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The Role of Cultural Traditions on Branding and Word-Of-Mouth: Keeping Mother's Recipes Alive!

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ABSTRACT

The purpose of this study was to explore the impact a cultural tradition has on a perceived-brand-relationship (PBR) and word-of-mouth (WOM) behavior in person and on social media. Based on the cognitive-motivational-related theory of emotions and the social identity theory, a model is proposed to explain the impact that a family tradition, such as cooking with selective products, has on Hispanic mothers. Using a research mixed-method approach, a construct was developed to measure attitudes toward cultural traditions. Further, an online survey was administered for hypotheses and model testing using SEM and Logistic Regression tests. The findings supported the proposed model indicating: 1) the stronger the perception about cultural traditions, the more favorable PBR; 2) the more favorable the PBR, the more favorable the impact of WOM; 3) the more favorable the attitude toward WOM, the more likely consumers are to share information in person and through social media (eWOM). Finally, it was also found the level of prediction to perform WOM in person was higher than eWOM.

INTRODUCTION

The diversity of minorities in the United States is growing and a demand for ethnic-specific research on consumer behavior is emerging in industry. Not surprisingly, the list of multicultural and ethnic-specific research companies has grown tremendously over the last five years, including companies that specialize in Hispanic markets. The need for more agencies dedicated to exploring the insights from Hispanic consumers grew as a reflection of the American population. The latest census estimated 54 million Hispanics are living in the United States (Census, 2014). More than ever in the U.S., companies are paying attention to this group as a target market due to the size of the population, and its estimated \$1.4 trillion buying power (Selig, 2013).

Hispanic consumers hold distinct cultural and linguistic characteristics which cannot be ignored by corporate America without consequence. By understanding the cultural idiosyncrasies, a company might find the answer as to why some standardized campaigns are not successful. Hispanic marketing agencies, on the other hand, are accepting that cultural intelligence is needed to deliver positive campaigns. They have recognized that Hispanics' cultural heritage needs to be identified,

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accepted, and encouraged in order to create effective marketing campaigns. This brings new challenges for marketing professors and underscores the need for empirical research that aims to better explain how consumers' cultural traditions relate to consumer behavior.

As discussed in the marketing literature, brand equity is the most important asset a company can have (e.g. Keller 1993; Shocker, Srirastava, and Ruekert 1994; Ravald and Grönros, 1996). Therefore, research that could identify new ways to strengthen the value of the brand, and also stimulate consumers' word-of-mouth (WOM) in recognizing brand's preferences, is crucial. Culture is a strong driver of Hispanic consumers' purchase decisions (Korzenny and Kozenny, 2012) so it is assumed that a product or service connected with their country of origin and/or family will be better positioned. Despite this, there remains a lack of empirical research in this area. Anthropologists, historians, sociologists and marketers have analyzed brands from cultural perspectives suggesting that culture can provide a significant contextualizing counterpoint to managerial perspectives of the interaction of a brand with consumers and society (e.g. Bently et al., 2008; Koehn, 2001; Lury, 2004; Schroeder, 2009). This study proposes to explore the impact a Hispanic cultural tradition has on consumer relationships with a brand.

Literature indicates that consumers' word-of-mouth resides in the power of customers' opinions and experiences with brands while influencing others on their own evaluation of a brand (Burnkrant & Cousineau, 1975; Pincus & Waters, 1977; Levy, 2015; Babi, 2016; Li & Wu, 2014). Thus, this study also includes an exploration of the impact a cultural tradition has on consumers' WOM behavior, while mediated by a consumer's relationship with the brand. Therefore the main research questions are: What role does culture play on consumer's interaction with the brand and WOM? Does a cultural tradition make a relationship between a brand and consumers stronger? Can the strength of a brand and consumers relationship predict a positive WOM? If so, can this impact be more or less stronger when comparing in-person WOM versus eWOM?

Finally, based on the assumptions that marketing communication tools might be more or less influential across cultures and gender because of a sex-role perception (Gilly, 1988; Bartsch and Burnet et al., 2000), this study concentrates on Hispanic mothers living in the U.S. only. This sample, which represents a homogenous group within the Hispanic markets, was selected to provide a high level of internal and external validation of the study.

