

UNIVERSIDAD DEL ROSARIO



**HOW CORRELATED IS EMOTIONAL BRANDING WITH CONSUMER'S BRAND
CHOICE?**

THE CASE OF HEINEKEN

GRADUATION PROJECT

ANDRES BRIÑEZ VEGA

BOGOTA D.C, COLOMBIA

2021

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**GRADUATION PROJECT
APPENDICES**

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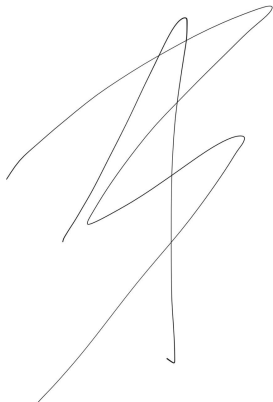
2021

Oath of personal work

I undersigned **Andres Briñez Vega** declare that the following graduating project is my own work. No part of this research has been submitted in the past for publication or for degree purposes. I am fully responsible for the truthfulness of this declaration.

Date: 31st August 2020

Signature:

A handwritten signature in black ink, consisting of several overlapping loops and a long vertical stroke at the bottom, representing the name Andres Briñez Vega.

Acknowledgements

For her guidance, her support as well as her encouragement and wisdom since the beginning of my graduating project, I want to express my complete and sincere gratitude to my supervisor Dr. Corinne Lamour. She not only supervised my progress, but she also went beyond every time I need to hear her opinion, every time I needed to look to the bigger picture, and to let me see different possibilities to work without generating any pressure to take one. She helped me see the roads to take, as well as let me choose my own. Her dedication shows me what a mentor looks like and acts like. Thank you very much Corinne.

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Thank you,

Andres Briñez Vega

Abstract

Marketing is one of the areas that the company feels they need to have a competitive advantage to have an upper hand against their competitors. Marketers have long search for the perfect strategy, the perfect approach. The value of products is divided into two; Utilitarian value and or Hedonic value (Babin et al., 1994; Jones et al., 2006; Overby & Lee, 2006). Beer is a product with hedonic value and is considered in Colombia a Premium product due to its price compared to the market. In this thesis, I will focus on proving the correlation of Emotional branding (the approach I believe is more suited for products with hedonic value) and the Brand choice.

Table of Contents

Acknowledgements.....	4
Abstract.....	5
List of Tables.....	7
List of Images/Figures.....	8
1. Introduction.....	9
2. Literature review	13
2.1 Emotional Branding.....	13
2.2 Brand Experience.....	14
2.3 Positive Emotions	15
2.4 Brand Loyalty	16
2.5 Consumer Decision-Making	17
2.6 Attachment.....	17
2.7 Colombian Culture.....	18
2.8 Key Connections Of Findings In The Literature Review.....	18
3. Methodology	20
4. Data.....	22
4.1 Data Cleanse	22
4.2 Data Reliability	23
4.3 Normality Of Variables	24
4.4 Variables Correlation.....	25
4.5 Factorial Analysis	26
5. Case Study Results.....	30
5.1 Corporate Emotion.....	32

5.2 Emotion Base Link Bond.....	35
5.3 Culture	38
5.4 Influence & Color Recognition.....	41
6. Practical Recommendation.....	44
6.1 Champions At The Park.....	46
7. Limitations & Future Directions	52
8. References.....	54

List of Tables

1. Non answered questions.....	23
2. Cronbach`s alpha analysis.....	24
3. KMO and Bartlett`s test.....	26
4. Rotated Component Matrix.....	27
5. Variable #2 and #3 table.....	32
6. Sports corporate emotion crosstabulation.....	35
7. Sports emotion base link bond crosstabulation.....	37
8. Sports culture crosstabulation.....	40
9. Component matrix of color recognition.....	41
10. Sports influence and color recognition crosstabulation.....	43

List of Figures / Images

1. Direct / indirect relations of topics related in the project.....	19
2. Component plot in rotated space – Denied.....	29
3. Component plot in rotated space – Accepted.....	31
4. Scratch off Heineken cans.....	45
5. Champions park Bogotá.....	48
6. Champions park Cali.....	49
7. Champions park Cartagena.....	50
8. Champions park Medellín.....	51
9. Champions park Barranquilla.....	52

1. Introduction

Since I was a teen, I always felt a connection with how the massive consumption are sell. I grew up admiring my father who dwell with all of this while working with Coca Cola. I am interested in this topic because, I believe this emotional branding has the potential to give companies a competitive advantage. Before the year 2014, the beer market in Colombia was a monopoly control by Bavaria S.A. Right now, this was broken thanks to Central Cervecera de Colombia who wish to disrupt the market. The objective of this paper is to show that emotional branding can be the secret weapon Central Cervecera de Colombia can use to overcome Bavaria S.A. in Colombia. When fighting a Goliath, you need more than a slingshot and a rock to finish victorious.

Central Cervecera de Colombia (CCC) is a joint venture created by Cervecerias Unidas S.A. from Chile and Postobon one of the leaders of non-alcoholic beverages in Colombia. CCC began its operations on November 10 of 2014. CCC's portfolio is conformed by Heineken, Coors Light, Tecate, Sol, Miller genuine draft, Miller Lite, and Buckler. I will focus on this thesis in Heineken. This is because Heineken is the crown Brand of the company and the secondary reason is that Heineken in Colombia is considered a Premium product. Ana Maria Gonzalez manager of the company in Colombia stated that they expect to dominate the 10% share of the market by 2020, and 50% of their sales to come from the premium segment (M-Brain, 2017a). In just two years since the inauguration, they were able to transform their 0,2% to 2% market share in 2016(M-Brain, 2017).

Before CCC was constituted the beer market in Colombia was a monopoly control by Bavaria S.A.. This was accomplished thanks to the horizontal integration Bavaria apply were they bought every one of their competitors that were going into bankruptcy. In July 5 of 2019, the consulting Company Brand Finance recognize Bavaria's brand Aguila as the strongest beer brand in the world getting a score of 88.41 out of 100 based in criteria's such as marketing and business performance along with being the second most popular beer in Colombia as well as being the 25th most valuable global beer brand (M-Brain, 2019a) The most popular beers in Colombia are Poker, Aguila and Club Colombia (M-Brain.2019).

