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Bachelor Thesis

STARTED FROM THE BOTTOM NOW WE'RE HERE:
HOW BRAND BIOGRAPHIES CAN ENHANCE THE CONSUMER PERCEPTION OF FAMILY FIRMS

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"Read no history: nothing but biography, for that is life without theory."

Benjamin Disraeli

Abstract

Narrative storytelling has been an important form of advertising for decades. More recently, the attention of researchers and marketers has shifted towards underdog brand biographies as an instrument to influence the consumer's perception of a brand in a favourable way. These narratives are created around the company's humble beginnings and early struggle and aim to positively affect the brand by enhancing consumer identification. However, little is known about the impact of boundary conditions on this so-called underdog effect. This study draws attention to firm type as a significant determinant of the underdog effect because family firms and non-family firms differ greatly in the way consumers perceive them. First, a preliminary exploratory study among 36 family entrepreneurs (N) was conducted to examine the specialities of family firm brand biographies. The results show that a majority of family businesses have underdog roots and uncover the importance of the biography for this type of company. Next, the first of two main studies uses an online experiment with 314 respondents (N) to confirm the underdog effect on brand perception and discovers the effect size to be significantly stronger for family firms. The second main study sets out to verify if the results hold in the case of real brands. While the results confirm the existence of the underdog effect, the significant influence of the firm type could not be replicated. Finally, the economic relevance of the underdog effect on brand perception is demonstrated by showing, that the brand perception has a positive impact on the behavioural intention to buy.

Keywords: *Brand biographies, underdog effect, family firms, brand perception, brand personality, narrative storytelling, behavioural intentions*

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List of Abbreviations

ANOVA	Analysis of variance
B2B	Business-to-business
B2C	Business-to-consumer
Cα	Cronbach's alpha
df	Degrees of freedom
e.g.	Exempli gratia
et al.	Et alii
etc.	Et cetera
F	F-ratio (ANOVA test statistic)
FF	Family firm
IfM	Institut für Mittelstandsforschung Bonn
M	Arithmetic mean
N	Number of subjects
NFF	Non-family firm
p.	Page
t	T-test statistic
R^2	R squared: Goodness of fit measure
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
β	Standardized regression coefficient
$\eta^2{}_p$	Eta-squared
ρ	p-value

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1. Introduction

1.1 Topic and Relevance

Today's marketplace is characterised by intense and global competition. This is particularly the case in the consumer goods industry, where an almost infinite number of products and services, that attempt to satisfy the identical customer needs, compete against each other. Markets have anticipated, that for their brand to stand out, establishing a brand personality can be beneficial (J. Aaker, 1997). Brand biographies offer an innovative and intriguing form to convey these personality traits by transporting consumers into the brand's story (Avery, Paharia, Keinan, & Schor, 2010). This way, they can help customers understand the "brand's origin, the brand founder's entrepreneurial process, and the brand's current and prospective market standings" (Kao, 2015, p. 307). Corporate history has gained increasing popularity among researchers. Delahaye, Booth, Clark, Procter, & Rowlinson (2009) pronounce it to be a literature genre of its own. There is wide consensus that a company's history has an important influence on its present and future in terms of the strategy, customers and products (Blombäck & Brunninge, 2013).

Family firms are a special case because they can utilise their unique resource - the family - to tell even more persuading brand narratives. They can either communicate their family biography and corporate biography independently from one another or combine both in order to weave the family into the corporate brand (Blombäck & Brunninge, 2013). Many family entrepreneurs have understood how to strategically use the family and corporate heritage to embed their firm's unique and distinctive attributes (Zellweger, Eddleston, & Kellermanns, 2010) into their marketing activities (Micelotta & Raynard, 2011). However, the toolset of brand biographies has not yet been widely applied to convey these attributes.

But what makes a compelling brand biography stand out? Recent research has analysed different types of brand biographies and finds underdog narratives to be particularly popular among consumers (Paharia, Keinan, Avery, & Schor, 2011). Underdog stories draw a historical review of "the brand's humble origins, lack of resources, and determined struggle against the odds" (Kao, 2015, p. 308). They convey their message through two dimensions: Their story is characterised by an external disadvantage in the competition, which they try to overcome with strong passion and determination.

> *"I sat in a garage and invented the future."*
> Steve Jobs, CEO & Founder of Apple

Paharia et al. (2011) argue that consumers see the underdog elements of their personal lives reflected in these underdog biographies, which in return leads to a higher brand identification and, therefore, higher purchase intentions. This is also observable in the marketplace: Many firms such as Ben & Jerry's and Apple have discovered their underdog roots to be a valuable resource and successfully communicate their early struggles to their customers as part of their advertising campaigns (see Appendix 8).

> *"Don't just do something because it's a trendy idea and will make you a lot of money. The reason I say that is because any kind of venture involves going through difficult times. If you're doing something you are passionate about and really believe in, then that will carry you through."*
> Jerry Greenfield, Founder of Ben & Jerry's

1.2 Objective and Scientific Method

This thesis is aimed at sharpening the understanding of the underdog effect through brand biographies and aims to shift the focus towards the important boundary condition firm type. There is a wide consensus regarding the fact that family businesses and non-family firms differ significantly in the way they are perceived and these differences have been subject to extensive research (Chrisman, Steier, & Chua, 2008). Previous findings suggest that family firms are attributed with unique characteristics, such as smallness (Ibrahim, Angelidis, & Parsa, 2008) and greater resilience in hard times (de Vries, 1993). Consequently, family firms and underdogs show striking parallels in the way they are perceived by consumers since they both face strong competition and limited apparent chances. Family firms and underdog narratives are therefore predestined to have a good fit, whereas non-family firms do not have many shared values in common with underdog brands.

It is therefore highly relevant to investigate possible differences in the mode of action of the underdog effect between both family firms and non-family firms. This results in the research question of the main study: Does the biography of a company have an impact on the customer’s perception of a company and thereby influence the purchasing intention? This paper uses three studies to analyse the underlying research question. First, an explorative preliminary study among family firm entrepreneurs is conducted, shedding light on the importance and peculiarities of brand biographies for this particular type of firm. Secondly, the two main studies are designed to explore the effects of underdog biographies on the perception of consumers as well as their behavioural intentions towards the brand. A focus is hereby set on the boundary condition of the firm type to test, whether family firms can benefit from a stronger underdog effect. This relationship will be analysed as part of two empirical studies that were conducted using an online questionnaire. Participants were confronted with biographies of both fictitious and genuine brands which were manipulated regarding the company type (family firm vs. non-family firm) and type of biography (underdog vs. top dog).

1.3 Structure and Chapter Outline

As an introduction to the topic, the second chapter provides important definitions and introduces the independent variable brand biography with a special focus on underdog biographies. Furthermore, an extensive literature overview of both brand biographies and the perception of family firm brands is given. The third chapter introduces the theoretical foundations of the dependent variables and derives hypothesises how they are influenced by brand biographies. Afterwards, the subsequent research model shall be developed and presented. Chapter four explains the experimental design of the two main studies which were used to empirically verify the hypothesis and chapter five and six present the resulting findings. These findings are then critically interpreted and discussed in chapter seven. Finally, chapter eight highlights the importance of the results for theory and practice and sets them into a theoretical perspective while demonstrating possible limitations of this study.

2. Theoretical Background & Definitions

The following chapter gives an overview of relevant definitions to ensure a shared understanding. In this context, both “brand biographies” and “family firms” will be closer defined. In the further course of this chapter a literature overview on brand biographies and the perception of family firms will be given. Finally, bringing together the aforementioned the preliminary study regarding the brand biographies of family firms is introduced.

2.1 Definitions

2.1.1 Brand Biographies

Brand biographies, often also referred to as brand stories, “use personal narrative to provide a historical account of the events that have shaped the brand, chronicling its origins, life experiences, and evolution” (Paharia et al., 2011, p. 776). They can be described as “an intriguing, authentic, involving narrative with a strategic message that enables a firm to grow by clarifying or enhancing its brand, customer relationships, organization, and/or the business strategy“ (D. Aaker & Aaker, 2016, p. 49). Their goal is to help “customers understand the brand’s origin, the brand founder’s entrepreneurial process, and the brand’s current and prospective market standings” (Kao, 2015, p. 308). Beyond this, “brand biographies can invoke a range of consumer values, such as authenticity, artisanship, and heritage” (Paharia et al., 2011, p. 776).

To ensure a full understanding of the term brand biography, it needs to be distinguished from the closely related but mostly static concept of brand personality. Brand personality refers to the set of human characteristics that are associated with a brand (J. Aaker, 1997) and enable the consumers to express themselves and identify with the brand (Belk, 1988). Brand biographies, in contrast, are not static but evolve over time and can change with the maturity of the firm. This dynamic enables the brand to grow and age in a similar way as its clients (Paharia et al., 2011). By introducing the consumers to the experiences of the brand and its development throughout its existence, brand biographies can reveal the changing character of the brand to the consumers. This way, the brand-as-person concept becomes more believable to the customer (Avery et al., 2010).

Taking into account the aforementioned, brand biographies, for the purpose of this paper, shall be defined as the compelling narrative of the brand's origin and the story of its founders, which is strategically used to reinforce the identification of consumers with the brand.

2.1.2 Family Firms

While, in practice, almost anyone can intuitively recognize a family business, it is hard to clearly define family firms from a theoretical point of view. This is due to a lack of consensus between family business scholars and researchers, resulting in a broad range of definitions of family firms (Shanker & Astrachan, 1996). However, common criteria used to define family businesses can include "percentage of ownership, voting control, power over strategic direction, involvement of multiple generations, active management by family members, and others" (Shanker & Astrachan, 1996, p. 108). The numerous definitions make it difficult to quantify the importance of family businesses for the economy (Shanker & Astrachan, 1996). The high similarity between small and medium-sized enterprises (SMEs) and family companies complicates the formulation of a precise definition even further. For instance, the Institut für Mittelstandsforschung (IfM) in Bonn defines SMEs as independent companies with less than 500 employees and less than 50 million euros revenue (Wallau & Haunschild, 2007). Even though this definition may also correspond to many family firms, it does not bring forth their unique characteristics, as they cannot be expressed solely in quantitative terms. Instead, what characterizes a family business "is its intrinsic nature and fundamental qualities, which determine its unique and distinctive character" (Dawson & Mussolino, 2014).

To get closer to a definition of family firms, one has to include qualitative criteria. Accordingly, researchers broadly agree that it is family involvement in the business which sets family businesses apart from other firms (Chua, Chrisman, & Sharma, 1999; E. J. Miller & Rice, 1967). Even though there are many facets to family involvement, it can be boiled down to family ownership and management (Handler, 1989). These findings are consistent with the definition of family businesses used by the IfM Bonn, which shall serve as the definition of family firms for this study. According to this, firms classify as family businesses if unity of ownership and management is in place. Based on this definition, in the case of Germany, 95.1% of all businesses are family businesses. Together they account for 41.5% of all revenues and 57.3 % of all insurable employment (Wallau & Haunschild, 2007).

2.2 Current State of Research

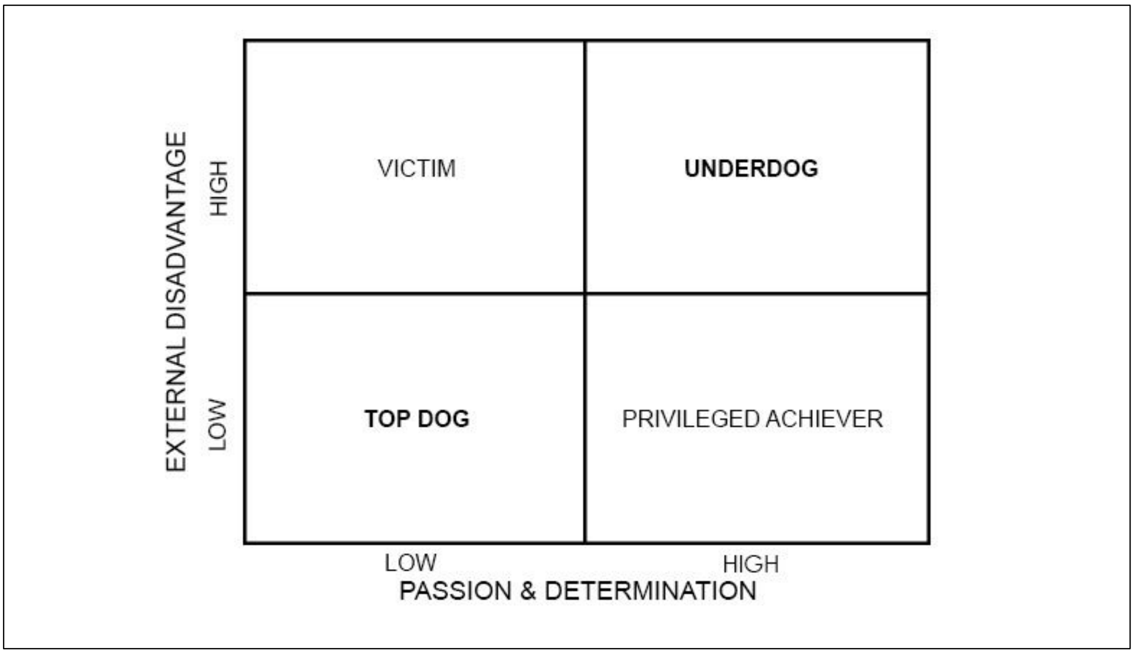
The topic of this work can be classified at the interface of previous research concerning brand biographies and the perception of family firms. For this reason, a comprehensive literature review of both topics will now be given.

2.2.1 Literature Review: Brand Biographies

Narrative advertising has been an important aspect of marketing literature for decades and research has shown that it is an effective form of advertising (Avery et al., 2010). For example, Puto (1984) divides between informational and transformational advertising. Informational advertising only presents “factual, relevant information about the brand” (Puto & Wells, 1984, p. 638). In contrast, transformational advertisements, such as narratives about the brand, “make the experience of using the product richer, warmer, and/or more enjoyable, than that obtained solely from an objective description of the advertised brand” (Puto & Wells, 1984, p. 638). This way, it produces substantial, favourable changes in brand attitudes (Puto & Wells, 1984). Besides, a study of Deighton, Romer and McQueen (1989) classified television commercials in two types (arguments and dramas) and analysed the response of the audience. Their findings show that arguments are processed evaluative and rational, while drama (i.e. narratives) is processed empathically. They conclude that stories are more persuasive because the viewers react to the ad emotionally and therefore are less disposed to argue (Deighton et al., 1989).

Recently, the main focus of researchers has switched towards brand biographies as a particular form of narrative advertising (Avery et al., 2010; Kao, 2015; Paharia et al., 2011). Avery et al. (2010) use lab experiments to show how managers can use brand biographies to strategically position a brand. They argue that brand biographies can function as a tool to reinforce the connection of consumers and the brand. Furthermore, brand biographies offer powerful new opportunities to position brands in a dynamic market environment (Avery et al., 2010). Their study sets a focus on a special type of brand biography, which they call “underdog brand biography” (Avery et al., 2010, p. 213). Accordingly, the underdog biography can be characterised through a disadvantaged starting position and many obstacles along the way of succeeding, which the underdog tries to overcome through its resistance in the face of adversity. The results show that “underdog roots may help consumers identify with struggles that the company and its founders overcame early on in the life of the brand” (Avery et al., 2010, p. 227).

Paharia et al. (2011) examine brand biographies in more detail and develop a two-dimensional scale to classify different types of brand biographies. Accordingly, brand biographies distinguish themselves in two dimensions named “external disadvantage” and “passion and determination” (Paharia et al., 2011, p. 778). As shown in Figure 1, the two dimensions are then clustered into a 2x2 matrix, which results in four different stereotypical biographies.