Therefore, the objectives of this study are 1) to explore the impact that a single cultural tradition has on a consumer relationships with a brand; 2) to investigate to what extent a cultural tradition interaction affects WOM of a brand; and 3) compare in-person WOM behavior versus eWOM. Toward this end, the researcher selected to focus on cooking with Mazola in order to measure the impact that a cultural tradition has on brands and WOM behavior among Hispanic mothers living in the United States.

THEORETICAL FRAMEWORK

Theory and Culture

The Cognitive-Motivational-Relational theory and Social Identity theory are discussed in this section to explain the impact cultural traditions have on consumer behavior. Cognitive-Motivational-Relational theory of emotion (CMR), developed by Richard Lazarus, (1991), helps to understand the effect that a cultural tradition has on emotions and cognition. This theory proposes that several individual variables, as they relate a specific situation and to cognitive and emotional appraisal, can impact consumer behavior. In other words, it is said that factors associated with the child's beliefs, goals, personal commitments, and ideologies, are expected to affect levels of emotions and cognition. This impacts the way a person searches, shares, and relates to a brand. This assumption leads to the

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belief that a cultural tradition can affect brand relationship and WOM behavior. See a proposed model in Figure 1.

Social identity, on the other hand, states that the groups (e.g. social class, family, ethnicity) which people belong to are an important source of pride, and proposes that in an attempt to gain or keep a social identity, one will maintain a sense of belonging to that social world (Tajfel, 1979). This theory has been used in marketing to claim that visual imagery which the target can identify with are more effective than simply pleasing imagery that lacks a personal context (Campbell & Goodstein, 2001; Houston, Childers, & Heckler, 1987; Meyers-Levy & Tybout, 1989; Ozanne et al., 1992; Peracchio & Tybout, 1996; Sierra et al., 2009; Sujan, 1985). Based on this assumption it is expected that brands connected to one's social identity would be perceived more favorably, influencing the relationships with the brand. Thus, the proposed relation between culture and perceived-brand-relationship is again justified as shown in Figure 1.

Recent studies have identified some of the important characteristics associated with effectiveness of eWOM practices (e.g. Sweeney, 2014, Kim 2014; Wien 2014; Wallace 2014), but only few studies have focused on Hispanic consumers (e.g. Raghupathi, et al. 2015, Chapa et al. 2017). It has been said that the perceived benevolence, popularity and sympathy of the opinion leader posting are significantly associated with the impact that eWOM has on consumer attitudes and intentions (e.g. Raghupathi et al., 2015). It has been found that eWOM through Facebook predominates more among Hispanics than any other ethnic group. In addition, it was observed the effect of eWOM among Hispanics depends on the category of the brand. That is, it was found Hispanics are more prone to use eWOM through Facebook to brag about their online shopping than non-Hispanics/Whites in the US, and to do it when they purchase a premium brand (Chapa and Rodriguez-Mori, 2015). This study, rather than discussing the categories of the brands, focuses on the impact of brand familiarity on Hispanics eWOM practices through Facebook.

Branding and Word-of-Mouth Relation

Brand familiarity affects different facets in the consumer decision-making process (Biswas, 1992), in particular the information search process. The way consumers search and share information affects message processing (Kent and Allen, 1994) and ultimately brand preference (Hoyer, and Brown, 1990). The literature indicates that the emotional and affective components of the brand knowledge (Berry, 2000) connect with dimensions of a consumer's love, passion, and self-connection with the brand. It is said that the more familiar and self-connected the consumer is with the brand the more favorable the relationship is (De Chernatony and Segal-Horn, 2003). The CMR theory proposes that one's beliefs, goals, personal commitments, and ideologies are expected to affect the way the consumer thinks, therefore the following hypothesis is proposed.

H¹: A cultural tradition impacts the perceived brand relationship strength: the stronger the perception about keeping traditional recipes in the family, the more favorable the brand relationship strength.

