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Master's Degree Program in
Data-Driven Marketing

***Brand-Consumer Relationship: The Congruence Between
Consumer and Brand Values***

NIVEA – CASE STUDY

Maria Jorge Canas Madeira

Master Thesis

presented as partial requirement for obtaining a Master's Degree in Data-Driven Marketing

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

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by

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Master Thesis presented as partial requirement for obtaining the Master's degree in Data-Driven Marketing, with a specialization in Digital Marketing and Analytics

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STATEMENT OF INTEGRITY

I hereby declare having conducted this academic work with integrity. I confirm that I have not used plagiarism, any form of undue use of information or falsification of results along the process leading to its elaboration. I further declare that I have fully acknowledged the Rules of Conduct and Code of Honor from the NOVA Information Management School.

Águeda, 27th May 2024

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ABSTRACT

A prosperous brand is distinguished by its connection with consumers. With consumer and brand values and behaviors evolving increasingly, it is important to ascertain whether the alignment of both values is a crucial factor in strengthening their relationship and maintaining brand loyalty. Therefore, the objective of this research is to determine whether congruence between values is essential in fostering brand loyalty, using the brand Nivea as a case study. A quantitative research approach was employed, utilizing an online questionnaire to gather data from Nivea consumers. The results indicated a significant positive correlation between value congruence and brand loyalty, enhancing the existing literature on consumer-brand relationships. These findings provide Nivea valuable insights about the importance of aligning their values with those of their consumers to maintain and enhance loyalty.

KEYWORDS

Brand Personality; Consumer Values; Brand Trust; Brand Loyalty; Brand-Consumer Values

Sustainable Development Goals (SDG)



TABLE OF CONTENTS

1. Introduction	1
2. Literature review	3
2.1 BRAND.....	3
2.2 BRAND ESSENCE: PERSONALITY & VALUES	3
2.3 CONSUMER'S VALUES	4
2.4 BRAND-CONSUMER RELATIONSHIP.....	5
2.4.1 BRAND LOYALTY	5
2.4.2 BRAND TRUST	6
2.4.3 THE INTERPLAY OF TRUST AND BRAND LOYALTY	6
2.4.4 CONGRUENCE BETWEEN CONSUMER AND BRAND VALUES	7
2.5 CONCEPTUAL MODEL	9
3. Method	10
3.1 SITUATIONAL FRAMEWORK OF THE BRAND UNDERSTUDY: NIVEA.....	10
3.2 QUESTIONNAIRE DESIGN AND MEASUREMENT	10
3.3 DATA COLLECTION.....	12
3.4 PARTICIPANTS.....	12
4. RESULTS	14
4.1 MEASUREMENT MODEL	15
4.2 STRUCTURAL MODEL.....	16
4.3 MEDIATION ANALYSIS	19
5. Discussion	20
5.1 THEORETICAL CONTRIBUTIONS.....	20
5.2 PRATICAL IMPLICATIONS	21
5.3 LIMITATIONS AND FURTHER DEVELOPMENTS	21
Bibliographical References	23
WebGraphy	30
Appendix A	31
APPENDIX B	33

LIST OF FIGURES

Figure 1- Conceptual Model	9
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LIST OF TABLES

Table 1 - Constructs and measures	12
Table 2 - Demographics	13
Table 3 - <i>Internal Consistency</i>	15
Table 4 - <i>The Fornell-Larcker criterion</i>	16
Table 5 - <i>HTMT ratio of correlation</i>	16
Table 6 - <i>R square</i>	17
Table 7 - <i>f-square</i>	17
Table 8 - <i>Statistical significance of coefficients</i>	18
Table 9 - <i>Variance Inflation Factor</i>	18
Table 10 - <i>Tottal effects</i>	19
Table 11 - <i>Total indirect effects</i>	19
Table 12 – <i>Indicators</i>	32

1. INTRODUCTION

A prosperous brand is distinguished by its connection with consumers (Sari et al., 2022). Through perceived commitment, it stirs emotions and cultivates loyalty, fostering an enduring and mutually advantageous engagement in the consumer-brand relationship. However, the paramount aspect is the foundational elements that underpin their connection (Cui et al., 2018; Mrad et al., 2019; Sari et al., 2022).

In this landscape, brands increasingly strategize to forge strong emotional bonds with consumers. This pursuit of emotional connection is motivated by recent studies demonstrating its significant advantages, notably reflected in heightened levels of brand loyalty. Research on the topic indicates that more than merely meeting consumer needs is crucial to securing brand loyalty (Carroll & Ahuvia, 2006; Kim et al., 2010; Rather et al., 2022). In brand loyalty research, brand trust is widely acknowledged as a primary antecedent (Chaudhuri & Holbrook, 2001; Santos et al., 2022; Harris & Goode, 2004; Zhou et al., 2012). Trust emerges from positive past experiences (Luo et al., 2015) and fosters brand loyalty by establishing valued exchange relationships with consumers (Michel et al., 2022; Rather et al., 2022).

According to Brito (2016), beyond creating positive associations and a distinctive value proposition, it is crucial to master the art of cultivating long-term relationships with consumers. Building robust brands extends beyond delivering quality products; it encompasses values offering consumers psychological and functional benefits. This constellation of values shapes the brand's mission and personality in the eyes of the consumer. The challenge for brands lies in setting themselves apart in the market and establishing an identity that elicits profound positive associations (Japutra & Molinillo, 2019; Rather et al., 2022; Tuškej et al., 2013). The relationship between brands and consumers is grounded in shared values and the fulfillment of a brand's promise to its current and potential customers, fostering brand loyalty. Therefore, brands must comprehend the pivotal factors and values consumers weigh in their choices.

The concepts of loyalty, trust, brand personality, and brand and consumer values are extensively discussed in marketing literature from various perspectives (Michel et al., 2022; Molinillo et al., 2017a; Rather et al., 2022; Villagra et al., 2021). However, understanding the importance of congruence between consumer values and brand values for brand loyalty is not widely addressed in the literature. With consumer and brand values and behaviors evolving increasingly, it is important to ascertain whether the alignment of both values is a crucial factor for brand loyalty. Therefore, the objective of this research is to determine whether indeed congruence between values is essential in fostering brand loyalty. More specifically, this study focuses on the Nivea brand due to its leading position in many categories in the cosmetics sector, its history of more than 100 years, and the fact that there have been few studies on this subject for this specific brand. Within this context, a fundamental question is

whether the congruence between the values of consumers and brands is an essential factor in maintaining consumer loyalty. To address the problem under study, the guiding question is: **"How important is the congruence between Nivea's values and those of consumers on consumer loyalty?"**. This will serve as the guiding thread for the research development and as a reference for the entire study.

This study is organized into five main chapters: Introduction, Literature Review, Method, Results and Discussion, and Conclusion. The first chapter outlines the framework of this research, introducing the topic to be dealt with throughout this study, its relevance, the objectives, and, in particular, the starting question and the entire structure of the research.

The second chapter thoroughly explores various concepts, specifically delving into the notions of brand, brand values, consumer values, brand loyalty, and the interplay between brand and consumer. This exploration is based on the congruence between consumer and brand values, consistently highlighting the interconnectedness of these concepts. It also outlines the conceptual model that served as the basis for this dissertation. It also presents the research questions and hypotheses associated with the model.

