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Improvised Marketing Interventions in Social Media: Effects on Brand Loyalty and Engagement

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the Master's degree in Statistics and Information
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**IMPROVISED MARKETING INTERVENTIONS IN SOCIAL MEDIA:
EFFECTS ON BRAND LOYALTY AND ENGAGEMENT**

by

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Dissertation presented as partial requirement for obtaining the Master's degree in Information Management, with a specialization in Marketing Intelligence

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ABSTRACT

Consumers are exposed on their social media to massive amounts of brand advertisement every day, reducing consumers' attention to brand posts. To overcome this, brands in social media have recently introduced improvised marketing interventions (IMIs) with the hopes improve consumers' engagement. Given the need for further research on the topic, this study aims to explore whether improvised marketing interventions have a positive effect on customer brand engagement. An experimental approach was conducted, with a total of 180 social media users, to examine how improvised marketing interventions in social media influences consumers' positive feelings and brand loyalty. The findings reveal that improvised marketing interventions (compared to a control condition) positively affect emotions, purchase intentions, consumer brand identification, and brand loyalty. Finally, the findings reveal how improvised marketing interventions can serve as a competitive advantage in brand communication strategies in social media.

KEYWORDS

improved marketing interventions, social media, improvisation, customer brand engagement, eWOM

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LIST OF ABBREVIATIONS AND ACRONYMS

- CBE** Customer Brand Engagement
IMI Improvised Marketing Intervention
eWOM Electronic Word-of-Mouth

1. INTRODUCTION

The best way for companies to engage with consumers is by using digital communications (Colicev et al. 2018; Kanuri et al. 2018; Lamberton and Stephen 2016; Wedel and Kannan 2016; Tellis, MacInnis, Tirunillai & Zhang, 2019). However, consumers are exposed on social media to massive amounts of advertisements from brands and influencers every day. These social media ads can be considered as overwhelming, repetitive, and irrelevant (Gitlin, 2016), leading consumers to feel saturated of online advertising (Wu, 2016).

For this reason, consumers' attention to brand posts is called into question from a practical and research standpoint. Consequently, scholars have expressed interest in improvised marketing interventions (IMIs) - actions on social media that are created and executed in real-time in response to an external event – that have the potential to improve the effectiveness of digital communication in order to help overcome this exhaustion (Borah, Banerjee, Lin, Jain & Eisingerich, 2020).

In February 2020, the two rival Portuguese beer brands Sagres and SuperBock, sponsors of several soccer teams and sporting events, joined together by creating an improvised marketing intervention on their social media to convey the message "against racism, there are no rivals". This publication was made with the purpose of responding to the controversy that started during a soccer game that involved the soccer player Marega, who was a victim of racist comments by the fans of Vitória Sport Clube. According to Observador (2020), the brands launched the Facebook post simultaneously on the seventeenth of February at 8 p.m.. By 11:30 p.m. (three and a half hours later), on SuperBock's Facebook page, where the brand had 813k followers, the publication had 21k reactions, 785 comments and 4.7k shares. On the Sagres page, with 311k followers, the publication had already generated 5.7k reactions, 252 comments and 870 shares. The publication made by the rival beer brands went viral, which demonstrates that improvised marketing interventions can generate an increasingly positive electronic Worth-of-Mouth (eWOM), getting results in terms of engaging (reactions, comments, and shares) far superior than regular posts. (See Table 1 in Appendix A, which compares nowadays values of engagement data (reactions, comments and shares) between the referenced improvised marketing intervention, and two regular posts published right before and after.).

The only prior research done exclusively about improvised marketing interventions is the one made in 2020 by Borah, Banerjee, Lin, Jain & Eisingerich, often cited in this paper, where it is mentioned that the Marketing Institute in 2016 pointed out the research limitations in the area and emphasized the need for "getting marketing 'right' in real-time". Prior research evidence shows that the use of

improvised marketing interventions impacts virality and firm value (Borah et al., 2020). However, the impact of using improvised marketing interventions for the growth of customer brand engagement and brand loyalty remains unknown. Subsequently, regarding the growing trend of engaging with consumers on social media (Goh, Heng, and Lin 2013; Hanson, Jiang, and Dahl 2019; Harmeling et al. 2017; Sheng 2019), understanding how improvised marketing interventions can act to influence customer brand engagement is a key factor for marketing theory and practice. This present study addresses this knowledge gap in the context of social media and with Portuguese brands. Therefore, this study will focus on the following main research question: How do improvised marketing interventions in social media impact customer brand engagement and brand loyalty?

This investigation contributes to the literature since improvised marketing interventions are very relevant for brands to use as an asset in their communication strategies. Firstly, it will reinforce that a preplanned annual communication strategy, created by most marketers annually, can lead to a brand being seen as out of touch and distant from its target audience (Borah et al., 2020). Secondly, COVID-19 introduced a new set of challenges and opportunities throughout the digital world. According to the State of Mobile 2020, consumers spend more than three hours a day on mobile devices. As a result, now more than ever, brands have to develop engaging and impactful advertisement, and improvised marketing interventions are an excellent opportunity for brands to take full advantage of digital communications to connect with consumers (Borah et al., 2020). Thirdly, this research explores the differences in social media users' feelings who are presented with improvised marketing interventions, compared to a control condition.

2. LITERATURE REVIEW

2.1 CUSTOMER BRAND ENGAGEMENT ON SOCIAL MEDIA

Companies started embracing, since the 1990s, a relationship-based approach instead of focusing solely on consumer transactions because they realized that focusing on a relationship marketing approach developed positive relationships with consumers, which granted consumer satisfaction and loyalty (Pansari & Kumar, 2017). Recently, this approach changed from relationship marketing to focus on engaging with consumers, since satisfying consumers was not enough to guarantee their loyalty and profitability (Pansari & Kumar, 2017). To engage with consumers, companies started to rely on social media (Gómez, Lopez, & Molina, 2019; So, King, & Sparks, 2014), as social media simplifies brand engagement, which is the level of interaction and connections between consumers and the brand (Gómez, Lopez, & Molina, 2019; Hanna et al., 2011; Kietzmann et al., 2011; Mangold & Faulds, 2009; Tsai & Men, 2013; Vivek et al., 2014; Ye et al., in press). Social media is an excellent approach for engaging with consumers and to reach a vast audience. According to Statista (2021), one of the most popular online activities is the use of social media. Over 3.6 billion individuals used social media in 2020, a number expected to grow to 4.41 billion by 2025.

Engagement is a relational construct (Schultz & Peltier, 2013), and it reflects the relationship interaction between the consumer and the brand (Hollebeek et al., 2014). Hollebeek (2011) defines customer brand engagement (CBE) as the degree of consumers' cognitive, emotional, and behavioral investment in brand interactions. Cognitive investment means, for example, the level of attention and concentration on the brand. Emotional investment indicates the positive feelings produced when the consumer interacts with the brand (Gómez, Lopez, & Molina, 2019; Harmeling et al., 2017). Behavioral investment refers to the demonstration that goes beyond purchase, such as word of mouth (WOM) and recommendations (Jaakkola & Alexander, 2014; Kumar et al., 2010; Van Doorn et al., 2010). Consequently, the following hypotheses are formulated:

H1: Improvised marketing interventions (vs. control condition) positively affects emotions.

H2: Improvised marketing interventions (vs. control condition) positively affects customer brand engagement.

2.2 ELECTRONIC WORD OF MOUTH (EWOM)

Hennig-Thurau et al. (2004) describes electronic word of mouth (eWOM) as any favorable or unfavorable statement about a product or brand made by future, present, or past consumers, which

is available to a large number of people and institutions over the Internet. Therefore, eWOM is a powerful tool, since it is a fast, informal and borderless way of exchanging thoughts and experiences regarding goods, brands, or services (Loureiro & Kaufmann., 2018; Fu et al., 2015; Kim et al., 2016).

