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AM I ALIGNED WITH HOW I PORTRAY MYSELF?
THE EFFECT OF PERCEIVED BRAND HYPOCRISY ON
CONSUMER EMOTIONS

Gustavo Jorge Monteiro Pacheco

Dissertation presented as a partial requisite to obtain the
title of Master in Statistics and Information Management.

NOVA Information Management School
Instituto Superior de Estatística e Gestão de Informação
Universidade Nova de Lisboa

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Dissertation presented as a partial requisite to obtain the title of Master in Statistics and Information Management, specialization in Marketing Research & CRM.

Advisor: Professor Teodóra Szabó-Douat, PhD

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RESUMO

Conforme as necessidades e exigências dos consumidores aumentam, as marcas que têm comportamentos impróprios podem enfrentar reações adversas que impactam negativamente a relação do consumidor com a marca.

No presente estudo, pretende-se investigar como as diferenças entre a imagem retratada por uma marca e como as suas atitudes reais podem levar ao surgimento de percepções de hipocrisia da marca e por fim, dar origem ao *Brand Hate* e ao *Desire for Revenge*.

Para tal, implementou-se um desenho experimental, 2 (*Brand Hypocrisy Exposure: Yes, No*) × 2 (*Brand Type: Product, Service*) e um total de 204 consumidores foram alocados aleatoriamente a um dos quatro casos desenvolvidos. De modo a analisar os efeitos principais entre as variáveis independentes e dependentes, foi utilizada a análise de variância (ANOVA), o PROCESS foi utilizado para testar a moderação e para confirmar a eficácia da manipulação experimental, foi também aplicado um teste t de amostras independentes.

Os resultados indicam que os consumidores que foram expostos à hipocrisia da marca são mais propensos a exibir níveis mais elevados de *Brand Hate* e *Desire for Revenge*. No entanto, se os consumidores apresentarem níveis mais altos de *Self-Brand Connection*, esta serve como “escudo”, protegendo as marcas de um desses resultados negativos.

Em geral, o estudo contribui para a literatura sobre as percepções da marca e reações negativas do consumidor, fornecendo novos resultados e descobrindo que o *Self-Brand Connection* pode ajudar os gestores de marca a mitigar o *Brand Hate*.

PALAVRAS-CHAVE

Anti-branding; Self-Brand Connection; Brand Hate; Desire for Revenge; Desenho experimental; Hipocrisia da marca; Psicologia do Consumidor

ABSTRACT

As consumer needs and demands increase, brands that misbehave may face adverse reactions that negatively impact the consumer-brand relationship.

In this study, we intend to investigate how the differences between the image portrayed by a brand and how their real attitudes can lead to the emergence of perceptions of hypocrisy of the brand and, finally, give rise to *Brand Hate* and *Desire for Revenge*.

A 2 (Brand Hypocrisy Exposure: Yes, No) × 2 (Brand Type: Product, Service) experiment was implemented, and a total of 204 consumers were randomly assigned to one of four case conditions. To analyze the main effects between the independent and dependent variables, analysis of variance (ANOVA) was used, PROCESS was used to test moderation, and to confirm the effectiveness of the experimental manipulation, an independent samples t-test was also applied.

The results showed that consumers that have been exposed to Brand Hypocrisy were more likely to elicit higher levels of Brand Hate and Desire for Revenge. However, if consumers showed higher levels of Self-Brand Connection, it shielded brands of one of these negative outcomes.

Overall, the study contributes to the literature on brand perceptions and negative consumer reactions by providing new outcomes and finding that Self-Brand Connection can help brand managers mitigate Brand Hate.

KEYWORDS

Anti-branding; Self-Brand Connection; Brand Hate; Desire for Revenge; Experimental Design; Brand Hypocrisy; Consumer Psychology

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LIST OF ABBREVIATIONS AND ACRONYMS

- ANOVA** Analysis of Variance – Collection of statistical models used to analyze differences among means.
- SMC** Subjective Manipulation Check – This kind of manipulation check usually evaluates respondents' thoughts regarding the independent variable that is being manipulated, in the context of this study, Perceived Brand Hypocrisy.
- PROCESS** Process Macro – Conducts observed-variable mediation, moderation, and conditional process analysis.

1. INTRODUCTION

Nowadays, the creation of customer value and engagement in a fast-changing digital and social marketplace is a challenge to marketers (Kotler et al., 2021) as is the creation of strong corporate brands, and the growth of brand-consumer bonds should be one of the main issues of concern for companies (Ozdemir et al., 2020).

In the last few decades, the study of the relationship between brands and consumers has received a great deal of attention from scholars. Many concepts and studies have emerged, such as Brand Love (Batra et al., 2012; Carroll & Ahuvia, 2006), Brand Hate (Zarantonello et al., 2016), Brand Likeability and Self-Brand Connection (Escalas, 2004; Nguyen et al., 2013a), Corporate Hypocrisy (Wagner et al., 2009), Brand Hypocrisy (Guèvremont, 2019) or anti-brand attitudes (Johnson et al., 2011). However and although most of the time, consumers develop positive emotions towards brands (Batra et al., 2012; Susan Fournier, 1998; Thompson et al., 2005), recently, there has been a growing interest in negative consumer reactions, as well as the nature of brand perceptions (Susan Fournier & Alvarez, 2013; Guèvremont, 2019; Wagner et al., 2020; Zarantonello et al., 2016).

Brand Hypocrisy is especially significant in the current environment where contemporary brands that lack transparency, misbehave, or conduct themselves in ways that diverge from their personal beliefs are swiftly criticized by skeptical consumers (Guèvremont, 2019), their initiatives may be put under the microscope and lead to negative customer response (Krishnamurthy & Kucuk, 2009; Zhigang & Haoming, 2020).

Due to the present day's media driven atmosphere and the public's perceptions of firms' sincerity, scholars have researched Brand Hypocrisy in the business context to gain clear insights into this construct (Wagner et al., 2020).

If a brands' actions cause anger, this emotion may be predictive of complaints and participation in campaigns against the company (Romani et al., 2012). Customers may likewise fulfill their need for retaliation by spreading negative word-of-mouth and reducing patronage, by reducing the frequency of visits, spending less, and visiting competitors more often (Grégoire & Fisher, 2006).

According to Guèvremont, (2019), criticism of brand actions has contributed to the appearance of Brand Hypocrisy perceptions. As an example, Nike was blamed of Brand Hypocrisy when it ran a campaign with the slogan "Equality should have no boundaries", which was intended to convey equality in sports, but critics emphasize that Nike pays disproportionate wages to its workers (Christensen et al., 2020). Volkswagen has also been criticized and accused of hypocrisy, for an emissions scandal in 2015, leading to the resignation of chief executive officer and a sizable fine (Miao & Zhou, 2020).

Another strong example of Brand Hypocrisy is for instance Zara, a brand owned by Inditex, which declares to be committed to guarantee a good work environment and equal opportunities to employees (Inditex, 2016, 2019), but has been accused numerous times of hypocritical behavior by consumers because of multiple scandals. In 2017, customers found messages in clothes left by unpaid workers in Turkey (Allam et al., 2020). In 2011, a group of workers, one of which was underage, were discovered in an unlicensed factory in Brazil, that produced Zara's clothes. The group was working in unsafe and unsanitary conditions, and the brand was forced to apologize to a São

Paulo's Human Rights Commission, fined and condemned to pay monetary compensations to workers (Osborne, 2013).