Source: Paharia et al., 2011, p. 778

Figure 1: Underdog disposition matrix

Whereas the underdog is characterized by a high external disadvantage and strong passion and determination, the top dog biography lacks an external disadvantage and is not determined to achieve its goals. In contrast, privileged achievers do not need to fight against an external disadvantage but are nonetheless passionate and determined, whereas the victim cannot compensate its external disadvantage with ambition and passion (Paharia et al., 2011). Through a series of studies, Paharia et al. (2011) examine the effect of the four types of biographies on consumer behaviour. In a preliminary study, they find, that consumers identify themselves as underdogs. Afterwards, more studies were conducted, where consumers encountered different types of brand biographies. The results show “that the use of underdog brand biographies can have a positive impact on consumer’s purchase intentions and actual choices” (Paharia et al., 2011, p. 785).

However, there is also evidence that individuals tend to identify themselves with successful groups while distancing themselves from unfavourable and unsuccessful groups (Vandello, Goldschmied, & Richards, 2007). For example, Cialdini, Borden, Thorne, Freeman & Sloan (1976) find that students were much more likely to publicly associate themselves with their high school football team after the team had won – an effect which has become known as “basking in reflected glory” (p. 366). However, Paharia et al. (2011) puts this into perspective by showing that consumers identify with the underdog brand nonetheless because of underdog aspects in their own biographies. These findings are emphasized by Kao (2015), who analysed the effect of consumer’s personal biography on brand preferences in more detail and verifies the importance of the consumer-brand identification. He finds, that consumers with a high underdog disposition in their personal biography are more likely to have a strong preference for emerging brands rather than well-established brands.

In summary, there is substantial evidence in past research, that underdog brand biographies can positively influence the perception of brands because they enable the consumers to identify with the brand more easily by comparing themselves to the brands biography hence forming a connection (Kao, 2015; McGinnis & Gentry, 2009; Paharia et al., 2011; Vandello et al., 2007).

2.2.2 Literature Review: Perception of Family Firms

Several indicators, such as a number of published articles or the number of schools that offer family business programs, show that interest of researchers in the area of family firms has increased tremendously in the past (Sharma, 2004). For example, while in 2011 a search on Google Scholar for the keywords “family firm” yielded over 15,000 results (Gómez-Mejia, Cruz, Berrone, & De Castro, 2011), search results have almost doubled to date.[1]

Dawson & Mussolino (2014) try to bring order into the numerous constructs in literature to demonstrate what makes family firms different. As a result, they find that current research regarding the uniqueness of family firms can be distinguished into three recurring main constructs. First, preserving *socio-emotional wealth* plays a major role in the unique character of family businesses. Gómez-Mejia et al. (2011) find that boundaries between the family and the company are blurred in family businesses, enabling emotions to flow back and forth. As a result, “personal pride and self-concept of family members tend to be intimately tied to the business” (Gómez-Mejia et al., 2011, p. 654).

The second construct that contributes to the singularity of family firms is what researchers call the “*essence of family business*” (Chua et al., 1999, p. 19). This construct consists “of a vision developed by a dominant coalition controlled by one or a few families and the intention of that dominant coalition to continue shaping and pursuing the vision in such a way that it is potentially sustainable across generations of the family” (Chua et al., 1999, p. 177). In other words, it can be described as “the family’s vision aimed at sustaining the business across generations” (Dawson & Mussolino, 2014, p. 170).

Thirdly, the *resource-based view* believes that it is the involvement of the family, that makes family firms unique from a consumer’s perspective (Kashmiri & Mahajan, 2010). Accordingly, this family involvement in ownership and or/management can function as a unique resource for the family firm (Habbershon & Williams, 1994). As Barney (1991) describes, resources that are unique to a firm and difficult to replicate can generate a competitive advantage.

[1] A quick search on Google Scholar was conducted on the 23. September 2016 and yielded approximately 29.300 results.

Family firms can use their uniqueness to build up a valuable image and good reputation, resulting in a competitive advantage (Sageder, Duller, & Mitter, 2015). For example, Salvato & Melin (2008) find that the long-term value creation of family firms is closely linked to their unique family social capital. While social capital can be beneficial for any type of firm, in family firms it is absorbed through the family member's social links and can therefore more easily be transported from generation to generation (Salvato & Melin, 2008). Besides, Zellweger, Kellermanns, Eddleston, & Memili (2012) demonstrate that an image as a family firm can benefit firm performance. They argue, that "by building a family firm image, the unique family influences on the company can be leveraged to create a competitive advantage for family firm" (Zellweger et al., 2012, p. 239). These findings are also emphasized by Basco (2014) who also finds substantial evidence for family firm reputation to increase firm performance.

From a consumer's perspective the beneficial image of family businesses is created through "family firm pride, community social ties, and long-term orientation" (Zellweger et al., 2012, p. 239). This long-term orientation and the concerns about the family's reputation facilitate a positive reputation in customer's minds (Sageder et al., 2015). For example, customers associate attributes like customer-friendly, trustworthy or socially responsible with family firms (Binz, Hair, Pieper, & Baldauf, 2013; Krappe, Goutas, & von Schlippe, 2011). Furthermore, family firms build more stable customer relationships and are perceived to provide better customer service than non-family firms (Orth & Green, 2009). However, consumers also associate family firms with negative attributes such as stagnation and low competitiveness (D. Miller, Le Breton-Miller, & Scholnick, 2008).

From a business perspective, the good reputation positively influences the financial success (Basco, 2014) and can ease transactions with business partners (Moog, Mirabella, & Schlepphorst, 2011). Also, as Sieger, Zellweger, Nason & Clinton (2011) discover, family firms have unique access to social and professional networks. Furthermore, they show greater resilience in hard times and will waive profits to secure the existence of their firm (de Vries, 1993). However, there is also evidence that they are perceived as small and less-resourced (Carrigan & Buckley, 2008; Shanker & Astrachan, 1996).

Even though there seem to be pros and cons to communicating a firm's status as a family firm, there is strong evidence that "promoting a firm's family background leads to positive outcomes for the organization" (Binz et al., 2013, p. 4). Overall, family firms are associated with predominantly positive attributes, which result in an overall positive image. This image can serve as ''a rare, valuable, imperfectly imitable, non-substitutable resource" (Craig, Dibrell, & Davis, 2008, p. 354) which, in turn, can be the basis for generating a competitive advantage (Barney, 1991).

2.3 How Brand Biographies Affect the Perception of Family Brands

Bringing together the aforementioned, the topics of family firms and brand biographies will now be brought together in order to analyse the peculiarities of the communication of brand biographies through family firms. Unfortunately, even though there has been a growing interest in the branding of family firms (e.g. Carrigan & Buckley, 2008; Craig et al., 2008) there is only little literature regarding the role of brand biographies in creating a strong family firm brand. For example, Parmentier (2011) finds that crafting a compelling family brand biography is key to creating family brand distinctiveness, but does not concretise which types of biographies can be beneficial for family firms. To help to narrow this research gap, a preliminary study was conducted.

2.3.1 Preliminary Study

The preliminary study was conducted with 36 participants as a part of an annual panel study among family firm top-level managers of which 92% were part of the owner family. The sample consisted of 75.4% male and 21.6% female participants that were on average 46.36 years old. The vast majority of the associated companies come from an industry sector (49 %) and were currently in the second generation of ownership, with company succession to take place in ø 15.34 years. The primary goal of the study was to explore the relevance of brand biographies for the branding of family firms. Furthermore, the author wanted to investigate which types of brand biographies[2] are predominant among

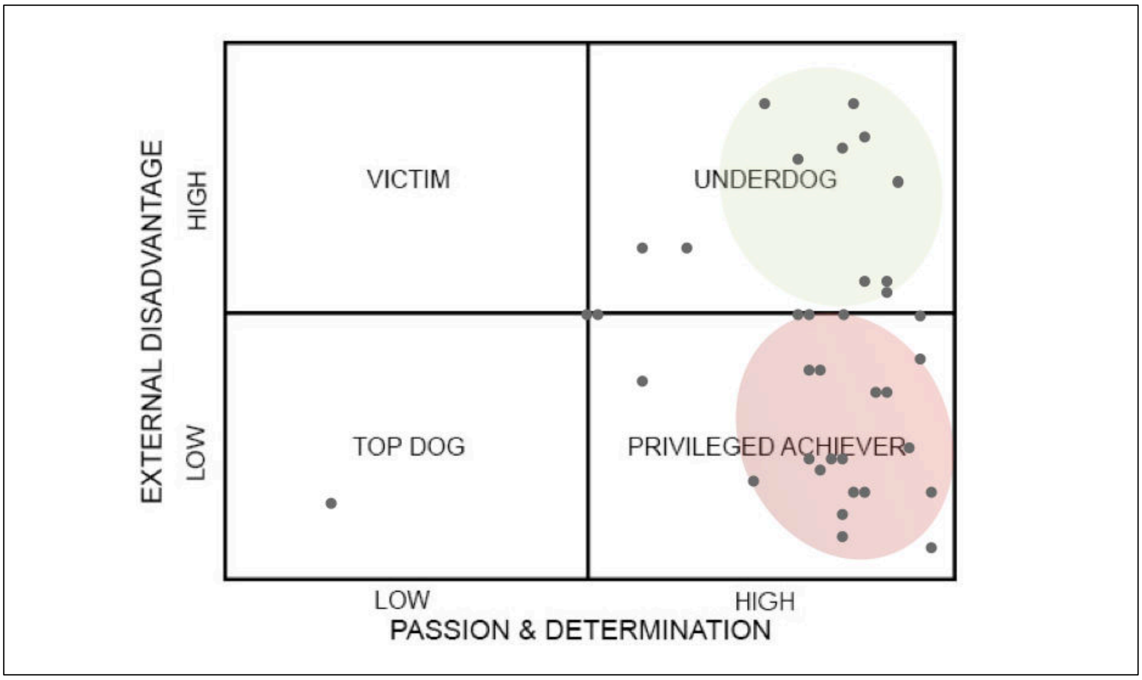
[2] According to Paharia et al. (2011) brand biographies can be subdivided into four categories: underdog, top dog, privileged achiever and victim (see Chapter 2.2.1)

family firms and how the nature of the biography changes depending on the generation of the family leading the company.

First, the participants had to answer some general questions on their firm's communication strategy regarding the company biography. The results showed that 70.30% of the firms already communicate their firm's biography with the most frequently mentioned channels being the company website, conversations with others and brochures. However, only a few of the firms communicate their biography in TV and print commercials and across their social media channels, leaving an enormous untapped potential for improvement. Furthermore, participants were asked to rate the importance of communicating the biography to different stakeholders[3]. In general, communicating the biography was seen as crucial (M=4.86, SD=1.74). However, potential employees (M=6.08, SD=1.34) and existing employees (M=5.97, SD=1.34) were considered as the most important stakeholders, followed by banks (M=5.22, SD=1.87) and customers (M=5.00, SD=1.59). Suppliers (M=4.19, SD=2.03) and competitors (M=3.17, SD=1.98) were seen as the least important stakeholders in regards to communicating the biography.

In the next step, participants were introduced to the underdog disposition matrix by Paharia et al. (2011) and presented the four ideal-typical biography types. They were then asked to classify the biography of their company according to their beliefs by placing a marker on the matrix. Figure 2 features a heat map of the resulting classifications, showing that most entrepreneurs perceived their company to be either underdog or privileged achiever. The results emphasize the resemblance between family firms and underdog brands. According to Avery et al. (2010), underdogs are characterised by a strong passion and determination, but have a high external disadvantage in competition. This appears to be consistent with previous findings regarding the perception of family firms, who are often perceived as less-resourced (Shanker & Astrachan, 1996) but very dedicated due to the strong tie between their family and the company (Gómez-Mejia et al., 2011).

[3] The rating was based on a 7-point Likert scale (1=not important; 7=very important)



Source: Own representation based on Paharia et al., 2011, p. 778

Figure 2: Family firm biography types

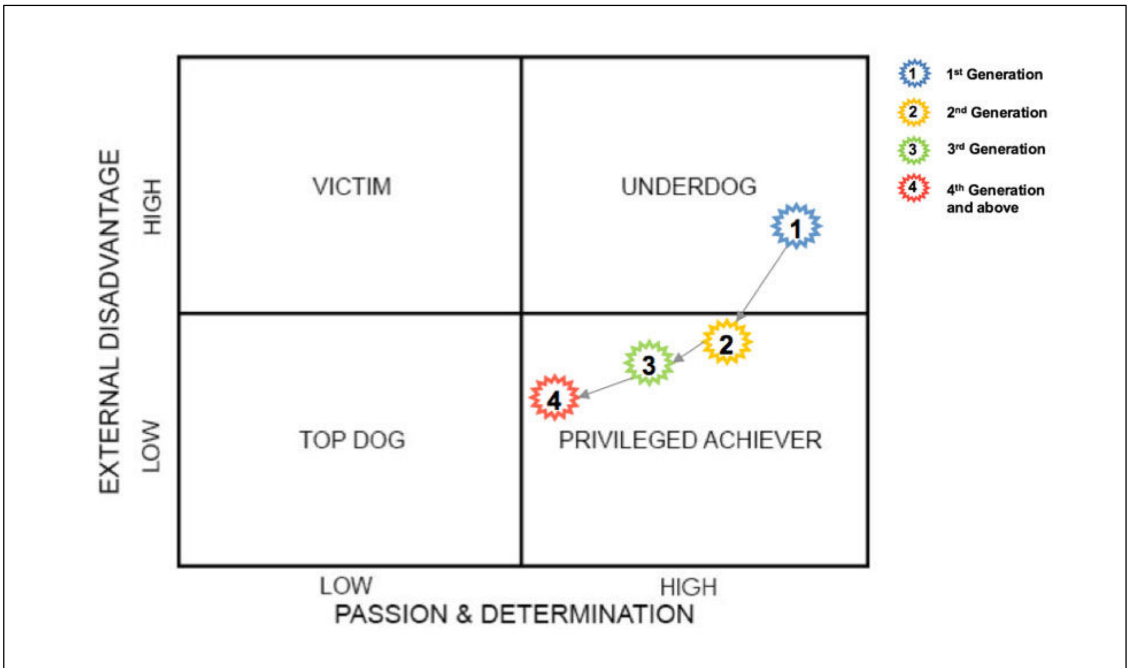
Finally, the participants were asked questions about their personal biography to find out, which of the four biography categories best resembled their own biography[4]. The author relied on the two factor, 18 item underdog-scale[5] developed by Paharia et al. (2011) which measures two dimensions of brand biographies: (1) external disadvantage and (2) passion and determination. To measure the reliability and internal consistency of the scale Cronbach's alpha[6] was calculated. The nine items regarding external disadvantage yielded a Cα of .88, while the nine items concerning passion and determination resulted in a Cα of .94. Both dimensions were therefore collapsed into one variable for each case. The participants showed a moderate external disadvantage (M_{ExtDis}=2.95, SD=1.27) and very high passion and determination (M_{PasDet}=5.47, SD=1.24). Their personal biography, therefore, resembles that of a privileged achiever. To analyse this result in more detail, the author considered the influence of the

[4] The rating was based on a 7-point Likert scale (1=I fully disagree; 2=I fully agree)

[5] The full scale as developed by Paharia et al. (2011) is included in Appendix A4.

[6] According to Field (2013) the internal consistency of a scale is excellent when the value of Cronbach's alpha is >.9

current generation of the company and plotted the results in the underdog disposition matrix. As Figure 3 shows, there is strong evidence that the personal biography of the participants develops from an underdog biography towards a top dog biography in the course of time. While managers whose company was in the first generation (1) rated themselves as underdogs, participants from later generations (2,3,4) would identify as privileged achievers and top dogs. Considering that previous research has identified a consumer preference for underdog brands (Kao, 2015; Paharia et al., 2011) this changing self-perception of the management team could result in challenges for the perception of the firm.



