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THE POWER OF STORIES TO CONNECT WITH CUSTOMERS

Digital Storytelling as a Communication Marketing
Tool to Engage with Millennials and its Impact on
the Creation of Value for Firms

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Abstract

Title: The Power of Stories to Connect with Customers: Digital Storytelling as a Communication Marketing Tool to Engage with Millennials and its Impact on the Creation of Value for Firms

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Nowadays, engaging with customers is a major challenge for any business. Millennials are known for their distinctive attitude towards brands, having proved to be an attractive target for many consumer industries, however, engaging with them is not an easy task, as they are more demanding towards brands than any other generation.

The main purpose of this dissertation is to understand if digital storytelling is an effective communication marketing tool for engaging with Millennials, and analyze its impact on the creation of value for firms. In order to respond to the main research questions of this study, an online survey was conducted among Millennials, exposing them to two YouTube ads, with straight-sell and storytelling execution styles, in order to study the effectiveness of the communication in creating engagement among Millennials, and its impact on the creation of added value for firms, depending on the ad type.

Results show the superiority of the storytelling ad for engaging with Millennials across several customer reactions: trust, commitment, emotional brand attachment, involvement, as well as positive word of mouth and feedback provided to the brand. Satisfaction, purchase intention and referral behavior, did not differ significantly between the two ad execution styles. Additional findings reveal that a digital storytelling ad produces a higher level of engagement among Millennials, contributing more for the generation of added value for firms, while compared to a straight-sell execution style ad. As a suggestion, marketers should consider adopting this strategy for developing strong and long-lasting relationships with Millennials.

Keywords: Storytelling, Digital Storytelling, Customer Engagement, Customer Engagement Value, Millennials.

Resumo

Título: O Poder das Histórias para a conexão com os Consumidores: *Storytelling* Digital como uma Ferramenta de Comunicação de Marketing para o envolvimento com os *Millennials* e o seu Impacto na Criação de Valor para as Empresas

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Atualmente, envolver-se com os consumidores é um desafio para qualquer negócio. Os *Millennials* são conhecidos pela sua atitude em relação às marcas, revelando-se um alvo atraente para muitas indústrias, no entanto, envolver-se com eles não é uma tarefa fácil, sendo mais exigentes em relação às marcas do que qualquer outra geração.

O objetivo principal desta dissertação é compreender se o *Storytelling* digital é uma ferramenta de comunicação eficaz para o envolvimento com os *Millennials*, e analisar o seu impacto na criação de valor para as empresas. Para responder às principais questões deste estudo, foi realizado um questionário online entre os *Millennials*, expondo-os a dois anúncios do YouTube com estilos de execução de venda direta e *Storytelling*, para estudar a eficácia da comunicação para a criação de envolvimento com os *Millennials*, e o seu impacto na criação de valor para as empresas, dependendo do tipo de anúncio.

Os resultados mostram a superioridade do anúncio de *Storytelling* para envolver os *Millennials* em vários aspetos: confiança, compromisso, ligação emocional com a marca, envolvimento, assim como comentários positivos e feedback fornecido à marca. Satisfação, intenção de compra e referência, não diferiram significativamente entre os dois estilos de execução. Descobertas adicionais sugerem que o anúncio de *Storytelling* digital gera um maior envolvimento com os *Millennials*, contribuindo mais para a criação de valor para as empresas, comparativamente com o de estilo de comunicação de venda direta. Como sugestão, os profissionais de marketing deveriam considerar adotar esta estratégia para desenvolver relações fortes e duradouras com os *Millennials*.

Palavras-chave: *Storytelling*, *Storytelling* Digital, Envolvimento do Consumidor, Valor do Envolvimento do Consumidor, *Millennials*.

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List of Abbreviations

CE – Customer Engagement

CEB – Customer Engagement Behavior

CEV – Customer Engagement Value

CIV – Customer Influence Value

CKV – Customer Knowledge Value

CLV – Customer Lifetime Value

CRV – Customer Referral Value

H – Hypothesis

N – Total number of items

SPSS – Statistical Package of the Social Sciences

SS – Straight-sell execution style ad

ST – Storytelling execution style ad

WOM – Word of Mouth

Chapter 1. Introduction

1.1 Topic Presentation

Customer engagement is a major concern for any business nowadays. The majority of the biggest multinational companies in the world (e.g., McKinsey & Company) are considering customer engagement as the most important strategic priority among all other initiatives developed by the firm. It has been proved that two-thirds of a brand's profits are a result of effective customer engagement (Costa et al., 2018), highlighting how important it is for firms to adopt proper strategies to attract and, most important, retain its customers by developing strong and long-lasting relationships with them.

Engaging with customers in the digital era has demonstrated to be a difficult task, especially because their behavior is changing while compared to some decades ago. Nevertheless, the arrival of new technologies has provided new opportunities for companies to engage, nurture, and preserve customer value and loyalty (Brown, 2018), while simultaneously sustaining competitive advantage over rivals (Reinartz and Kumar, 2003; Van Doorn et al., 2010). According to Verhoef et al. (2010), engaged customers contribute to the long-term reputation and recognition of a brand, reason why firms should invest in strategies that facilitate the interaction with customers, in order to increase their satisfaction and loyalty.

Companies and brands are recognizing the importance of engaging with Millennials, a generation that was born and raised during the internet revolution, being considered as the most valuable demographic nowadays (PRWD, 2016). This generational group has proved to be an attractive target for many retailers and consumer product companies due to their large size and significant purchasing power (Parment, 2013), having been identified as the driving force behind online shopping (Smith and Brower, 2012). However, Millennials present a particular challenge for companies as they are more demanding towards brands than any other generation (Pate and Adams, 2013).

As firms become aware of the limitations of traditional marketing communication strategies, they are investing in content marketing as an approach to attract and retain customers, which can be defined as the marketing and business process for generating and delivering significant and valuable content to attract, acquire, and engage current and potential customers, with the main objective of producing profitable customer actions that are beneficial for firms (Patruti Baltes, 2015). This thesis will focus on digital storytelling, a communication marketing strategy that is considered as one of the most effective ways to connect with customers (Ben Youssef et al., 2018), by engaging with the audience using stories to

communicate a company's vision, goals and values, in a way that reinforces the emotional attachment between brands and customers.

1.2 Problem Statement and Research Questions

This dissertation aims to understand the power of digital storytelling as a communication tool to engage with Millennials, and analyze its impact on the creation of value for firms. Additionally, another objective of this thesis is to comprehend if digital storytelling enhances the correlation between Millennials' level of engagement towards a brand, and their willingness to create value for firms in several forms. For this purpose, the three following research questions were formulated:

Research Question 1: Does a digital storytelling ad generates greater customer engagement (CE) among Millennials towards a brand, than one with a straight-sell execution style?

The purpose of the first research question is to understand if a digital storytelling ad has a more positive effect on each antecedent, and total level of CE, while compared to a straight-sell execution style ad.

Research Question 2: Does a digital storytelling ad generates superior value for a brand than one with a straight-sell execution style, by positively affecting the creation of customer engagement value (CEV)?

The second research question aims to comprehend if a digital storytelling ad generates a greater impact on each dimension, and total level of CEV, while compared to a straight-sell execution style ad.

Research Question 3: Does a digital storytelling ad generates a more positive correlation between customer engagement and customer engagement value towards a brand, than one with a straight-sell execution style?

The main purpose of the third and final research question is to understand if the correlation between CE and CEV significantly differs according to the ad type to which Millennials are exposed to, i.e., if high (low) levels of customer engagement are associated with high (low) levels of customer engagement value.

1.4 Scope of Analysis

Millennials, i.e., any individual born between 1981 and 1996 (Dimock, 2018), will be the target for this thesis as they are becoming attractive targets for many businesses nowadays. Given the different formats of digital content marketing strategies that brands can use for communicating their messages (e.g., podcasts, blog text, videos and animations), this dissertation will use video format (two YouTube ads from the brand Adidas with two different communication styles) to test the hypotheses developed, due to its increasing popularity among general audiences, especially among Millennials. Adidas will be the chosen brand to test the hypotheses of this research, due to its high level of awareness among the target population (Taylor, 2017).

1.5 Academic and Managerial Relevance

From an academic point of view, although there are several studies that focus on the use of digital storytelling in the context of business organizations (e.g., Papadatos, 2006; Pulizzi, 2012; Coker et al., 2017; Ben Youssef et al., 2018), this research will complement existing literature regarding the impact it produces on Millennials' level of engagement towards a brand, more specifically, on the five constructs that were defined for this study to measure customer engagement, as a result of the exposure to a digital storytelling ad (satisfaction, trust, commitment, emotional brand attachment, and involvement). Additionally, there is a lack of information in existent literature regarding the impact that a digital storytelling ad produces on the creation of value for firms by customers, in the form of purchase intention, referral behavior, positive word of mouth, and feedback, which were the four constructs defined for this study to measure customer engagement value.

Lastly, despite the existence of multiple studies that focus on specific consumers reactions to several different business strategies applied by firms, such as coupons, merchandise, promotions, store image, or any other commercial stimulus (e.g., Grewal et al., 1998; Baker et al., 2002; Hardesty et al., 2007), with the development and exponential increase of new digital solutions, it is important to give special attention to specific digital strategies that can help firms to achieve their goals in such a competitive environment.

From a managerial perspective, this study aims at providing a better understanding if digital storytelling is a relevant marketing tool for brands to increase their level of customer engagement among Millennials, more specifically, in their level of satisfaction, trust, commitment, emotional brand attachment, and involvement, and consequently, adopt several behaviors that are beneficial for firms in the form of purchase intention, referral behavior,

positive word of mouth, and feedback provided, helping firms to achieve not only their marketing goals but also improve their financial result, create a loyal customer base, and enhance their presence and reputation in the market. Having been chosen the video format to test the hypotheses developed, the findings of this study will produce implications to the field of digital marketing, with practical consequences for marketing managers regarding the use of this specific communication marketing tool for reaching their objectives, by demonstrating if a digital storytelling execution style ad is, in fact, more effective in generating engagement and superior value for firms, than one with a straight-sell execution style.

