Heineken to create an identity, but it's connected to my identity in the way that I'm not the kind of person who buys the cheapest beer, but neither the one who wants to show off with a strange IPA or something.

[E]: How would you describe the meanings, if any, that Heinken adds to your life?

[Interviewee 6]: It's a little enjoyment, isn't it?

[E]: What do you think are brands' role in society?

[Interviewee 6]: That's a big question. Their role is to sell products. But it's good that they take some social responsibility, such as when it comes to the environment, encourage good health and so on. But at the same time, I feel like it's a bit double, because it's about selling products in the end. So you know somewhere in the back of your mind, that it's their role in society as well. But it's absolutely positive if brands feel like they have a responsibility, and take responsibility.

[E]: What do you think about brands who encourage behavior change in benefit for society?

[Interviewee 6]: As I said, I think it's great, if it feels genuine and not just that theysay this to sell products. You talk about greenwashing and stuff, like saying that something is environmentally friendly, then it isn't, they only say it to sell. Then I think it's contraproductive and just stupid and false. But if it's built on a real engagement, then I think it's great.

[E]: What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19?

[Interviewee 6]: Wow, where did that one come from? My thoughts about social distancing is that it's the only thing that really works, it's positive.

[E]: Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[Interviewee 6]: For real, I feel very positive towards Heineken now. And I'm really craving beer now. På

[E]: That's great. How do you interpret the genuine concern by Heineken regarding this campaign?

[Interviewee 6]: I feel that it was really genuine, and that they really care. It was you know, real. There were real people and a lot of recognition.

[E]: Do you think that the intended desired behavior, to stay at home/practice social distancing, is beneficial for consumers, society and the brand?

[Interviewee 6]: Okay let's see here. Advantageous over all?

[E]: Yes, if it's beneficial for every actor involved.

[Interviewee 6]: Yes, for the individual, this is about not risking your health, so it's positive. And for society, it's positive that the spread of infection decreases, lowers the pressure on health care. It's good for Heineken, because their out of home sales have probably decreased a lot now when a lot has been closed. They want the spread of infection to decrease, so they can return to normal and stay open as usual again and sell their products. So yes, it's positive for everyone, even if it's perhaps least positive for Heineken.

[E]: What benefits or drawbacks do you believe that the brand receives by carrying out the CSM campaign? What are the intentions?

[Interviewee 6]: I think it's that they want to show that they care and be responsible, and not just encourage people to drink beer as usual. But that people should continue to purchase their products in a safe way.

[E]: Does this campaign affect your knowledge and behavior regarding social distancing?

[Interviewee 6]: It was nothing knew, not that you feelt like wow I didn't know about this. But still, absolutely, I felt like it would be nice to have a digital after work again, it was really fun.

[E]: Do you think that this is in line with other social initiatives that the brand has done?

[Interviewee 6]: Yes, it's not the first time they take repsonsibility, they have been on the same path earlier, so yeah, it's definitely alignment.

[E]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 6]: I think it was good. It's still a beer that you drink when you're at a bar, but at the same time they take responsibility."

[E]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 6]: I feel like they have developed a profile of being responsible, but still get their product out, that the focus is the product. The good beer, like a social thing. They represent a good beer that you drink together.

[E]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 6]: I mean it's great. I really liked this campaign. They have captured something, it feels like they've used regular people, not actors or models. It felt real.

[E]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 6]: Yes, of course they benefit from appearing to be a responsible compay that encourages the reduction of infection in society and that it's probably a trend right now, even if it has arisen in a sick way. At the same time, it doesn't feel like any kind of greenwashing or anything, there is something genuine behind the message, although of course they want you to buy as much of their products as possible.

[E]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 6]: Yes, similar to what I said, I think it feels honest because they show that they want to sell a product.

[E]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 6]: I'm thinking that Heineken should be a classic beer that everyone can like. Yes, it really is a beer that everyone can like, I want to add that, it's something for everyone. And it feels like they connect to that, because there's a lot of different people in the campaign drinking Heineken. So yes, definitely.

[E]: Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?

[Interviewee 6]: Yes I really craved beer after seeing this, so they can really fulfill that.

[E]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 6]: It's not unexpected that they want to take responsiblity, based on their previous campaigns.

[E]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?

[Interviewee 6]: Yes… Primarily? I guess you can say that. It's difficult to say, but I feel like it's such an established brand, maybe they can handle that they are facing some difficulties during a period. So maybe they want to show that they're a brand that you can trust, by taking responsibility. At the same time, I don't know if you can say that it is the primary reason for the campaign, that's to sell their products I guess.

[E]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 6]: Both. I think it can be both at the same time. Partly they perhaps think, how should we adapt to the new market and still reach out with our products? We xan show that you can have a digital after work at home, or that you can go to bars in a responsible way. But at the same time show that we are here to take responsibility.

Symbolism

[E]: How has the campaign affected your relationship with the brand?

[Interviewee 6]: In a very positive way, I mean you heard me laughing a bit when I was watching the videos.

[E]: How do you perceive the campaign to be in correspondance with the brand's values?

[Interviewee 6]: Well I think it is aligned.

[E]: How do you perceive the campaign to be in line with your own values?

[Interviewee 6]: I think it's aligned. That they want to emphasize that you can socialize at a distance, but still take responsibility. They promote taking responsibility. The first one was a bit depressing, the second one was more positive, that you can make something good out of it anyway, it was fun. But the first and the third show slightly different phases of the pandemic.

[E]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 6]: Wow. Right now, absolutely. You recognize yourself and they convey that we're all in the same boat. The last video was a bit hopeful.

[E]: In what ways, if any, have your intention to purchase the brand been affected after seeing this campaign?

[Interviewee 6]: I think I would choose Heineken more often. If I was in a bar now, I would easily choose Heineken. Maybe I wouldn't think that it was because of the campaign, but a positive image follows anyway, I think.

[E]: In what ways, if any, have your intention to purchase the brand in comparison to similar offers changed?

[Interviewee 6]: It has definitely been affected positively. I want to choose them and support their business now.

[E]: In what ways, if any, have your favorability towards the brand changed?

[Interviewee 6]: Yes, I like them even more now. It felt genuine, and I can relate. It was quite emotional.

[E]: In what ways, if any, have your intention to purchase the brand in the near future changed?

[Interviewee 6]: For the better. I could've bought Heineken over other brands easily already this weekend.

[E]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 6]: Yes I would. I would have recommended them before, but now it feels like you have a great reason why. One more reason other than it's a good beer.

[E]: In what ways, if any, have your thoughts regarding the brands differences and similarities in comparison to similar offers been affected?

[Interviewee 6]: As a person who does not have a very good grasp of different beer brands, I feel that it has been affected in such a way that they have an advantage now that they took the opportunity to take responsibility and contribute to change.

[E]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

[Interviewee 6]: As I mentioned, the commercials feel very authentic. It feels like Heineken not only launched this campaign to increase sales. My loyalty was therefore affected positively. The campaign was only positive in my opinion. No negative feelings.

[E]: Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? are authentic and adopt CSM? Why, or why not?

[Interviewee 6]: Yes I think so. But the last part is important then, that it should feel authentic. Like if you compare with H&M, that you can recycle clothes in their store, but the whole brand is fast fashion, so it's double standards.

[E]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 6]: Difficult, but it must be that there is something genuine behind it, that you understand that it's something they really want to influence or change, and that it doesn't contradict a lot of other things in that company, like what I said about H&M. People know that they sell sweaters for SEK 79, have factories in China where they give employees a minimum wage and at the same time they must say that they care about the environment. It doesn't really go together. But here you understand that Heineken wants to sell their beer, but the campaign still works. They actually say that you should continue to buy their beer, but if you do it, it should be done in a responsible way. There should be no contradictory things, you have to think one step further. You can not only say that we are so good because we do this, but then they do a lot of other bad things.

[E]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

[Interviewee 6]: Yes I think so.

[E]: In what way?

[Interviewee 6]: I'll carry the campaign with me. But like I said, now when I was watching I thought it was cozy. It will certainly be stored somewhere, I feel that I want to choose Heineken over other brands to a higher extent than before.

[E]: Is there anything else you would like to add?

[Interviewee 6]: I thought it was a lovely campaign, were good production. Heineken really has a great marketing team.

Interviewee 7

[E]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 7]: Of course.

[E]: We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 7]: My name is xxx, I'm a 33 year old man from Montpellier from southern France. I work as an teacher for kids between the ages of 7-10.

[E]: What does the concepts brand loyalty, corporate social marketing (CSM) and brand authenticity mean to you?

[Interviewee 7]: If I start with brand loyalty… I define it as being a recurrent customer, you are loyal to the brand to the degree that you choose it over other available alternatives. You will maybe regardless of other factors, completely regardless of competitors quality, you have for some reason a loyalty towards the brand that will make you choose it over others.

[E]: And what about corporate social marketing then?

[Interviewee 7]: It feels like a definition that is new in the marketing vocabulary. It feels in time, I guess to follow the other trends, like ESG and so on, you have to be sustainable in terms of marketing. And what does that mean then. For me, that marketing should be honest. I mean honest and a little more simple, and not so fluffy.

[E]: Yeah sort of! CSM is when a corporation encourages their customers to change a behavior that is beneficial for the society. What about Brand authenticity then?

[Interviewee 7]: Is it perhaps that the brand should actually reflect the product in a correct way? I can't come up with an example though. But that the brand should correlate with what the product.

[E]: Which one is more important to you? Why?

[Interviewee 7]: I think it's nice to have a good brand, but it doesn't necessarily have to reflect the product. Or it doesn't feel like the most important thing to me. When it comes to corporate social marketing, I don't know... You do not want others to decide what your consumption pattern should look like, even if it may be good. And what was the first one again?

[E]: Brand loyalty.

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[Interviewee 7]: I like brand loyalty. I'm that kind of consumer, I find something I like, and just go for that. If I find a t-shirt brand that I like, then I only buy those t-shirts, if I find a shirt brand I only buy them, I eat at the same burger restaurant 5 days a week because I think it's nice. So I'm all for loyalty.

[E]: What do you know about Heineken?

[Interviewee 7]: I know it's a Dutch company. I really like the design of the bottle. When I think of Heineken I think of their glass bottle, they may have a plastic bottle too, but it's the glass bottle I see in front of me. The bottle and the green, and the label feels fresh and well thought out. Nice layout. I also appreciate light lager beer very much, so it's easy, you get what you pay for, a simple light lager, nicely packaged.

[E]: How would you describe the brand in three words?

[Interviewee 7]: I would probably say that it's a nice and timeless design, good tasting beer and… It has something to do with how it's shaped. It looks very nice when you line up Heineken next to each other. It attracts large consumption. But I also think strange enough, a bit about outdoor activities, such as skiing, but also festivals and similar.

[E]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 7]: I don't actually know a lot about it, I have some TV-commercial that I vaguely remember. But I have to admit that I haven't seen a lot of marketing by Heineken.

[E]: Except from festivals and similar?

[Interviewee 7]: Exactly. You have seen on pictures and stuff, but I can' Man har sett på bilder och sånt, men kan inte riktigt porträttera det framför mig. Och dom här öl-lådorna är väldigt snygga, och dom ser man ju lite här och var. Men inget annat, nä.

[E]: Great. Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 7]: Yes. Accessibility, in other words if it's a product you buy frequently, you want it to be there whenever you want it. Quality, in other words it should have good taste or good material or whatever it is. And I also think, superficially enough, that it should look good.

[E]: Why and when do you purchase Heineken?

[Interviewee 7]: I'm a very loyal consumer to Heineken I think. I buy Heineken for instance when me and my fiancée are having friends over for dinner, we always buy a good lager to have at home. I also buy a few back-up's regularly, for unexpected visitors, or to the friday-gaming session when you want to have a beer. I also buy Heineken outside of home, when I'm on vacation, or if I'm at a bar. So that's when I buy Heineken. Why? That's my choice of beer. When I buy a beer, I buy Heineken, and I buy Heineken because it has the qualities that I mentioned that I'm looking for: it is good looking, it tastes good, and it's almost always accessible.

[E]: Would you say that you buy the brand more or less in comparison to similar offers?

[Interviewee 7]: More.

[E]: How often do you purchase the brand?

[Interviewee 7]: Then I would say that I buy Heineken every other week.

[E]: What are your thoughts regarding differences/similarities between this particular brand and similar offers in the industry?

[Interviewee 7]: That's a good question. It is tough competition. There's very fierce competition for me as a consumer, because there are many good alternatives that I am sometimes attracted to. But I can be pretty basic as I said, when I have decided on something you go for it. And now I've been a Heineken drinker for many many many years. And since they haven't disappointed me so far, I choose not to go over to anything else. It's probably not primarily because there are bad alternatives, but it's because I like it - I think it's still as good, the quality is as good as ever and it looks so optically good that I want to stick to it.

[E]: How likely are you to purchase the brand in the near future?

[Interviewee 7]: I think I'll buy some bottles of Heineken for Easter. So it's very likely.

[E]: Would you recommend Heineken to others?

[Interviewee 7]: I recommend Heineken daily.

[E]: Why?

[Interviewee 7]: Because it's a great beer. In addition to the factors I have already mentioned, I like Heineken because it's affordable. The price is a little above average, but it feels like many people are looking for something that is a little average. It feels a bit premium, even though it's quite a simple beer, so there is something a bit premium with it, I think it's because it's a nice bottle.

[E]: Ok, so now I will move on with some other questions about Heineken. How would you describe Heineken' brand promise and in what way, if any, has this been fulfilled over time?

[Interviewee 7]: I think their promise is: here you have a good tasting, simple, and non-anxious, but still a bit premium beer.

[E]: Har du sett att dom har kunnat uppfylla det här över tid?

[Interviewee 7]: They have fulfilled it to 100%! And they haven't changed, they have kept this simple design all the time, they haven't tried to make it more or less cool, just a basic light lager. I like that.

[E]: How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

[Interviewee 7]: I don't really know. If you compare with competitors, you can feel that some brands feel less fresh. I don't know why, it's just a feeling. Some beer brands don't feel so value-complient. But I don't really know about Heineken's values or what they want to convey.

[E]: In what way are other brands not fresh?

[Interviewee 7]: They feel more macho, the layout is darker, there are skulls and so on, it symbolizes another thing. Heinken is the green, simple, fresh, unisex beer.

[E]: How do you perceive Heineken in terms of a trend-follower?

[Interviewee 7]: No. I feel like they stick to their simple concept, and I think that's one reason for why I'm a loyal customer.

[E]: Could you describe how you perceive Heineken in terms of your trust in the brand to fulfill its promise?

[Interviewee 7]: I trust them to 100% that they will provide me that good tasting beer when I want it.

[E]: How do you perceive Heineken's honesty and trustworthiness?

[Interviewee 7]: I really think they're honest and trustworthy. And that's maybe because I have not been encountered with a lot of marketing. So they haven't really promised me anything, except the simple that you know about them. It's a good and simple non-anxious, but a bit premium beer.

[E]: How do you perceive Heineken to be able and willing to fulfill its promise?

[Interviewee 7]: By not changing their marketing model or taking product development in one direction or another, but during my 20 years of beer drinking, they have always given me what I want, in the same unconditional and elegant way.

[E]: How do you perceive Heineken to perform according to your expectations?

[Interviewee 7]: They do. They go for the same things.

[E]: How and in what way have you perceived the brand to sincerely care for its customers in the past?

[Interviewee 7]: Since me as a consumer like when it's the way it usually is, I don't like when brands that I like are far too trend sensitive. So therefore it feels like they genuinely care about customers like me, that is, those who have followed them for a long time and obviously like their concept.

[E]: How and in what way have you perceived Heineken to behave in a moral way?

[Interviewee 7]: Det gör dom absolut. Jag tycker i alla fall inte att dom beter sig omoraliskt. Jag har ingen orsak att tro att de inte skulle vara moraliska, därför är min slutsats att de är moraliska.

[E]: How and in what way have you perceived Heineken to be motivated by intrinsic or extrinsic values? Why?

[Interviewee 7]: I happen to know as a lawyer, that all companies' business goal is to make money. My starting point is that you conduct business in the form of a company to make money. And that's nothing I think is negative. So I think they are driven like everyone else by external motivation.

Symbolism
[E]: How would you describe your relationship with Heineken?

[Interviewee 7]: I think Heineken is a security, now I sound like a conservative old man .. But if you talk about things that you eat and drink, it's fun with change, you learn about new kitchens, learn to like new things, learn more about wine and try new things and you travel and get new impressions and so on. But Heineken for me is a safe buoy in the bay. It gives me security - it will always taste like that, it will never change, I know what I get. I see it at a distance of 30 meters at the store and then I know that "That little bad boy is going down here in my basket". Then I take it home, and open the fridge at home, then I see a strange pepper, tikka masala, vegetables and so on. But, in the middle of that jungle, I also see a familiar label, it's Heineken.

[E]: How would you describe Heineken's values in comparison to your own?

[Interviewee 7]: I think I am and want to be a stable person. I also want to have "a buoy in the bay" traits that I think Heineken has. I haven't really thought about it, but there are maybe some similarities between us, or at least in regards to my image of Heineken.

[E]: How would you describe your usage of Heineken as a way to construct your identity?

[Interviewee 7]: I don't think I do. I think I use Heineken for pleasure and enjoyment. That is my relationship with Heineken.

[E]: How would you describe the meanings, if any, the brand adds to your life?

[Interviewee 7]: No, no meaning. But Heineken of course adds a golden edge to your life.

[E]: What do you think are brands' role in society?

[Interviewee 7]: Yes… You have to assume, or the simple answer is that the purpose of brands is to create fast associatons and give the recipient a more or less true picture of a product.

[E]: What do you think about brands who encourage behavior change in benefit for society?

[Interviewee 7]: Yes, I like that if it's societal, or environmental improvements or similar you promote, then it's of course positive. But my basic attitude is probably still that companies should not decide what my consumption pattern looks like, I think that everyone must be able to decide for themselves.

[E]: How do you perceive the importance of social distancing in order to stop the spread of COVID-19?

[Interviewee 7]: I believe in it.

[E]: Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[E]: How do you interpret the genuine concern by Heineken regarding this campaign?

[Interviewee 7]: It feels like Heineken is friendly and just wants to remind us of the prevailing social situation. It feels like they are really aware of what is happening, and through the campaign nicely reminds of it. I don't think it feels like controlling, but just a reflection of the state of society.

[E]: Do you think that the intended desired behavior is beneficial for consumers, society and the brand?

[Interviewee 7]: Yes, I think.. Difficult question. I think statistically speaking, alcohol consumption has gone up in terms of what you buy home. But I would say that my gut feeling is still that it's beneficial for the individual and society, but perhaps not possibly beneficial for Heineken.

[E]: Why do you think that it's not beneficial for Heineken?

[Interviewee 7]: I probably still think that even though you might buy more beer at home then, it still feels like the general lockdown in society with clubs and bars, that it hits the Heineken brand harder than would otherwise be the case.

[E]: What benefits or drawbacks do you believe that the brand receives by carrying out the CSM campaign? What are the intentions?

[Interviewee 7]: As I said, I think it feels like they just remind you of what everything looks like now. You get the feeling that .. Or it feels like the message is that it will get better. On the one hand, it feels like they want to say that now it works like this, but it will get better. It feels like with the music and with all the happy people, you get a positive feeling for the future.

[E]: Does this campaign affect your knowledge and behavior regarding social distancing?

[Interviewee 7]: No, I think it confirms what you already know. It doesn't affect me, but it reminds me.

[E]: Do you think that this is in line with other social initiatives that the brand has done?

[Interviewee 7]: That's difficult to answer, as I don't really know other things that Heineken has done from a CSR perspective.

[E]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 7]: "I think the alignment is perfect. Heineken was there before Corona, it's here right now, and it will be there later, whenever everything gets better. Heineken's promise to me is that we will be here for you whenever you want. We have been there for you for 20 years, and we will be here for you for 20 more years. Under different circumstances maybe, but we're still here. It's 100% alignment."

[E]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 7]: I think you get the feeling that Heineken radiates warmth and togetherness, or cohesion. It is very loving and I see them in a different light now.

[E]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 7]: I think it's a good fit, it reminds me of their previous campaigns.

[E]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 7]: I have to say that you are not fed linear advertising to the same extent anymore, but personally I have seen few advertisements that have capitalized, or used the pandemic as a tool in advertising context, but maybe it's because I don't see a lot of advertising. But I don't think Heineken is following any trend in this, no.

[E] How do you percieve the trust towards Heineken to fulfill their promise through this campaign?

[Interviewee 7]: If I trusted them to give me a good tasting beer to 100% before, I trust them to 110% now, as they show that they are here for me despite the pandemic.

[E]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 7]: I think it's 100% honest and trustworthy. They paint a picture based on their perception of what society looks like right now, without beautifying in any way.

[E]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 7]: As I said, I think this is very promising. I almost have to answer in the same way as before, Heineken is here for us right now in these tough times and they will be here for us later in the same way as before. And it will be the same as before with Heineken after the pandemic.

[E]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 7]: I did not expect that.

[E]: Why not?

[Interviewee 7]: Because it feels like Heineken is a company in general that sells a product that is associated with social gatherings. Therefore I could not have imagined how they would create an advertisement and still keep that perception in regards to the pandemic. But it feels commendable that a beer brand reminds us that this is the situation right now."

[E]: But you don't think that it's contradictory then?

[Interviewee 7]: No, not at all. The opposite, it feels commendable that a beer brand reminds us of what the situation looks like right now.

[E]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?

[Interviewee 7]: No, I don't think so. I think they see it as a nice and trustworthy way to promote their product. Not to do their duty as, what do I know, how a company should act in 2021.

[E]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 7]: They want to sell their products and earn money, that's what they want.

[E]: How has the campaign affected your relationship with the brand?

[Interviewee 7]: I have to say that from associating Heineken with parties, festivals, ski slopes and so on, I now got a more familiar feeling for the brand.

[E]: How do you perceive the campaign to be in correspondance with the brand's values?

[Interviewee 7]: Yeah definitely. I think that what I said initially about security and how I trust the brand, that it is a different way of describing something that is familiar, which I feel that this campaign is in relation to their previous ones. So that image of Heineken has been reinforced through the campaign.

[E]: How do you perceive the campaign to be in line with your own values?

[Interviewee 7]: Yes I would say that, it is fun and nice.

[E]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 7]: Unfortunately, I can't say that.

[E]: Because?

[Interviewee 7]: No, I don't think a good like this, a beer, adds any value to my life, apart from a golden edge.

[E]: In what ways, if any, have your intention to purchase the brand more or less often been affected after seeing this campaign?

[Interviewee 7]: No, I would say that my consumption pattern won't change. I have been a frequent consumer earlier, and I'll continue to be that. I would say that I like Heineken as much as before, I will be an equally loyal customer, but possibly my image of Heineken has changed a bit to the positive

[E]: So even when it comes to other offers, you'll still buy Heineken over them?

[Interviewee 7]: Yep. Same consumption pattern as before.

[E]: In what ways, if any, have your intention to purchase the brand in the near future changed?

[Interviewee 7]: It hasn't change. I still plan to buy a few Heineken's for Easter.

[E]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 7]: I'm at least not less inclined to recommend Heineken. But I would say it's unchanged. I was very inclined to recommend earlier for the reasons I said earlier, and I will continue to be that.

[E]: In what ways, if any, have your thoughts regarding the brands differences/similarities in comparison to similar offers been affected?

[Interviewee 7]: Possibly in a more positive direction. I think this campaign shows a great sense of innovativeness of Heineken that I really appreciate.

[E]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

[Interviewee 7]: I think that by producing a campaign where you are reminded of the particular situation we are in now, even though you are a brand that lives on selling things in social contexts, it feels like they are very authentic in some way. They do not try to beautify anything, they still sell beer, and it is very simple, but we present selling beer in the context as society looks today. I think that is both very strong and authentic.

[E]: And your loyalty?

[Interviewee 7]: The loyalty has not changed. I still like Heineken a lot, and will continue with the consumption pattern I have today.

[E]: Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? Why/Why not?

[Interviewee 7]: An obvious behavior change message, I don't think I would like that. But a reminder of something is just nice. As in this case.

[E]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 7]: There should be just enough exposure of the brand itself in the campaign, for it to feel like a credible reminder.

[E]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow even deeper?

[Interviewee 7]: Yes, maybe it would result in that if Heineken launched a new product, I'm very attached to lager, but if they would provide an IPA, or any other kind of beer, I would have been more likely to try the alternative product within the Heineken brand, which I don't think I would do otherwise, then I would stick to the light lager.

[E]: And that has to do with the fact that you liked the campaign?

[Interviewee 7]: I got a deeper respect for Heineken as a brand due to their creativity and their way of using a campaign to remind about the current situation, and it was a nice production and so on. I got a positive experience

[E]: Is there anything else you would like to add?

[Interviewee 7]: I wonder where that Heineken you promised me is?

Interviewee 8

[A]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the

interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 8]: Yeah.

[A]: Perfect. We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 8]: Yes. My name is xx, 15 years old from Oregon in the US. I'm a male, and regarding education I have a degree in psychology and work as a therapist.

[A]: What do the concepts of brand loyalty, corporate social marketing and brand authenticity mean to you?

[Interviewee 8]: Brand Loyalty, that you are loyal to a brand no matter what. Brand Authenticity is for me how real a brand is. I don't know what corporate social marketing is.