At a more advanced stage of the literature review, it was apparent that researchers had not looked at how Brand Hypocrisy contributes towards Brand Hate and Desire for Revenge, while checking how different variables such as the Brand Type, Brand Likeability and Self-Brand Connection moderate and interact with the relationships between a consumer and a brand.

This study, therefore, contributes to current research by establishing how negative consumer reactions and perceptions of Brand Hypocrisy relate to Brand Hate and Desire for Revenge from a consumer perspective. Brand managers can get a better understanding of how consumers perceive brands they manage when exposed to hypocrisy and if previous brand connections influence these relationships. Managers can use these insights to understand how impactful this negative exposure can be to brands they manage and which undesirable behavior it contributes most to, helping them better understand these relationships and their impact, so as to avoid it and invest in repairing and nurturing these relationships, thus minimizing its negative impacts.

The present study consists of the following sections: Introduction, where a brief contextualization of the theme and relevance of the subject under study is carried out; Literature Review where the concept of Brand Hypocrisy, Self-Brand Connection, Brand Likeability, Brand Hate and Desire for Revenge, as well as the conceptual model and the hypotheses to be studied are presented; Methodology where the methodology, methods of data collection, questionnaire structure and the data collection process are addressed; Key findings and discussion, where data analysis, presentation and discussion of results were carried out; the Conclusion in which the conclusions of the study are addressed and finally the Limitations and Recommendations section, where the limitations that the study had are addressed and recommendations for future work are explained.

2. LITERATURE REVIEW

2.1. BRAND

The brand represents what the product or service means to the consumer and is therefore extremely important for companies (Kotler et al., 2021). It is not surprising, therefore, that interest in brand management and image has grown in recent years (Rindell & Strandvik, 2010), not only because of its value as the property of a company capable of influencing consumer behavior but also by generating long-term revenue for the company that owns the brand (Keller & Brexendorf, 2019).

Kotler et al., (2014) specify that the brand includes the name, term, sign, symbol, design and could also incorporate the combination of these elements with the purpose of identifying the services or products of a seller, differentiating them from the competition. Keeping brands relevant and differentiated is therefore a challenge in a fluid and constantly changing marketplace (Keller, 2020). A valuable brand will be more successful in the market, not only because it offers unique benefits, but also because it manages to forge a deeper connection with consumers (Kotler et al., 2021).

However, building a strong brand has become a complex process due to the rapid and constant change in the competitive landscape (Keller, 2002, 2020; Latif & Mdnoor, 2014), marked by the existence of more experienced consumers and increased competition (Keller, 2002, 2020); justifying the importance of building lasting relationships with consumers as a key marketing objective for businesses (Elbedweihy et al., 2016), as well as deciding the elements to invest in to protect and build its identity (E. Ward et al., 2020).

The Brand-Consumer Relations Study was introduced in the 1990s (Susan Fournier, 1998) with a study that offered new insights into the relationships that form between consumers and brands (Alvarez & Fournier, 2016).

Alvarez & Fournier, (2016), also indicate that studies carried out at the beginning, focused on analyzing the strength of the links that connect consumers to brands; having found that strong positive emotions influence the purchase, greater resistance to negative information, word-of-mouth advocacy and sacrifices for the brand (Batra et al., 2012; Park et al., 2010). Furthermore, strong relationships lead to consumers feeling betrayed when the brand fails, which results in revenge and avoidance (Grégoire et al., 2009b). Sometimes, the end of a strong relationship with a brand can also trigger violent behaviors against the brand such as theft, vandalism and negative word-of-mouth (Johnson et al., 2011).

2.2. BRAND HYPOCRISY

There have been a number of studies and interest across different hypocrisy disciplines (Guèvremont, 2019). An early reference to Brand Hypocrisy analyzed it in the context of Starbuck's management (Holt, 2009).

Furthermore, hypocrisy, in a broad sense, has been studied in psychology (Batson et al., 1997, 1999, 2002), in a philosophical context (Alicke et al., 2013; Crisp & Cowton, 1994; Szabados & Soifer, 1999) and in various corporate contexts, which have increasingly flourished (Zhigang & Haoming, 2020),

including but not limited to a corporate context (Brunsson, 1993; Christensen et al., 2020; Santos & Casais, 2019; Wagner et al., 2009, 2020).

In an organizational context, a corporation incurs in hypocrisy when its ideas and decisions are not consistent with its behaviors or actions (Brunsson, 1993), or when a consumer holds the belief that a firm represents something that it is not (Wagner et al., 2009). In general, when there is a “distance between assertion and performance”, hypocrisy is present (Shklar, 1984).

Akin to corporate hypocrisy, Brand Hypocrisy can be characterized as a brand that is considered to project misleading or unrealistic fronts, manipulating or dissimulating attributes, motivations or beliefs (Guèvremont, 2019).

Due to the union of social media and mass media, companies that act irresponsibly are more easily caught (Arli et al., 2019), which can in turn lead to the belief that a firm is responsible for a failure. In that case, retaliation is likely to be considered an appropriate response by the consumer (Grégoire & Fisher, 2006) and possibly lead to revenge behavior, such as brand sabotage and brand revenge (Grégoire et al., 2009a; Kähr et al., 2016).

Moreover, as a consumer perceives a brand as hypocritical, this kind of transgression causes negative emotions to become intensified (Zhigang & Haoming, 2020) and contributes towards hate (Lee et al., 2009), comprising anger, sadness and fear (Zhang & Laroche, 2020a). Moreover, other negative emotions due to poor corporate behavior have been well researched in the literature, causing outcomes such as apathy, outrage and cynicism (Darke & Ritchie, 2007; Devinney et al., 2011; Lindenmeier et al., 2012), desires for revenge and ultimately, even revenge (Grégoire et al., 2009c, 2010; Grégoire & Fisher, 2008; Nepomuceno et al., 2017; Sweetin et al., 2013).

H1: Brand Hypocrisy Exposure positively affects consumers’ Brand Hate (a) and Desire for Revenge (b).

2.2.1. Brand Hate

Brand Hate happens when a consumer detaches and has aversion to a brand, resulting from brand injustices (Kucuk, 2019), leading to intense and deep consumer emotions, and covering a wide array of negative emotions (Hegner et al., 2017; Kucuk, 2019; Zarantonello et al., 2016).

When researching the context of Brand Hate, a polarized version of it comes to mind, Brand Love (Kucuk, 2019). Brand Love comprises the positive emotions and attitudes regarding the brand (Mody & Hanks, 2020) and measures the degree of passionate emotional attachment that a satisfied consumer has for a particular trade name (Carroll & Ahuvia, 2006), while Brand Hate goes further than indicating lack of Brand Love (Kucuk, 2019).