Chapter 2. Literature Review and Research Hypotheses

In the present chapter, an analysis of important concepts previously discussed by several different authors that are relevant to the main theme of this thesis will be reviewed, in order to provide a better understanding of its background.

2.1 Understanding Millennials

The name Millennials was first introduced in 1987 by Strauss and Howe. Ever since, several different designations have emerged (e.g., Generation Y and Echo Boomers). It is hard to define an exact time frame for this generational group due to the different opinions and lack of consensus between different authors. For this dissertation, Millennials will be considered as anyone who was born between 1981 and 1996 (22 to 37 years old) (Dimock, 2018).

Millennials, the biggest generational group since the baby boomers, are known for their distinctive attitude towards brands, being more consumption-oriented comparatively to previous generational groups, as a result of growing up in a “marketing and brand saturated environment” (Lazarevic, 2012), socializing and making purchases online (Smith, 2011). Their large size and buying power, makes them an attractive target for many consumer industries (Smith and Brower, 2012), having been identified as a driving force behind online shopping, however, engaging with them is not an easy task. Millennials’ behavior is much different from prior generations, as they are more demanding consumers, expecting a large variety of items, as well as customization and personalization of products and services, and they often seek instant gratification and convenience (Pate and Adams, 2013).

2.1.2 Online Behavior

Millennials are going online for many different reasons such as shopping, source of news, entertainment, and social networking (Smith and Brower, 2012; Pate and Adams, 2013), proving that digital marketing is an effective approach for communicating with Millennials, also considered the most promising venue for reaching this generation (Okazaki et al., 2007). Among the most popular social media channels used to connect with Millennials, Facebook, MySpace, and Twitter attract more than 90% of young adults and teenagers, representing over a quarter of the entire Internet traffic (Trusov et al., 2010). Millennials prefer to talk about products and services through online platforms more than any other generation, being that the popularity of image and video-based social media platforms (e.g., Instagram, Pinterest) among Millennials, reflects how they emphasize and value visual content. Additionally, a study performed by Smith (2011), demonstrated that Millennials enjoy watching advertises on

YouTube, therefore, encouraging brands to take advantage of video content to engage with Millennials, by providing them interactive, highly visual, and interesting content that immediately catches their attention.

2.2 Customer Engagement

Nowadays, sustaining a durable relationship with consumers is a difficult task, as they are getting more demanding, impatient, with higher expectations, less tolerant to mistakes, and easily change from one brand to another as soon as a better offer arises. Therefore, in order to preserve the attractiveness of a brand, engaging with consumers is essential as it may be an opportunity to differentiate from competitors. Highly engaged customers buy more, tend to promote more in several forms (e.g., positive word of mouth), and demonstrate more loyalty towards brands, reasons why providing high-quality experiences to customers is an essential component of any firm's communication strategy (Kumar et al., 2010; Van Doorn et al., 2010).

2.2.1 Definition

Engagement has been discussed across several fields of study over time, e.g., "Civic Engagement" in sociology, "Social Engagement" in psychology (Pansari and Kumar, 2015). For this study, engagement will be discussed as the result of the interactions between customers and firms/brands.

Customer engagement (CE) is a customer-based measurement, a positive consumer attitude resulting from the active interactions (transactional or nontransactional in nature) between customers and firms, and other customers (Kumar et al., 2010). Customer engagement was described as a driver of customer loyalty, a customer's behavioral manifestation towards a brand or firm resulting from motivational drivers, being achieved through the creation of a greater and more meaningful connection between the two parts, that is sustained over time, generating sales growth, competitive advantage and profitability to the firm (Bowden, 2009; Van Doorn et al., 2010; Brodie et al., 2011; Pansari and Kumar, 2017). Similarly, Sashi (2012) refers to the customer engagement concept as a customer-centric approach that focuses on customers and their satisfaction, by providing superior value than competitors, to build trust and commitment in intimate long-term buyer-seller relationships.

2.2.2 Customer Engagement Antecedents

In order to understand customers' engagement towards brands, it is important to first identify the drivers of customer engagement. Several conceptual frameworks were developed

over time, discussing the antecedents of customer engagement, i.e., the required drivers or factors for the establishment of engagement among consumers. According to the conceptual model proposed by Van Doorn et al. (2010), there are three types of antecedents affecting CE: customer-based, firm-based, and context-based factors. For this study, only the customer-based factors, also described as attitudinal antecedents affecting CE, will be considered and explored.

Giving the similarities found in existent literature regarding the conceptual frameworks that explain the antecedents of CE, customer satisfaction (e.g., Bowden, 2009; Van Doorn et al., 2010; Pansari and Kumar, 2017), trust (e.g., Bowden, 2009; Van Doorn et al., 2010; Brodie et al., 2011), customer commitment (e.g., Bowden, 2009; Van Doorn et al., 2010; Brodie et al., 2011), emotional brand attachment (e.g., Van Doorn et al., 2010; Brodie et al., 2011; Pansari and Kumar, 2017), and customer involvement (e.g., Bowden, 2009; Brodie et al., 2011), are among the most important attitudinal antecedents of CE.

Customer satisfaction, brand commitment, trust, and emotional brand attachment are among the customer-based factors affecting CE proposed by Van Doorn et al. (2010) conceptual model, having brand commitment being previously studied by Bowden (2009) as part of the sequential psychological process that individuals go through in order to become loyal to a brand, including both calculative commitment (cognitive basis for purchase) and affective commitment (emotive basis for purchase), followed by increased levels of “involvement” supported by increased levels of “trust”. The emotional brand attachment antecedent was then studied in-depth by Pansari and Kumar (2017) and Brodie et al. (2011), focusing on the emotional connections that are established between customers and brands, enabling the reinforcement of the level of engagement between both parts. The five antecedents of customer engagement considered in this study will be briefly described below.

Customer Satisfaction

Can be defined as a judgment on the fact that the characteristics of a product or service provide a gratifying level of consumption-related fulfillment (Oliver, 1997), also described as the overall post purchase evaluation of a product/service (Fornell, 1992), resulting from the total purchase and experience regarding a product or service over time (Anderson et al., 1994), also considered as a measure of how products and services meet customers’ expectations.

Trust

Trust is considered a vital element for successful relationships (Garbarino and Johnson, 1999), defined as a person’s willingness to rely on an exchange partner in which deposits

confidence (Moorman et al., 1993), believing in its honesty and integrity (Garbarino and Johnson, 1999). The authors discuss that trust is more important for the development of strong relationships between customers and firms/brands than special treatments or other social benefit provided.

Customer Commitment

Commitment, similarly to trust, is considered an essential element for long-term, prosperous relationships between customers and firms (Garbarino and Johnson, 1999), which is translated into the continued desire to maintain a valuable relationship with the other part (Moorman et al., 1992). As argued by Gundlach et al. (1995), commitment has three different components, i.e., instrumental component, also described as calculative commitment in the form of investment, attitudinal component, also described as affective commitment or psychological attachment towards a brand, and a temporal dimension demonstrating that the relationship between a customer and a brand persists over time.

Emotional Brand Attachment

Refers to the emotional relationships that customers developed towards brands, involving strong affective feelings, reflecting the existent bond between firms and customers. Creating emotional brand attachment with consumers is a major challenge for firms, representing a difficult task once it is dependent on several variables that companies cannot control (e.g., special characteristics of consumers, its fit to the brand's personality) (Malär et al., 2011).

Customer Involvement

Can be defined as a person's perceived importance of a product or service based on its own needs, values, and interests (Zaichowsk, 1985), also described as the perceived relevance of the product based on the extent to which the product is interesting and important to the consumer (Malär et al., 2011). According to Laurent and Kapferer (1985), involvement is a causal or motivating variable that generates consequences on a customer's purchase behaviors according to its level of involvement.

2.2.3 Customer Engagement in Digital Platforms

Due to the major changes in the market condition over the past years, and with the intensification of competition between firms, companies began implementing smart and

innovative strategies to keep their customers interested in their products and services, in order to prevent them from changing to rival brands. Managers are aware that long-term, sustainable competitive advantage is strictly related to the firms' ability to retain, sustain and nurture their customers (Anderson et al., 2004). Due to its unique capabilities, such as interactivity, enhanced reach, persistence, ability to communicate fast and instantaneously with customers, among other reasons, firms are recognizing the power of the internet as a platform for customer engagement (Sawhney et al., 2005).

Digital platforms are being used by brands for the development of innovative strategies, focused on relevant, meaningful, authentic content to attract, engage, and sustain long-lasting and emotional relationships with customers (Sashi, 2012), having become strong vehicles that allow the establishment of greater connections between customers with each other and stakeholders, across several devices/channels (Ramaswamy and Ozcan, 2015), creating numerous advantages for firms that decide to enter the digital world compared to traditional offline marketing (e.g., ability to target specific consumers, it is easier to track individual consumers across time and across devices).

For firms that wish to gain power through word of mouth, social media is discussed as a great opportunity for firms to highlight brand positioning due to its growing popularity among consumers (Killian and McManus, 2015), specially Facebook, the most popular social media platform. According to the authors, the key component for profounder long-term engagement relies on the firm's ability to understand customers' desires and reasons for connecting to certain types of content in specific social media platforms. Brands that execute their strategies effectively, focusing more on value creation to its customers than merely the creation of profit, and placing customers in the center of all decisions, have higher chances to foster growth and loyalty among customers. These strategies include developing engaging social media content to grab customers' attention, personalizing products and services to perfectly fit their needs and wants, developing content that is useful to them, listening to consumers concerns and complaints and properly manage negative feedbacks through service-recovery, incentivizing reviews and promote interaction between customer, among many other strategies whose main goal is to increase customer satisfaction and loyalty.

2.2.4 Customer Valuation Theory (CVT)

In any business, there is a duality of roles performed by firms and customers reflecting the firm-customer relationship from a value perspective, i.e., firms create value to their customers in the form of offerings, resulting this interaction in the creation of value from

customers in the form of profits (Kumar, 2017). The stronger the relationship between customers and firms, more likely it is for customers to engage and consequently demonstrate behavioral and attitudinal manifestations of CE that are beneficial for firms and customers in several ways (e.g., creation of higher profits for firms, added value for customer, superior firm performance, improved financial results).