Borah et al. (2020) demonstrate in their study that improvised marketing interventions can provide a significant increase to a brand positive eWOM, by presenting an example of a brand's tweet that received 15,000 retweets within the eight hours that followed the tweet's publication.

Due to the absence of scientific evidence on the impact of marketing interventions on eWOM growth and because eWOM is a characteristic of customer brand engagement, since it is a behavioral investment by the consumer in a brand interaction, the following hypothesis is formulated:

H3: Improvised marketing interventions (vs. control condition) positively affects eWOM.

2.3 CONSUMER BRAND IDENTIFICATION

Consumer brand identification is defined as the extent to which a brand embodies and strengthens the identity of its consumers (Tuskej et al., 2013; Kim et al., 2001).

A identification of a brand can be divided into personal identification and social identification (Del Rio et al., 2001). Del Rio et al. (2001) describe the personal identification function as the consumers possibility of identification with a specific brand and the development of feelings of affinity towards the brand, while social identification is described by the author as the capability of a brand to act as a communication instrument allowing consumers to participate or to dissociate with the brand. Researchers recognize the impact of consumer brand identification as an impact on consumer behaviour, including, for example, consumer buying-related decisions, brand preference, consumer loyalty, psychological sense of brand community and brand commitment, consumer satisfaction and positive word of mouth (Tuskej et al., 2013). Therefore, the following hypothesis is formulated:

H4: Improvised marketing interventions (vs. control condition) positively affects consumer brand identification.

2.4 BRAND LOYALTY

Brand Loyalty has been studied in marketing literature for at least three decades and its importance and advantages are recognized by many authors (Chaudhuri & Holbrook, 2001). Brand loyalty promotes marketing advantages such as reduced marketing costs, more new consumers, and favorable word of mouth (Aaker, 1991; Dick and Basu, 1994).

In addition to the advantages of brand loyalty, consumer satisfaction tends to reach higher loyalty to a brand over time. With internet this process became more complex, since consumers started to have access to a large amount of information about brands and their products (Gommans et al., 2001). The internet is a complex world where social media are part of, and social media help to build brand loyalty through networking, conversation, and community building (McKee, 2010). According to Kim and Adler (2011), mobile applications, where social media are integrated, allow people to interact with the brand on a daily basis, thus building brand loyalty. Therefore, the following hypothesis is formulated:

H5: Improvised marketing interventions (vs. control condition) positively affects brand loyalty.

2.5 PURCHASE INTENTIONS

Brands play an imperative role in consumer decision-making and guide consumers in the process of making a purchase decision (Hutter et al., 2013). Hutter et al. (2013) found that favorable eWOM has a larger impact on purchase intentions. Since there are many factors that make a brand influence consumers' purchasing decisions and since that according to Borah et al. (2020) Improvised marketing interventions generate a rapidly positive word of mouth, the following hypothesis is formulated:

H6: Improvised marketing interventions (vs. control condition) positively affects purchase intentions.

The conceptual framework designed for this study is presented in Figure 1.

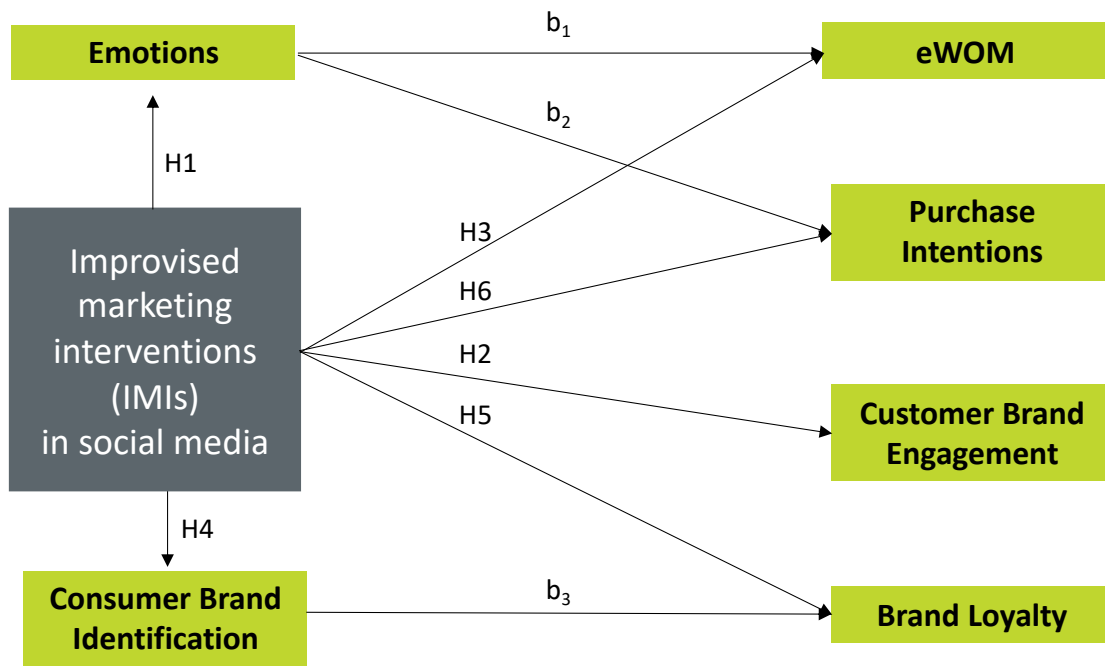


Figure 1 - Conceptual Framework of the study

3. METHODOLOGY

This study aims to explain causal relationships between variables. For that reason, exploratory research will be conducted through a quantitative approach to study the impact of the use of improvised marketing interventions on customer brand engagement and brand loyalty.

Despite improvised marketing interventions are extended to online and offline marketing, the present study is focused on improvised marketing interventions on social media due to the easy measurement component. According to a study done by Marktest in 2019, Instagram is the social media that has grown the most in terms of people that follow companies/brands on social media. Therefore, Instagram will be the main social media in this study.

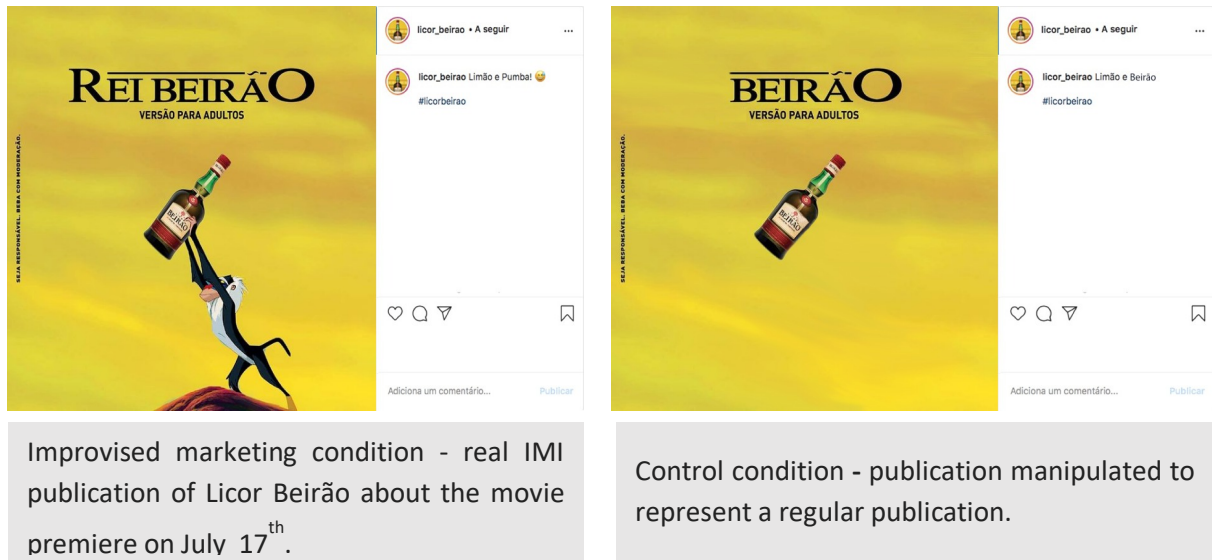
An experiment was elaborated with the objective of understanding consumers' feelings when they observe an improvised marketing intervention post vs a non-improvised marketing interventions post. The condition imposed in this experimental methodology is the type of publication that appears to the respondent, about which the respondent has to answer questions. The conditions are modified in a controlled manner to ensure that any differences in the responses are the consequence of the manipulation alone. Therefore, the goal is to keep the conditions the same while changing just the independent variables that are being studied (Keppel & Wickens, 2004).