[A]: Corporate social marketing is when brands encourage consumers to change a behavior in benefit for society. But great, which one is more important to you? Why?

[Interviewee 8]: Authenticity, because being too loyal is not good. Then you can highlight some subjects or social issues but I woudn't say that I would buy from a brand only because they promote a problem, because they might do other things that aren't good.

[A]: I see. So, what do you know about Heineken?

[Interviewee 8]: Probably the best beer in the world, or no, that's Carlsberg. Good tasting beer, you can often see it at festivals and big events, good branding. A nice lager for a fair price.

[A]: How would you describe the brand in three words?

[Interviewee 8]: Sports, socialize, a nice moment.

[A]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 8]: Not a lot, but it's often directed to younger men and sports events.

[A]: Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 8]: Great product, good price for quality, and that it does something extra apart from what benefits society.

[A]: Why and in what situations do you purchase Heineken?

[Interviewee 8]: When I want a good tasting lager to drink with friends, often when I'm out and about.

[A]: Would you say that you buy the brand more or less in comparison to similar offers?

[Interviewee 8]: Yes, I buy Heineken more than other beers in the same category.

[A]: How often do you purchase the brand?

[Interviewee 8]: A few times a month, maybe for, five times.

[A]: What are your thoughts regarding differences and similarities between this particular brand and similar offers industry?

[Interviewee 8]: The difference is that i like Heineken more than the other products that are similar, I prefer the taste. There are a lot of similarities, but I like the taste, price and that it fits into events.

[A]: Do you favor the brand over others? Why?

[Interviewee 8]: Yes, because I like the taste better.

[A]: How likely are you to purchase the brand in the near future?

[Interviewee 8]: Likely, I will do it more when you can go to soccer games again.

[A]: Would you recommend this brand to others? Why?

[Interviewee 8]: Yes, because I like the product. It's a great beer.

[A]: How would you describe Heineken's brand promise and in what way, if any, has this been fulfilled over time?

[Interviewee 8]: I think they promise a nice company, and then I buy the beer when I'm with friends, and then the promise is fulfilled.

[A]: How would you describe Heineken's brand value and in what way, if any, has this been fulfilled over time?

[Interviewee 8]: Their values is company, togetherness and team spirit, sports overall. That you can gather around something that is fun and drink a Heineken, that you can gather over the boarders between different teams in sports for instance.

[A]: How do you perceive the brand in terms of a trend-follower?

[Interviewee 8]: No, I feel like they are more trend setters. They were quite early from my experience by having a sports niche, and stand out because of that.

[A]: Could you describe how you perceive the brand in terms of your trust in the brand to fulfill its promise?

[Interviewee 8]: I have high trust, you know what you get and there are no surprises.

[A]: What about the brand's honesty and trustworthiness?

[Interviewee 8]: Would also say it's quite high, I haven't heard about any scandals.

[A]: How do you perceive Heineken to be able and willing to fulfill its promise?

[Interviewee 8]: Yes I definitely believe they are. It feels like they care about their quality as it's a very old brand.

[A]: And are they performing according to your expectations?

[Interviewee 8]: Definitely, as they still do their thing.

[A]: How and in what way have you perceived the brand to sincerely care for its customers in the past?

[Interviewee 8]: Yes I think they do that, because they don't pick sides in conflicts. For instance in team sports, they spread their collaboration between different teams and that benefits more people in the sense that it's not a niche that gets help and sponsorship.

[A]: How and in what way have you perceived Heineken to behave in a moral way?

[Interviewee 8]: I think they have a healthy marketing with alcohol free beer, and don't push it towards different groups.

[A]: How do you perceive Heineken to be motivated by intrinsic or extrinsic values?

[Interviewee 8]: Of course they want to make money but I would still say that it feels like they're motivated by intrinsic values because they care about beer for real.

[A]: How would you describe your relationship with Heineken?

[Interviewee 8]: Good, I feel happy when I see their logo and have several memories where I have consumed their beer.

[A]: How would you describe the brand's values in comparison to your own?

[Interviewee 8]: I think it's quite in line with mine, by helping many different people and having fun.

[A]: Do you use Heineken as a way to construct your identity?

[Interviewee 8]: No, I wouldn't say that I do.

[A]: How would you describe the meanings, if any, the brand adds to your life?

[Interviewee 8]: No they don't.

[A]: What do you think are brands' role in society?

[Interviewee 8]: Do they have to have a role? I couldn't see that brands have any role in society, actually.

[A]: What do you think about brands who encourage behavior change in benefit for society?

[Interviewee 8]: Yes it's good to some extent. For the general public health it's good to make it better, but then you can also push other trends that aren't good at all. For instance Tipods, there's a risk that trends are followed subconciously from a company that could be harmful for people.

[A]: So do you think that brands have a responsibility regarding those trends?

[Interviewee 8]: Yes and no, it depends on what the intention is initially. But if it's a grey zone, I think that it's better if they take responsibility than don't.

[A]: What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19?

[Interviewee 8]: I think it's important.

Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[A]: How do you interpret the genuine concern by Heineken regarding this initiative?

[Interviewee 8]: It's the spread of infection they care about and I think they succeed to reach out with that, it feels genuine.

[A]: Do you think that the intended desired behavior, to stay at home or practice social distancing, is beneficial for consumers, society and the brand?

[Interviewee 8]: Yes, if people behave and keep distance we will be able to go to bars again, so it doesn't just benefit the spread of the virus and to keep it under control, also that brands and society in general can go back to normal again.

[A]: What benefits do you believe that the brand receives by carrying out the CSM initiative? What are the intentions?

[Interviewee 8]: Their intention is still to highlight their product but in a adapted way for this siuation. The advantages with this is that they increase sales and probably a better reputation as they take responsibility.

[A]: Does this campaign affect your knowledge and behavior regarding social distancing?

[Interviewee 8]: No, it doesn't affect any of it.

[A]: Do you think that this is in line with other social initiatives that the brand has done?

[Interviewee 8]: Nej det skulle jag inte säga i och med att corona är ett nytt problem

[A]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 8]: I think it's aligned, they haven't changed any values or direction, only paid attention that their brand promise can be fulfilled in other ways.

[A]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 8]: Same as before. That they want to encourage people to socialize in the best possible way.

[A]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 8]: Good, because they don't change direction in their values.

[A]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 8]: It's a trend as many others have adapted their commercials after the pandemic, so in some way they follow a trend but they still do it with their original values.

[A]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 8]: Good, it really feels like they mean what they say.

[A]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 8]: I think it strenghtens their promise, as they have done something differently but following the same values and promise, but encourage people to do it in another way.

[A]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 8]: I had no expectations that they would launch this type of campaign, but I think it was great that they did because you keep people informed about the situation and it shows that the brand cares.

[A]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?

[Interviewee 8]: "No, it's a grey zone. I don't think primarily, they just want to highlight that it is possible to socialize and drink Heineken in a responsible way even under the corona. Also, it is important that we keep our local businesses alive which they show that they care about"

[A]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 8]: I would still say it's intrinsic, as they want to continue to promote their beer and what they represent, which I think they do in a good way, but primarily they want to sell their beer, of course.

[A]: How has the campaign affected your relationship with the brand?

[Interviewee 8]: Yes, I think it's better now because they highlight that you're not alone, there are still ways to socialize digitally. And that you should support their business.

[A]: How do you perceive the campaign to be in line with your own values?

[Interviewee 8]: It's in line with mine, I think it's important to keep distance but still enjoy when it's possible.

[A]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 8]: No, nothing.

[A]: In what ways, if any, has your intention to purchase the brand more or less often changed after seeing this campaign?

[Interviewee 8]: It has increased, because of that they highlight the difficulties for businesses right now, and the loneliness.

[A]: In what ways, if any, has your intention to purchase the brand in comparison to similar offers changed?

[Interviewee 8]: Yes, more, since Heineken highlights important things.

[A]: In what ways, if any, has your favourability towards the brand changed? Why, or why not?

[Interviewee 8]: It's better now, for the same reason, the responsibility they take.

[A]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 8]: I would recommend Heineken to a higher degree now as I like the campaign and want to support them.

[A]: In what ways, if any, have your thoughts regarding the brand's differences or similarities in comparison to similar offers been affected?

[Interviewee 8]: I think they seem more different now, because I haven't seen any other brand do a campaign like this and highlight problems in this manner, and it does not feel like the main focus is on their beer that much which I like.

[A]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty?

[Interviewee 8]: It has increased because it feels good to support a brand that takes the situation we're in seriously.

[A]: Overall, are you more inclined to be loyal to brands that you believe are authentic and adopt CSM?

[Interviewee 8]: Yes, because it's good and if you have a voice you should use it for something.

[A]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 8]: You should pick a limited amount of problems and stick to it, so you don't become a trend follower.

[A]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

[Interviewee 8]: Yes, I like them more now.

[A]: Is there anything else you would like to add?

[Interviewee 8]: No, I think you have it all covered now.

Interviewee 9

[A]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 9]: Sure!

[A]: Thank you. We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 9]: My name is xx, I am from a small village in Thailand and is currently studying my bachelor in Finance at Copenhagen Business School. I'm 21 years old

[A]: What do the concepts brand loyalty, corporate social marketing and brand authenticity mean to you?

[Interviewee 9]: I don't really know any of them.

[A]: Ok then I will explain them to you. Brand Loyalty can be explained as when you have a brand that you like a lot, and therefore purchase reguaraly over oher products. Brand authenticity could be interpreted as a brand that is genuine, real, you name it. Corporate social marketing is when brands or companies encourage their consumers to change a behavior which is beneficial for society.

[Interviewee 9]: I see, thanks.

[A]: What do you know about Heineken?

[Interviewee 9]: It's a huge company that produces beer, and they exist all over the world.

[A]: How would you describe the brand in three words?

[Interviewee 9]: Famous, commercials with men and good.

[A]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 9]: I remember that commercial when a girl walks into a closet and then there's a guy with a beer fridge.

[A]: Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 9]: Good price, good reputation and that it looks good or tastes good.

[A]: Why and in what situations purchase the brand?

[Interviewee 9]: For parties or when I'm out, mostly because I don't know a lot about other beers, so therefore I'm drawn to Heineken.

[A]: Would you say that you buy the brand more or less in comparison to similar offers?

[Interviewee 9]: I buy Heineken everytime I'm out and having a beer.

[A]: How often do you purchase the brand?

Several times a year, like I said when I'm out.

[A]: What are your thoughts regarding differences or similarities between this particular brand and similar offers industry?

[Interviewee 9]: It doesn't stand out a lot, it doesn't really taste anything particular really.

[A]: Do you favor the brand over others? Why?

[Interviewee 9]: Not based on what it tastes, but depending on the stiaution. Instinctively I do it, because I know what it tastes like and what I get. It feels safe.

[A]: How likely are you to purchase the brand in the near future?

[Interviewee 9]: Great chance.

[A]: Would you recommend Heineken to others? Why?

[Interviewee 9]: Yes, I like the product and if someone didn't know what to have or knew a lot about beer, I would recommend Heineken.

[A]: How would you describe Heineken's brand promise and in what way, if any, has this been fulfilled over time?

[Interviewee 9]: I think their commercials is about that something's happening and that people are socializing, and it's often in those situations I buy Heineken so I really feel that's connected, and they're also often available in those situations. It's a good match for what you see in commercials.

[A]: How would you describe Heineken's brand value and in what way, if any, has this been fulfilled over time?

[Interviewee 9]: I don't know actually.

[A]: How do you perceive the brand in terms of a trend-follower?

[Interviewee 9]: They don't do anything special that's new, they just follow what's going on.

[A]: How do you perceive your trust in Heineken to fulfill their brand promise?

[Interviewee 9]: Good I think, if the promise is to give me a good tasting beer.

[A]: And the brand's honesty and trustworthiness?

I trust them, yeah, I know what I get when I buy a Heineken.

[A]: How do you perceive Heineken to be able and willing to fulfill its promise?

It depends a bit about what their promise is, if it's to provide a good beer, I think they are.

[A]: How and in what way have you perceived the brand to sincerely care for its customers in the past?

[Interviewee 9]: I don't know if they care, I have never felt that they care about me at least.

[A]: Behave in a moral way?

[Interviewee 9]: I don't know if they have done anything bad, but nothing good either, so that's so and so.

[A]: How would you describe your relationship with the brand?

[Interviewee 9]: My relationship with them is that there's no other beer I really like.

[A]: How would you describe the brand's values in comparison to your own?

[Interviewee 9]: Good I think, as they haven't done anything bad.

[A]: How would you describe your usage of the brand as a way to construct your identity?

[Interviewee 9]: No, almost the opposite, that I could pick another brand as Heineken feels a bit macho and I don't want people to see me that way.

[A]: What do you think are brands' role in society?

[Interviewee 9]: It should be both satisfied customers and that it's beneficial for employees, there are a lot of famous brands and you notice that if a scandal come up, they fall. I think that highlights how important their role in society is, because if they don't behave no one will support them.

[A]: What do you think about brands who encourage behavior change in benefit for society?

[Interviewee 9]: I think it's great, regardless if they care or not, brands should use their voice.

[A]: What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19? (2)
[Interviewee 9]: Very important.

Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[A]: How do you interpret the genuine concern by Heineken regarding this initiative?

[Interviewee 9]: I don't think it felt genuine. In "Back to the bars", when a guy took his face mask on I just sighed, it didn't feel genuine.

[A]: Do you think that the intended desired behavior, to stay at home or practice social distancing, is beneficial for consumers, society and the brand?

[Interviewee 9]: Yes, from a short-term perspective. I mean it's good for all that the pandemic ends, but it's not good for any brands that all customers are in lockdown.

[A]: What benefits do you believe that the brand receives by carrying out the CSM initiative? What are the intentions?

[Interviewee 9]: They show that they are up-to-date compared to others who don't bring it up at all, they show that they care. They bring a lot of people, compared to businesses that don't care about covid but have customers that care a lot. Overall, since the pandemic hit, it feels like you feel like your friends with some brands as you care about the same things. Maybe they just want to make a modern campaign and sell their beer.

[A]: Does this campaign affect your knowledge and behavior regarding social distancing?

[Interviewee 9]: No, but I think it could be interpreted as a reminder that we can socialize while keeping distance, but I didn't learn a lot.

[A]: Do you think that this is in line with other social initiatives that the brand has done?

[Interviewee 9]: The last one reminds me a bit about a UEFA commercial, but the others were not in line with their previous campaigns or commercials I think.

[A]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 9]: A little alignment, they still promise a nice time and that's in line with their previous campaigns.

[A]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 9]: I'm thinking that they take a little more responsibility now compared to what they did before.

[A]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 9]: The fit was good.

[A]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 9]: Yes definitely, this is how our lives look like now.

[A]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 9]: Yes and no. Based on that campaign with the bar, it feels like it might be a little too honest in some way so it gets disturbing.

[A]: Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?

[Interviewee 9]: After seeing this I don't feel like I trust them more, instead almost the opposite.

[A]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 9]: No, I can't see that it has changed significantly.

[A]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 9]: Yes, they are often up-to-date so it was no surprise.

[A]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why, or why not?

[Interviewee 9]: No, I have a hard time believing that they did this just to be kind and moral. If so, why have you not seen anything like this before? For example, a campaign about black lives matter or women's rights in society? I have not seen it anyway.

[A]: How do you interpret the sincere care for their customers through this campaign?

[Interviewee 9]: No, I don't think that at all, it just feels like they want to sell.

[A]: How has the campaign affected your relationship with the brand?

[Interviewee 9]: If anything would affect me it would be the commercial in the bar, if I had only seen that one, my relationship would change, but now the others compensated. If we were to say that it was another brand that had the third advertisement with the bar ('Back to the Bars', ed.) and Heineken had the other two, then I would probably have chosen to buy Heineken instead.

[A]: How do you perceive the campaign is corresponding with the brand's values?

Altough I don't see their values as that good based on the third video, they are in line with the advertising.

[A]: How do you perceive the campaign to be in line with your own values?

[Interviewee 9]: No, this is not in line with my values.

[A]: Does this campaign change your perception of the brand as a way to construct your identity?

[Interviewee 9]: No, it hasn't changed through this campaign.

[A]: In what ways, if any, has your intention to purchase the brand more or less in comparison to similar offers changed?

[Interviewee 9]: Well, yes, if I'm having a beer I will choose them over something else.

[A]: In what ways, if any, has your favourability towards the brand changed?

[Interviewee 9]: I don't really know, maybe I like them a little bit more now.

[A]: In what ways, if any, has your intention to purchase the brand in the near future changed?

[Interviewee 9]: Probably because of this interview, but not because of the campaign.

[A]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 9]: Yeah, maybe! I think they did something to highlight the pandemic, although it wasn't maybe in the best way.

[A]: In what ways, if any, have your thoughts regarding the brand's differences or similarities in comparison to similar offers been affected?

[Interviewee 9]: Now it feels like they're more different than beer brands like Carlsberg.

[A]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty?

[Interviewee 9]: I like them more now, although I know that they just want to sell, they do it in a nice way and I get a positive feeling.

[A]: Overall, are you more inclined to be loyal to brands that you believe are authentic and adopt CSM? Why/Why not?

[Interviewee 9]: If it was a negative behavior you wouldn't think it was good, but otherwise it's great. There can be situations where companies pormote a certain lifestyle or that we should change a behavior and then you have, then realize that behavior wasn't good. I think that brands need to be a bit careful with that so it doesn't go wrong. I can feel that it's hard to trust brands as you don't know if they're subjective or what they earn on it.

[A]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 9]: You should do it in a nice way that fits the brand values, I mean it would be weird if Heineken would save dolphins, there's no match there.

[A]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

[Interviewee 9]: Yes it could, I will remember them more now.

[A]: Is there anything else you would like to add?

[Interviewee 9]: No. Thanks.

Interviewee 10

[E]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 10]: No problem

[E]: We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

Jag heter XX, jag är 26 år gammal och kommer från Täby utanför Stockholm. Jag har pluggat Industriell Design och arkitektur och jobbar nu som arkitekt

What does the concepts brand loyalty, corporate social marketing (CSM) and brand authenticity mean to you?

(If the respondent are unaware of any of the definitions of the concepts, these will be explained by the authors)

Brand Loyalty: att ett märke är såpass coolt att man vill att allt ska vara i det märket
Brand authenticity: När man uppfattar ett varumärke som att det är sanningsenligt, min uppfattning stämmer överens med den bilden som de vill ge.

Which one is more important to you? Why?
Corporate social marketing från mitt perspektiv eftersom de har "ett greater good" tänk, men från varumärkena är det brand loyalty

What do you know about the Heineken?
Holländskt, de största fotbollssponsoring-ölen

How would you describe the brand in three words?
Fotboll, "välgörenhets" reklam, kyld öl

What do you know about the brand's marketing and communication to promote their products?
Att de är på alla fotbollsgrejer, i övrigt kan jag inte riktigt differentiate mellan dem och Carlsberg

Can you tell us three attributes that would make you loyal to a brand?

Function, sustainability, darker colors

Why and in what situations purchase the brand?

When it is the tap beer available, afterski, football games

Would you say that you buy the brand in comparison to similar offers? (Shares of purchase)

Jag köper den lika mycket som jag köper andra öler som är lika

How often do you purchase the brand? (Purchase frequency)

Kanske 20 gånger per år, men inte lika mycket i år som andra eftersom man inte går på barer

What are your thoughts regarding differences/similarities between this particular brand and similar offers industry? (Relative attitude)

Samma svar

Do you favor the brand over others? Why?

Ja, jag skulle hellre köpa denna Heinken än massa andra öler, men det är inte min favoritöl.

How likely are you to purchase the brand in the near future? (Purchase intention)

Inte jättelikely, är lite för dyrt

Would you recommend this brand to others? Why?

Ja om någon skulle fråga om vanlig öl

How would you describe Heineken's brand promise and in what way, if any has this fulfilled over time?
Deras brand promise känns som att det är törstsläckande, och det tycker jag de gör bra

How would you describe Heineken's brand value and in what way, if any, has this been fulfilled over time?
Hållbarhet i förpackningar, att de har alkoholfri öl och att man ska dricka ansvarsfullt

How do you perceive the brand in terms of a trend-follower?
Ja, det känns som att de skulle kunna lägga ut en Harlem-shake när det var trendigt. De vill vara aktuella.

Credibility

Could you describe how you perceive the brand in terms of...
1) Your trust in the brand to fulfill its promise?
   Ja, ett sånt stort företag från väst behöver göra rätt för sig i kravställning av tillverkning

2) The brand's honesty and trustworthiness?
   Jag litar på dem

3) Being able and willing to fulfill its promise?
   Samma som förut
4) Performing according to your expectations?
   Ja, de smakar som öl, är tillänglig och kall

How and in what way have you perceived the brand to

1) Sincerely care for its customers in the past?
   Ja, de skapade en alkoholfri öl för folk vill dricka mindre alkohol. Det finns säkert en glutenfri öl för att de vill att de ska passa så många som möjligt

2) Behave in a moral way?
   Ja det tycker jag, jag har inte hört någonting omoraliskt om det

3) Be motivated by intrinsic or extrinsic values? Why?
   Extrinsic (han fattar inte frågan). Intrinisc på det sättet att jag tror de bryr sig om bryggeriprocessen.

Symbolism

How would you describe
1) Your relationship with the brand?
   Jag tycker om dem och jag dricker dem gärna, men jag blir inte ledsen om de inte finns som valmöjlighet

2) The brand's values in comparison to your own?
   De stämmer överens med mina

3) Your usage of the brand as a way to construct your identity?
   Till viss del, jag skäms inte för att dricka dem

What do you think are brands' role in society?
De hjälper till med jobb och överlag främjar de ju vår ekonomiska vinst. Men jag tycker om när de används för en greater good.

What do you think about brands who encourage behavior change in benefit for society? (e.g. stop smoking campaigns)
I love it! Jag gillar det för att det känns som att vi lever i en galen värld och varumärken som influerar andra varumärken och investerar i till exempel hållbarhet, det tycker jag är jättebra.

What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19? (2)
Det känns jätteviktigt men tråkigt såklart, ut ett humaniskt perspektiv.

Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

How do you interpret the genuine concern by Heineken regarding this initiative? (1)
Jag förstår att det är ett billigt trick och en mediatrick att göra corona märkt reklam och det behöver inte reflektera ett varumärkets värderingar, men detta känns verkligen geniunt

Do you think that the intended desired behavior (i.e. to stay at home/practice social distancing) is beneficial for consumers, society and the brand?
(Han menar nog ja) men säger: I slutändan är det nog inte beneficial for the brand eftersom man kanske köper hem andra varumärken

What benefits do you believe that the brand receives by carrying out the CSM initiative? What are the intentions?
Deras intention är nog att folk ska bli sentimentala och tycka att det är kontemporärt och häftigt och så ska man fastna för det, och det behöver inte spegla deras genuintet men de säger ju väldigt bra grejer med social distancing

Does this campaign affect your knowledge and behavior regarding social distancing? (4)
Nej, jag visste redan om allt

Do you think that this is in line with other social initiatives that the brand has done? (5)
Ja, men det här är någonting större.

How do you perceive the alignment of the brand promise of Heineken and this campaign?

Där skiljer det sig, för dem pekar ju Heinken - kall och bra öl för ett event. Men samtidigt har de ju gjort andra social markeitng kampanjer så på något sätt är det ju i linje med det.

What values do you ascribe to the brand after seeing this campaign?
Social sustainablily och umgänge

How do you perceive the fit of the brand's values and this campaign?
De funkar ändå bra! Deras värden återspeglas

What is your perception of this campaign being a trend that the brand follows?
Ja absolut! Men det blir ju inte dåligt för det

How do you perceive the brand's honesty and trustworthiness with this campaign?
Hög skulle jag säga, det funkar väldigt bra

Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?
Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?
Nej och ja, deras brand equity är ju till stor del uppbyggt av att de ska ta ansvar och detta är ju på ett sätt att göra det

What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

Symbolism

How has the campaign affected your relationship with the brand?
Ja, kortsiktigt kommer jag att vilja köpa detta mer

How do you perceive the campaign is corresponding with the brand's values?

How do you perceive the campaign to be in line with your own values?

Does the brand, through this campaign, change the meanings that the brand adds to your life?

In what ways, if any, has your intention to purchase the brand changed after seeing this campaign? (Purchase frequency)
Kanske inte i det långa loppet, men mycket just nu!

In what ways, if any, has your intention to purchase the brand in comparison to similar offers changed? (Shares of purchase)
Ja, jag kommer välja detta över en Carlsberg nästa gång!

In what ways, if any, has your favourability towards the brand changed? Why/Why not?

In what ways, if any, has your intention to purchase the brand in the near future changed? (Purchase intention)

In what ways, if any, has this campaign changed your intentions to recommend the brand? (Recommendation willingness)

In what ways, if any, have your thoughts regarding the brand's differences/similarities in comparison to similar offers been affected? (Relative attitude)

In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty?
Min lojalitet har ökat för jag tycker om detta initativt, och brand autheniticy har nog inte ändrats eftersom jag tycker att detta är autentiskts

Overall, are you more inclined to be loyal to brands that you believe are authentic and adopt CSM? Why/Why not?
Ja, jag tycker varumärken ska göra sånna här saker

In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?
För mig är det viktigt att allt man puschar för som socialt iniativ är direkt slutlett från och i reklam pushas nära och kommer från en vetenskaplig grund och att det finns argument för varför man ska betee sig så

Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?
Ja absolut, det finns potential

Interviewee 11

Personal information

Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

Ja.