The third chapter discusses aspects and methodological options that characterize this research. The first part describes the sample used. Next, the procedures associated with collecting information are explained, focusing on the fundamental parts that made the questionnaire available online. Also, this chapter highlights the choice of the Nivea brand for the study.

The fourth chapter presents the results. Finally, in the fifth chapter, the conclusions of this study are presented, emphasizing the contribution of the research as well as its limitations and further developments.

2. LITERATURE REVIEW

2.1 BRAND

Brands are powerful entities because they combine functional, performance-based, and emotional values (Chernatony, McDonald & Wallace, 2011). The brand is the company's main asset and one of the decisive factors in the consumer's choice and purchase decisions (Keller & Lehmann, 2006). This powerful phenomenon is visible to everyone living in modern society.

Aaker (1991) describes the concept of brand through a parallelism between brand and product, stating that a brand is anything the consumer buys. A competitor can replicate a product, but the brand is unique; a product can quickly lose value and fade away, but the brand persists.

Coelho & Rocha (2007) emphasize that brands are relationships made up of a tangible facet (physical, name, symbols, and logo) and an intangible facet (values, beliefs, styles, and experiences). Combining these two facets allows the brand to establish relationships with its environment, the market, and consumers and to differentiate itself from its competitors.

2.2 BRAND ESSENCE: PERSONALITY & VALUES

Brand essence is the cohesive force that binds all elements and activities, constructing a brand's identity (Dejanović et al., 2023). In this context, exploring brand personality and values becomes imperative.

Aaker & Fournier (1995) emphasize the pivotal role of personality in untangling the intricate connections between brands and consumers. As defined by Aaker (1997), brand personality constitutes the array of human characteristics associated with a brand, playing a central role in establishing emotional connections with consumers.

Brand personality encompasses the subjective perceptions individuals hold about brand traits (Loureiro et al., 2020) and originates from positive consumer-brand interactions (Chiang & Yang, 2018). Its functional benefits go beyond forming individual brand-consumer relationships (Machado et al., 2019), being crucial in nurturing emotional bonds (Sander et al., 2021).

Consumers often gravitate toward brands that align with their personality traits (Huber et al., 2018; Japutra et al., 2019) or distinctive brands that mirror their ideal personality for self-expression and enhancement (Mandal et al., 2020). Brand personality not only stimulates brand usage and preference (Munasinghe, 2018) but also wields influence over consumer emotions (Ahmed et al., 2023) while being positively correlated with loyalty and trust (Molinillo et al., 2017b).

Moving beyond differentiation, brand personality assumes a pivotal role in facilitating emotional connections, enriching the significance attributed to the brand (Aaker & Fournier,

1995). Describing a brand's personality transcends mere attribute analysis, offering a deeper understanding of consumers' emotional connections (Avis et al., 2012).

Chernatony (2010) contends that brands possess personal values, playing a crucial role in shaping brand personality. Boyle (2003) extends this notion, suggesting that values are integral to a brand's personality, intertwining with demographic characteristics such as age, gender, and country of origin. The author explores whether the personality dimensions proposed by Aaker (1997), the "big five" (sincerity, excitement, competence, sophistication, and austerity), can be considered values. In essence, brand values represent the fundamental principles and core beliefs a brand upholds, essential for its identity and for forming an emotional connection with consumers.

2.3 CONSUMER'S VALUES

Understanding the stimuli that influence the process of choosing and acquiring goods or services is crucial, and consumer behavior is the field that delves into how people select and purchase these products to meet their needs and desires. As Rani (2014) highlighted, comprehending consumer behavior before, during, and after the purchase is essential for brands to respond effectively to current and potential buyers' needs, desires, and tastes.

Consumer values, as individual and subjective assessments of worth, are pivotal in shaping purchasing decisions. Keller & Kotler (2015) and (Rozenkowska, 2023) emphasize the importance of consumer values in guiding choices, fostering brand loyalty, and determining overall satisfaction and engagement with products and services. These values, extending beyond monetary considerations, are influenced by personal beliefs, cultural factors, social concerns, emotions, and past experiences. The exploration of values has emerged as indispensable for comprehending consumers and discerning trends that may materially impact their attitudes and behaviors (Cardoso & Costa, 2008)

Personal values embody individuals' beliefs about desirable states of existence and modes of behavior. They reside more prominently in the core dimension than the periphery, steering actions and judgments through specific situations, proving significant in crucial assessments and decisions (Vinson et al., 1977).

As defined by Rokeach (1968), values serve as criteria or standards that govern judgments, attitudes, and actions. This concept is integral to personal identity and pivotal in shaping attitudes and behaviors (Lavack & Kropp, 2003). These values, deeply rooted in individuals, influence their evaluations and choices regarding individuals, objects, and ideas, forming a vital connection between values and behavior.

Within the framework of society, a shared set of values prevails among its members, transferred through established social interactions (Kim et al., 2002). Cultural similarities, social systems, class, gender, occupation, education, religion, and political identification are key variables that contribute to the formation of similar value systems (Rokeach, 1968).

Recognizing the significance of personal values in guiding actions and judgments, marketers can tailor their strategies to align with prevailing values, ensuring more resonant and effective communication with the target audience (Rokeach, 1968). The role of personal values as standards or criteria holds a profound connection between individuals' beliefs and their subsequent behavior in evaluating and choosing among various aspects of life (Vinson et al., 1977).

Keller & Kotler (2015) identify cultural, social, personal, and psychological factors as significant influencers of consumer values.

i. Cultural Factors:

As noted by Keller & Kotler (2015), culture is the primary determinant of an individual's behavior and desires. From childhood, individuals absorb values, perceptions, preferences, and behaviors from their family and society, influencing their decisions. Brands must be aware of cultural differences within and between countries, as these exert conscious or unconscious pressure on individuals, shaping acceptable behaviors. Teixeira (2010) emphasized the role of culture, portraying it as a complex mix of values and beliefs passed down through generations and reinforced by institutions like schools and churches. Cultural influences are crucial to understanding consumer habits, often deeply embedded in societal culture.

i. Social Factors:

According to Keller & Kotler (2015), social factors significantly impact purchasing behavior, with reference groups, family, and social roles playing crucial roles.

i. Personal Factors:

Various personal factors, such as age, life stage, occupation, economic circumstances, values, lifestyle, personality, and self-concept, substantially influence choosing behavior.

i. Psychological Factors:

The interplay of environmental and marketing stimuli with consumer characteristics results in behavior and purchasing decisions. Keller & Kotler (2015) highlight psychological influences, including motivation, perception, learning, beliefs, and attitudes, as integral to understanding these effects (Ebert & Griffin, 2009).

2.4 BRAND-CONSUMER RELATIONSHIP

2.4.1 BRAND LOYALTY

Loyalty to brands, identified as a key factor in the consumer-brand relationship by Helfer & Orsoni (1996), is characterized by a customer's positive attitude, commitment, and intention to continue making purchases (Helfer & Orsoni, 1996). This commitment is evident in the repeated selection of a specific brand's product over time (Belch & Belch, 2001), with brand-loyal consumers less inclined to switch to a different brand.