Due to COVID-19, this experiment was conducted through an online self-administered questionnaire to collect the desired data. The online questionnaire can be found in Appendix B.

The questionnaire was conducted in Portuguese due to the focus of the study being about Portuguese brands and the chosen brand/publication being also Portuguese. Thus, back translation was used to carry out this study, where the original Portuguese version was translated into English. According to Behr (2016), back translation is the process of translating a questionnaire, from its source language, back into the target language and comparing the two versions in order to find inconsistencies between these two versions that may be related to flaws in the translation itself.

In this questionnaire, a publication appeared randomly to the respondent. One of the following publications could appear: the real publication sprinkled by the brand, an improvised marketing intervention on the premiere of the Lion King movie (improvised marketing condition), or a publication that was manipulated for this questionnaire, which is the same publication but without the elements

that referred to the lion king film, thus becoming a regular publication about the brand, and so being the control variable (control condition) – see Figure 2.



Improvised marketing condition - real IMI publication of Licor Beirão about the movie premiere on July 17th.

Control condition - publication manipulated to represent a regular publication.

Figure 2 – Survey Posts.

Scales were chosen adapted from previous literature to evaluate the constructs (see Table 1). A nine-point Likert scale measured the items from the questionnaire (ranging from 1-strongly disagree/nothing likely to 9-strongly agree/very likely.).

Constructs		Sources
Emotions (E)	Feelings	<ul style="list-style-type: none"> • Happiness felling. • Delight felling. • Funny felling. • It makes to think about it. • Appealed to the sentimental side.
eWOM	Social Media Interactions	<ul style="list-style-type: none"> • Share the publication. • Talk to someone about the publication/ brand. • Like the publication. • Follow the brand.
	Word of Mout	<ul style="list-style-type: none"> • Recommend the brand. • Comment the publication.

		<ul style="list-style-type: none"> • Talk about the good ideas of the brand. • Proud to say that is a consumer of the brand. • Talk about the notoriety of the brand. 	
Purchase Intentions (PI)	Purchase Intentions	<ul style="list-style-type: none"> • Purchase Interest in the product. • Likelihood to buy a drink from the brand. • Buy one of the brand's product. 	Sanjay & Kenneth (1994) Spears & Singh (2004)
Consumer Brand Identification (BI)	Brand Identifications	<ul style="list-style-type: none"> • The brand reflects the consumer and what goes on around them. • Identification with the brand and its publications. • Personal connection to the brand and its marketing actions. 	Kruger (2018)
	Emotions	<ul style="list-style-type: none"> • The brand is an emotional brand. 	
Brand Loyalty (BL)	Brand recommendation	<ul style="list-style-type: none"> • The brand reflects the consumer and what goes on around them. • Identification with the brand and its publications. • Personal connection to the brand and its marketing actions. 	Singla & Gupta (2019) Munuera-Aleman, Delgado-Ballester &
	Felling of brand loyalty	<ul style="list-style-type: none"> • Felling of brand loyalty. 	Yague-Guillen (2003)
	Purchase Intentions	<ul style="list-style-type: none"> • The brand is chosen as the first choice compared to competing brands. • Willingness to buy the brand even if the price tends to be more expensive. • Willingness to purchase if the brand is not at the place of the purchase. 	

Customer Brand Engagement (BE)	Customer Engagement	<ul style="list-style-type: none"> • Anything related to the Licor Beirão brand on social media catches attention. • Getting involved with the brand on social media (likes, comments, shares, etc.) produce happiness feelings. • Feeling that the posts/stories on Licor Beirão's Instagram are pleasant. • Feeling of involvement with Licor Beirão. • Interaction (comment, like, share, etc.) with Licor Beirão because is fun. • Probability of sharing / commenting with someone on the Instagram posts of Licor Beirão other than on social media. • Probability of sharing Licor Beirão Instagram posts with someone on social media. • Likely recommend Licor Beirão Instagram to anyone. 	<p>Hopp & Gallicano (2016)</p> <p>Baldus, Voorhees & Calantone (2015)</p> <p>Paruthi & Kaur (2017)</p>
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Table 1 - Constructs Literature Review

A non-probabilistic convenience sampling was used in this study, constituted by respondents from both genders, over 18 years old who use social media.

Out of a total of 293 initial responses, only 180 were considered valid. The remaining 113 answers were invalidated due to the respondents being under 18 years of age (n = 1), the non-completion of the questionnaire (n = 98), the fact that some respondents disagreed to participate in the questionnaire (n = 8) and also due to nonsense answers (n = 6) to the open questions, like simple character answers (e.g., "x") or answers containing invalid words (e.g., "yeyy").

The questionnaire's final answers were converted into excel, to do a sentiment analysis by doing a word cloud analyze, and into SPSS (IBM Statistical Package for Social Sciences), version 23. SPSS was used to process and analyze the data collected. To analyze the collected data, a reliability analysis - to study the validity and reliability of the variables – and a descriptive analysis were performed. Next, an ANOVA test was run, in order to verify the hypothesis, followed by a mediation analysis.

4. RESULTS AND DISCUSSION

4.1 PSYCHOMETRIC PROPRIETIES

In order to understand if the constructs are statistically valid and reliable, the AVE (Average Variance Extracted) was calculated (to show the convergent validity between the variables) and the reliability analysis was conducted (to analyze the consistency of the measures used). Table 2 presents the convergent validity and reliability values. The values of AVE are greater than 0.5, showing that the majority of each item's variation is explained by its construct (Loureiro & Kaufmann., 2018; Kleijnen, Ruyter, & Wetzels, 2007). The Cronbach's Alpha of each construct are above 0.8, higher than the recommend value of 0.7 (Nunnally, 1978), which shows a high internal consistency.

Psychometric Proprieties

Constructs	AVE	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Emotions	.604	.815	.819	5
eWOM	.601	.915	.916	9
Purchase Intentions	.893	.940	.940	3
Consumer Brand Identification	.803	.918	.918	4
Brand Loyalty	.799	.937	.937	5
Customer Brand Engagement	.707	.924	.940	8

Table 2 - Psychometric Proprieties

4.2 DESCRIPTIVE STATISTICS

The sample consists of 180 respondents, 102 are female (56.7%), and 78 are male (43.3%). Most of the respondents are in the age range between 18 to 23 years old (57.8%), with a level of education corresponding to a bachelor's degree (53,3%), where the predominant study/ work area is management sciences – marketing, management, accounting, human resources, etc. – (43,3%). (See Appendix C Table 1).

The improvised marketing condition was viewed by 91 respondents and the control condition was viewed by the remaining 89 participants (see Appendix C Table 2). Considering the 91 participants who saw the improvised marketing condition 59,3% are female, with a predominant age range between 18 to 23 years old (73,6%) with a level of education corresponding to a bachelor's degree (51,6%), where the main study/ work area is management sciences – marketing, management, accounting, human resources, etc. – (18,7%). Of the 89 respondents that viewed the control condition, 53,9% are female,

with a preponderant age range between 18 to 23 years old (41,6%) with a level of education equivalent to a bachelor degree (55,1%), where the main study/ work area is management sciences – marketing, management, accounting, human resources, etc. – (29,2%). Thus, the two groups’ characterization corresponds to the global sample’s characterization (see Appendix C Table 3).

The first question in the survey served to understand the feelings felt when the respondents saw the publication (improvised marketing condition vs. control condition) and, after seeing the publication, what feelings they felt for the brand when they thought about it. The objective of these questions was to understand if the feelings changed according to the publication viewed (improvised marketing condition vs. control condition). In order to study the words written by the respondents, word clouds were generated to have a visual representation of the text data of each question.