A form of Brand Hate was researched by Grégoire et al., (2009a), which investigated a love turned to hate relationship between customers and firms. This kind of relationship contributes towards a customer’s Desire for Revenge, holding grudges and a growing avoidance of the firm (Grégoire et al., 2009a).

Zarantonello et al., (2016), developed a Brand Hate scale, Kucuk, (2019) researched different levels of Brand Hate, and outcomes and determinants were uncovered (Fetscherin, 2019; Hegner et al., 2017; Kucuk, 2019).

In psychology, negativity bias research revealed predispositions of humans to give more importance to negative entities (Rozin & Royzman, 2001), highlighting adults' propensity to make use of negative information far more than positive information (Vaish et al., 2008). In spite of these, positive brand relationships are more frequently researched than negative brand relationships (Fetscherin, 2019).

Due to insufficient safety and handling of customers, airline companies Ryanair, EasyJet and Spirit Airlines went under fire. Apple, in 2007 and 2012 also became embroiled in controversy, due to a supply chain labor scandal related employees' poor working conditions (Zarantonello et al., 2016). Both these examples impacted the consumer-brand relationship, by surfacing negative feelings of consumers to brands, underlining Brand Hate's relevance in management (Zarantonello et al., 2016).

Thus, Brand Hate and the brand emotions that encompass it may be advantageous for service quality, consumer-well-being and loss prevention, but research on this construct is scarce (Zhang & Laroche, 2020b). The Brand Hate construct contributes towards the literature as a consequence of Brand Hypocrisy, which hasn't been studied before, as suggested by Guèvremont, (2019).

2.2.2. Desire for Revenge

Consumers who have a strong relationship with a company are extremely valuable (Alvarez & Fournier, 2016; Dowling, 2015; Kay, 2006; Kotler et al., 2021; Reichheld et al., 2002).

However, when the brand commits some kind of action that in the eyes of the consumer is negative, it can lead to consumers feeling betrayed, which may result in the consumer wanting to take revenge on the brand (Alvarez & Fournier, 2016).

Desire for Revenge can be defined as the need of the consumer to punish the companies that committed the negative acts (Bechwati & Morrin, 2003; Grégoire et al., 2009a; Grégoire & Fisher, 2006; Nepomuceno et al., 2017). The desire to obtain revenge may arise due to the failure of a service that brought much dissatisfaction, or societal failure, that is, acts committed by a company that harm civilization (Grégoire et al., 2009a; Nepomuceno et al., 2017).

Appraisal theory indicates that there may be several antecedents that can lead to revenge and how consumer judgments about a negative event precede their emotions, that is, the judgment of a particular brand can give rise to negative emotional responses such as the Desire for Revenge (Lazarus, 1991).

As emotions that trigger the Desire for Revenge, we can consider that anger is the greatest motivator that incites it on the part of the consumer (Grégoire et al., 2010; Mccoll-kennedy et al., 2009; Nepomuceno et al., 2017). Thus, consumers can have different types of vengeful behavior to obtain revenge from the companies that committed the transgressions, making them pay with concrete acts (Grégoire et al., 2010; Grégoire & Fisher, 2008).

Two types of revenge behaviors were identified (Grégoire et al., 2010): Direct revenge behaviors, which include acts that occur within the company space and that directly target its employees and operations. An example of this type of behavior may include vengeful complaints, such as insults to frontline employees, and Marketplace aggressions, such as damaging company property (Bechwati & Morrin, 2003; Grégoire et al., 2010). Indirect revenge behaviors: we can characterize this type of behavior as vengeful behaviors that occur "behind the back of the company" (Grégoire et al., 2010).

Examples of indirect revenge behavior are negative word-of-mouth (Grégoire & Fisher, 2006; Nepomuceno et al., 2017) and online complaints (Nepomuceno et al., 2017; J. C. Ward & Ostrom, 2006).

Usually, the consumer resorts to online complaints when the company continues to fail to respond to their private complaints, which leads them to have desires for revenge (Bechwati & Morrin, 2003; Bonifield & Cole, 2007; J. C. Ward & Ostrom, 2006).

Thus, revenge-related actions are strong manifestations of consumer resistance to the brand. When consumers commit to revenge, they have the need to invest time, energy and even money to get revenge (Nepomuceno et al., 2017). As an example of brand revenge, Volkswagen became embroiled in a car emissions scandal (Nepomuceno et al., 2017) and triggered a lot of anger against Volkswagen among wholesalers, car sales stands and car owners, since car sellers had to deal with complaints, aggressive calls, emails (CBS News, 2015). Estimates indicate that this scandal could cost Volkswagen about 87 billion dollars (Petroff, 2015).

Interestingly, the Desire for Revenge tends to decrease over time (Grégoire et al., 2009b), since this desire is associated with the use of extensive psychological resources in terms of emotions (Bonifield & Cole, 2007), such as anger (Grégoire et al., 2009a) and cognitions (J. C. Ward & Ostrom, 2006), such as rumination and sense of betrayal (Grégoire et al., 2009b).

2.3. BRAND TYPE: PRODUCT BRAND AND SERVICE BRAND

There is little literature on how perceptions of hypocrisy in a brand are influenced by the main type of a company's offer: product or service.

Services and products are different with regard to the format of its outputs and inputs, delivery and consumption (Chesbrough & Spohrer, 2006; Parasuraman et al., 1985). First, services are intangible and use information and knowledge as an input, while the product is tangible, since it requires materials for its production and intangible inputs (Macbeth & de Opacua, 2010; Nambisan, 2001; Parasuraman et al., 1985).

There are, however, differences identified in other segments of the literature. In a study on the differences in customer engagement between products and services in sport, it was found that services, for promoting greater customer cocreation and interaction in learning, had a stronger customer engagement than products (Behnam et al., 2021).

In another study, differences between product and service brand websites were also analyzed, and it was found that product brands (related to beverages and sweets) created more interactive websites, promoting a better relationship with their consumers, while service brands (consultants) used the website as vehicles for building brand image and sources of information (Dou & Krishnamurthy, 2007).

In the context of this study, we aim to see how the product or service moderates the relationship between exposure to hypocrisy and, consequently, Brand Hate and Desire for Revenge.

H2: Brand Type moderates the relationship between Brand Hypocrisy Exposure, Brand Hate (a) and Desire for Revenge (b).

2.4. SELF-BRAND CONNECTION

Brands that are more connected to the self are more important to consumers, as they help them present themselves to others, as well as aiding in the construction of their self-identity through their brand choices, in order to meet their own goals (Escalas, 2004). Therefore, Self-Brand Connection, can be defined as the commonality between a brand and the self, representing what or who someone would like to be (Escalas & Bettman, 2003).

Products and services are used by consumers because of their functionality and meaning (Hosany & Martin, 2012), and individuals avoid situations contradictory to their self-concept, while pursuing situations that confirm it (Moliner et al., 2018).

Thus, consumers with higher Self-Brand Connection exhibit more favorable attitudes toward the brand and tend to maintain a favorable outlook and attitudes towards the brand (Escalas & Bettman, 2003; Ferraro et al., 2013).

Self-Brand Connection, in the context of this study, evaluates the extent of the relationship between the brand and the consumer's identity (Moore & Homer, 2008) prior to the manipulations, acting as a moderator.