Euromonitor reported that the beer consumption in Colombia reached 2.54 liters in 2018, this represents an increase of 16,70% compared to the year 2013 equivalent to sales of COP 24.40 tn (EUR 6.98 bn) with a growth of 51.91% (M-Brain, 2019b).

I have established that the Beer industry is very profitable and that there is a tough competition where the market is almost a duopoly. The question is how can CCC acquire a competitive advantage over Bavaria. I believe the answer could be Emotional Branding. Emotional Branding is an approach that shifts the focus from the unique features of the product to a deeper understanding of the consumer (Jankovic, 2017). It was predicted by (Thomson et al., 2005a) that the consumers' emotional attachments to a brand might generate a commitment to a brand and generate a willingness to make financial sacrifices to obtain such a brand. In order part, CCC is using high-value platforms to impulse and generate an attachment to Heineken.

These platforms being The Champions League and Formula 1(vLex, 2020). As well as organizing private music concerts under the name Heineken secret sessions in Bogota were the target will be the millennials (M-Brain, 2017b). For myself, I have experienced what it is to go to Heineken Secret sessions. To know the date and place you receive or need to know someone who receives an invitation to get the URL link to put your name and email in the list to receive the place and date of the event. One of the reasons they target the millennials is for them to post videos and photos in the event to increase the level of awareness of the sessions and the brand. It is estimated that two of every social event and party is promoted via online(M-Brain, 2017b).

Central Cervecera has shown its commitment to disrupting the monopoly that used to exist in the beer market in Colombia. Thus they invest more than USD 400 million to create a Brewery factory in Sesquile Cundinamarca(vLex, 2020). Raul Simao the country manager for Heineken in Colombia state that with the local production there will be some adjustments to the packaging and the marketing to please the local consumers (SABI, 2018).It is important to note that before the local production started all the product was imported from Holland. Their commitment to the Colombian market is so big that they even created a beer just for the Colombians called Andina with the slogan “Colombia in one beer”.

Behind the scenes of the markets, it is possible to see that CCC will not be overcome by Bavaria. Half of Central Cervecera de Colombia is own by Postobon, and Postobon produces more than 90% of the cans Bavaria S.A. Acquires.They have negotiation power over them thanks to being almost the sole provider for them. With this, they will be able to avoid letting them use their full potential (Portafolio, 2015).

I have decided to focus on the relation between brand choice and emotional branding. Research has confirmed that the emotions play an important role at the stages of consumer decision making and are potent motivators for the guidance needed at the final stages (Bagozzi, 1997). When a consumer completes a purchase this task can be divided into two values: Utilitarian value and Hedonic value (Babin et al., 1994; Jones et al., 2006; Overby & Lee, 2006). The hedonic value reflects entertainment and emotions driven shopping (Babin et al., 1994). Beer is a product that brings satisfaction and with CCC is focusing on creating experiences I believe Emotional branding can create a competitive advantage to help overtake the Beer market in Colombia.

2. Literature Review

2.1 Emotional Branding

The psychological bonds with brands that are referred to as emotional brand connections correlate with the firm's performance and its competitive advantage (Malär et al., 2011). Previous research has shown that these emotional links with the consumer end up increasing consumer commitment (Grisaffe & Nguyen, 2011), satisfaction (Bagozzi et al., 1999), loyalty and customer repurchase (Ersoy & Çalık, 2010). Emotions were defined as “mental states of readiness that arise from appraisals of events or one’s thoughts (Bagozzi et al., 1999). Emotional branding focuses on brand meaning that interacts with the lives of the customer looking to inspire their passion, life stories, memories & experiences (Thompson et al., 2006).

Emotional branding became the engagement of consumers in a deep, long term, intimate emotional connection with the brand (Morrison and Crane, 2007); creating a trust-based relationship for the development of a holistic experience (Morrison and Crane, 2007). This generates a premise that the customer has generated an attachment to brands thanks to the emotional connection they have. With this connection, the customer is more willing to do more effort to have and enjoy the brands.

The emotional branding suggests by (Thompson et al., 2006) informs that the firms concentrate on forging strong and meaningful emotional bonds that proactively enrich consumer's lives, looking to become part of their memories and social networks. This goes on parallel with

the Heineken secret sessions where the company is targeting the millennials to become part of their lives and future. This is adopting a branding strategy where they promote different experiences to place the brand in the customer's lives (Malär et al., 2011).

Previous research suggests that emotional attachment to brands derives from five concepts; i-)Sentimentality/emotional memory, ii-) socialization, iii-) traditional customer outcomes, iv-) superior marketing characteristics and v-) user-derived benefits (Grisaffe & Nguyen, 2011).

2.2 Brand Experience

Brand experience is defined as the perception of the consumers at the moments of contact with the brand, in the brand images projected in advertising, during personal contact, or in the treatment the consumer receive (Alloza, 2008).It may be one of the most important fragments of marketing, thus the customer lives the brand and helps marketers maintain loyalty(Huaman, 2015; Schmitt, 2009). Each contact at any moment a brand has with the consumer is a touchpoint. This touchpoint constitutes the consumer decision journey. Prior studies demonstrated the positive effect of brand price image on consumer purchase intention in emerging countries (Diallo et al., 2015). Defining the prices as one of the fragments of brand experience. Therefore depending on the experience, the customer is acquiring the price must be at least the equivalent with the experience they are promise.

The other fragments of brand experience are defined “as subjective, consumer responses such as sensations, feelings, cognitions, behavioral responses evoked by brand-related stimulus”(Brakus

et al., 2009). A consumer that lives a positive brand experience will be more attached to a brand (Huaman, 2015). This is why a company like Apple or even the F.I.F.A focus on providing the most pleasant experience possible. Brand experience is every detail the customer perceives while using the product. It is all the interactions they have with people, product and the organization where the brand is present (Huaman, 2015).