In order to better understand and manage the value generation of customers to firms, Kumar (2017) proposes a Customer Valuation Theory (CVT) that allows firms to measure, manage, and maximize future customer contributions to firms.

2.2.4.1 Customer Engagement Behavior (CEB) and Customer Engagement Value (CEV)

The creation of value by customers for firms goes beyond customers' purchases or transactions, involving customers' behavioral manifestations of customer engagement as a result from motivational drivers, also referred as customer engagement behaviors (CEB) (Van Doorn et al., 2010), which can be either positive (e.g., positive WOM) or negative (e.g., negative review about a product or service) (Kumar et al., 2010).

As mentioned before, being the creation of value by customers a result of their own purchases plus the behavioral manifestations of customer engagement, customer engagement value (CEV) can be defined as the total value created by customers who recognize the value associated to a brand and, therefore, adopt several behaviors and attitudes that are beneficial for firms (Kumar, 2017). Customers' value contributions for firms can have both tangible (direct) and intangible (indirect) benefits for firms (Pansari and Kumar, 2017).

The tangible benefits of customers value contributions for firms can be translated into improved performance, more specifically, higher profits, revenue or market share (Pansari and Kumar, 2017). In regards to firm performance, the customer lifetime value metric (CLV) directly impacts a firms' performance in the form of customers repurchases. The intangible benefits of customers' value contributions are related to the generation of superior performance caused by the indirect value contributions of customer for firms. Together, the three-value metrics, i.e., customer referral value (CRV), customer influence value (CIV), and customer knowledge value (CKV), capture customers' indirect profit contributions to firms. In this sense, CEV is a result of the combination of four core dimensions/components (Kumar et al., 2010), which will be briefly described below:

(1) Customer Lifetime Value – CLV: refers to customer purchasing behavior, including both repeat purchases or additional purchases, contributing directly to the firms' value (Pansari and

Kumar, 2017). If firms decide to focus on customers' direct value contributions, their main goal is to maximize each customer's profitability over a longer period of time.

(2) Customer Referral Value – CRV: is related to the acquisition of new customers as a result of customers' referral behaviors regarding certain products or services as a consequence of their own experiences with the brand, or firms incentivized formal referral programs, i.e., encouraging and rewarding customers to recommend products or services, indirectly contributing to firms' performance and profitability (Pansari and Kumar, 2017).

It is important to mention that CRV is not relevant for businesses situations where customers do not feel an attachment for the products or services, being their referral behaviors significantly low or even inexistent (e.g., non-durable goods such as packaged foods or other consumables) (Kumar, 2017).

(3) Customer Influencer Value – CIV: associates to customers' influence behavior, i.e., ability of current customers to positively influence the buying behavior of potential customers (e.g., positive offline and online word of mouth through social media channels that encourages increased purchases behavior of existing customers) (Kumar et al., 2010).

(4) Customer Knowledge Value – CKV: occurs when current customers of a firm are actively involved in the improvement of the firms' products and services (Pansari and Kumar, 2017), referring to customer's feedback about products and services to firms regarding ideas for innovations and improvements, contributing to knowledge development, resulting in the creation of economic value attributed to a customer by a firm as a result of the profit generated by the implementation of insights/suggestions/feedback of customers (Kumar et al., 2010).

2.3 Content Marketing

Due to today's oversaturation in the digital world, brands need to think of creative and innovative ways to stand out from their competitors in order to get customers' attention. Traditional marketing is losing relevance and effectiveness as a strategy for companies to achieve their goals as a result of the technological evolution. Providing relevant, useful, and quality content for potential and current customers is becoming more and more important for firms, reason why many are turning their attention to content marketing, defined as "a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent

content to attract and retain a clearly defined audience and, ultimately, to drive profitable customer action.” (Content Marketing Institute, 2018). There are several channels and platforms that companies can use to provide significant and consistent content to its customers (Pulizzi and Barret, 2008), such as printed media (e.g., newspapers and magazines), personal contacts (e.g., executive discussions), and online or digital platforms (e.g., Facebook, Instagram). Among the most commonly used formats of digital content they include pictures, videos and animations, e-books, podcasts, infographics, blog texts, social media posts, and others (Järvinen and Taiminen, 2016). Given the increasing use and control over exposure of content on social media platforms by consumers, marketers are exploring new ways to engage with consumers through video content (Coker et al., 2017).

Video has gained a special popularity in the digital world over the past years, having been considered by several authors as the medium of the digital age (Coker et al., 2017). Nowadays, video marketing is being used by every major social media channel (e.g., Facebook, YouTube, Instagram, Snapchat, Twitter) and more consumers are interacting with video every day. Some facts about the use of video as a strategy to generate engagement among customers, demonstrate the importance of video content for any business nowadays: by 2019, global consumer Internet video traffic is expected to account for 80% of all consumer Internet traffic, Facebook generates 8 billion video views on average per day, YouTube stated that mobile video consumption increases 100% every year, 92% of mobile video consumers share videos with other consumers, social video generates 1200% more shares than text and images combined, 64% of users are more likely to buy a product online after they watch a video (Templeman, 2018).

As consumers are increasing their usage of social media platforms to relate with brands, either for emotional motives, functional purposes, or search for information, it is important for brands to know their customers and understand the different motivational factors that lead them to interact with brands in order to develop relevant, appropriate, and engaging content according to those motivations.

2.3.1 Straight-sell vs Storytelling Communication Marketing Style

Brands have been using product-focused execution style in its communication pieces to promote their products and services, also been referred as a straight-sell or factual execution style, i.e., straightforward presentation of information about the product or service such as its benefits or features (Coker et al., 2017). However, this particular style can bring many challenges for firms when it comes to grabbing consumers’ attention to the messages that are

being transmitted to them regardless of the media channel that is being used for this purpose. This evidence emphasizes how important it is for firms to adopt alternative approaches to communicate their marketing messages in a way that evokes strong emotions to their customers, allowing firms to create a strong impact that stimulates action, loyalty over time (Anderson, 2016), and the development of strong connections with the audience.

Storytelling has gained popularity over the past few years as an alternative approach to the straight-sell execution style used by brands, when it comes to communicating marketing messages to their audiences. By focusing on a narrative to engage with consumers, this particular approach can be a very powerful content marketing strategy due to its great ability to influence people's emotions with entertaining and creative content that goes beyond communicating product features or advantages. By using stories to relate with the audience, brands are able to present information in a way that is more likely to be easily comprehended and embedded in consumers' long-term memory (Callahan, 2015) and thus, creating a competitive advantage over rivals (Chiu et al., 2012).

As one of the most powerful approaches used in communication marketing strategies (Ben Youssef et al., 2018), storytelling is considered to be one of the most effective ways to connect with customers, by sharing stories that are authentic, creative, and that inspire, going beyond product specifications or functionality to relate to customers at a deeper level (Baker and Boyle, 2009), by focusing on brand values to evoke emotional reactions from the audience, reason why many large and small companies are using this strategy to stand out in such competitive market. As argued by Papadatos (2006), brands who use storytelling as a communication tool, defining clear and strong values simultaneously, are the ones that last longer, once they focus on emotional attachment, a powerful approach to gain competitive advantage. Past theories in the field of marketing support that stories help customers to easily capture the benefits associated with a brand, contributing to their persuasion and adding favorable and unique associations to a brand (Ben Youssef et al., 2018).

As argued by Chiu et al. (2012), there are some key features that effective storytelling narratives should have in order for brands to stand out from competition and grab customers' attention, i.e., authentic (associated to genuine, truthful and original content), concise (transmitting only relevant information by excluding unnecessary words or details), reversal (helping customers to identify problem-solving capabilities and actions to take), and humorous (which increases brand liking and allows customers to easily comprehend the message).

2.3.2 Digital Storytelling

Due to the increasing evolution of technology and media, brands have been able to disseminate information in several ways, and storytelling has been emerging in several fields of knowledge. The digital storytelling approach differs from the traditional storytelling concept, in that it is mediated necessarily using digital media hardware and software, combining narratives with different media such as image, video, text, and audio (Rossiter and Garcia, 2010), having been defined as “the art of telling a story with the help of modern technologies.” (Alexander, B., 2011), where the stories consist of narratives about everything that is related to the culture of the brand.

The visual impact of digital storytelling combined with the power of words, transforms simple narratives into interactive stories which facilitate the development of three important outcomes for brands, i.e., increase of brand loyalty, generation of trust, and connecting with customers at a deeper level (Rampton, 2016). The author argues that this communication marketing tool gives brands the possibility and opportunity to connect with customers through storytelling of all types across all digital platforms (e.g., Snapchat, Vine, YouTube videos, social media distribution) in an engaging, entertaining and inspiring way.

2.4 Hypotheses and Conceptual Framework

2.4.1 Hypotheses Formulation

A previous research developed by Coker et al. (2017), examined the role of video storytelling in social media platforms to generate a more favorable attitude, purchase intention, positive word of mouth, increased number of shares and promotion of a brand. The hypotheses developed during this study will be used as a reference for the development of the three research hypotheses of this dissertation, adapted for the specific research objectives of this thesis.

Based on preceding arguments discussed in existing literature about the subject under study, and having been argued how storytelling can be a powerful communication marketing strategy used by firms (Ben Youssef et al., 2018), to easily connect with customers at a deeper emotional level (Baker and Boyle, 2009), by presenting information in a way that can be easily comprehended and retained by customers (Callahan, 2015), brands that decide to use this approach raise their chances of differentiating themselves from competitors and gain competitive advantage over rivals (Papadatos, 2006). Therefore, the use of a digital storytelling as a communication tool is expected to contribute more for the generation of customer engagement towards a brand than one with a straight-sell execution style (Coker et al., 2017), by positively affecting the antecedents of customer engagement, which are achieved through

the creation of a greater and more meaningful connection between customers and firms (Pansari and Kumar, 2017). Therefore, the first research question of this study leads to the formulation of the first hypothesis:

H1: A digital storytelling ad generates greater customer engagement among Millennials towards a brand than one with a straight-sell execution style, by positively affecting each customer engagement antecedent (satisfaction, trust, commitment, emotional brand attachment, and involvement).