When asking the respondents what they felt when they saw the publication, those who saw the improvised marketing condition referred to words such as “funny” (36,3%), “joy” (14,3%), “happiness” (11,0%), and “originality” (7,7%). On the other hand, those who had seen the control condition used words like “indifference” (9,0%), “weird” (7,9%), and “confusion” (6,7%) (see figure 3 and Appendix C Table 4).

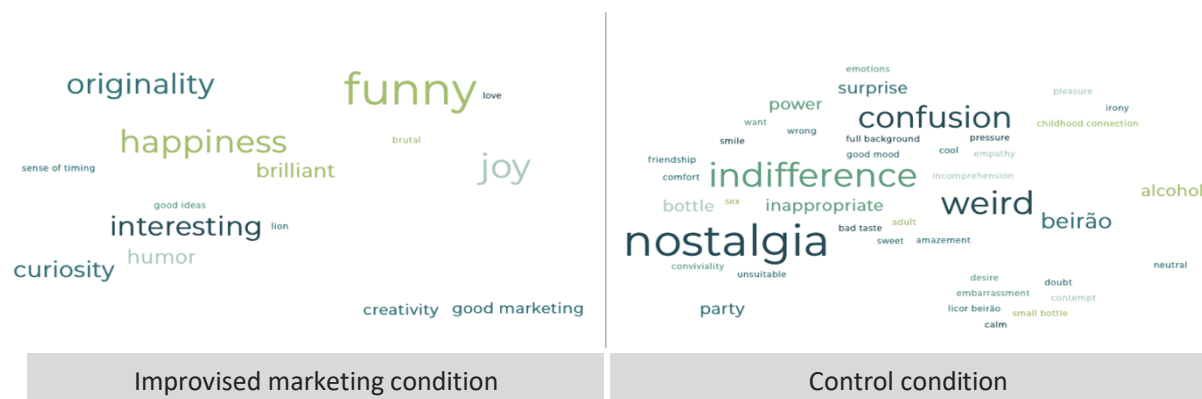


Figure 3 - Sentiments felt by respondents after seeing the publication (improvised marketing condition vs. control condition).

Regarding the feelings felt for the brand, we can say that in general, both participants who saw the improvised marketing condition and the control condition have positive opinions about the brand, as in both cases words such as "candy" (4.4%), "tasty" (7.8%), and "joy" (8.9%) were several times mentioned. However, we can notice a significant difference between the groups (improvised marketing condition vs. control condition), since the group of participants who saw the improvised marketing condition referred to the word "fun" (7.7%) to describe the brand, while the group that saw

the control condition mentioned the word "indifference" (12.4%). The "indifference" word was also mentioned by the participants who saw the improvised marketing condition. However, it was only mentioned two times, while the control condition group mentioned it eleven times. (see figure 4 and Appendix C Table 5 and 6).



Figure 4 - Sentiments felt by respondents about Licor's Beirão brand (improvised marketing condition vs. control condition).

With this analysis, we can conclude that the social media participants who observe the control condition did not feel anything concrete about the publication because it does not have any differentiating component on it. Given this, at the eyes of the consumers the brand is seen as indifferent. These type of publications are the reason why consumers became disheartened, doubting and tired of digital communications (Borah et al., 2020; Wu 2016). To improve the effectiveness of data communications and to overcome the consumers' fatigue, improvised marketing interventions have emerged (Borah et al., 2020), which is the case of the Licor's Beirão publication about the Lion King movie, where we could see through the responses to the questionnaire that unlike the control condition group the improvised marketing condition group expressed very positive feelings regarding the publication and the brand.

4.3 ANOVA TEST

This analysis aims to investigate if the constructs (emotions, eWOM, purchase intentions, consumer brand identification, brand loyalty, and customer brand engagement.) are triggered by the type of the publication seen (improvised marketing condition vs. control condition).

To test the scenarios and see if there are any variation between samples, one-way ANOVA include the following assumptions: Sample Independence (1); No Significant Outlier (2); Normality (3); Homogeneity of Variances (4).

1. Sample Independence – This assumption is valid, since each group has different participants, being that neither participant is in either group.
2. No significant Outlier - To verify this assumption, an outlier analysis was performed using boxplots, where it was concluded that there are no extreme outliers that need to be removed from the sample.
3. Normality - Normality assumption was analyzed using the Kolmogorov-Smirnov test, since the sample size was greater than 50, for all the variables, assuming that ANOVA is powerful in handling this violation (Tiku, 1971).
4. Homogeneity of Variances – To test if the samples have a common variance Levene’s test was run. Since $p > 0.05$, the assumption is met.

One-way ANOVA test was conducted to analyze the association between the type of the publication seen (improvised marketing condition vs. control condition) and the dependent variables emotions, eWOM, purchase intentions, consumer brand identification, brand loyalty and customer brand engagement. See Appendix D for the complete ANOVA analysis.

The results reveal the existence of significant differences regarding the participants who saw the improvised marketing condition from the participants who saw the control condition regarding the variables emotions ($F_{(1,178)} = 16.489, p < .05$), eWOM ($F_{(1,178)} = 12,342, p < .05$), purchase intentions ($F_{(1,178)} = 7,447, p < .05$), consumer brand identification ($F_{(1,178)} = 7,101, p < .05$) and brand loyalty ($F_{(1,178)} = 5,400, p < .05$). Specifically, social media users that saw the improvised marketing condition revealed higher averages than those who saw the control condition in terms of emotions ($M_{improvised\ marketing\ condition} = 6.05$ vs. $M_{control\ condition} = 4.73$), eWOM ($M_{improvised\ marketing\ condition} = 5.13$ vs. $M_{control\ condition} = 3.90$), purchase intentions ($M_{improvised\ marketing\ condition} = 5.24$ vs. $M_{control\ condition} = 4.33$), brand loyalty ($M_{improvised\ marketing\ condition} = 5.44$ vs. $M_{control\ condition} = 4.71$) and consumer brand Identification ($M_{improvised\ marketing\ condition} = 5.44$ vs. $M_{control\ condition} = 4.48$). Proving support for H1, H3, H4, H5 and H6.

On the other hand, the variable Customer Brand Engagement ($F_{(1,178)} = 2.474, p > .05$) does not vary concerning to the type of publication seen, which mean that the test shows insignificant differences between the type of the publication seen and this variable, not providing support for H2. Looking at the questionnaire (see Appendix B), we can see why this hypothesis is not supported. While the variables emotions, eWOM, purchase intentions, brand loyalty, and consumer brand identification are assessed entirely based on the publication seen, the last questions, which measure the construct of customer brand engagement, imply that the respondent follows the Licor Beirão brand on social media, which may not be the case for all participants. We believe that the lack of clarity of the questions regarding this construct is the reason why the average across groups does not differ and is very low ($M_{improvised\ marketing\ condition} = 3.77$ vs. $M_{control\ condition} = 3.25$).

To conclude, the last construct was not well measured as it implied that the person already followed the brand on social media, so it is a limitation in this study. However, we can summarize that improvised marketing interventions positively impact emotions, eWOM, purchase intentions, brand loyalty, and consumer brand identification.

4.4 MEDIATION

4.1.1. Mediation Effect of Emotions

We analyzed the mediation process of improvised marketing interventions (independent variable) on purchase intentions (dependent variable) through emotions (mediator) (Model 4; Hayes, 2013). The bootstrap analysis reveals the significant mediation effect of emotions on improvised marketing interventions relationship with purchase intentions (*indirect effect* ($a \times b$) = $-.3215$; 95% CI: $-.6000$ to $-.0392$). The direct effect of improvised marketing interventions on purchase intentions was not significant (*direct effect* [c] = $-.9072, p = .6627$). Fig. 5 illustrates the mediation analysis results. See Appendix E for the complete mediation analysis.