Word-of-mouth (WOM) can be defined as the practice of sharing information based on people's opinions, recommendations, perspective and experiences performed either electronically (eWOM) or in person (Chapa and Rodriguez-Mori, 2015). A brand relationship can correspond to the number of brand-related experiences or their favorability. For instance, studies have shown consumers are more likely to post negative eWOM communication about a brand or product when they experience an unsatisfactory online purchase experience than they are to post a positive eWOM communication about a brand or company when they have good experience during the transaction (Shin, 2014; Hornik, 2015). The number of social media followers a target has also impacts the success of eWOM practices (Swenney, 2014). These are important factors because positive eWOM translates to higher levels of brand recognition and trust (Kim, 2014). Therefore, based on the brand-related experience,

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people might be more or less prone to use WOM to share opinions, and to confirm or elaborate on existing information (Berger and Stephen, 2010), including recommendations or opinions about product brands (Berger and Schwartz, 2011; Kim, 2014). If the perceived relationship is favorable a positive WOM can be expected, therefore the following hypothesis is proposed.

H²: Perceived brand relationship affects positive word-of-mouth for the brand: the more favorable the Mazola brand relationship strength, the more favorable the impact of word-of-mouth on the Mazola brand.

Cultural and social norms are used in marketing to explore consumer decisions regarding product choice through social comparisons (Becherer et al., 1982; Mochis, 1976). Social norms are derived from the consumer's beliefs about the nature of the world (Malina, 2001). In the case of Hispanic consumers, it has been said they share a rich common heritage influenced by the experience of colonization and conversion to Catholicism, among other things (Korzenny et al 2017). Their beliefs and attitudes are highly connected to their sense of obligation to, and reverence for, family and older people. For example, Hispanics' level of indulgence toward children's requests to buy certain items is associated with family traditions (Chapa and Antuñez, 2004). Children are supposed to be indulged by their parents at an early age, but this also translates to the belief that their children will take care of their parents when they grow up (Korzenny et al, 2017). The Hispanic identity depends on people respecting their beliefs and practices like these which they develop a sense of belonging to a relevant group, family or social class. Consumers are motivated to compare themselves by sharing information with others for different sociological reasons. One of these reasons is to prove their own cultural identity within a group (Tajfel, 1979). Hispanics are highly collectivistic, masculine, with a low tolerance for the ambiguous (Hofstede, 1980; de Mooij and Beniflah, 2017), and thus their nature is to prove they are part of a group. They share information within groups demonstrating they care about their social group to a high extent. Therefore, it is expected Hispanics with a positive attitude toward WOM are more likely to take a WOM action by either, or both, sharing information on social media or in person (eWOM and/or traditional WOM). Consequently, the following hypothesis is proposed.

H₃: Attitudes toward word-of-mouth about brands affects WOM behavior; the more favorable the attitude toward the brand, the more favorable the impact of word-of-mouth on brand; the more likely consumers are to share information in person and on social media.

METHODOLOGY

This study used a mixed research method approach of qualitative and quantitative techniques. In the exploratory phase, observations and in-depth interviews were needed to develop a construct for attitudes towards traditions. For the validation of the instrument and hypotheses testing, quantitative methods and multiple statistical tools were employed.

Brand Familiarity - Mazola Case Selection

A series of observations and in-depth interviews were performed to identify and validate the brand name used in this study. Mazola, Colgate, Suavitel, Nestle, and Goya, among others were selected for this study because they contain a high level of brand familiarity among Hispanics. Interestingly, during the qualitative-exploratory stage, it was observed that Hispanics would switch from using X Olive Oil Brand to Mazola Corn Oil when cooking traditional Hispanic dishes such as *Mexican rice*, enchiladas, chilaquiles, chile relleno, and albondigas, among others. During an interview, it was found that Hispanics learned from their mothers how to cook with Mazola corn oil and they believe that using the same brand would ensure the flavor of the food. Mazola, created in 1911, has been in

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the market for over 100 years and so is a staple in the mind of Hispanic consumers, therefore; it was selected for this study.