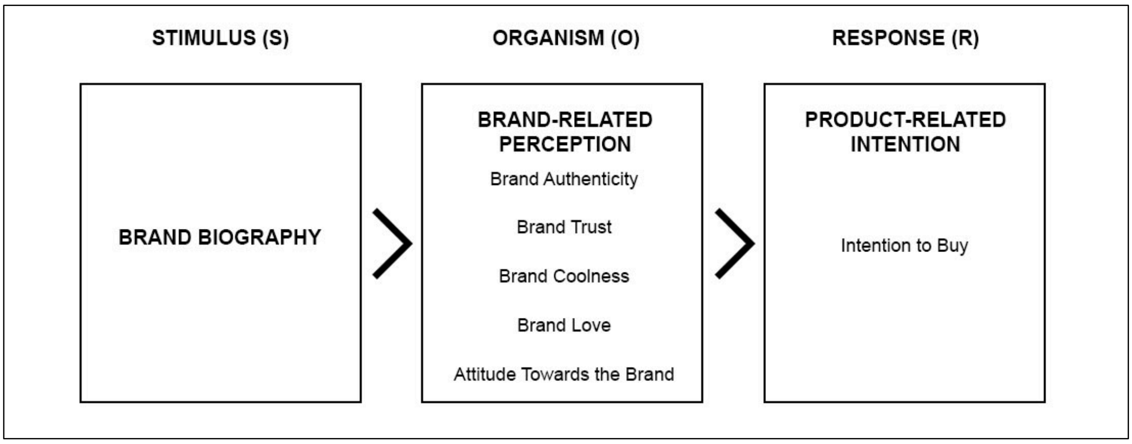
Source: Own representation based on Paharia et al., 2011, p. 778

Figure 3: Biography type depending on current generation

Altogether, the preliminary study finds that both the family firm biography itself and personal biography of the management can predominantly be classified as underdog and privileged achiever biographies. However, there are dynamics suggesting that the management of later stage companies develop top dog characteristics in their biographies. These findings should help to narrow the research gap regarding the biography of family firms and shall serve as a sufficient basis for the further course of this paper.

3. Research Model & Hypothesis

This research focuses on the work of Paharia et al. (2011) regarding the consumer perception of different brand biographies but extends it by adding an important boundary condition: the type of the firm. The primary objective is to analyse the effects of different brand biographies as a function of the type of company that communicates them. For this reason, this paper compares family firms with non-family firms. To measure the effect of the biography on consumer's perception of a company, two levels of analysis were used. First, brand-related perception takes into account the authenticity of the brand, consumer's trust towards the brand, as well as brand coolness, brand love and their attitude towards the brand. On the second level, the product-related intention considers the purchasing intentions of the recipients. This two level design is consistent with the neo-behavioural concept of the S-O-R paradigm, which explains the behaviour of consumers considering their stimulus (S), organism (O) and response (R) (Meffert, Burmann, & Kirchgeorg, 2008). Essentially, the S-O-R paradigm assumes that consumers are exposed to a stimulus (i.e. brand biography), which is then processed by the organism of the consumer (i.e. through higher brand trust) and hence leads to a response (i.e. intention to buy the product). While the brand-related perception is processed on an organism level, the resulting product-related intention resembles the response level of the S-O-R paradigm (see Figure 2).



Source: Own representation

Figure 4: Applied S-O-R paradigm

In the further course of this chapter, a theoretical background of the aforementioned perception and intention constructs, which serve as dependent variables, will be given. By taking into account the boundary condition company type, the underlying hypothesises of this research will be subsequently derived. Finally, by bringing together the different variables, the detailed underlying research model of this paper will be explained.

3.1 Brand-related Perception

Brand-related perception in the sense of this paper relates to what researchers define as brand image. It has long been recognized as an essential concept of marketing (Keller, 2013). Brand image can be described as the “consumer’s perceptions about a brand as reflected by the brand associations held in consumer memory” (Keller, 2013, p. 72). In a more simple way, brand image is what consumers think and feel when they encounter a brand (Wijaya, 2013). Brand image is an important driver of brand equity (Keller, 2013) and one of its most important determents (Alhaddad, 2014). The concept of brand equity has been one of the main priorities in marketing research for decades (Alhaddad, 2014). Keller (2013) defines it as the “differential effect that brand knowledge has on consumer response to the marketing of that brand” (p. 69). In other words, brand equity is “a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service of that company” (D. Aaker, 1991, p. 17). However, the “specific assets on which brand equity is based will differ from context to context” (D. Aaker, 1991, p. 17). For this reason, this paper operationalizes the differential effects of the consumer’s response through multiple concepts, such as brand attitude, brand authenticity, brand trust, brand love and brand coolness. These are supplemented by the more general concept of attitude towards the brand. In the next section, the theoretical background of these concepts will be discussed in more detail.

3.1.1 Brand Authenticity

Authenticity can be described as the result of an evaluation process that analyses whether a person’s actions of self-presentation are consistent with their true identity (Schallehn, 2012). It is about representing oneself accurately, and being true to one's unique and self-contained identity (Guthey & Jackson, 2005). When applying this concept to a brand, one has to understand how identity and self-presentation are linked in the context of brands. The identity-based brand management approach explains this by dividing between an inside-out and outside-in perspective (Meffert, Burmann, & Koers, 2005). The inside-out perspective refers to the self-perception of the company and its employees and is strongly influenced by the origin of the brand as well as its roots. In contrast, the outside-in perspective refers to the image that a brand evokes in the minds of consumers. Therefore, a brand is perceived as authentic, when there is a high fit between both the internal brand identity and the external brand image (Schallehn, 2012).

As discussed before, brand biographies can support communicating the roots of the brand through a personal narrative by "providing a historical account of the events that have shaped the brand, chronicling its origins, life experiences, and evolution" (Paharia et al., 2011, p. 776). Thus, they can help to reduce the gap between the self-perception of a brand and its image among consumers. By doing so, brand biographies "can invoke a range of consumer values, such as authenticity, artisanship, and heritage" (Paharia et al., 2011, p. 776). This is especially true for underdog brand biographies, since Paharia et al. (2011) propose that the vast majority of consumers self-identify as underdogs and are therefore more likely to identify with brands which position themselves as underdogs. This leads to the assumption that brand authenticity is higher for these brands. Formally,

> ***H1:*** *Customers perceive brands with underdog narratives to be more authentic (vs. top dog brand biographies).*

The boundary condition assumes that the type of firm influences the effect of brand biographies on brand authenticity. As already discussed in detail (see 2.2.2 Literature Review: Family Firms) the perception of family firms differs from that of non-family firms. Research shows, that family businesses are perceived as more trustworthy (Binz et al., 2013) and build more stable relationships with their customers (Orth & Green, 2009). Furthermore, an exploratory study of Carrigan and Buckley (2008) shows, that customers consider family-owned businesses to be more upright and authentic. It can therefore be assumed that the communication of family ownership intensifies the positive effect of underdog biographies on brand authenticity even further. Formally,

H1a: The positive main effect of underdog brand biographies on brand authenticity is stronger for family firms (vs. non-family firms).

3.1.2 Brand Trust

According to Moorman, Zaltman & Deshpande (1992) trust can be “defined as a willingness to rely on an exchange partner in whom one has confidence” (p. 315). Trust can therefore conceptualized as existent “when one party has confidence in an exchange partner's reliability and integrity” (Morgan & Hunt, 1994, p. 23). Furthermore, beliefs about “reliability, safety and honesty” are seen as important facets of the trust construct (Chaudhuri & Hoibrook, 2001, p. 82). In order to develop trust, it is very important that both involved parties have many shared values. This refers to the degree to which partners have the same beliefs in common about which behaviours and policies are relevant, appropriate and right or wrong (Morgan & Hunt, 1994). Furthermore, an important precursor of trust is the past communication between both parties (Anderson, Lodish, & Weitz, 1987). Morgan & Hunt (1994) propose that if one partner perceives the past communications from another party as frequent, relevant and of high quality, this will result in greater trust.

The use of brand biographies as an element of a company’s communication can affect brand trust. As discussed, brand biographies are an important way of reminding customers of the brands roots and origins, while maintaining the brand consistency (Avery et al., 2010). Furthermore, Paharia et al. (2011) explain that consumers self-identify as underdogs and therefore prefer underdog brands due to the high resemblance between their values, character traits and biographies. It is therefore likely that consumers will have more trust towards underdog brands compared to top dog brands due to their strong level of identification. Formally,

H2: *Customers develop higher brand trust regarding underdog brand biographies (vs. top dog brand biographies).*

Regarding the boundary condition, researchers have shown that the type of firm can affect brand trust (Binz et al., 2013; Krappe et al., 2011; Sageder et al., 2015). Binz et al. (2013) discover family firms to be perceived as more trustworthy than non-family firms. Theoretically, this implies that they enjoy higher trust among their customers regardless of the type of biography they communicate. However, there is also evidence in research that consumers find family firms to be less competitive than non-family firms (D. Miller et al., 2008). Bearing in mind that consumers self-identify as underdogs and therefore tend to rely on underdog brands (Avery et al., 2010) the effect on brand trust should be even stronger for family firm underdog brands. Formally,

> ***H2a:*** *The positive main effect of underdog brand biographies on brand trust is stronger for family firms (vs. non-family firms).*

3.1.3 Perceived Coolness

Warren & Campbell (2014) argue that the market rewards brands that are perceived as cool and examples such as Harley Davidson (Holt, 2004) prove them right. However, researchers fail to agree on a single definition of what is cool (Dar-Nimrod et al., 2012). Still, there are certain attributes across these definitions that are repeatedly mentioned to describe coolness (Warren & Campbell, 2014). First of all, coolness is perceived as a positive attribute (Bird & Tapp, 2008) and is therefore sometimes used as a synonym for liking a brand (Belk, Tian, & Paavola, 2010). However, what sets coolness apart from merely liking a brand is inferred autonomy (Warren & Campbell, 2014). Therefore, consumers perceive brands to be cool when they behave autonomous and diverge from the norm. This preference for autonomous brands is limited to a certain extent, meaning that consumers prefer brands that differ moderately from the norm rather than extreme autonomy (Campbell, Margaret & Goodstein, Ronald, 2001). In other words, “brands and people that diverge from the norm in a way that seems appropriate are perceived to be cool” (Warren & Campbell, 2014, p. 557). As Avery et al. (2010) describe, underdogs are characterized by their disadvantaged position in the marketplace and therefore perceive themselves as a minority. They therefore differ from the many well-endowed players such as top dogs, who have more resources (Paharia et al., 2011).

Underdogs further “defy other’s expectations that they will fail” (Avery et al., 2010, p. 218). It is therefore probable that brands with underdog biographies are perceived as cooler due to their divergence from the norm. Formally,

> ***H3:*** *Underdog brands are perceived to be cooler (vs. top dog brand biographies).*

A study of Vadnjal (2008) analysed the attitude of family firms compared to non-family firms regarding funding and finds many differences. Family firms relied on own resources and funding through family and founders to a higher degree than non-family firms and were more likely to reinvest their profits. Over 70% of the family firms stated independence and autonomy as their primary motive for this practice (Vadnjal, 2008). As discussed, autonomy is a driver of perceived coolness of a brand (Warren & Campbell, 2014). One can therefore assume that the company type family firm will leverage the effect of underdog brand biographies on perceived coolness of a brand. Formally,

> ***H3a:*** *The main effect of underdog brand biographies on perceived coolness is stronger for family firms (vs. non-family firms).*

3.1.4 Brand Love

There is no doubt that “people, and things, we love have a strong influence on our sense of who we are and on our self” (Ahuvia, 2005, p. 171). This is emphasized by Langer, Schmidt & Fischer (2010), who describe brand love as “the most emotionally intense consumer-brand relationship” (p. 624). Research shows that consumers who fall in love with a brand are extensively involved - some even to a degree where they will tattoo themselves with the logo of their beloved brand (Langer et al., 2010). Some researchers even put brand love on the same level as love between humans and attempt to apply concepts and models from research regarding interpersonal love (e.g. Thomson, MacInnis, & Whan Park, 2005). However, the emotional nature of brand love is not identical to interpersonal love because it also consists of rational benefits such as product quality (Langer et al., 2010). Therefore, Batra, Ahuvia & Bagozzi (2012) use a grounded theory approach to investigate the dimensions of brand love and propose a model with seven main elements: “self–brand integration, passiondriven behaviours, positive emotional connection, long-term relationship, positive overall attitude valence, attitude certainty and confidence (strength), and anticipated separation distress" (p. 1). In regards to brand biographies, self-brand integration appears to be of particular importance, because it refers to the "ability of a brand to express consumer's actual and desired identities" (Batra et al., 2012, p. 5). If consumers therefore see their own underdog identity reflected in a brand, this should lead to a higher level of brand love. Formally,

> ***H4:*** *Customers feel more love towards brands with underdog brand biographies (vs. top dog brand biographies).*

The boundary condition firm type is likely to affect brand love. Studies show, that family firms are more long-term oriented (de Vries, 1993) and build more stable relationships with their customers (Orth & Green, 2009). D. Miller & Le-Breton Miller (2003) even find that family firms created stronger relationships with customers, that surpassed the transactional level leading to broader and more enduring relationships. It is therefore probable, that the underdog effect on brand love will be stronger regarding family firms compared to non-family firms. Formally,

> ***H4a:*** *The main effect of underdog brand biographies on brand love is stronger for family firms (vs. non-family firms).*

3.1.5 Attitude Towards the Brand

The aforementioned perception constructs are closely related to the concept of attitude towards the brand, which refers to the consumer's holistic impression of the brand. Mitchell & Olson (1981) define it as "an individual's internal evaluation of an object such as branded product" (p. 318). This is emphasized by Keller (1993), who describes attitude towards the brand as the consumer's "overall evaluations of a brand" (p. 4). A positive overall brand attitude is formed if consumers believe that a brand has attributes and benefits that satisfy their personal needs (Keller, 1993). As already discussed, consumers link underdog brands with many positive attributes, which the author presumes to lead to a higher brand love, brand trust, greater authenticity and more coolness. It is therefore reasonable to assume that the overall consumer evaluation of underdog brands will also be more positive. Formally,

H5: *Consumers have a more positive attitude towards brands that communicate an underdog biography (vs. top dog biography).*

This is also true for family firms. The author has shown, that consumers connect a variety of positive attributes with family firms, and that communicating a family firm background can have a positive impact for the image of the firm (Binz et al., 2013). It is therefore logical to assume, that the positive effect of an underdog brand biography on brand attitude becomes even stronger in the case of family firms. Formally,

H5a: *The positive main effect of underdog brand biographies on brand attitude is stronger for family firms (vs. non-family firms).*

3.2 Product-related Intention

As Ajzen (1991) argues in his widely acknowledged theory of planned behaviour, the intentions to perform a behaviour can be predicted with great accuracy from the attitudes towards the behaviour. Applying this to the concept of brands means that the attitude towards a brand should have great impact on the actual intentions to buy a product of the brand. In fact, researchers have found broad evidence that supports this assumption. For example, D. Aaker (1996) finds that there is a direct link between brand equity and the customer's willingness to pay a higher price. Furthermore, a study of Chaudhuri & Hoibrook (2001) shows that loyalty towards a brand results in consumers willing to pay a price premium. This is also in line with the idea of the S-O-R paradigm. After the organism of the consumer has processed the brand-related perception, one can expect a response to occur. Hence, it appears to be useful to analyse whether the image of the brand shaped by the stimulus brand biography has an effect on consumer's intentions to buy a product. The intentions are operationalized through the construct of purchase intentions since it is a widely acknowledged tool in marketing literature to measure the intentions of potential customers (Craig et al., 2008; Habel, Schons, Alavi, & Wieseke, 2016; Li & Ellis, 2014).

Concluding from the above, the author of this work postulates that the overall positive brand perception resulting from underdog brand biographies (and mediated through the company type) will have a positive effect on consumer's intentions to buy a product. Formally,

> ***H6:*** *The positive brand perception resulting from underdog brand biographies leads to higher purchase intentions.*

3.3 Research Model

The hypotheses that were derived in the course of this chapter can be summarized in an extensive research model, which aims to answer the central question of this research: Does the biography of a company have an effect on the customer's perception of a company and thereby influence the purchasing intention? A particular focus will lie on the role of the boundary condition company type, which is assumed to moderate the influence of the biography on the perception of the customer. For this reason, family firms will be compared to non-family firms. The complete research model is displayed in Figure 5.