Since the emotional connection is best captured by the attitude that customers demonstrate towards a brand (Coker et al., 2017), it was discussed that the stronger the relationship between customers and firms, more likely it is for them to demonstrate behaviors and attitudes that are beneficial for firms (Kumar, 2017), that go beyond customers' purchases or transactions (Van Doorn et al., 2010), resulting in the creation of value for both firms and customers in several forms (e.g., creation of higher profits for firms, added value for customers, superior firms performance, improved financial results) (Pansari and Kumar, 2017). Therefore, the use of digital storytelling as a communication strategy is expected to generate a more favorable attitude towards a brand than one with a straight-sell execution style, by increasing the value created by engaged customers, and contributing for the improvement of financial results and creation of profits for firms. Consequently, the second research question leads to the formulation of the second hypothesis:

H2: A digital storytelling ad generates superior value for a brand than one with a straight-sell execution style, by positively affecting the four core dimensions of customer engagement value (CLV, CRV, CIV, and CKV).

As discussed previously, engaged customers contribute for the long-term reputation and recognition of brands, and thus, for the generation of higher profits and improved financial results in the long run (Verhoef et al., 2010). Since the use of storytelling as a communication marketing tool by firms, allows the creation of deeper relations with customers, by sharing authentic, creative, and inspiring stories that go beyond product specifications (Baker and Boyle, 2009), a digital storytelling ad is expected to generate a more positive correlation between customer engagement and the value produced by engaged customers, i.e., the more

engaged customers are, the more willingness to produce value for firms. Thus, the third and final research question leads to the formulation of the last hypothesis of this study:

H3: A digital storytelling ad generates a more positive correlation between customer engagement and customer engagement value, than one with a straight-sell execution style.

2.4.2 Proposed Conceptual Framework

Based on the concepts identified and discussed previously, the following conceptual framework is proposed (Figure 1):

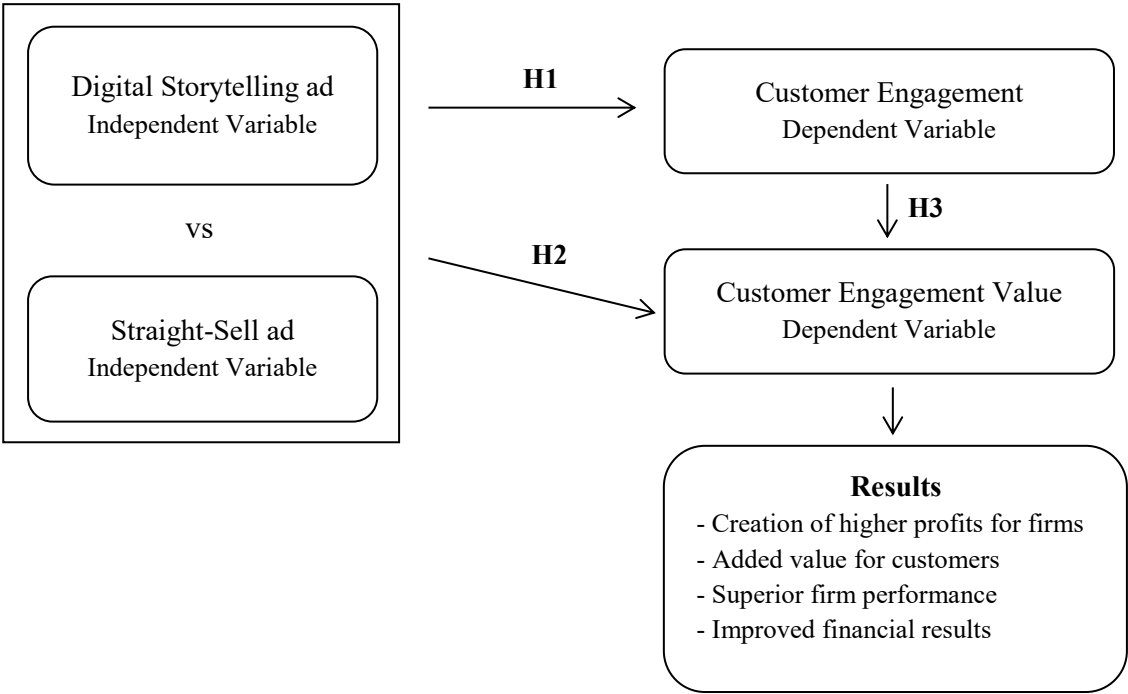


Figure 1. Proposed Conceptual Framework

Chapter 3. Methodology and Data Collection

Considering the purpose of this dissertation and the research questions identified in chapter I, this chapter focuses on the research approach used in this dissertation to collect the primary data and the specific instruments used to test the hypotheses of this research.

3.1 Research Approach and Method

A positivism research philosophy was conducted, involving the use of existing theory about the subject under study, to develop hypotheses to be tested during the research process through a statistical analysis, based on the assumption that a digital storytelling ad generates a more positive effect on the two dependent variables, i.e., customer engagement and customer engagement value, while compared to a straight-sell execution style ad. As argued by Crowther and Lancaster (2008), positivism studies usually adopt a deductive approach, which was implemented in order to validate the hypotheses developed for this dissertation, based on existing theory, starting with the formulation of a general idea about the topic that was developed and made explicit through the research objectives of the study (Svensson, 2009).

This dissertation adopts both descriptive and exploratory research approaches to collect the secondary and primary data respectively. A descriptive research approach based on past literature, mainly used when the researcher intends to explore more in-depth a topic or theory that has been studied before, was conducted in order to understand which are the main antecedents of customer engagement, leading to the conclusion that among the most important antecedents of customer engagement are satisfaction, trust, commitment, emotional brand attachment, and involvement. Regarding the exploratory research approach, commonly used when a researcher wants to explore a concept or investigate an issue that has not been studied previously, an online survey was conducted (quantitative method of data collection) due to its convenience in nature and ability to collect information in a structured and anonymous way.

3.2 Research Instruments

In order to collect the necessary data to develop a significant statistical analysis, the research instrument used in this dissertation was an online survey, that was conducted in order to answer to the three research questions. The Qualtrics platform (Online Survey Software) was used to build the survey, which was then distributed to participants using different online social streams such as Facebook, Instagram, and other social media platforms. The use of this particular instrument for the collection of data is associated with several advantages (e.g., can be conducted in several formats, can be administered in a time-efficient manner, respondents can answer to the survey at a time that is convenient to them, it is easy to analyze while

compared to other methods of data collection such as focus groups) (Evans and Mathur, 2005). This method of data collection allowed to collect a high number of answers, being the software used to analyze the data that was gathered in the online survey the SPSS - software for statistical analysis.

3.3 Online Questionnaire

3.3.1 Materials

3.3.1.1 Brand Choice – Adidas

In the study developed by Coker et al. (2017), which acted as a reference for the present study, respondents were exposed to four 30 seconds YouTube ads from two different brands with either a straight-sell or a storytelling execution style, and the responses of the two groups of participants were compared (one group was exposed to a straight-sell and a storytelling video ad from the brand Mazda, and the other group was exposed to a straight-sell and a storytelling video ad from the brand Extra Gum). These brands were chosen to test the effectiveness of a digital storytelling ad over a straight-sell ad for engaging with the target population defined for the study, because they did not seem to have a very strong cultural following.

The purpose of this thesis was to understand if, for brands with high levels of awareness among Millennials, a digital storytelling ad could enhance and reinforce a brand's presence in the market, by contributing to the increase in Millennials' level of engagement and creation of value, contributing to its differentiation from competitors and improvement of financial results.

For this purpose, Adidas, the largest sportswear manufacturer in Europe, and the second largest in the world after Nike (Lewis, 2016), was the brand chosen to test the hypotheses developed for this study due to its popularity among Millennials, being considered as one of the top 20 favorite brands for the Millennials' generation (Taylor, 2017). Also, Adidas uses both straight-sell and storytelling execution styles in its video ads, which allowed to test the effectiveness of the straight-sell versus storytelling execution styles of the two videos for engaging with Millennials. The two video ads used for this research were collected on YouTube, being that the straight-sell video ad presented facts, features, and information about the product, while the storytelling video ad was more focused on storytelling type features in order to trigger emotions on the viewers (Coker et al. 2017).

3.3.1.2 Independent and Dependent Variables

As mentioned previously, the two dependent variables for this study were Customer Engagement (CE) and Customer Engagement Value (CEV), more specifically the antecedents

of customer engagement (satisfaction, trust, commitment, emotional brand attachment, and involvement), and the behavioral and attitudinal consequences of customer engagement in the form of purchase intention (CLV), referral behavior (CRV), positive WOM (CIV), and feedback provided to the firm (CKV), as a result of the two independent variables to which Millennials were exposed to, i.e., straight-sell and storytelling execution style ads from the brand Adidas.

3.3.1.3 Measures and Scales

There is a lack of consensus in existent literature on how to measure customer satisfaction (Fornell, 1992), however, Hausknecht (1990) identified more than 30 different measures used in previous studies, including the three measures of customer satisfaction: (1) general satisfaction, (2) confirmation of expectations, and (3) the distance from the customer's hypothetical ideal product (Fornell, 1992). For this study, two of the three measures, i.e., "general satisfaction" and "confirmation of expectations", were used and adapted to the specific purpose of this study to capture respondents' level of satisfaction about the video ads that were presented to them during the online survey. In this sense, two questions measuring respondents' level of satisfaction about the video ads they saw and their level of confirmation of expectations about the brand as a result of the exposure to the video ads were used.

Soh et al. (2009) defined trust in advertising as the belief that the advertising is a reliable source of a product/service information and willingness to perform on the basis of the information delivered by the advertising. The definition used by the author is consistent with prior conceptualizations of trust proposed by several different authors, which similarly identified seven factors for measuring trust in the advertising context, i.e., integrity, reliability, benevolence, competence, confidence, likability, and willingness to rely on (e.g., Lewis and Weigert, 1985). However, due to the lack of consensus in existent literature regarding specific questions created to measure trust, two of the seven factors, i.e., "confidence" and "willingness to rely on", were chosen for the development of the two questions, adapted to reflect the objectives of this study, for measuring trust as a result of Millennials' exposure to the ads.