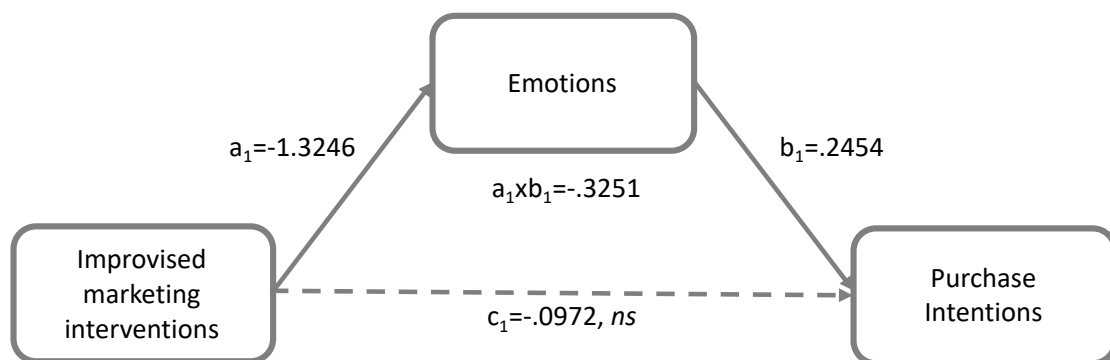


Figure 5 - Mediation results of emotions on the dependent variable purchase intentions.

We tested the mediation effect of improvised marketing interventions (independent variable) on eWOM (dependent variable) through emotions (mediator) (Model 4; Hayes, 2013). The bootstrap analysis shows the significant mediation effect of emotions on on improvised marketing interventions relationship with eWOM (*indirect effect* ($a \times b$) = $-.4026$; 95% CI: $-.7225$ to $-.1549$). The direct effect of improvised marketing interventions on eWOM was not significant (*direct effect* [c] = $-.2743$, $p = .1989$). Fig. 6 illustrates the mediation analysis results. See Appendix E for the complete mediation analysis.

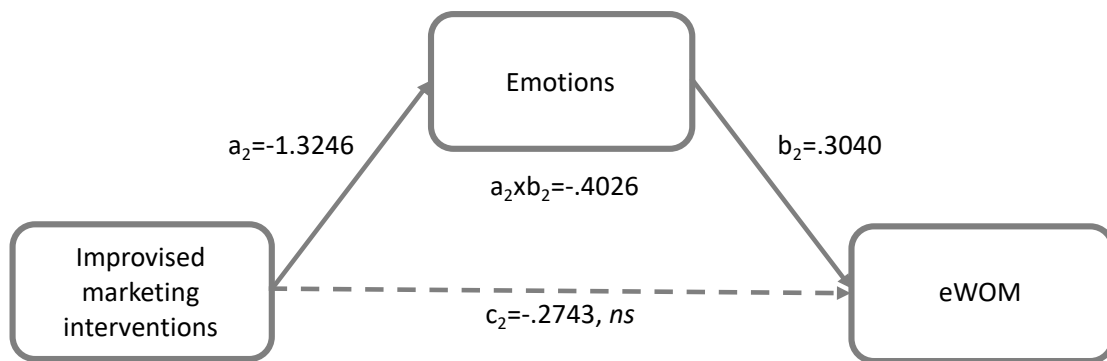


Figure 6 - Mediation results of emotions on the dependent variable eWOM.

Therefore, the results suggest that emotions effects achieve a full mediation, eliminating the direct effect of improvised marketing interventions on purchase intentions and eWOM, suggesting that the effect of emotions is so strong that it removes the direct effect of improvised marketing interventions on the dependent variables purchase intentions and eWOM, providing further evidence for H1.

4.1.2. Mediation Effect of Consumer Brand Identification

We performed the mediation process of improvised marketing interventions (independent variable) on brand loyalty (dependent variable) through consumer brand identification (mediator) (Model 4; Hayes, 2013). The bootstrap analysis reveals the significant mediation effect of consumer brand identification on improvised marketing interventions relationship with brand loyalty (*indirect effect* ($a \times b$) = $-.4708$; 95% CI: $-.9306$ to $-.1025$). The direct effect of purchase intentions on improvised marketing interventions was not significant (*direct effect* [c] = $-.1859$, $p = .5249$), implying that the effect of consumer brand identification is so strong that it eliminates the direct effect of improved marketing interventions on brand loyalty, providing additional evidence for H4. Fig. 7 illustrates the mediation analysis results. See Appendix E for the complete mediation analysis.

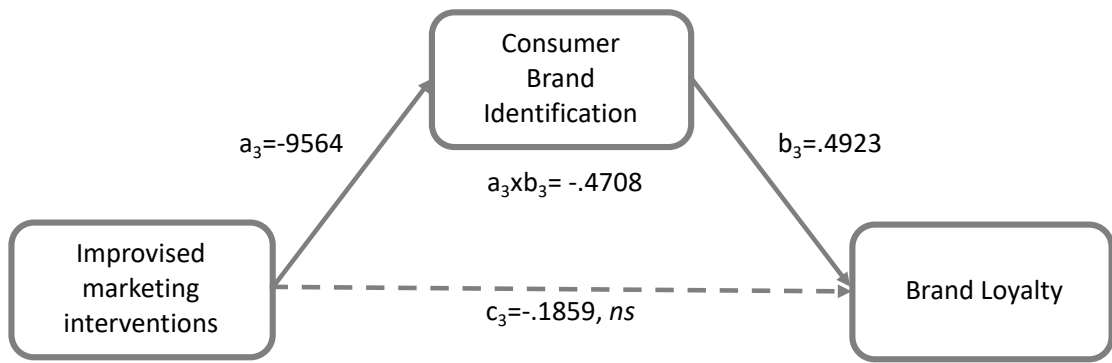


Figure 7 - Mediation results of consumer brand identification on the dependent variable brand loyalty.

5. CONCLUSION

5.1 GENERAL DISCUSSION

Social media usage is one of the most popular online activities, with 3.6 billion users worldwide, and this number is set to increase by 2025 (Statista, 2021). As a result, social media has become one of the most important marketing channels, not only allowing brands to increase brand awareness, exposure, and sales, but it also allowing marketers to reach large potential audiences, permitting businesses of all sizes to interact and engage in unprecedented levels (Statista, 2021). On the other hand, social media users are exhausted to see vast amounts of brands posts per day, considering them overwhelming repetitive and irrelevant (Gitlin, 2016).

Despite this fatigue of social media users, improvised marketing interventions aim to add a new perspective to marketers and brands' communication strategies. Therefore, this study contributes with theoretical and practical findings for marketing.

5.2 THEORETICAL IMPLICATIONS

Improvised marketing interventions relies on reduced marketing literature, being consequentially a poorly perceived marketing phenomenon. Previous research highlights that improvised marketing interventions create an opportunity to generate virality and firm value (Borah et al., 2020). Furthermore, it shows that quick wit, one of the characteristics that improvised marketing interventions must have, allows brands to stay current, be part of and be a proactive force in the thoughts of individuals (Borah et al., 2020).

This research demonstrates that consumers react differently to the type of publication seen (improvised marketing condition vs. control condition) proving that brands' regular publications do not explore concrete feelings in social media users due to regular publications not having a differentiating component, resulting in brands' posts being indifferent to consumers. By doing so, our findings extended the literature on the growing trend of engaging with consumer on social media (Goh, Heng, and Lin 2013; Hanson, Jiang, and Dahl 2019; Harmeling et al. 2017; Sheng 2019). In sum, this research demonstrates that improvised marketing interventions can trigger very positive feelings about the publication and the brand.

Moreover, this study findings extend the literature on improvised marketing interventions (Borah et al., 2020) by revealing that improvised marketing interventions positively affect emotions, eWOM, brand loyalty, purchase intentions, and consumer brand identification.