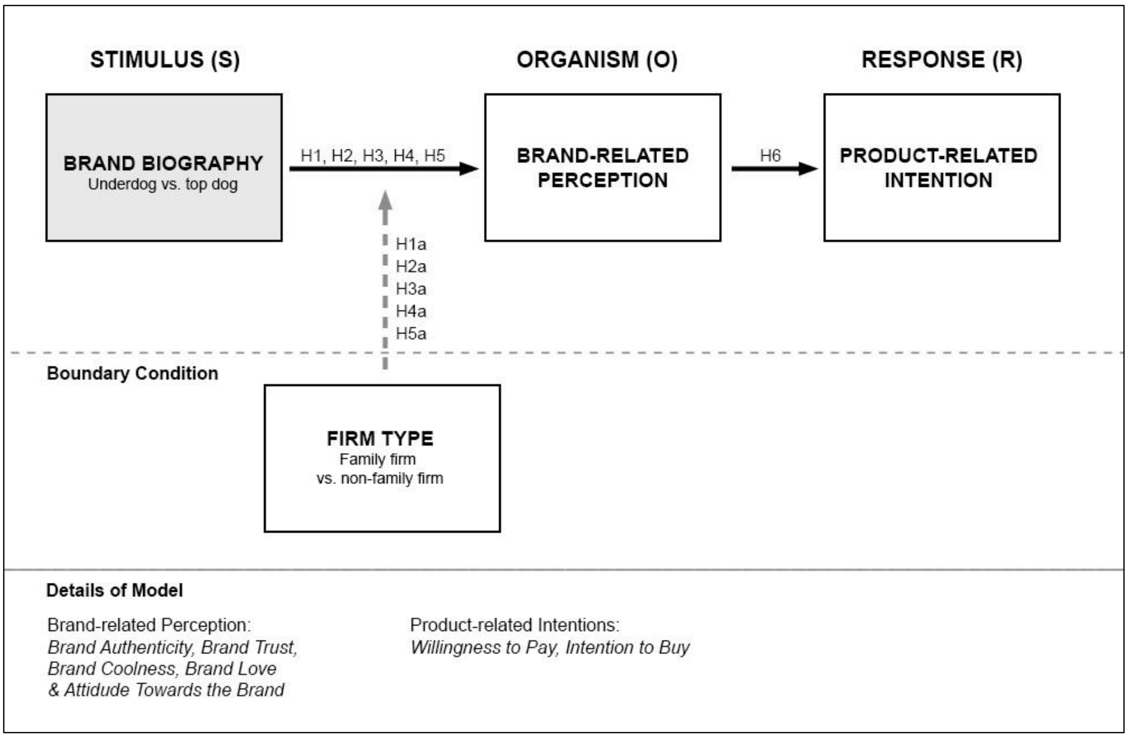


Figure 5: Research model

3.4 Overview of Hypotheses

The following table shall provide a brief summary of all hypotheses that were derived in the course of this chapter.

Brand-related perception	
H1	*Customers perceive brands with underdog narratives to be more authentic (vs. top dog brand biographies).*
H1a	*The positive main effect of underdog brand biographies on brand authenticity is stronger for family firms (vs. non-family firms).*
H2	*Customers develop higher brand trust regarding underdog brand biographies (vs. top dog brand biographies).*
H2a	*The positive main effect of underdog brand biographies on brand trust is stronger for family firms (vs. non-family firms).*
H3	*Underdog brands are perceived to be cooler (vs. top dog brand biographies).*
H3a	*The main effect of underdog brand biographies on perceived coolness is stronger for family firms (vs. non-family firms).*
H4	*Customers feel more love towards brands with underdog brand biographies (vs. top dog brand biographies).*
H4a	*The main effect of underdog brand biographies on brand love is stronger for family firms (vs. non-family firms).*
H5	*Consumers have a more positive attitude towards brands that communicate an underdog biography (vs. top dog biography).*
H5a	*The positive main effect of underdog brand biographies on brand attitude is stronger for family firms (vs. non-family firms).*
Product-related intention	
H6	*The positive brand perception resulting from underdog brand biographies leads to higher purchase intentions.*

Table 1: Overview of hypotheses

4. Methods

The present paper analyses the influence of brand biographies on the consumer's perception of a brand and considers the company type as a boundary condition. To investigate this relationship, two main studies were conducted. In both cases consumers were confronted with company biographies that included different elements of manipulation (see Figure 6). Study I functioned as the main study and analysed whether the brand biography influences the perception of fictitious brands. Study II used a genuine brand with manipulated biography as a stimulus, to confirm if the results of the first study can be applied to the case of real brands. The following section describes the development of the stimuli, as well as the study design and measures that were used in both studies.

4.1 Pretesting of Stimuli

For this paper, four different ideal-typical brand biographies were used as a stimulus to manipulate the participants, namely: family firm underdog, family firm top dog, non-family firm underdog and non-family firm top dog[7]. The biographies were adopted from Paharia et al. (2011) and expanded by the dimension of the company type.

Oliviera ist eine Kosmetikmarke, die sich im **Familienbesitz** befindet. Die **Brüder** Antonio & Giuseppe Oliviera gründeten das Unternehmen 1926 auf **der familieneigenen Olivenfarm** nahe Sevilla und hatten damals **deutlich weniger Ressourcen** als die großen Konzerne der Kosmetikbranche. Trotz eines **vergleichsweise kleinen Marketing- und Vertriebsbudgets** verfolgt das **Familienunternehmen** mit **Leidenschaft und Ehrgeiz** ein großes Ziel: die #1 Kosmetikmarke der Welt zu werden. Zurzeit hat das **Familienunternehmen** gemessen am Jahresumsatz einen **Marktanteil von ca. 5%.**

Manipulation parameters: Underdog Family Firm

Figure 6: Example of manipulated biography[8]

While all key information regarding the manipulation were the same for both studies, the company name, industry and name of the founders were changed from those of the fictitious cosmetic brand called "Oliviera" (Study I) to those of the real ice cream brand "Ben & Jerry's" (Study II). All biographies were

[7] The author decided to exclude victim and privileged achiever biographies because the preliminary study found that family firm entrepreneurs develop from underdogs to top dogs. Furthermore, this is consistent with the experimental setup of Paharia et al. (2011).

[8] All ideal-typical biographies and the elements that were manipulated are shown in Appendix A1.

constructed in a way that enabled participants to easily recognize the important information regarding the company type and type of biography. The outer appearance of the stimuli, such as the length of the biography and the choice of words, was consistent across all four biography types to achieve a similar processing time and enhance comparability. Furthermore, in order to ensure a successful manipulation of the participants, the stimuli were pre-tested toward their effectiveness. Participants of the pre-test (n=40) were randomly assigned to one of the biographies and asked to make themselves familiar with it. Afterwards, they had to answer questions regarding the biography. The aim was to measure whether participants identified the different biography types correctly. For this purpose, the underdog scale from Paharia et al. (2011) was adapted for third person use and participants were asked to rate the level of passion & determination as well as the external disadvantage of the different biographies accordingly. After minor adjustments to the biographies, participants rated the biographies as it can be expected from theory (Paharia et al., 2011). Finally, the participants were asked a comprehension question regarding the company type. All participants identified the company type (family firm vs. non-family firm) correctly. The stimuli were therefore considered a suitable manipulation for the experiment.

4.2 Study I

4.2.1 Design

The first study used a 2x2 between subject design to analyse the impact of brand biographies on brand perception in the context of different company types. As a first step, participants were asked to read the manipulated brand biography of a fictitious company. The biographies were manipulated in two ways: 2(underdog vs. top dog) x 2(family firm vs. non-family firm)[9], resulting in four different scenarios, which the participants were randomly assigned to. The following table gives a comprehensive overview of the scenarios that were used:

[9] The non-family firm was framed as a stock listed corporate group with no information about family involvement in the company. The author points out that there are family firms who are also structured as a corporate group. However, this restriction was necessary to achieve highest possible differentiation of the family firm and non-family groups.

	Family firm	Non-family firm
Underdog	**FfUd** Family firm underdog	**NffUd** Non-family firm underdog
Top dog	**FfTd** Family firm top dog	**NffTd** Non-family firm top dog

Table 2: Overview of manipulations

To avoid unintended associations and preferences of the consumers, the unfamiliarity of the brand was of great importance. For this reason, all four biographies were created around the same fictitious cosmetic brand called "Oliviera". The biographies were then presented to the respondents embedded into a realistically looking advert, featuring a self-designed logo and a product of the brand. This is consistent with the dual coding approach by Paivio (2006), who suggests that combining verbal and visual stimuli can enhance the ability of the mind to remember and process information. This way, it was easier for the consumers to form an opinion about the brand. Figure 7 shows an example of the underdog family firm stimulus.

Figure 7: Example of family firm underdog vs. top dog stimulus

Right after being exposed to the stimulus, participants had to confirm that they had fully understood and processed the presented biography before being able to continue to the next page of the questionnaire. This was done to increase the probability that the subjects had taken enough time to let the stimulus sink in. In the next step of the survey, short manipulation checks were conducted regarding the stimulus. For example, recipients were asked about the company type and product of the firm they had just seen, to verify whether the manipulation had worked. Afterwards, they were presented the questions in respect of the main constructs. Finally, participants had to assess their personal biography and answer a small number of demographic questions.

4.2.2 Measures

The author of this work relied on well-established scales from existing research to measure the theoretical constructs. For scales that use several items, Cronbach's alpha was used to measure the scale's internal consistency and reliability. As the questionnaire was conducted in Germany, some scales had to be translated from English. Whenever scales were translated, a short reverse translation pre-test was conducted to ensure best possible understanding while maintaining the scale's accuracy. In some cases, scales were adapted or shortened to fit the purpose of this research. However, this was only done after extensive pre-testing.

Construct	Items	Cα
Brand Trust	(1) "I trust this brand", (2) "I rely on this brand" (3) "This is an honest brand", (4) "This brand is safe" [1=strongly disagree, 7=strongly agree] (Chaudhuri & Hoibrook, 2001)	.913
Brand Authenticity	(1) "The brand [XY] aligns its promises according to its own philosophy" (2) "The brand [XY] knows exactly what it stands for and does not promise anything that contradicts to its character" (3) "The brand [XY] does not pretend but, instead, remains true to themselves." (4) The brand [XY] does not try to ingratiate itself with their target audience but, instead, is self-confident" [1=strongly disagree, 7=strongly agree] (Schallehn, 2012)	.881
Brand Coolness	(1) "To what extent do you personally consider the brand cool or uncool" (2) "To what extent do you think your close friends would consider the brand cool or uncool" [1=uncool, 7=cool] (Warren & Campbell, 2014)	.876
Brand Love	(1) "Overall, how much do you love [Brand]?" (2) "Describe the extent to which you feel love toward [Brand]" [1=not at all, 7=very much] (Batra et al., 2012)[a]	.948
Brand attitude	What is your opinion towards the presented brand [XY]? (1) "Positive[1]/negative[7]", (2) "Extremely dislike[1]/like extremely"[7] (Berger & Mitchell, 1989)	.841
Purchase Intention	"Imagine you want to buy a new [XY]. Buying the brand [XY] is most likely[1]/very unlikely[7]"[b] (Spears & Singh, 2004)	-

This table provides a comprehensive overview of the main constructs and scales used in this paper. A full overview of the questionnaire including all control variables and manipulation checks can be found in the shared drive (Appendix A6).

[a] Batra et al. (2012) develop a sophisticated model with 14 factors that contribute to the construct brand love. However, their results show that measuring brand love as a single unitary construct with two items is almost equally precise. For efficiency reasons, the author therefore relied on this simplified two item scale.

[b] The original scale of Spears & Singh (2004) uses 5 items to measure purchase intention. Due to feedback during pretesting the author decided to simplify the scale to a single item.

Table 3: Overview of main constructs and items

4.2.3 Pre-test

Prior to the publication of the questionnaire a pre-test was conducted using the think-aloud interviewing technique (Collins, 2003). For this purpose, six university students were asked to fill out the survey and 'think-aloud' during the process. This way, the author was able to understand in detail how the participants processed the questionnaire and identify possible weak spots. Based on the received feedback, minor changes and corrections were implemented before sending the questionnaire out to the field.

4.2.4 Sample and Procedure

The experiment of the first study was conceptualized and implemented through an online questionnaire. For this purpose, the author relied on the software *SoSci Survey* [10]. The survey was carried out from 21.09.2016 until the 17.10.2016 and was distributed through various social media channels. In this time period a click-rate of 507 participants was achieved, of which 416 participants finished the questionnaire in full length. On average, it took about 348 seconds for the subjects to complete the experiment, which is an equivalent of 5.8 minutes. To control for participants that did not pay enough attention and prevent a bias through extreme outliers an exclusion range of 2% was chosen. For this reason, the 2% slowest and fastest participants were excluded. Furthermore, all participants that were younger than 14 years were ruled out to ensure a full understanding of the experiment and sufficient purchasing power. These exclusions yielded a total sample size of 397. The age of the respondents ranged from 17 to 71 with an average of 28.80 years (SD=10.52) and a median of 25. The sample consisted of 55.4% female and 44.3% male participants of which 16.1% had children. The participants predominantly had an extensive educational background, meaning that 42.1% had a university degree and 46.6% graduated high school. Only 10.6% of the participants finished school with an intermediate school certificate or less. This relatively homogenous background of the participants may be due to the fact that scientific online surveys tend to attract participants from a more educational background.

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[10] SoSci Survey is an online software tool that enables users to develop and carry out questionnaires.

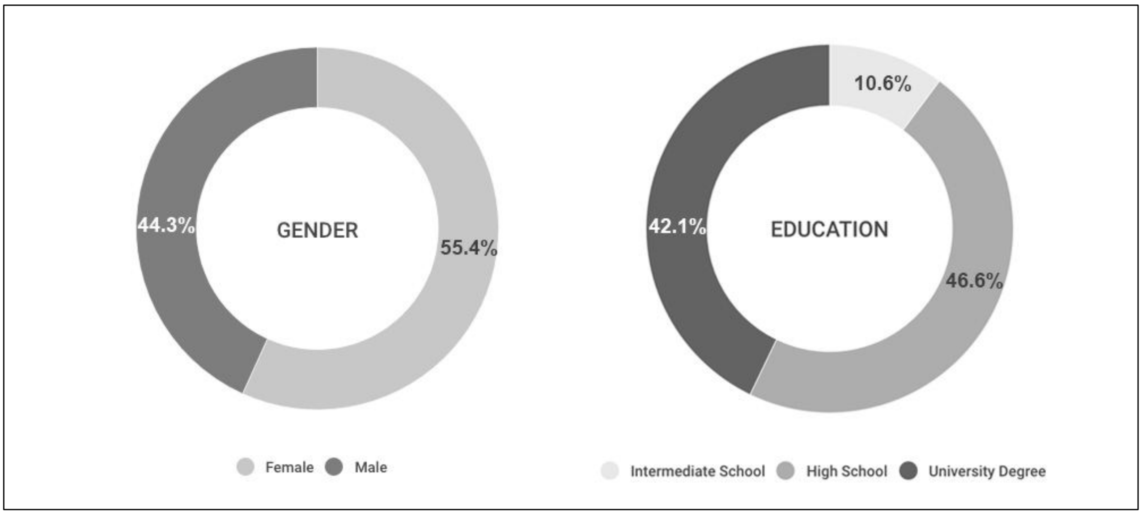

Figure 8: Demographics

4.2.5 Manipulation Check

To ensure a sufficient understanding of the experiment and monitor whether the manipulation was successful, a series of manipulation checks were conducted. The manipulation checks were intentionally not included immediately after the stimulus to make sure that participants would not recognize how the manipulation functioned. Instead, they were implemented right after confronting the respondents with the questions regarding the dependent variables.

At first, the consumers were asked whether they were familiar with the brand "Oliviera" before answering the questionnaire. Even though they had been confronted with a fictitious brand, 2% of the 397 participants (9) indicated that they were familiar with the brand prior to their participation. This suggests, that they confused the brand with a genuine brand. A successful manipulation is therefore unlikely, which is why the participants were excluded from the questionnaire. In the next step, they were asked to state the product that they had seen as a part of the manipulation. While the majority correctly identified the product as shower gel, still 3.4% of the remaining 388 participants (13) insisted that they had seen hand cream, and 0.3% (1) even stated that they had seen lemonade. This indicates a lack of attention, leading to the exclusion of participants that gave the incorrect answer. Finally, a check was conducted to analyse whether the participants had identified the firm type of the brand biography correctly. For example, 3.2% of the participants (6) of the two family firm conditions did not identify the company as a family firm.