Positive experience improve the trust of the customer with the brand/product and when they do not know which brand to buy, they prefer to buy a brand they trust avoiding any risk (Christine Moorman et al., 1992; Ramaseshan & Stein, 2014)

2.3 Positive emotions

Previous research indicates that positive emotions arise in response to an external stimulus that improves consumers' decisions, requiring less cognitive processing and makes the customer's lives easier (Bagozzi & Yi, 1988; Wood & Moreau, 2006). Positive emotions are vital in decisions related to hedonic value (Babin et al., 1994; Overby & Lee, 2006) & people tend to use their emotions to evaluate in the purchase decision. Consumers tend to choose different processing strategies when they make a judgment, they show greater efficiency when induced with positive emotions (Forgas, 1995). Results from prior research show that positive emotions work well when consumers shop using hedonic value, thus positive emotions increase positive attitudes toward brands when consumers shop using this value (Wu et al., 2019). This may occur because of the effect of intensity and how strong emotions are in a person (Larsen & Diener, 1987).

2.4 Brand Loyalty

Brand loyalty is defined as set of six necessary and sufficient conditions: I. the biased II. Behavioral response III. Expressed over time IV. By some decision-making unit V. Concerning brands out of set & VI. The Function of the psychological process. (Jacoby & Kyner, 1973). In other words loyalty can be shown when a consumer does an additional effort when buying a product; When they spend more time looking for the product or even paying more for the product when there is a substitute with a lower price and closer to them.

Prior research determines two different approaches for loyalty: stochastic & Deterministic approach. Stochastic assumes loyalty is just a random process in which dependent on the previous purchase process & deterministic approach assumes the opposite, that loyalty is not a random process, that repeat purchase by the same customer happens thanks to the customer behavior (Mathew & Thomas, 2018).

Furthermore, commitment is a prerequisite for true brand loyalty (Bloemer & Kasper, 1995). Generation loyal consumer will increase the sales of a product, thus the loyal consumer will recommend the product of his approval.

Generating loyal consumers will increase the sale of the product, thus the loyal consumer will recommend the product to other acquaintances (Chaudhuri & Holbrook, 2001). A consumer may only be considered loyal when he consistently purchase a product or service over time (Sjabadhyni et al., 2019).

2.5 Consumer decision-making

Consumer decision making is increasingly motivated by emotional factors rather than the rational factors, this results in the customers aiming for an experience rather than a function (Clarke et al., 2012; Jai Beom Kim et al., 2009). The consumers are no longer base their reasoning exclusively with utilitarian benefits.

2.6 Attachment

Attachment is a human need defined as an emotion, target a specific relationship between a person and a target (Bowlby, 1977). The consumers may be superficially or deeply committed to a brand (Thomson et al., 2005b). This commitment is defined by the diverging attachments of the consumer and the unique characteristics of a brand (Robins et al., 2000). These attachments will generate a sense of loyalty inside the consumer and a mayor willingness to pay a premium price for the product (Thomson et al., 2005b). Extraverted consumer possesses a more probable attachment to brands when they experience pleasure, arousal, or satisfaction (Robins et al., 2000). Brands that are considered attractive, generate an emotional attachment are consider exciting brands (Aaker, 1997).

Attachment is extremely necessary for a brand to survive because the consumers can form a brand attachment by forming emotional attachments to objects associated with the brand (Schouten & McAlexander, 1995). This reflects the bond the consumer and the brand share, evolving and involving feelings towards the brand that consists of affection, passion & connection (Thomson et al., 2005a). According to the relational approach when the consumers are

having a sensorial or emotional experience with a brand, they develop a sense of loyalty as well as a higher purchase intention (Brakus et al., 2009; Oliveira & Ferreira, 2013). This experience generates an impact on brand attachment (Huaman, 2015).

2.7 Colombian Culture

Culture generates an impact in each country. Firms may not operate in the same way in every country. Culture is defined as the collective programming of the mind that distinguishes the members of one group or category of people from others (Hofstede, 1984). In his study professor, Hofstede defines culture as the sum of six dimensions. These being 1. Power distance, individualism, masculinity/femininity, uncertainty avoidance, long term orientation, and indulgence. I will focus on the last dimension thus being the more relevant for the study. Colombia scores an 83/100, performing as an extremely indulgent country.

By being an emerging market the consumer is more likely to use their prior experience with a brand to develop future purchases (Alloza, 2008; Brakus et al., 2009).

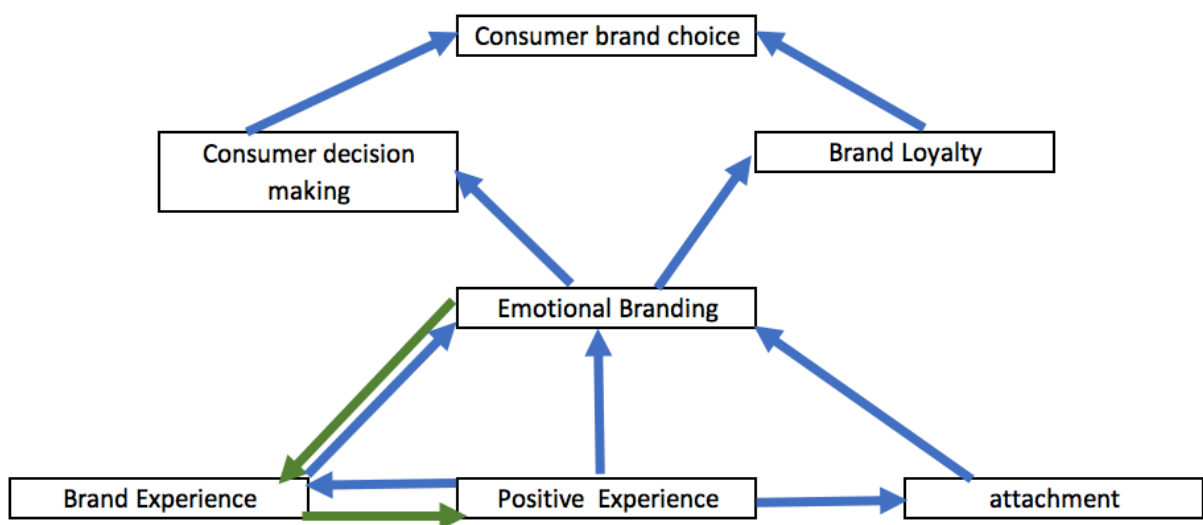
2.8 Key connections of findings in the literature Review

After deepening my knowledge of the topic, I was able to create a theory of what affects in a direct way emotional branding and what does emotional branding affect in a direct manner.