We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

Jag heter XX, jag är 31 år gammal och jobbar som brandman på Värmdö brandstation, och jag är svensk

The respondent are unaware of any of the definitions of the concepts Brand Loyalty, CSM and Brand Authenticity and therefore there were explained by the authors

Which one is more important to you? Why?
Jag skulle ändå säga att jag tycker att det du beskriver som CSM är viktigt, känns bra att företag gör nått gott för samhället

What do you know about Heineken?
Stort ölbolag som gör öl och finns överallt i hela världen. För mig är de förknippade med after ski och fotboll.

How would you describe the brand in three words?
Ljust, känt, idrott

What do you know about the brand's marketing and communication to promote their products?
De sponsrar mycket fotboll

Can you tell us three attributes that would make you loyal to a brand?

N: Bra villkor för peronalen och bra råvaroprodukter som gynnar klimatet. Skulle jag få reda på att det var någonting som inte stämde på det så skulle jag sluta vara lojal.

Why and in what situations purchase the brand?

N: På sommaren när det är varmt som på after beach eller på after ski, fotbollsmatcher. Jag köper det ofta ute för det är lockande och svalkande då. I roliga eller trevliga sammanhang. Det målas upp en bild för mig att det är sånna tillfällen och då känns det som att är Heineken, men ska jag bara sätta mig hemma och dricka ett par bärs är det inte dem jag väljer.

Stochastic (Behavioral) loyalty

Would you say that you buy the brand in comparison to similar offers?

Jag köper mindre Heineken än vad jag köper andra öler, men mest för att det inte har hänt någonting kul senaste året.

How often do you purchase the brand?

Några gånger om året, om jag skulle vara på after sail på sandhamn skulle jag köpa H, de lägger ofta upp dem i isbad och är duktiga på att marknadsföra sin produkt. Det är ganska likt coca cola på det sättet. Det är inte en supergod produkt, det är inte såhär "wow nu drack jag en H" utan den känslan får man för att det har hänt någonting den dagen ofta.

What are your thoughts regarding differences/similarities between this particular brand and similar offers industry? (Relative attitude)

Det sticker inte ut så mycket, det smakar ju ingeting speciellt egentligen

Do you favor the brand over others? Why?

Inte från smaken, men beroende på situationen. Jag gör det beroende på sammanhanget. Skulle välja det framför en Prips på en after sail

How likely are you to purchase the brand in the near future?

Stor chans, skulle kunna köpa en idag om vi skulle gå ut

Would you recommend this brand to others? Why?

Ja, man vet att det är en god öl som är lättdrucken så det skulle man ju, men inte till någon som är duktig på öl kanske.

How would you describe Heineken's brand promise and in what way, if any has this fulfilled over time?
Sociala sammanhang, de finns alltid där

How would you describe Heineken's brand value and in what way, if any, has this been fulfilled over time?
Jag tänker att de inte står för så mycket och att det mer handlar om att sälja. Att de inte har så mycket härliga saker utan det handlar bara om att få ut ölen till så många som möjligt.

How do you perceive the brand in terms of a trend-follower?
Ja, för de finns ju där alla där. Om det har hänt någonting nytt i fotbollen t.ex så känns det som att de skulle vara där och göra en grej av det. De är ju ingen trendsättare direkt

Could you describe how you perceive the brand in terms of...
1) Your trust in the brand to fulfill its promise?
Jo men jag litar ändå till viss del på dem

2) The brand's honesty and trustworthiness?
Nja det är svårt att veta egentligen, men jag tror ändå de gör bra grejer. Så ändå rimligt mycket tilltro

3) Being able and willing to fulfill its promise?
Ja men om det är någonting som att de finns tillgängliga och smakar gott så tycker jag det

4) Performing according to your expectations?
Ja absolut! De finns ju alltid där när man vill ha dem och så. Det är nog min enda förväntan på dem, att de ska

finnas där

How and in what way have you perceived the brand to
1) Sincerely care for its customers in the past?
Nej det tror jag inte att de gör, de vill nog inte heller ha missnöjda kunder men de bryr sig inte riktigt

2) Behave in a moral way?
Jag tror inte att de är bättre än någon annan, men de håller sig nog till alla ramverk och regler

How would you describe
1) Your relationship with the brand?
Jag kommer bara i kontakt med dem under roliga happenings och därav har jag en bra relation

2) Your usage of the brand as a way to construct your identity?
Nej det spelar ingen roll, det är ju ingen status öl tidigare

3) The meanings, if any, the brand adds to your life?
De gör det roligare

What do you think are brands' role in society?
De har ett väldigt stort ansvar i samhället, eller de borde ta det. I både frågor så som personal och klimat men också i marknadsföring, eftersom de når en sån stor publik så borde de har väldigt ansvar att hålla en bra policy att ha transparens så att folk får ett äkta förtroende.

What do you think about brands who encourage behavior change in benefit for society?
Det är jättevitktigt att dem gör det, det behövs att någon börjar jobba för något bättre och så hänger andra på sen så det blir en hållbar konsumtion

What are your thoughts about the importance of social distancing in order to stop the spread of COVID-19?
Jätteviktigt

Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

How do you interpret the genuine concern by Heineken regarding this initiative?

Jag tyckte den med barena nästan var nedlåtande gentemot corona, man gjorde nästan ett hån av det. Det var inte genuint och dåligt. Den första tycker jag också nästan var överdriven i att man rör varandra så mycket hela tiden.

Do you think that the intended desired behavior, to stay at home and practice social distancing, is beneficial for consumers, society and the brand?
Nej, jag tror att H tjänar sjukt mycket på det sociala samanhanget. Det är lite det som är Heinken som den första reklamen visar när man är nära, sitter tight och skålar och klingar, har afterski osv. Sen har kanske ölförsäljningen gått upp mycket mer i och med att folk sitter hemma och tar en tröstbira här och där, men det gynnar ju inte varumärket. Den sista reklamen tycket inte jag är så förknippad med varumärket för det är inte så dem brukar vara med att man sitter hemma.

What benefits do you believe that the brand receives by carrying out the CSM initiative? What are the intentions?
Jag tror tanken är god med att vidröra ämnet men det betyder inte att de där reklamerna var så bra. Men de visar också att corona faktiskt finns. Men däremot tror jag inte på att göra en rolig sak av det, som att stå upp komikerns skulle börja skämta om coronan, det skulle kännas jättekonstigt och ingenting att skratta åt. Sen tycker jag att det är bra att man lyfter det, man kan ju inte låssas att det inte finns. Det braddar ju en hel värld. Men intentionerna är ju marknadsföring och vilja synas och sälja. Man vill visa att att det går att sitta hemma själv att och dricka en öl

Does this campaign affect your knowledge and behavior regarding social distancing? (4)
Nej jag lärde mig ingenting så, men jag tycker ändå det är bra att de visar att man inte behöver göra ingenting man kan ta en bira och skåla digitalt istället för att man ska sitta ensam hemma. Som i fotboll nu, det finns ju folk som inte har vänner och umgänge utöver de som de träffar på matcher och de skulle kanske må toppenbra av att digitalt träffa folk via facebookgrupper ect. Det påminner om att man kan ses ändå

Do you think that this is in line with other social initiatives that the brand has done? (5)

Perceived Brand Authenticity in relation to the CSM initiative

Continuity

How do you perceive the alignment of the brand promise of Heineken and this campaign?
Inte den med baren, det är ju nästan ett hån mot corona och det blev sorligt och deppigt. Så som dem beskriver det där är det ju ingen som vill ha det. Men den sista var ju uppmuntrande om man ändå behöver sitta själv

What values do you ascribe to the brand after seeing this campaign?
Jag tycker ändå att det bottnar i att man vill tjäna pengar. De reklamerna var jättebra men om det ändå är så att alla sitter uppkopplade fast de är själva och inte kan gå på matchen så ska man ändå dricka Heineken, vad är poängen? Det blir ju ingen andra värden man ser.

How do you perceive the fit of the brand's values and this campaign?

What is your perception of this campaign being a trend that the brand follows?
N: Ja de hakar ju på allt. Vad som än händer är ju dem där

Credibility

How do you perceive the brand's honesty and trustworthiness with this campaign?
Svårt, jag vet inte riktigt

In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?
Ja men till viss del kanske lite, men inte så mycket

Has the campaign affected your trust towards the brand to fulfill its promise? If yes, in what way? If no, why not?
Nja, det känns mer som att man förstår att de har pengar och kommer klara sig genom krisen

How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?
Ja, det tvivlar jag inte på

Integrity

Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?
Nej det tror jag inte, jag tror att de vill visa att de finns och göra en bra reklam

What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?
Jag tror faktiskt att vad som motiverar dem är att sälja, men att det blir ju en fin konsekvens av det liksom

Symbolism

How has the campaign affected your relationship with the brand?
Jag tycker inte kampanjerna är så stor skillnad från de tidigare reklamerna man har sett, utan det är ju bara en anpassning egentligen. Om det är någonting som skulle påverka så är det den reklamen i baren, hade jag bara sett den så hade jag nog ändrat min relation, men nu vägde de upp med de andra

How do you perceive the campaign is corresponding with the brand's values?

How do you perceive the campaign to be in line with your own values?
Nej det tycker jag inte. Som jag upplevde det så var det hån mot corona och det tycker inte jag är bra. Man ska vara väldigt försiktig när man gör reklam med munskydd och distans, det är lätt att det blir fel eftersom folk hatar som det är nu. Därför är det svårt att hitta en bra form när det blir bra.

Does the brand, through this campaign, change the meanings that the brand adds to your life?

Brand Loyalty in relation to the CSM initiative

Stochastic (Behavioral) loyalty

In what ways, if any, has your intention to purchase the brand changed after seeing this campaign? (Purchase frequency)
Ja men kanske att den har höjts lite ändå, man blir ju sugen

In what ways, if any, has your intention to purchase the brand in comparison to similar offers changed? (Shares of purchase)
Jag tycker ändå att de dom gör här är bra och jag kan tänka mig att ändra till att köpa dem mer!

Deterministic (attitudinal) loyalty
In what ways, if any, has your favourability towards the brand changed? Why/Why not?
Jo men lite, alltså jag tycker ju om dem tidigare och kanske marginellt mer nu

In what ways, if any, has your intention to purchase the brand in the near future changed? (Purchase intention)

Jo men den har nog ökat men inte så mycket, jag bryr mig inte så mycket om vad en reklam säger liksom

In what ways, if any, has this campaign changed your intentions to recommend the brand? (Recommendation willingness)
Nja, jo men kanske lite mer, men som sagt så är det ju bara en reklam och jag vet inte riktigt hur mycket det här faktiskt hjälper

In what ways, if any, have your thoughts regarding the brand's differences/similarities in comparison to similar offers been affected? (Relative attitude)
Jo men kanske har den ökat nu, men tyvärr så glömmer man ju bort sånt här efter ett tag liksom så jag tror inte det kommer att påverka jättemycket

Interrelated questions of brand authenticity, brand loyalty and CSM
In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty?
Ingen större skillnad kanske, men om jag hade älskat alla reklamer hade jag nog blivit mer lojal mot varumärket.

Overall, are you more inclined to be loyal to brands that you believe are authentic and adopt CSM? Why/Why not?
Ja det tycker jag är bra. Det ligger ett väldigt stort ansvar på de större varumärkerna, det kan ju bli jättebra om dem gör det bra. Om man ska få folk att ändra ett beteenden då måste det finnas med i reklam och förknippas med varumärken, t.ex att coca cola ställer krav på att du måste panta din burk eller återvinna den - då hjärntvättar man lite folk och så kanske man ändrar sitt beteende till något bättre. Däremot kan det ju också bli att man hjärntvättas till något sämre.

In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?
De gjorde det helt okej men jag tror att det hade behövts att de varit lite mer respektfulla. Jag tror överlag att det kan vara svårt att ta i dessa frågor och det bör göras ganska varsamt.

Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?
Ja absolut, det hade det kunnat göra. Det vore nästan konstigt att ett företag som Heineken som sitter på så mycket resurser inte skulle göra någonting. Jag tycker det är bra att de i alla fall försöker ta i det och det kommer man nog komma ihåg.

Wrap up
Is there anything else you would like to add?

Interviewee 12

[E]: Welcome and thank you for participating in this interview for our master thesis. This is a part of our data collection process and in order for you to be as objective as possible, we can unfortunately not tell you any details or what the goal of this research is. However, the topic concerns brands' use of COVID-19 in their marketing initiatives and your perceived brand authenticity and loyalty. Anything that you will tell us in this interview is confidential and your name will not be disclosed in the thesis but only between us and our supervisor. However, we might use some insights and quotes from the interview, but we will not reveal your identity. For us to conduct a thorough analysis of your answers, we would like to record this interview. Do you agree with these terms?

[Interviewee 12]: No problem

[E]: We would like to start with some personal information about you, could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation?

[Interviewee 12]: My name is xxx, I'm a 25 year old girl from Copenhagen. I study Brand and Communication Management at Copenhagen Business School.

[E]: What does the concepts of brand loyalty, corporate social marketing (CSM) and brand authenticity mean to you?

[Interviewee 12]: Well, authenticity for me is when something is "real" or what you say, and I guess that brand authenticity is when I brand feels real, for example Patagonia would be that kind of brand I guess. Brand Loyalty means that you are loyal to a brand and corporate social marketing.. Isn't that kind of CSR?

[E]: Yes that's right, CSM is a subdiscipline of CSR and is when a corporation encourages their customers to change a behavior that is beneficial for the society. Which one is more important to you? Why?

[Interviewee 12]: I would say that authenticity is pretty important to me, or at least I know that I'm drawn to those kinds of brands! But I'm also a succer for loyalty programs, like I'm a member of every store you can be, so I guess that's kind of important too.

[E]: What do you know about Heineken?

[Interviewee 12]: I know it's a beer brand that I like pretty much. I think that the brand is Dutch but I'm not sure, which is almost embarrassing because I drink Heineken pretty often.

[E]: How would you describe the brand in three words?

[Interviewee 12]: I would say that it's happy, really good and always there. I don't know if those are the three words but that is what I would say to describe them.

[E]: What do you know about the brand's marketing and communication to promote their products?

[Interviewee 12]: Hmm though, I don't know if I can recall everything but I know that they have done the commercial with the walk in closet, but overall a lot of football commercials maybe.

[E]: Great. Can you tell us three attributes that would make you loyal to a brand?

[Interviewee 12]: Talking about food or beverage products it would be for me that it would be available in a lot of places. I don't want to put a lot of effort into finding the thing I want, so that's important. I would also say that taste is important for me and I really like brands that do something extra. Like I wish I would be that kind of person that would give money to charity but I don't, so if I can support a good cause by buying a product I like that's great.

[E]: Why and when do you purchase Heineken?

[Interviewee 12]: I almost always choose Heineken when I want a regular beer that has a taste you can trust if you know what I mean? Like usually that's when I go to a bar or restaurants. But during last year due to the circumstances I bought it in stores and drank at home. I guess that happens every week so, and I buy a six pack that I have at home during the weekend.

[E]: Would you say that you buy the brand more or less in comparison to similar offers?

[Interviewee 12]: A lot more than other beer brands

[E]: What are your thoughts regarding differences/similarities between this particular brand and similar offers in the industry?

[Interviewee 12]: I guess that there really aren't a lot of differences in terms of taste, but I still feel a difference if I drink another regular beer brand like Carlsberg. I guess it is the same difference as Pepsi and Coke. Pepsi isn't bad but I can

still taste the difference and I would never buy it myself. So I would say taste and just attachment overall to the brand is the difference.

[E]: How likely are you to purchase the brand in the near future?

[Interviewee 12]: Very likely, I will probably buy it this weekend

[E]: Would you recommend Heineken to others?

[Interviewee 12]: Yes definitely, if someone would ask me what kind of beer I like or how just want a regular beer, I would recommend them!

[E]: I will move on with some other questions about Heineken. How would you describe Heineken' brand promise and in what way, if any, has this been fulfilled over time?

[Interviewee 12]: I think their promise is that they are accessible, great tasting and like I don't know.. Maybe like that they have a the same product year after year that you trust stay the same

[E]: How have they fulfilled this promise over time according to you?

[Interviewee 12]: In a great way, now I just made up the brand promise I think they have but based on those criteria they've done a great job

[E]: How would you describe Heineken' brand values and in what way, if any, has this been fulfilled over time?

[Interviewee 12]: I'm not sure really, I think they are kind of nice but I don't know, they don't feel edgy or exclusive but on the other hand a beer for everybody. I know they are big on responsible drinking because they always show there alcohol free beer, and people socializing but I don't know if the last one is a value

[E]: How do you perceive Heineken in terms of a trend-follower?

[Interviewee 12]: No, I don't really - sure they change some stuff like layout and so on based on what's contemporary but I don't see them as following trends in that way

[E]: Could you describe how you perceive Heineken in terms of your trust in the brand to fulfill its promise?

[Interviewee 12]: I trust them to be accessible and provide a great beer wherever I am!

[E]: How do you perceive Heineken's honesty and trustworthiness?

[Interviewee 12]: I do perceive them as honest and trustworthy, mostly based on the fact that I don't know that they have done anything to prove otherwise. But I would be really disappointed if it came out that they had done something bad, so I trust them to not do anything that would harm them because I guess there is a lot of customers like me

[E]: How do you perceive Heineken to be able and willing to fulfill its promise?

[Interviewee 12]: As I said, I think they are very much willing to fulfill their promises because otherwise it would just be a bunch of really disappointed customers. And I mean, with all the money they make they should definitely be able to fulfill their promise and be a "good" company

[E]: How do you perceive Heineken to perform according to your expectations?

[Interviewee 12]: I think they do that pretty well, I don't have that high expectations really, other than I just said.

[E]: How and in what way have you perceived the brand to sincerely care for its customers in the past?

[Interviewee 12]: Hmm, that's difficult. I don't know why but I kind of feel like they care a lot about their customers. But I don't know if I'm just fooled by marketing or if they actually do that.

[E]: How and in what way have you perceived Heineken to behave in a moral way?

[Interviewee 12]: I have not heard or seen them do anything that's not morally right. That would be if you go in to the discussion about alcohol being a drug and so on, but if you disregard that I don't see that they have done anything that they shouldn't have

[E]: How and in what way have you perceived Heineken to be motivated by intrinsic or extrinsic values? Why?

[Interviewee 12]: Hmm, I guess that it's a mix. I mean of course they want to sell and that's their prime motive, but I still believe that they are somewhat motivated by intrinsic values too. I feel like they are kind of like Google where it is of course hard work, but also a lot of fun and team spirit, and I think they are also motivated by having customers who enjoy the product.

Symbolism
[E]: How would you describe your relationship with Heineken?

[Interviewee 12]: I would say that my relationship to the brand is somewhat strong. I have purchased their product for so long as I can remember and it is always my first choice, but I don't really know why.

[E]: How would you describe Heineken's values in comparison to your own?

[Interviewee 12]: It's difficult because it's a beer brand, but I think that they are kind of similar. Like I also don't want to exclude anyone and I believe that you should be nice if you can call it that, so I would say that they are pretty aligned.

[E]: How would you describe your usage of Heineken as a way to construct your identity?

[Interviewee 12]: No I wouldn't say that, but maybe to some extent before. I remember when I was younger I was kind of the only girl who drank beer and I thought that was kind of cool, so more before than now.

[E]: How would you describe the meanings, if any, the brand adds to your life?

[Interviewee 12]: No, I wouldn't say that they add any meanings, except enjoyment when I drink it.

[E]: What do you think are brands' role in society?

[Interviewee 12]: That's a good question! I think that brands are a big part of society and definitely should take responsibility, both for the workforce condition and the environment. Brands overall should do more to protect the environment as we are consuming too much and it should be as sustainable as possible.

[E]: What do you think about brands who encourage behavior change in benefit for society?

[Interviewee 12]: I like it! As I said I think brands have a huge responsibility. Take the environment for example, if H&M starts to say that I should recycle my clothes and I'll get a discount, then that's great. However it is difficult to know a lot about what benefits society, right now I can only think of the environment.

[E]: How do you perceive the importance of social distancing in order to stop the spread of COVID-19?

[Interviewee 12]: I believe that it's very important

[E]: Now you will be exposed to a marketing campaign by Heineken that was released in 2020. We will pose some other questions to you afterwards.

[E]: How do you interpret the genuine concern by Heineken regarding this campaign?

[Interviewee 12]: It feels very genuine, I like that they do this, it is very brave of them!

[E]: What do you mean by brave?

[Interviewee 12]: I mean they could get a lot of criticism for this, but it is a good thing to stand up for!

[E]: Do you think that the intended desired behavior is beneficial for consumers, society and the brand?

[Interviewee 12]: Yes I do, I mean for consumers it is fairly obvious that it will benefit everybody if we stay healthy, same goes for society. Heineken of course wants us to come back to the bars or what they say, as they must have lost a lot of revenue when they closed.

[E]: What benefits or drawbacks do you believe that the brand receives by carrying out the CSM campaign? What are the intentions?

[Interviewee 12]: Difficult to say, I don't know how this campaign was greeted by consumers but I can imagine that it was both positive and negative, and I guess they knew that when launching it. I believe that the intention is to do a great commercial in a way that also informs people of the current state.

[E]: Does this campaign affect your knowledge and behavior regarding social distancing?

[Interviewee 12]: No, nothing of this is new but it is always good with a reminder in a way that isn't a boring poster from the authorities.

[E]: Do you think that this is in line with other social initiatives that the brand has done?

[Interviewee 12]: I don't know really, I guess but I'm not sure, I haven't seen that many commercials.

[E]: How do you perceive the alignment of the brand promise of Heineken and this campaign?

[Interviewee 12]: I think it is great, I mean they have a product that is usually consumed in bars and now you have to stay home even though everybody, and the brand themselves maybe more than anyone wants it to be like usual. But I think this shows that you can trust the brand to be there even after this is over.

[E]: What values do you ascribe to the brand after seeing this campaign?

[Interviewee 12]: Before seeing the campaign, I could align with them on values such as responsible drinking and socializing, however, I feel happy that they also highlighted this very important issue as this is very much in line with my own values. It kind of makes them socially responsible too which makes them grow in my eyes.

[E]: How do you perceive the fit of the brand's values and this campaign?

[Interviewee 12]: It's great, they check all the boxes of what I said before!

[E]: What is your perception of this campaign being a trend that the brand follows?

[Interviewee 12]: I understand that the concept per se is to follow a trend, but I don't think it's a negative thing since they are in line with their values.

[E] How do you perceive the trust towards Heineken to fulfill their promise through this campaign?

[Interviewee 12]: I definitely perceive them with high trust, I mean their promise that they'll provide us with good beer even in tough times is greatly portrayed in this campaign.

[E]: How do you perceive the brand's honesty and trustworthiness with this campaign?

[Interviewee 12]: I think that they are trustworthy, it is not like they say anything groundbreaking or so - we should take care of ourselves and the people around us.

[E]: In what way, if any, has your perception of the brand's ability and willingness to fulfill its promise been affected?

[Interviewee 12]: I absolutely have a higher belief now that Heineken wants to fulfill its promise and they also show that they are able to. For example, the video where people are face-timing with one another shows that Heineken are accessible and that they want everybody to make the best out of this, which feels in line with their promise.

[E]: How would you describe your expectations about Heineken to engage in marketing initiatives related to COVID-19?

[Interviewee 12]: I was not expecting them to launch a campaign just like this, but since I have seen other social initiatives that they have done it was not surprising.

[E]: Do you think that the brand launched this campaign primarily due to its moral responsibility? Why/Why not?

[Interviewee 12]: I believe that the brand launched this campaign as a great way to make a new commercial. However, as it reminds us about societal concerns it isn't a bad thing either..

[E]: What do you think motivated the brand to launch this campaign? Intrinsic or extrinsic values?

[Interviewee 12]: I think it was kind of a mix, it is a great way to make a commercial but I also think that they could have launched something without talking about Covid. But I mean it doesn't hurt and if they get some goodwill out of this it is better than to not talk about it.

[E]: How has the campaign affected your relationship with the brand?

[Interviewee 12]: Before I saw this, Heineken for me was just a great beer brand that I really like, but now I feel another type of almost love for them. I really enjoy when brands overall try to make the world a better place

[E]: How do you perceive the campaign to be in correspondence with the brand's values?

[Interviewee 12]: Before seeing the campaign, I could align with them on values such as responsible drinking and socializing, however, I feel happy that they also highlighted this very important issue as this is very much in line with my own values. It kind of makes them socially responsible too which makes them grow in my eyes.

[E]: Does the brand, through this campaign, change the meanings that the brand adds to your life?

[Interviewee 12]: No I wouldn't say that, when it comes down to it, it is just a commercial

[E]: In what ways, if any, have your intention to purchase the brand more or less often been affected after seeing this campaign?

[Interviewee 12]: I have always liked Heineken, but I have also tried other similar brands. But after seeing this I would not buy anything else because I don't feel like other brands take responsibility to the same extent

[E]: In what ways, if any, have your intention to purchase the brand in the near future changed?