Additionally, results demonstrate that when emotions are presented, they take full control of the relationship between improvised marketing interventions and the dependent variables purchase intentions and eWOM. In other words, when improvised marketing interventions appeal to emotions there is no direct relationship with the improvised marketing interventions and variables purchase intentions and eWOM. The same is true for the consumer brand identification variable that cuts off the direct effect between improvised marketing interventions and brand loyalty. Therefore, emotions and consumer brand identification are very strong variables with great weight in improvised marketing interventions. These two variables should be studied in more detail, regarding their influence when appealed in improvised marketing interventions.

In conclusion, these findings reflect the benefits of brands using external events and implementing improvising marketing interventions in their communication strategies.

5.3 PRACTICAL IMPLICATIONS

This research also offers practical implications that could contribute to the growth of organically results to a brand social media by using improvised marketing interventions.

According to the State of Mobile 2020 from App Annie, consumers spend more than three hours a day on mobile devices. In addition, COVID-19 and confinement restrictions imposed worldwide, forced consumers to shop online, which changed their shopping behavior completely. As a result, now more than ever, brands have to worry about creating engaging and impactful advertisement. Therefore, improvised marketing interventions are an excellent opportunity for brands to take full advantage of digital communications to connect with consumers (Borah et al., 2020).

Subsequently, marketers must change the mindset that marketing and communication plans prepared a year in advance should be supplemented with improvised marketing interventions. The principles that support this evidence are threefold. Firstly, improvised marketing interventions are essentially organic, which leads to a higher return on social media results for brands. Secondly, the brands that stand out on social media are those that focus on external events and produce improvised marketing interventions that gain greater consumer attention, often becoming viral publications with high

eWOM. Thirdly, our findings suggest that an improvised marketing intervention can produce very positive feelings for the brand, positively influencing eWOM, purchase intentions, consumer brand identification, and brand loyalty.

Finally, marketers are not using the advantage of current events to engage in consumers' lives, generating eWOM and brand awareness, as publications that are based on current events will have a significant impact on consumers once they feel involved. Therefore, they are missing the opportunity to create brand value and influence consumers in their buying processes, since a publication virality can allow a brand to be considered in consumers' evocation set. To conclude, improvised marketing interventions (IMIs) are a competitive advantage for all brands and can be a strong ally in their communication strategies.

6. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

This study has a number of limitations that may lead to future research. Firstly, for ethical reasons, we focused on a study based on alcoholic beverages. This being a niche sector is a limitation when it comes to seeing the true impact of improvised marketing interventions in a broader audience.

Secondly, and related to a broader audience, it is also worth mentioning that although the study refers to social media in general, in practical terms, we focused only on one social media, Instagram, which can excruciate and boost the type of target. It would be interest if future research could identify various social media platforms and see the return of the same improvised marketing intervention on each of them, comparing whether improvised marketing interventions have a different response depending on the social media plataform, influenced by the type of target that is on each social media.

Thirdly, another interesting future research point is to study the impact of improvised marketing Interventions on personal marketing by studying what may lead influencers, who are considered personal brands, to produce improvised marketing interventions on current affairs and impact other people through eWOM.

Finally, in previous studies and in this particular experimental study, humor is used to produce the improvised marketing interventions. However, it would be interesting to study the impact of other feelings, such as the Sagres and SuperBock publication on racism that appeals to sensitivity.

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APPENDIX A

Table 1 – Comparison of an Improvised Marketing Intervention post engagement data (reactions, comments and shares), made by SuperBock and Sagres, and the previous and following banal posts published by each brand. (Data retrieved from the correspondent brands' Facebook pages on 19/09/2021).

	SuperBock ≅ 820k followers	Sagres ≅ 307k followers
Previous banal post	<p>12/02/2020</p> <p>94 Reactions 3 Comments 9 Shares</p>	<p>11/02/2020</p> <p>48 Reactions 0 Comments 8 Shares</p>
17/02/2020	<p>17/02/2020</p> <p>31,7k Reactions 1,2k Comments 6,7k Shares</p>	<p>17/02/2020</p> <p>11,1k Reactions 505 Comments 1,5k Shares</p>
Following banal post	<p>19/02/2020</p> <p>6k Reactions 58 Comments 228 Shares</p>	<p>19/02/2020</p> <p>63 Reactions 1 Comments 7 Shares</p>

APPENDIX B. Online Questionnaire

Dear participant,

This study is part of a master's thesis in Information Management with a specialization in Marketing Intelligence.

The questionnaire lasts approximately 10 minutes and has no risk involved. Your participation is voluntary, which means that you are free to participate or not, as well as to withdraw at any time. However, your answer is extremely important, anonymous, and will only be used for academic questions.

Informed Consent Form

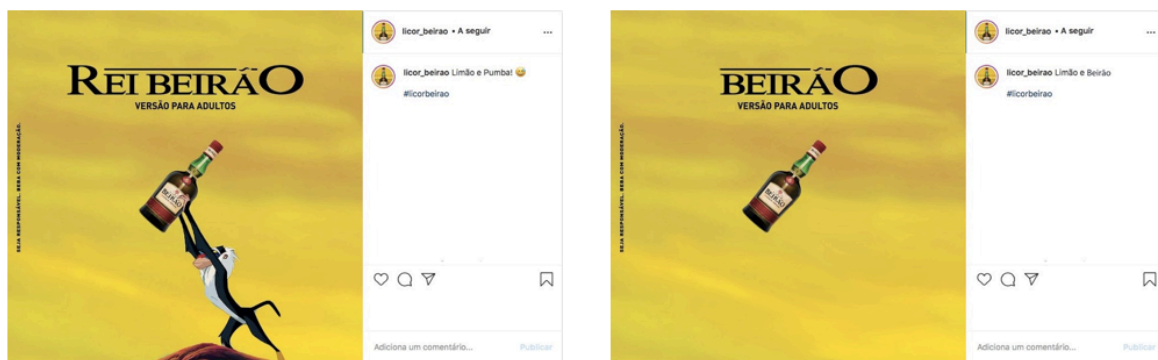
By clicking "I Agree" I declare that I am 18 years of age or older and that I agree to participate in this study. I also declare that I was informed that my participation in this study is voluntary, that I can withdraw from responding at any time without penalty and, that all information provided is confidential. I realized that this study does not contain any associated risk.

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

On the next page, you will see a publication by a Portuguese brand. After observation, some questions/questions will be asked about it.

“Imagine that you're in the week of the premiere of the movie Lion King and you come across the following publication by Licor Beirão on social media.”

(One of the following images appeared randomized.)



Q.1 - In a word, describe the first feeling you felt as you saw the previously viewed publication.

Q.2 - In a word, describe the feeling you feel for the brand when you think about it. _____

Q.3 – (Matrix Table) From 1 to 9, where 1 is "strongly disagree" and 9 is "strongly agree", how much did you agree with the following information about the image you saw:

- The publication made me feel happy.
- The publication made me feel delighted.
- The publication made me feel funny.
- The publication made me think.
- The publication appealed to my sentimental side.

Q.4 – (Matrix Table) On a scale of 1 (not likely) to 9 (very likely), how likely was:

- Share the publication.
- Talk to someone about the publication/ brand.
- "Like" the publication.
- Follow the brand.
- Recommend the brand.
- Comment the publication.

Q.5 – (Matrix Table) From 1 to 9, where 1 corresponds to "strongly disagree" and 9 "strongly agree", how much you agree with the following information:

- I talk about the good ideas of the brand.
- I talk about the brand and its notoriety.
- I am proud to say that I am a consumer of the brand.

Q.6 - On a scale of 1 (very low) to 9 (very high), after observing the publication, do you feel that your purchase interest in the product is?

Q.7 - After observing the post, on a scale of 1 (not likely) to 9 (very likely), how likely is it to buy a drink from the brand?

Q.8 - On a scale from 1 (never) to 9 (definitely), after having seen the publication, will you buy one of the brand's products?

Q.9 – (Matrix Table) Consider liquor brands. From 1 to 9, where 1 corresponds to "strongly disagree" and 9 "strongly agree", how much you agree with the following information:

- Licor Beirão is my first choice compared to other competing brands.
- Still willing to buy Licor Beirão even though the price is higher compared to other competing brands.
- Will not buy another brand if Licor Beirão is not available at the place of purchase.
- Recommend Licor Beirão to others.
- "I consider myself loyal to Licor Beirão".