Annex you will find a diagram of the summary of the key findings of the literature review; Being the blue arrows the direct impact and the green arrows the indirect impact generated by the concepts.

One of the mayor key findings was to determine that positive experience is the vital concepts for creating emotional branding. Not only it impacts in a direct manner emotional branding but, at the same time it impacts attachment impacts the other two concepts that generates this type of branding and its impacted in an indirect manner by brand experience. The second concept that generates the most impact is the brand experience; it generates a direct impact in emotional branding as also it receives an direct impact to positive experience from which he as well deliveries an indirect impact to the same and receives an indirect impact from emotional branding. Finally, Attachment receives a direct impact from positive experience and generates a direct impact to emotional branding.

Having all of this in mind we can Nail down that this three-impact emotional branding and specify that emotional branding has a direct impact in the consumer decision making and brand loyalty that are the bases for the consumer brand choice.



Source: Andres Briñez

Figure 1: Direct / indirect relations of topics related in the project.

3. Methodology

The objective of this study is to measure the correlation between the consumer's brand choice and emotional branding. In an age where marketers compete to give their brand a competitive advantage with various tools and new concepts as for example with sensorial experience, I believe that emotional branding has the power to create attachments with the consumers to be able to make the brand top of mind the in the head of the consumers.

The methodology will be a quantitative approach. Qualitative surveys are suited to situations when the desire is to understand in a deep way what the consumers have in mind, their reasoning and their motives. This method will help draw a hypothesis that I am going to test via the quantitative phase. The data will be collected via an electronic survey. This survey will be done in Colombia in the year 2020 targeting a random sample of young adults between 18 and 29 years. The questions will be multiple choice and with some scaled rating.

In this explanatory study, I will be analyzing the languages, images and thoughts the sample feels and thinks of the Heineken Brand. With this, I will be able to have a major understanding of the perceptions, motivations Possible attachments the consumers possess.

In Colombia beer has become a hedonic product, thus it brings relief and happiness when is being consumed. This product has conveyed a lot of positive emotions thanks to our national sport being football. Our national league main sponsor is Aguila, one of the most recognize beer brands in our country. I believe this emotion can be used to created emotional branding to increase

the consumer brand choice. I also have chosen my own country due to the new company that enter the beer market in 2014, looking to disrupt the market monopoly.

With this I will be able to proof my hypothesis:

#H1: Emotional branding has a positive correlation with the brand choice of the consumers that impacts consumer decision making as well as brand loyalty.

#H2: The correlation between the consumers brand choice and Emotional branding is significant.

I choose the Quantitative method because I wish to understand and explain the motivations of the consumers. With this as prior research, it will be possible to test the results and understand how the beer brand choice keeps evolving.

A survey was deployed in Colombia in June 2020, targeting a random sample of young adults between 18 and 29 years with the snowball method. With the three weeks that it was available to answers 348 different surveys was recollected. The survey was composed by 17 different question, which 11 were with scale, 1 of multiple response and 5 of multiple answer. The objective of the survey is to understand the motivations of the consumer, how strong are those motivations, correlation between them and how they can be use throw emotional branding.

4. Data

For the recollecting of data for this thesis I created an instrument in google forms. This instrument had 17 questions which 11 of them were with scale answer with the rest being multiple choice. The objective of this survey is to be able to measure the correlation between the consumer's brand choice and emotional branding. A quantitative survey was created to be able to gather data to understand the consumer mind, reasoning and the motives for their actions. Facilitating the comprehension of their perceptions and attachments they possess

4.1 Data Cleanse

Before analyzing, the data had to be cleanse. For these three parameters were created for the cleanse.

- I. If more than the 20% of the survey was not answer it had to be eliminated.
- II. If less than the 20% of the survey was not answer the average of each question will be put on the missing ones.
- III. If the standard deviation of the 11 questions answer with scales was below or equal to 0,30 the survey had to be eliminated.

Taking this parameter in mind the cleanse started and concluded with this result.

- Surveys #75, #101, #163 & #176 were taken out thanks to the parameter #1.

- The parameter #2 was use for the surveys #138 (questions 2 & 8) #121(Questions 4 & 8) and #210(question 9).

Question	average
3	3
4	4
8	3
9	3

Source: Andres Briñez
Table 1: Non answered questions.

- Surveys #48, #86, #102 were eliminated through the parameter #3.

The parameter # 3 was created because if the standard deviation is below or equal to 0,30 shows that the subjects answer systematically: making their data unreliable.

4.2 Data reliability

With the software IBM SPSS we concluded the consistency of the data gather. This is important because it told the reliability of the data. By utilizing the Cronbach`s alpha in the twelve-scale variables of the 341 surveys we concluded the reliability to be 69.9%. With this relatively high trust percentage we assume can assumed the conclusion of this study will be trustworthy.

Case Processing Summary

		N	%
Cases	Valid	341	100.0
	Excluded ^a	0	.0
	Total	341	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.699	12

Source: Andres Briñez
Table 2: Cronbach's alpha analysis.

4.3 Normality of Variables

It is vital to find out the normality of the variables. If the variable is normal (continue) it will ensure it can be generalized. With SPSS a explore analysis was done to determine the asymmetry and kurtosis for each variable. The normality variables will be classified as the variables which inside the interval of -1,5 & +1,5 of the their kurtosis and skewness.

