RELATIONSHIP MARKETING

An analysis of Sweaty Betty’s use of founder integrity to develop affective commitment and trustworthiness with its customers.
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An analysis of Sweaty Betty’s use of founder integrity to develop affective commitment and trustworthiness with its customers.

Abstract
The main focus of this paper is to explore an analysis of Sweaty Betty’s use of founder integrity in developing affective commitment with its customers and its effect on the antecedents: customer engagement, integrity/consistency, communication and shared values and subsequently developing affective commitment and trustworthiness leading to advocacy and loyalty.

If integrity is defined as a set of values, beliefs and principles (ethics) then founder integrity could be defined using Yang et al.’s model (2014), to mean integrity, leadership and commitment. This focuses on the customers’ commitment and trust to a founder’s words, deeds and value perceptions and promote a positive influence, through which customers build trust and commitment with the brand Sweaty Betty.

By examining affective commitment and the influence of founder integrity (where the founder has been central to the brands ethos and marketing since its conception in 1998), Leroy et al. (2011) outline ‘authentic leadership’ as driving affective commitment, leading to trust and identification in the leader.

This paper looks at how Sweaty Betty can establish, develop and maintain its relationship with customers through a conceptual framework leading to the consequences of behavioural loyalty and advocacy intentions.

Sweaty Betty’s relationship marketing through founder integrity has created a community of participatory and purchasing customers. The recommendations based on the conceptual framework advise how to increase and maintain the current level of success as a brand through founder integrity and increase affective commitment and trustworthiness through formalising social responsibility statements, increasing the resonance of key values with customers and negating any issues or cynicism that may arise through negative word of mouth towards the founder’s integrity.

Key words
Founder integrity, affective commitment, trustworthiness, shared values, communication, customer engagement, behavioural loyalty, advocacy intentions.
Introduction
Sweaty Betty’s founder Tamara Hill-Norton started the athleisure brand back in 1998. Driven by the lack of uninteresting sportswear and underwear for women on the high street and then lack of product knowledge of frontline staff, Tamara launched Sweaty Betty, in London with five niche sportswear boutiques.

Sweaty Betty are recognised as “a UK pioneer in the athleisure market” (Telegraph 2016), with the original concept of athleisure (See Appendix A) originating in the 70’s.

Currently with over 50 stores in the UK, and a US expansion, Sweaty Betty collaborate with British designers and feature at London Fashion Week (PRNewswire 2017). Sweaty Betty’s USP are their use of exclusive fabrics, designs and statement prints for women who lead active lifestyles, fusing work with work-out; their brand purpose is to ‘Inspire women from fitness and beyond’ (Sweaty Betty 2018).

Sweaty Betty promote wellbeing, one of the core ethical values in RM (Siems 2010), promoting female empowerment and the support of charitable organisations like the Movemeant Foundation who promote body positive attitudes and actively celebrate events such as International Women’s Day and #DaretoBare where “attendees are encouraged to participate in their Sweaty Betty sports bras” (Movemeant Foundation 2018). Ethical RM strengthens the customer’s emotional attachment to the brand and creates a personal attachment.

Relationship Marketing

Founder Integrity.

Tamara Hill-Norton is founder and creative director of Sweaty Betty and an important factor in the company’s relationship marketing, having been an integral part of Sweaty Betty’s advertising since its launch in 1998. Tamara’s founder role at Sweaty Betty adopts some of the concepts highlighted in the description of a part-time marketer (Gummesson 1991); particularly that as founder, creative director and marketer she “is omnipotent both inside and outside the company” (Gummesson 1991).

Founder integrity (Fl) is summarised in Leroy et al.’s (2012) definition of founder leadership as “positive virtues” or authentic leadership and behavioural integrity which relates to the ethical virtues of the founder and brand. Leroy et al.’s study (2012) looks at “authentic leadership behaviour as an antecedent to perceptions of leader
behavioural integrity, which in turn affects follower affective commitment” (p.255). This commitment, is fundamental to Sweaty Betty’s customer engagement in the long term. It is worth noting that the outcomes of Leroy et al.’s analysis was based on work-role performance in the service sector and not customer performance in the retail sector.