Q.10 – (Matrix Table) From 1 to 9, where 1 corresponds to "strongly disagree" and 9 "strongly agree", how much you agree with the following information:

- Licor Beirão reflects the consumer and what goes on around them.
- Identification with Licor Beirão's brand and its publications.
- Feeling of a personal connection to Licor Beirão and its marketing actions.
- Licor Beirão is an emotional brand.

Q.11 – (Matrix Table) From 1 to 9, where 1 corresponds to "strongly disagree" and 9 "strongly agree", how much you agree with the following information:

- Anything related to Licor Beirão on social media catches my attention.
- Getting involved with the brand on social media (likes, comments, shares, etc.) makes me feel happy.
- I feel that the posts/ stories on Licor Beirão's Instagram are pleasant.
- I feel involved with Licor Beirão.
- I interact (comment, likes, share, etc.) with Licor Beirão because I think it's fun.

Q.12 – (Slider) What is the probability of:

- Probability to share/comment with someone the Instagram posts of Licor Beirão other than social media.
- Probability of sharing Licor Beirão's Instagram posts with someone on social media.
- Probability to recommend Licor Beirão's Instagram to someone.

Q.13 – Gender

- Male
- Female
- Other

Q.14 – Age (insert numbers only) _____

Q-15 – Level of Education

- < 9th grade
- 9th grade
- 12th grade
- Bachelor Degree
- Master Degree
- PhD Degree

Q.16 – Study/ Work Area

- Marketing
- Medical Sciences (medicine, nursing, pharmacy, etc.)
- Arts and Design
- Other management sciences (management, accounting, human resources, economics, etc.)
- Education
- Engineering
- Communication and Information Sciences
- Other _____

APPENDIX C

Table 1 - Sample Description (Demographic and Economic)

		Count	N % of column
Gender	Male	78	43.3%
	Female	102	56.7%
Age	18-23	104	57.8%
	24-35	45	25.0%
	36-45	12	6.7%
	46-64	18	10.0%
	>65	1	0.6%
	Education Level	≤ 9th grade	5
	12th grade	47	26.1%
	Bachelor Degree	96	53.3%
	Master Degree	30	16.7%
	PhD Degree	2	1.1%
Work or Study Area	Marketing	38	21.1%
	Medical Sciences (medicine, nursing, pharmacy, etc.)	23	12.8%
	Arts and Design	10	5.6%
	Other management sciences (management, accounting, human resources, economics, etc.)	43	23.9%
	Education	8	4.4%
	Engineering	16	8.9%
	Communication and Information Sciences	3	1.7%
	Other	39	21.7%

Table 2 - Frequency of the type of publication (improvised marketing condition vs. control condition) seen by the participants

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Improvised marketing condition	91	50.6	50.6	50.6
	Control condition	89	49.4	49.4	100.0
	Total	180	100.0	100.0	

Table 3 - Sample Description (Demographic and Economic) of the groups (improvised marketing condition vs. control condition).

		improvised marketing			
		condition		control condition	
		Count	N % of column	Count	N % of column
Gender	Male	37	40.7%	41	46.1%
	Female	54	59.3%	48	53.9%
Age	18-23	67	73.6%	37	41.6%
	24-35	20	22.0%	25	28.1%
	36-45	3	3.3%	9	10.1%
	46-64	1	1.1%	17	19.1%
	>65	0	0.0%	1	1.1%
	Education Level	< 9th grade	1	1.1%	2
Education Level	9th grade	0	0.0%	2	2.2%
	12th grade	22	24.2%	25	28.1%
	Bachelor Degree	47	51.6%	49	55.1%
	Master Degree	21	23.1%	9	10.1%
	PhD Degree	0	0.0%	2	2.2%
Work or Study Area	Marketing	29	31.9%	9	10.1%
	Medical Sciences (medicine, nursing, pharmacy, etc.)	12	13.2%	11	12.4%
	Arts and Design	6	6.6%	4	4.5%
	Other management sciences (management, accounting, human resources, economics, etc.)	17	18.7%	26	29.2%
	Education	4	4.4%	4	4.5%
	Engineering	6	6.6%	10	11.2%
	Communication and Information Sciences	2	2.2%	1	1.1%
	Other	15	16.5%	24	27.0%

Table 4 - Frequency of the words written by the participants about the feeling felt when they saw the publication (improvised marketing condition vs. control condition).

		improvised marketing			
		condition		control condition	
		Count	N % of column	Count	N % of column
In a word, describe the first feeling you felt as soon as you saw the publication you saw earlier.	Adults			1	1.1%
	Alcohol			2	2.2%
	Amazement			1	1.1%
	Any			1	1.1%
	Bad taste			1	1.1%
	Basic			1	1.1%
	Bottle			1	1.1%
	Brilliant	3	3.3%		
	Brutal	1	1.1%		
	Calm			1	1.1%
	Captivating	1	1.1%		
	Childhood connection			1	1.1%
	Comfort			1	1.1%
	Confusion			6	6.7%
	Contempt			1	1.1%
	Conviviality			1	1.1%
	Cool			1	1.1%
	Creativity	2	2.2%		
	Curiosity	2	2.2%	2	2.2%
	Desire to go			1	1.1%
	Disinterest			1	1.1%
	Doubt			1	1.1%
	Embarrassment			1	1.1%
	Emotion			1	1.1%
	Empathy			1	1.1%
	Fixed	2	2.2%		
Friendship			1	1.1%	

Funny	33	36.3%		
Good idea	1	1.1%		
Good marketing	2	2.2%		
Good mood			1	1.1%
Happiness	10	11.0%		
Humor	3	3.3%		
I felt like drinking Beirão			2	2.2%
Inappropriate			2	2.2%
Incomprehension			1	1.1%
Indifference			8	9.0%
Interesting	6	6.6%		
Invigorating			1	1.1%
Irony			1	1.1%
Joy	13	14.3%		
Licor Beirão			1	1.1%
Liked it			1	1.1%
Lion			1	1.1%
Love	1	1.1%		
Neutral			1	1.1%
Nice	1	1.1%		
Nostalgia	1	1.1%	16	18.0%
Originality	7	7.7%		
Party			2	2.2%
Pleasure			1	1.1%
Power			2	2.2%
Pressure			1	1.1%
Sense of Timing	1	1.1%		
Sex			1	1.1%
Small bottle full background			1	1.1%
Smile			1	1.1%
Surprise			2	2.2%
Sweet			1	1.1%

Think		1	1.1%
Unsuitable		1	1.1%
Very good	1	1.1%	
Want		1	1.1%
Weird		7	7.9%
What		1	1.1%
Wrong		1	1.1%

Table 5 - Frequency of the words written by the participants about the feeling felt by the Licor Beirão brand (improvised marketing condition vs. control condition).

		improvised marketing condition		control condition	
		Count	N % of column	Count	N % of column
In a word, describe the feeling you feel for the brand when you think about it.	Admiration	2	2.2%	1	1.1%
	Adolescence			1	1.1%
	Affection	1	1.1%		
	Alcohol	1	1.1%	2	2.2%
	Amazing	1	1.1%		
	Animated	1	1.1%		
	Any	1	1.1%	2	2.2%
	Attraction	1	1.1%		
	Beverage			1	1.1%
	Bold	1	1.1%		
	Candy	4	4.4%	4	4.5%
	Chic			1	1.1%
	Comfort	1	1.1%	1	1.1%
	Common			1	1.1%
	Confidence	2	2.2%		
	Contempt			1	1.1%
	Cool	1	1.1%		
Coziness			1	1.1%	
Creative	4	4.4%	1	1.1%	