All participants who failed to correctly identify the firm type were ruled out from the sample. This final data cleansing led to a total sample size of N=314 subjects, who had been randomly assigned to the four manipulation scenarios beforehand. The following table gives an overview of all four conditions:

Scenario	Family firm underdog	Non-family firm underdog
N (%)	86 (27.4%)	81 (25.8%)
Scenario	Family firm top dog	Non-family firm top dog
N (%)	80 (25.5%)	67 (21.3%)

Table 4: Assignment of respondents to the scenarios

4.3 Study II

While Study I examined the effect of brand biographies on the perception of a fictitious brand, Study II was designed to uncover possible differences regarding the perception of real brands. As a consequence, the second study resembles Study I in large parts and uses the same research design and measures. Therefore, the following brief description of Study II focuses on the differences between both studies.

4.3.1 Design

The second study again applied a 2x2 between subject design to measure the effect of brand biographies on the consumer's perception of a brand while considering the company type. As in Study I, the brand biographies that served as stimuli were manipulated in two ways: 2(underdog vs. top dog) x 2(family firm vs. non-family firm). All four biographies were framed as an advertisement of the genuine ice cream brand "Ben & Jerry's". At the beginning of the questionnaire, the recipient's involvement towards the product category ice cream was measured. Afterwards, they were asked to rate their own biography on the underdog disposition scale before being confronted with the stimulus. Participants then had to answer questions regarding the dependent variables and pass a selection of manipulation tests. Finally, they were asked to answer a series of questions regarding their person.

4.3.2 Measures

The measures were, with few exemptions[11], identical to Study I and will therefore not be explained again in further detail. A summary of the measures that were used, as well as their corresponding Cronbach alpha values, can be found in Appendix A6.

4.3.3 Sample and Procedure

Similar to the first study, the second survey was designed as an online questionnaire, which was distributed through the widely recognised online panel *SoSci Panel*[12]. The data was collected from 02.11.16 to 04.11.16, with click rate of 624 participants of which 550 participants completed the questionnaire in full length. On average, it took 517.81 seconds for the recipients to fill out the questionnaire. To control for outliers, the author maintained the exclusion rate of 2%. Therefore, the 2% slowest and fastest participants were excluded, which led to a sample size of 528. Furthermore, the author ruled out all recipients that stated, that they did not like ice cream. This resulted in a remaining sample size of 507 subjects, of which 23.5% were male and 75.9% female, with an average age of 35.76 (SD= 13.41).

4.3.4 Manipulation Check

As in Study I, several manipulation checks were included in the study to examine whether participants had been successfully manipulated through the stimuli. In a first step, the author ruled out all participants that failed to identify the correct firm type of the company they had seen. For example, 39 respondents of the non-family firm groups insisted that they had seen a family firm. This last step of data cleansing led to a final sample size of N=370[13] [14].

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[11] Brand Authenticity was not measured in Study II.

[12] SoSci Panel is the online panel of the software provider "SoSci Survey" and has more than 90,000 registered subscribers. Questionnaires that are sent in are subject to extensive review by other researchers to ensure highest possible quality of studies.

[13] Assignment of the participants to the four stimuli: Family Firm Underdog (110), Family Firm Top Dog (118), Non-Family Firm Underdog (63) and Non-Family Firm Top Dog (79)

[14] The uneven group size is a result of the manipulation checks. A significant amount of the respondents that were exposed to the non-family firm stimulus mistakenly found the company to be a family firm. This is arguably due to the high resemblance of underdog brands and family firms.

5. Findings (Study I)

The following chapter introduces the findings of the first study of the present research. These findings are used to verify the central hypotheses of this work. All statistics were analysed using IBM SPSS Statistics Version 22.

5.1 Brand-related Perception

To analyse the main effect of brand biographies on the consumer's perception of the brand a factorial analysis of variance (ANOVA) was conducted. As discussed, the perception of the brand was operationalised through the constructs of brand trust, brand authenticity, brand coolness, brand love and attitude towards the brand. The following table features a group comparison of descriptive statistics regarding the dependent variables:

	Authenticity		**Trust**		**Coolness**		**Love**		**Attitude**	
	FF	NFF	FF	NFF	FF	NFF	FF	NFF	FF	NFF
Underdog										
M	5.26	4.61	5.23	4.55	4.77	4.69	3.29	3.04	5.58	5.20
(SD)	(1.04)	(1.37)	(1.10)	(1.15)	(1.28)	(1.04)	(1.76)	(1.64)	(.80)	(.89)
N	*86*	*78*	*86*	*81*	*86*	*80*	*86*	*80*	*86*	*81*
Top Dog										
M	4.59	3.97	4.77	4.36	4.23	4.26	2.58	2.20	4.91	4.78
(SD)	(1.31)	(1.48)	(1.15)	(1.12)	(1.31)	(1.22)	(1.56)	(1.38)	(1.03)	(1.06)
N	*78*	*64*	*79*	*67*	*80*	*67*	*80*	*67*	*80*	*67*

Table 5: Descriptive statistics on dependent variables

A separate ANOVA was conducted for each of these dependent variables. The manipulation of the brand biography was operationalised by coding two fixed factors. The first factor expresses the type of biography which the recipient had seen (1=underdog; 2=top dog). The second factor incorporates the type of firm (1=family firm; 2=non-family firm). Prior to performing the ANOVA, checks were conducted to verify if the necessary assumptions were met. The requirement of normally distributed variables can be assumed due to the central limit theorem (Durrett, 2010). Homogeneity of variances was checked individually for each ANOVA that was conducted using Levene's test. However, the test statistic was significant for two of the five conducted ANOVA[15], which means that there were significant differences between the group variances. It can therefore be noted, that the required assumptions for the ANOVA were partly violated. The author decided to proceed the analysis and reports this as a limitation. Therefore, in the further course of this chapter the results will be discussed for each of the dependent variables.

5.1.1 Brand Authenticity

The factorial ANOVA in relation to brand authenticity showed a highly significant main effect of the type of biography, $F(1, 302) = 19.567$, $\rho<.001$. This means that the underdog brand biographies were perceived to be significantly more authentic ($M_{UD}=4.95$, $SD=1.25$) than the top dog brand biographies ($M_{TD}=4.31$, $SD=1.41$) used in the experiment, thus providing strong evidence for H1.

In addition, there was a highly significant interaction effect between the firm type and biography $F(2, 302) = 9.155$, $\rho<.001$, which serves as verification for H1a. This means, that the underdog effect on brand authenticity was stronger for family firms than non-family firms.

5.1.2 Brand Trust

The results of the factorial ANOVA reveal a significant main effect of the brand biography type on the trust that consumers have towards a brand, $F(1, 309) = 6.348$, $\rho<.05$. This indicates that the underdog narrative enjoyed a significantly higher level of brand trust ($M_{UD}=4.90$, $SD=1.17$) among the recipients than the top dog biography ($M_{TD}=4.58$, $SD=1.15$), supporting one of the key hypotheses of this study (H1).

With respect to the boundary condition firm type, the author postulated that the underdog effect on brand trust is stronger for family firms (H1a). The results show a highly significant interaction effect between the firm type and biography, $F(2, 309) = 10.056$, $\rho<.001$, and therefore provide great evidence for this hypothesis. The stronger underdog effect for family firms is visible in Figure 9. By comparing the slope of the family firm curve to the curve of non-family firms, it becomes

[15] The Levene’s test for Brand Love ($p<0.05$) and Brand Authenticity ($p<.001$) was significant, meaning that the null hypothesis of equal variances can be rejected.

evident that there is a stronger effect of underdog biographies on brand trust for family firms.

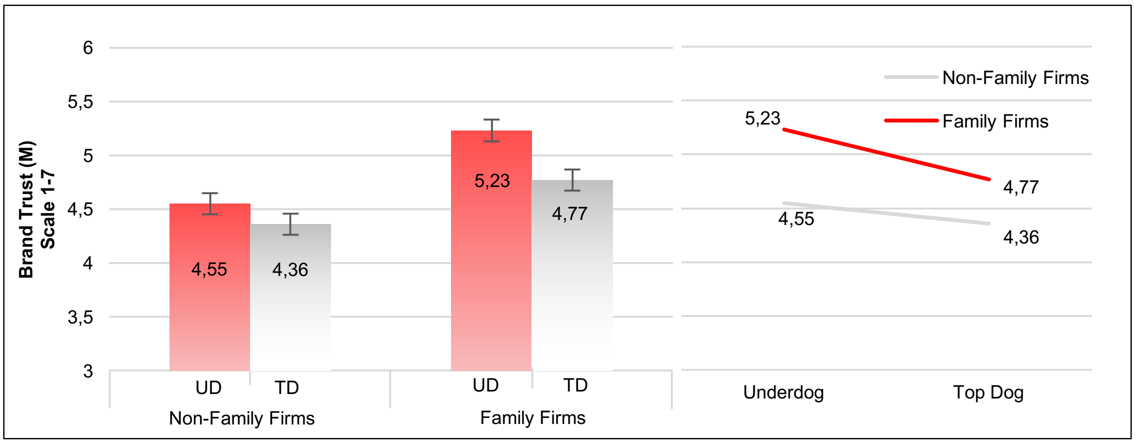

Figure 9: Effect of boundary condition firm type on brand trust

5.1.3 Perceived Coolness

Next, the author performed an ANOVA with perceived coolness as dependent variable. The results showed a highly significant main effect for underdog brand biographies, $F(1, 309) = 12.493$, $\rho<.001$. The recipients perceived the underdog narrative to be significantly cooler (M_{UD}=4.73, SD=1.17) than the top dog counterpart (M_{TD}=4.24, SD=1.26). This delivers great support for H3: underdog brands are perceived as more cool.

However, there was no significant interaction effect between the company type and type of biography, $F(2, 309) = .132$, $\rho=.876$. As a consequence, the author found no evidence that the underdog effect on coolness is stronger for family firm brands, thus H3a has to be rejected.

5.1.4 Brand Love

In order to analyse the influence of brand biographies on brand love a factorial ANOVA was conducted. The results reveal a highly significant main effect of underdog brand biographies on brand love, $F(1, 309) = 18.174$, $\rho<.001$. This means that consumers experienced significantly greater love towards the underdog brand treatment (M_{UD}=3.18, SD=1.70) compared to the top dog brand narrative (M_{TD}=2.41, SD=1.49)[16], which provides strong evidence for H4.

[16] It is noteworthy, that the overall mean of brand love was remarkably low compared to the other

With respect to the boundary condition firm type there was no evidence for a significant interaction effect between the type of firm and the biography it communicates, $F(2, 309) = 1.515$, $\rho=.221$. Accordingly, the underdog effect was not stronger for family firms or non-family firms, thus, H4a cannot be confirmed.

5.1.5 Attitude Towards the Brand

Finally, the author postulated that the different elements of the brand perception construct (i.e. brand trust) would result in an overall positive attitude towards underdog brands (H5). And indeed, there was a highly significant main effect for underdog brand biographies, $F(1, 310) = 25.746$, $\rho<.001$. This means that recipients had a more positive overall attitude towards the brand concerning the brand that communicated its underdog roots (M_{UD}=5.40, SD=.86) compared to the top dog brand (M_{TD}=4.85, SD=1.04).

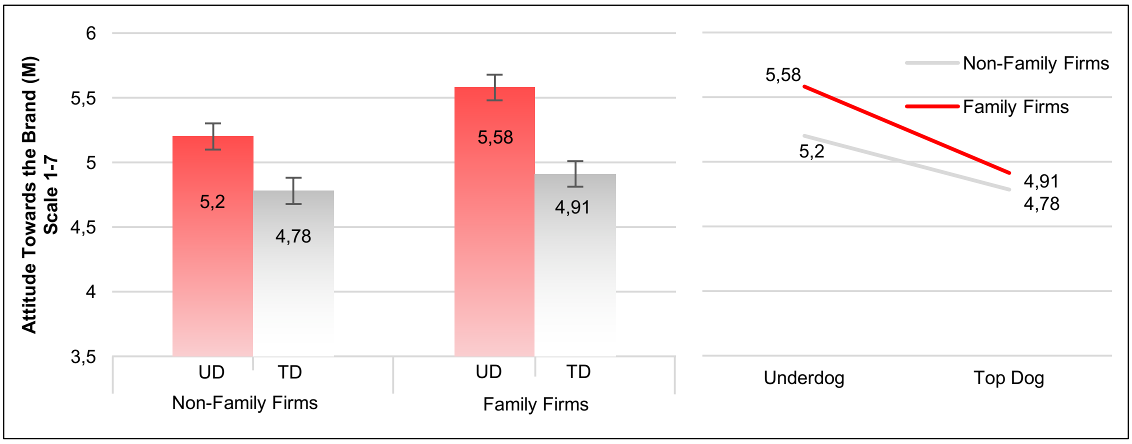

Figure 10: Effect of boundary condition firm type on brand attitude

Furthermore, there was a significant interaction effect between the firm type and the biography, $F(2, 310) = 3.658$, $\rho<0.05$, meaning that the firm type family firm leveraged the underdog effect. This way, the underdog effect was significantly stronger in the case of family firms. This is also indicated through Figure 9, as visualized through the decreasing gap between the family firm and non-family firm condition. It can be seen that the slope of the family firm curve is significantly steeper, indicating the stronger underdog effect.

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dependent variables. This is most likely linked to the use of a fictitious brand. Brand love is a very complex construct and requires a very deep connection between consumer and the brand (Batra et al., 2012). It may therefore be weaker in the case of fictitious brands.

Biography type (UD vs. TD) x firm type (FF vs. NFF)	Statistics
Dependent Variable:	
Brand Authenticity	F(2,302)=15.337, ρ<.001***
Brand Trust	F(2,309)=10.056, ρ<.05*
Perceived Coolness	F(2,309)=.132, ρ=.876
Brand Love	F(2,309)=1.515, ρ=.221
Attitude Towards the Brand	F(2,310)=3.658, ρ<.05*

*=low significance; ** medium significance; ***high significance

Table 6: ANOVA statistics for all interaction effects on perception constructs

5.2 Product-related Intention

The product-related intention was operationalised through the construct of intention to buy and was included in this research to serve as an economic legitimation of the perception constructs described above. The author aims to examine whether the perception of the brand had significant impact on the intentions of customers to buy the product. For this purpose, a multiple regression was conducted. The brand perception constructs (brand trust, brand authenticity, brand coolness, brand love and attitude towards the brand) were included as independent variables. Prior to conduction, the assumptions of the linear regression were checked.

5.2.1 Intention to Buy

The multiple linear regression aimed at analysing the impact of brand perception on the dependent variable intention to buy. A quick analysis revealed no violations of the underlying assumptions of a linear regression[17] [18] [19] [20]. The results show that 3 of the 5 perception constructs turned out to have a significant impact on the consumer's intention to buy the product: brand love (β = .222, ρ<.001), perceived coolness (β = .308, ρ<.001) and brand trust (β = .165, ρ<.05).

[17] Independent errors: Durbin-Watson for Intention to Buy is 2.094 which indicates that the residuals of the model are independent.

[18] No perfect multicollinearity: As all VIF values are below 10 there is no evidence for multicollinearity.

[19] Homoscedasticity: The *ZRESID and *PRED graph indicated that the variance of the residual terms was constant (see Appendix A5).

[20] Normally distributed errors: Histogram was checked and showed that normal distribution of residuals and linearity are fulfilled (see Appendix A5).

In total, the model was able to explain 36.4% of the variance of the intention to buy (adjusted R^2 = .364).

	Estimate (β)	t-value	ρ-value
Brand Trust [a]	.165	2.428	<.05*
Brand Authenticity [a]	.103	1.684	=.093
Perceived Coolness	.308	4.939	<.001***
Brand Love	.222	3.649	<.001***
Attitude Towards the Brand [a]	-.040	-.570	=.569

R squared= .374 (Adjusted R squared = .364)
*=low significance; ** medium significance; ***high significance
[a] Constructs that were subject to a significant interaction effect of the firm type.