The marketing literature extensively explores the concept of brand loyalty, with notable contributions from researchers such as Keller & Lehmann (2006) and Oliver (1999).

While various definitions have been proposed for brand loyalty, Oliver (1999) offers a particularly insightful one (Alizadeh & Kashani, 2023). Oliver (1999) characterizes loyalty as a deep commitment that results in consistent repurchases of products and services, emphasizing both behavioral and attitudinal aspects. Behavioral loyalty pertains to a consumer's inclination to repurchase from the same brand, while attitudinal loyalty entails an emotional and psychological bond, indicating a deeper and more lasting connection (Chaudhuri & Holbrook, 2001; Tuškej et al., 2013). In attitudinal loyalty, an affective bond develops, underscoring the consumer's intention to maintain a long-term relationship with the brand (Chaudhuri & Holbrook, 2001).

Brand loyalty manifests in different forms, encompassing cognitive, affective, conative, and action loyalty (Lam et al., 2013). Crystalis and Chrisoko (2014) succinctly define brand loyalty as the ultimate response of a customer toward a brand's services and products.

2.4.2 BRAND TRUST

Brand trust is consumers' reliance on a brand's consistent performance in fulfilling its functions (Chaudhuri & Holbrook, 2001a). Louis & Lombart (2010) have defined brand trust as the brand's dependability and the consumer's confidence that the product can deliver its promised value. It is a foundational and critical element in relationship dynamics (Meilani, & Ian, 2020).

Morgan & Hunt (1994) assert that trust is fundamental for creating and sustaining long-term company-customer relationships. Yohana & Ian (2020) further emphasize that trust is essential for achieving customer loyalty. Previous research has consistently shown that brand trust is a precursor to brand loyalty (Liu et al., 2020; Menidjel et al., 2017; Meilani, & Ian, 2020). Consumers who trust a brand generate positive feelings about its goodness, honesty, and integrity. This strengthens the brand's relationship with the consumer (Arachchi, 2022).

2.4.3 THE INTERPLAY OF TRUST AND BRAND LOYALTY

Consumers forge connections with brands in a manner akin to their relationships with individuals, engaging in conversations about daily life with brands viewed as relational partners (Coelho et al., 2018; Fournier, 1998; Fournier & Alvarez, 2012; Santos et al., 2022). Brand trust is central to these consumer-brand relationships, a pivotal element emphasized by Islam & Rahman (2016) and Hollebeek & Macky (2019). Trust is rooted in consumers' confidence in a brand's ability to fulfill its promises, as highlighted by (Chaudhuri & Holbrook, 2001) fostering emotional connections and a sense of ease in the relationship (Algesheimer et al., 2005; Leckie et al., 2016).

In the realm of brand loyalty research, brand trust is widely recognized as a primary antecedent (Chaudhuri & Holbrook, 2001; Harris & Goode, 2004; Zhou et al., 2012). This trust

arises from positive past experiences (Luo et al., 2015), laying the groundwork for brand loyalty through the establishment of valued exchange relationships with consumers (Morgan & Hunt, 1994; Sirdeshmukh et al., 2002). This leads to the following hypothesis:

H1: Brand loyalty is positively impacted by brand trust.

2.4.4 CONGRUENCE BETWEEN CONSUMER AND BRAND VALUES

The foundation of the relationship between consumers and brands, as outlined by Fournier (1998) and Keller (2003), lies in a set of values that distinctly identify and define the brand. The brand reflects the relationship between the buyer and the purchased product (Laforet, 2010), encapsulating the promise made by the brand to its customers. This relationship is intricately woven with trust, shared values, and the consistent fulfillment of promises. It is imperative for brands to consistently deliver on their promised value through quality and ongoing innovation, fostering relevance and esteem among their target audience over time to prevent the relationship from becoming fragile (Laforet, 2010).

In a groundbreaking study exploring the intricate nature of brand-consumer relationships, Fournier (1998) developed a conceptual model assessing the quality of this relationship and its reflection in stability and duration. Consumers engage with brands not solely based on liking or functionality but purposefully seek relationships that add meaning to their lives, sometimes leading to intense connections (Fournier, 1998). The literature indicates that consumers differ in both their perceptions of brands and their relationships with them, encompassing functional, practical, psychosocial, and emotional dimensions (Fournier, 1998; Muniz et al., 2001).

Literature from Fournier (1998), Keller (2003), Laforet (2010), Tuškej et al. (2013), and MacInnis & Folkes (2017) underscores the pivotal role of congruence between a consumer and brand's values in ensuring brand success. This alignment encompasses brand identity, personality, promise, positioning, and image, fostering an emotional connection, building trust, differentiation from competitors, and effective communication.

Additionally, a brand's symbolic meaning is communicated through its personality and related marketing activities (Huang et al., 2012; Malär et al., 2011; Moons & de Pelsmacker, 2015). Therefore, the alignment between a consumer's personality and that of a brand aids in shaping the consumer's self-concept, potentially resulting in more positive product evaluations when their personalities align (Lam et al., 2013; Sung & Choi, 2012). Moreover, the literature highlights that choosing a brand with a specific personality allows consumers to express their identities (Villagra et al., 2021). This connection strengthens the consumer-brand bond, thereby boosting loyalty (Fournier, 1998; Villagra et al., 2021). This leads to the following hypothesis:

H2: Brand personality positively influences brand loyalty.

Research on consumer-brand dynamics has explored the tendency of consumers to attribute human-like features and personality traits to a brand, influencing perceptions of trustworthiness, fairness, and accountability (MacInnis & Folkes, 2017). From a relationship marketing perspective, trust is a key outcome that arises when a brand's personality aligns with the consumer's traits (Villagra et al., 2021). Research from Japutra & Molinillo (2019), Molinillo et al., (2017), and (Villagra et al., 2021) underscores this connection, indicating that brand personality positively impacts consumer-brand relationships such as brand trust. This leads to the following hypothesis:

H3: Brand personality positively influences brand trust.

As highlighted by Sirgy (1982), consumers often identify congruities between the brand and facets of their identity, viewing the brand as similar to themselves. This alignment is the basis for a profound connection between the consumer and the brand.

A comprehensive meta-analysis by Aguirre-Rodriguez et al. (2012) emphasized the substantial impact of brand personality congruity on consumers' attitudes, intentions, and purchase behavior. The effects are heightened when congruity reflects a similarity between the brand's personality and that of the consumer, emphasizing the congruity of values. This leads to the following hypothesis:

H4: Brand personality positively influences the congruence between consumer and brand values.

Consumers form brand relationships based on how much a brand feels like them and is linked to their identity, group memberships, and social status. The congruence of brand values with a consumer's identity is crucial in shaping the consumer-brand relationship (MacInnis & Folkes, 2017).

Exploring the pivotal aspect of trust, Lacap (2021) characterizes it as a psychological factor that mirrors confidence in a brand's steadfast commitment to consistent actions, benevolence, and the fulfillment of expectations over time.