Sweaty Betty’s founder promotes a number of ethical virtues (Murphy et al. 2006) including a healthy lifestyle, empowering women and promoting body positivity which lead to long term commitment and loyalty intentions through a positive customer relationship and shared values. This is studied in Grönroos’ model (2017), relationship marketing readiness (RMR), “an interaction and communication with the customer has a distinct marketing impact, which often can be central to a customer’s decision to stay in the relationship and continue buying” (p.219).

There are a number of middle market fashion brands with prominent founders e.g. Johnnie Boden who “sat down at his kitchen table” and created Boden in 1991 (Boden 2018) and Hush’s Mandy Watkins “who started back in 2003 from my kitchen table” (Hush 2018), they are mirroring the luxury design houses by bringing their names to the fore front, which could have a negative effect on AC and trust and consequently behavioural loyalty if the brand’s founder was seen as a cynical marketing tactic.

Han et al.’s (2008) integrative loyalty model proposed that “customers who develop commercial friendships believe in employees’ benevolence and integrity” (p.26) and Leroy et al.’s study (2012) reviewed “how authentic leadership and behavioural integrity drove follower performance”(p.255), however they argued that research to substantiate follower performance was currently lacking.

These views are pertinent to the Sweaty Betty customer who connects through brand touchpoints with the founder. However, without qualitative and quantitative research, it would be difficult to prove follower performance in relation to Sweaty Betty at this time.

The cultural foundations of endorsement are explored by McCracken (1989) in relation to celebrity endorsement in the late 80’s. McCracken’s outline definition of celebrity was kept broad to include “any individual who enjoys public recognition and who uses this recognition on behalf of consumer good” (p.310) and used socio/psycho-demographics and benefits (Shukla et al. 2016) to attract customers using an aspirational lifestyle which links back to Sweaty Betty’s FI.
Whilst there are differences between FI and the celebrity endorsement research by McCracken (1989); widely known as the ‘meaning movement’, Eager (2009) acknowledged that “the literature in celebrity endorsement tended to use examples of experts external to the brand” (2009, p.488). In Eager’s study (2009) he used Terry Pratchett, the author and creator of Discworld books as an example, defining the ‘brand hero’ as “deriving their perceived expertise from their involvement in the creation or production of the brand” (2009, p.488). Eager’s research also revealed “that for the brand community one of the key brand hero attributes was integrity” (2009, p.490) and this describes founder led brands such as Sweaty Betty.

Sweaty Betty’s credibility is therefore defined as the perceived integrity of Tamara Hill-Norton in maintaining the brand’s values alongside the perception of having an affiliation with the brand through a visible participation in the Sweaty Betty community, endorsing and engaging with products and events generating acceptance and producing AC by Sweaty Betty’s customers.

Affective Commitment

Affective commitment (AC), is one of the three components of Allen and Meyer’s (1990) organisational commitment model (See Appendix B) focusing on emotional attachment to an organisation by its employee. The Sweaty Betty scenario of B2C looks at how the organisational model relates to the AC of the customer’s relationship to the brand.

The perception of studies by Kanter (1968), who explored ‘cohesion commitment’; Buchanan (1974), who defined ‘goals and values’; Porter et al (1979) who focused on the idea that ‘affective attachment’ is perceived as a strong emotional attachment (distinguished primarily by identity, involvement and enjoyment), and Fullerton’s (2005) hypothesis that the customer essentially ‘likes’ you, define some of the key concepts of AC.