Table 7: Multiple regression analysis for intention to buy

These findings provide support for H6, which states that the overall positive brand perception increases the consumer's intention to buy the product. However, not all of the perception constructs had a significant impact on purchasing intentions. This means, that H6 can only partially be accepted, although there is evidence for the postulated connection between the perception and purchase intention.

5.3 Summary of Study I

Study I found great evidence for underdog biographies to have a significantly positive effect on the brand-related perception constructs brand trust, brand authenticity, perceived coolness, brand love and attitude towards the brand. Furthermore, support was found for the presumption that the underdog effect looms larger for family firms than for non-family firms. However, this was not true for all of the measured perception constructs. Finally, the results show that many of the perception variables had a significant impact on the intention of consumers to buy a product. Table 8 gives a comprehensive overview of the impact of these results on the postulated hypotheses.

Brand-related perception		Finding
H1	*Customers perceive brands with underdog narratives to be more authentic (vs. top dog brand biographies).*	Supported
H1a	*The positive main effect of underdog brand biographies on brand authenticity is stronger for family firms (vs. non-family firms).*	Supported
H2	*Customers develop higher brand trust regarding underdog brand biographies (vs. top dog brand biographies).*	Supported
H2a	*The positive main effect of underdog brand biographies on brand trust is stronger for family firms (vs. non-family firms).*	Supported
H3	*Underdog brands are perceived to be cooler (vs. top dog brand biographies).*	Supported
H3a	*The main effect of underdog brand biographies on perceived coolness is stronger for family firms (vs. non-family firms).*	Rejected
H4	*Customers feel more love towards brands with underdog brand biographies (vs. top dog brand biographies).*	Supported
H4a	*The main effect of underdog brand biographies on brand love is stronger for family firms (vs. non-family firms).*	Rejected
H5	*Consumers have a more positive attitude towards brands that communicate an underdog biography (vs. top dog biography).*	Supported
H5a	*The positive main effect of underdog brand biographies on brand attitude is stronger for family firms (vs. non-family firms).*	Supported
Product-related intention		
H6	*The positive brand perception resulting from underdog brand biographies leads to higher purchase intentions.*	Supported[a]

[a] Only three of five perception constructs showed a significant impact on purchase intentions. The hypothesis is therefore only partially supported.

Table 8: Impact of the results on hypotheses

6. Findings (Study II)

6.1 Brand-related Perception

Analogous to Study I, a separate ANOVA was conducted for each of the brand-related perception constructs[21] that served as dependent variables. The results were used to analyse, whether the findings of Study I hold true in the case of real brands. Prior to performing the ANOVA, the author made sure that the presumptions were met[22].

The results of the study show a significant main effect of the type of brand biography for three of the four perception variables. First, there was a significant main effect of the biography type on perceived coolness, $F(1, 365) = 6.579$, $\rho<.05$. This is in line with the results of Study I, indicating that consumers also preferred underdog narratives (M_{UD}=4.99, SD=1.53) above top dog narratives (M_{TD}=4.59, SD=1.58) in the scenario of the genuine brand. Furthermore, a significant difference between the consumer's perception of both biography types was discovered regarding brand love, $F(1, 365) = 4.189$, $\rho<.05$. This supports the findings of the first study, and shows, that consumers also felt higher brand love towards the underdog narratives (M_{UD}=3.37, SD=1.77) than towards the top dog stories (M_{TD}=2.98, SD=1.64) in the real brand scenario. Finally, the study finds a highly significant main effect of the type of biography on the attitude towards the brand, $F(1, 363) = 11.924$ $\rho<.001$. This is conforming to the findings of the first study and indicates that consumers have a more favourable attitude towards underdogs (M_{UD}=5.15, SD=1.28) compared to top dogs (M_{TD}=4.68, SD=1.29). However, there was no significant effect of the biography type on brand trust, $F(1, 365) = 2.273$, $\rho=.133$. This means that the recipient's brand trust towards underdog and top dog brands did not significantly differ.

The author did not find a significant interaction effect of the firm type and type of biography for any of the perception variables in Study II. This is inconsistent with the results of Study I and indicates, that family firms did not profit significantly

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[21] Brand Authenticity was not included as a perception construct in Study II.

[22] Levene test: All test statistics were not significant, indicating that homoscedasticity was present in the sample.

higher from the underdog effect than non-family firms in the genuine brand scenario.

6.2 Product-related Intention

As the author discussed extensively in Study I, the intention to buy was used to analyse the economical relevance of the change in brand perception. To analyse this relationship, a multiple regression was conducted. Again, a short check of the assumptions of the linear regression was conducted and showed no violations[23] [24] [25] [26].

The results revealed 3 of the 4 perception constructs to have a significant influence on the consumer's intention to buy, namely, brand trust (β = .257, ρ<.001), brand love (β = .296, ρ<.001) and attitude towards the brand (β = .266, ρ<.001). In total, the model was able to explain 48.1% of the variance of the intention to buy (adjusted R^2 = .481). This is in line with the results of the first study, which also showed a significant effect of the brand perception on the consumer's behavioural intentions.

7. General Discussion

Underdog narratives have a long tradition and have inspired people across sports, politics, literature and film (Avery et al., 2010). Today, the advertising campaigns and product shelves are full of underdog narratives stressing the humble beginnings and significant efforts of brands during their early struggles. However, the concept of underdog branding is only gradually finding its way into the field of consumer research. Paharia et al. (2011) were the first to uncover the underdog effect in the context of consumer research. Their results emphasize the

[23] Independent errors: Durbin-Watson for Intention to Buy is 2.135 which delivers evidence that the residuals of the model are independent.

[24] No perfect multicollinearity: All VIF values are below 10, which means that there is no evidence for multicollinearity.

[25] Homoscedasticity: The *ZRESID and *PRED graph indicated that the variance of the residual terms was constant (see Appendix A7).

[26] Normally distributed errors: Histogram was checked and showed that normal distribution of residuals and linearity are fulfilled (see Appendix A7).

existence of a positive effect of underdog narratives on brand perception and purchasing intentions.

First of all, the main study (Study I) replicates and confirms the underdog effect discovered by Paharia et al. (2011) and finds a significant main effect of underdog biographies on the brand perception. Brand perception in the case of this study was operationalised through brand authenticity, brand trust, perceived coolness, brand love and overall attitude towards the brand. Drawing from the findings of Paharia et al. (2011), the first hypothesis suggested that underdog brand biographies would be perceived to be more authentic. The results of Study I provide great evidence that consumers find underdog brands to be significantly more authentic (M_{UD}=4.95) than their top dog counterparts (M_{TD}=4.31). This is consistent with the findings of Paharia et al. (2011), who suggest that underdog brand biographies can foster consumer values such as brand authenticity. As suspected by hypothesis 2, the findings show that underdog brand biographies encouraged consumers to feel significant higher brand trust than top dog biographies (M_{UD}=4.90; M_{TD}=4.58). This coincides with past research. According to Morgan & Hunt (1994), shared values and same beliefs play a major role in the building of mutual trust. Since consumers self-identify as underdogs (Avery et al., 2010), they have a greater overlapping of values with brands that have underdog roots themselves, hence leading to higher brand trust. In regards to the perceived coolness of the brand, the results again show a significant main effect. The underdog narratives were perceived to be cooler than the top dog brand biographies (M_{UD}=4.73; M_{TD}=4.24). This is in line with research regarding perceived coolness that identifies autonomy and divergence from the norm as key drivers (Warren & Campbell, 2014). As Paharia et al. (2011) describe, underdogs differ from the norm due to their disadvantaged position in the marketplace and their strong passion for overcoming the odds. This way, they are perceived to be cooler than top dog brands. Furthermore, the results of Study I revealed a positive effect of underdog biographies on brand love (M_{UD}=3.18; M_{TD}=2.41), which is in agreement with hypothesis 4. From a theoretical perspective, this is arguably a result of the higher brand identification of consumers towards underdog brands. As Batra et al. (2012) argue, brand love is created through the brand’s ability to express the consumer’s personal identity.

Consumers, therefore, love underdog brands more because they recognize elements of their own biography in the brand's narrative. Finally, the findings also substantiate hypothesis H5, which suggested, that consumers have a more favourable overall attitude towards the brand in the case of underdog brands. The recipients had a significantly better attitude towards the underdog than towards the top dog narrative (M_{UD}=5.40; M_{TD}=4.85) which is consistent with theory. Keller (1993) describes the attitude towards the brand as an overall evaluation of the brand. As discussed above, consumers perceived underdog brands to be cooler, more trustworthy and more authentic. As a consequence, their attitude towards the brand is likewise higher.

In summary, the results of the main study show a positive effect of underdog narratives on the brand perception of consumers. The author considers this a highly important finding, as it implies that the consumer's overall evaluation of underdog brands is better than that of their top dog competitors. In other words, consumers prefer products that are marketed by underdog brands.

The main purpose of the first study was to expand the understanding of the underdog effect by considering an important boundary condition. Past research has neglected to analyse the effect of the type of company on the underdog effect. However, the economic relevance of this particular type of firm is enormous. Depending on the underlying definition of family firms, they are said to account for up to 95,1% of all German firms (Wallau & Haunschild, 2007). As they are often attributed with very special characteristics (Dawson & Mussolino, 2014), it is likely that the effectiveness of underdog narratives will greatly differ. The author argued that the strong resemblance between the characteristics of underdogs and family businesses would lead to a leverage effect, hence multiplying the underdog effect in the case of family firms. The experiment of this study was set up to analyse whether there is a difference in the impact of the underdog effect between firm types. Drawing from the results of the preliminary study, which revealed, that many underdog firms have underdog roots, hypothesis H1a postulated that the underdog biography would be perceived as significantly more authentic in the case of family firms. And indeed, the results show a significant interaction effect between the company type and the brand authenticity. This effect clearly shows that it is far more believable for family firms to tell the underdog story than for non-family firms. The author claims that brand authenticity can be seen as more than just a dependent variable. Instead, it can also be viewed as an explanatory variable that explains why the underdog effect works better for family firms. According to Guthey & Jackson (2005), brand authenticity is achieved when the brand image is in accordance with the brand's identity. The preliminary examined the brand identity of family firms, showing that a large part of the family firms perceives them self as underdogs. Thus, the effect of underdog narratives on the overall brand perception is stronger for family firms because it is more authentic for family firms to build up the brand image of an underdog. This was also reflected in hypothesis H2a, which predicted that the underdog effect on brand trust would be stronger for family firms. As anticipated, the results show a significant interaction effect between the firm type and the biography, meaning that family firms benefitted more if they positioned themselves as underdogs. This is in accordance with past research that shows, that both family firms and underdogs are perceived to be more trustworthy (Binz et al., 2013; Paharia et al., 2011). The author argues that family firm underdogs are therefore perceived to be even more trustworthy through the leverage effect described above. Finally, hypothesis H5a postulated, that due to the good fit between family firms and underdog biographies, the underdog effect on the attitude towards the brand would be higher for family businesses. As expected, there was a significant interaction between the firm type and the biography, meaning that family firms could profit significantly stronger from the underdog effect. This is arguably due to the multiplication of the positive attributes of family firms and underdogs, since both are associated with mostly positive attributes. If family brands position themselves as underdogs, they behave in accordance with the expectations of consumers, hence leading to a higher attitude towards the brand. Concerning hypothesis H3a the author predicted that family firms would profit more from the underdog effect on perceived coolness because they are perceived to be more independent, which is an important driver of coolness (Warren & Campbell, 2014). However, the results show that both family firms and non-family firms benefited from the underdog effect in equal shares. This may be because autonomy was not stressed enough as a central motive of the biographies that functioned as stimuli. Future research could emphasize the independence of the underdog more clearly to analyse, whether the effect becomes stronger for family firms. Finally, the author estimated in hypothesis 4a, that the underdog effect on brand love would be higher for family firms. This was derived from the fact, that past research suspects family firms to build more stable and long-lasting relationships with their customers (Orth & Green, 2009). Even though the results show a clear trend in favour of this presumption, there was no significant effect between the firm type and biography. Thus it appears that hypothesis H4a was not substantiated.

Altogether, there was substantial evidence drawn from the results that the underdog effect is stronger for family firms, implying that the image of family firms can benefit significantly stronger if the firm is marketed as an underdog. However, this was not true for all of the analysed brand perception constructs, but only for brand trust, brand authenticity and attitude towards the brand. This is considered an important finding because it shows that the underdog effect cannot be analysed without taking into account the firm type.

To put the results regarding underdog effect on brand perception into an economic perspective, the influence of the perception constructs on the product-related intention to buy was analysed. Results showed a significant effect of the perception constructs brand love ($p<.001$), perceived coolness ($p<.001$) and brand trust ($p<.05$) on the consumer’s intention to buy the product. These findings are in line with previous studies that demonstrate a positive influence of brand perception constructs on the intentions (e.g. Berger & Mitchell, 1989; Mitchell & Olson, 1981; Spears & Singh, 2004). It can be inferred that positioning a brand as an underdog can indirectly influence the intentions of consumers to buy the product through the mediating effect of brand perception. This is especially relevant for family firms since the results show that they can benefit stronger from the underdog effect than non-family firms.

The second study was aimed at analysing, whether the results of the first study hold in the case of a real brand scenario. The analysis showed, that there was a significant impact of the underdog biography on the consumer’s brand love, perceived coolness and the attitude towards the brand. This supports the findings of the first study [27] and shows how real brands can profit by positioning themselves as underdogs. The present study therefore reveals, that the underdog effect also functions when consumers are confronted with real brands. However, the main purpose of Study II was to analyse the firm type as a boundary condition. The goal was to figure out, whether real family firms could benefit more from the underdog effect than non-family firms. Yet, the results show no significant interaction effect between the company type and their communicated biography. This implies, that the results of Study I were not confirmed.

The author argues, that this mainly due to the fact, that the recipients were manipulated only once with a single advertisement. However, the majority of the participants stated, that they had eaten Ben & Jerry's ice cream before. This indicates, that they were familiar with the product beforehand and therefore had an impression of the brand before participating in the study. This may be an explanation for the results, as a single exposure to an advert was not able to significantly change their brand attitude. Study II should therefore not be seen as disproof for study I. Instead, it illustrates how difficult it can be for real brands to influence their perception among consumers.

8. Limitations and Implications

The following chapter reveals the limitations of this research, identifies topics for future research and discusses the theoretical and practical implications of the results.

8.1 Limitations and Future Research

This work, as any research, is subject to a number of limitations, which will now be evaluated. To begin with, there are some limitations resulting from the experimental setup itself. For example, even though the stimuli had been pretested in advance to confirm their effectiveness, there was no manipulation test regarding the type of biography during the actual study. This was done to

[27] However, the results do not confirm a positive effect of the underdog biography on the consumer's trust towards the real brand. This means, that hypothesis 2 was not supported in the real brand scenario.

keep the questionnaire as short and convenient as possible. The stimuli were designed in a way that made them seem like a printed advertising. It is therefore difficult to generalize the results, as communicating the biography through other forms of advertising may lead to different effects. Future research could therefore analyse, whether the underdog effect also works when the biographies are transported through different types of advertising (e.g. TV advertising). Also, the author used the story of fictitious brands (Study I) to convey the different types of biographies. This means, that the respondents had no expectations towards the brand prior to their participation in the questionnaire. However, in practice, consumers already have a certain brand image in mind when they encounter a firm, which will most likely affect the way that the brand biography influences their perception of the company (see Study 2). In addition, the author used the concept of purchasing intentions to measure the actual economic impact of the brand biography. Unfortunately, researchers have shown that there is a so-called intention-behaviour gap (Sheeran, 2002). As Sheeran (2002) shows in his meta-analysis, the intentions only explain 28% of the variance of future behaviour. This means, that the intentions towards purchasing the product cannot be put on a level with the actual purchase decision. Researchers may therefore want to examine, whether the underdog effect also works in real choice scenarios. Further limitations come from the composition of the sample of the online questionnaire. Most of the participants had an extensive educational background and the age structure was overall relatively young. However, this is not representative for the German population in general which makes the results difficult to generalize. Moreover, Paharia et al. (2011) argue that a vast majority of people experiences their personal biography to have underdog characteristics. This research finds contrary evidence as a large number of the participants of Study I stated that they were passionate and ambitious but lacked an external disadvantage, hence self-identifying as privileged achievers. This may have reduced consumer’s identification with the underdog brand. However, most participants of Study II were found to have an underdog biography which is consistent with past research. Future research may, therefore, want to explore whether the assumption that a vast majority of consumers self-identify as underdogs holds true in different cultures and social levels.