Data Collection and Participants

An online survey was used to collect the data in the United States. DimeMedia, a PR company that specializes on tailored Hispanic campaigns using sponsored posts on the Internet, contributed to the online survey collection. Latina Mom Bloggers, a social media-marketing platform of DimeMedia, was used to promote the study among Hispanic mothers during a three-week period. The participants who completed the survey were enrolled in a drawing to win an iPad. The questionnaire was available in both English and Spanish. It included questions related to brand familiarity (screening), perceived brand relationship, perceived importance of cultural traditions in the kitchen, word-of-mouth consumption, and demographics. For validation purposes, a control question was also added to the questionnaire to ensure the quality of the responses. A total of 338 Hispanic mothers completed the survey. A sample size of 163 was used for the study based on brand familiarity as a qualifying factor. Participants who did not use the Mazola brand were not included. The sample is Hispanic mothers residing in the United States; 80 percent of them were living with children younger than one, and 51 percent were living in urban communities. Only 50 percent reported being married. Finally, 56 percent of the participants reported they were born in the U.S., 33 percent in Mexico, 15 percent in Puerto Rico, and 11 percent in the Dominican Republic.

Cultural Traditions in the Kitchen: Scale Development

A scale was developed to measure attitudes toward a cultural tradition. The first set of items was developed from an item pool based on the literature. Next, a focus group of bilingual Hispanic participants then determined six items for a pilot testing with a small group of students. Finally, out of the six items selected, four-items were included in the study: 1) I feel it is _____ important to pass down family cooking traditions to my children; 2) I think it is _____ important to follow my grandmother's and/or mother's recipes step-by-step; 3) I think it is _____ important to use the same traditional ingredients my grandmother and/mother used; 4) Passing down cooking traditions is one way for future generations to stay connected to their family's history; 5) Cooking together as a family is a great way to teach my children about our family traditions.

Validation of the Attitude toward Cultural Traditions Measure

Gerbing and Anderson (1988) suggest that exploratory factor analysis should be used preliminarily for scale construction. In this study, a factor analysis was performed to demonstrate that the loadings of the items were at acceptable levels. With an eigenvalue greater than 1, and loading over .90, the total variance explained accounted for 94.12% (see items in Table 1). In order to assess whether the measures achieved construct validity, a reliability test was run using Cronbach's alpha. The results showed an alpha of .97, greater than the recommended level of .90 (Nunnally, 1967, 1978; and Berstein 1994). Finally, the scale was validated conducting a confirmatory factor analysis using structural equation modeling (SEM), as recommended by McKenzie (2001). Table 2 displays the results of each construct.

TABLE 1

| Exploratory Factor Analysis Loadings | | | | | |
|--------------------------------------|--|-----------|------|---|--|
| Items | - | Construct | | | |
| | | 1 | 2 | 3 | |
| Cultu | ral traditions in the Kitchen | | | | |
| - | <u>Share</u> - pass down family cooking traditions to my children. | .974 | | | |
| - | <u>Follow</u> - it is important to follow my grandmother's and/or mother's recipes step-by- | .958 | | | |
| - | step. <u>Maintain</u> - use the same traditional ingredients in | .980 | | | |
| - | my grandmother's and/mother's <u>Teach</u> - cooking together as a family is a great way to teach my children about our family traditions. | .982 | | | |
| - | <u>Connect</u> - passing down cooking traditions is one way for future generations to stay connected to | .957 | | | |
| Brand | Relationship Strength | | | | |
| - | <u>Interdependence</u> - Keeping Mazola Corn Oil in my traditional recipes ensures authenticity and the flavor I expect | | .713 | | |
| - | Quality Partner - Knowing that Mazola is considered heart healthy makes me feel good about my family using it | | .897 | | |
| - | Self-Connection - I feel confident knowing I made a healthy decision for my family when cooking with Mazola Corn Oil | | .891 | | |
| Word- | of-Mouth | | | | |
| - | I " <u>talk up</u> " my Mazola Corn Oil recipes with people I know because it shows authenticity | • | 964 | | |
| - | I bring up my Mazola Corn Oil family recipes in conversations with friends and acquaintances | • | 979 | | |
| - | In social situations, I often speak favorably about Mazola Corn Oil. | • | 963 | | |