In order to measure customer commitment, and due to the lack of agreement between different authors regarding specific questions to measure customers' level of commitment towards a brand, based on the concepts discussed in the previous chapter regarding the customer commitment construct, two questions were developed based on existing literature in order to measure the likelihood that the respondent would want to maintain a relationship with the brand and level of attachment that the respondent felt towards the brand while seeing the ads.

To measure emotional brand attachment, several authors used in their studies three factors to measure this construct, i.e., affection, connection, and passion (e.g., Thomson et al., 2005; Malär et al., 2011). Two of the three factors were used to build the two questions applied in the survey, i.e., “affection” and “connection”, for measuring the level of emotional affection and connection that the respondents felt while seeing the ads. One item was eliminated, i.e., passion, because it was not relevant for the purpose of this study.

Regarding to the customer involvement construct, similarly to Malär et al. (2011) which used two different items to measure customers’ level of involvement towards a product, i.e., values and attitudes, the two questions developed in the study performed by the authors were used as a reference for measuring customer involvement in this dissertation. However, and having in mind the concepts discussed in the previous chapter regarding this specific construct, and the research questions developed for this particular study, the questions developed in the research of Malär et al. (2011) were adapted, being that “values” and “interests”, were the two factors used to build the two questions for measuring the level of importance that the respondent attributed to the product according to his/her values and personal interests.

To measure purchase intention, one question for measuring the likelihood that the respondent would purchase the product was used, which was applied in previous studies, alongside with two more questions for measuring purchase intention towards a product, i.e., the likelihood that the respondent would try the product on if seen in a store, and the likelihood the respondent would actively seek out the product in a store (e.g., McCormick, 2016; Ohanian, 1991). Only one of the three questions used by previous authors was adapted and applied to the survey for this dissertation because it was sufficient to collect the necessary data for measuring Millennials purchase intention towards the product.

To measure positive WOM, two questions measuring the likelihood that the respondent would say positive things about the brand and the likelihood that the respondent would recommend the brand to someone who needed his/her advice were used. These questions were applied in previous studies, together with one more question, i.e., the likelihood that the respondent would recommend the brand to others (Alexandrov et al., 2013; Coker et al., 2017). Only two of the three questions used by previous authors were adapted and applied in the survey once they were appropriate for this dissertation and enough to collect the necessary data for measuring Millennials likelihood to adopt positive WOM towards this brand as a result of the exposure to the two video ads.

Due to the lack of information in existing literature regarding how to measure referral behavior, based on past theories regarding this subject, a question was developed specifically

for this study in order to measure the likelihood that the respondent would purchase the product if he/she got a referral about the product from a friend or family member. Additionally, and due to the lack of information about specific scales to measure customer knowledge value, i.e., value created by a customer to a firm by providing feedback about the firm's products and services, two questions were developed for this study to measure the likelihood that the respondent would give the brand feedback about the video he/she saw and the likelihood that the respondent would provide new insights to the brand about the improvement of its products.

A total of 16 items (questions) were applied to each independent variable (straight-sell and storytelling video ads). For the first dependent variable, i.e., customer engagement, there were 5 sub-groups (customer satisfaction, trust, customer commitment, emotional brand attachment, and customer involvement), each including 2 items (questions). Regarding the second dependent variables, i.e., customer engagement value, there were 4 sub-groups (purchase intention, referral behavior, positive WOM, and feedback), being the first two, i.e., purchase intention and referral behavior, measured using a single-item scale and the last two, i.e., positive WOM and feedback, measured using a two-item scale.

All items were measured on a 7-point Likert scale (Ranked from 1- Strongly Disagree to 7- Strongly Agree) to assess the level of agreement or disagreement that Millennials demonstrated regarding each of the 16 statements related to the attitude objects presented to them. The same scale was used for all items in order to better draw comparative conclusions (see Table 1 and Table 2 below). Additionally, the questions following each video ad were similar for the straight-sell and storytelling ads, and the results were compared to discover if there were significant differences regarding the levels of agreement with the statements presented regarding the two different videos.

Customer Engagement (CE)
Customer Satisfaction (2 item)
1. I am very satisfied with the ad I just saw. 2. The video meets my expectations about the brand.
Trust (2 item)
1. I trust the information presented in this ad. 2. I feel I can rely on the information of this ad to make purchase-related decisions.
Customer Commitment (2 item)
1. I want to be/continue being an Adidas customer. 2. I felt attached to this brand while watching the ad.
Emotional Brand Attachment (2 item)
1. I felt an emotional affection towards this brand. 2. I felt connected to this brand.
Customer Involvement (2 item)
1. Because of my personal values, I feel that the product presented in the ad is important to me. 2. Because of my personal interests, I feel that the product presented in the ad is important to me.

Table 1: Multi-item measures for CE

Customer Engagement Value (CEV)
Purchase Intention (1 item)
1. I would purchase the product.
Referral Behavior (1 item)
1. If I got a referral about this product from a friend or family member, I would purchase it.
Positive WOM (2 item)
1. I would say positive things about this brand. 2. I would recommend this brand to someone who seeks my advice.
Feedback (2 item)
1. I would give Adidas my feedback about the video I just saw. 2. I am willing to provide new insights to Adidas on how to improve its products.

Table 2: Single/Multi-item measures for CEV

3.3.2 Participants and Sampling Technique

The target population considered for this study were women and men, with ages between 22 and 37 years old (born between 1981 and 1996), mainly college students from different nationalities, currently living in Portugal. The sampling technique used for this study was a non-probabilistic, both voluntary sample, once participants could self-select themselves into

participating or not in the survey, and convenience sample, made up of participants who were easy to reach, both little time consuming and inexpensive sampling techniques, allowing to effectively reach a considerable number of responses among the target population. The online survey was distributed to participants, mostly friends, family members and colleagues, using different social medias streams as referred previously (e.g., Facebook and Instagram).

3.3.3 Procedure

Introduction

The survey started with a brief introduction about the research that was about to be conducted. Respondents were informed that they were about to participate in a study as part of a Master Thesis Dissertation with the main goal of testing their behavioral and attitudinal responses to the stimuli that were going to be presented in the following separators. Additionally, participants were advised to assure that the audio and video capabilities of their devices were working on its full capacity in order to ensure that they could hear and see the two stimuli that were going to be presented to them during the survey (i.e., two short YouTube video ads from the brand Adidas, one with a straight-sell execution style and the other with a storytelling execution style). Participants were also informed about the total anonymity of the answers, that all the information provided was going to be used merely for academic purposes, and the approximate time to complete the survey.

Block I

The second block started with a brief explanation, informing participants that they were about to be presented with a short video ad from the brand Adidas (the largest sportswear manufacturer in Europe), followed by some questions, being asked to pay attention so they could retain as maximum information as possible. The first video presented to participants with a straight-sell execution style “UltraBOOST All Terrain” (2017), a video that was used by the brand to introduce the new running shoes “UltraBOOST All Terrain”, was all focused on product features (e.g., high-performance function with ultimate comfort and aesthetics to overcome harsher weather conditions, protection against cold, wet, slipperiness and darkness) while presenting tight shots of the details of the shoes combined with several sentence about the features of the product. After participants have been exposed to the video, they were presented with the first question, being asked to indicate their level of familiarity with the brand Adidas on a scale from 1 (Very Unfamiliar) to 7 (Very Familiar). The study then proceeded to the next block.

Block II

The third block started as the previous one, with a brief explanation informing participants that before proceeding to the next steps, they should answer to the questions based on the video they have seen in the previous block, trying to put aside the perceptions they already had about the brand as well as the price of the product presented in the video, so they could base their answers only on the first video (i.e., straight-sell execution style ad). After this explanation, the study proceeded to the dependent measures and participants were presented with several statements (presented in Table 1 and Table 2), being asked to indicate their level of agreement regarding each statement on a scale from 1(Strongly Disagree) to 7 (Strongly Agree). After respondents having answered to all the questions, the study continued to the next block.

Block III

In this block, participants were informed that they were about to be presented with another short-video ad from the same brand, followed by some questions. Again, participants were advised to pay attention to the video so they could retain as maximum information as possible. The second video presented to participants with a storytelling execution style “Futurecraft 4D” (2017), was used by the brand to introduce a new generation of running shoes, the world’s first high performance footwear featuring midsoles crafted with light and oxygen. This video was focused on storytelling type features (e.g., the story behind the creation process of the product, how this product helps athletes to make a difference, valuing people and evolution of the creation process at the same time), presenting inspiring and stimulating images in order to trigger emotions on the viewers while the narrator talks about the product in an exciting way. After being exposed to the second video, participants were asked to click the forward button to continue answering to the survey.

Block IV

Similar to Block III, participants were asked to answer to several questions based on the video they saw in the previous block (i.e., storytelling execution style ad). After this short explanation, the study proceeded to the dependent measures and participants were presented with several statements (identical to the ones presented in block III), being asked to indicate their level of agreement regarding each statement on a scale from 1(Strongly Disagree) to 7 (Strongly Agree). The same questions were applied to the two videos, i.e., straight-sell and storytelling execution style ads presented in block II and IV respectively, in order to better draw comparative

conclusions regarding the level of agreement with the statement presented for the two different videos to which participants were exposed to.

Block V

In the last block of the survey, participants were asked to answer to three questions regarding demographic data concerning their gender, age and nationality. Finally, a “thank you” message appeared to participants indicating the end of the survey.

3.3.4 Design

The present study rested in a 2 (execution style: straight-sell versus storytelling) x 1 (brand: Adidas) within-subjects (or repeated-measures) quasi-experimental design, where the same group of participants were exposed to the same two treatments of the independent variable, i.e., two ad types. A quasi-experimental design refers to an experimental design that has all the features of an experiment except random assignment to the treatment (Kirk, 2013). The within-subjects design offers some advantages while compared to a between-subjects design (i.e., different groups of participants are exposed to different conditions), such as power and reduction in error variance related with individual differences (Hall, 1998), requires fewer participants that provide a data point for each level of the independent variable(s), increases the chances of discovering a true difference among the conditions to which respondents are exposed to (Budiu, 2018).