The concept of brand likeability is also explored by Nyugen et al (2013) from the customers perspective using Hovland & Weiss ‘source credibility model’, this “emphasized the importance of a credible and trustworthy source in an exchange relationship” (1951 cited by Nyugen et al 2013). They further proposed “that if likeability traits from individuals could be applied to a firm and its relationship with customers, the firm could be interpreted as striving to become more likeable” (2013, p.371). An outcome of likeability, generated from Sweaty Betty’s founder by endorsing
promoting and engaging in the brands products and events are an important antecedent in generating increased FI and AC.

Sweaty Betty’s FI is central to the brand with founder involvement promoted through Sweaty Betty’s social media community, product endorsement, body positivity and female empowerment, the support of key partners and charitable organisations, encouraging customers AC through a combined affiliation, emotional attachment and identifying with the brand.

The concept of AC to a brand was explored in Allen and Meyer’s study (1990) with a correlation to employee turnover, “employees who are strongly committed are those who are least likely to leave the organization” (1990, p.1), this relates to Sweaty Betty with the customer more likely to stay with the brand over the long-term through AC than continuance commitment (feeling a need) and normative commitment (obligation). There are also debates around the validity of Allen and Meyer’s study (1990), which focuses solely on employment relationships, a different context to this paper’s conceptual framework which relates to the fashion retail sector. Mercurio (2015) acknowledged that “the nature, types, and bases of commitment...are valid across multiple contexts and accurately describe the phenomenon of commitment” (2015, p.392) particularly in relation to alternative contexts. However, in a retail context Allen and Meyer’s (1991) framework does have validity with the fundamental importance being that AC is a core essence of organisational commitment and “trust and commitment between the relationship partners (Sweaty Betty and their customer) have turned out to be crucial prerequisites for a successful relationship” (Siems et al. 2010).

Trustworthiness
Trust is identified as an antecedent of commitment in a relationship, “when one party has confidence in an exchange partner’s reliability and integrity” (Morgan and Hunt 1994, p. 23). Sweaty Betty’s confidence and trust is gained from customers who identify with the founder as an exchange partner for who they respect and commit to in terms of honesty and transparency.

Sekhon et al (2014) stated “commitment built on trust is essential for the effective functioning of marketing relationships and indeed, relationships cannot be created or managed without trust” (2014, p.409). Sekhon’s model “demonstrated that
the relationship between the antecedents of trust and levels of consumer trust were best modelled through the construct of trustworthiness” (2014, p.410).

Mayer, Davis, & Schoorman’s study (2007) also developed research to examine micro and macro levels of trust across organisations. They defined trustworthiness dimensions as having higher levels of trust associated with a trustee’s integrity. Sirdeshmukh et al (2002) looked at the behavioural components of trustworthiness and the relational exchange between ‘a customer and frontline employees’ (FLE), and ‘management policies and practices’ (MPP), both seen as key drivers of consumer trust.

Sweaty Betty’s customers are as likely to connect through ‘trustworthy practices’ such as MPP. One of the key areas where Sweaty Betty could enhance its trustworthiness in relation to MPP is a social responsibility charter, highlighting their ethical virtues through corporate transparency, “trust is at the core of ethical relationship marketing and once it is established, the partners can then exhibit commitment to the relationship” (Murphy et al. 2007, p.45).

In Sweaty Betty’s case where the founder acts as a part time marketer (Gummesson 1991) or commercial friend (Price et al 1999), the concept of trustworthiness is a characteristic of the founder or trustee (Sekhon 2014). This can relate to both integrity and reputation; whilst the customer or trustor develops a high level of trustworthiness from a number of antecedents including shared values; communications; integrity and consistency.

**Conceptual Framework**

The conceptual framework (See Appendix C) illustrates an adapted framework based on extensive research, drawing from literature and authors.