[Interviewee 12]: I'm a little more inclined actually, I want to support a brand who does this but at the same time I can't drink that much beer

[E]: In what ways, if any, has this campaign changed your intentions to recommend the brand?

[Interviewee 12]: I think I'll be more likely to recommend it, I'll probably talk about this commercial with my friends and recommend them to see it but also to buy from them to support the cause

[E]: In what ways, if any, have your thoughts regarding the brands differences/similarities in comparison to similar offers been affected?

[Interviewee 12]: I have not seen any other brand do anything like this, it makes them stand out more

[E]: In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

[Interviewee 12]: I think I've become more loyal, or that I will at least become more loyal. As I said, I probably won't buy another beer brand for a while now. I also believe that their authenticity got up or what you say after this, it was a great way for them to show who they are

[E]: Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? Why/Why not?

[Interviewee 12]: Absolutely, if I stand behind the behaviour change they want to implement I am definitely open to buy from them to support. As I said earlier, it is a great way to contribute while still buying something you like.

[E]: In your opinion, how should a brand that you are loyal to (such as Heineken) behave in order to use CSM in an authentic way?

[Interviewee 12]: I think that they should stay in line with their brand. I mean you can't be authentic otherwise, but you should also not disregard the product. Some brands have a lot of different products but still just talk about the brand, while for Heineken for example - it would be weird of them to maybe do something with preserving water as I guess they use a lot of water in their production. What I'm saying is that they thing that you support should not contradict the product that you have.

[E]: Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow even deeper?

[Interviewee 12]: Yes definitely, or I mean I feel like it already has been deepened through seeing this.

[E]: Is there anything else you would like to add?

[Interviewee 12]: No, thank you so much, this was really interesting.

11.3 Focus Group Guide

Hi and welcome!

This focus group is part of our data collection process for our master thesis. Our research concerns corporate social marketing, which is when corporations encourage their users to change a behavior in benefit for society, and how this influences perceived brand authenticity and brand loyalty. Everything you say is confidential and will only be shared between us and our supervisor. Is it ok if we record the discussion?

Personal information

We would like to start with some personal information about you so we can get to know each other better. Could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation? Also, please include your relationship with beer, and in particular with Heineken.

Warm-up questions

What do you know about Heineken's marketing and communication to promote their products?

What do you think about brands who encourage behavior change in benefit for society?

EXPOSURE OF CSM INITIATIVE 1

Now you will be exposed to a marketing campaign by Heineken that was released in April 2020. We will pose some other questions to you afterwards.

How do you interpret the genuine concern by Heineken regarding this campaign?

Brand Authenticity in relation to the CSM campaign

Continuity

How do you perceive the campaign in terms of following a trend?

Credibility

Could you describe how you perceive the brand in terms of the campaign's (and the brand) honesty and trustworthiness?

Integrity

How and in what way have you perceived Heinken to sincerely care for its customers through this campaign?

Symbolism

How has the campaign affected your relationship with the brand?

Brand Loyalty in relation to the CSM campaign

Stochastic (Behavioral) loyalty

Has this video changed your intended consumption pattern?

Deterministic (attitudinal) loyalty

Has this video changed your relationship/feelings towards the brand?

EXPOSURE OF CSM INITIATIVE 2

Now you will be exposed to a marketing campaign by Heineken that was released in May 2020. We will pose some other questions to you afterwards.

How do you interpret the genuine concern by Heineken regarding this campaign?

Brand Authenticity in relation to the CSM campaign

Continuity

How do you perceive the campaign in terms of following a trend?

Credibility

Could you describe how you perceive the brand in terms of the campaign's (and the brand) honesty and trustworthiness?

Integrity

How and in what way have you perceived Heinken to sincerely care for its customers through this campaign?

Symbolism

How has the campaign affected your relationship with the brand?

Brand Loyalty in relation to the CSM campaign

Stochastic (Behavioral) loyalty

Has this changed your intended consumption pattern?

Deterministic (attitudinal) loyalty

Has this changed your feelings towards the brand?

EXPOSURE OF CSM INITIATIVE 3

Now you will be exposed to a marketing campaign by Heineken that was released in July 2020. We will pose some other questions to you afterwards.

How do you interpret the genuine concern by Heineken regarding this campaign?

Brand Authenticity in relation to the CSM campaign

Continuity

How do you perceive the campaign in terms of following a trend?

Credibility

Could you describe how you perceive the brand in terms of the campaign's (and the brand) honesty and trustworthiness?

Integrity

How and in what way have you perceived Heinken to sincerely care for its customers through this campaign?

Symbolism

How has the campaign affected your relationship with the brand?

Brand Loyalty in relation to the CSM campaign

Stochastic (Behavioral) loyalty

Has this changed your intended consumption pattern?

Deterministic (attitudinal) loyalty

Has this changed your relationship/feelings towards the brand?

Interrelated Questions

In what ways, if any, has this campaign influenced your perception of the brand's authenticity and your loyalty towards the brand?

Overall, are you more inclined to be loyal to brands who you believe adopt CSM in an authentic way? Why/Why not?

In your opinion, how should a brand that you are loyal to behave in order to use CSM in an authentic way?

Assuming that you perceive this CSM campaign as authentic, could your current relationship with Heineken grow deeper?

Wrap-up
Is there anything you would like to add?

11.4 Focus Group Transcription

[Ella]: Hi everyone, we are so happy to have you here. This focus group is part of our data collection process for our master thesis. Our research concerns corporate social marketing, which is when corporations encourage their users to change a behavior in benefit for soceity, and how this influences perceived brand authenticity and brand loyalty. Everything you say is confidential and will only be shared between us and our supervisor. Is it ok if we record the discussion?

[FG Participant 1]: Yeah.

[FG Participant 2]: Yes.

[FG Participant 3]: That's fine

[FG Participant 4]: Ja.

[Ella]: Okay, let's get started, We would like to start with some personal information about you so we can get to know each other better. Could you please present yourself and specify your name, gender, age, nationality, level of education and current occupation? Also, please include your relationship with beer, and in particular with Heineken.

[FG Participant 1]: My name is xx, I'm 25 years old and I'm from Gothenburg. I'm a student studying law. I drink beer quite often, and think it is very good with a cold beer in the summer. I associate Heineken a lot like this with six-pack canned beer, like at a house party and beer pong.

[FG Participant 3]: My name is xx, I am 34 years old and am from Düsseldorf in Germany. Like FG Participant 1, I have studied law, and now work as a district notary at Solna District Court. I drink beer from time to time as but then I do not make a very active choice, but mostly take what is available. But then it usually means that I want a classic lager, and I do not want it to be a lot of strange things when I drink beer so when it should preferably be as light as possible. And then the "green" bottles are usually a safe bet, and that's Heineken. So absolutely that Heieneken is something I choose whenever I want a beer.

[FG Participant 4]: My name is x, I'm from Odense in Denmark and I'm 27 years old. I have a bachelor's degree in Economics, and am currently working as an Supply Manager at Red Bull. I can drink Heineken, not when I want canned beer, but when I want bottled beer. Then I want to drink Heineken. I drink a lot of beer, and that's often when it's summary and I just want something easy to drink as well.

[FG Participant 2]: My name is xx, I am 30 years old from Reykjavik. I also have a bachelor's degree in x as FG Participant 4, and work as a Key Account Manager at Johnson & Johnson. I'm a beer drinker, and I say like FG Participant 4, I think of Heineken when you want a good bottled beer, not quite that beerpong feeling maybe, but I also see them, just like you said FG Participant 3, like them " green ". But I still think that Heineken is better than the Carlsberg type.

[Ella]: Do you know anything about how Heineken market its products?

[FG Participant 3]: I think of sporting events, but it could be that I mix with another of the green ones. But nothing else connected to their advertising

[FG Participant 4]: I'm also thinking sport, especially soccer

[FG Participant 2]: I think of this commercial when a group of girls in a closet and begged "woaaah".

[FG Participant 1]: Yeah that one!

[FG Participant 2]: They get stunned when they see a beer cooler. But I can not say whether it is Carlsberg or Heinken when I think about it. So I probably do not have a good idea.

[Ella]: FG Participant 1 do you think of anything in particular?

[FG Participant 1]: Eh, when I hear sporting events, it feels like I've in front of me a football field and Heineken's green bottles. But nothing I get up to immediately that is not like this that it is a beer commercial that is precisely Heineken.

[Alexandra]: Ella talked about before that some brands try to change a behavior for the benefit of society. For example, quit smoking campaigns, stop drinking milk. Do you have any thoughts on whether you think it is good or bad that brands do such things?

[FG Participant 3:] I don't think much about companies trying to influence, but it might be easy for me to say because I do not smoke or so. But I love to have coffee, and if someone had advertised that I had to stop having coffee, then maybe I would have been very offended and annoyed. So there is a bit of a limit to how personal and moralizing it is.

But if it's more subtle, you might still think it's okay, if there's a positive side to it. It feels strange to do an advertisement and influence something bad, which maybe alcohol is, but if you do it in a reasonable way then maybe it's fine.

[FG Participant 1]: Also, it's important that you find a balance with doing something that you want to do that is good but that not only becomes too strong of good-will so that you feel that it is not genuine. Sometimes when you see certain commercials, it can feel like they have only done this to win a lot of plus points, although they may not really care that much about this issue really.

[FG Participant 2]: God how difficult. So can you get some examples? I feel like I'm a little blank on campaigns I've seen.

[Alexandra]: I think of Oatly for example, that you should stop drinking milk because it is bad for the environment.

[Ella]: I'll show you an example of this now, and then you will discuss it, and as you may have understood, it applies to Heineken. So I will share my screen with you now. We will show you a video from the Socialize Responsibly campaign, which Heineken released in connection with the outbreak of COVID-19. This video was released on April 10th.

1st Video - Ode to Close
[Alexandra]: Do you think this video feels genuine on Heineken's part?

[FG Participant 2]: Just before you showed this video, I thought like this, it might depend on how much the campaign, advertising or communication permeates what the company does. Like Oatly, if they say you should stop drinking milk, for example, then they have products that are a substitute. Or type Heineken, then you really think that this to meet in the social, and if they then connect it to that now we have to socialize in a different way, then type still feels like their type of communication is genuine, just that we need to socialize in a different way right now. So it still feels like them somehow. And so are quite young people and so on.

[FG Participant 4]: I agree, it really feels like they want to emphasize "together", and then you should sit and drink beer in front of the TV, and watch football. Everything is together. What I think they have done before is now, it is not possible due to social distancing. It's nice that they have found a way to say good things, but still got into their niche.

[Alexandra]: FG Participant 3 and FG Participant 1, something you'd like to add?

[FG Participant 3]: I agree, and I also think that I fully understand that they must be able to make their point on how to encourage something in corona times without it being inappropriate, and make something good out of it instead. Why not? They probably have a huge problem with people not going to the pub anymore, and now they are trying to make

something nice out of it and that is only positive. So I do not see any spontaneous discomfort that they have an advertisement like this.

[FG Participant 1]: I also only got positive feelings.

[Alexandra]: Would you say that this is a trend that the brand follows by having an advertisement like this?

[FG Participant 4]: "It feels like they're quite early since it's from april 10. Many brands took this approach, McDonald's had this "We're here for you" which was about the drive-in thing. But it's probably a trend."

[FG Participant 3]: I think it feels like a trend, but Corona is something very sad, which affects many very seriously. So maybe you shouldn't use it for marketing purposes, because people die and lose relatives. But this is not so explicit. This works, of course, because they are not trying to say here that "it's no problem to get Corona, drink a beer instead", but it's about another backside of how businesses are affected. That trend has been seen a bit, that companies are a bit cautious, and I do not know if it is Heineken that has started it or someone else.

[FG Participant 2]: And then it becomes like this, what a trend? This is our "new normal", what to do? You have to adapt your marketing to what the outside world looks like. So it would be almost strange if a company like we said has been hit so hard, their sales must have gone down, so they must do something to try to meet it.

[FG Participant 1]: Yes it is a trend but it does not feel like they could have had any of their regular commercials now. We are in a situation where they must be adaptable. Heineken has taken the plunge and made something new out of it, but I almost expected them to adapt their marketing that way.

[Alexandra]: Do you feel that you trust Heineken through this campaign? Do you perceive them as honest?

[FG Participant 4]: They do not promise much, they do not really say much. But I think it feels genuine, it's on an honest track.

[FG Participant 3]: Yes, it's honest because they want us to persevere and be careful, so that we can go and drink beer as usual again soon. That way, you might be able to put honesty into it.

[Alexandra]: Do you feel that this video has changed your relationship with Heineken?

[FG Participant 2]: No, well that's right as we said, this is almost expected.

[FG Participant 4]: It would have made a difference if it was a real charity case, that the last thing they write is that they donate a certain amount of money to the health care for each beer sold. Then it would probably have been more emotional for me, but now it's just like "what are they going to do then?"

[Ella]: FG Participant 1 what do you think?

[FG Participant 1]: Hard question, I don't know really. For me this is not an advertisement as I feel like this wow, what a company. I'm probably a little indifferent.

[Alexandra]: Do you think Heineken shows that they actually care about their customers?

[FG Participant 1]: Absolutely, really. As FG Participant 3 pointed out, they want to find a way for their customers to drink their beer but still be safe.

FG Participant 4: I agree, by saying that you should hang in with social distance for their own good.

[Alexandra]: Do you think that after seeing this advertisement will change your consumption pattern of Heineken? Will you buy more or less do you think? Will it change how you think when you stand at the bar or in the store when you choose beer?

[FG Participant 2]: No

[FG Participant 3]: No I don't think so. Maybe by talking more about it.

FG Participant 4: No, not from this advertisement

[FG Participant 1]: If I saw this ad very often, maybe my subconscious would choose Heinkeken, but not actively.

[Ella]: Okay, we will move on. The next advertisement was released on May 5, 2020. It thus belongs to the same campaign, Socialize Responsibly.

Exposure of Video 2 - 'Connections'

[Alexandra]: Do you feel any different about Heineken when you saw this advertisement compared to the first one?

[FG Participant 1]: I got happier when I saw this.

[FG Participant 3]: Yes the other felt more melancholy. This one had something nice somehow.

[FG Participant 2]: Yes, you smiled a little. There was even more recognition somehow.

[FG Participant 3]: Really. My iPad is currently leaning against a tulip vase, so it's a lot like it is right now.

[Alexandra]: Do you think this advertisement feels trendy? Or does it feel more different?

[FG Participant 4]: I think you have seen commercials like this as well.

[FG Participant 3]: This with home, video calls, poor connection. Well, you recognize that.

[FG Participant 1]: I do not recognize this as much, but I may not check advertising often enough. But for me, this was still a bit something new in an advertising context. What I liked about this commercial was that it was not such a professional commercial, but the quality was not very good, which made it feel genuine and you follow these people's different situations, as opposed to if it had been a more professional production, then one would not have had the same perspective either.

[Alexandra]: Does this advertisement change your image of the brand's honesty and credibility?

[FG Participant 2]: No, I would like to say the same as we said last time.

[FG Participant 1]: Same here.

[FG Participant 3]: I agree.

[FG Participant 4]: Me too.

[Alexandra]: And what do you say about the relationship with Heineken? Has it been affected by this advertising?

[FG Participant 4]: No I wouldn't say that.

[Ella]: How come?

[FG Participant 4]: No, but still, there's nothing special they really say. It is more a recognition factor in how we live. They say nothing special that makes me react in any positive or negative way.

[Ella]: But now we have still lived with social distancing for a while. Do you think your relationship would have been affected if you had seen this commercial a year ago?

[FG Participant 3]: This one feels more new and fresh, that you can actually have an after work on face-time. Like they came up with something new and made something fun out of it.

[FG Participant 1]: "I feel like I get positive associations to Heineken. I also think about other values that they bring into this commercial, it is diversity and different age-groups and so on. It feels like they have thought this through on many levels."

]Ella]: Does anyone else feel that it has more positive or negative associations with Heineken?

[FG Participant 4]: That's positive, but I'm relatively positive about Heineken from the beginning. So it does not do more or less. I'm positive to the brand!

[FG Participant 1]: But it's true, it depends on what image you have before. Because if I compare this association with, for example, sports contexts, then I become much more positive, because I am not a sports fanatic directly.

[FG Participant 3]: If you take the most obvious competitor for me, Carlsberg, then it maybe feels more fun with Heineken, a bit more cute and not so macho, I mean the stereotype of beer-drinker. This feels more charming.

[Alexandra]: Do you think Heineken shows that they genuinely care about their consumers?

[FG Participant 2]: Yes, the same as last maybe. I feel strongly that it is relatable, that they are trying to understand me, or show that we know how things are right now, we know how it feels and we know how you socialize right now. It feels genuine because Heineken represents these social meetings.

[Ella]: And do you see that you genuinely care about your customers?

[FG Participant 2]: Yes, I absolutely think so, it is very much in line with the previous one. It feels genuine because I think Heineken stands for these social meetings.

[Alexandra]: We will move on shortly, but we have two more questions regarding this advertisement. Do you think that this advertisement would change your consumption pattern of Heineken? More or less than the previous advertisement, or at all?

[FG Participant 2]: I think it would be a mere-exposure effect. If I see more Heineken, then maybe it's a greater chance that I buy Heineken, but I don't think it would be an active decision.

[FG Participant 3]: I agree

[Ella]: If no one else has anything to add, I think we run the last commercial. This was released on July 24, 2020, and it is still the same campaign, but now it may be a slightly different take on it because here society had gradually begun to reopen as a result of the spread of infection.

Exposure of Video 3 'Back to the Bars'

[FG Participant 1]: Oh...

[Alexandra]: What are your direct thoughts and feelings?

[FG Participant 1]: They would have gotten so much criticism if this was released today.

[FG Participant 4]: Yeah.

[FG Participant 2]: Yes definitely.

[Ella]: Why?

[FG Participant 1]: You understand that this advertisement came when it came, because it's a bit like it was in the beginning before you realized what a big problem this would be. You recognize yourself in these situations, and it was exactly as it was and perhaps is in any case in Sweden in many ways. But it does not feel like, if one found out how far the corona would extend and how big a problem it would be, companies would probably not dare to give this perspective on it as well. It does not feel really responsible.

[FG Participant 3]: Well, I think such advertisements can come when we know that the corona is over, then it would have been a great idea. That you can look back and laugh a little at all these situations. Well, I've been to a restaurant and such, but it's not something you feel very proud of. And then I do not know if that is what a company should associate itself with. This was a little too early I felt.

[FG Participant 4]: But at the same time as last summer, it was really like that. It was much more under control, a different situation, so I understand that that advertisement came then. But if one is to be correct now with the result in hand, it could just as well have been the beginning of the end, that the corona was over in September. You did not know then.

[FG Participant 1]: I agree, it feels like they were a little eager maybe. It may have been a mentality then that now it is soon over, but it is a very big risk to take as a company to do such an advertisement when there is a risk that it is too early.

[FG Participant 2]: I do not understand that as a global company you dare to take a chance on this. It is so different in all countries. On a weekly basis, the situation changes. It will be strange if a country suddenly goes into a lockdown, then this campaign circulates.

[Ella]: But if we think about the genuine concern, does this feel genuine?

[FG Participant 1]: This if anything feels genuine. It may not give such good associations now to the company, but I mean they want to keep the bars open and they write them too. So it feels genuine in relation to what they want, to sell their beer.

[Ella]: But considering that you do not get good associations from the advertising, do you then think that it is not so tasteful to have a more comical advertising about this?

[FG Participant 1]: I do not know, it feels so easy to sit here now with the results in hand and say that it was not the situation then. It feels genuine that they released it then because they wanted to keep the bars open. It would have been strange if they wanted something else, given what they knew then.

[Alexandra]: But is it genuine in the way that they convey that you as a human being should know how to socialize? Or because they are clear about what they want, and therefore you can trust this advertisement?

[FG Participant 1]: So it is not genuine in the way that they care about their customers, but more genuine in a recognition purpose.

[FG Participant 4]: They continue on this recognition factor thing. And much of what they point out was struggles. It's still a tricky situation we're in, but let's adapt so we can reopen. And that is a genuine message I can feel.

[Ella]: And what do you say about the honesty and credibility of this ad?

[FG Participant 3]: It feels honest.

[Ella]: More honest than the previous one?

[FG Participant 3]: It feels honest and trustworthy based on the fact that they probably make a lot more money from people being out at bars than from people having "FaceTime-beer" after work.

[FG Participant 4]: I would say that. If it were dishonest, they would not film that it is a cross on a chair that you are not allowed to sit there, but then maybe they would have a little more wonderful feeling, that it is very nice to come back to a bar. There are a lot of struggles with this situation we are in, and they show it, in that way it is honest.

[Ella]: Has this video affected your relationship with Heineken in any way?

[FG Participant 1]: No, I'm pretty forgiving that they're releasing this commercial when they did not know better. But maybe a little difference in that they released it globally, in that the situation looked different in different countries. But it feels difficult to sit this far later to judge them for it. So my relationship with Heineken has not been negatively affected in any case.

[FG Participant 3]: When you see it now, you think you were there yourself. I can not put a negative value on the fact that they run an advertisement. At the end of the day, some countries were different, but those countries may have had restrictions so that there were not even open bars. So maybe you can not blame Heineken for that.

[FG Participant 2]: I still get some negative associations. I'm going to be like this, why should they go in, because it's almost like they make up some guidelines in how it's okay to socialize, ass both this that it's a bit naive, because it's still like July of course that you were not really out and about then either, or at least I was. But then it feels a little strange that they should go in and say that "this is still okay to socialize, you can only be in bars if you have a mouth guard." It is still different authorities that will decide it? That they take that risk in some way. But a commercial does not affect me in how I look at a brand like Heineken in that way. I think as FG Participant 3 said, it's a little fun if you have not been close to someone who has been hit hard. Because you joke about corona.

[Ella]: If we look at your consumption pattern, do you think it will be affected by this advertising compared to the other two?

[FG Participant 4]: No, I probably would not want to say that.

[FG Participant 2]: No (shakes head)

[FG Participant 4]: No (shakes head)

[FG Participant 3]: No

[Alexandra]: Would you say that this campaign has in any way affected your thinking or feeling towards the brand authenticity and your loyalty?

[FG Participant 4]: I would probably still like to say that they take some social responsibility. They adapt to society as it looks today, and they still do it quite nicely. This last one can be discussed, they could shit in it and run on with regular advertising, it would have been negative. If they had not adapted, it would have been negative, but now that they have adapted, it is good, but they are still not very good. It's kind of expected.

[Ella]: Your loyalty then FG Participant 1?

[FG Participant 1]: Had I been more loyal from the beginning, it would probably have increased. Especially when a brand that you like that takes social responsibility, it will be positive.

[Ella]: You would not choose Heineken now over others just because they take social responsibility?

[FG Participant 1]: No, for me it probably takes more than commercials.

[FG Participant 3]: I agree, it feels like I need something more, not much, but maybe donate 1 euro per purchased beer for health care or whatever. But they feel fresh and contemporary, but I don't feel more loyal.

[FG Participant 2]: I probably agree. Even if you react differently to each advertisement, it does not affect my image of the company. A major setback had been required

[Alexandra]: Is it more likely that you would be loyal to brands that use this type of communication, where you want to change something in society and who do it in an authentic way?

[FG Participant 4]: Here they only adapt to what society looks like. I do not feel that they want to change anything. I guess they just want you to follow what the situation in society looks like.

[Alexandra]: Yes, absolutely so you can see it. But is that their role? As FG Participant 2 said, that may be the task of the authorities. In this way, they influence people to actually follow recommendations, such as wearing a mouth guard.

[FG Participant 4]: Well, that's true, they have really embraced it throughout the campaign. That's a good thing. They had to change something, and if they were to do it anyway, it would be good to do a whole campaign of it. instead of throwing in a little side-note "stay home kids".

[Alexandra]: Do FG Participant 2 and FG Participant 3 know anything else?

[FG Participant 3]: No, I probably agree, to do nothing would have been to still film a large sports audience in an arena where people toast in beer or at a nightclub, and it would not have worked. So I think this feels like the right way.

[Ella]: Imagine that you think this campaign is authentic, based on what you yourself consider to be authentic, could you see that your relationship with Heineken could be deeper than it is today? That you should buy Heineken more often than Carlsberg, or buy Heineken more generally?

[FG Participant 4]: Had they continued as FG Participant 3 said with football audiences and clubs, then the relationship would have been negative. So that they have done these have increased any positivity absolutely, on a slightly deeper level.

[FG Participant 3]: I agree

[FG Participant 1]: For me, it feels crucial that I would see it many times, not just once, then maybe it would affect me very strongly.

[FG Participant 3]: "Exactly. And maybe if another beer brand did nothing. Right now it feels like you don't see a lot of ads, but the ones who do something are better than those who don't. Even though they could have made the campaign even better, maybe this will subconciously linger a bit."

[FG Participant 2]: And then it might be a little over time, like many streams small, I could not think of any communication that Heineken did before, but it would be that I see this now, then comes another campaign where they support the World Wide Fund for Nature. No, I do not know, but something that is in line with them, and that they build up over a longer period of time like this, that they usually react socially responsible.

[Ella]: But great, does anyone want to add anything?

[FG Participant 1]: The best thing would have been if they had taken the last commercial this early summer and the pandemic and written type "so that the bars can open soon", then they would have made it happen.