Trust serves as a precursor to a recognized relationship because consumers are inclined to align themselves with a reliable brand, expressing their self-identity or elevating their self-esteem (Keh & Xie, 2009). It stands as a crucial variable in the consumer-brand dynamic, influencing the consumer's inclination to perpetuate and fortify their association with the brand. The alignment of values between consumers and brands positively impacts the quality of the brand relationship (Namkung & Park, 2020a). This leads to the following hypothesis:

H5: Congruence between consumer and brand values positively influences brand trust.

The alignment between brand and consumer values can be understood as the degree to which the values represented by the brand align with those prioritized by the consumer (Michel et al., 2022). Consumer-brand value congruence refers to how closely a customer's values align

with their perception of the brand's values (Rather et al., 2022). For instance, a consumer might evaluate how well a brand matches their values, influencing their decision to continue using it (Rather et al., 2022; Tuškej et al., 2013). This value congruence will likely enhance customer-perceived brand identification (Rather et al., 2022; Rather & Camilleri, 2019; Tuškej et al., 2013). Strong brand identification is key to fostering enduring customer-brand relationships and loyalty (Villagra et al., 2021). Therefore, consumers are inclined to choose brands that resonate with their values (Leão et al., 2007). This leads to the following hypotheses:

H6: Congruence between consumer and brand values positively influences brand loyalty.

2.5 CONCEPTUAL MODEL

This study aims to comprehend the complex dynamics of the relationship between a brand and the consumer, exploring the fundamental elements influencing consumer loyalty. The conceptual model presented below highlights the main components that shape this interaction. It provides a comprehensive basis for analyzing how the synchrony between Nivea's brand and consumer values is central to determining consumer loyalty. This topic will be explored in detail throughout this study.

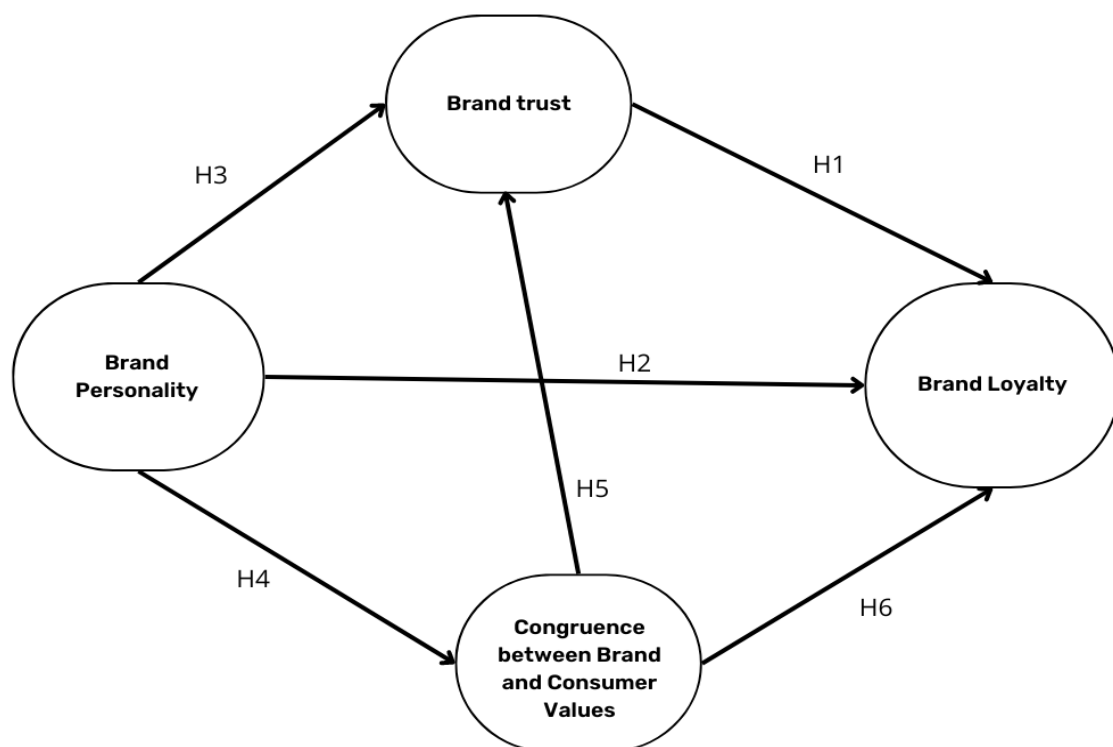


Figure 1- Conceptual Model

3. METHOD

3.1 SITUATIONAL FRAMEWORK OF THE BRAND UNDERSTUDY: NIVEA

The Nivea brand belongs to the Beiersdorf AG company, founded on 28 March 1882 by Paul Carl Beiersdorf. The company is originally from Germany, and its headquarters are in Hamburg (Beiersdorf Portugal, 2024).

The Nivea brand has been present internationally since 1914 and is currently available in more than 200 countries, with a portfolio of more than 500 products. Over time, it has developed various skincare products, which has led to many consumers trusting the brand today. Today, almost 30 percent of women worldwide use Nivea products (NIVEA Portugal, 2024).

The Nivea brand is considered the most important in the Beiersdorf group and has a positive image among consumers. The brand's values relate to safety, trust, closeness, and credibility, which are the result of the Beiersdorf group's values of "trust," "courage," "care," and "simplicity" (Beiersdorf, 2019: 1).

Nivea uses long-term consumer panels to recognize consumers' desires and thus be able to adapt and constantly innovate to meet their needs.

According to Kantar's 2020 Brand Footprint study, Nivea is among the 50 most chosen beauty and personal care brands worldwide, and in the European context, the brand is even the consumer's favorite (Culliney, 2020).

3.2 QUESTIONNAIRE DESIGN AND MEASUREMENT

Following the research framework, a data collection instrument was formulated, encompassing items derived from pertinent literature (table 1). The variable Brand Personality was sourced from Aaker (1997) and Mabkhot et al., (2017). The variable Brand Trust was sourced from Delgado-Ballester (2003) and Delgado-Ballester (2004). The variables, Brand Loyalty and Congruence between Brand and Consumer Values, were adapted from Santos et al. (2022) and Rather & Camilleri (2019), respectively. All items were assessed using a seven-point Likert scale, ranging from 1 "strongly disagree" to 7 "strongly agree".

Construct and Reference	Original item:	Adapted item:
Brand Personality (BP) Aaker (1997); Mabkhot et al. (2017)	Aaker Dimensions: Sincerity I believe this brand is down-to-earth I believe this brand is honest	 BPA1: I believe Nivea is down-to-earth. BPA2: I believe Nivea is honest.