By gathering the skewness and the kurtosis for each of the question que can assume that all the variables are continues, therefore it was possible to find the normality in these variables except for the question #1, question#6 & question#11 because their skewness and kurtosis were not inside the interval.

With this we can confirm that the variables whose normality was verified will be able to generalize the analyses that are obtained from these ones.

4.4 Variables Correlation

The correlation is statistical technique which is able to prove how related the variables are between each other. For example, imagine gray hair and age. The older the person is more probable its hair is becoming gray. This relation is not necessarily perfect, some of the have the ability to be straightforward and other relations tend to be weaker.

This technique was done with the purpose of verifying which of the variables inside the instrument were similar or even practical the same. In the case one or more of the variables had a strong correlation, it will be more accurate to delete one of them to make the result will be more precise.

As seen in the appendix inside the correlation table none of the variables have a significant correlation between them, so I decide to try each of them as a unique variable. Proving that the

instrument that was created to recollect that was done right and with enough room to gather valuable data for this study.

4.5 Factorial Analysis

A factorial analysis was done with the objective to determine via statistics how many dimensions the data has, and which was the factors inside this dimensions. at the same time is secondary objective is to reduce the number of variables.

First a KMO and Bartlett's Test was done, the KMO tell us the factorial analysis is able to be done and sig .000 demonstrates that null hypothesis is being rejected. The null hypothesis being that that the analysis cannot be done.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.684
Bartlett's Test of Sphericity	Approx. Chi-Square	847.262
	df	66
	Sig.	.000

Source: Andres Briñez
Table 3: KMO and Bartlett's test.

The Rotated component matrix tells us there are four dimensions in all the variables; each with their own factors independent from each other. I have rejected the dimensions given by this statistical software (SPSS) due to not having enough relation between the factors in the four of them. Also, I had high hopes that to be able to be reduced even more the variables looking to have more precise dimensions for the results.

Rotated Component Matrix^a

	Component			
	1	2	3	4
Q13: Please note the amount of excitement a business event creates for you	.810	.066	.046	.051
Q14: Please note the amount of excitement that product launches create for you	.774	.211	.063	.092
Q15: Please note the amount of excitement that the Conferences create for you	.748	-.070	.212	-.077
Q8: How strong is your emotional bond with the brand of beer you buy?	.114	.871	-.027	.107

Q9: Are you willing to buy beer base on your emotions about a brand?	.053	.806	-.008	.190
Q4: What do you think is the emotional link between sporting events and the beer brand?	-.047	.435	.213	.184
Q16: Please note the amount of excitement a sporting event creates for you	.084	.383	.170	-.113
Q10: Please note the amount of emotion an art event creates for you	.070	.135	.816	.106
Q11: Please note the amount of emotion a Music event creates for you	.045	.084	.796	.050
Q12: Please note the amount of excitement a charity event creates for you	.364	.075	.624	-.112
Q2: To what extent is the color of the beer brand a way to recognize your favorite brand?	.056	.052	.012	.877

Q3: How much do you think color influences the choice of beer brand?	-.002	.191	.053	.832
----------------------------------------------------------------------	-------	------	------	------

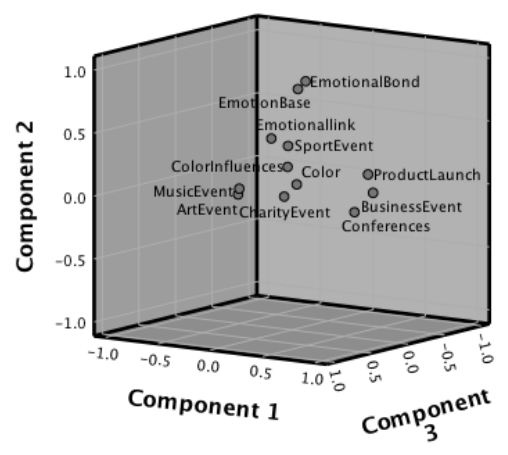
Source: Andres Briñez
Table 4: Rotated component matrix.

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Component Plot in Rotated Space



Source: Andres Briñez
Figure 2: Component plot in rotated space – Denied.

5. Case Study Results

For the precise reasons I decided to create two dimensions, the first dimension being the dimension of emotion and the second being the dimension of color. Each of this dimension having their own components inside the components their unique factors.

The dimensions were created with the variables I believe have more relationship between them, to avoid any type of discrepancy within the selected variables.

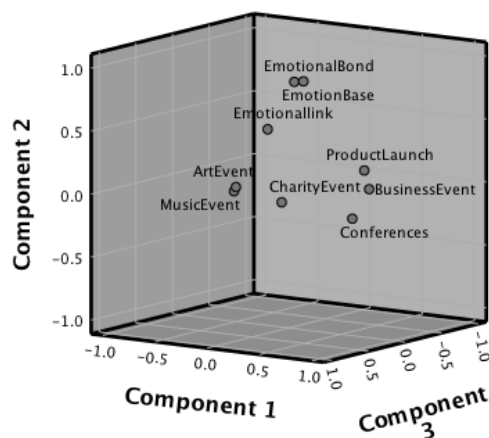
The KMO and the Bartlett's test verify that the dimension was possible due to the factorial analysis being able to exist and the rejection of the null hypothesis (sig:0.000). The variables selected for dimension were the variables with a close relationship with emotion. Emotion being define as a "conscious mental reaction (such as anger or fear) subjectively experienced as strong feeling usually directed toward a specific object and typically accompanied by physiological and behavioral changes in the body"(Webster, 2020).

For this dimension the following variables were considered:4,8,9,10,11,12,13,14,15& 16. This variable was selected due to the close relation they possess, with the definition of emotion and the information the variables themselves contain.

The rotated matrix was able to segment these 10 variables into three components and each of these components possess unique factors. The components being I. Corporate emotion, II. Emotion base link bond & III. Culture.

This three components were analyze with a crosstabulation with the variable #5. This one being the variable that collected the sports that's each individual belief that generates more emotion.