H3: Self-Brand Connection moderates the relationship between Brand Hypocrisy Exposure, Brand Hate (a) and Desire for Revenge (b).

2.5. BRAND LIKEABILITY

A critical activity that companies must pay attention to is whether their brands are liked by consumers (Hirvonen & Laukkanen, 2014; Landwehr et al., 2011). From the brand point of view, likeability can be defined as the evaluation of the appeal that a consumer has for a brand (Nguyen et al., 2013a). Thus, perceived likeability is a psychological factor that influences consumers' reactions to a brand (Reysen, 2005).

In a study carried out by Nguyen et al., (2013), the authors defined Brand Likeability as a brand strategy based on attractiveness, credibility, and expertise, in order to create attachment and love by delivering beneficial outcomes for consumers and brands alike.

According to Landwehr et al., (2011) consumers are affected by the attractiveness of the brand and its marketing, together with their perceptions of its quality and superiority. In this way, measuring and stimulating likeability perceptions can help brands improve their relationships with customers (S Fournier et al., 2012) and can even increase brand reputation (Akdeniz et al., 2013). Batra et al., (2012) expresses the importance of consumers liking a brand, stating that consumers who really like a brand are important assets, being predictive of outcomes such as evangelism, brand advocacy and resistance to competition.

In the present study, Brand Likeability becomes an important variable used to measure relationships between brands and consumers (Nguyen et al., 2013b, 2015; Reysen, 2005) and evaluate the extent of the relationship prior to the manipulations.

2.6. CONCEPTUAL MODEL AND HYPOTHESES

H1: Brand Hypocrisy Exposure positively affects consumers’ Brand Hate (a) and Desire for Revenge (b).

H2: Brand Type moderates the relationship between Brand Hypocrisy Exposure, Brand Hate (a) and Desire for Revenge (b).

H3: Self-Brand Connection moderates the relationship between Brand Hypocrisy Exposure, Brand Hate (a) and Desire for Revenge (b).

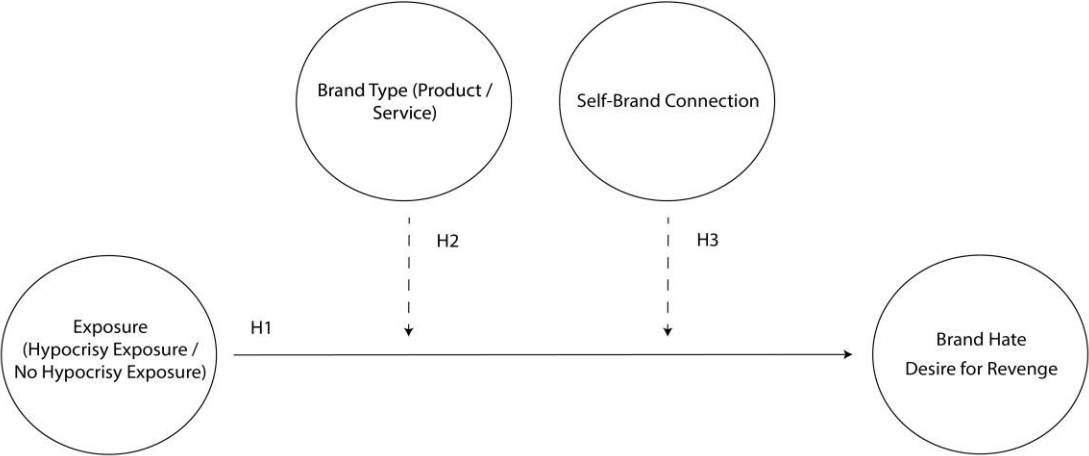


Figure 1 - Conceptual Model

3. METHODOLOGY

This chapter presents the process adopted for the development of the investigation, describing the methods used for the collection and analysis of the data.

In order to verify how the presence of Brand Hypocrisy influenced Brand Hate and Desire for Revenge, an experiment was developed based on a scenario. For this purpose, a causal research design was implemented in order to obtain evidence of the cause-effect relationship between the dependent and independent variables through the use of a pretest-post-test control group design.

Malhotra et al., (2017) highlight that this design is best symbolized as:

EG: R O1 X O2

CG: R O3 O4

For data collection, a questionnaire was prepared on the Qualtrics platform.

The questionnaire consists of four scenarios where cases about Brand Hypocrisy are presented, and to test the hypotheses a 2 (Brand Hypocrisy Exposure: Yes, No) × 2 (Brand Type: Product, Service) between-subjects factorial design was implemented.

Participants are randomly assigned to experimental groups as well as treatment conditions, which is the favored method for ensuring prior equality and controlling extraneous variables (Malhotra et al., 2017). As it is intended to see if the fact that Brand Hypocrisy Exposure impacts Brand Hate and Desire for Revenge and how the relationship is moderated, four cases were created:

- **A case where a product is presented with Brand Hypocrisy Exposure, in this case, Adidas.**

Adidas is a brand dedicated to the design, development, production and sales of footwear, clothing, and sports accessories worldwide.

It is the largest sportswear manufacturer in Europe, and the second largest in the world.

In order to promote equality, Adidas carried out a campaign with the slogan "Equality should have no boundaries", emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

After airing the campaign, Adidas has been accused of having differences in wages and working conditions of employees.

After the accusations, the brands' CEO promised to review salaries, bonuses, and other equality policies for Adidas workers.

- **A case where a service is presented with Brand Hypocrisy Exposure, in this case, United Airlines.**

United Airlines is an American airline and the third largest in the world, which operates a large domestic and international route network spanning cities large and small and all six continents.

In order to promote equality, United Airlines carried out a campaign with the slogan “Equality should have no boundaries”, emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

After airing the campaign, United has been accused of having differences in wages and working conditions of employees.

After the accusations, the brands' CEO promised to review salaries, bonuses, and other equality policies for United workers.

- **A case where a product is presented without Brand Hypocrisy Exposure, in this case, Adidas.**

Adidas is a brand dedicated to the design, development, production and sales of footwear, clothing, and sports accessories worldwide.

It is the largest sportswear manufacturer in Europe, and the second largest in the world.

In order to promote equality, Adidas carried out a campaign with the slogan “Equality should have no boundaries”, emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

- **A case where a service is presented without Brand Hypocrisy Exposure, in this case, United Airlines.**

United Airlines is an American airline and the third largest in the world, which operates a large domestic and international route network spanning cities large and small and all six continents.

In order to promote equality, United Airlines carried out a campaign with the slogan “Equality should have no boundaries”, emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

After describing a Brand Hypocrisy episode, respondents were asked to rate thoughts and emotions experienced.

3.1. SAMPLE AND PROCEDURE

The test units of this study are made up of individuals of both genders and covering all population strata. The test units were divided into four homogeneous subsamples and distributed among the different scenarios under analysis.

A survey was carried out, in the form of a structured questionnaire to collect the data.

Before its distribution, a pretest was conducted by doing three face-to-face interviews (Malhotra, p. 477). Doing so resulted in correcting a few aspects, such as adding a note letting respondents know that the case was fictitious. Following the test, a pilot test was carried out with a sample of 15 people, in order to check for possible spelling, logic errors, difficulties in interpretation and problems in the connection between questions (Malhotra et al., 2017).