Extraction Method: Principal Component

Rotation Method: Varimax with Kaiser Normalization

Cumulative Variances: construct 1= .847; construct 2 = .702; construct 3 = .938

Perceived-Brand-Relationship: Scale Adaptation

A scale to measure brand relationship was adapted from Fournier's (1998) framework based on the six facets of developing brand relationship. The degree of interdependence, self-connection, commitment, love/passion, intimacy and perceived partner quality were discussed with a group of professionals on consumer insights to determine the items to be utilized. A list of 6 items was identified at this stage. Then, during the pilot test, an exploratory factor analysis was conducted eliminating items with loading lower than .70, thus the factor was reduced to the following 3-items:

1) Keeping Mazola Corn Oil in my traditional recipes ensures authenticity and the flavor I expect; 2)

Knowing that Mazola is considered heart healthy makes me feel good about using it in my family; 3) I feel confident knowing I made a healthy decision for my family when cooking with Mazola Corn Oil.

Validation of the Perceived-Brand-Relationship Measure

The final exploratory factor analysis indicates loading between .71 and .89, with a total of variance explained of .70, above the recommended .50 (see Table 1). The Cronbach's alpha was .79, indicating a good reliability level above the minimum recommended level of .70 (Hair, 2001). In addition, the confirmatory factor analysis showed the construct had good fit and low level of errors (see results in Table 2).

Word-Of-Mouth: Scale Adoption

The construct used to measure positive word-of-mouth of the brand was adopted from a 3-item scale developed by Arnet et al. (2003) and recently used on Hispanic consumers (Chapa et al., 2015). The items were adapted to measure the Mazola brand using the following statements: 1) I "talk up" my Mazola Corn Oil recipes with people I know because it shows authenticity; 2) I bring up my Mazola Corn Oil family recipes in conversations with friends and acquaintances; 3) In social situations, I often speak favorably about Mazola Corn Oil.

Validation of the Word-of-Mouth Measure

The exploratory factor analysis showed that three items had loading higher than .90; with a cumulative variance of 93 %. The three-item factor showed a high reliability with a Cronbach's alpha of .97, and the confirmatory factor analysis showed the construct had good fit and low levels of errors (see results in Table 2).

TABLE 2
Reliability and Confirmatory Factor Analysis

Results of Single-Constructs and Conceptual Model

| Scale | Items | Cronbach's Alpha | CFA X²/df | GFI | AGFI | NFI | TLI | CFI | RMSEA |
|---------------|-------|---------------------|--------------|------|------|------|------|------|--------|
| Cultural | 5 | .970 | 2.450 | 1 | - | .994 | .992 | .997 | .079 |
| Traditions | | | | | | | | | |
| Brand | 3 | .800 | 2.500 | .990 | .939 | .985 | .972 | .992 | .096 |
| Relationships | | | | | | | | | |
| Word-Of-Mouth | 3 | .970 | - | 1 | - | 1 | - | 1 | .012 |
| | | | | | | | | | |
| Tested Model | 11 | | 2.213 | .935 | .876 | .977 | .980 | .98 | 7 .087 |

Construct Equivalence

A back-translation process was conducted to validate the translation of the instrument in Spanish. Additionally, though this study did not involve a cross-comparison analysis by language preferences, a construct equivalence test was conducted using exploratory factor analysis. A separate exploratory factor analysis was run with each data set (English and Spanish) to validate and ensure that both versions contained similar item-loadings and the same factors.