	I believe this brand is wholesome	BPA3: I believe Nivea is wholesome.
	I believe this brand is cheerful	BPA4: I believe Nivea is cheerful.
	Excitement	
	I believe this brand is daring	BPA5: I believe Nivea is daring.
	I believe this brand is spirited	BPA6: I believe Nivea is spirited.
	I believe this brand is imaginative	BPA7: I believe Nivea is imaginative.
	I believe this brand is up-to-date	BPA8: I believe Nivea up-to-date.
	Competence	
	I believe this brand is reliable	BPA9: I believe Nivea is reliable.
	I believe this brand is intelligent	BPA10: I believe Nivea is intelligent.
	I believe this brand is successful	BPA11: I believe Nivea is successful.
	Sophistication	
	I believe this brand is upper class	BPA12: I believe Nivea is upper class.
	I believe this brand is charming	BPA13: I believe Nivea is charming.
	Ruggedness	
	I believe this brand is outdoorsy	BPA14: I believe Nivea is outdoorsy.
	I believe this brand is tough	BPA15: I believe Nivea is tough.
Brand Trust (BT) Delgado (2003); Delgado (2004)	This brand cares about my needs	BTA1: Nivea cares about my skincare needs.
	This brand is an honest brand	BTA2: Nivea is an honest and transparent brand.
	This brand guarantees satisfaction	BTA3: Nivea guarantees satisfaction with its products.
	This brand never disappoints me	BTA4: Nivea never disappoints me in terms of quality and effectiveness.
	This brand would compensate me in some way for any problem	BTA5: If I encounter any issue, I trust that Nivea will compensate me in some way.
	This brand is sincere with me	BTA6: Nivea is sincere in its communication with me.

	I can rely on this brand	BT7: I can rely on Nivea for consistent and reliable skincare solutions.
Brand Loyalty (BL) Santos et al. (2022)	I intend to buy this brand in a near future I intend to buy other products of this brand I will recommend this brand to others I am willing to pay a price premium over competing products to be able to purchase this brand again I always say positive things about this brand on social media page brand	BLA1: I intend to purchase Nivea in the near future. BLA2: I plan to explore and buy other skincare products from Nivea. BLA3: I will recommend Nivea to others based on my positive experiences. BLA4: I am willing to pay a price premium for Nivea over competing products to continue using this brand. BLA5: I consistently share positive feedback about Nivea on my social media pages.
Congruence Between Brand and Consumers Values (BCV) Rather & Camilleri (2019)	I have a clear understanding of the core values of this hotel brand I really support the intent of the core values of this hotel brand I have a great deal of agreement about what this hotel brand's core values represent	BCVA1: I have a clear understanding of the core values of the Nivea brand. BCVA2: I really support the intent of the core values of the Nivea brand. BCVA3: I have a great deal of agreement about what the core values of the Nivea brand represent.

Table 1 - Constructs and measures

3.3 DATA COLLECTION

The research focuses on Nivea’s consumers as the target population. To collect data, an online questionnaire was designed and implemented through Qualtrics. The questionnaire was shared across multiple platforms, such as Instagram, Facebook, and WhatsApp, to ensure a diverse sample that included individuals from different genders, age groups, occupations, and other relevant characteristics. The participation of respondents was anonymous and voluntary, emphasizing the commitment to participant privacy. This approach aims to capture a rich array of perspectives and insights, enhancing our understanding of the diverse experiences within the Nivea consumer community.

3.4 PARTICIPANTS

The sample consisted of a total of 377 participants, however, after data cleaning, only 265 responses were considered. Among the 265 participants, 57% were female, 40% were male, 1% identified as non-binary, and 2% preferred not to respond. Regarding age distribution, 54% were aged between 18 and 25, 7% between 26 and 35, 6% between 36 and 45, and 33% were

over 45. 62% of the participants were employed, 36% were students, and 2% were unemployed. Lastly, concerning educational attainment, 34% had only completed high school, 29% had a bachelor's degree, 11% had a postgraduate degree, 23% had a master's degree, and 2% had a doctoral degree. It is also noteworthy that all participants were familiar with Nivea and used their products.

Gender	Percentage	Count
Female	57%	151
Male	40%	106
Non-binary	1%	3
Prefer not to answer	2%	5
Age		
18-25	54%	143
26-35	7%	19
36-45	6%	16
+45	33%	87
Occupation		
Student	36%	95
Worker	62%	165
Unemployed	2%	5
Educational qualification		
High School	34%	91
Bachelor's Degree	29%	78
Postgraduate	11%	30
Master's Degree	23%	61
Doctoral Programme	2%	5

Table 2 - Demographics

4. RESULTS

For the data analysis, PLS-SEM model and Bootstrapping via Smart PLS 4 software was applied. The PLS-SEM allowed us to model complex relationships between the variables while Bootstrapping assessed the precision and stability of the estimates, providing a robust and reliable analysis of the results.

The analysis focused on the variables brand personality, brand trust, brand loyalty, and congruence of values. In Table 12 (Appendix) we can see the results of the mean and standard deviation of all the indicators composing these variables.

For Brand Personality participants showed a strong consensus regarding the distinctive attributes associated with Nivea. Mean scores for different attributes ranged between approximately 4.3 and 5.9. Attributes such as "successful" (mean = 5.9) and "reliable" (mean = 5.4) received high scores, reflecting a consistently positive perception among consumers. Standard deviations for these indicators ranged from approximately 1.2 to 1.7, indicating that participants' responses were generally consistent regarding perceptions of Nivea's brand personality.

Regarding Brand Trust, the results were similarly robust. The mean ranging from 4.8 and 5.2. Indicators such as "cares about skincare needs" (mean = 5.2) and "guarantees satisfaction with products" (mean = 5.2) showed high agreement among participants. Standard deviations, ranging from approximately 1.3 to 1.5, suggest that participants' opinions on these aspects of the Nivea brand were also consistent.

In terms of Brand Loyalty, the mean for these indicators ranged from 4.3 and 5.1. Consumers demonstrated a strong intention to continue purchasing Nivea products in the near future (mean = 5.0) and to recommend them based on positive experiences (mean = 5.1). However, there was slightly less willingness to explore and purchase other products from the brand (mean = 4.8), reflecting a slightly lower score compared to other aspects of loyalty. Standard deviations for these indicators, ranging from 1.4 and 1.7 indicate moderate variability in participants' responses, reflecting diverse perceptions of loyalty towards the Nivea brand.

Lastly, regarding Congruence between brand and consumer values, participants showed a high level of agreement with Nivea's core values. The mean ranging between 4.5 and 4.7. Indicators such as "clear understanding of core values" (mean = 4.5) and "support for the intent of core values" (mean = 4.6) reflected a perception that, although positive, indicates only a mild agreement from consumers, without strong enthusiasm. Standard deviations for these indicators, ranging from approximately 1.4 to 1.6, indicate satisfactory consistency in participants' responses regarding these aspects.

These results collectively suggest that consumers perceive the Nivea brand as possessing a distinctive personality, inspiring trust and loyalty, and demonstrating alignment with their

values. Additionally, the consistency in participants' responses indicates the reliability of these findings, providing valuable insights into consumer perception of the Nivea brand and offering a solid foundation for understanding and enhancing the brand-consumer relationship.

4.1 MEASUREMENT MODEL

The measurement model analysis was performed to assess the reliability and validity of the measures. Subsequently, the structural model was evaluated to examine the structural relationships within the model.

When analyzing the results through PLS-SEM, the first step is to observe if the loadings are equal to or greater than 0.7 (Hair et al., 2017). Following this analysis, it was noted that one of the loadings exhibited a low value of 0.551, specifically, the loading between the Brand Loyalty construct and the indicator “I consistently share positive feedback about Nivea on my social media pages”. Consequently, the indicator was removed, and the model was rerun. To assess significance, bootstrapping analysis was employed. For a relationship to be significant, the p-value must be less than 0.05 (Hair et al., 2017). All loading values were 0.00. Thus, it was concluded that all relationships were significant, as shown in Table 10 (Appendix).