The questionnaires were published on online survey platform Prolific, and participants were compensated £0.34 for completing it. The sampling method was convenience sampling, as respondents are assigned on a first-come, first serve basis (Prolific, 2018), which has the advantage of being a low-cost procedure which is easy to implement (Coelho & Vilares, 2011).

The survey was distributed from 15 April 2021 until 17 April 2021, having collected 204 responses.

Since rating scales were 7-point Likert scales between 1 and 7, response options can be assumed equidistant, treated as interval, used with unequal variances, non-normal distributions (Norman, 2010), and can be combined to create an overall score and thus, parametric statistics are considered appropriate (Carifio & Perla, 2008).

In order to describe the conditional type through which a variable affects another through direct pathways, and those are dependent on another (moderation), conditional process analysis and model parameters are estimated using ordinary least squares regression (Hayes, 2018).

To test the main effects between the independent and dependent variables, analysis of variance (ANOVA) was also carried out.

3.2. EXPERIMENT

Participants are provided with some background information about real brands, one associated mostly with physical products and the other with services. Adidas represents the product brand and is associated with athletic footwear products, apparel, equipment, and more. On the other hand, United Airlines is an American airline and the third largest in the world, which operates a large domestic and international route network spanning cities large and small and all six continents.

Before being exposed to the hypocritical example, respondents' attitudes towards the brand are measured through the Brand Likeability and Self-Brand Connection scales.

Study participants are therefore exposed to a situation in which the product or service brand may be perceived as hypocritical, by making use of an example highlighted by Christensen et al., (2020) for another brand, but adapted to the ones in this study, therefore being fictitious in this context. However, if the respondent is randomly assigned to the control condition, instead, will only be presented with a generic description of the brand's products or services.

In the case of the hypocrisy exposure group, respondents are informed that the brand ran a campaign with the slogan "Equality should have no boundaries", emphasizing that everyone should be "defined by their actions, not their looks or beliefs", however, the brand had been accused the brand of paying unequal salaries among its workers.

A subjective manipulation check (SMC) was introduced, to verify differences in perceptions concerning information in the experiment (Kane & Barabas, 2019), respondents rated the following statements on a 7-point Likert scale of Perceived Brand Hypocrisy (Guèvremont, 2019; Wagner et al., 2009): 1) This brand acts hypocritically, 2) What this brand says and does are two different things, 3) This brand pretends to be something it is not.

The checks were placed at the end of the questionnaire, before demographic questions, thus helping to prevent distorting effects when responding to dependent measure related questions, as well as capturing attentiveness to the experiment (Kane & Barabas, 2019).

3.3. SCALES

The conceptual model hypotheses were verified using a quantitative approach. Measurement scales and items were adapted from different authors in the literature.

Perceived Brand Hypocrisy, Brand Hate, Desire for Revenge, Brand Likeability and Self-Brand Connection were measured by seven-point Likert scales, which vary from “Strongly Disagree” (coded 1) to “Strongly Agree” (coded 7).

4. KEY FINDINGS AND DISCUSSION

As the study had an objective of approximately 200 respondents and as three initial participants did not consent to the study, as well as other four users failed an attention check question, these respondents were excluded and replaced.

The sample consists of 66.7% males and 33.3% females, on average \approx 29 years old and with a standard deviation of \approx 10.3.

Most respondents were from the United Kingdom of Great Britain and North Ireland (22.9%), Portugal (21.9%) and Poland (17.9%), while the remaining (37.3%) were distributed amongst 19 other countries.

4.1. MANIPULATION CHECK

The effectiveness of the experimental manipulation was assessed, by running a t-test analysis.

Respondents' perceptions of their Perceived Brand Hypocrisy were assessed by asking the following questions: "This brand acts hypocritically", "What this brand says and does are two different things" and "This brand pretends to be something it is not".

Significant differences were found in scores of the hypocrisy group, as can be seen in Table 1 ($M = 4.92$, $SD = 1.58$) and the control group ($M = 3.29$, $SD = 1.69$) conditions; $t(202) = -7.116$, $p = .000$. As such, the manipulation check for the independent variables verified the successful implementation of the experimental manipulation.

| | N | Mean | Std. Deviation | Sig. (2-tailed) | Cohen's d | Glass's delta | Hedges's g |
|-----------------------------|-----|-------|----------------|-----------------|-----------|---------------|------------|
| No Brand Hypocrisy Exposure | 102 | 3.290 | 1.694 | .000 | .996 | .964 | .996 |
| Brand Hypocrisy Exposure | 102 | 4.924 | 1.582 | | | | |

Table 1 - Independent samples t-test

4.2. BRAND TYPE

Firstly, since a 2×2 factorial design was implemented, we started to analyze the data as it was measured. A moderation analysis was performed, using Hayes' Process macro (2017, model 1), with Brand Hypocrisy Exposure as the independent variable, Brand Hate as the dependent variable, and Brand Type as the moderator, revealing an interaction not statistically significant ($b = -.27$, $SE = .34$, $t = -.80$, $p = .423$), finding that the impact of Occurrence of Brand Hypocrisy on Brand Hate is not directly moderated by Brand Type.

The same analysis was run using Desire for Revenge as the dependent variable, but also yielding no statistical significance ($b = -.38$, $SE = .40$, $t = -.94$ $p = .347$).

A two-way ANOVA was also used to test the interaction between Brand Hypocrisy Exposure and Brand Type, with Brand Hate and Desire for Revenge as the dependent variable, results can be seen on Table 2.

| Dependent Variables | Brand Type | No Brand Hypocrisy Exposure | Brand Hypocrisy Exposure | Sig |
|---------------------|------------|-----------------------------|--------------------------|------|
| Brand Hate | Service | 1.878 (1.28) | 3.392 (1.22) | .423 |
| | Product | 1.863 (.99) | 3.102 (1.35) | |
| Desire for Revenge | Service | 1.749 (1.28) | 2.99 (1.66) | .347 |
| | Product | 2.031 (1.17) | 2.89 (1.58) | |

Table 2 - Means and standard deviations for each experimental manipulation and dependent variable
Service: N = 102, Product: N = 102
Sig refers to the interaction effect of Brand Hypocrisy Exposure and Brand Type.

These results indicate that the studied effects are not contingent on Brand Type, ($F_{BH}(1,200) = .644$, $p_{BH} = .423$ and $F_{DFR}(1,200) = .889$, $p_{DFR} = .347$).

As for the main effects, Brand Type was not statistically significant for Brand Type ($F_{BH}(1,200) = .80$, $p_{BH} = .362$ and $F_{DFR}(1,200) = .21$, $p_{DFR} = .648$), showing no differences between Brand Types. Furthermore, the main effect for Brand Hypocrisy Exposure was statistically significant ($F_{BH}(1,200) = 64.73$, $p_{BH} = .000$ and $F_{DFR}(1,200) = 27.26$, $p_{DFR} = .000$).