DATA ANALYSIS AND RESULTS

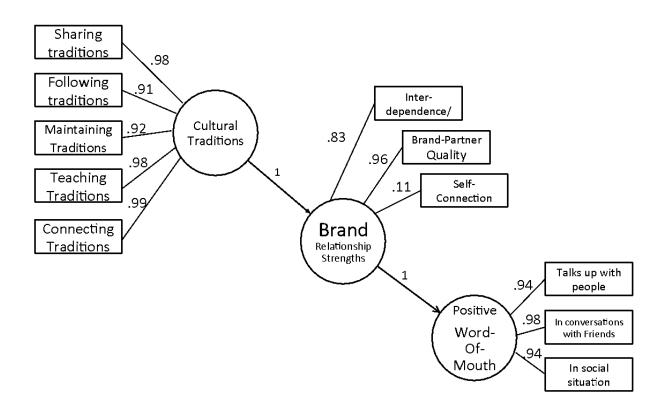
Model Testing

To test hypotheses 1 and 2, the data was analyzed via Structural Equation Modeling (SEM). The first measure was the likelihood ratio chi-squared statistics. The statistical significance below the minimum level of .05 (sig. = .000), the chi-square divided by degrees of freedom, was at the recommended range of 2 (X²/df = 2.13) (Hair et al., 2001). The Goodness of Fit Index (GFI) and the Adjusted Goodness of Fit Index (AGFI), which is an extension of the GFI, adjusted by the ratio of degree of freedom for the proposed model to the degrees of freedom for the null model (Joreskog, 1970; Joreskog and Sorbom, 1993), were fit measures used to examine the model fit. The GFI for the overall model was .931 and the AGFI was .876, indicating the model had an "acceptable" fit. Further, the Normed Fit Index (NFI) was .977, which means that 97% of the observed measure co-variance was explained by the composition model (Bentler and Bonnett, 1980). The overall Tucker-Lewis Fit Index (TLI = .980), which works as a measure of reliability coefficients for the model as a factor (Tuker and Lewis, 1973) was over the recommended value of .90 (Hair et al., 2001). Further, the Comparative Fit Index (CFI = .987), which explained the difference between the model and the independent model without co-variable (Hu and Bentler, 1999) was over the recommended level of .95. In addition, the Root Mean Square Error of Approximation (RMSEA), which measures the discrepancy per degree of freedom of the model (Steiger, 1990) was at the suggested level of .08 (Bagozzi and Yi, 1988). Overall, the fit indicators suggest that the proposed model has a good fit, and the parameters estimated in the model (see Figure 1) revealed that cultural traditions impact the perceived brand relationship strength, which in turns affects positive word-of-mouth for the brand. Therefore, H¹ and H² are supported.

TABLE 3
Path Coefficients for Hypothesized Model

| rath Coefficients for Hypothesized Model | | | | | | |
|--|---------------|---------|------------|--------------|------------|--|
| Structural Relationship | Generalized | | | Maximum | | |
| | Least Squared | | | Likelihood | | |
| | Estimate | es | | | | |
| | | Loading | Sig. level | Standardized | Sig. Level | |
| | | | | loading | | |
| Cultural Traditions → Brane | d | 2.450 | .000 | 1 | .000 | |
| Relationship (H1) | | | | | | |
| Brand Relationships → WO | M of the | 2.500 | .000 | 1 | .000 | |
| Brand (H²) | | | | | | |

FIGURE 1 Proposed Model



Logistic Regression Results

In an attempt to test hypothesis 3, two logistic regression tests were performed. Logistic regression was employed to examine if it was possible to predict whether attitudes towards WOM correlates with WOM action (electronically or in person) and to predict if consumers were more inclined to share information in person or social media. The binary group for the dependent variable was defined as 0 for no action and 1 for in-person or social media action. As displayed in Table 4, the results were satisfactory in supporting the hypothesis. The chi-squared estimates in both tests (in person and electronically) were found to be significant; indicating that a relationship exists between positive WOM and information-sharing behavior. In addition, by comparing the estimates and levels of predictive power calculated in both tests it is inferred that positive WOM is more likely to occur in-person, although both levels are high; 89% will share recipes and recommend the brand in person compared to 75% in social media.