Table 3 shows the composite reliability and Cronbach's alpha values above 0.7, indicating internal consistency (Hair et al., 2017). The convergence validity was tested with the average variance extracted (AVE), having all constructs a value greater than 0.5 (Hair et al., 2017).

	Cronbach's alfa	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Brand Consumers Values	0,918	0,921	0,948	0,858
Brand Loyalty	0,894	0,902	0,927	0,760
Brand Personality	0,949	0,950	0,955	0,584
Brand Trust	0,936	0,939	0,948	0,724

Table 3 - Internal Consistency

Next, discriminant validity was assessed using the Fornell-Larcker criterion and the heterotrait-monotrait ratio of correlations (HTMT). Table 4 presents the Fornell-Larcker criterion, where the square root of the average variance extracted (AVE) should exceed the correlations among the components (Hair et al., 2017) (Hair et al., 2017).

Almost all of the heterotrait-monotrait ratio of correlations (HTMT) is below 0.9, as shown in Table 5, which means that the constructs have discriminant validity, as the correlations between constructs are lower than the correlations within the same construct (Hair et al., 2017). However, the correlation between Brand Trust and Brand loyalty presents a value above 0.90, suggesting a lack of discriminant validity between these constructs. Attached is

the Loadings table, which helps justify why we're not taking any action regarding these two constructs mentioned above, as the values show a good relationship between the questions and the variables. Also, as shown in the literature review, these two concepts are interconnected.

	Brand Consumers Values	Brand Loyalty	Brand Personality	Brand Trust
Brand Consumers Values	0,927			
Brand Loyalty	0,737	0,872		
Brand Personality	0,639	0,752	0,764	
Brand Trust	0,678	0,834	0,801	0,851

Table 4 - The Fornell-Larcker criterion

	Heterotrait-monotrait ratio (HTMT)
Brand Loyalty <-> Brand Consumers Values	0,815
Brand Personality <-> Brand Consumers Values	0,683
Brand Personality <-> Brand Loyalty	0,810
Brand Trust <-> Brand Consumers Values	0,730
Brand Trust <-> Brand Loyalty	0,906
Brand Trust <-> Brand Personality	0,844

Table 5 - HTMT ratio of correlation

The results from the measurement model show that the model exhibits strong reliability of components, is consistent internally, and has good convergent and discriminant validity, resulting in statistically distinct components suitable for testing the structural model afterwards.

4.2 STRUCTURAL MODEL

The analysis of the hypothesis and the connections between the constructs were based on paths that would follow a pattern. The significance levels of these paths were determined through a consistent bootstrapping resampling technique with 5000 samples.

Table 6 displays the R square values. The closer R^2 is to 1, the better, as it signifies higher predictive accuracy (Hair et al., 2017). However, determining general guidelines for acceptable adjusted R^2 values is challenging due to variations in model complexity and research fields (Hair et al., 2017). In this study, all adjusted R^2 values are deemed satisfactory, with the model explaining approximately 41%, 76%, and 69% of the variance in the respective variables.

	R-square	R-square adjusted
Brand Consumers Values	0,409	0,406
Brand Loyalty	0,758	0,755
Brand Trust	0,689	0,686

Table 6 - R square

Table 7 presents f^2 (f-squared), evaluating the model's ability to forecast dependent variables beyond the sample. A positive f^2 indicates that the model predicts dependent variables better than a reference forecast. It is instrumental in assessing the predictive relevance of the model and its generalization capacity to new samples (Hair et al., 2017). The f^2 shows a large effect of Brand Personality on Brand Trust and Brand Personality on Brand Consumer Values, medium effects of Brand Consumer Values on Brand Loyalty, Brand Consumer Values on Brand Trust and Brand Trust on Brand Loyalty, and small effects of Brand Personality on Brand Loyalty.

	f-square
Brand Consumers Values -> Brand Loyalty	0,178
Brand Consumers Values -> Brand Trust	0,150
Brand Personality -> Brand Consumers Values	0,691
Brand Personality -> Brand Loyalty	0,035
Brand Personality -> Brand Trust	0,735
Brand Trust -> Brand Loyalty	0,336

Table 7 - f-square

Table 8 displays the connections between the variables, supporting the hypothesis. The p-value represents the statistical significance of each component. P-values lower than 0.05 indicate that the relationship is considered statistically significant.

	Coefficients	T statistics	P values
Brand Consumers Values -> Brand Loyalty	0,289	4,609	0,000
Brand Consumers Values -> Brand Trust	0,281	3,877	0,000
Brand Personality -> Brand Consumers Values	0,639	14,154	0,000
Brand Personality -> Brand Loyalty	0,157	2,658	0,008
Brand Personality -> Brand Trust	0,622	9,959	0,000
Brand Trust -> Brand Loyalty	0,511	6,804	0,000

Table 8 - Statistical significance of coefficients

The results show that all the hypotheses are statistically significant.

Table 9 presents the VIF (Variance Inflation Factor) values for the constructs analyzed. A VIF below 3.3 typically indicates no severe multicollinearity among the variables (Hair et al., 2017). High multicollinearity can inflate the standard errors of the coefficients, making it difficult to determine the individual effect of each variable.

The results confirm that there is no significant multicollinearity among the variables, ensuring that the estimated coefficients in the regression model are stable and reliable, allowing for a clear interpretation of the individual effects of each variable.

However, it is important to note that the VIF value of 3.213 for "Brand Trust -> Brand Loyalty" is close to the upper limit of 3.3, which may indicate a potential lack of discrimination between these constructs. Insufficient discrimination between constructs is an important limitation as it can compromise the discriminant validity of the model, making it difficult to distinguish between different constructs clearly. It is also important to mention that, in the assessment of discriminant validity, the correlation between these variables was slightly above the threshold.

	VIF
Brand Consumers Values -> Brand Loyalty	1,944
Brand Consumers Values -> Brand Trust	1,691
Brand Personality -> Brand Consumers Values	1,000
Brand Personality -> Brand Loyalty	2,934
Brand Personality -> Brand Trust	1,691
Brand Trust -> Brand Loyalty	3,213

Table 9 - Variance Inflation Factor

4.3 MEDIATION ANALYSIS

As shown in Tables 10 and 11, mediation analysis was conducted. The total effects results indicated significant impacts, supporting all the hypotheses in the model. The total indirect effects demonstrated the mediation role of Brand Trust in the relationship between Brand Consumer Values and Brand Loyalty. Similarly, Brand Consumer values mediated the relationship between Brand Personality and Brand Trust. Finally, the analysis revealed the mediation of Brand Trust and Brand Consumer Values in the relationship between Brand Personality and Brand Loyalty.