Therefore, we fail to reject the null hypothesis that Brand Type directly moderates the relationship between Brand Hypocrisy Exposure, Brand Hate (H2a) and Desire for Revenge (H2b), and thus, we collapsed the brands for the remaining analyses which do not include Brand Type.

A further moderation analysis was performed, using Hayes' Process macro (2017, model 3), using Brand Type and Brand Likeability as moderators, while setting Brand Hypocrisy Exposure as the independent variable and Brand Hate as the dependent variable, uncovering a statistically significant overall interaction ($b = -.72$, $SE = .32$, $t = -2.27$ $p = .027$).

On the experimental condition of Brand Hypocrisy Exposure, when Brand Type is Product (Adidas), as Brand Likeability increases, Brand Hate levels are lowered. This effect is statistically significant ($b = -.49$, $SE = .15$, $t = -3.33$ $p = .001$).

Consumers have a bigger resistance to higher Brand Hate levels the greater Brand Likeability is, if Brand Type is Product (Adidas) and the consumer is exposed to Brand Hypocrisy. These results could indicate that while Brand Type is not playing a significant role in these relationships, Adidas being more liked may be contributing to these effects ($M_{BL-Serv} = 4.70$, $SD_{BL-Serv} = 1.08$ vs. $M_{BL-Prod} = 5.07$, $SD_{BL-Prod} = 1.05$; $F(1,202) = 6.13$, $p = .014$).

In the case of United Airlines, if the consumer is exposed to Brand Hypocrisy, Brand Likeability does not seem to protect the brand from increased levels of Brand Hate.

4.3. BRAND HYPOCRISY EXPOSURE’S EFFECT ON BRAND HATE AND DESIRE FOR REVENGE

The main objective of the research was to study how Brand Hypocrisy leads to consumers’ perceived Brand Hypocrisy and find if it influences their perceptions towards the brand, leading to Brand Hate and a Desire for Revenge.

Do consumers that have been made aware of a brand’s hypocrisy increase their perceptions of hypocrisy and enhance feelings of Brand Hate and Desire for Revenge towards the brand? H1a and H1b assess the main impact of the occurrence of Brand Hypocrisy on Brand Hate and Desire for Revenge.

As Brand Type was collapsed, univariate ANOVA was conducted to evaluate and compare the effect of the independent variable (Brand Hypocrisy Exposure) on both dependent variables (Brand Hate and Desire for Revenge).

Results showed positive effects of the Brand Hypocrisy Exposure on Brand Hate ($F(1,202) = 64.91, p < .001, \eta^2 = 0.243$) and Desire for Revenge ($F(1,202) = 27.38, p < .001, \eta^2 = 0.119$). Results show that 24.3% of the variance in Brand Hate is accounted for by Brand Hypocrisy Exposure, showing a large effect size. On the other hand, 11.9% of the variance in Desire for Revenge is accounted for by Brand Hypocrisy Exposure, demonstrating a medium effect size for Desire for Revenge (Maher et al., 2013).

When exposed to Brand Hypocrisy, respondents reported higher levels of Brand Hate ($M_{BHExp} = 3.24, SD_{BHExp} = 1.29$ VS. $M_{BHNoExp} = 1.87, SD_{BHNoExp} = 1.14$) and Desire for Revenge ($M_{BHExp} = 2.94, SD_{BHExp} = 1.61$ VS. $M_{BHNoExp} = 1.89, SD_{BHNoExp} = 1.22$).

Therefore, H1a and H1b were supported, showing significant interaction effects, which can be observed on Table 3.

| Main effect and interaction | Brand Hypocrisy | Mean | SD | F | df | Sig. | η^2 | Power |
|-----------------------------|-----------------------|------|------|-------|----|------|----------|-------|
| Desire for Revenge | No Exposure (n = 102) | 1.89 | 1.23 | 27.38 | 1 | .000 | .119 | .969 |
| | Exposure (n = 102) | 2.94 | 1.62 | | 1 | | | |
| Brand Hate | No Exposure (n = 102) | 1.87 | 1.14 | 64.91 | 1 | .000 | .243 | >.999 |
| | Exposure (n = 102) | 3.25 | 1.29 | | 1 | | | |

Table 3 - Analysis of variance of Brand Hypocrisy Exposure, Brand Hate and Desire for Revenge

4.4. SELF-BRAND CONNECTION MODERATES THE EFFECT OF BRAND HYPOCRISY EXPOSURE ON BRAND HATE AND DESIRE FOR REVENGE

A moderation analysis was performed, using Hayes’ Process macro (2017, model 1), with Brand Hypocrisy Exposure as the independent variable, Brand Hate as the dependent variable, and Self-

Brand Connection as the moderator, revealing a significant interaction ($b = -.25$, $SE = .12$, $t = -2.18$ $p = .03$). The same analysis was performed with Desire for Revenge as the dependent variable, revealing no statistically significant interaction ($b = -.07$, $SE = .13$, $t = -.53$ $p = .59$).

All three indirect effects were positive (at -1SD, $IE = 1.762$; at mean, $IE = 1.389$; at +1SD, $IE = 1.015$) and significant, as shown on Table 4 (as the null of 0 does not fall between the lower and upper limit of the 95% confidence intervals of each effect).

| Self-Brand Connection | Effect | se | t | p | LLCI | ULCI |
|-----------------------|--------|------|-------|------|--------|-------|
| 1.570 | 1.763 | .240 | 7.337 | .000 | 1.2888 | 2.236 |
| 3.046 | 1.389 | .170 | 8.170 | .000 | 1.0539 | 1.725 |
| 4.522 | 1.016 | .243 | 4.189 | .000 | .538 | 1.494 |

Table 4 - Conditional effect of Brand Hypocrisy Exposure at values of Self-Brand Connection

In order to further probe interactions, the Johnson-Neyman technique was applied, as the moderator is a quantitative dimension, helping to identify ranges of Self-Brand Connection and therefore eliminating the need to select arbitrary moderator values (Hayes, 2018), at ($p < 0.10$).

The analysis showed statistically significant interactions between Brand Hypocrisy Exposure and Brand Hate for all levels less than 5.747, representing 94.61% of values. For higher levels than 5.747, the interaction effect is not statistically significant (5.39% of values).

Results show that lower levels of Self-Brand Connection display higher levels of Brand Hate, while greater levels reveal that consumers that report a higher connection to the brand, are more resistant to negative effects when exposed to Brand Hypocrisy, as can be observed in Table 5.