3.4 Reliability Issues

Reliability is an essential aspect of conducting and evaluating a research, which refers to the ability of an instrument to measure the characteristics of a construct consistently (LoBiondo-Wood and Haber, 1986). Once the questions applied in the questionnaire were adapted from existent literature, it was important to test its consistency and reliability. For this purpose, the Cronbach’s Alpha correlation coefficient, the most commonly used test of internal consistency when a measurement instrument uses a Likert scale, was used to evaluate the initial reliability of the measures developed for this study. The closer to 1 the coefficient is, the more reliable, and for the research instrument to be considered reliable, the coefficient needs to be equal or above 0.70 (LoBiondo-Wood and Haber, 1986). Since the Cronbach’s Alpha correlation coefficient does not work to determine the reliability of just one item, considering the 9 sub-groups for measuring the two dependent variables of this study, only the reliability of the two-item 7-point scales were calculated (see Table 3).

Straight-sell execution style ad		Storytelling execution style ad	
Customer Engagement	Cronbach's Alpha	Customer Engagement	Cronbach's Alpha
Customer Satisfaction	0.723	Customer Satisfaction	0.843
Trust	0.894	Trust	0.897
Customer Commitment	0.715	Customer Commitment	0.673
Emotional Brand Attachment	0.857	Emotional Brand Attachment	0.834
Customer Involvement	0.772	Customer Involvement	0.741
Customer Engagement Value	Cronbach's Alpha	Customer Engagement Value	Cronbach's Alpha
Positive WOM	0.730	Positive WOM	0.720
Feedback	0.713	Feedback	0.877

Table 3: Cronbach's Alpha for the two-item subgroups by ad type

Results show that the Cronbach's Alpha is above 0.7 for all constructs except one, customer commitment for the storytelling execution style ad, which presented a Cronbach's Alpha of 0.673. Nevertheless, this value was within the minimum acceptable reliability interval (between 0.65 and 0.70) (DeVellis, 1991), meaning that the Alpha correlation coefficient was considered acceptable for all constructs and the two-item Likert scales applied in the survey were reliable.

Additionally, the Cronbach's Alpha was also calculated for the total level of customer engagement and customer engagement value in order to test the reliability of the 5 sub-groups (10 items in total) to measure customer engagement and the 4 sub-groups (6 items in total) to measure customer engagement value for the two ad types (see Table 4).

Straight-sell execution style ad			Storytelling execution style ad		
Customer Engagement (Mean)	N	Cronbach's Alpha	Customer Engagement (Mean)	N	Cronbach's Alpha
4.73	10	0.905	5.61	10	0.925
Customer Engagement Value (Mean)	N	Cronbach's Alpha	Customer Engagement Value (Mean)	N	Cronbach's Alpha
4.83	6	0.687	5.45	6	0.756
N – Number of Items					

Table 4: Cronbach's Alpha for total CE and CEV by ad type

Results show that the Alpha correlation coefficient was considered acceptable for the 10 items to measure CE and the 6 items to measure CEV for each ad type.

Chapter 4. Results Analysis

4.1 Sample Analysis

From an initial sample of 250 responses, the process of data cleaning was applied to the database in order to prepare the data for the analysis and insure reliability of the study outcomes. During this process, 90 non-completed answers were excluded from the study since all questions were mandatory, and an additional 18 answers were also rejected from the analysis because these participants were not within the target population in regards to the age range considered for this study, i.e., ages between 22 and 37 years old. Despite the total number of responses that were excluded from the study, the sample was sufficient for detecting the intended effect. Additionally, several studies from existent literature for within subjects design used similar sample sizes (e.g., Coker et al, 2017).

Considering the 142 valid responses (mostly students), 58.5% of the participants within this group were female and 41.5% were male (Appendix III - Sample Description: Gender). In regards to age, and being the target population considered for this study individuals with ages between 22 and 37 years old, the sample counted with 87.3% participants with ages between 22 and 29 years old, and 12.7% participants with ages between 30 and 37 years old (Appendix III - Sample Description: Age). As regards to nationality, the majority of the participants were Portuguese (90.8%), and only 9.2% of the participants were from other countries: Bulgaria, Canada, France, Germany, Italy, Norway, and United Kingdom of Great Britain and Northern Ireland (Appendix III - Sample Description: Country of Origin).

4.2 Brand Familiarity

In order to get an overview about Millennials level of familiarity about the brand Adidas, through a frequency analysis (Appendix III: Familiarity with the brand - Adidas), results demonstrate that the majority of the respondents were very familiar with the brand (33.1%), being that an additional 31.7% demonstrated a considerable level of familiarity about the brand since they chose a value of 6 on a scale from 1 (Very Unfamiliar) to 7 (Very Familiar). Furthermore, 26.8% selected a value of 5 for their level of familiarity about the brand which is also a significant level of familiarity and only 8.5% selected values of 3 and 4, being 3 the minimum value attributed by respondents regarding this specific question.

4.3 Hypothesis Testing

4.3.1 Hypothesis 1

H1: A digital storytelling ad generates greater customer engagement among Millennials towards a brand than one with a straight-sell execution style, by positively affecting each customer engagement antecedent (satisfaction, trust, commitment, emotional brand attachment, involvement).

In order to test if the digital storytelling execution style ad generated greater customer engagement among Millennials towards Adidas than the ad with a straight-sell execution style, the same statements for each of the constructs used to measure customer engagement, i.e., satisfaction, trust, commitment, emotional brand attachment, and involvement, were presented to respondents after they have been exposed to the straight-sell and storytelling execution style Adidas' video ads.

A Paired Sample T-Test is usually applied to within subjects designs where the scores of different independent variables are collected from the same participants, being used to estimate if there is a statistically significant difference between the means of two related measurements (Peat and Barton, 2005), which was performed in order to understand if there were statistically significant differences between participants' level of engagement before-and-after they have been exposed to the storytelling execution style ad.

The assumptions of the Paired Sample T-Test were all verified, once the dependent variables presented a continuous scale, the differences between the pairs of measures were approximately normally distributed (accessed through the Histogram analysis), and there were no significant outliers. Therefore, the test was performed (see Table 5).

Results regarding hypothesis 1, reveal that seven out of ten statements present a p-value < 0.05 , resulting in the rejection of the null hypotheses that the means between the two measurements are equal, meaning that there is a statistically significant difference (in this case increase) between the means of the different measurements before and after participants have been exposed to the storytelling execution style ad. Only three statements are not statistically significant once they present a p-value > 0.05 , therefore, the null hypotheses are not rejected, meaning that the means of the different measurements before and after participants have been exposed to the storytelling execution style ad are not statistically significant different from each other, for these three items.

	Considering the ad you just saw, please indicate your level of agreement regarding the following statements on a scale from 1 (Strongly Disagree) to 7 (Strongly Agree).	SS	ST	-	-	-
	Statements (items)	Mean		Means difference (ST-SS)	Total mean's increase by construct	P-value
Customer Satisfaction	I am very satisfied with the ad I just saw.	5.58	5.70	0.12	0.36	0.275
	The video meets my expectations about the brand.	5.57	5.81	0.24		0.015
Trust	I trust the information presented in this ad.	4.75	5.85	1.1	2.25	0.000
	I feel I can rely on the information of this ad to make purchase-related decisions.	4.77	5.92	1.15		0.000
Customer Commitment	I want to be/continue being an Adidas customer.	5.65	5.75	0.1	1.42	0.270
	I felt attached to this brand while watching the ad.	4.19	5.51	1.32		0.000
Emotional Brand Attachment	I felt an emotional affection towards this brand.	3.91	5.53	1.62	3.47	0.000
	I felt connected to this brand.	3.57	5.42	1.85		0.000
Customer Involvement	Because of my personal values, I feel that the product presented in the ad is important to me.	4.31	5.39	1.08	1.3	0.000
	Because of my personal interests, I feel that the product presented in the ad is important to me.	5.04	5.26	0.22		0.192
Total level of customer engagement generated after ad exposure		4.73	5.61	0.88	-	-

SS – Straight-Sell execution style ad; ST – Storytelling execution style ad

Table 5: Paired Sample T-Test for Hypothesis 1

The total level of customer engagement generated after ad exposure for both ad types was calculated by the average means of all constructs (CE antecedents) used to measure customer engagement. Results show that the total level of CE generated after participants have been exposed to the straight-sell execution style ad is scored 4.73, while for the storytelling execution style ad, the score is higher by almost one point (5.61), therefore, hypothesis 1 is accepted. Despite the items that did not present a statistically significant increase ($p > 0.05$), the constructs

that present the highest total mean's increase (more than 2 points), as a result of the exposure to the storytelling execution style ad are trust, and emotional brand attachment, revealing a score of 2.25, and 3.47, respectively. Commitment and involvement also present a significantly high total mean's increase (more than 1 point) of 1.42 and 1.3 respectively (see Table 5 – total mean's increase by construct).

4.3.2 Hypothesis 2

H2: A digital storytelling ad generates superior value for a brand than one with a straight-sell execution style, by positively affecting the four core dimensions of customer engagement value (CLV, CRV, CIV, and CKV).

In order to test if the digital storytelling execution style ad generated superior value for Adidas than the ad with a straight-sell execution style, the same statements for each of the four constructs to measure customer engagement value (purchase intention, referral behavior, positive WOM, and feedback), were presented to respondents after they have been exposed to the straight-sell and the storytelling execution style ads. Similarly to the study performed to test hypothesis 1, a Paired Sample T-Test was used in order to understand if there were statistically significant differences between participants' willingness to generate value for the firm after they have been exposed to the two ad types. Again, the assumptions of the Paired Sample T Test were verified and the test was executed (see Table 6 below).