**Brand Level**

Founder integrity, or influence within an organisational structure or as a part time marketer (Gummesson 1990, p. 60) is a key influence in this paper in relation to the framework and directly influences the four antecedents: customer engagement, integrity/consistency, communication and shared values.
Antecedents

The antecedents for this paper’s conceptual model were drawn from a number of models and frameworks from wider literature. *Customer engagement* was primarily influenced by Vivek et al.’s 2012 Theoretical Model of Customer Engagement (See Appendix D), the precursor to consequences of trust and AC and follows the determinants of loyalty and advocacy which are central to this conceptual framework model. *Integrity/consistency* was influenced by the studies of Sekhon 2014; Mayer et al 1995; and Eager 2009. *Communication* was influenced by Sekhon et al 2014, and their model’s relationship of communication leading to trustworthiness (which is one of the key medians in this paper). *Shared Values* was influenced by Sirdeshmukh et al 2002; Grönroos 2006; and Sekhon et al 2014, whose models led to trustworthiness and a strong relational commitment.

Median Determinants

The four antecedents are then determined by Allen and Meyer’s (1990) component of AC alongside trustworthiness.

Having examined a wide range of literature relating to trust and trustworthiness, the conceptual framework highlights trustworthiness as the key construct of trust (Sekhon 2014), this is central to the conceptual model having “both cognitive and affecting dimensions” (Sekhon 2014, p.409), this particularly affects the dimensions
which lead to behavioural loyalty, based on a customer’s emotional attachment to the brand.

Both determinants are central factors to RM and maintain positive customer engagement leading to behavioural loyalty and advocacy intentions. How the conceptual framework elements are applied within the context of FI and Sweaty Betty are outlined and discussed in the following section.

**Antecedents**

*Customer engagement*

Vivek et al.’s study (2012) explores the nature of customer engagement (CE) as a key component of RM. With renewed focus on existing and new customers, they argue that CE is aimed at “attracting, building, maintaining, and enhancing relationships with potential and existing customers” (2012, pp.127-128) which “aim to get individuals involved with, and connected with their brand” (2012, pp.127-128). Sweaty Betty employ CE through a wide range of marketing and promotions; Sweaty Betty Live (event); charitable support e.g. #International Women’s Day (supplier partnership) Sweaty Betty World (web blog); fitness classes (online and instore) and conversation and communication via social media channels and communities. These offensive and defensive marketing strategies build customer engagement and a high level of customer participation; and whilst not directly related to the product, align to Sweaty Betty’s mission statement “to inspire women through fitness and beyond” (Sweaty Betty 2018).

Morgan and Hunt (1994) described, “trust exists when one party has confidence in an exchange partners reliability and integrity” (p.23), applied to FI as a focus of CE it is consequently an antecedent of AC and trustworthiness. Vivek et al. (2012) also describe a positive association of CE to AC and trustworthiness, “that trust, goodwill, and commitment are developed, and subsequently, relationships between individuals and brands are formed” (2012 p.130).

*Integrity/consistency*

In Murphy et al.’s (2007) ethical study of RM they examined “customers and sellers as long-term partners in an exchange process based on trust” (p.46) and that the key elements of trust are “integrity and consistency which both motivate marketplace practices” (Murphy et al., p.46).
In Sekhon et al.’s (2014) study of influences and implications of trustworthiness and trust, they conceptualised trustworthiness as a key characteristic of the trustee/trustor theory (Sekhon 2014) where the founder Tamara Hill-Norton is the trustee; and the Sweaty Betty customer the trustor leading to integrity and reputation (Sekhon et al. 2014). One of their key hypotheses was “greater integrity and consistency leads to higher levels of trustworthiness” (2014, p.414) which was consistent with their study’s outcome.

Sekhon et al.’s study (2014) also emphasized the “importance of honesty and transparency in organisational activity, particularly in customer interactions” (p.423) and “maintaining a high level of integrity with respect to the ethical standards of the organisation and customer perception clearly played a central role in creating trustworthiness” (p.423). The customers perceptions are therefore enhanced by Sweaty Betty’s collaboration with partner brands and charities, particularly those supporting female empowerment and health related issues and would benefit from further transparency with regards to social responsibility.