	Total effects	T statistics	P values
Brand Consumers Values -> Brand Loyalty	0,433	6,674	0,000
Brand Consumers Values -> Brand Trust	0,281	3,877	0,000
Brand Personality -> Brand Consumers Values	0,639	14,154	0,000
Brand Personality -> Brand Loyalty	0,752	21,277	0,000
Brand Personality -> Brand Trust	0,801	25,712	0,000
Brand Trust -> Brand Loyalty	0,511	6,804	0,000

Table 10 - Total effects

	Total indirect effects	T statistics	P values
Brand Consumers Values -> Brand Loyalty	0,143	3,289	0,001
Brand Personality -> Brand Loyalty	0,595	12,134	0,000
Brand Personality -> Brand Trust	0,179	3,896	0,000

Table 11 - Total indirect effects

5. DISCUSSION

5.1 THEORETICAL CONTRIBUTIONS

Building consumer trust and loyalty is an ongoing challenge, even for a well-established brand with a rich history like Nivea. As brands evolve and update their presence in the market, consumer preferences and values also change. Increasingly, new generations pay attention to details that previous generations overlooked, making it crucial for brands to align their values with those of their target audience. The findings of this dissertation confirm this trend. Consumers increasingly trust and remain loyal to brands that reflect their values and personality.

The aim of this study was to understand the importance of the congruence between brand values and consumer values for brand loyalty, using Nivea as a case study. However, to address this issue, it was necessary to analyse other variables that are directly or indirectly related. The results support the first hypothesis that brand loyalty is positively impacted by brand trust. This aligns with studies by several authors such as Chaudhuri & Holbrook (2001b), Zhou et al. (2012), and Santos et al. (2022). They all state that brand trust is the primary antecedent of brand loyalty; before consumers can be loyal, they must first trust the brand, a finding also confirmed by this study.

The second and third hypotheses of this study, which state that brand personality positively influences brand loyalty and that brand personality positively influences brand trust, respectively, are also confirmed. The results show that the more aligned the brand's personality is with that of the consumers, the more likely consumers will trust the brand and consequently become loyal to it. Authors such as Fournier, (1998), Japutra & Molinillo (2019), and Villagra et al. (2021) demonstrate in their studies that choosing a brand with distinctive personality traits allows consumers to express their own identity, consequently strengthening their bonds with the brand. As they begin to trust the brand, their loyalty is further enhanced.

The fourth hypothesis was also confirmed. Brand personality is closely tied to its values and positively impacts the congruence between consumer and brand values. In 1982, Sirgy stated that consumers who see personality traits and values in a brand begin to perceive the brand as similar to themselves, which serves as the foundation for a deep connection. This aligns with the study by Aguirre-Rodriguez et al. (2012), which demonstrates that the more similar the brand and consumer personalities are, the more similar their values will be as well. This finding was also concluded in this study.

The congruence between consumer and brand values positively influences brand trust, confirming the fifth hypothesis. The more aligned the values of consumers and brands are, the more trust consumers will have in the brand. This aligns with studies by Keh & Xie (2009), Namkung & Park (2020b), and Lacap (2021). Trust is a crucial variable in the consumer-brand dynamic. The alignment of values between consumers and brands positively influences brand

trust and consequently positively impacts the quality of the brand-consumer relationship, as stated by Namkung & Park (2020a).

Finally, the hypothesis addressing the main question of this study was also confirmed. The congruence between consumer and brand values positively influences brand loyalty. Authors such as Leão (2007), Rather & Camilleri (2019), Tuškej et al. (2013), and Villagra et al. (2021) demonstrate in their studies that consumers tend to choose brands that align with their values. This congruence leads them to continue purchasing and choosing that brand over similar ones. Therefore, it is also possible to affirm that value congruence is crucial for brand loyalty. If this congruence ceases to exist, the likelihood of consumers abandoning their loyalty to the brand is very high, even for well-established brands like Nivea, which have been passed down through generations and have a long-standing presence in the market.

5.2 PRATICAL IMPLICATIONS

The findings of this study have significant practical implications for brand managers and marketers, particularly those working with well-established brands like Nivea. The study demonstrates that the congruence between consumer and brand values is crucial for fostering brand loyalty. This insight can guide various strategic and operational decisions. Nivea should invest in regular market research to continuously understand the evolving values of its consumer base. This can help ensure that the brand's values remain aligned with those of its customers, enhancing loyalty and trust. Nivea must clearly and consistently communicate its core values across all marketing channels. Whether through advertising, social media, or public relations, the brand's messaging should reflect the values that resonate with its target audience. For example, if sustainability and skin health are fundamental consumer values, these should be prominently featured in marketing campaigns.

Moreover, product development should be steered by the values cherished by Nivea's consumers. If sustainability is a priority, Nivea could focus on eco-friendly packaging and ethically sourced ingredients, for example.

Continued research is essential for valuing congruence across diverse market segments and cultural contexts. Insights gleaned from such studies can inform more targeted strategies, assisting Nivea in maintaining and amplifying its market position.

By implementing these strategies, Nivea can not only maintain but also enhance its market position by ensuring that its brand values are consistently aligned with those of its consumers. This alignment will help foster deeper trust and loyalty, which is crucial for the brand's long-term success. However, the brand must not lose its personality. While it is essential to continuously align with its target audience, it is crucial for the brand to maintain its essence.

5.3 LIMITATIONS AND FURTHER DEVELOPMENTS

Like in other research, this study is not without limitations that should be considered in future efforts. Given that this study is confined to Portugal and Portuguese speakers, future

investigations could contemplate expanding the geographical scope of the sample to examine whether there are differences in consumer values across countries and cultures. Since Nivea has a rich history, it would also be intriguing to analyze a newer brand and ascertain if efforts to maintain this congruence of values are comparable.

The issue of discriminant validity among constructs should also be acknowledged in the study's limitations. Discriminant validity refers to the extent to which a construct is truly distinct from other constructs by empirical standards. A lack of discriminant validity indicates that constructs that are supposed to be different are not sufficiently distinct, which could lead to ambiguous results. To address this, the study incorporated the VIF values to assess multicollinearity among the constructs. While the VIF values generally fall within acceptable ranges, the presence of moderate collinearity in certain variables (with VIFs above 3.3) highlights a potential limitation. Future research should consider employing preliminary techniques such as factor analysis to ensure robust discriminant validity before applying Structural Equation Modeling.

Considering that the sample collected for this study is relatively small, with a total of 265 valid responses recorded, it would be more beneficial if future research considered a more robust sample, demonstrating a greater diversity of consumers. Another limitation of the study concerns the data collection process, which reached a non-random sample by convenience, making it not representative of the Nivea consumers.

Additional variables could be incorporated into the conceptual model in future research to analyze whether replacing one of the serially mediating variables would still maintain a positive indirect influence on the central relationship. One of these variables could be brand equity, for example.

It could also be interesting to investigate the opposite of this study and understand what happens to a prestigious brand if it becomes embroiled in controversy, calling into question the congruence between values.

Lastly, it could be intriguing to examine the values of different generations using the Nivea brand and understand which values different generations cherish, providing relevant insights to Nivea brand managers.