[FG Participant 3]: No, but these are so interesting questions, as well as what gets embarrassing in what beer companies think they can influence, versus doing nothing at all.

[Alexandra]: Thank you very much guys for a great discussion.

11.5 Coding Tables

11.5.1 Consumers with True Loyalty

Coding: True Loyal Consumers – Perceived Brand Authenticity

True Loyal Consumers

CODE
"1 = yes/positive;
0 = not influenced;
-1 = negatively influenced;
n/a = no answer"

		Interview 6 Before exposure Quote	CODE	Interview 6 After exposure Quote	CODE	Interview 7; Before exposure Quote	CODE	Interview 7; After exposure Quote	Interview 8 Before exposure Quote	CODE	Interview 8; After exposure Quote	Interview 12; Before exposure Quote	CODE	Interview 12; After exposure Quote	CODE	FG Participant 4 Quote	CODE
Continuity	Brand promise	"I would describe their promise to serve high quality beer to people all over the world. I think they have succeeded with that, as they never compromise on quality."	0	"Ok, so if Heineken's brand promise is to serve people with high-quality beer, I couldn't see how the campaign wouldn't be aligned with the brand promise. Even though the first two values encourage us to not meet up at a bar, and hang out online instead, they don't tell us to not drink beer."	0	"I think their promise is: here you have a good lasting, simple, and non-serious, but still a bit premium beer. [...] They have fulfilled it to 100%! And they haven't changed, they have kept this simple design all the time, they haven't tried to make it more or less cool, just a basic light lager. I like that."	0	"I think the alignment is perfect. [...]"	"I think they promise a nice company, and then I buy the beer, whatever everything gets better, and then the promise is fulfilled."	0	"I think it's aligned, they haven't changed any values or direction, only paid attention that their brand promise can be fulfilled in other ways."	"I think their promise is that they are accessible, great lasting and like I don't know. Maybe like that they have a the same product year after year that you must stay the same."	1	"I think it is great, I mean they have a product that is usually like I said before. It usually commanded is beer and now you have to stay home even though everybody, and the brand themselves maybe more than anyone wants to be like usual. But I think this shows that you can trust the brand to be here even after this is over."	n/a		
	Brand values	"Their brand values are for me quality and responsibility. They fulfill this as they have always provided good lasting beer, and at the same time promotes responsible drinking towards their audience."	0	"Responsibility, care, and fun."	1	"I don't really know. If you compare with competition, you can feel that some brands feel less fresh. I don't know why, it's just a feeling. Some beer brands don't feel so value-competent. But I don't really know about Heineken's values or what they want to convey."	1	"I think it's good fit, it reminds me of their previous campaigns."			"Their values is company, togetherness and team spirit, sports overall. That you can gather around something that is fun and drink a Heineken, that you can gather over the boundaries between different teams in sports for instance."	0	"Same as before. That they want to encourage people to socialize in the best possible way."	1	"Before seeing the campaign, I could align with their values such as responsible drinking and socializing, however, I feel happy that they also highlighted this important issue as this is very much in line with my own values. A kind of makes them socially responsible too which makes them grow in my eyes."	n/a		
	Alignment brand values and campaign	n/a		"I think the alignment is good. They are acting responsible and caring with this campaign, but in a fun and creative way."	1	n/a					"Good, because they are more of their values."	0	"Good, because they don't change direction so their values."	1	"It's great, they check all the boxes in of what I said before!"	n/a		
	Trustfollowing	"I would say that Heineken is a trend-follower. I haven't noticed any remarkable changes of the brand the last 10 years. They have their original beer and that works for the company, and for their customers."	1	"I haven't seen any other beer brands doing something similar, but it was very trendy for brands overall during the outbreak of the pandemic to include COVID-19 in advertisements and such. So I guess they are following a trend with this initiative, but not in a bad way."	1	"No, I feel like they stick to their simple concept, and I think that's one reason for why I'm a loyal customer."	1	"I have to say that you are not following linear advertising to the same extent anymore, but personally I have seen few advertisements that have capitalized, or used the pandemic as a tool in advertising context, but maybe it's because I don't see a lot of advertising. But I don't think Heineken is following any trend in this, no."			"It's a trend as many others have adopted their way they follow a trend but they still do it with their original values."	1	"I'm not sure really, I think they are kind of nice but I don't know, they don't feel edgy or exclusive but on the other hand a beer for everybody. I know they are big on responsible drinking because they always show these alcohol free beer, and people socializing but I don't know if the last one is a following trends in that way value"	0	"I think like they're quite early on to follow a trend, but I dont since it's from april 10. Many believe that they do is in a brand-took this approach. McDonald's had this 'We're removing since they are in McDonald's M but let's adapt so we can support. And that is a genuine message I can feel."	1		
Credibility	Trust to fulfill promise	"You can always count on the beer to be good, and in that sense I really trust Heineken."	0	"I hasn't been affected really. With this campaign, they communicate in in any other campaign, that they can provide high-quality beer, but in other types of settings."	1	"I trust them to 100% that they will provide me that good lasting beer when I want it."	0	"If I trusted them to give me a good tasting beer to 100% before, I trust them to 110% now, as they show that they are here for me not despite the pandemic."	"I have high trust, you know what you get and there are no surprises."	1	"I think that me must has actually increased, I really think this campaign was a great way to show that they are here for us"	1	"I trust them to be accessible and provide a great beer whatever I am!"	0	"I definitely perceive them with high trust, I mean their promise that they'll provide us with good beer even in tough times is greatly portrayed in this campaign."	1		
	Honesty and trustworthiness	"It feels like Heineken is a transparent brand, and they have never done anything weird or been involved in something suspicious, so in that sense they are trustworthy."	1	"I think they are honest and trustworthy by recognizing that they can use their powerful voice to encourage people to engage in social distancing, while still promises me anything, except the beer."	0	"I really think they're honest and trustworthy. And that I maybe because I have not been encountered with a lot of marketing. So they haven't really promised me anything given that they're simple that you know about them. It's a good and simple motivations, but a bit premium beer."	1	"I said, I think this is very promising. I almost have to answer it in are, the same way as before. Heineken is here for us right now in these tough times and they will be here for us later in the same way as before. And later on the same way as before with Heineken after the pandemic."	"Would you say it's quite high, I haven't heard about any scandals."	1	"Good, I really feels like they mean what they say."	0	"I do perceive them as honest and trustworthy, exactly based on the fact I don't know that they have done anything to prove otherwise. But I would be really disappointed if it came out that they had done something bad, so I trust them not do anything that would harm them because I guess there is a lot of customers like me."	1	"I think that they are trustworthy, it is not like they say anything, groundbreaking or so - we should take care of ourselves and the people around us."	0	"They do not promise much, they do not really say much and I think it feels genuine, it's like a genuine message I can feel."			
	Able and willing to fulfill promise	"I really have the impression that Heineken never compromises on quality, so they are definitely succeeding with fulfilling the promise of being a premium beer brand."	0	"Yeah, I guess my trust increases, in the sense that Heineken communicates that we're still here, you can still have high-quality beer, despite the fact that it is my 20 years of beer drinking, they have always given me what I want, in the same unconditional and elegant way."	0	"By not changing their marketing model or taking product development in one direction or another, but during the same direction in my beer and it will be here for us later in the same way as before. And it will be there for us later on the same as before with Heineken after the pandemic."	0	"As I said, I think this is very promising, I almost have to answer it in the same way as before. Heineken is here for us right now in these tough times and they will be here for us later in the same way as before. And it will be here for us later on the same way as before with Heineken after the pandemic."	"Yes! I definitely believe they are, It feels like they care about their quality as it's a very old brand."	1	"I think it strengthens their promise, as they have done something differently but following the same values and promise, but encourage people to do it in another way."	1	"As I said, I think they are very much willing to fulfill their promise because otherwise it would just be a bunch of really disappointed customers. And I mean, with all the money they make they should definitely be accessible and that they want everybody to make the best out of this, which feels fine with their promise."	1	"I absolutely have a higher belief now that Heineken wants to fulfill its promise and they also show that they are able to. For example you are not allowed to sit the video where people are close-sitting with one another, it shows that freedom and accessible and that freedom is very nice to come back to a wonderful feeling, that it is very important issue at this."	1	"I would say that. If it were disboned, they would not film that it is a cross on a chair that there, but then maybe they would have a little more would have a little more wonderful feeling, that it is very nice to come back to a that. There are a lot of struggle with this situation we are in, and they show it, in that way it is honest."	1		
	Perform according to expectations	"As I said, I have never heard of any scandalous events that Heineken has been involved in. As Heineken contains alcohol, which is a 'good' thing, I expect them to engage in different social causes to minimize harm that their brand can do, and I believe that Heineken succeeds with that through their different responsible drinking campaigns."	0	"As responsibility is what differentiates Heineken as a brand from its competitors in my opinion, I guess I had expectations that they would send a message like this."	1	"They do. They go for the same things."	1	"I did not expect that. [...] Because it feels like Heineken is a company in general that sells a product that is associated with social gatherings. Therefore I could not have imagined how they would create an advertisement and still keep that perception in regards to the pandemic. But it feels commendable that a beer brand reminds us that this is the situation right now."	"Definitely, as they still do their thing."	1	"I had no expectations that they would launch this type of campaign, but I think it was great that they did because you keep people informed about the situation and it shows that the brand cares."	1	"I think they do that pretty well, I think their high expectations they have that high expectations really, other than I just said"	1	"I was not expecting them to launch a campaign just like this, but since I have seen other social initiatives that they have done it was not surprised."	1		

CODE
"1 = yes/positive
0 = not influenced
-1 = negatively influenced
n/a = no answer"

True Loyal Consumers

Perceived Brand Authenticity	Interview 4: Before exposure Quote	CODE	Interview 4: After exposure Quote	Interview 7: Before exposure Quote	CODE	Interview 7: After exposure Quote	Interview 8: Before exposure Quote	CODE	Interview 8: After exposure Quote	Interview 12: Before exposure Quote	CODE	Interview 12: After exposure Quote	FG Participant 4 Quote	CODE
Integrity														
Sincere care	"I guess this relates to what I previously said. Selling alcohol is not caring about people, as it can cause a lot of harm. However, I believe that Heineken sells beer in a very tasteful way by not promoting intoxication, and therefore I think they care as much as they can."	0	"I believe that the brand is doing the best they can. They have chosen to produce and market a product that is not "healthy" for their customers, however, they still don't promote intoxication or being irresponsible to either drinking or behaviour that could be harmful to others like their concept."	"Since me as a consumer like when it's the way it usually is, I don't like when prevailing social situation. It feels like they are really aware of what is happening, and through the campaign nicely reminds of it. I don't think it feels like controlling, but just a reflection of the state of society."	n/a		"It feels like Heineken is friendly and just wants to remind us of the because they don't pick sides in sports, they spread their..."	0	"No, it's a grey zone. I don't think primarily, they just want to highlight that it is possible to socialize and drink Heineken in a responsible way even under the corona. Also, it is important that we keep our local businesses alive which they show that they care about."	"Hmm, that's difficult. I don't know why but I kind of feel like they care a lot about their customers. But I don't know if I'm just fooled by marketing or if they actually do that."	0	"I think it was kind of a mix, it is a great way to make a commercial but I also think that they could have launched something without talking about Covid. But I mean it doesn't hurt and if they got some goodwill out of this it is better than to not talk about it."		1
Moral Behavior	"As I said, being a beer brand, it is difficult to believe in a moral way. But Heineken succeeds with this by taking the conversation of what alcohol can do to you."	1	"Maybe not primarily, but definitely partly, I can imagine that Heineken realized that they are a huge actor in the industry, and should therefore use its voice to affect society in a positive way."	n/a	0	"No, I don't think so. I think they see it as a nice and trustworthy way to promote their product. Not to do their duty as, what do I know, how a company should act in 2021."		0	"I think they have a healthy marketing with alcohol free beer, and don't push it towards different groups."	"I have not heard or seen them do anything that's not morally right. That would be if you go in to the discussion about alcohol being a drug and so on, but if you disregard that I don't see that they have done anything that they shouldn't have."	0		"I don't believe that the brand launched this campaign primarily due to its moral responsibility, but as a great way to make a new commercial. However as it reminds us about social concerns it isn't that bad"	n/a
Motivation	"Mainly extrinsic values, they want to sell beer. And to sell more to a more aware generation, they are selling the beer responsibly."	1	"I think that the main purpose of this campaign is to show people that it is possible to consume Heineken in ways that still are in line with social distancing, and in that sense sell more beer. But also company to make money. And that's intrinsic values, based on what I just said nothing I think is negative. So I think they are driven like everyone else by brand."	"I happen to know as a lawyer, that all companies' business goal is to make money. My starting point is that you conduct business in the form of a company to make money. And that's intrinsic values because they want to earn money, that's what they want."	0	"They want to sell their products and earn money, that's what they want."		0	"Of course they want to make money but I would still say that it feels like they're motivated by intrinsic values because they care about beer for real."	"I would still say it's intrinsic, as they want to continue to promote their beer and what they represent, which I think they do in a good way, but primarily they want to sell their beer, of course."	0		"I agree, by saying that you should hang in with social distance for their own good."	n/a
Symbolism														
Relationship	"It is a long-lasting relationship, as I always turn to Heineken when I want to quench my thirst with beer."	1	"I would say that it has become even more strong. With this campaign, they confirm all the positive values that they stand for."	"I think Heineken is a security, now I sound like a contact tricky old man - But if you talk about things that you learn about new kitchens, learn to like new things, learn more about wine and by new things and you travel and get new impressions and so on. But Heineken for me is a safe buoy in the bay. It gives me security - it will always taste like that, it will never change. I know what I get. I see it at a distance of 30 meters in the store and then I know that "That little buoy is going down here in my basket". Then I take it home, and open the fridge at home, then I see a strange pepper, tikka masala, vegetables and so on. But, in the middle of that jungle, I also see a familiar label, it's Heineken."	1	"I have to say that from associating Heineken with parties, festivals, ski slopes and so on, I now get a more familiar feeling for the brand."	"Good, I feel happy when I see their logo and have several memories where I have consumed their beer."	1	"Yes, I think it's better now because they highlight that you're not alone, there are still ways to socialize, digitally. And that you should support their business."	"Hmm, I guess that it's a mix, I mean of course they want to sell and that's their prime motive, but I still believe that they are somewhat motivated by intrinsic values too. I feel like they are kind of like Google where it is of course hard work, but also a lot of fun and team spirit, and I think they are also motivated by having customers who enjoy the product."	1	"I feel closer to them now because they're such a responsible brand, and I think that they are kind of female or somewhat strong, which is in line with my values"		0
Brand values in comparison to own	"Heineken promotes responsible drinking, and I rarely drink beer to get drunk, so I guess our values are aligned."	0	"As I believe that social distancing is important, but still believe that you can socialize but act carefully, it is in line with my own values."	"I don't think I do. I think I use Heineken for pleasure and enjoyment. That is my relationship with Heineken."	0	"Yes I would say that, it's fun and nice."	"I think it's quite in line with mine, by helping many different people and having fun."	0	"It's in line with mine, I think it's important to keep distance but still enjoy when it's possible."	"It's difficult because it's a beer brand, but I think that they are trying to exclude anyone and I believe that you should be nice if you can call it that, so I would say that they are pretty aligned."	1	"Before seeing the campaign, I could still align with them on values such as responsible drinking and socializing, however I feel happy that they also highlighted this certain amount of money to the health care for each beer sold. Then it would probably have been more emotional for me, but now it's just like "what are they going to do about then?""	"I would have made a different if it was a real charity case, that the last thing they write is that they donate a..."	n/a
Identity construction	Hmm. This one was difficult. I haven't really thought about Heineken in that way, but my friends often comment on that I always ask for Heineken when we're at a bar, so I guess it is a part of my identity by being "The Heineken-dude girl"	n/a		"I don't think I do. I think I use Heineken for pleasure and enjoyment. That is my relationship with Heineken."	n/a	"No, I wouldn't say that I do."		n/a	"No I wouldn't say that I do."	"No I wouldn't say that, but maybe to some extent before. I remember when I was younger I was kind of the only girl who drank beer and I thought that was kind of cool, so more before than now."	0	"[...] there's nothing special they really say. It is more a recognition factor in how we live. They say nothing special that makes me react in any positive or negative way."		n/a
Meaning in life	"I relate Heineken to hanging out with friends and socializing, and in that sense Heineken adds meaning because having a beer together is a good excuse to meet up, and spend time with my friends is very important to me."	0	"I don't know if the campaign adds any meaning to my life, but it makes me happy and hopeful. When I hear the song in the campaign I will think of Heineken, with only positive associations."	"No, no meaning. But Heineken of course adds a golden edge to your life"	0	"No they don't."	"No, nothing."	0		"No, I wouldn't say that they add any meanings, except enjoyment when I drink it."	0			n/a
CSM corresponding with brand values	n/a	0	"I think they are very aligned, as the brand again shows signs of responsibility."	"I think that what I said initially about security and how I trust the brand, that it is a different way of describing something that is familiar, which I feel that this campaign is in relation to their previous ones. So that image of Heineken has been reinforced through the campaign."	1	"No, nothing."	No they don't.	n/a	"No, nothing."	"No I wouldn't say that, when it comes down to it, it is just a commercial."	0	n/a	n/a	n/a

Coding: True Loyal Consumers – CSM

True Loyal Consumers	CSM	Interview 4: Before exposure Quote	CODE	Interview 4: After exposure Quote	CODE	Interview 7: Before exposure Quote	CODE	Interview 7: After exposure Quote	CODE	Interview 8: Before exposure Quote	CODE	Interview 8: After exposure Quote	CODE	Interview 12: Before exposure Quote	CODE	Interview 12: After exposure Quote	CODE	FG Participant 4 Quote	CODE
CODE: 1 = positive; 0 = not influenced; -1= negativly influenced; n/a = no answer																			
CSM																			
Brands role in society		"Brands help capitalism thrive, which has economical benefits but also social drawbacks, for instance in terms of environmental questions and child labor. In that sense, I think that brands should engage in societal questions as much as they can. They should really use their power."				"You have to assume, or the simple answer is that the purpose of brands is to create fair associations and give the recipient a more or less true picture of a product."				"Do they have to have a role? I couldn't see that brands have any role in society, actually."				"That's a good question! I think that brands are a big part of society and definitely should take responsibility, both for the workforce condition and the environment. Brands overall should do more to protect the environment as we are consuming too much and I should be as sustainable as possible."				"Well, that's true, they have really embraced it throughout the campaign. That's a good thing. They had to change something, and if they were to do it anyway, it would be good to do a whole campaign of it, instead of throwing in a little side-note any home kids."	1
Attitude toward behaviour change		"Well, why not? As long as this encouragement is not contradictory to what the brand's business is all about. I mean, it would be quite strange if Heineken would encourage its customers to stop drinking alcohol beverages."				"Yes, I like that if it's societal, or environmental improvements or similar you promote, then it's of course positive. But my basic attitude is probably still that companies should not decide what my consumption pattern looks like, I think that everyone must be able to decide for themselves."		"I believe in it."		"Yes it good to some extent. For the general public health it's good to make it better, but they you can also push other trends that aren't good at all. For instance. Typodi, there's a risk that trends are followed subconsciously from a company that could be harmful for people."				"I like it! As I said I think brands have a huge responsibility. Take the environment for example, if H&M turns to say that I should recycle my clothes and I'll get a discount, then that's great. However it is difficult to know a lot about what benefit society, right now I can only think of the environment."					
Concerned Issue										"I think it's important."									
Genuine concern by the brand		"I think it is very important, I mean it is known for a fact that it helps reduce the spread if we limit our social contacts, work from home, don't go to dinners and parties and so on. And I really want this pandemic to end now, so yeah, it is important."		"First of all, I really like this campaign. It actually feels genuine. I guess Heineken wants this pandemic to end and ASAP as anyone else, so we all can go to bars again and consume their product."				"I feels like Heineken is friendly and just wants to remind us of the prevailing social situation."				"It is the spread of infection they care about and I think they succeed to reach out with that, it feels genuine."		"I believe that it's very important"		"I believe that it's very important"		"I feels very genuine. I like that they do this, it is very brave of them."	n/a
Beneficial actors				"Actually yes. The campaign is beneficial for consumers as it highlights how we can continue socializing in safe, creative ways. For Heineken, it is beneficial as they want the pandemic to end so we can go back to normal and consume more of their beer. For society, it is also beneficial as this campaign hopefully reaches out to a lot of people, which in turn can help reduce the spread of the virus."				"Yes, I think. Difficult question, I think statistically speaking, alcohol consumption has gone up in terms of what you buy home. But I would say that my gut feeling is still that it's beneficial for the individual and society, but perhaps not possibly beneficial for Heineken."				"Yes, if people believe and keep distance we will be able to go to bars again, so it doesn't just benefit the spread of the virus and to keep it under control, also that brands and society in general can go back to normal again."				"Yes I do, I mean for consumers it is fairly obvious that it will benefit everybody if we stay healthy, same goes for society. Heineken of course wants us to come back to the bars or what they say as they must have lost a lot of revenue when they closed."	n/a		
Benefits intentions				"Heineken receives benefits in the sense that people are enlightened to think about social distancing when drinking, which in turn can lead to reducing the spread of the virus. But I guess the intention of the campaign is that they want to sustain an image of being responsible, and show that they care about what's going on, which in the end will make people like the brand, and in turn lead to increased sales."				"As I said, I think it feels like they just remind you of what everything looks like now. You get the feeling that... Or it feels like the message is that it will get better. On the one hand, it feels like they want to say that now it works like this, but it will get better. It feels like with the music and with all the happy people, you get a positive feeling for the future."				"Their intention is still to highlight their product but in a adapted way for this situation. The advantages with this is that they increase sales and probably a better reputation as they take responsibility."				"Difficult to say, I don't know how this campaign was greeted by consumers but I can imagine that it was both positive and negative, and I guess they know that when launching it, I believe that the intention is to do a great commercial in a way that also informs people of the current state."	n/a		
Affecting knowledge and behavior				"Not really, but it inspired me to have an after work with my friends on zoom anytime soon!"				"No, I think it confirms what you already know. It doesn't affect me, but it reminds me."				"No, it doesn't affect any of it."				"No, nothing of this is new but it is always good with a reminder in a way that isn't a boring poster from the authorities."	n/a	"I agree, by saying that you should hang in with social distance for their own good."	n/a
Consistency				"Totally! I mean, they have done campaigns about responsible drinking before, and this can also be seen as a responsible drinking campaign but in a COVID-19 context."				"That's difficult to answer, as I don't really know other things that Heineken has done from a CSR perspective."				"Nej det skulle jag inte säga i och med att corona är ett nytt problem"						"I don't know really, I guess but I'm not sure, I haven't seen that many commercials."	n/a

Coding: True Loyal Consumers – Brand Loyalty

Stochastic

True Loyal Consumers	Interview 4: Before exposure – Quote	CODE	Interview 4: After exposure – Quote	Interview 7: Before exposure – Quote	CODE	Interview 7: After exposure – Quote	Interview 8: Before exposure – Quote	CODE	Interview 8: After exposure – Quote	Interview 12: Before exposure – Quote	CODE	Interview 12: After exposure – Quote	FG Participant 4 – Quote	CODE
Shares of purchase	"Definitely. For instance, if I'm in a bar and they serve two alternatives of beer, I would choose Heineken."	1	"I always pick Heineken among other alternatives, but I feel that my preference has grown even stronger after seeing this campaign. They really differentiate themselves with this campaign."	"More."	0	"Same consumption pattern as before."	"Yes, I buy Heineken more than other beers in the same category."	1	"Yes, more, since Heineken highlights important things."	"I have always liked Heineken, but I have also tried other similar brands. But after seeing this campaign, I don't feel like other brands take responsibility to the same extent."	1	"I have not seen any other beer brand do anything like this, it makes them stand out more."	n/a	
Purchase frequency	"Now in times of COVID-19, I guess I drink a little less beer than usual as there's not a lot of social things going on and that I primarily when I drink beer. But before the pandemic, say, once a week maybe?"	1	"If it wasn't for the fact that I don't want to consume beer more than I do right now, I would buy Heineken every day."	"That I would say that I buy Heineken every other week."	0	"No, I would say that my consumption pattern won't change, I have been a frequent consumer earlier, and I'll continue to be that."	"A few times a month, maybe 1 for, five times."	1	"It has increased, because of that they highlight the difficulties for businesses right now, and the loneliness."		1	"I'm a little more inclined actually, I want to support a brand who does this but at the same time I can't drink that much beer."	n/a	