Results regarding hypothesis 2, show that four out of six statements present a p-value < 0.05, resulting in the rejection of the null hypotheses that the means between the two measurements are equal, meaning that there is a statistically significant difference (increase) between the means of the different measurements before and after participants have been exposed to the storytelling execution style ad. Only two statements are not statistically significant (p-value > 0.05), therefore, the null hypotheses are not rejected, meaning that the means of the different measurements before and after participants have been exposed to the storytelling execution style ad are not statistically significant different from each other, for these two items.

The total level of customer engagement value generated after ad exposure for both ad types was calculated by the average means of all constructs, in this case, the four dimensions used to measure customer engagement value. Results show that the total level of CEV generated after participants have been exposed to the straight-sell execution style ad is scored 4.83, while

for the storytelling execution style ad, the score is higher by almost one point (5.45), therefore, hypothesis 2 is confirmed. The constructs that present a significant superior increase (more than 1 point) as a result of the exposure to the storytelling execution style ad are positive WOM and feedback, by revealing a total increase score of 1.08, and 2.23 respectively (see Table 6 – total mean’s increase by construct).

	Considering the ad you just saw, please indicate your level of agreement regarding the following statements on a scale from 1 (Strongly Disagree) to 7 (Strongly Agree).	SS	ST	-	-	-
	Statements (items)	Mean		Means difference (ST-SS)	Total mean’s increase by construct	P-value
Purchase Intention	I would purchase the product.	5.27	5.49	0.22	0.22	0.080
Referral Behavior	If I got a referral about this product from a friend or family member, I would purchase it.	5.58	5.78	0.2	0.2	0.084
Positive WOM	I would say positive things about this brand.	5.54	6.17	0.63	1.08	0.000
	I would recommend this brand to someone who seeks my advice.	5.33	5.78	0.45		0.000
Feedback	I would give Adidas my feedback about the video I just saw.	3.38	4.57	1.19	2.23	0.000
	I am willing to provide new insights to Adidas on how to improve its products.	3.88	4.92	1.04		0.000
Total level of customer engagement value generated after ad exposure		4.83	5.45	0.62	-	-

SS – Straight-Sell execution style ad; ST – Storytelling execution style ad

Table 6: Paired Sample T-Test for Hypothesis 2

4.3.3 Hypothesis 3

H3: A digital storytelling ad generates a more positive correlation between customer engagement and customer engagement value, than one with a straight-sell execution.

In order to understand if a digital storytelling ad generates a more positive correlation between the two dependent variables of this study, the Pearson correlation test was performed. The Pearson correlation coefficient (PCC) is a measure of the linear correlation between two

variables. The coefficient varies between -1 and 1, where 1 represents a perfect positive linear correlation between the two variables, 0 represents no linear correlation, and -1 represents a perfect negative linear correlation, being that the closer to 1, the more correlated are the two variables. The test was performed in order to understand the type of correlation between the two dependent variables, for the two types of ads to which participants were exposed to.

The assumptions of the Pearson coefficient correlation were verified since the two variables were measured at the continuous level, there were no significant outliers and the variables were approximately normally distributed.

Correlations			
		SS	ST
		Customer Engagement Value	
Customer Engagement	Pearson Correlation	0.513	0.783
	Sig. (2-tailed)	0.000	0.000
	Sample Size	142	142
SS – Straight-Sell execution style ad; ST – Storytelling execution style ad			

Table 7: Pearson Coefficient Correlation between CE and CEV for the SS and ST

Results show that the correlation between the two variables is statistically significant (p -value < 0.05) for both ad types. In regards to the Pearson correlation coefficient, the values indicate a positive correlation between the two variables of 0.513 and 0.783 for the straight-sell and storytelling execution style video ads respectively, being that the first value presents a moderate positive correlation and the second one a strong positive correlation (Taylor, 1990), therefore, hypothesis 3 is accepted, suggesting that, if one variable increases, the other tends to also increase. In this case, for high (low) levels of customer engagement, there is a tendency for the observation of high (low) levels of customer engagement value as well, being that the storytelling video generates a higher level of engagement among Millennials, and consequently contributes more for the generation of value for a brand.

Chapter 5. Conclusions and Future Research

5.1 Main Findings and Conclusions

The main purpose of this research was to understand the power of digital storytelling as a communication marketing tool for brands to engage with Millennials and analyze its impact on the creation of value for firms, by comparing the effect of two ads with different communication execution styles, i.e., straight-sell and storytelling, in Millennials level of engagement, and their willingness to create value for firms in several forms, after being exposed to the two ad types. Having been discussed, during the present work, the main theoretical and practical ideas about the subject under study, according to the concepts discussed by several authors, it was demonstrated how important it is for firms to develop innovative communication marketing strategies for developing strong and long-lasting relationships with customers, sustaining a competitive advantage over rivals. After adopting the proper methodology to test the hypotheses developed for this study, the results produced by this study have highlighted the theoretical and managerial implications regarding the use of digital storytelling for engaging with Millennials in the digital era, and its impact on the creation of value for firms.

The main theoretical implications of this thesis, after having been discussed the past literature, pointing storytelling as one of the most effective ways for brands to connect with customers by sharing authentic, creative and inspiring emotional stories that go beyond product features (Baker and Boyle, 2009; Ben Youssef et al., 2018), this thesis' academic contribution relies on the superior power of digital storytelling in video format, as a communication marketing tool for engaging with Millennials, by creating a more positive effect on each antecedent of CE (i.e., satisfaction, trust, commitment, emotional brand attachment, and involvement), and for the creation of value for firms by Millennials in the form of purchase intention, referral behavior, positive WOM, and feedback provided to the firm, while compared to a straight-sell execution style ad.

Concerning the managerial implications of this dissertation for marketing managers, this research gives support to the use of digital storytelling in video format as a communication marketing tool in a marketing and brand saturated marketplace (Lazarevic, 2012), over an ad with a straight-sell execution style, for engaging with Millennials. Compared to the video ad with a straight-sell execution style, the digital storytelling execution style ad generates higher levels of engagement among Millennials, by creating superior values for each of the five antecedents of customer engagement used in this study for measuring this construct, with a particular increase in the levels of trust, commitment, emotional brand attachment, and

involvement towards a brand. This means that this marketing tool can, in fact, increase the chances of a brand to retain and build a strong and long-lasting emotional relationship with this generational group, while compared to a straight-sell execution style ad. Additionally, findings reveal that a digital storytelling ad can considerably generate a greater impact on the creation of added value for firms, by positively affecting each of the four dimensions of customer engagement value used in this research for measuring this concept, with a higher observed increase for the levels of positive word of mouth and feedback provided to the firm, while compared to a straight-sell execution style ad. Therefore, this strategy can contribute significantly to the creation of added value for firms, which can be translated into higher profits for firms, added value for customers, superior firm performance, and improved financial results. Moreover, achieved results support that the more engaged customers are with a brand, the more willingness to create added value, and consequently more likely to adopt behaviors that are beneficial for firms (Verhoef et al., 2010), being that a digital storytelling ad generates a more positive correlation between CE and CEV, meaning that a digital storytelling ad produces a higher level of engagement among Millennials, contributing more for the generation of added value for firms, while compared to a straight-sell execution style ad.

Additionally, and being Adidas a brand that presents a high level of awareness among Millennials (Taylor, 2017), results suggest that digital storytelling in video format can be used by brands that already present a strong presence in the market, for building a more solid reputation and differentiate themselves from competitors.

With the exponential development of the electronics and computer industry over the last decade, using fast communication channels currently available, the use of video in social media platforms has experienced an extraordinary growth, at lower and lower costs. If managers want to engage with Millennials in an efficient and proactive way, adopting the use of video for communicating their marketing messages, digital storytelling should be considered as the election execution style, since it can considerably increase the chance of success, effectively engaging and developing strong and long-lasting relationships with Millennials.

5.2 Limitations and Future Research

Several limitations of this study can be addressed with suggestions for future research. The first limitation is related to respondents' familiarity with the brand that was used for this study, which was quite high since the majority of the respondents were very familiar with the brand. Previous knowledge about Adidas and the specific YouTube ads that were chosen for this research may have influenced respondents' answers, explaining the high values attributed

to the different items/questions for measuring each construct (scores of 4 or more) for both types of ads. Future research can be conducted to understand if the level of familiarity that respondents have with the brand/ad campaigns used in this study significantly affected respondents' answers. Additionally, it would be interesting to comprehend if a different choice of brand and ads, from the same or other product's category for similar research objectives could have led to different results and conclusions.

Secondly, and since Adidas is a well-known brand, perhaps it was difficult for participants to answer to the questions without having into consideration the perceptions they already have about the brand, despite the fact that it was mentioned in the questionnaire for respondents to put aside the perceptions they already had about the brand. Therefore, responses may have been influenced by those perceptions and not only by the ads that were presented. Future research could be conducted by repeating the study for a brand that uses both straight-sell and storytelling execution style in their ads, with a not so strong cultural following by Millennials, in order for their responses to be mostly based on the two ad types and not so much on the perceptions they have about the brand.

Third, despite all the efforts in gathering the initial expected number of answers using different media platforms (e.g., Facebook, Instagram), collecting the optimal sample size needed to be representative of the Millennials population was a difficult task. However, and since the present research rests in a within subjects design, the sample used was appropriate for developing a significant analysis and respond to the research questions formulated for this study. Future research could be addressed by repeating the study for a bigger sample size in order to perceive if results would be significantly different from the ones that were achieved in this study.

Moreover, another limitation can be related to the measurement of the real perception that respondents developed about each ad, being difficult to know if they really understood the differences between the two ads as regards to the different form of communication of each ad i.e. selling versus telling a story about the brand, or if they just responded based on their general preference about the ads they saw. It would also be interesting from an academic and managerial point of view, to test if the perceptions about a straight-sell and a storytelling execution style ad are similar across different age groups and generations or, on the contrary, significant differences in regards to the level of engagement are triggered across these groups.

Additionally, future research could be conducted among Millennials for testing if a digital storytelling ad works better for hedonic or utilitarian products while compared to one

with a straight-sell execution style, and also, which type of digital storytelling communication style is more appreciated by Millennials (e.g., emotional, surprising, dramatic, humorous).