Since Self-Brand Connection has a statistically significant impact on the relationship between Brand Hypocrisy Exposure (H3a) and Brand Hate (H3b), but not on Desire for Revenge, we accept the alternative hypothesis H3a and fail to reject the null hypothesis H3b.

| SBrdCon | Effect | se | t | p | LLCI | ULCI |
|---------|--------|------|-------|------|-------|-------|
| 1.000 | 1.907 | .291 | 6.558 | .000 | 1.333 | 2.480 |
| 1.300 | 1.831 | .263 | 6.954 | .000 | 1.312 | 2.350 |
| 1.600 | 1.755 | .238 | 7.381 | .000 | 1.286 | 2.224 |
| 1.900 | 1.679 | .215 | 7.814 | .000 | 1.255 | 2.103 |
| 2.200 | 1.603 | .196 | 8.199 | .000 | 1.218 | 1.989 |
| 2.500 | 1.527 | .181 | 8.443 | .000 | 1.171 | 1.884 |
| 2.800 | 1.451 | .172 | 8.431 | .000 | 1.112 | 1.791 |
| 3.100 | 1.376 | .170 | 8.081 | .000 | 1.040 | 1.711 |
| 3.400 | 1.300 | .175 | 7.413 | .000 | .954 | 1.645 |
| 3.700 | 1.224 | .187 | 6.548 | .000 | .855 | 1.592 |
| 4.000 | 1.148 | .204 | 5.632 | .000 | .746 | 1.550 |
| 4.300 | 1.072 | .225 | 4.767 | .000 | .629 | 1.515 |
| 4.600 | .996 | .249 | 3.999 | .000 | .505 | 1.487 |

| | | | | | | |
|-------|------|------|-------|------|-------|-------|
| 4.900 | .920 | .276 | 3.340 | .001 | .377 | 1.463 |
| 5.200 | .844 | .304 | 2.780 | .006 | .245 | 1.443 |
| 5.500 | .768 | .333 | 2.307 | .022 | .112 | 1.425 |
| 5.747 | .706 | .358 | 1.972 | .050 | .000 | 1.412 |
| 5.800 | .693 | .364 | 1.905 | .058 | -.024 | 1.409 |
| 6.100 | .617 | .395 | 1.563 | .120 | -.162 | 1.395 |
| 6.400 | .541 | .426 | 1.269 | .206 | -.300 | 1.381 |
| 6.700 | .465 | .458 | 1.014 | .312 | -.439 | 1.369 |
| 7.000 | .389 | .491 | .792 | .429 | -.579 | 1.357 |

Table 5 – Johnson-Neyman - Conditional Effect of Brand Hypocrisy on Brand Hate at different levels of Self-Brand Connection

Note: LLCI = lower-level confidence interval; SE = standard error; ULCI = upper-level confidence interval; SBrdCon = Self-Brand Connection.

On the experimental condition of Brand Hypocrisy Exposure, as Self-Brand Connection increases, Brand Hate levels are reduced, being statistically significant ($b = -.17$, $SE = .07$, $t = -2.21$ $p = .02$), and Table 6 shows different levels of Brand Hate based on three levels of Self-Brand Connection (-1SD, Mean, +1SD), depending on Brand Hypocrisy Exposure.

| Brand Hypocrisy Exposure | Self-Brand Connection | Brand Hate |
|--------------------------|-----------------------|------------|
| No Exposure | 1.500 | 1.757 |
| Exposure | 1.500 | 3.537 |
| No Exposure | 2.833 | 1.864 |
| Exposure | 2.833 | 3.307 |
| No Exposure | 4.666 | 2.012 |
| Exposure | 4.666 | 2.991 |

Table 6 - Brand Hate at different levels of Self-Brand Connection and Brand Hypocrisy Exposure

As for the control condition however, results are not statistically significant ($b = .08$, $SE = .08$, $t = .93$ $p = .34$).

Results show that, the consumer has a bigger resistance to higher Brand Hate levels the higher the Self-Brand Connection is, when exposed to Brand Hypocrisy.

5. CONCLUSION

Even though at first glance Brand Hypocrisy appears to be a straightforward concept, it is clear that research into this relatively new concept is still limited and warrants a deeper look (Guèvremont, 2019).

Firstly, this research intended to find if Brand Hypocrisy Exposure had an effect on consumers' deep-rooted and extreme negative emotions, such as Brand Hate and Desire for Revenge.

This research found that indeed, there are significant differences between consumers that have or have not been exposed to Brand Hypocrisy, revealing that the two are in fact relevant outcomes that may arise from such a situation, meriting more attention from brand managers.

As brands can be primarily service or product oriented, we wanted to explore if differences in Brand Type could influence the strength or direction of this relationship, but results showed no relationship between the three variables.

Consumers' Self-Brand Connection and Brand Likeability was assessed prior to the Brand Hypocrisy manipulation and assessed the two brands (Adidas or United Airlines) depending on which brand they were assigned.

While Brand Type itself did not impact this relationship, in the case of the product brand (Adidas), Brand Likeability protected against Brand Hate. The same did not happen for the service brand (United Airlines). Overall, Adidas was more liked than United Airlines, which may have been a determining factor for this result.

We also found that when a consumer is exposed to a situation where the brand acted hypocritically, as Self-Brand Connection levels were high, it can shield the brand from a negative outcome, Brand Hate, and this connection to the brand increases, the smaller the impact that the exposure has on the negative consumer perception and hate towards the brand.

This study highlights that consumers' perceptions of Brand Hypocrisy have damaging effects towards the brand and can contribute to Brand Hate and a Desire for Revenge, thus identifying two novel outcomes.

6. LIMITATIONS AND RECOMMENDATIONS

This research delved into consumers' negative reactions to Brand Hypocrisy. Specifically, how a divergence between a brand's distance from what it tries to portray and how it behaves has a negative impact on the consumer-brand relationship, leading to unfavorable emotions.

We focused on two real brands in the context of this study, representing a product focused brand (Adidas) and a service oriented one (United Airlines), however, by using real brands and providing a clearer picture than with imaginary brands, we did not prevent the influence that these specific brands could have.

As we introduce two more consequences of Brand Hypocrisy perceptions to the literature which are deeply connected to consumer emotions, we believe that it would be very interesting to explore how these negative outcomes evolve over time.

Finally, since this study highlighted that higher levels of Self-Brand Connection mitigate Brand Hate, future studies could consider comparing other related constructs, such as Brand Love, Brand Devotion, Brand Addiction, and other related scales.

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8. APPENDIX

8.1. SCALES

| Constructs | Items | Adapted from | Cronbach's Alpha |
|----------------------------------|---|---|------------------|
| Desire for Revenge | DR1 – Take actions to get the firm in trouble. | (Bechwati & Morrin, 2003; Grégoire et al., 2009b, 2010) | $\alpha = .948$ |
| | DR2 – Punish the firm in some way. | | |
| | DR3 – Cause inconvenience to the firm. | | |
| | DR4 – Get even with the service firm. | | |
| | DR5 – Make the service firm get what it deserved | | |
| | DR6 – I have a desire to get revenge from the firm. | | |
| | DR7 – I would like to make the firm regret what they did to me. | | |
| Brand hate | BH1 – I feel furious at this brand | (Zhang & Laroche, 2020a) | $\alpha = .910$ |
| | BH2 – I have a feeling of revulsion to this brand | | |
| | BH3 – I have a feeling of loathing to this brand | | |
| | BH4 – I feel disappointed when I think about this brand | | |
| | BH5 – I feel displeased when I think about this brand | | |
| | BH6 – I feel disenchanted when I think about this brand | | |
| | BH7 – I feel fear when I think about this brand | | |
| | BH8 – I feel threatened when I think about this brand | | |
| | BH9 – I feel worried when I think about this brand | | |
| Perceived Brand Hypocrisy | CH1 – This brand acts hypocritically | (Wagner et al., 2009; Guèvremont, 2019) | $\alpha = .945$ |
| | CH2 – What this brand says and does are two different things | | |
| | CH3 – This brand pretends to be something it is not | | |
| Brand Likeability | BLK1 – This brand is attractive | (Narteh, 2018; Nguyen et al., 2015) | $\alpha = .876$ |
| | BLK2 – This brand is honest in its dealings with me | | |
| | BLK3 – I am emotionally attached to this brand | | |

**Self-Brand
Connection**

BLK4 – I love this brand

BLK5 – It is convenient to deal with this brand

BLK6 – Overall, I approve of this brand

SBC1 – This brand reflects who I am

(Escalas & Bettman, $\alpha = .931$
2005, 2017)

SBC2 – I can identify with this brand

SBC3 – I use this brand to communicate who I am to
other people

SBC4 – I think this brand (could) help(s) me become
the type of person I want to be.