Deterministic

True Loyal Consumers	Interview 4: Before exposure – Quote	CODE	Interview 4: After exposure – Quote	Interview 7: Before exposure – Quote	CODE	Interview 7: After exposure – Quote	Interview 8: Before exposure – Quote	CODE	Interview 8: After exposure – Quote	Interview 12: Before exposure – Quote	CODE	Interview 12: After exposure – Quote	FG Participant 4 – Quote	CODE
Relative attitude	"Actually, I believe that the differences when it comes to taste are quite small, I like right lagers in general. But I feel like I can always trust that I will enjoy a Heineken you know? But in terms of marketing, I guess Heineken are focusing on being perceived as more responsible compared to other brands."	1	"Yeah, I mean the campaign does not affect how it tastes in comparison to competition, but it makes them stand out even more than before as they are taking action to benefit for society, in a charming way."	"That's a good question. It's tough […]"	1	"Possibly they seem more different now in a positive sense. I think this campaign speaks of a great majority in Heineken that I really appreciate."	"The difference is that I like Heineken more than the other products that are similar, I prefer the taste. There are a lot of similarities, but I like the taste, price and that it fits into events."	1	"I think they seem more different now, because I haven't seen any other brand do it like this and highlight problems in this manner, and it does not feel like the main focus is on their beer that much which I like."	"I think of Heineken as another equal beer brand, but that I like particularly much."	1	"I have not seen any other beer brand do anything like this, it makes them stand out more."	n/a	
Brand friendship	"Yeah, I just have this weird attachment to Heineken. I guess it has to do with the fact that I have been drinking it for such a long time and you can always count on them to believe as a company. Heineken 0/0 is also the best tasting alcohol-free beer."	1	"It has grown even stronger, based on the fact that this campaign stands out from the crowd as they use their power to affect societal change. The campaign is also fun, creative and gives a little hope in these difficult times."	n/a	1	"I would say that I like Heineken as much as before, I will be an equally loyal customer, but possibly my image of Heineken has changed a bit to the positive."	"Yes, because I like the taste better."	1	"It's better now, for the same reason, the responsibility they take."		1		"Before I saw this, Heineken for me was just a great beer brand that I really like, but now I feel another type of almost love for them. I really enjoy when brands overall try to make the world a better place. So that they have done these have increased any positivity absolutely, on a slightly deeper level."	1
Purchase intention	"Very likely. Well, it's Friday tomorrow so I guess that?"	0	"I look forward to the next time I'm having an excuse to drink a beer, because then Heineken will be the obvious choice, like it has been before."	"I think I'll buy some bottles of few Heineken's for Easter. So it's very likely."	0	"I haven't change, I still plan to buy a few Heineken's for Easter."	"Likely, I will do it more when you can go to soccer games again."	1	"Likely, I will do it more when you can go to soccer games again."	"Haha, I always intend to buy Heineken."	1		"I'm a little more inclined actually, I want to support a brand from this advertisement."	0
Recommendation willingness	"Yeah why not? Heineken sells good beer and engages in good causes, and that's two things that people in my surroundings like."	1	"I think that I would encourage my friends to choose Heineken next time, due to the fact that they take societal responsibility with this campaign."	"I recommend Heineken daily, […] Because it's a great beer. In addition to the factors I have already mentioned, I like Heineken because it's affordable. The price is a little above average, but it feels like many people are looking for something that is a little average. It feels a bit premium, even though it's quite a simple beer, so there is something a bit premium with it, I think it's because it's a nice bottle."	0	"I'm at least not less inclined to recommend Heineken. But I would say it's unchanged. I was very inclined to recommend earlier for the reasons I said earlier, and I will continue to be that."	"Yes, because I like the product. It's a great beer."	1	"I would recommend Heineken to a higher degree now as I like the campaign and want to support them."	"I'll recommend to someone choosing two beer brands, I would recommend Heineken. But at the taste isn't that distinct and everybody kind of like it, it is not the type of product that you recommend overall. However, I will probably talk about this campaign the next time I'm drinking beer with someone, and that is kind of a recommendation of the brand I guess"	1	"I think I'll be more likely to recommend it, I'll probably talk about this commercial with my friends and recommend them to see it, but I also to buy from them to support the cause."	"Had they continued as FG Participant 3 said with football audiences and clubs, than the relationship would have been negative. So that they have done these have increased any positivity absolutely, on a slightly deeper level."	1

Coding: True Loyal Consumer - Overall Evaluation of CSM, Brand Authenticity and Brand Loyalty

True Loyal Consumers	CODE "1 = yes/positive 0 = not influenced -1= negatively influenced n/a = no answer"	Interviewee 6: Before exposure Quote	CODE	Interviewee 6: After exposure Quote	Interviewee 7: Before exposure Quote	CODE	Interviewee 7: After exposure Quote	Interviewee 8: Before exposure Quote	CODE	Interviewee 8: After exposure Quote	Interviewee 12: Before exposure Quote	CODE	Interviewee 12: After exposure Quote	FG Participant 4 Quote	CODE
Interrelated questions															
CSM influence on Brand Authenticity and Brand Loyalty?		I have always thought that Heineken has been an authentic brand, as they are very consistent in terms of their branding of their products. It feels like this campaign enhances Heineken's authenticity, by again taking responsibility and showing that they really care about their customers and society in general.		"I think that by producing a campaign where you are reminded of the particular situation we are in now, even though you are a brand that lives on selling things in social contexts, it feels like they are very authentic in some way. They do not try to beautify anything, they just sell hot beer, and it is very simple, but we present selling beer in the context as society looks today, I think that is both very strong and authentic. [...] The loyalty has not changed, I still like Heineken a lot, and will continue with the consumption pattern I have today."				It has increased because it feels good to support a brand that takes the situation we're in seriously.		"I think I've become more loyal, or that I will at least become more so that they take some social loyal. As I said, I probably won't responsibility. They adapt to their authenticity got up or what society as it looks today, and while now. I also believe that they still do it quite nicely. their authenticity got up or what This last one can be discussed, you say after this, it was a great way for them to show who they with explicit advertising, it are." would have been negative. If they had not adapted, it would have been negative, but now that they have adapted, it is good, but they are still not very good. It's kind of expected."	
Loyalty towards brands that are authentic and adopt CSM		I think so, yes. There are so many brands out there and it is often difficult to choose between them nowadays. And for me it is important that brands try to make a difference, so doing campaigns like Heineken's would make it easier for me as a customer to choose between alternatives.		"An obvious behavior change message, I don't think I would like that. But a reminder of something is just nice. As in this case."				"Yes, because it's good and if you have a voice you should use it for something."		"Absolutely, if I stand behind the behaviour change they want to implement I am definitely open to buy from them to support. As I said earlier, it is a great way to contribute while still buying something you like."	
Practical Implications		I think the campaign needs to be in line with what the company stands for, evoke emotions, and that it is consistent with their previous campaigns. Otherwise, it would not affect me as a customer.		There should be just enough exposure of the brand itself in the campaign, for it to feel like a credible reminder.				"You should pick a limited amount of problems and stick to it, so you don't become a trend follower."		"I think that they should stay in line with their brand. I mean you can't be authentic otherwise, but you should also not disregard the product. Some brands have a lot of different products but still just talk about the brand, while for Heineken for example- it would be weird for them to maybe do something with preserving water as I guess they use a lot of water in their production. What I'm saying is that they thing that you support should not contradict the product that you have."	
Potential of relationship		Well, as you probably have noticed I already have a strong relationship to Heineken, but now I definitely have a good explanation for why people should buy Heineken next time instead of, say, Carlsberg.		"Yes, maybe it would result in that if Heineken launched a new product, I'm very attached to lager, but if they would provide an IPA, or any other kind of beer, I would have been more likely to try the alternative product within the Heineken brand, which I don't think I would do otherwise, then I would stick to the light lager. [...] I got a deeper respect for Heineken as a brand due to their creativity and their way of raising a campaign to remind about the current situation, and it was a nice production and so on. I got a positive experience."				"Yes, I like them more now."		"Yes definitely, or I mean I feel like it already has been deepened through seeing this."	

11.5.2 Consumers with Spurious Loyalty

Coding: Spurious Loyal Consumers – Perceived Brand Authenticity

Spurious Loyal Consumers	CODE: 1 = yes/positive 0 = not influenced -1 = negatively influenced n/a = no answer	Interview 5: Before exposure — Quote	CODE	Interview 5: After exposure — Quote	Interview 10: Before exposure — Quote	CODE	Interview 10: After exposure — Quote	Interview 11: Before exposure — Quote	CODE	Interview 11: After exposure — Quote	Interview 9: Before exposure — Quote	CODE	Interview 9: After exposure — Quote	FG Participant 1 — Quote	CODE	FG Participant 3 — Quote	CODE
Continuity																	
Brand promise		"För mig är ju Heineken typ en rätt så amerikanisk öl. Så jag tänker att de har ett premie, alltså den ska smaka som en lite lager och de gör den typ alltså, så det uppfyller den ju. Men om man jämför med Carlsberg, som säger typ 'Probably the best beer in the world', det är ju ett mycket mera löfte. Det är ju ett mycket mera kontrakt med deras brand premise. Och det känns ändå att det ska hålla och var tur inte typ vi är inte modest men vi går ändå hem."	1	"Jag kan säga att jag typ aldrig sett en reklam av Heineken tidigare, efter det här man såkert, men man har sett den på det. Men det blev väldigt tydligt när man ser den här kampanjen tycker jag, att den ska vara lite happy, lite cool, lite party-öl liksom. Och det är vill i linje med det att de vilka ge en god party-öl, folk sig ändå så att ha kul och var tur typ da och och var tur happy förra liksom 20 och 40 år"	"Deras brand premise känns som att det ju Heineken tidigare, kan i och hos det för en event. Men samtidigt har de ju gjort andra social marketing kampanjer så jag säger att det ju i linje med det."	1	"Det skiljer det sig, där den pekar ju Heineken – kul och hos så för en event, kan helt där?"	"Om det med barn, det är ju saknar en barn mot corona och det blev sorligt och ekippig. Så som det handlar det så är de ju inget som vill ha det. Men i anspr imm och men inski behöver"	0	"Jag tycker det mig, men till glass så att campanjen var ungefär mm och det det med"	"Ime med commercial, det är ju inskan att camp är jag tänk tur och attention hanke i kampen när är exciting, and it's buy Heineken so I really feel that comercial, and they're also often available in these situations. It's a good match for what you see in commercial."	0	"I don't know actually."	"A little alignment, they still promise a nice time and that's in line with their previous campaigns."	n/a					
Brand values		"Jag har ingen aning, för jag vet om: har jag skulle beskriva deras värden."	1	"I would say that they are a little kip, Playful, fun, social."	"Hållbarhet i förpackningar att de har allsåhellt öl och att man ska dricka ansvarsfullt."	1	"Social sammanhang, de finns"	"Jag tänker att de inte sig säte för så mycket och att det mer pengar. De reklamerna var jämbra men om det ändå är så att alha utan uppkompkehet löst de är njära och mer kan gå på mark ha så man inså dricka Heineken, vad är penligast? Det blir ju ingen andra värden man ser."	0	"Bra! Skämmar fint övers."	"I don't know actually."	1	"Yes, I think they take a little more responsibility now than what I thought before?"	n/a				
Alignment brand values and campaign	n/a		1	"Här ja riktig koll på deras värden, men om man tänker att det är att vara lite fnoligs och coola så är ju kampanjen i linje med det."	n/a	1	"De funkar ändå bra? Deras värden incrpeglas."		1		n/a	n/a	n/a				
Trustfollowing		"Nja, det skulle jag säga att dem inte är falsiskt. I min värld, om jag dricak mun första Heineken, så har dom sett ut och smakat precis likadant liksom. Alertgex, de är ju extremt stabila och inte så dynamiska skulle jag säga."	1	"Absolut det tror jag. Jag kollar inte så mycket reklam, men det skulle jag tro. Vilket följer mest håld static vill göra en rätt bar reklam, om de inte gör det kommer trendigt. De vill vara aktuella."	"Ja, det känns som att de skulle kunna ligga ut en Halvten-shake mär det var trendigt. De vill vara aktuella."	0	"Ja, för de finns ju där alla alla. Om det har hänt något nytt i efterbört i ca så känna det som att de skulle vara där och göra en grej av det. De är ju ingen trendsätter dock."		1	"Yes, they just do everything that there is a buzz about. Whatever happens, they are there."	"They don't do anything special that's new, they just follow what's giving on."	0	"Yes definitely, this is how our lives look like now."	"Yes it is a trend but it does not feel like they could have had any of their regular commercials now. We are in a situation where they must be adaptagbic."	0			
Credibility																	
Trust to fulfill promise		"Det är högt liksom. Men det är för att jag har jävligt låg rättra. Det ska smaka som en ljus lager och det gör det verry gång liksom."	0	"Nej. Om man tänker föds börjar att det är en helt medarkor och så känske det inte bade pävorkats. Jo men behöver göra rätt för sig i kvereställning knaske, det sig rätt tinxe ut, lite mulfigen, det var bra reklamer. Men framtillväll knaske den här isällsfheren att det ar mer en face-öl och social öl, där visar dem att de är en sin så med denna kampanj. Men den här COVID grejen har inte direkt gjort att jag har så säter förvrende för dem."	"Ja, det snalot stort fliterig föds viss behöver göra rätt för sig i kvereställning av inllivekning."	1	"Hög skulle jag säga, det funkar väldigt bra."	n/a	0	"Svårt, jag vet inte riktigt."	"Good I think, if the promise is to give me a good tasting beer."	-1	"After seeing this I don't feel like I trust them more, instead almost the opposite"					
Honesty and trustworthiness		"Ja med de känns väldigt rena liksom."	0	n/a	"Jag ltrar på dem."	1	"Ja, men jag ltrar på att de kan det, för det är en säkn mer aktör"	"Nej jag känner inte att det har gjorde så jag kände att jag skulle beskriva dom så."	0	"Nej jag känner inte riktigt att jag skulle beskriva dom så."	"I trust them, yeah, I know what I get when I buy a Heineken."	0	"Yes and no. Based on that campaign with the beer, it feels like it might seem way so it goes distrbing,"					
Able and willing to fulfill promise		"Min uppfattning är att dom vill göra en helt okej lager, liksom. Det tror jag dom vill göra. Från det vad jag tror att dom vill göra, så tycker jag att dom gör det bra."	0	"Det har mm inte pävorkats så mycket."	n/a	0	"Ja men jag ltrar på att de kan det, för det är en säkn mer aktör"	"Det har eigentligen inte ändrats av att se detta, det är svårt att veta om de faktiskt vill göra någon skillnad eller om de bara vill at man ska bry sig det de?"	0	"Det beror egentligen ju bast om what their promise is, if it is provide a good beer, I think they ar."	n/a	0	"No, I can't see that it has changed significantly."					
Perform according to expectations		"Ja, Jo med det alltid är en bra öl. En Heineken ger precis vad dom ska göra. Man dricker inte en Heineken för att det ska 'blow your mind', det ska vara så god, bra, helt okej öl liksom – och det är den."	0	"Yes, I think so. They have to advertise to promote their product, and to make a new commercial as an alcohol company under the situation that was or is now, and not take this into account, then you have to be completely stupid. It's a matter of course, it does not feel unique."	"Ja, de smaker som öl, är tillänglig och hall."	0	"Ja med de gör dem, de finns ju förvränmngar på dem helst."	"Ja men jag har nog inga stora stån här."	0	"Ja, jag är inte förvänd över att de släpper någonting så stån här."	n/a	0	"Yes, they are often up-to-date so it was no surprise."					

Spurious Loyal Consumers	CODE "1 = positive 0 = not influenced -1 = negatively influenced n/a = no answer"	Interviewee 5: Before exposure Quote	CODE	Interviewee 5: After exposure Quote	Interviewee 10: Before exposure Quote	CODE	Interviewee 10: After exposure Quote	Interviewee 11: Before exposure Quote	CODE	Interviewee 11: After exposure Quote	CODE	Interviewee 9: Before exposure Quote	CODE	Interviewee 9: After exposure Quote	FG Participant 1 Quote	CODE	FG Participant 3 Quote	CODE
Integrity																		
Sincere care		"Det tycker jag vill att dom gör bra. Eller liksom så här, dom gör ju vad dom ska."	0	"I do not think it is completely genuine, but I think they do the best they can. And they still make it seem genuine. I think they do a good job, there are good commercials that emphasize that... No but the genuineness may not feel very genuine, but I still think they do well, I understand what they do in some way."	"Ja, de skapade en alkoholfri öl för folk de hade ju inte behövt lägga en sån massa på glutenfri öl för att de vill att de ska passa så många som möjligt"	0	"Ja, det tror jag ändå att de gör, de hade ju inte behövt lägga en sån massa på glutenfri öl för en miljonså kunder men de bryr sig inte säkert."	"Nej det tror jag inte att de gör, sälja mer öl och göra en rolig grej är faktiskt."			-1	"I don't know if they care, I have never felt that they care about me at least."		"No, I don't think that at all, it just feels like they want to sell."				
Moral Behavior		"Tillfm min vetskap om dom så gör gjort något skarpt."	0	"Ja, delvis på grund av deras moral responsibility, men återigen det här med att dom gör vill reklamer hela tiden konstant, så det är inte så att dom tänkt "okej nu kommer corial, nu måste vi göra en reklam som tar in social distancing" utan det är snarare så här "okej nu ska vi göra ny reklam det här måste, vad tar det bryr sig" men om det inte dom gode det här per say, utan jag tror det fall någ ganska naturligt i deras business att nu gör vi nyt reklam och ma går vi det på det här temat liksom."	"Ja det tycker jag, har jag inte hört något/något omoraliskt om det."	0	"Ja, deras brand equity är ju till stor del uppbyggd av att de ska ta ansvar någon annan, men de håller sig nog till alla message och det."	"Jag tror inte att de är kända ne någon annan, men de bryr sig nog till alla message och"			0	"I believe that this was a way for the brand to get recognition and to portray themselves as they care, but was launched due to them feeling like they have to do something. I mean, all of the information about how you should act is everywhere, it is not like I found them to inform me. And if it is not for informative purpose, why, from a moral perspective, would they launch it?"		"No, I have a hard time believing that they did this just to be kind and moral. If so, why have you not seen anything like this before? For example, a campaign about black lives matter or women's rights in society? I have not seen it anyway."				
Motivation		"Nej men dom vill ju tjäna pengar som alla andra."	0	"Jag tror anledningen till att det är en bra reklam är oavsett om den hjälper till att folk socialise mer responsibility, så tror jag att det resonates with people, och tittar på den här reklamen så tycker du att det är commercials av them before. So if you take it from a CSR perspective, they appear to make more sense. Pretty good and sensible advertising."	"Extrinsic. Intrinsic på det sättet att jag tror de bryr sig om bryggerprocessen."														
Symbolism																		
Relationship		"Heineken är en öl som jag dricker när jag vill ha en snabbl öl. Men jag har typ ingen connection till brandet alls. Det är inte så att jag dricker Heineken för att uttrycka mig själv eller så. Men nu när jag tänker på det så finns det ju nåra här Heineken.klubbar, det kan jag sett på någon station. Kan tänka mig typ 12-åringar är en party-öl alltså, desto mer jag tänker på det. Det är en riktig party-öl. Och det gör dem bra, man kan ju dricka tapen på något sätt liksom."	1	"I think the second one was good, I think they look a little more fun, but maybe it was just because I had not seen any commercials with them before. So if you take it from a CSR perspective, they appear to make more sense. Pretty good and sensible advertising."	"Jag tycker om dem och jag dricker dem gärna, men jag blir inte kränkt om du inte finns som valmöjlighet."	1	"Ja, kortsiktigt kommer jag att vilja köpa detta mer."	"Jag kommer bara i kontakt med dem under roliga happenings och därav har jag en bra relation."		" Jag kommer bara i kontakt med dem under roliga happenings och därav har jag en bra relation."	0	"Jag tycker inte kampanjerna är så stor skillnad från de tidigare reklamerna man har sett, utan det är ju bara en engagering egentligen. Om det är någonting som skulle påverka så är det den reklamen i botten, hade jag bara sett den så hade jag nog inte tänkt så mycket, men nu så gjorde de upp med de andra."	0	"My relationship with them is that there's no other beer I really like."	"If we were to say that it was another brand that had positive associations with the bar, Chick to the Heineken after seeing this. I also think of other values that are advertising, like diversity and different age groups and so on. It feels like they have thought this through on different levels."	1	"This one feels more new and fresh, that you can actually have an after work on face-time. Like they came up with something new and made something fun out of it."	0
Brand values in comparison to own		"Om att vara party är det av deras values så stämmer det överens med mig, för jag är också lite party. Men det där är jävligt intressant, okej, de stämmer överens med mig själv eller så. Men nu när jag tänker på det så finns det ju nåra här Heineken.klubbar, det har jag sett på någon station. Så om det inte är inte så jävla godt, tar jag helst en nyckare Fernni typ."	1	"Den mitten reklamen tyckte jag var gamla bra liksom. Ja faktiskt, mitten, de flesta kanske inte not so much. Den sista var nog också in line med mina values, för ja man också så att reklamen var som lägst och det är någon åt, men man ska vara jävligt mänsklig liksom."	"De stämmer överens med mina."	n/a		"No I do not think so. As I experienced it, it was a mockery of the corona and I do not think it is good. You have to be very careful when advertising with masks and distance, it is easy for it to go wrong because people hate an it is now. Therefore, it is difficult to find a good shape when it gets good."	-1	"Good I think, as they haven't done anything bad."	"No, this is not in line with my values."		"No, it hasn't changed through this campaign."				
Identity construction		"Nej asså, jag förknippar mig inte direkt med Heineken som brand tror jag. Jag dricker det mest för att det är en väldigt average öl liksom. Den är jävligt bra, snabbl, men lite trakig. Jag kan inte direkt identifiera mig med det."	0	Nej.	"Nej detta gör egentligen ingen skillnad för mig"	0	"Nej det spelar ingen roll, det är ju ingen status id tidigare"	"Jag tycker om de kanske lite mer nu men jag kommer inte dricka brand as Heineken feels a bit mumbo and I don't want people to see me that way."		"No, almost the opposite, that I could pick another brand as Heineken feels a bit mumbo and I don't want people to see me that way."	0					"I do not see them negatively because of an advertisement. At the end of the day, some countries were different, but those countries may have had restrictions so that there were not even open bars. So maybe you can not blame Heineken for that, but I would not say it was a great choice for them to launch it."		
Meaning in life		"Nej, inte mer än att det ger mig en god öl."	n/a		De gör det roligare													
CSM corresponding with brand values		n/a	n/a	"Ja, Jag tycker dom verkar rätt roliga, och reklamerna är lite roliga, så det håller ihop."	n/a		"Ja, utifrån vad jag vet så tycker jag det."	n/a		"Ja, absolut vad jag vet så tycker jag det."	1	"Yes, I think the values between the brand and the advertisement agree with one another, they want us to be social and that's what they say too."	n/a		"Although I don't see their values as that good based on the third video, they are in line with the advertising."		