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TABLE 4

| | | IADLE 4 | | |
|----------------------------|------------------------|-------------------------|-----------|--|
| | The Logistic Regr | ression Models Test Res | sults | |
| | eWOM in social | | | |
| | H³) | media | | |
| 2-Log Likelihood | 96.85 | | 167.15 | |
| Chi-Squared | 59.86 | | 58.75 | |
| Cox & Snell R ² | .303 | | .212 | |
| P-value | .000 | | .000 | |
| Classification | | | | |
| | Predicted Group | | | |
| Traditional WOM | Other | % Correct | | |
| No | 41 | 6 | 87.2 | |
| Yes | 12 | 104 | 89.7 | |
| | | | 89.0 | |
| | Predicted Group | | | |
| eWOM | Other | Social Media | % Correct | |
| No | 61 | 22 | 73.5 | |
| Yes | 18 | 62 | 77.5 | |
| | | | 75.5 | |
| Parameters | | | | |
| Estimates | В | Wald | Sig. | |
| Constant | | | _ | |
| WOM – in Person | -2.07 | 13.41 | .000 | |
| WOM – in Social Media | -2.23 | 24.75 | .000 | |

IMPLICATIONS FOR MARKETING PRACTITIONERS

This study provides valuable contributions for both theory and practice. Theoretically, this study developed an exclusive measure for cultural traditions based on an inductive qualitative approach and quantitative techniques. The item-identification processes, followed by the quantitative results, show that attitudes toward cultural traditions can be measured using a five-item scale as discussed in this paper. The model proposed in this study supports the hypotheses indicating that: 1) A stronger perception toward cultural traditions leads to increased favorable brand relationship strength; 2) Perceived-brand-relationship strength affects positive word-of-mouth for the brand; 3) Positive attitudes toward word-of-mouth on the brand affects WOM behavior.

The contention that a brand is driven by culture, as previously discussed within brand management and marketing literature (e.g. Bently et al., 2008; Schroeder, 2009; Schroeder, 2008; Schroeder and Salzer-Mörling, 2006) was confirmed. As expected, this study proves culture and traditions can provide managers with necessary context regarding the brand's relationship with consumers (Schroeder, 2009). In addition, it was confirmed the relationship consumers develop with their products is largely determined by a cultural/social function (Wilcox et al., 2009), which in turn affects consumers' predisposition for WOM; sharing their positive opinion and recommending the brand (Wien, 2014; Wallace, 2014).

The proposed model also reveals the perceived-brand-relation can be measured by the degree of interdependence, self-connection, and perceived partner quality. However, as illustrated in the model (Figure 1), the impact of self-connection does not have a strong impact on perceived-brand-relation (exogenous measure). This might be merely due to the Mazola product-category or the Hispanic culture utilized in the study. Additional testing is needed to confirm the significance of self-connection as a measure of perceived-brand-relation.

Furthermore, the model shows the strong impact WOM behavior has on Hispanics. The collectivistic personality of the Hispanic culture can help explain the strong impact of WOM activity. When consumers are part of a social group that is highly influenced by a normative or reference group (Bearden et al., 1989), they are more likely to compare themselves and integrate with the rest of the members (Jones and Gerard, 1976) by sharing and caring (Berger and Stephen, 2010).

In practice, the results can assist in the understanding of cultural traditions as a predictor of brand equity. When a brand is linked to a cultural tradition, a relationship between a consumer and a brand is organically created with a predisposition to share positive information about the brand with family and friends (WOM) in person or via social media (eWOM). It is also important to remember Hispanics perceive family as a central institution in their society and their identity relies on respecting and strengthening the family rituals and the knowledge of the elders (Korzenny et al, 2017). That is why being "The Best" at following grandmas recipes, for instance, creates a sense of pride and honor. Marketing professionals should identify cultural traditions within segments and use these traditions to connect their brand names with the target markets.

Despite the theoretical and practical strength of this investigation, limitations were identified in this study in two areas: sample and product category. The data was collected using an online survey so the population was limited to computer users. Since the sample was not randomly selected the findings cannot be generalized. In addition, only 48 percent of the participants were Mazola users, yet this study did not investigate the factors related to non-Mazola users. It is possible that a non-Mazola consumer is familiar with the brand, and that her mother or grandmother may have used it, but the cultural connection is broken. Further research should investigate the antecedents of cultural traditions that can help to anticipate a consumer's cultural bond. With regard to the product category, this study measured the impact of cultural traditions in the kitchen (cooking), limiting the study to a food-product. Future research can include other products categories and different data collection methods.

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