The concept of likeability, Nyugen et al. (2013, p.375) connects aspects of integrity (credibility, honesty and trustworthiness) to the perception of brand likeability, customer experience and brand behaviour, as key building blocks in RM. Sweaty Betty’s identity strengthens the four P’s: price, product, promotion and place, through a range of RM, encouraging brand likeability, customer experience and brand behavioral traits alongside FI, reflecting an honest and transparent dialogue or likeability with the customer. Nyugen et al. (2013) further identify “the personification dimension” revealing key traits including integrity as a predictor of brand likeability, “an innovative brand differentiation goal to become likeable, setting firms apart from its competition” (2013, p.380).

Communication

Communication is one of the key antecedents relating to trustworthiness (Sekhon et al. 2014). Sweaty Betty’s communication channels include the traditional; Sweaty Betty World; a daily blog and hub for all things Sweaty Betty, a range of social media channels; Instagram, Facebook and Twitter, and the less traditional routes of promoting Sweaty Betty’s values on and offline.

The most meaningful channels of communication are perhaps the ones which encourage transparency, interaction and customer engagement which in turn lead to
a customer’s trust. Sekhon et al.’s customer trust hypothesis (2014) concluded “more effective bilateral communication led to higher levels of trustworthiness” (p.414). Their study also discussed “communications with customers having a significant and positive effect” (p.420), which in the case of Sweaty Betty the tone and language is “to go beyond routine product-based communication and to consider more active engagement and connection with customers – whether through traditional or social media – in order to build strong emotional ties” (Sekhon 2014, p.423).

Sweaty Betty regularly communicate their support for charitable organisations through partnerships with Living Beyond Breast Cancer, the Movement Foundation and International Women’s day and regularly advertise instore fitness and health events with the founder regularly blogging and promoting new products and brands affiliated with Sweaty Betty, to promote a healthy lifestyle.

**Shared Values**

The concept of FI (within the constructs of authentic leadership and behavioural integrity) in RM is quantitively proven across marketing literature to increase brand and customer value. Grönroos (2006) commented that authentic leadership “would fulfil expectations through support to customer’s value generating processes, thereby supporting value creation in the firm as well as its customers” (p.407), this creates a reciprocal process in relationship marketing.

Sekhon et al (2014) believed “greater shared values led to higher levels of trustworthiness” and that trust could have originated from a “culture that exists within an organisation” (p.414). In the case of Sweaty Betty, Tamara Hill-Norton created the values of her brand, which makes her most able to describe the values accurately and communicate them to prospective and existing customers creating a reciprocal relationship based on honesty and transparency.

In consumer marketing, it is widely accepted that brand success relies on making promises that add value for the customer. Grönroos (2017) outlined that interaction and communication with the customer has a distinct marketing impact, which can often be central to the Sweaty Betty customer’s decision to stay in the relationship and continue buying. Sirdeshmukh et al. (2002) discussed the perception that shared values between the brand and the customer “enhance the relationship, promoting reciprocity and relational commitment” (p.21) and Fernandez-Lores et al (2015, p.41) outlined how “emotions strengthen attachment” and “may lead customers
to buy a product, even when it carries a premium price" (2015, p.41). Sweaty Betty’s price points are above average, ranging from £40-400 pounds which demands an “increased monetary sacrifice” (Shukla & Purani, 2012) from Sweaty Betty customers.

Morgan’s (2015) Identity Theory, defined by Bhattacharya & Sen (2003) explored three concepts driving commitment and loyalty: similarity, distinctiveness and prestige (2003, p.79), this theory could be interpreted as a shared value creating an aspirational effect for Sweaty Betty who promote ‘Fit & Famous’, a regular expose of famous celebrities wearing Sweaty Betty (2018). This is given weight by Shukla & Purani (2012) who suggest luxury brands are capable of providing status elevation therefore customers are expected to show greater commitment for a luxury brand than for a regularly purchased brand.