Coding: Spurious Loyal Consumers – CSM

CSM	CODE	Interviewee 5: Before exposure Quote	CODE	Interviewee 5: After exposure Quote	CODE	Interviewee 10: Before exposure Quote	CODE	Interviewee 10: After exposure Quote	CODE	Interviewee 11: Before exposure Quote	CODE	Interviewee 11: After exposure Quote	CODE	Interviewee 9: Before exposure Quote	CODE	Interviewee 9: After exposure Quote	CODE	FG Participant 1 Quote	CODE	FG Participant 3 Quote	CODE
Spurious Loyal Consumers	"1 = yes/positive 0 = not influenced -1 = negative/ influenced n/a = no answer"																				
Brands role in society			n/a		n/a		n/a		n/a		n/a		n/a								
Attitude toward behaviour change			n/a		n/a		n/a		n/a		n/a		n/a								
Concerned issue																					
Genuine concern by the brand			1		1		-1		-1		"Very important."		0								
Beneficial actors			1		0		0		-1				0								
Beneficial intentions			0		1		0		-1				0								
Affecting knowledge and behavior			0		0		0						0								
Consistency			0		1		n/a		n/a				0								

Coding: Spurious Loyal Consumers – Brand Loyalty

CODE:
"1 = yes/positive
0 = not influenced
-1 = negatively influenced
n/a = no answer"

Spurious Loyal Consumers		Interviewee 5: Before exposure Quote	CODE	Interviewee 5: After exposure Quote	Interviewee 10: Before exposure Quote	CODE	Interviewee 10: After exposure Quote	Interviewee 11: Before exposure Quote	CODE	Interviewee 11: After exposure Quote	Interviewee 9: Before exposure Quote	CODE	Interviewee 9: After exposure Quote	FC Participant 1 Quote	CODE	FC Participant 3 Quote	CODE
Loyalty — Stochastic		"Then I would say that... Ok, you don't have to transcribe this but it's in the same category as Carlsberg, it's often Heineken, and it's really hot, so it's often that you fall into that category because you're not sure what you want, it's easy. So maybe I drink Heineken 60% of the times I purchase beer, and 40% of the times I buy something else. But it is still a great category of beer drinking, that you stand in a bar and you want a beer, and think what should I get, then you got a Heineken because that is what you're familiar with."	1	"Samma åsom tidigare fråga, alltså att det är 10 % större chans att jag väljer Heineken före en annan jag lager jag tycker om."	"I buy it as much as I buy other beers that are similar, such as Carlsberg."	1	"Yes, I will choose this over Carlsberg next time."	"Ag köper mindre Heineken än i vad jag köper andra öler, men mjölkstöttig kul season det."	1	"A jag kommer nog köpa mer Heineken nu."	"I buy Heineken everytime. I'm out and having a beer."	1	"Well, yes, if I'm having a beer I will choose them over something else."	"[...] I would something more, not drank, but maybe donate, I sure got purchased beer of the health care or whatever. But they feel fresh and contemporary, but I don't feel more loyal."	0		
Shares of purchase		"Then I would say that especially when you're at a place where there's not unlimited choices. For instance, if you're at a restaurant or a bar or where there's a menu with five different beers, where one is Heineken, then it's quite close to hand because you're familiar with it."	1	"What gets a little round in my head now is that I thought the campaign was pretty good, so it could probably have had a positive effect on how often I buy Heineken, because it was festive and so on. But just that CSR angle on the whole thing, maybe not... Or yes, the late video might make me think a little, it was quite good, so I might increase the purchase frequency by 10% or something."	"Kanske 20 gånger per år, men om inte lika mycket just nu!"	1	"Kanske inte i det lägga längre, men mycket just nu!"	"Några gånger om året, om jag skulle vara på ett tillfälle tror sanheten skulle jag köpa H, det lägger villa öpp dom i blivd och de tidaigare på att marknadsföre sin produkt. Det är ganska like coca cola på det säkert. Det är inte så superjud produkt, det är inte en supergod produkt, det är inte så lätt att det har lätet tagentigig den slagen öla."	1	"Nja, jo men kanske."	"Several times a year, like I said when I'm out."	n/a	"If I saw this ad very often, maybe my substantious would choose Heineken, but not actively."				
Deterministic — Purchase frequency																
Relative attitude		"I think Heineken is a medium beer. It is not a premium product, but neither a budget product. It's really in the middle. But that's also why it's such a damn good everyday beer. It is relatively bland but very stable. So it's really mid-brand."	0	"I have not seen anyone else do an advertisement like this, but I can't imagine that it is unique. Maybe it is, it might be unique. But the fact that it's so obvious to do an campaign like this, makes it not so effective if you know what I mean. So it probably hasn't made a huge impact like that. More than it was a good campaign."	n/a		"Det har inte förändrats jättemycket. It doesn't taste considerably, it doesn't really taste anything special."	0	"Set ingen större skillnad."	"It doesn't taste a lot, more different than beer brands like Carlsberg."	1	"Now it feels like they're brutalt like Carlsberg."				
Brand Favourability		"Ja, inte över alla andra, men över vissa. För att det är godt, fin lager liksom. Det är en bra produkt, en högkvalitativ produkt som känns väldigt säker, det är en säkert kort så det är väl därför. Jag tar helst den än en som jag inte känner igen."	1	"Jo men det kanske, lite bättre. Men det har inte någon jättestor påverkan på mig."	"Aja, jag skulle helst köpa denna Heineken än innan andra öler, men det är inte en favorit."	0	"No, the campaign is great but it doesn't change the product."	"Inte riktigt, men det beroende på situationen, instinktivt gör jag det, jag vet vad det kostar och vad jag får."	0	"Nej, jag tycker ja inte den susa reaktionen vad den till någon positivt."	"Not based on what it tastes, but depending on the situation. Instinctively I do it, because I know what it tastes like and what I get. It feels safe."	1	"I feel that I get positive association with Heineken after seeing this. I also think of other values that are apparent on this advertising, like diversity and different age groups and so on. It feels like they have thought this through on different levels."	1		
Purchase Intention		"Det är absolut sannolikt."	1	"Nej, jättehäftig, är inte för öpt."	"Ah, kanske, samma sak där, kanske 10 % ökad sannolikt att jag skulle köpa den innan snart framtid."	0	"Samma svar."	"Det har inte förändrats jättemycket i framtiden så kommer man kanske sniglja lite extra."	0	"A mon jag tror det ändå, i socialt sammanhang i framtiden så kommer man kanske sniglja lite extra."	"Probably because of this interview, but not because of the campaign."	0				Great chance.	0
Recommendation willingness		Ja absolut det hade jag kunnat göra, då hade jag sagt att det är det säkert kort.	0	"No, or maybe, this campaign had a very small influence on my life."	"No, samma som innan egentligen."	0	"No, samma som innan egentligen."	"Samma som innan."	1	"Samma som innan."	"Yes, I like the product and if someone didn't know what to have or know a lot about beer, I would recommend Heineken."	0	"Yeah, maybe! I think they did something to highlight the pandemic, although it wasn't maybe in the best way."	1	"No, I don't think so. Maybe by talking more about it."	0

Coding: Spurious Loyal Consumers - Overall Evaluation of CSM, Brand Authenticity and Brand Loyalty

Spurious Loyal Consumers	CODE "1 = very positive 0 = not influenced -1 = negatively influenced n/a = no answer"	Interviewee 5: Before exposure / Quote	CODE	Interviewee 5: After exposure / Quote	Interviewee 10: Before exposure / Quote	CODE Interviewee 10: After exposure / Quote	Interviewee 11: Before exposure / Quote	CODE Interviewee 11: After exposure / Quote	Interviewee 9: Before exposure / Quote	CODE Interviewee 9: After exposure / Quote	FG Participant 1 / CODE	FG Participant 3 / Quote	CODE
Interrelated questions													
CSM influence on Brand Authenticity and Brand Loyalty?				"Något påverkad i en positiv riktning, både gällande authenticity och loyalty. Återigen, den tiden traditionen i kampanjen handlade lite och genom, och därför kan jag tänka sympatisera med branded lite mer kanske. Att jag skulle kanske köpa Heineken mer ofta, eftersom själva branded stärkte lite mer i mina ögon."		"Min loyalitet har ökat för jag tycker om deras initiativ, och brand authenticity har nog inte ändrats eftersom jag inte tycker att detta är autentiskt."		"Ingen större skillnad kanske, men om jag hade åskat alla reklamen hade jag nog blivit mer jule med varumärket."		"Jag tänker mer nu, även om jag tänker att man, loyal, from the... Especially when a brand that you like that takes social responsibility, it will be positive."	"Had it been more 0 loyal, probably have increased.		
Loyalty towards brands that are authentic and adopt CSM				"Ja det kan jag tänka tycka. Om man kan känna att det är genuint, så känns det som att dem inte försöker lura folk. De vill lända uppmana folk till att göra säkert och nog bättre, det mer jag kan vara villigt positivt för brands generellt sätt, att det kan gynna dom, snarare än stoga omänskan."	"Ja jag tycker varumärken ska göra saker lite mer."		"Ja det tycker jag är bra. Det lägger ett villigt större ansvar på de sättets varumärkerna, det kan ju bli jättebra som dom gör det bra. Om man ska få folk att lända ett beteende då måste det finnas mod i reklam och föreställa mod varumärken, i.e att coca cola ställer bara på att du tänka penta din buck eller korvrinnan inte - då hjärtmittar man bra folk och så kanske man indikar att beteende till bागet bättre. Dessutom kan det ju ockslå bli att man hjärtmittas till något sämre."	"If I was a negative behavior you wouldn't think it was good, but otherwise it's good. There can be situations where companies promote a certain lifestyle or that we should change a behavior and then you know, then realize that behavior want's good, I think that brands need to be a bit careful with that so it doesn't go wrong, I can feel that it's hard to trust brands as you don't know if they're subjective or what they seem on it."			
Practical implications				"Man ska inte så det att verka som att, typ det här kläkande pengar? Säkert eller vad dom heter som sägre så här "Köp inte kläder vi ofta hos oss", det är ju klar back of fläkon. Vi vet precis vad et business är, det är klart som fan att vi vill sälja så mycket som möjligt. Så kom mn mod säkert påvia lättmansa läkssen kan jag tycka. Därför kan jag känna den sista reklamen dår, för det är at läs "Ja vi vill att ni ska gå till åtter och läsnga och dricka té, för det är press det ni säger och järnar pengar på, man som vi gör det, gör det att... det mest så att så att nnen så säljer bara.... får det är verkar bra för oss eller et". Det kan man köpa, men en folk säger "Köp inte våra grejer", det är helt verkställt."	"För mig är det viktigt att man måste pracklar för som sociala motiv är dicktis sådent etterr och i reklam pushar köra och konstmt det kan vetänstellig grund och att det finns argument för verifi man ska böste sig qd."		"Då gjorde det det såg i most og tror att det hade loycku att de värd lite mer respektfullla, Jag tror det är mer vet es når så i lånan läser och det blir gottsa gratta i varumt."	"You should do it in a nice way that this the brand values, I found it would be world if Heineken would save dolphins, there's no match there."			
Potential of relationship				"A, det kan det vill göra. Det kan man vill öga, fin var bl läksen." "Ja, det kan det vill göra, Det kan man vill öga, fin var lärskar."	"Absolut, det finns potential!"		"Ja absolut, det finns potential av ett företag som kommer som bygger bra relationers, vill ju komma köpa mer ändra läkande, jag tror också att en ann folk folk så kommer rätta till ju och det kanske göra i läska folk än så."	"You absolutely, that's possible, It would be strange if a company like Heineken, which has so much resources, wouldn't do anything, I think it's good that they at least try to contribute and I think I'll remember that."	"Is it could, I will remember them more now."		

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11.5.3 Consumers with Latent Loyalty
Coding: Latent Consumers - Perceived Brand Authenticity

Perceived Brand Authenticity	Interviewee 1: Before exposure Quote	CODE	Interviewee 1: After exposure Quote	Interviewee 2: Before exposure Quote	CODE	Interviewee 2: After exposure Quote	Interviewee 3: Before exposure Quote	CODE	Interviewee 3: After exposure Quote	Interviewee 6: Before exposure Quote	CODE	Interviewee 6: After exposure Quote	FG Participant 1: Before exposure Quote	CODE	FG Participant 2: After exposure Quote
Continuity															
Brand promise	"[...] they work a lot with Responsible Drinking. [...] they want to open up a conversation or be a part of something bigger. They don't show a lot of purifying, more conversations between people."	0	"It's very nice, it's the same glasses, it's the same as it has been. They take responsibility for the issues they can."	"Dem vill ge ansvarsfulla, de vill de lær dem lykkäs med... san de började sälja til läkker jag."	0	"Ge mig en god öl, och de slinker också bakhåret att dem är ett företag som levy sig om vikiga samhällsfrågor. Så det är väll positivt, det är inte bara en bøxa."	"To quench my beer-thirst. And it's great, only because it's covid and that they focus on drinking at home now instead of at bars, and that's what they're trying to do here."	1	"It's great, only because it's covid and they have succeeded with that as it's easy to get a hold of their beer."	"I'm thinking that it's a classic, regular beer. If you ask for a beer at bars, and you get a Heineken, then you'll know that it will be good. Nothing strange, no disgusting cheap beer, and neither a beer from a special brewery. You get a good beer, and I'm thinking that's their promise."	1	"I think it was good. It's still a beer that you drink when you're at a bar, but at the same time they take responsibility."	n/a	n/a	n/a
Brand values	"Responsibility, inspire to being part of something bigger. They have fulfilled this quite well based on what I've seen."	1	"Smart, innovative, worthy but also very real. But in a way it's also cynical, because in the end they want to sell beer."	"Jag har nog inte sätt på deras värden, då för mann nog titta på deras hemsida och läsa på det, så jag har svårt att få en uppfattning om deras värden. Men de känns som ett modernt företag som är måna om sitt varumärke. Jag upplever Heineken som en väldigt seriös ölproducent."	1	"Seriös och samhällsengagerad ölproducent."	"Wow, what are their brand values ever? But, it's good that they promote alcohol free bar, that it's just about getting people drunk."	1	"I have a better idea of Heineken's values now, that they care more. But I think maybe because I haven't seen a lot before. I'm positively surprised, I would definitely buy a Heineken over a it should be good quality. Also they encourage people to drink responsible and not consume that it's a light lager."	"I feel like they have developed a profile of being responsible, but still get their product out, that the focus is the product. [...] They represent a good beer that you drink together."	1	"I mean it's great, I really think this campaign. They have captured something, it feels like they've used regular people, not actors or models. It felt real."	n/a	n/a	n/a
Alignment brand values and campaign	n/a		"It is a great fit. It is still quite basic and normal, and that is in line with their beer as they do not want to be something ultra expensive or extravagant."	n/a		n/a	n/a		"Great. If you connect it to the alcohol free part, that they think about and care about their community have as well."		1	"I mean it's great, I really think this campaign. They have captured something, it feels like they've used regular people, not actors or models. It felt real."	n/a		n/a
Trendfollowing	"No, I wouldn't say that, they haven't launched any new flavors or such. They have a strong brand that they want people to be loyal to."	1	"Yes absolutely, similar to what I said before about brands who adapt this kind of marketing and those who don't, but they do it well. It would've been weird if they didn't do anything campaign before, so I would react if was med dar på support."	"Ja men det är dom nog, i och med att de är dom mycket mod det här att dom sponsor Champions League och så där, och de här non-procentiga ölarna som kommer, alltså alkoholfria. Det känns absolut som de vill vara med dar på jag support."	0	"Jag antar att det har bekräftan, alltså att det kommer in påling, det känns inte så där söteligt, det är ju rätt logiskt..."	"They feel quite static. They do their thing, and they do it well."	1	"Yes absolutely, they're very quick and follows what's happening. They pick up things that are trendy right now. [...] They follow trends by picking up things that people are talking about right now. Like problems on Zoom, to how they promote their products affected by trends, but certainly and such, then they maybe follow some trends. But the same product has been the same over time."	"In one way, sure, as it's a big company that follows what's going on. But it still feels like a classic, stable product, that's not so their community have as well."	1	"I, it doesn't feel like any kind of groundbreaking or anything, there is something genuine behind the message, although of course they want you to buy as much of their products as possible."	n/a	1	"It feels genuine because I feel like Heineken is representing these social settings you know."
Credibility															
Trust to fulfill promise	"Absolutely. You know how it tastes, what it costs, and what you'll get. It's stable."	1	"It has been enhanced as they show me again that they take responsibility."	"Liter på att de ger mig en god öl till 90%."	1	n/a	"I really trust them to quench my beer thirst. It's really an established beer brand."	1	"Yes absolutely, because I can see people as myself in the campaign. I can picture myself in the campaign."	"It's high. It feels like a classic, that."	1	"Yes I really craved beer after seeing this, so they can really fulfill that."	n/a	n/a	n/a
Honesty and trustworthiness	"I think, as I haven't heard about a disaster in a history or something."	1	"It's strong because they do it in such a good way."	"De kläms seriösa och ärliga i sin marknadsföring och vad de producerar. Man blir inte misstänksamma på något sätt."	0	"Jag upplever det som ärligt och pålitligt, det känns inte så där sälsigt som det kan bli ibland med företag som stjäling i samhällsfrågor. Det vill säga att man under galore måste göra något att anspår man det här för att slita mer öl, folk ska sitta hemma och ha mer AW. Det känns ärligt."	"I think they feel trustworthy and honest. They have existed for so long, it feels like tradition. They're everywhere, whatever country you visit."	1	"Very high. They put themselves on the same level as the consumers by showing these everyday situations. Also that sometimes it's difficult, like the second video where everyone's struggling, the recognition is high. You have to make the best out of it."	"I don't know really, at least I haven't seen anything suspicious."	1	"Yes, similar to what I said, I think it feels honest because they show that they want to sell a product."	n/a	n/a	n/a
Able and willing to fulfill promise	"Absolutely, they have such a strong economical foundation in their brand."	1	"Yes I really think that they show that as they prove to us in some way that they will stay here for us during the pandemic."	"Jag har ju inte gjort en undersökning men absolut känns det som de jobbe med det som anpolitiga."	1	"Jag känner att det har bekräftan, att det fortigare ang förtröme mig eller vet att jag får en god öl till jag köper Heineken för att varumärket är så stabilt. Man tänker just nu lite extra på miskt. Man tänker just nu lite extra på miskt..."	"I don't know what they've been up to lately, if they have released new products. It feels like they could do that, since it's such a big and powerful company."	1	"I mean yeaa. It's such a big brand, widespread. It's everywhere, it's not difficult to find, it's easily accessible, it's there when you're at bars. So absolutely."	"Yes they do. What I know, they never do anything controversial."	0	"I'm thinking that Heineken should be a classic beer that everyone can like, I want to add that, it's something for everyone. And it feels like they connect to different people in the campaign drinking Heineken. So yes, definitely."	n/a	n/a	n/a
Perform according to expectations	"They do, but I want to see more campaigns from them."	1	"High, as I said as I've seen other Heineken campaigns that are in line with this. Even though it is a trend, there is so much to work with and I expect them to do this."	"De här producerat god öl och i övrigt appelukke och så agerar som en seriös ölproducent, så ja. Och de har ju marknadsmässiga priser."		n/a	"Yeah, it's an old company and they do their thing, they do it well, but they're perhaps not that innovative."	1	"You can feel that it's wrong for an alcohol company to promote itself during these times when you do not want people to socialize, and often socializing means drinking alcohol. To stop the spread of infection, drink less alcohol. So you might feel that all alcohol companies should stay a little low. But I didn't feel that when I saw this campaign, I just felt a fun and positive feeling, and that one should avoid social contacts."	"It's not unexpected that they want to take responsibility, based on their previous campaigns."	0	"This is our "new normal", what to do? You have to adapt your marketing to what the outside world looks like. So it would be almost strange if a company would've said has been hit so hard, their sales must have gone down, so they must do something to try to meet it."	n/a	0	"No, I mean it's like we said, you almost expect this."

Latent Loyal Consumers	CODE															
	1 = yes/positive 0 = not influenced -1= negativly influenced n/a = no answer															
Precieved Brand Authenticity		**Interviewee 1: Before exposure Quote**	**CODE**	**Interviewee 1: After exposure Quote**	**Interviewee 2: Before exposure Quote**	**CODE**	**Interviewee 2: After exposure Quote**	**Interviewee 3: Before exposure Quote**	**CODE**	**Interviewee 3: After exposure Quote**	**Interviewee 6: Before exposure Quote**	**CODE**	**Interviewee 6: After exposure Quote**	**FG Participant 2: Before exposure Quote**	**CODE**	**FG Participant 2: After exposute Quote**
Integrity																
Sincere care		"I think they have, as their commercials are not about buying another beer, their marketing is nice, they don't push drinking alcohol, instead they make us want the beer anyway in a smart and tasteful way."		n/a	"Aa, alltså det man gör är att köpa en god öl som man dricker, jag är inte jättepåläst när det gäller deras corporate values och så, men det känns ju som att de är angelägna att synas och de marknadsför sig och de vill att man ska köpa deras produkter, i det ligger väl det att de bryr sig om vad kunderna tycker. Så ja det känns så."	0	"Är man lite krass så går det väl ut på att de vill att man ska fortsätta att köpa Heineken trots att det är corona-tider, men att det finns olika sätt. Vi kan fortsätta att umgås, men vi måste göra det på ett annorlunda sätt, och det är trevligt att ta en öl också när vi gör det. Det är inte så att man inte tar de här avståndsreglerna på allvar, nä men jag fick inte det intrycket att… Det kändes välavvägt, man har ett concern, att vi har en pandemi och att vi ska ta ansvar, men samtidigt vill man uppmuntra folk att köpa Heineken och dricka öl, för det är ju gott. Varför ska man avstå från det så att säga."	"Yes sure, but I don't know if I'm their primary customer, so I don't know. But if I were to go to a soccer game, I would feel that Heineken is there for me. "	1	"Yes really genuine. The campaign reflects society what it looks like tdday. To stay home to reduce spread of infection, but still spread positivity."	"In one way, it's great that Heineken thinks about moderate drinking and similar, but there's still something that bothers me, I mean it's still beer. That it's a thing they do to look good."	1	"I feel that it was really genuine, and that they really care. It was you know, real. There were real people and a lot of recognition."	n/a	1	"I feel strongly that it is relatable, that they are trying to understand me, or show that we know how things are right now, we know how it feels and we know how you socialize right now. [...] It feels genuine because Heineken represents these social meetings."
Moral Behavior		"Yes, as much as they can as beer can be considered a drug. Their ultimate goal is to sell beer and that can have many consequences, so you have to be very smart in how you promote it. I think it has been tasteful."	-1	"No, I think they took the chance. If it was moral responsibility, they would've talked about that a lot of people drink more at home now, because that's what they inflict on the world. Or at the same time we all have to take responsibility to get back to normal."	"Man kan ju ha uppfattningen att man inte kan vara moralisk om man säljer alkoholhaltiga produkter, för det i sig är omoraliskt. Men det tycker inte jag, utan det är upp till respektive person. Om man tänker på alkoholmissbruk och sånt där, det tycker jag inte som ölproducent att man ska behöva ta hänsyn till… Eller det är klart man kan uppmana folk till att dricka måttfullt, och sen har de ju tagit fram en non-alcohol produkt som många andra, och på så sätt så tar de väl sitt ansvar. Nej jag tycker inte att de agerar omoralskt, det är inte min uppfattning att dom säljer för att de vill att folk ska bli alkoholiserad."	0	"Ja, jag tror att de som stort världskänt märke, känner att de har ett ansvar, det tror jag."	"They sell beer. And they want me to buy beer, and then I might get drunk, which is not good for anyone really. It is good for them but not for me."	1	"No, because all companies could've done the same. But it makes me trust them a bit more maybe."	"[...] in one way it's great that they want to take responsibility. I guess it's moral to encourage people to drink responsibly and not contribute to heavy alcohol consumption. But it's still a company that sells beer, so I guess it's difficult to be completely moral, if you could call it moral."	1	"Primarily? I guess you can say that. It's difficult to say, but I feel like it's such an established brand, maybe they can handle that they are facing some difficulties during a period. So maybe they want to show that they're a brand that you can trust, by taking responsibility. At the same time, I don't know if you can say that it is the primary reason for the campaign, that's to sell their products I guess."	n/a		n/a
Motivation		"I think more extrinsic because I don't think they had the same kind of commercials in the 70's, you have to be updated on what's going on in socierty. It's not like Heineken was founded to be a good brand that changes things. The brand was founded to sell beer and that's probably the most important thing, that the beer tastes the way it always has, that you should know what you have in your hand."	0	"I think it's mostly extrinsic, because this subject is trendy and that they have jumped on a train that goes very fast."	"Jag tror att många företag drivs av en kombination. Det kan inte bara vara hard-core och vinstmaximera och så som driver, jag tror att ett stort internationellt företag som Heineken också måste ha en inre drivkraft, motivera anställda och känna att man gör något bra. Det handlar inte bara om att maximera i resultaträkningen, det tror jag inte. Min gissning är att de drivs av att tjäna pengar, vinstmaximera, det gör man ju som företag, men att det också finns en vilja att göra rätt och korrekt och så, en inre vilja."	0	"Inre handlar det mycket att för hela sin personal och hela sin organisation visa att man engagerar och bryr sig, motivera medarbetarna så att de kan känna identitet med sitt företag. Externt kan det engagera kunderna att de väljer Heineken för att de tar ett ansvar här."	"Extrinsic. Of course they want to make money. I haven't encountered any communication from them where they say anything different. And they sell a harmful product."	1	"Both I think. They try to do both and they succeed. They are both trying to sell, because they are in a critical situation where they've lost a large part of their income through all the bars that are closed, so it is clear that they want to sell. But I also think it's good that they change their advertising to remind people to stay home and so, that it is not just the responsibility of the state or the government to do so."	"I think it's a combination. That there's certainly a culture within the company that it's important to represent responsible drinking, but also that they know that it looks good from the perspective of the consumer to do that. "	0	"Both. I think it can be both at the same time. Partly they perhaps think, how should we adapt to the new market and still reach out with our products? We xan show that you can have a digital after work at home, or that you can go to bars in a responsible way. But at the same time show that we are here to take responsibility."	n/a		n/a
Symbolism																
Relationship		"Other than the fact that I really like their product, my relationship is quite weak. But I would've chosen Heineken over a beer I didn't know anything about. But my relationship with Heineken has potential."	1	"It feels deeper, I like them more now, I learned a few things and it was fun."	"Nä men det är nog bara som ölkonsument asså. När jag vill ha en god öl och ser Heineken så kan jag absolut tänka mig att köpa Heineken."	1	"The campaign gave me a more loving feeling for the brand than I had before. The message about the virus, to keep distance. They take responsibility in the current situation, but continue to promote a good product."	"It's not that special. I mean, I buy Heineken quite often but I wouldn't say that I'm their best customer. I know who they are, I like their beer a lot, but I don't know a lot about the brand itself."	1	"I wouldn't have cared so much before since I had little knowledge about Heineken. But now I feel a deeper connection with them, as my image is more positive now."	"Good I think. It's not a product I buy very often, but I still have a very positive attitude towards it. When I buy it, I enjoy it."		"In a very positive way, I mean you heard me laughing a bit when I was watching the videos."	n/a		n/a
Brand values in comparison to own		"It's quite in line with me, I mean I want to be a good person. I don't know if they care about the environment, but that would be something maybe."	1	"Great, I would like to be responsible when partying."	"Detta förutsätter att man är ganska påläst om Heineken, men jag uppfattar Heineken som en seriös ölproducent och som också har non alcoholic alternativ vilket är viktigt, så absolut kan jag förknippa mig med Heineken."	0	"Ja, asså det är ju trist nu, och kan man över en öl på digi-möten ändå glädja folk på något sätt, så nä jag har inget negativt att säga."	"[...] they could do even more. It's a very established brand with loads of money, so they can make people drink more responsibly by being more innovative and launch more alcohol-free products. Especially now in times of the coronavirus, when people don't want to consume alcohol to the same extent as before."	1	"Yes I think so. You should take your responsibility to stay at home but still stay positive. You can have a beer if you want, but drink responsibly. Drink in social settings, but then through Zoom or similar."	"If you think about their responsible profile, it's aligned with my values."	0	"I think it's aligned. That they want to emphasize that you can socialize at a distance, but still take responsibility. They promote taking responsibility. The first one was a bit depressing, the second one was more positive, that you can make something good out of it anyway, it was fun. But the first and the third show slightly different phases of the pandemic."	n/a		n/a
Identity construction		"I think it fits me, it says something about a person that drinks beer and you don't just come with any beer to a party. They represent the same values as I do, because it's good. [...] If I buy Heineken, it's because I'm a simple person that doesn't buy special kinds of beer just to show off."		n/a	"Men det känns som ett varumärke som man förknippar sig lite med, som är okej utifrån vem man själv är. Men det är inte jättestarkt så, det är det inte."		n/a	"No, I don't think I do. My relation to Heineken in a branding sense is too small for me to use Heineken as a way to construct my identity."		n/a	"I don't know if I use Heineken to create an identity, but it's connected to my identity in the way that I'm not the kind of person who buys the cheapest beer, but neither the one who wants to show off with a strange IPA or something."		n/a	n/a		n/a
Meaning in life		"Fun, they make me have a good time."	0	"Not so much, it was quite expected. But if it was a new brand, I would perhaps feel different and wanted to try them."	"En god dryck uppskattar man ju, det är ju livskvalitet. Att ta en god öl när man är sugen och när man då får en kall Heineken så absolut att det är en njutning."	0	"Så viktigt är det inte för mig, så nä. Men den var varm och med humor och annat, så jag blev väl glad. Man får en liten postiiv stimulans, men jag är inte en så stor ölkonsument så att det påverkar mig så mycket."	"No, no meaning at all, except from quenching my thirst when I crave beer. "	0	"No, not really, it was fun in the moment [...] For me it's still just a beer brand and nothing bigger."	"It's a little enjoyment, isn't it?"	1	"Right now, absolutely. You recognize yourself and they convey that we're all in the same boat. The last video was a bit hopeful."	n/a		n/a
CSM corresponding with brand values		n/a		"[...] as I said as I've seen other Heineken campaigns that are in line with this.	n/a	0	"Ja, det är i linje med varandra tycker jag."	n/a	0	Yes, sure	n/a	0	"Well I think it is aligned."	n/a		n/a