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APPENDIX A

	Mean	Standard deviation	Loadings	T statistics (O/STDEV)	P values
Congruence Between Brand and Consumer Values (Rather & Camilleri, 2019)					
BCVA1: I have a clear understanding of the core values of the Nivea brand.	4,490	1,577	0,905	54,81	0,000
BCVA2: I really support the intent of the core values of the Nivea brand	4,593	1,384	0,941	94,371	0,000
BCVA3: I have a great deal of agreement about what the core values of the Nivea brand represent.	4,711	1,401	0,934	89,2	0,000
Brand Loyalty (Santos et al., 2022)					
BLA1: I intend to purchase Nivea in the near future.	5,000	1,530	0,923	89,08	0,000
BLA2: I plan to explore and buy other skincare products from Nivea.	4,760	1,515	0,867	34,638	0,000
BLA3: I will recommend Nivea to others based on my positive experiences	5,084	1,475	0,903	64,584	0,000
BLA4: I am willing to pay a price premium for Nivea over competing products to continue using this brand.	4,342	1,667	0,789	24,93	0,000
Brand Personality (Aaker, 1997; Makbhot et al., 2017)					
BPA1: I believe Nivea is down-to-earth.	4,935	1,398	0,703	15,235	0,000
BPA10: I believe Nivea is intelligent.	5,156	1,262	0,773	23,631	0,000
BPA11: I believe Nivea is successful.	5,909	1,248	0,715	18,064	0,000
BPA12: I believe Nivea is upper class.	4,696	1,353	0,784	26,541	0,000
BPA13: I believe Nivea is charming.	4,734	1,242	0,839	39,572	0,000
BPA14: I believe Nivea is outdoorsy.	4,536	1,389	0,758	21,977	0,000
BPA15: I believe Nivea is tough.	4,833	1,382	0,734	19,849	0,000
BPA2: I believe Nivea is honest.	5,091	1,272	0,776	25,917	0,000
BPA3: I believe Nivea is wholesome.	5,080	1,336	0,783	29,404	0,000
BPA4: I believe Nivea is cheerful.	5,034	1,306	0,792	26,122	0,000
BPA5: I believe Nivea is daring.	4,468	1,345	0,739	18,229	0,000
BPA6: I believe Nivea is spirited.	4,548	1,316	0,767	24,955	0,000
BPA7: I believe Nivea is imaginative.	4,639	1,431	0,738	20,879	0,000
BPA8: I believe Nivea up-to-date.	4,905	1,352	0,773	25,087	0,000
BPA9: I believe Nivea is reliable.	5,403	1,316	0,78	26,647	0,000
Brand Trust (Delgado 2003; Delgado 2004)					
BTA1: Nivea cares about my skincare needs	5,198	1,381	0,851	31,466	0,000
BTA2: Nivea is an honest and transparent brand.	5,152	1,279	0,895	58,471	0,000
BTA3: Nivea guarantees satisfaction with its products.	5,236	1,281	0,891	51,68	0,000
BTA4: Nivea never disappoints me in terms of quality and effectiveness.	5,057	1,467	0,818	24,448	0,000

BTA5: If I encounter any issue, I trust that Nivea will compensate me in some way.	4,559	1,431	0,765	23,229	0,000
BTA6: Nivea is sincere in its communication with me.	4,772	1,351	0,828	27,607	0,000
BTA7: I can rely on Nivea for consistent and reliable skincare solutions.	5,091	1,362	0,899	66,801	0,000

Table 12 – Indicators

APPENDIX B

Appendix B – Questionnaire

Consent

Dear participant,

My name is Maria Madeira and I am currently working on my thesis dissertation as part of the Master's program in Data Driven Marketing with a specialization in Digital and Analytical Marketing at Nova Lisbon Information and Management School. This study aims to explore the relationship between consumers and the Nivea brand. There is no wrong or right answer, and there is no risk involved in answering any of the following questions. Remember that your participation in this survey is voluntary, which means that you are free to participate or not, as well as give up at any time. However, your responses are very important, completely anonymous, and will be used only for academic purposes. This study will take approximately 5 minutes to complete.

Informed Consent Form

I declare that I am 18 or over and agree to participate in this research. I declare that I was informed that my participation in this study is voluntary and that I can leave this survey at any time without penalty, and all data is confidential. I understand that I will evaluate responses and that this study does not offer serious risks.

- Yes, I agree to participate
- No, I disagree to participate

Q1: Have you heard of the Nivea brand?

- Yes
- No

Q2: How familiar are you with Nivea products?

- Slightly familiar
- Moderately familiar
- Very familiar

Q3: How often do you consume Nivea products?

- Daily
- Weekly
- Monthly or less frequent
- Never

Contex:

Explore **Nivea's personality**. In the next questions, answer how you see the brand's unique traits.

Q4: Considering Sincerity

- I believe Nivea is down-to-earth (realistic).
- I believe Nivea is honest.
- I believe Nivea is wholesome (pure/healthy).
- I believe Nivea is cheerful (happy/joyful).

Q5: Considering Excitement

- I believe Nivea is daring (bold/fearless).
- I believe Nivea is spirited (lively/energetic).
- I believe Nivea is imaginative (creative).
- I believe Nivea up-to-date (modern).

Q6: Considering Competence

- I believe Nivea is reliable (trustworthy).
- I believe Nivea is intelligent.
- I believe Nivea is successful.

Q7: Considering Sophistication

- I believe Nivea is upper class (sophisticated/elegant).
- I believe Nivea is charming (delightful).

Q8: Considering Ruggedness

- I believe Nivea is outdoorsy (nature-loving/adventurous).
- I believe Nivea is tough (resilient/strong).

Q9: Your thoughts on the upcoming questions will help me understand how you perceive and trust the Nivea brand. Please indicate your level of agreement with each statement by selecting the appropriate option below

- Nivea cares about my skincare needs.
- Nivea is an honest and transparent brand.
- Nivea guarantees satisfaction with its products.
- Nivea never disappoints me in terms of quality and effectiveness.
- If I encounter any issue, I trust that Nivea will compensate me in some way.
- Nivea is sincere in its communication with me.
- I can rely on Nivea for consistent and reliable skincare solutions.

Q10: Share your thoughts on the following questions to help me understand your commitment to the Nivea brand.

- I intend to purchase Nivea in the near future.
- I plan to explore and buy other skincare products from Nivea.
- I will recommend Nivea to others based on my positive experiences.
- I am willing to pay a price premium for Nivea over competing products to continue using this brand.
- I consistently share positive feedback about Nivea on my social media pages.

Q11: Uncover the alignment between your values and Nivea's. Answer the upcoming questions to help me gauge how well the brand resonates with your personal values.

- I have a clear understanding of the core values of the Nivea brand.
- I really support the intent of the core values of the Nivea brand.
- I have a great deal of agreement about what the core values of the Nivea brand represent.

Page Break

Thank you for sharing your insights on Nivea! Now, I'd like to gather some demographic information to better understand the diverse perspectives contributing to this study.

Q12: Gender

- Female
- Male
- Non-binary
- Prefer not to answer

Q13: Age

- 18-25
- 26-35
- 36-45
- +45

Q14: Occupation

- Student
- Worker
- Unemployed

Q15: Educational qualification

- High School
- Bachelor's Degree
- Postgraduate
- Master's Degree
- Doctoral Programme