Outcomes
In relation to the use of FI to develop AC the outcomes identify two dependent variables: behavioural loyalty and advocacy intentions. As outcomes of AC these are reflected in the conceptual framework (See Appendix C) and discussed further in this section.

Behavioural loyalty

Much of the literature on loyalty is service based (Beatty et al. 2012) and compares calculative commitment (CC) and affective commitment (AC) as the head and the heart of commitment (Han et al. 2008), with CC leading to cognitive loyalty and AC leading to behavioural commitment (BC).

Hans et al.’s integrative model (2008) explores the relationship of an “emotional attachment to a firm, which yields affective loyalty and consequently intentional and behavioural loyalty” (p.25). Their view of loyalty “is a mix of attitudinal and behavioural factors” (2008, p.23) and Sharif et al.’s study (2014) suggests “when brands and retailers make their ties with their customers stronger……they encourage behavioural and attitudinal loyalty”. These views are well accepted in RM literature and lead to repeat purchasing behaviour.

Han et al. said “the customer possesses a positive attitudinal disposition toward the provider and considers using only this provider” (2008, p.23 ) this type of loyalty is exhibited by Sweaty Betty customers through brand attachment to their products, events and community. AC leads directly to customer loyalty, “as a behavioural
response involving psychological processes resulting from commitment” (Bloemer & Schröder 2003, p.35), expressed over time Sweaty Betty customers would express PWOM and increased purchase intentions. Bloemer & Schröder (2003) concluded whilst every customer is not necessarily a long-term customer “high position involvement impacts affective commitment and finally loyalty” (2003, p.41).

Advocacy intentions

This case study explores AC and trustworthiness, both driven by “highly committed customers, who are more likely to provide PWOM and act as an advocate of the brand” (Vivek et al 2012, p.136) and Fullerton (2011) similarly outlines that “affective commitment is the most significant determinant of customer advocacy” (2011, p.92).

In terms of understanding the strength of voice from AC to advocacy through positive word of mouth (PWOM), Beatty et al. (2012) found that “high levels of affective commitment drive customers to provide positive word-of-mouth…reducing the likelihood of negative word of mouth (NWOM)” (2012, p.303), reflecting a positive attachment to the company.

Price and Arnould’s (1999) findings “that customers who identified with their service providers and took the view that the service provider was their friend were likely to give favourable recommendations” (p.40) this relates to Sweaty Betty’s events and pop-ups which create a communal relationship strengthening AC through shared commitment and loyalty.

Nyugen et al.’s study (2013) explored consumers’ perceptions of brand likeability, “leading to an increase in customer satisfaction and positive word-of-mouth behavior”. Brown et al. (2012) outlined the impact of loyal customers WOM on others in the marketplace is through increased online availability. This has to be a consideration as a global business with a large segment of its retail operation being e-commerce, contributing to PWOM.

Limitations and implications

Overall there was limited literature and frameworks relating to the relationship between FI (See Appendix F) and AC; the conceptual framework reflects a positive outcome generally, however a large percentage of academic literature written around commitment is based on service industries and providers (Fullerton 2005; Fullerton
2011; Grönroos 2017), the financial services (Sekhon et al 2014) and employment relationships (Allen and Meyer 1990; Mercurio 2015; Fernandez-Lores et al 2015).

In many of the studies AC and CC are often linked, however in this case study only AC was considered relevant for Sweaty Betty; with customers being ‘neither dependent of lacking in choice’ (Fullerton 2003).

The framework was created for Sweaty Betty; therefore, it may not be transferable to other organisations, particularly as it was an online analysis and limited offline examples have been considered.