Coding: Latent Loyal Consumers - CSM

Latent Loyal Consumers / CSM	CODE (1 = sympathetic; 0 = not influenced; -1 = negatively influenced; n/a = no answer)	Interviewee 1: Before exposure Quote	Interviewee 1: After exposure Quote	Interviewee 2: Before exposure Quote	Interviewee 2: After exposure Quote	Interviewee 3: Before exposure Quote / CODE	Interviewee 3: After exposure Quote	Interviewee 6: Before exposure Quote	Interviewee 6: After exposure Quote	FG Participant 2: Before exposure Quote / CODE	FG Participant 2: After exposure Quote
Brands role in society		"That's difficult, because in many ways brands should give us things that make our everyday life easier, better, more good-looking. But at the same time, they also contribute to the negative sides of capitalism and that you take advantage of people. Both in society, to make us buy more things and by provide people with jobs. But on the other hand, what responsibilities they have is something different. For instance, the fast-fashion industry is like, but if they would disappear a lot of jobs would also disappear."		"Generaliserar nog att att man ska kunna säskilja konsumenten, att den produkten inte kanske faller bra med konsumenten, och den produkten och kanske lite bättre att få konsumenten och säga mer till den kanske produkter. Och man kan då förklara en produkt med att visst varumärke, så till gagn för konsumenten. Och att man att förelagenprincips så att det ett sätt att profilera sig med andra och ideligt sig mot andra och i inledande lika förisingning. Ar man att kläre varumärke som inte för något bra inkar vill förs till innings."		"I think that a brand should be as we said, authentic, but also transparent. That you care about environmental, that you good health and... other stuff than just selling the product, for instance. You want environmental impact. You want to support businesses who has climate compensation or have climate projects, over other brands who don't. Especially when there's many brands to choose between."		"That's a big question. Their role is to sell products. But it's good that they take some social responsibility, such as when it comes to the environment, trying good health and so on. But at the same time, I feel like it's a bit double, because it's about selling products in the end. So you know somewhere in the back of your mind, that it's their role in society as well. But it's absolutely positive if brands feel like they have a responsibility, and take responsibility."	"[...] I think it's great, if it feels genuine and not just that the/you this to sell products. You talk about greenwashing and stuff, like saying this something is environmentally friendly, then it isn't, they only say it to sell. That I think it's counterproductive and not stupid and fake. But if it's built on a real engagement, there I think it's great."	n/a	n/a
Attitude toward behaviour change		"Great, I easily fall for that stuff. All brands who make it easier for me to contribute to society, I support. If it doesn't mean I have to sacrifice something."		"Det tycker jag är viktigt. Det är det som myndigheterna säger är den viktigaste uaktern för att hålla nere smittspridningen, att hålla avstånd."		"Very good."				n/a	n/a
Concerned issue				"Ja det ja jag har lust med att veta att 'good company'. Men uppranmar till resone sätt? Alltså man vill att slik ana företade nog mer okänt att? Jag har en tanki så mycket så då det, men som jag skulle lä en uppranmar till stora tensional att 'blia gama liri, men vill då gärna om bloss art den idustun? De att det är bra för fabrikunae offer sk, ja, varför skulle det vara dåligt? A det possiv för dring, så skulle jag nog ratu skikigt."		"Very important. It is proven. In Portugal for instance, two months of lockdown significantly decreased the degree of infection, so that and vaccine crucial."	"Really genuine. The campaign reflects society today. That you should stay home to reduce infection rates, but still spread positivity."		"Wow, where did that one come from? My thoughts about social distancing is that it's the only thing that really works, it's positive."	n/a	n/a
Genuine concern by the brand		"I feel a bit cynical about this, of course they want the bars to open again as they can sell their product, but it is a very nice campaign that sends a message. But everything they do is to sell more beer."		"Av man lite basun att gör det vill att att vill att man ska favoritea att köpa hänksteren ross att det är corona-eller, men at det finns vilka sätt. Vi kan forstina att utvgha, men vi vinket gora at då jo oklak vidt si e at det nog art te en en till at de blir revaltandinnippruna jäl alhov nisi enom jog flick met det envyckel att... Det kaskas vallovage, men det en et concern, at vi bar att produktet och art vi oka ta anovat, men samulingt vill man uppranmra rök att köpa hänksteren och återoka si, för det är jo geni. Varför ska man avsö lite det att så säga."	"Yes, all of them. It's smart, because if they had released this campaign and you couldn't visit bars and encourage people to do not anyway, it would've been negative. But they communicate that we should make the best out of the situation and continue to visit their product."				"I feel that it was really genuine. It was you know, real. There were real people and a lot of recognition."	n/a	n/a
Beneficial actions		"Yeah right now it is, there's not a lot of alternatives to choose from. There is a tough way out and then it gets better if we all could contribute."		"Alla tre skulle jag väl säga. Hemksten vill ju forbättra säljet så, de vill ju anse att det ska hänta. Och för samhället hjälper det för att att pinomer folk om att hålla distans, samt i sin har tam inraska astmppalningen, villat görome smitväder också. Så jag tycker nog att alla grommu är snöm."		"It evokes feelings regarding the situation, their friend, it makes you in a good mood. That's what they want to accomplish good."			"Yes, for the individuals, this is about not risking your health, so it's positive. And for society, it's positive that the spread of infection decreases, lowers the pressure on health care. It's good for Heineken, because their out of home sales have probably decreased a lot now when a lot has been closed. They want the spread of infection to decrease, so they can return to normal and stay open as usual again and sell their products. So yes, it's positive for everyone, even if it's perhaps least positive for Heineken."	n/a	n/a
Benefits frustration		"And for the brands it will get better if infection rates decrease, so we can go back to normal. And I think their intention is for consumers to remember Heineken."		"I grund och botten vill dom ju att folk ska forbätta köpa Heineken. Man bonsar mer baru på med reklam som visdig, utan man har det lite social ansponibility och anvisat nog, så lägy bokar at benefitan åt man visar att man är clona fulgyr så alliae. Den tigaraku minded man ja, absolut. Det handlar om att bygga ett varumärke, visa att man fokusan att vara en ildilvestare som mljer goda fitovatioa at visar man ochså att man bryr sig om det bad coront."					"I think it's fair they want to show it's positive. And not encourage people to decrease, lowers the pressure on health care. It's good for Heineken, because their out of home sales should continue to purchase their products in a safe way."	n/a	n/a
Affecting knowledge and behavior		"Not really."		"Nä uppmfagen mig, det har ja gått ett holt åt, och man har fått bra fin myndigheter att det är viktigt att hålla avstånd. Den här kampanjen tummmar in det-budskapet. Men. Men det är röst så att jag lär mig något nytt då jag sar Hinernu."		"Yes, it gives me ideas in how to socialize in a safe way."			"It was nothing know, not that you take responsibility, they have been feelt like wow I didn't know about this. But still, absolutely, I felt like it would be nice to have a digital after work again, it was really fun."	n/a	n/a
Consistency		"Yes, but I think this one was even more up-to-date than other campaigns they've made. They have given the courage to do this kind of campaign, as other brands often do similar things but that doesn't feel real. It really helps that they have made campaigns before, but continued to encouraging consumers to drink more beer."		"A man om man jämför det med att alao markandsför alkoholiska alternativ, absolut. Man man mister ju känga på den troska, annan man mister man a ja i mala tanst. Jag vet inte om Heineken visat det förelagt alkoholstol, men det är inte den. Han mister mansa nätra mansa ja ha alla att klanga med det at finn en inte chuttfagan. Men ja, absolut, det handlar inte bara om likande dryckessken, det finns en vidtal till på det som anspelar på annu."		"If you think about the fact that they've made campaigns regarding alcohol for beer, then yes. They see what happens in society and how they could contribute."			"Yes, it's not the first time they take responsibility, they have been at the same path earlier, so yeah, it's definitely/alignment."	n/a	n/a

Coding: Latent Loyal Consumers – **Brand Loyalty**

Latent Loyal Consumers	CODE	Interviewee 1: Before exposure — Quote	CODE	Interviewee 1: After exposure — Quote	Interviewee 2: Before exposure — Quote	CODE	Interviewee 2: After exposure — Quote	Interviewee 3: Before exposure — Quote	CODE	Interviewee 3: After exposure — Quote	Interviewee 6: Before exposure — Quote	CODE	Interviewee 6: After exposure — Quote
	1 = yes/positive; 0 = not influenced; -1 = negatively influenced; n/a = no answer												
Loyalty													
Stochastic:													
Shares of purchase		"No, because there's no big differences between this beer and other beers that I drink."	1	"Yes, now when I've seen this and compare it to Carlsberg, I would choose Heineken"	"Jag kanske inte är så varumärkestroppen att jag gör att ol sidera chans att jag väljer Heineken ute efter en god öl, då är det flera olika varumärken jag kan tänka mig, och Heineken är en av dom."	1	"Nu när kampanjen är färsk på åminnelsen, tror jag […] gör att jag väljer Heineken framför någon annan nästa gång."	"No, not when it comes to taste, there it's more about how they promote themselves, that they take responsibility compared to other beer producers, which is great."	1	"Since there's no difference in taste, bottle or attributes that I care about, it is definitely the brand that I go for. And I got a positive feeling of Heineken now, so of course I will pick them over a similar beer now."	"It feels like one of the large beer brands. A safe, large brand, where you know you'll get a good beer. Nothing strange. Then I know that they try to take responsibility, that you should drink responsibly, in their marketing and I don't know if others do that."	1	"As a person who does not have a very good grasp of different beer brands, I feel that it has been affected in such a way that they have an advantage now that they look the opportunity to take responsibility and contribute to change."
Purchase frequency		"Maybe every other time I'm at the store to buy beer."	0	"No, not so much."	"Till sommarsemestern att ha i kylskåpet. Köper nog mest på sommaren."	1	"At det finns chans att jag väljer Heineken oftare efter att ha sett den, rent underförstodvет. Den påverkar mig kanske undermedvetet att jag har sett den här kampanjen och ser den som positiv."	"Nah, I don't know, I haven't buy Heineken a lot because I like it."	1	"Yes, I feel that I got very thirsty for beer now, I will not buy a Heineken to drink by myself, but I feel inspired by the campaign and will have an after work over Zoom or something with a Heineken in the near future."	"I have to say less, I've got a thing for Peroni recently."	1	"Yes, I like them even more now. I felt genuine, and I can relate. It was quite emotional."
Deterministic:													
Relative attitude		"I think Heineken is very similar to other beer brands in terms of taste. But on the other hand, they have different positions in the market as Heineken works a lot with values."	1	"I have received a new value of Heineken through this campaign and would choose them over another brand."	"Det är framförallt at det ska vara en juis lager som styr. Men Heineken är absolut en god öl."	1	"Yes, but not when it comes to taste, there it's more about how they promote themselves, that they take responsibility compared to other beer producers, which is great."	"No, I don't think that the differences are huge. Zero difference if you compare to other light lagers, like Carlsberg. But if you compare with IPA then there's of course differences in taste."	1	"It feels like one of the large beer brands. A safe, large brand, where you know you'll get a good beer."	"I think that I would choose Heineken more often. If I was in a bar now, I would easily choose Heineken. Maybe I wouldn't think that it was because of the campaign, but a positive image follows anyway, I think."	1	"For the better, I could've bought Heineken over other brands easily already this weekend."
Brand favourability	1	"Yes, or I think so. At least they never disappoint in terms of taste."	1	"Yes, a lot more, I have got more knowledge about them and they have succeeded. They are actually cool, and they're doing something smart, I feel like I wanted to be in the campaign. They resembled me and my friends."	"Inom juis lager är den godaste än andra. Men priset styr där och ska välja någon gång, så kan jag inte unishan att jag väljer Heineken efter att ha sett denna kampanj."	1	"Ja kanske på marginalen till det bättre, att man stär där och ska välja någon gång, så kan jag inte unishan att jag väljer Heineken efter att ha sett denna kampanj."	"Nah, I don't know, I haven't"	1	"It has been positively affected. The campaign made me happy and made me laugh."	"Not so often. Every now and then when I'm at a bar. I don't buy I home to have in my fridge."	1	"Definitely over some others, just because they have good commercials. They represent good values, but it is also tasty. Because it is not enough just to convey that we are such a good company, it also needs to be a good product."
Purchase intention		"Quite likely."	1	"Yes, I'm really craving Heineken now."		1	"Very likely. Especially now when we've had this interview."	"I craved Heineken now, but I don't think I would've thought somewhere when buying beer."	1	"Yes, I feel that I got very thirsty for beer now, I will not buy a Heineken to drink by myself, but I feel inspired by the campaign and will have an after work over Zoom or something with a Heineken in the near future."	"Very likely."	1	
Recommendation willingness		"Yes, because it is a beer that tastes great."	1	"Yes, based on the fact that they are cool by making this campaign, not so much about the product."		1	"Yes, I would recommend them as a very good beer."	"At det kämmer jag. Det var en trevlig kampanj, de Yes. […] Regular beer, sidde ett positivt budskap i svärn täcke. Det går everybody likes it, but apart att ha trevligt, men på ett lite annorlunda sätt. Om from that no particular reasons. man då ska tricka em öl till så värför om Heineken?"	1	"I will recommend Heineken next time someone needs help to buy a beer, especially as this campaign is top-of-mind now."		1	"I would have recommended them before, but now it feels like you have a great reason why. One more reason other than it's a good beer."

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Latent Loyal Consumers	CODE	FG Participant 2: Before exposure Quote	CODE	FG Participant 2: After exposure Quote
	1 = yes/positive 0 = not influenced -1= negatively influenced n/a = no answer			
Loyalty				
Stochastic				
Shares of purchase		n/a	1	"I think it would be a mere-exposure effect. If I see more of Heineken, then maybe it's a greater chance that I buy Heineken, but I don't think it would be an active decision."
Purchase frequency		n/a	0	"I think it would be a mere-exposure effect. If I see more of Heineken, then maybe it's a greater chance that I buy Heineken, but I don't think it would be an active decision."
Deterministic				
Relative attitude		[...] jag tänker på Heineken när man vill ha en god flasköl, inte riktigt så där beerpong känslan kanske, men jag ser dom också, precis som du sa Clara, som dom "gröna". Men jag tycker ändå att Heineken är bättre än typ Carlsberg.		n/a
Brand favourability		n/a	0	Ad 2: "Yes, I was smiling a bit when I was watching. It was even more relatable in some way." Ad 3: "I get some negative associations actually. Why should Heineken make guidelines in how it's okay to socialize [...]. It's different authorities that should decide that? They take a risk in some way. But a commercial does not affect me in how I look at a brand like Heineken in that way."
Purchase intention		n/a		n/a
Recommendation willingness		n/a		n/a

Coding: Latent Loyal Consumers - Overall Evaluation of CSM, Brand Authenticity and Brand Loyalty

| Latent Loyal Consumers	CODE	Interviewee 1: Before exposure Quote	CODE	Interviewee 1: After exposure Quote	Interviewee 2: Before exposure Quote	CODE	Interviewee 2: After exposure Quote	Interviewee 3: Before exposure CODE	Interviewee 3: Before exposure Quote	Interviewee 5: After exposure Quote	Interviewee 6: Before exposure Quote	CODE	Interviewee 6: After exposure Quote	FG Participant 2: Before exposure Quote	CODE	FG Participant 2: After exposure Quote
Interviewed questions	1 = yes/positive; 0 = not influenced; -1 = negatively influenced; n/a = no answer															
CSM influence on Brand Authenticity and Brand Loyalty				"I think it feels very smart and worthy, it's quite obvious that they want to keep on this trend. I gives me hope for the future. My loyalty has been strengthened a lot."			"I has been a bit affected I think, I get positive vibes from the campaign, and it's good commercials. I might feel a bit more for Heineken now when I have seen the campaign than before. It feels authentic because it's a credible and serious campaign. It feels genuine."			"For the better. They feel genuine, they didn't choose to do a mainstir-commercial just to promote their beer or put up a big billboard - this was genuine and reflects the real life we're living right now, and includes their product in a very tasteful way. [...] Because the brand and the campaign feels so genuine, my loyalty has increased in terms of future purchases, absolutely."			"As I mentioned, the commercials feel very authentic. It feels like Heineken not only launched this campaign to increase sales. My loyalty was therefore affected positively. The campaign was only positive in my opinion. No negative feelings."	n/a	n/a	n/a
Loyalty towards brands that are authentic and adopt CSM				"It depends, because for some brands it's not suitable to help good. If they have a bad product and it doesn't fit, you shouldn't take it just to do it, then it won't be good. Then I'm more drawn to brands who do nothing and stand for it. At the same time, you are drawn to brands who do it in a good and tasty way."						"Authenticity is really important, if you abuse it, or I mean covid is a sensitive subject right now, like what you're not allowed to do and not, but if you do something authentic that feels real, that's great. But if you don't, or do nothing, maybe it affects the loyalty in a negative sense. A brand that should take more responsibility but doesn't do anything feels strange, or someone who uses covid just to make money."			"Yes, I think so. But the last part is important then, that it should feel authentic. Like if you compare with H&M, that you can recycle clothes in their store, but the whole brand is fast fashion, so it's double standards."			n/a
Practical Implications				"I can't be awkward and you should never get the feeling that they do it just to act good, it has to feel genuine."					"Jag kan ju ange om marknadsföring, man det är väl att titta dels hur balansen. Folk förstår ju att det handlar om att de ska skifta sina produkter. En balanserad blekage, det får inte kännas konstlad eller kryssat, det ska kännas ärligt. [...] att smart marknadsföring kan det inog alla till. Jag kan tänka mig att det är med att göra skta lik kampanjer så att undsupert för det eller balansen."	"Like Heineken did. Pick up small screens in life that consumers can recognize is good. But also communicating more values than making money, I think that is beneficial for everyone in the end. Something that makes you feel that you can relate, like a little compassion, of that we're in this together. That I like."						n/a
Pursuit of relationship				"Yes, and if it wasn't authentic, my relationship would've been destroyed."					"raffär inte/ Det inteluter jag inte."	"I think so, absolutely. Like, now they're tip-of-mind, I have got some ideas how to socialize in times of covid, they want the best for me, Heineken has provided a feeling through the campaign, I might feel that feeling next time I drink a Heineken loyalty. If they achieve that with this campaign, that I connect drinking a Heineken and simultaneously sanitize my hands or thinking in a covid-safe way, that's great for everyone involved."						"Och som blir det kanske lite över tid, typ många bäckar små, jag tänka ju inte nu när i vet jag... är vill kanske... Heineken gjort mman, men det är inte varn att jag ser det här nu, så kommer en annan kampanj där de sättar validenentrohende. Nej jag vet inte, men något som gör i inte mod chen, och att de bygger upp mycket med av de större til det så där, at dom trohet rengöra socialt ansvarsfull."

11.6 CSM-campaign

#SOCIALISERESPONSIBLY

We want to keep socialising, but in a responsible way.

Holding hands is on hold. Can't say hi up close let alone high-five. Back-pats have to be heldback. Heineken has been bringing people close for over 150 years. In this new normal we will keep doing that by encouraging people to socialise responsibly. Connect online. Toast your friend over a con-call, send a message of care to your bestie. Stay apart but stay together because we're in this together and soon we'll be together again! Share our film Ode to Close on social and spread the message.

CAMPAIGNS
Back to the Bars
#SocialiseResponsibly

VIEW ▶ THIS
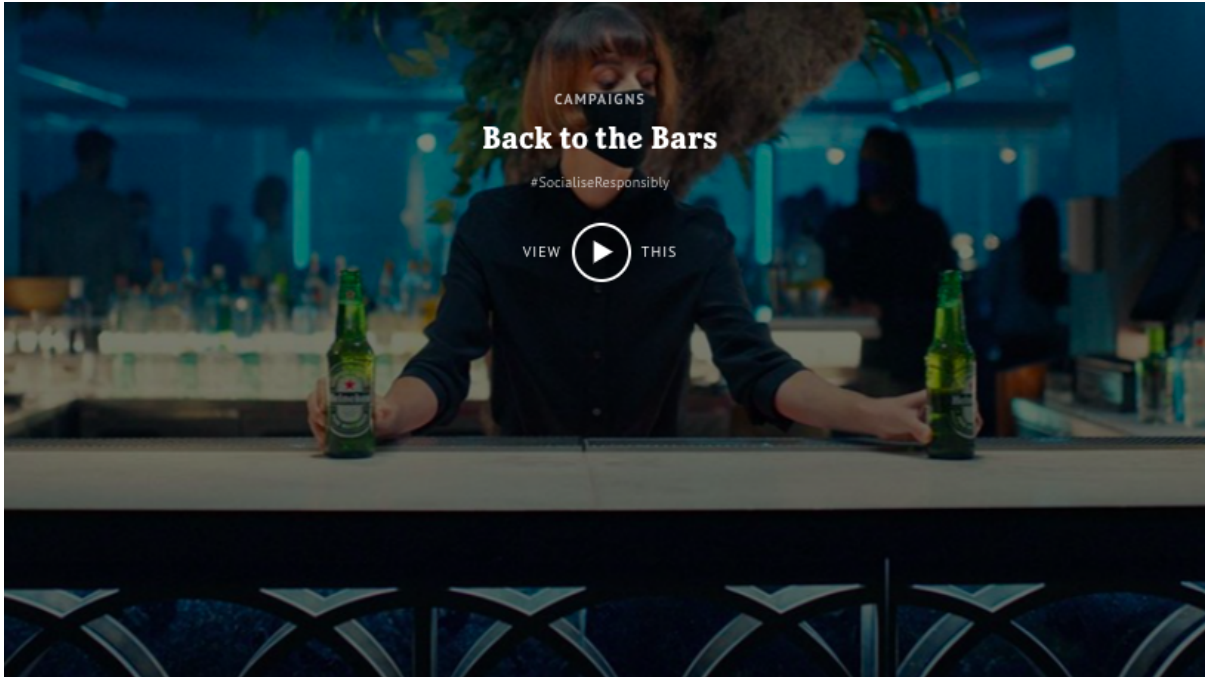
Now that bars are reopening, we need to keep them open.

Bars are open again. And they are still the same, except for a few extra rules and measures meant to keep us safe. We're here to keep encouraging people to socialise responsibly, no matter how awkward that may be. An elbow bump is better than a handshake and a toast in the air is better than two clinking glasses because they're all meant to help us keep bars open and you to keep enjoying real time with friends.

The next night out depends on you. #SocialiseResponsibly to keep bars open.

11.6.1 CSM-campaign - Video 1

#Heineken #SocialiseResponsibly
Heineken | Ode to Close

123 591 visningar • 10 apr. 2020

👍 1 543   👎 71   → DELA   ≡+ SPARA   •••

Heineken
522 000 prenumeranter

PRENUMERERA

We're further apart.
Yet, we're closer than ever.

11.6.2 CSM-campaign - Video 2

11.6.3 CSM-campaign - Video 3

#SocialiseResponsibly #Heineken

Heineken – Back to the Bars

🔗 Olistad

305 410 visningar • 24 juli 2020   👍 3 638   👎 1 227   ➜ DELA   ☰₊ SPARA   •••

Heineken
522 000 prenumeranter

PRENUMERERA