Component Plot in Rotated Space



Source: Andres Briñez

Figure 3: Component plot in rotated space – Accepted.

The dimension of color will be composed by two variables these ones being variable # 2 and the variable #3. These variables have a close relationship with how color can have influence at the moment of purchase and how color influence the customer.

Both the variables inside the dimension possess the same impact between them. In this case the two variables will be reduce only into one factor inside the component of the dimension of color.

Communalities

	Initial	Extraction
Q2: To what extent is the color of the beer brand a way to recognize your favorite brand?	1.000	.769
Q3: How much do you think color influences the choice of beer brand?	1.000	.769

Source: Andres Briñez
Table 5: Variable #2 and #3 table.

5.1 Corporate Emotion

The first factor in the dimension of emotion that is going to be analyzed is the corporate emotion. This component is confirmed by three variables: product launch (variable # 14), Business event (variable #13) & the Conferences (variable #15). I have defined corporate emotion as any conscious or unconscious mental reaction that derives of any corporate situation that can be accompanied by a behavioral change in a person.

Within the cross-tabulation of corporate emotion with the sports that each individual belief creates more emotion. I was able to conclude that the sport that has a major impact with the corporate emotion is football. With this in mind it was possible to identify that yes football

is the sport that has a major impact, but this impact is not strong enough to be considered powerful. The crosstabulation was able to demonstrate a medium relation between the corporate emotion and football. As well as with other sports but even weaker than football.

The hypothesis #1 was proven correct in corporate emotion, the positive emotions created an emotional branding leading to the consumers decision making; there is a positive correlation between the last two of them.

The hypothesis #2 was rejected, the correlation between the consumers brand choice and emotional branding was not significant; having in mind the emotional branding is generated by the positive experience, attachments and brand experience. In this case the correlation shown but the crosstabulation was medium, it was not strong enough to be considered significant.

Sports Corporate Emotion Crosstabulation

\$CorporateEmotion^b

Does not
Create
Emotion 2 3 4 Creates too
much
Emotion

\$Sports ^a		Count	137	185	275	189	105
SportFootball	% within	89.0%	90.7%	92.6%	89.6%	89.0%	
	\$CorporateEmotion						
	Count	11	26	37	19	9	
SportVolleyball	% within	7.1%	12.7%	12.5%	9.0%	7.6%	
	\$CorporateEmotion						
	Count	38	55	76	51	29	
SportBasketball	% within	24.7%	27.0%	25.6%	24.2%	24.6%	
	\$CorporateEmotion						
	Count	2	15	26	20	6	
SportTennis	% within	1.3%	7.4%	8.8%	9.5%	5.1%	
	\$CorporateEmotion						
	Count	3	10	11	8	7	
SportSurf	% within	1.9%	4.9%	3.7%	3.8%	5.9%	
	\$CorporateEmotion						
	Count	45	46	72	50	27	
SportBoxing	Count						

	% within	29.2%	22.5%	24.2%	23.7%	22.9%
	\$CorporateEmotion					
SportNone	Count	13	9	7	11	2
	% within	8.4%	4.4%	2.4%	5.2%	1.7%
	\$CorporateEmotion					
Total	Count	154	204	297	211	118

Source: Andres Briñez

Table 6: Sports corporate emotion crosstabulation.

Percentages and totals are based on respondents.

5.2 Emotion Base Link Bond

The second factor in the component known as the dimension of emotion that is going to be analyze is the Emotion base link bond. This component is confirmed by four variables; emotion base (variable # 9), emotional bond (variable #8) & emotional link (variable #4).I have defined emotion base link bond as the bond the customer has with the beer band , making him base the beer purchase in this sentiment and the relationship this sentiment can have with sports.

Within the crosstabulation of Emotion base link bond with the sports that each individual belief creates more emotion. As well with corporate emotion the statistics gave as the same conclusion; this being to conclude that the sport that has a major impact with the Emotion base link bond is football. With this in mind it was possible to identify that football is the sport that

has a major impact, except that in this component the impact is strong enough to be considered powerful; most of the excitement was above the average in this case. The crosstabulation was able to demonstrate a high relation between the Emotion base link bond and football. As well as with other sports but even weaker than football.

The hypothesis #1 was proven correct in emotion base link bond, the positive emotions created an emotional branding leading to the consumers decision making; through a positive correlation between the last two of them. As well as with corporate emotion, the research has begun show signs of patterns that lead to conclude that the football may be one of the best proposals to approach emotional branding in Colombia.

The hypothesis #2 was rejected, the correlation between the consumers brand choice and emotional branding was not significant; having this in mind the emotional branding is generated by the positive experience, attachments and brand experience. In this case the correlation shown but the crosstabulation was medium, it was not strong enough to be considered significant. Through the positive experience it can be possible to reinforce this correlation to such degree it can be considered significant.

Sports EmotionBaseLinkBond Crosstabulation

			\$EmotionBaseLinkBond ^b					Total	
			Low	2	3	4	High		
\$Sports ^a	SportFootball	Count	194	124	248	350	272	297	
		% within	87.4%	89.2%	90.5%	91.1%	92.8%		
	\$EmotionBaseLinkBond	SportVolleyball	Count	27	18	36	34	21	34
			% within	12.2%	12.9%	13.1%	8.9%	7.2%	
		SportBasketball	Count	42	37	71	108	74	83
			% within	18.9%	26.6%	25.9%	28.1%	25.3%	
SportTennis	Count	10	8	15	37	22	23		
	% within	4.5%	5.8%	5.5%	9.6%	7.5%			
SportSurf	Count	7	4	10	12	19	13		
	% within								

	% within	3.2%	2.9%	3.6%	3.1%	6.5%	
	\$EmotionBaseLinkBond						
SportBoxing	Count	53	34	64	98	71	80
	% within	23.9%	24.5%	23.4%	25.5%	24.2%	
	\$EmotionBaseLinkBond						
SportNone	Count	17	7	9	15	8	14
	% within	7.7%	5.0%	3.3%	3.9%	2.7%	
	\$EmotionBaseLinkBond						
Total	Count	222	139	274	384	293	328

Source: Andres Briñez

Table 7: Sports emotion base link bond crosstabulation.