SBC5 – I consider this brand to be 'me' (It reflects
who I consider myself to be or the way that I want to
present myself to other(s))

SBC6 – This brand suits me well

8.2. QUESTIONNAIRE

4/13/2021

Qualtrics Survey Software

ProlificIDBlock

Before you start, please remove any distractions so you can focus on this study.

Thank you!

Please enter your Prolific ID here:

Consent form

Dear participant,

This is a research about consumer behavior and will take around 5 **minutes** to complete it. There is no risk involved in answering this survey.

Your participation in this survey is voluntary.
Your response is anonymous, and will be used only for academic purposes.

By clicking "I agree" I declare that I am **18 years of age or over**, and agree to participate in this research.

I declare that I was informed that my participation in this study is voluntary, that I can leave this survey at any time without penalty, and that all data is confidential.

I understood that this study does not offer serious risks.

I do not agree to participate in this survey I agree to participate in this survey

Setting

This survey includes a short case study, as a part of an effort to understand how consumer behavior works. In the next page, you will be asked to read a short text. Please do it very carefully.

Make sure you close all other tabs in your browser and that you are in a quiet place. **Distractions will significantly influence your performance.**

Manipulation: Service Brand Generic Block

United Airlines is an American airline and the third largest in the world, which operates a large domestic and international route network spanning cities large and small and all six continents.

BrandLikeabilityBlock

Please indicate to what extent you agree or disagree with the following statements regarding the brand you just read about:

| | 1. Strongly Disagree | 2 | 3 | 4 | 5 | 6 | 7. Strongly Agree |
|---|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| This brand is attractive. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| This brand is honest in its dealings. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I love this brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| It is convenient to deal with this brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Overall, I approve of this brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Self-Brand Connection Block

Please indicate to what extent you agree or disagree with the following statements regarding the brand you just read about:

| | 1. Strongly Disagree | 2 | 3 | 4 | 5 | 6 | 7. Strongly Agree |
|---|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| This brand reflects who I am | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I can identify with this brand | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I use this brand to communicate who I am to other people | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I think this brand (could) help(s) me become the type of person I want to be. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I consider this brand to be 'me' (it reflects who I consider myself to be or the way that I want to present myself to other(s)) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| This brand suits me well | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Manipulation: Service Brand Hypocrisy Exposure Block

In order to promote equality, United Airlines carried out a campaign with the slogan "Equality should have no boundaries", emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

After airing the campaign, United has been accused of having differences in wages and working conditions of employees.

After the accusations, the brands' CEO promised to review salaries, bonuses and other equality policies for United workers.

Brand Hate (Zhang & Laroche, 2020)

Please indicate to what extent you agree or disagree with the following statements regarding the brand you just read about:

1.
Strongly Disagree 2 3 4 5 6 Strongly Agree

| | 1. Strongly Disagree | 2 | 3 | 4 | 5 | 6 | Strongly Agree |
|--|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I feel furious at this brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have a feeling of loathing to this brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel disappointed when I think about this brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Tick "Strongly Disagree". | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel fear when I think about this brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel worried when I think about this brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Desire for Revenge (Bechwati & Morrin, 2003; Grégoire et al, 2009,2010)

Please indicate to what extent you agree or disagree with the following statements regarding the brand you just read about:

| 1. Strongly Disagree | 2 | 3 | 4 | 5 | 6 | 7. Strongly Agree |
|----------------------------|---|---|---|---|---|-------------------------|
|----------------------------|---|---|---|---|---|-------------------------|

| | 1. Strongly Disagree | 2 | 3 | 4 | 5 | 6 | 7. Strongly Agree |
|--|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Take actions to get the brand in trouble. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Punish the brand in some way. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cause inconvenience to the brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Make the brand get what it deserved. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have a desire to get revenge from the brand. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Perceived Brand Hypocrisy (Wagner et al., 2009; Guèvremont, 2019)

Please indicate to what extent you agree or disagree with the following statements regarding the brand you just read about:

| | 1. Strongly Disagree | 2 | 3 | 4 | 5 | 6 | 7. Strongly Agree |
|---------------------------------|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| This brand acts hypocritically. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | 1. Strongly Disagree | 2 | 3 | 4 | 5 | 6 | 7. Strongly Agree |
|---|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| What this brand says and does are two different things. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| This brand pretends to be something it is not. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Demographics

Gender:

- Male
- Female
- Other

What is your year of birth?

Education

- Less than High School Degree

- High School Degree (or equivalent)
- Some College
- Bachelor's Degree
- Master's Degree
- Terminal Degree

Marital Status

- Single, never married.
- Married or domestic partnership.
- Widowed.
- Divorced.
- Separated.

Employment Status

- Employed
- Self-employed
- Out of work
- A student
- Retired
- Other

In which country do you currently reside?

What is your annual household income?

- Less than €25,000
- €25,000 - €50,000
- €50,000 - €100,000
- €100,000 - €200,000
- More than €200,000
- Prefer not to say

Debriefing

Note: Please bear in mind that while the brand you read about before is real, the campaign itself was fictitious.

We are almost finishing! Please answer the last question below.

Did you find any difficulties in completing this activity? Do you have any questions or suggestions? If yes, please list them.

Manipulation: Product Brand Generic Block

Adidas is a brand dedicated to the design, development, production and sales of footwear, clothing and sports accessories worldwide.

It is the largest sportswear manufacturer in Europe, and the second largest in the world.

Manipulation: Product Brand Hypocrisy Exposure Block

In order to promote equality, Adidas carried out a campaign with the slogan "Equality should have no boundaries", emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

After airing the campaign, Adidas has been accused of having differences in wages and working conditions of employees.

After the accusations, the brands' CEO promised to review salaries, bonuses and other equality policies for Adidas workers.

Manipulation: Service Non-Hypocrisy Exposure

In order to promote equality, United Airlines carried out a campaign with the slogan "Equality should have no boundaries", emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

In order to promote equality, Adidas carried out a campaign with the slogan "Equality should have no boundaries", emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

Manipulation: Product Non-Hypocrisy Exposure

In order to promote equality, Adidas carried out a campaign with the slogan "Equality should have no boundaries", emphasizing that everyone should be "defined by their actions, not their looks or beliefs".