Next, the research set a focus on the business-to-consumer (B2C) sector and analysed how underdog narratives are perceived among end consumers. The results can therefore not be transferred towards the business-to-business sector, since there is a difference in the target audience of the company's communication. Furthermore, all biographies were woven around a company of the consumer good industry. However, as research shows, brand trust and authenticity are of significant importance in this industry, because consumers try to avoid risk by becoming loyal to a brand and product (Matzler, Grabner-Kräuter, Bidmon, Delgado-Ballester, & Munuera, 2008). It is, therefore, highly probable that the results will differ across industries and product segments. For example, there may be industries where consumers prefer top dog brands due to security concerns (i.e. hospitals). Future studies could therefore analyse the impact of the industry on the effectiveness of underdog narratives. In addition, this study was limited to the effects of the external communication of brand biographies and focused on consumer perception. However, underdog narratives might also be a powerful tool in the internal communication of companies, for example with respect to employer branding. Examining the underdog effect in the internal communication of a firm can therefore be an interesting field for future research.

8.2 Theoretical Implications

The theoretical implications of this research are two-folded. First, this work provides important contributions to the field of family business research. The results of the preliminary study help to foster a deeper understanding of family firms by revealing what types of biographies prevail in these companies and how they dynamically develop over time. Furthermore, this work gives insights on the importance of the biography for family firms and helps to understand how family brands already use their biographies as a marketing tool today. The main study showed that the effectiveness of underdog narratives is significantly higher for family firms. These findings add to the field of family business research because they contrast the differences between family firms and non-family firms.

Secondly, the results contribute to the area of marketing by providing a more differentiated understanding of the underdog effect. Most important, this research confirms the underdog effect in respect of consumer goods and therefore validates the results of past studies (Avery et al., 2010; Paharia et al., 2011), while verifying their applicability towards the German culture area. Furthermore, it extends the previous understanding by showing that the underdog effect not only influences the purchasing intention, as shown by Paharia et al. (2011). Instead, the underdog brand biographies can help to generate an overall positive perception of the brand which, in turn, leads to higher purchasing intentions. Moreover, this research adds the dimension of the company type as an essential boundary condition and demonstrates that the underdog effect is significantly stronger for family firms. Therefore, to fully understand the underdog effect researchers should consider the type of firm that communicates it.

However, the results show that it is far more difficult to influence the consumer's perception through underdog biographies in the case of real brands. Study II failed to replicate the stronger underdog effect for genuine family firms, which is most likely due to the very brief exposure to the stimuli. Future research should therefore tie up to these results and analyse the underdog effect with respect to the company type in a real brand scenario more detailed.

Concluding from the above, this work serves as a motivation and starting point for future research to deal more in depth with the biography of family firms as an important marketing tool and its areas of application.

8.3 Practical Implications

Most important, the results have shown that consumers have an overall more favourable brand perception of brands that communicate underdog motives as a part of their firm biography. These findings are consistent with the work of Paharia et al. (2011), who first discovered this underdog effect. Furthermore, this work finds that this applies to both family firms and non-family firms, hence meaning that firms can profit by communicating their humble beginnings regardless of their type of firm. These findings should raise awareness among marketers that the communication of the company's roots can serve as a valuable tool to build and maintain a positive brand image, and importantly, help to increase the sales of the product. This is particularly the case for family firms. The research shows that the underdog effect is significantly stronger for family firms concerning brand trust, brand authenticity and the overall attitude towards the brand. Managers of family firms that have underdog roots should, therefore, take advantage of this powerful tool and integrate them into their marketing concept. Otherwise, they run the risk of rivalling non-family firms undermining their market position by communicating an underdog narrative for their part.

However, as the results of the second study showed, the findings of the main study were not fully applicable to the case of real brands. The author suspects this to be due to the very brief exposure to the stimulus. Marketers who want to position their company as an underdog should therefore include the underdog narratives across multiple channels and over an extended period of time.

The preliminary study showed considerable potential for further improvement regarding the communication of the biography in family firms. Although many of the participants already acknowledge the importance of the brand biography in general, the results show that only a few companies communicated their brand biography actively across multiple channels. According to this, there is great untapped potential to include the biography into the marketing concept of the firm more widely, as it can help foster a beneficial firm image. It is important that marketers understand the numerous areas of application of the company biography. The company history is much more than just the story of the firm. Instead it can be included broadly into the marketing of a firm to tell a compelling and persuasive narrative across many platforms. Many businesses like Ben & Jerry’s have already understood this concept well and widely apply it to their marketing. They do not only communicate their underdog narrative as part of their company chronicles or brochures. Instead, their underdog narrative is equally present in their website, TV spots and billboard advertising and sometimes even featured on their products (see Appendix 8).

Unfortunately, there is also a certain threat originating from a family firm’s biography. The preliminary study revealed that there was a trend for the personal biography of the family entrepreneurs to develop from an underdog narrative to a top dog biography. This means that family firms that were in a later generation were more likely to have managers with a top dog background. Assuming that the personal biography of the founding family shapes the firm’s biography, this can result in a risk for the company. As Avery et al. (2010) postulate, consumers have a strong preference for underdog brands. Family firm managers should, therefore, avoid being perceived as a top dog brand. It is important to raise awareness for the underdog roots of the company and pass on the underdog narrative from generation to generation. This way, the leading generation of tomorrow becomes more aware of the humble beginnings of their business.

9. Conclusion

As the title of the work stated, this work was aimed at analysing how family firms can benefit from communicating their brand biography. Therefore, this work analysed the effect of underdog brand biographies with respect to the boundary condition firm type. The first study successfully confirmed, that consumers have a more favourable brand perception of brands that communicate their underdog roots. Furthermore, the impact of the firm type was demonstrated, by showing that family firms can profit significantly stronger from the underdog effect. Finally, the economic relevance of this effect on brand perception was highlighted, by demonstrating that the brand perception variables had a significant impact on the intention to purchase the product. The second study then analysed, whether the results would hold in the scenario of a genuine brand. Although, the underdog effect could be replicated, there was no evidence for a significant difference between family firm and non-family firm perception. However, this is arguably due to the fact, that consumers already had a very reinforced image of the brand that was used as a stimulus. Drawing from the findings of this work and tying them back to the initial research question, the communication of underdog roots can be a powerful mean for companies to enhance their perception among consumers. This is especially true for family firms, as they profit stronger from the underdog effect due to their high resemblance with the underdog.

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Appendix

A1 – Example: Coding of Biographies

Familienunternehmen Underdog	Familienunternehmen TopDog
Oliviera ist eine Kosmetikmarke, die sich im **Familienbesitz** befindet. Die **Brüder** Antonio & Giuseppe Oliviera gründeten das Unternehmen 1926 auf **der familieneigenen Olivenfarm** nahe Sevilla und hatten damals **deutlich weniger Ressourcen** als die großen Konzerne der Kosmetikbranche. Trotz eines **vergleichsweise kleinen Marketing- und Vertriebsbudgets** verfolgt das **Familienunternehmen** mit **Leidenschaft und Ehrgeiz** ein großes Ziel: die #1 Kosmetikmarke der Welt zu werden. Zurzeit hat das **Familienunternehmen** gemessen am Jahresumsatz einen **Marktanteil von ca. 5%.**	Oliviera ist eine Kosmetikmarke, die sich im **Familienbesitz** befindet. Die **Brüder** Antonio & Giuseppe Oliviera gründeten das Unternehmen 1926 auf einer **Olivenfarm** nahe Sevilla, welche sie kurz **zuvor erbten**. Durch ihre **gut ausgebauten Kontakte** und ihr **beispielloses Marketing- und Vertriebsbudget** gelingt es dem **Familienunternehmen ohne große Anstrengungen dem Wettbewerb standzuhalten.** Es gibt daher **von Seiten der Familie wenige Bemühungen die momentane Marktposition zu verbessern.** Zurzeit hat das **Familienunternehmen** gemessen am Jahresumsatz einen **Marktanteil von ca. 25%.**

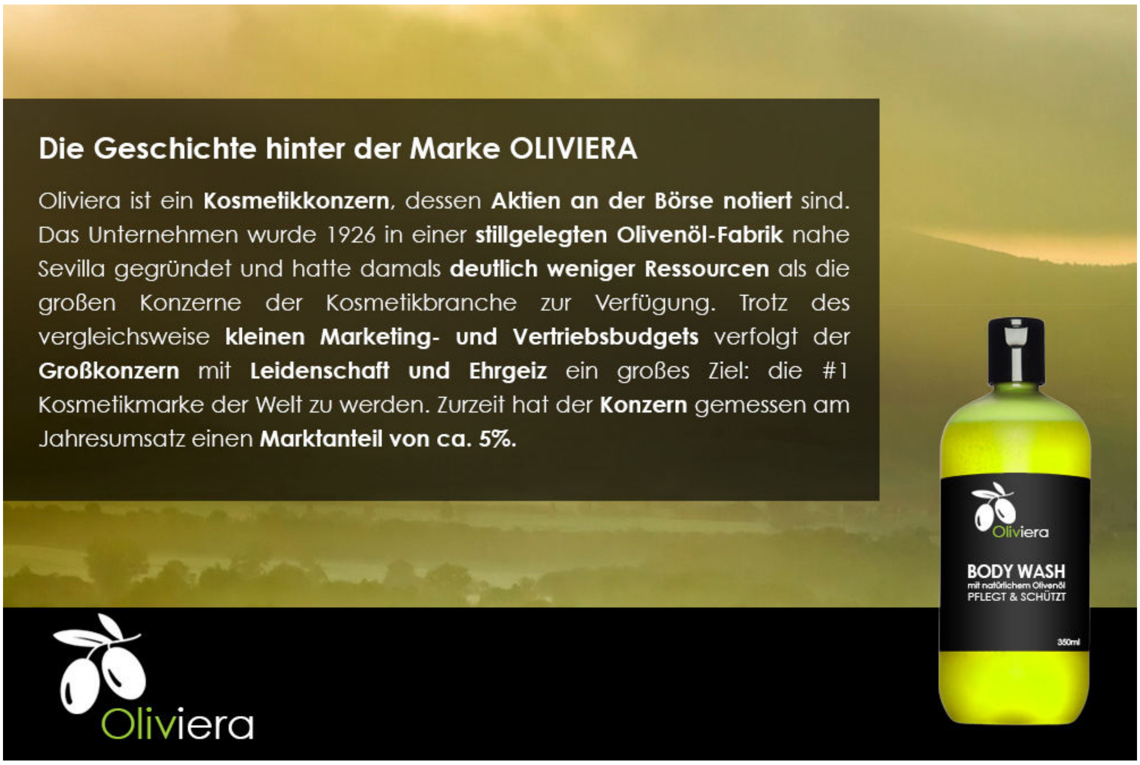
Konzern Underdog	Konzern Topdog
Oliviera ist ein **Kosmetikkonzern**, dessen **Aktien an der Börse** notiert sind. Das Unternehmen wurde 1926 **in einer stillgelegten Olivenöl-Fabrik** nahe Sevilla gegründet und hatte damals **deutlich weniger Ressourcen** als die großen Konzerne der Kosmetikbranche zur Verfügung. Trotz des **vergleichsweise kleinen Marketing- und Vertriebsbudgets** verfolgt der **Großkonzern** mit **Leidenschaft und Ehrgeiz** ein großes Ziel: die #1 Kosmetikmarke der Welt zu werden. Zurzeit hat **der Konzern** gemessen am Jahresumsatz einen **Marktanteil von ca. 5%.**	Oliviera ist ein **Kosmetikkonzern**, dessen **Aktien an der Börse** notiert sind. Das Unternehmen wurde 1926 **in einer stillgelegten Olivenöl-Fabrik** nahe Sevilla gegründet, welche auf Grund von **Kontakten und einem großzügigen Bankkredit** gekauft werden konnte. Mit ihrem beispiellosen **Marketing- und Vertriebsbudget** gelingt es dem **Großkonzern ohne große Anstrengungen dem Wettbewerb standzuhalten**. Es gibt daher **von Seiten des Managements wenige Bemühungen die momentane Marktposition zu verbessern.** Zurzeit hat der **Konzern** gemessen am Jahresumsatz einen **Marktanteil von ca. 25%.**

A2 – Stimuli (Study I)

Family firm underdog

Family firm top dog

Non-family firm underdog



Non-family firm top dog

A3 –Stimuli (Study II)

Family firm underdog

Family firm top dog

Non-family firm underdog

Non-family firm top dog

A4 – Underdog Disposition Scale

Factor	Items
External Disadvantage	1. I started from a disadvantaged position in meeting my goals compared to my peers. 2. There are more obstacles in the way of me succeeding compared to others. 3. I've had to struggle more than others to get to where I am in my life. 4. It was harder for me to get where 1 am today compared to others in my position. 5. I've often felt like I'm a minority trying to break in. 6. I feel that the odds are against me in pursuing my goals compared to my peers. 7. I often feel I have to compete with others who have more resources than me. 8. I often feel I have to fight against more discrimination compared to others. 9. Some people are jealous of me because of my privileged background. [a]
Passion and Determination	1. I always stay determined even when I lose. 2. I show more resilience than others in the face of adversity. 3. Compared to others 1 am more passionate about my goals. 4. When others expect me to fail I do not quit. 5. Compared to others 1 do not give up easily. 6. Even when I've failed I have not lost my hope. 7. Compared to others my dream is more important to the meaning of my life. 8. I fight harder compared to others to succeed when there are obstacles in my way. 9. When I encounter obstacles I usually quit. [a]

[a] Reverse-coded

Source: Paharia et al. (2011)

A5 – SPSS Outputs of Study I

Brand-related Perception (ANOVA)

Brand Authenticity

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: Authenticity Gesamt

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	62,205[a]	3	20,735	12,377	,000
Intercept	6429,372	1	6429,372	3837,662	,000
UDTD	32,781	1	32,781	19,567	,000
FAMNFU * UDTD	30,675	2	15,337	9,155	,000
Error	505,951	302	1,675		
Total	7203,410	306			
Corrected Total	568,156	305			

a. R Squared = ,109 (Adjusted R Squared = ,101)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: Authenticity Gesamt

F	df1	df2	Sig.
4,500	3	302	,004

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + FAMNFU * UDTD

Brand Trust

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: Brandtrust Gesamt

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	33,590[a]	3	11,197	8,743	,000
Intercept	6933,111	1	6933,111	5413,456	,000
UDTD	8,129	1	8,129	6,348	,012
FAMNFU * UDTD	25,758	2	12,879	10,056	,000
Error	395,742	309	1,281		
Total	7493,802	313			
Corrected Total	429,332	312			

a. R Squared = ,078 (Adjusted R Squared = ,069)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: Brandtrust Gesamt

F	df1	df2	Sig.
,050	3	309	,985

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + FAMNFU * UDTD

Brand Coolness

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: Coolness Gesamt

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	19,378[a]	3	6,459	4,328	,005
Intercept	6251,818	1	6251,818	4189,400	,000
UDTD	18,644	1	18,644	12,493	,000
FAMNFU * UDTD	,395	2	,198	,132	,876
Error	461,119	309	1,492		
Total	6827,750	313			
Corrected Total	480,497	312			

a. R Squared = ,040 (Adjusted R Squared = ,031)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: Coolness Gesamt

F	df1	df2	Sig.
1,255	3	309	,290

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + FAMNFU * UDTD

Brand Love

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: Love Gesamt

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	53,235[a]	3	17,745	6,905	,000
Intercept	2397,363	1	2397,363	932,883	,000
UDTD	46,705	1	46,705	18,174	,000
FAMNFU * UDTD	7,786	2	3,893	1,515	,221
Error	794,081	309	2,570		
Total	3324,250	313			
Corrected Total	847,316	312			

a. R Squared = ,063 (Adjusted R Squared = ,054)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: Love Gesamt

F	df1	df2	Sig.
2,960	3	309	,033

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + FAMNFU * UDTD

Attitude Towards the Brand

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: AttTwBrnd Gesamt

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	29,732[a]	3	9,911	11,059	,000
Intercept	8161,231	1	8161,231	9106,597	,000
UDTD	23,074	1	23,074	25,746	,000
FAMNFU * UDTD	6,556	2	3,278	3,658	,027
Error	277,819	310	,896		
Total	8614,000	314			
Corrected Total	307,551	313			

a. R Squared = ,097 (Adjusted R Squared = ,088)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: AttTwBrnd Gesamt

F	df1	df2	Sig.
1,966	3	310	,119

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + FAMNFU * UDTD

Product-related Intention (Regression)

Dependent Variable: Intention to Buy

Modellübersicht

Modell	R	R-Quadrat	Angepasstes R-Quadrat	Standardfehler der Schätzung
1	,612[a]	,374	,364	1,258

a. Prädiktoren: (Konstante), Love Gesamt, Authenticity Gesamt, Coolness Gesamt, Brandtrust Gesamt, AttTwBrnd Gesamt

ANOVA[a]

Modell		Quadratsumme	df	Mittel der Quadrate	F	Sig.
1	Regression	276,768	5	55,354	34,956	,000[b]
	Residuum	462,386	292	1,584		
	Gesamtsumme	739,154	297			

a. Abhängige Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Duschgel von Oliviera kaufen?