Furthermore, one of the disadvantages of the use of online surveys for collecting information is the lack of control over the environment where respondents answer to the survey, which may have caused respondents to answer in a random way to the questions presented to them. Therefore, this study could be complemented with future research by executing a qualitative approach (e.g., in-depth interviews) in order to collect more meaningful insights and measure more accurately respondents' perceptions about the two ad types.

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Appendices

Appendix I – YouTube ads used for the study

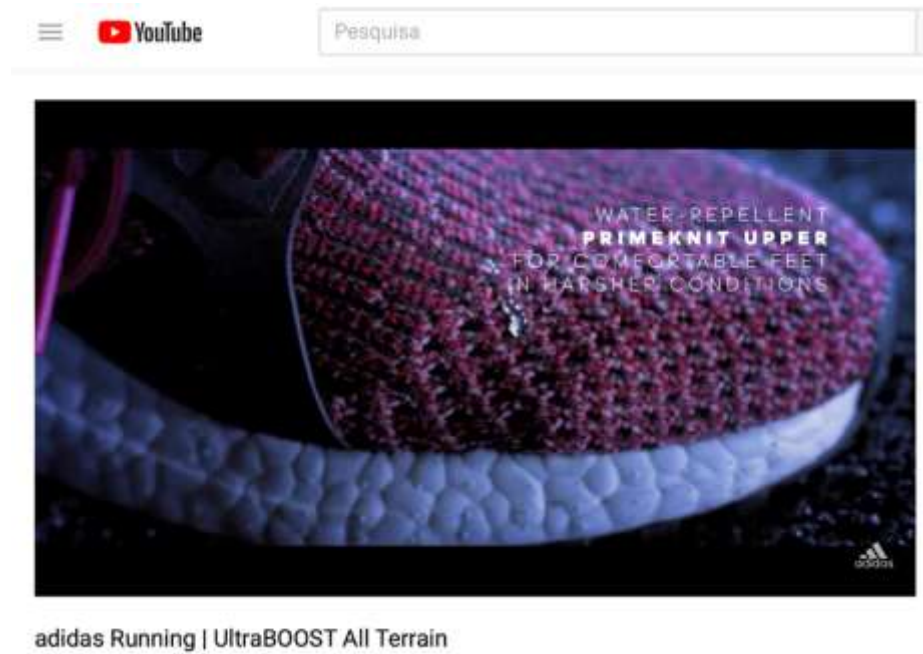


Figure 2: Adidas straight-sell execution style ad (<https://www.youtube.com/watch?v=YpzZU9M-tuA>)

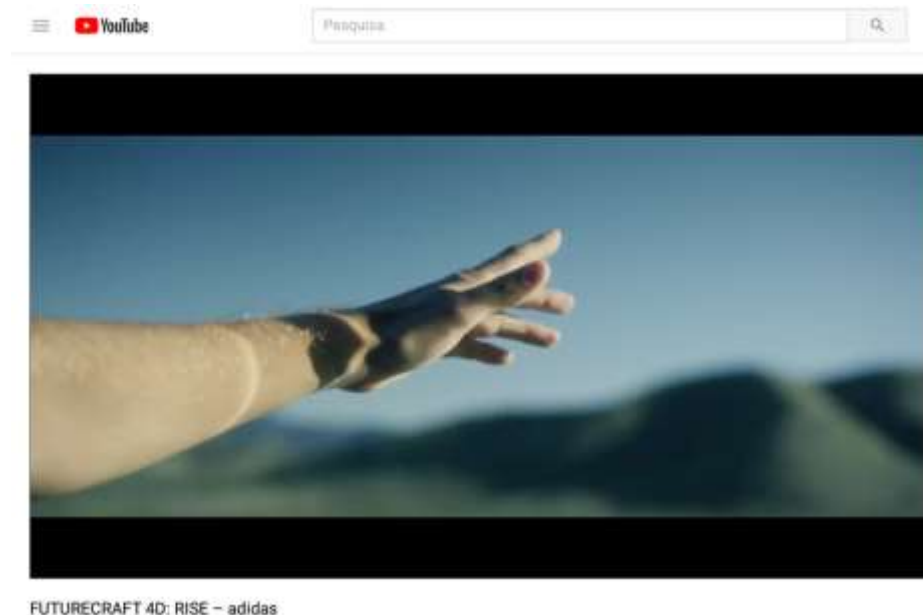


Figure 3: Adidas storytelling execution style ad (<https://www.youtube.com/watch?v=4loUoDD-ex8>)

Appendix II – Survey Guide

Introduction

Thank you in advance for agreeing to take part of this survey.

The present study is part of a Master Thesis dissertation at Católica Lisbon School of Business and Economics, being its main objective to test participants' behavioral and attitudinal responses to the stimulus that will be presented in the next separators.

Before answering to the survey, please assure that the audio and video capabilities are working on its full capacity.

Your responses will be collected anonymously, all information provided will be used only for academic purposes and there are no right or wrong answers.

The survey will take approximately 5 minutes to answer.

Best regards,

Mariana Ramirez Fernandes

Block I – General instructions and presentation of the first video

In this block you will be presented with a short video ad from the brand Adidas (the largest sportswear manufacturer in Europe), followed by some questions. Please pay attention so you can retain as maximum information as possible.

(Appendix I - Figure 2: Adidas straight-sell execution style ad)

1. Please indicate your level of familiarity with the brand Adidas on a scale from 1 (Very Unfamiliar) to 7 (Very Familiar).

- 1 – Very Unfamiliar
- 2
- 3
- 4
- 5
- 6
- 7 – Very Familiar

Block II – Measuring Customer Engagement and Customer Engagement Value

Considering the ad you just saw, please indicate your level of agreement regarding the following statements on a scale from 1 (Strongly Disagree) to 7 (Strongly Agree).

*** remember that your answers should be based on the video you just saw, thus, try to put aside the perceptions you already have about the brand as well as the price of the product presented in the video.**

2. I am very satisfied with the ad I just saw.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

3. The video meets my expectations about the brand.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

4. I trust the information presented in this ad.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

5. I feel I can rely on the information of this ad to make purchase-related decisions.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

6. I want to be/continue being an Adidas customer.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

7. I felt attached to this brand while watching the ad.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

8. I felt an emotional affection towards this brand.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

9. I felt connected to this brand.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

10. Because of my personal values, I feel that the product presented in the ad is important to me.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

11. Because of my personal interests, I feel that the product presented in the ad is important to me.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6

- 7 – Strongly Agree

12. I would purchase the product.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

13. If I got a referral about this product from a friend or family member, I would purchase it.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

14. I would say positive things about this brand.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

15. I would recommend this brand to someone who seeks my advice.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

16. I would give Adidas my feedback about the video I just saw.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6

- 7 – Strongly Agree

17. I am willing to provide new insights to Adidas on how to improve its products.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

Block III – General instructions and presentation of the second video

In this block, you will be presented with another short-video ad from the same brand (Adidas), followed by some questions. Again, please pay attention to retain as maximum information as possible.

(Appendix I: Figure 3: Adidas storytelling execution style ad)

The survey is almost over, please click the forward button to continue answering to this survey. Thank you again for your time.

Block IV - Measuring Customer Engagement and Customer Engagement Value

18. I am very satisfied with the ad I just saw.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

19. The video meets my expectations about the brand.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

20. I trust the information presented in this ad.

- 1 – Strongly Disagree
- 2
- 3

- 4
- 5
- 6
- 7 – Strongly Agree

21. I feel I can rely on the information of this ad to make purchase-related decisions.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

22. I want to be/continue being an Adidas customer.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

23. I felt attached to this brand while watching the ad.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

24. I felt an emotional affection towards this brand.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

25. I felt connected to this brand.

- 1 – Strongly Disagree
- 2
- 3

- 4
- 5
- 6
- 7 – Strongly Agree

26. Because of my personal values, I feel that the product presented in the ad is important to me.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

27. Because of my personal interests, I feel that the product presented in the ad is important to me.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

28. I would purchase the product.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

29. If I got a referral about this product from a friend or family member, I would purchase it.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

30. I would say positive things about this brand.

- 1 – Strongly Disagree

- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

31. I would recommend this brand to someone who seeks my advice.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

32. I would give Adidas my feedback about the video I just saw.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

33. I am willing to provide new insights to Adidas on how to improve its products.

- 1 – Strongly Disagree
- 2
- 3
- 4
- 5
- 6
- 7 – Strongly Agree

Block V – Demographic

In this section you will find some demographic questions.

34. Gender

- Female
- Male

35. Age

- 21 years old or less
- 22 – 29 years old
- 30 – 37 years old
- 38 years old or more

36. In which country do you currently reside?

Thank you note:

We thank you for your time spent taking this survey. Your response has been recorded.

Appendix III – Survey’s Results

Sample Description

	Age		Cumulative Percentage (%)
	Frequency (units)	Percentage (%)	
22 - 29 years old	124	87.3	87.3
30 - 37 years old	18	12.7	100.0
Total	142	100.0	

Table 8: Sample: Age

	Gender		Cumulative Percentage (%)
	Frequency (units)	Percentage (%)	
Female	83	58.5	58.5
Male	59	41.5	100.0
Total	142	100.0	

Table 9: Sample: Gender

	List of Countries		
	Frequency (units)	Percentage (%)	Cumulative Percentage (%)
Bulgaria	1	.7	.7
Canada	1	.7	1.4
France	2	1.4	2.8
Germany	5	3.5	6.3
Italy	2	1.4	7.7
Norway	1	.7	8.5
Portugal	129	90.8	99.3
United Kingdom of Great Britain and Northern Ireland	1	.7	100.0
Total	142	100.0	

Table 10: Sample: Country of origin

Familiarity with the brand

Please indicate your level of familiarity with the brand Adidas on a scale from 1 (Very Unfamiliar) to 7 (Very Familiar).

	Frequency (units)	Percentage (%)	Cumulative Percentage (%)
3	5	3.5	3.5
4	7	4.9	8.5
5	38	26.8	35.2
6	45	31.7	66.9
7	47	33.1	100.0
Total	142	100.0	

Table 11: Familiarity with the brand - Adidas