Percentages and totals are based on respondents.

5.3 Culture

The last factor in the dimension of emotion that is going to be analyze is the culture. This component is confirmed by four variables; art event (variable # 10), music event (variable

#11) & charity event (variable #12). I have defined the component of culture as “the customary beliefs, social forms, and material traits of a racial, religious, or social group” (Webster, 2020).

Within the crosstabulation of culture with the sports that each individual belief creates more emotion. As well with corporate emotion & Emotion base link bond the statistics gave as the same conclusion; this being to conclude that the sport that has the major impact with the with the component of culture is football. With this in mind it was possible to identify that football is the sport that has the major impact inside the dimension, As well as the component analyze before the impact of football in culture is strong enough to be consider powerful; most of the excitement was above the average in this case even taking in mind past considerations.

The hypothesis #1 was proven correct in culture, the positive emotions created an emotional branding leading to the consumers brand choice; throw a positive correlation between the last two of them. Having the biggest impact in the decision making and the consumer brand choice

The hypothesis #2 was proven for first time in this dimension, the correlation between the consumers brand choice and emotional branding was significant; having in mind the emotional branding is generated by the positive experience, attachments and brand experience. In this case the correlation shown but the crosstabulation was strong enough to be considered significant.

Sports Culture Crosstabulation

		\$Culture					Total	
		Does not Create Emotion	2	3	4	Creates too much Emotion		
\$Sports	Sport Football	Count	36	57	161	297	340	297
		% within \$Culture	94.7%	90.5%	90.4%	92.8%	88.3%	
	Sport Volleyball	Count	0	10	22	40	30	34
		% within \$Culture	0.0%	15.9%	12.4%	12.5%	7.8%	
	Sport Basketball	Count	6	10	51	82	100	83
		% within \$Culture	15.8%	15.9%	28.7%	25.6%	26.0%	
	Sport Tennis	Count	0	2	12	29	26	23
		% within \$Culture	0.0%	3.2%	6.7%	9.1%	6.8%	
	Sport Surf	Count	1	4	6	10	18	13
		% within \$Culture	2.6%	6.3%	3.4%	3.1%	4.7%	
	Sport Boxing	Count	12	13	48	66	101	80
		% within \$Culture	31.6%	20.6%	27.0%	20.6%	26.2%	
	Sport None	Count	4	5	9	8	16	14
		% within \$Culture	10.5%	7.9%	5.1%	2.5%	4.2%	
	Total	Count	38	63	178	320	385	328

Source: Andres Briñez
Table 8: Sports culture crosstabulation.

5.4 Influence & color recognition

The only factors that compose the sole component of Influence & color recognition in the dimension of color are the variables # 2 and the variable #3. both of the variables possess the same significance; due to this and the relationship it was more suited to blend them into the same factor.

Component Matrix^a

	Component 1
Q2: To what extent is the color of the beer brand a way to recognize your favorite brand?	.877
Q3: How much do you think color influences the choice of beer brand?	.877

Source: Andres Briñez
Table 9: Component matrix of color recognition.

Within the crosstabulation of Influence & Color recognition with the sports that each individual belief creates more emotion. As well as with other components the statistics gave as

the same conclusion; this being to conclude that the sport that has a great impact with the Influence & Color recognition is football. In every analyze we the data shows as the sports that create more excitement and emotion in every case is football. Football is the prefer sports of the population of the study; this is sports can become the base for many business and sales strategies to conquer the market.

The hypothesis #1 was proven correct in Influence & color recognition, the positive emotions created an emotional branding leading to the consumers brand choice; throw a positive correlation between the last two of them.

The hypothesis #2 was proven, the correlation between the consumers brand choice and emotional branding was significant; having in mind the emotional branding is being generated we can now start formulating positive strategies for Heineken to win the consumers' brand choice and the market share.

Sports Influence & Color recognition Crosstabulation

		Color ^a	
Q2: To what extent is the color of the beer brand a way to recognize your favorite brand?		Q3: How much do you think color influences the choice of beer brand?	Total

Sports ^a	SportFootball	Count	37	46	57
		% within \$ColorRandi	94.9%	97.9%	
	SportVolleyball	Count	3	2	4
		% within \$ColorRandi	7.7%	4.3%	
	SportBasketball	Count	5	8	10
		% within \$ColorRandi	12.8%	17.0%	
	SportTennis	Count	3	1	3
		% within \$ColorRandi	7.7%	2.1%	
	SportSurf	Count	1	0	1
		% within \$ColorRandi	2.6%	0.0%	
	SportBoxing	Count	6	6	8
		% within \$ColorRandi	15.4%	12.8%	
	SportNone	Count	1	1	2
		% within \$ColorRandi	2.6%	2.1%	
Total		Count	39	47	60

Source: Andres Briñez

Table 10: Sports influence and color recognition crosstabulation.

Percentages and totals are based on respondents.

6. Practical recommendation

Through the results I was able to clarify the significance that football has for the Colombians in emotional branding. Colombians already have a football cup sponsor by one beer brand, but that doesn't matter. Heineken already sponsors one of the biggest tournaments in the world. This one being the UEFA Champions League; with the best teams in Europe inside it.

Only the anthem of the champions is able to bring the chills to the football fans. In Colombia the Champions League is already a big deal, to use the UEFA as entertainment to expand the influence and attachments within the market is the key to win the emotions of the Colombians.

My proposal is to use the love of the Colombians, my proposal is called "Champions at the Park". Football is the common denominator that creates emotion for all the dimensions. Beer and football go hand in hand. Having this in mind, why don't we create a place to join both of them? To give brand experience to the customers.

To create five of these spaces in the most important places to gather in the top five cities of the country. A place where people can gather to see the Champions League games with a giant screen, enjoy the company of people, buy Heineken to go with the games and enjoy the experience. With this it will be possible to create positive experiences, attachments to the brand, and brand experience that all will end up mixing to produce emotional branding.