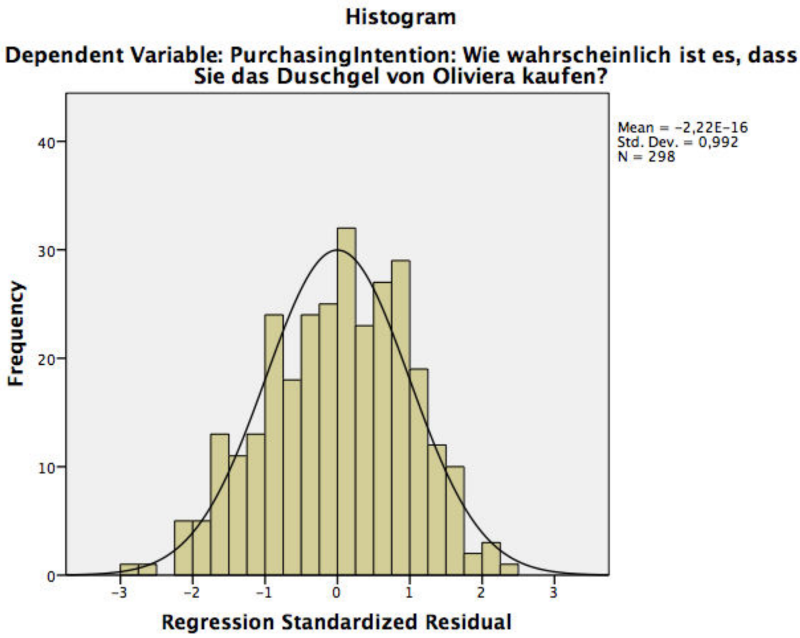
b. Prädiktoren: (Konstante), Love Gesamt, Authenticity Gesamt, Coolness Gesamt, Brandtrust Gesamt, AttTwBrnd Gesamt

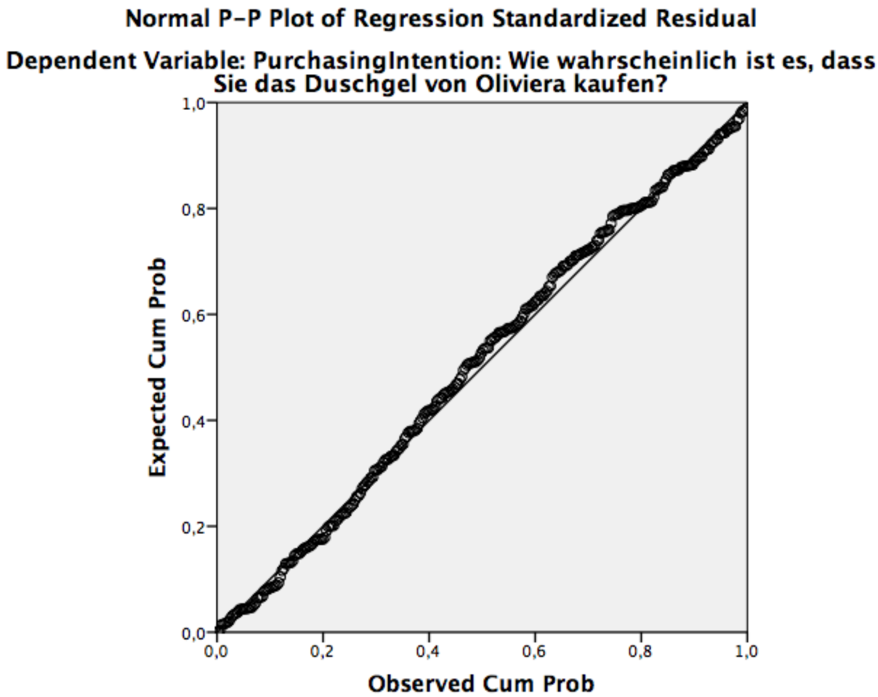
Koeffizienten[a]

Modell		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten		
		B	Standardfehler	Beta	t	Sig.
1	(Konstante)	,244	,416		,587	,558
	AttTwBrnd Gesamt	-,063	,110	-,040	-,570	,569
	Brandtrust Gesamt	,220	,091	,165	2,428	,016
	Authenticity Gesamt	,120	,071	,103	1,684	,093
	Coolness Gesamt	,386	,078	,308	4,939	,000
	Love Gesamt	,212	,058	,222	3,649	,000

a. Abhängige Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Duschgel von Oliviera kaufen?

Plots:


Histogram
Dependent Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Duschgel von Oliviera kaufen?
Mean = -2,22E-16
Std. Dev. = 0,992
N = 298
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Duschgel von Oliviera kaufen?
Expected Cum Prob
Observed Cum Prob

A6 – Overview of Constructs (Study II)

Construct	Items	Cα
Brand Trust	(1) “I trust this brand”, (2) “I rely on this brand” (3) “This is an honest brand”, [1=strongly disagree, 7=strongly agree][a] (Chaudhuri & Hoibrook, 2001)	.923
Brand Coolness	(1) “To what extent do you personally consider the brand cool or uncool” (2) “To what extent do you think your close friends would consider the brand cool or uncool” [1=uncool, 7=cool] (Warren & Campbell, 2014)	.894
Brand Love	(1) “Overall, how much do you love [Brand]?” (2) “Describe the extent to which you feel love toward [Brand]” [1=not at all, 7=very much] (Batra et al., 2012)[b]	.847
Attitude Towards the Brand	What is your opinion towards the presented brand [XY]? (1) “Positive[1]/negative[7]”, (2) “Extremely dislike[1]/like extremely”[7] (Berger & Mitchell, 1989)	.907
Purchase Intention	“Imagine you want to buy a new [XY]. Buying the brand [XY] is most likely[1]/very unlikely[7]”[c] (Spears & Singh, 2004)	-

This table provides a comprehensive overview of the main constructs and scales used in Study II.

[a] In the original scale Chaudhuri & Hoibrook (2011) use four items. However, after pretesting the scale, the item “This brand is safe” was removed to enhance the internal reliability of the scale.

[b] Batra et al. (2012) develop a sophisticated model with 14 factors that together form the construct brand love. However, their results show that measuring brand love as a single unitary construct with two items is almost equally precise. For efficiency reasons, the author therefore relied on this simplified two item scale.

[c] The original scale of Spears & Singh (2004) uses 5 items to measure purchase intention. Due to feedback during pretesting the author decided to simplify the scale to a single item.

A7 – SPSS Outputs of Study II

Brand-related Perception (ANOVA)

Brand Trust

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: BRNDTRST

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	5,740[a]	3	1,913	,976	,404
Intercept	6699,396	1	6699,396	3416,660	,000
UDTD	4,457	1	4,457	2,273	,133
UDTD * FamKonz	,921	2	,460	,235	,791
Error	715,693	365	1,961		
Total	7896,694	369			
Corrected Total	721,433	368			

a. R Squared = ,008 (Adjusted R Squared = ,000)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: BRNDTRST

F	df1	df2	Sig.
,378	3	365	,769

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + UDTD * FamKonz

Perceived Coolness

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: COOLNESS

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	17,921[a]	3	5,974	2,445	,064
Intercept	7913,058	1	7913,058	3238,811	,000
UDTD	16,073	1	16,073	6,579	,011
UDTD * FamKonz	3,789	2	1,895	,775	,461
Error	891,767	365	2,443		
Total	9347,250	369			
Corrected Total	909,688	368			

a. R Squared = ,020 (Adjusted R Squared = ,012)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: COOLNESS

F	df1	df2	Sig.
,312	3	365	,817

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + UDTD * FamKonz

Brand Love

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: LOVE

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	14,973[a]	3	4,991	1,709	,165
Intercept	3459,973	1	3459,973	1185,052	,000
UDTD	12,230	1	12,230	4,189	,041
UDTD * FamKonz	,650	2	,325	,111	,895
Error	1065,683	365	2,920		
Total	4768,250	369			
Corrected Total	1080,656	368			

a. R Squared = ,014 (Adjusted R Squared = ,006)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: LOVE

F	df1	df2	Sig.
,817	3	365	,485

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + UDTD * FamKonz

Attitude Towards the Brand

Tests of Between-Subjects Effects:

Tests of Between-Subjects Effects

Dependent Variable: ATTWBRND

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	21,139[a]	3	7,046	4,268	,006
Intercept	8317,719	1	8317,719	5037,847	,000
UDTD	19,687	1	19,687	11,924	,001
UDTD * FamKonz	1,105	2	,552	,335	,716
Error	599,330	363	1,651		
Total	9439,000	367			
Corrected Total	620,469	366			

a. R Squared = ,034 (Adjusted R Squared = ,026)

Levene's Test:

Levene's Test of Equality of Error Variances[a]

Dependent Variable: ATTWBRND

F	df1	df2	Sig.
,393	3	363	,758

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + UDTD + UDTD * FamKonz

Product-related Intention (Regression)

Dependent Variable: Intention to Buy

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,694[a]	,481	,475	1,327

a. Predictors: (Constant), LOVE, COOLNESS, ATTWBRND, BRNDTRST

b. Dependent Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Eis von Ben & Jerry`s kaufen?

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	589,912	4	147,478	83,699	,000[b]
	Residual	636,080	361	1,762		
	Total	1225,992	365			

a. Dependent Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Eis von Ben & Jerry`s kaufen?

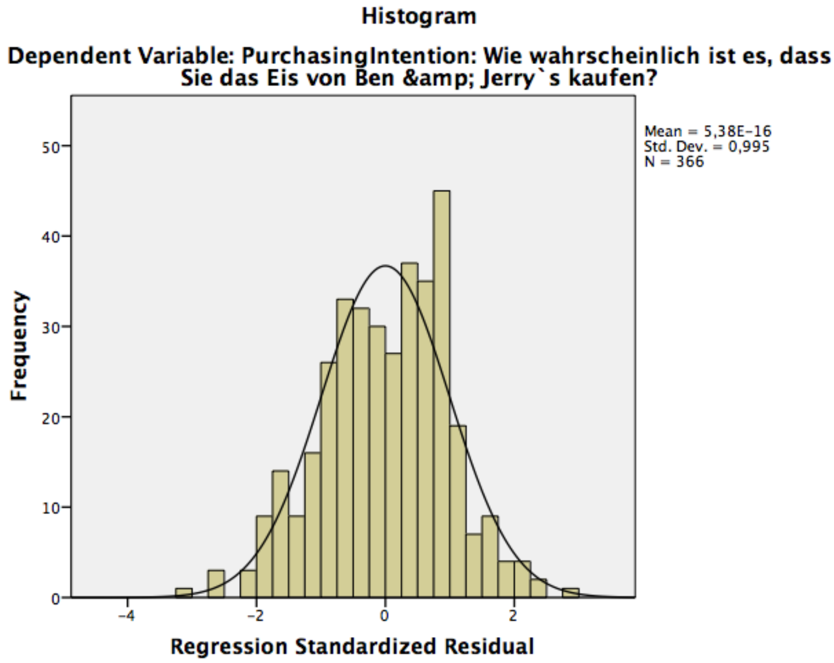
b. Predictors: (Constant), LOVE, COOLNESS, ATTWBRND, BRNDTRST

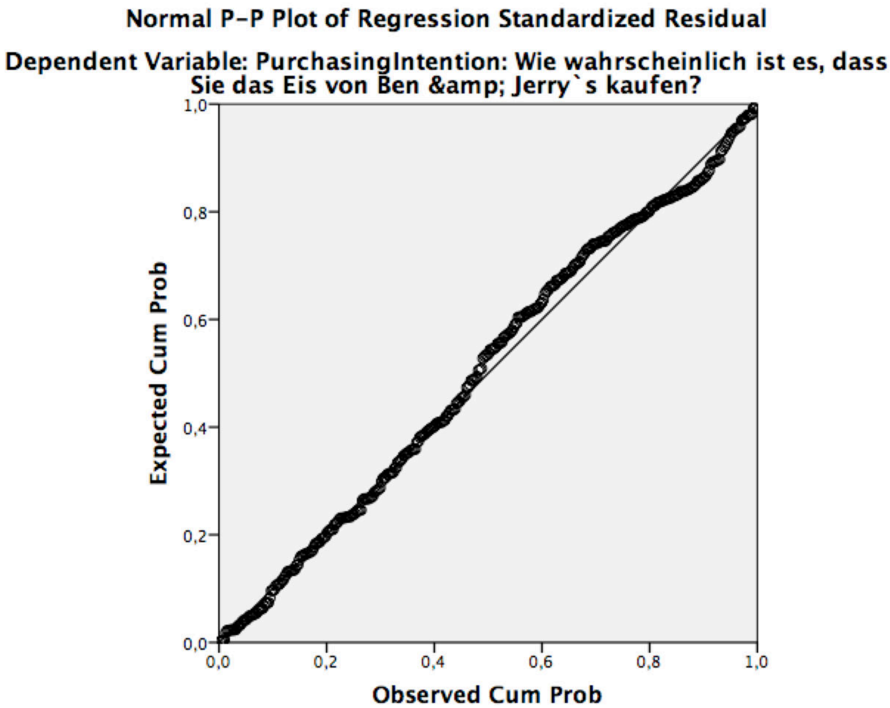
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,278	,296		-,939	,349		
	ATTWBRND	,374	,079	,266	4,739	,000	,455	2,195
	BRNDTRST	,335	,080	,257	4,193	,000	,384	2,606
	COOLNESS	-,047	,064	-,040	-,731	,465	,481	2,080
	LOVE	,319	,060	,296	5,329	,000	,466	2,145

a. Dependent Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Eis von Ben & Jerry`s kaufen?

Plots:


Histogram
Dependent Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Eis von Ben & Jerry`s kaufen?
Mean = 5,38E-16
Std. Dev. = 0,995
N = 366
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: PurchasingIntention: Wie wahrscheinlich ist es, dass Sie das Eis von Ben & Jerry`s kaufen?
Expected Cum Prob
Observed Cum Prob

A8 – Example of Underdog Narrative Communication

Ben & Jerry's Website

Ben & Jerry's Print Advertising

A9 – Example of Underdog Narrative Communication

A shared drive containing all questionnaires, datasets and stimuli can be found at:

Link: goo.gl/Akpajx

Declaration of Authorship

I hereby certify that this thesis has been composed by me and is based on my own work, unless stated otherwise. No other person's work has been used without due acknowledgement. All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been specifically acknowledged.

This thesis was not previously presented to another examination board and has not been published.

Friedrichshafen, 18.11.16

Date | Signature