Future research could test the conceptual model quantitatively amongst potential and existing Sweaty Betty customers looking at reasoning for follower motivation (Nyugen et al 2013: Leroy et al 2011), this could explain the effect of FI on follower outcomes. One of Nyugen et al.’s (2013) limitations were that “few studies have to date emphasized the importance of the likeability effects for a firm and this poses a gap in the literature” (2013, p.371) Sweaty Betty have a ‘founder personality’ that connects with their customers, they are creating marketing relationships which are not yet explored through academic literature and could be explored in the future.

**Conclusion**

Sweaty Betty should continue to support a sustainable vision that resonates with Sweaty Betty’s customers by sharing founder values of well-being that promote key focal issues such as sport, health, education and female empowerment which could increase affective commitment and behavioural loyalty/PWOM in the long-term.

They can widen customer engagement through greater access outside of London, through more experiential pop-up events and activities and re-introduce a loyalty card system that benefits existing and potential customers; both of which would enhance behavioural loyalty and advocacy.

And lastly transparent communication is key in order to negate any negative word of mouth communication in relation to FI, particularly in relation to external feedback on trust sites and any cynicism that may arise around FI as brand marketing.

Overall the findings suggest that if Sweaty Betty want long-term commitment from their customers they should work towards enhancing affective commitment by creating a corporate and social responsibility charter that reflects aspects of their organisation through their ethical virtues and shared values to increase commitment and behavioural loyalty.
Appendix A

ATHLEISURE SPENDING IN THE UK

BEAKDOWN OF SPENDING

NOUN
• mass noun trademark in UK
Casual, comfortable clothing designed to be suitable both for exercise and everyday wear.
• ‘athleisure is perfect for travelling’
• as modifier ‘the company was a pioneer of the athleisure trend that has swept the fashion world’

Origin
1970s: blend of athletic and leisure.

Appendix B

DESIRE The affective component of organizational commitment, proposed by the model, refers to employees’ emotional attachment to identification with and involvement in the organization.

OBLIGATION Finally, the normative component refers to employees’ feelings of obligation to remain with the organization.

NEED The continuance component refers to commitment based on the costs that employees associate with leaving the organization.

ORGANISATIONAL COMMITMENT
General Model

AFFECTIVE dimensions meaning

CONTINUITY dimensions meaning

NORMATIVE dimensions meaning

Allan & Meyer (1990)

ORGANISATIONAL COMMITMENT

ONE DIMENSION: EFFECTIVE
TWO DIMENSIONS: INTERNALIZATION IDENTIFICATION

ONE DIMENSION: CONTINUANCE
TWO DIMENSIONS: COST OF LEAVES LACK OF ALTERNATIVES

ONE DIMENSION: NORMATIVE
TWO DIMENSIONS: GRATITUDE MORAL OBLIGATION

Appendix C

Antecedents

Customer Engagement

Median Determinant Develop

Dependent Variable Consequence Maintain

Advocacy Intention

Founding Integrity

Communication

Shared Values

Individual Loyalty

Behavioral Loyalty

Customer Performance

Conceptual Framework
Appendix D

Emergence of Three Dimensions

Conscious attention:
Degree of interest the person has or wishes to have in interacting with the focus of their engagement.

Enthusiastic participation:
The zealous reactions and feelings of a person related to using or interacting with the focus of their engagement.

Social connection:
Enhancement of the interaction based on the inclusion of others with the focus of engagement, indicating mutual or reciprocal action in the presence of others.


Appendix E

Brand likeability conceptualisation

Emergence of three main and ten sub-dimensions

Personification: dimension, which constitutes the sub-dimensions attractiveness (expertise, familiarity, fun), integrity (credibility, honesty, trustworthiness), and extraversion (exposure, image, reputation).

Psychological: dimension, including the sub-dimensions positive inferences (postive, negative), reference points (friends, family, own experiences), and attachment and love (affection, emotions).

Functional dimension: including good services (satisfaction, quality), communication (transparency, and convenience (smoothness, availability, accessibility).


Appendix F


References