Current	1	1.1%		
Different	1	1.1%		
Dislikes			1	1.1%
Distance	1	1.1%		
Drink			1	1.1%
Drunk	1	1.1%		
Dynamics	1	1.1%		
Empathy	2	2.2%		
Euphoria			1	1.1%
Ew	1	1.1%	1	1.1%
Excellent	1	1.1%		
Familiar	1	1.1%	1	1.1%
Friends			2	2.2%
Fun	7	7.7%	3	3.4%
Good	4	4.4%		
Good moments			1	1.1%
Great liquor			1	1.1%
Happiness	2	2.2%	2	2.2%
Humor			1	1.1%
I do not feel anything			1	1.1%
I hate licor beirão	1	1.1%		
Indifference	2	2.2%	11	12.4%
Innovative	2	2.2%		
Irreverence	2	2.2%		
Joy	8	8.8%	8	9.0%
Known			1	1.1%
Liquor			1	1.1%
Love	1	1.1%		
National	2	2.2%		
Nice			2	2.2%
None	1	1.1%	1	1.1%
Nostalgia	3	3.3%	1	1.1%

Original			1	1.1%
Party	1	1.1%	1	1.1%
Patriot	1	1.1%	1	1.1%
Pleasure	1	1.1%	3	3.4%
Portugal			2	2.2%
Positivity			1	1.1%
Proud	3	3.3%	1	1.1%
Publicity			1	1.1%
Quality	1	1.1%		
Recognized brand	1	1.1%		
Recreation			1	1.1%
Relaxed	1	1.1%	2	2.2%
Respect	2	2.2%		
Restlessness			1	1.1%
Satisfaction	3	3.3%	1	1.1%
Seasickness	1	1.1%	1	1.1%
Serious			1	1.1%
Socialization			1	1.1%
Sophisticated			1	1.1%
Souvenirs			1	1.1%
Spectacular	1	1.1%		
Summer	1	1.1%		
Sympathy			1	1.1%
Tasty	7	7.7%	7	7.9%
Thirst	1	1.1%		
Tradition			1	1.1%
Useful			1	1.1%

Table 6 - Frequency of the words most written by the participants about the feeling felt by the Licor Beirão brand.

	Count	N % of column
Candy	8	4.4%
Joy	16	8.9%
Tasty	14	7.8%

APPENDIX D – One-Way ANOVA Test

Purpose of the one-way ANOVA: Compare the means between the type of publication seen by the respondent (improvised marketing condition vs. control condition) in the constructs under analysis (emotions, eWOM, purchase intentions, consumer brand identification, brand loyalty, and customer engagement) and determine if any of those means are statistically significantly different from each other.

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
E	improvised marketing condition	91	6.05	2.035	.213	5.63	6.48	1	9
	control condition	89	4.73	2.334	.247	4.24	5.22	1	9
	Total	180	5.40	2.281	.170	5.06	5.74	1	9
eWOM	improvised marketing condition	91	5.13	2.202	.231	4.67	5.59	1	9
	control condition	89	3.90	2.500	.265	3.37	4.43	1	9
	Total	180	4.52	2.428	.181	4.17	4.88	1	9
PI	improvised marketing condition	91	5.24	2.115	.222	4.80	5.68	1	9
	control condition	89	4.33	2.383	.253	3.82	4.83	1	9
	Total	180	4.79	2.292	.171	4.45	5.13	1	9
BL	improvised marketing condition	91	5.64	2.501	.262	5.12	6.16	1	9
	control condition	89	4.71	2.857	.303	4.11	5.31	1	9
	Total	180	5.18	2.716	.202	4.78	5.58	1	9
BI	improvised marketing condition	91	5.44	2.231	.234	4.97	5.90	1	9
	control condition	89	4.48	2.576	.273	3.94	5.03	1	9
	Total	180	4.97	2.448	.182	4.61	5.33	1	9

CE	improvised marketing condition	91	3.77	2.086	.219	3.33	4.20	1	9
	control condition	89	3.25	2.315	.245	2.77	3.74	1	9
	Total	180	3.51	2.211	.165	3.19	3.84	1	9

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
E	Between Groups	78.947	1	78.947	16.489	.000
	Within Groups	852.253	178	4.788		
	Total	931.200	179			
eWOM	Between Groups	68.404	1	68.404	12.342	.001
	Within Groups	986.507	178	5.542		
	Total	1054.911	179			
PI	Between Groups	37.746	1	37.746	7.447	.007
	Within Groups	902.232	178	5.069		
	Total	939.978	179			
BL	Between Groups	38.874	1	38.874	5.400	.021
	Within Groups	1281.437	178	7.199		
	Total	1320.311	179			
BI	Between Groups	41.158	1	41.158	7.101	.008
	Within Groups	1031.642	178	5.796		
	Total	1072.800	179			
CE	Between Groups	12.000	1	12.000	2.474	.117
	Within Groups	863.216	178	4.850		
	Total	875.215	179			

APPENDIX E – Mediation Analysis

Model: 4

Y: IMI

X: PI

M1: E

OUTCOME VARIABLE: E

Model Summary

R	R-sq	MSE	F	df1	df2	p
,2912	,0848	4,7879	16,4886	1,0000	178,0000	,0001

Model

	coeff	se	t	p	LLCI	ULCI
constant	7,3796	,5141	14,3555	,0000	6,3651	8,3940
IMI	-1,3246	,3262	-4,0606	,0001	-1,9683	-,6809

OUTCOME VARIABLE: PI

Model Summary

R	R-sq	MSE	F	df1	df2	p
,7956	,6329	1,9831	59,9986	5,0000	174,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	,6914	,5220	1,3244	,1871	-,3389	1,7217
IMI	-,0972	,2224	-,4369	,6627	-,5360	,3417
E	,2454	,0594	4,1284	,0001	,1281	,3628

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-,0972	,2224	-,4369	,6627	-,5360	,3417

Indirect effect(s) of X on Y

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,8188	,2707	-1,3392	-,2777
E	-,3251	,1281	-,6000	-,1039

Model: 4

Y: IMI

X: eWOM

M1: E

OUTCOME VARIABLE: E

Model Summary

R	R-sq	MSE	F	df1	df2	p
,2912	,0848	4,7879	16,4886	1,0000	178,0000	,0001

Model

	coeff	se	t	p	LLCI	ULCI
constant	7,3796	,5141	14,3555	,0000	6,3651	8,3940
IMI	-1,3246	,3262	-4,0606	,0001	-1,9683	-,6809

OUTCOME VARIABLE: eWOM

Model Summary

R	R-sq	MSE	F	df1	df2	p
,8384	,7029	1,8116	68,2208	6,0000	173,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	,1698	,5015	,3387	,7353	-,8199	1,1596
IMI	-,2743	,2226	-1,2898	,1989	-,6940	,1455
E	,3040	,0595	5,1056	,0000	,1865	,4215

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-,2743	,2126	-1,2898	,1989	-,6940	,1455

Indirect effect(s) of X on Y

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,9587	,2927	-1,5147	-,3756
E	-,4026	,1459	-,7225	-,1549

Model: 4

Y: IMI

X: BL

M1: BI

OUTCOME VARIABLE: E

Model Summary

R	R-sq	MSE	F	df1	df2	p
,1959	,0384	5,7957	7,1014	1,0000	178,0000	,0084

Model

	coeff	se	t	p	LLCI	ULCI
constant	6,3960	,5656	11,3087	,0000	5,2799	7,5121
IMI	-,9564	,3589	-2,6648	,0084	-1,6647	-,2482

OUTCOME VARIABLE: eWOM

Model Summary

R	R-sq	MSE	F	df1	df2	p
,7413	,5495	3,4184	42,4473	5,0000	174,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,3474	,6812	1,9779	,0495	,0029	2,6919
IMI	-,1859	,2918	-,6372	,5249	-,7617	,3900
BI	,4923	,0967	5,0914	,0000	,3015	,6831

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-,1859	,2918	-,6372	,5249	-,7617	,3900

Indirect effect(s) of X on Y

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,7436	,3078	-1,3742	-,1718
BI	-,4708	,2089	-,9306	-,1025