What is a proposal without a prize for the customers? I propose that all the cans that will be sell in the Champions parks be with scratch off. Five cities, five parks, five winning cans. Each golden scratch needs to be in the star to focus the mind of the customer in the emblem of the brand. If the star becomes golden when scratch the owner will win an all-included ticket to see the final of the UEFA with one partner.



Source: Andres Briñez

Figure 4: Scratch off Heineken cans.

This proposal aims to create brand experience, as well as positive experiences with attachments to create and emotional branding that will affect the consumer decision making together with the brand loyalty crystalizing in making Heineken the consumers brand choice. The correlation of emotional branding with the consumers and choice was confirm throw the two hypothesis that shows the correlation positive correlation and the significance that emotional branding has. This project proves the existence of a positive correlation between positive

experiences and emotional brand, leading to make Heineken the consumers brand choice. This proposal is an opportunity to make this happen.

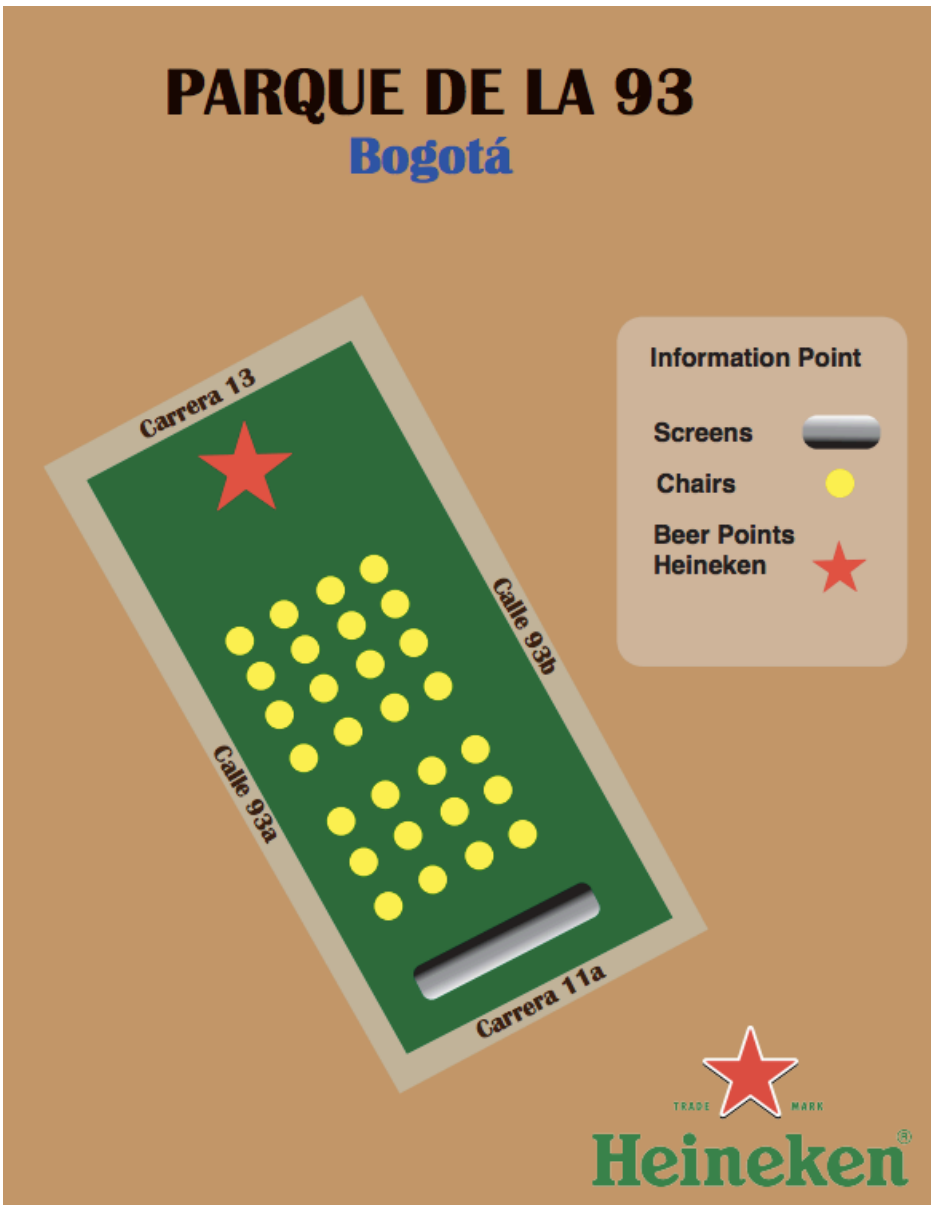
By using the emotional branding and the UEFA league C.C.C will be able to boost the sales of Heineken as well as make it the consumers brand choice.

6.1 Champions at the park

The champions parks need to be in the most influential cities to create the most impact in the market. The cities more appropriate for this are Bogota, Cali, Medellin, Cartagena and Barranquilla. I choose this cities for the history, there influence in the country and the spaces the cities have for their citizens. The parks must have a giant screen very wide for to see the games, comfortable chairs in front of the screen with enough spaces between each other for the people be able to stand and go buy beers in the Beers points inside the park.

As for the publicity and advertising for the matches, each city should have between once or two influencers to promote the gatherings the parks. Each one needs to be living in the cities of the parks as well as having a great influence of the young adults that follows them. The best social media app for the publicity is Instagram due to their capacity to do histories, upload photos and the ability to do live streaming. Creating challenges about the games, and organic material will promote the parks in a very nicely manner.

The parks must be in central points in the city. In Bogota the capital of the country the park must be in the “Parque de la 93”, in Cali the park should be in the “Parque del perro”, in Medellin near the famous “Parque lleras”, Cartagena is a city that has been influence by the sea and the marines so the park must be “ Parque de la marina” and the last park in the heart of football history in Colombia ; Barranquilla will be in the “Parque sagrado Corazon”.



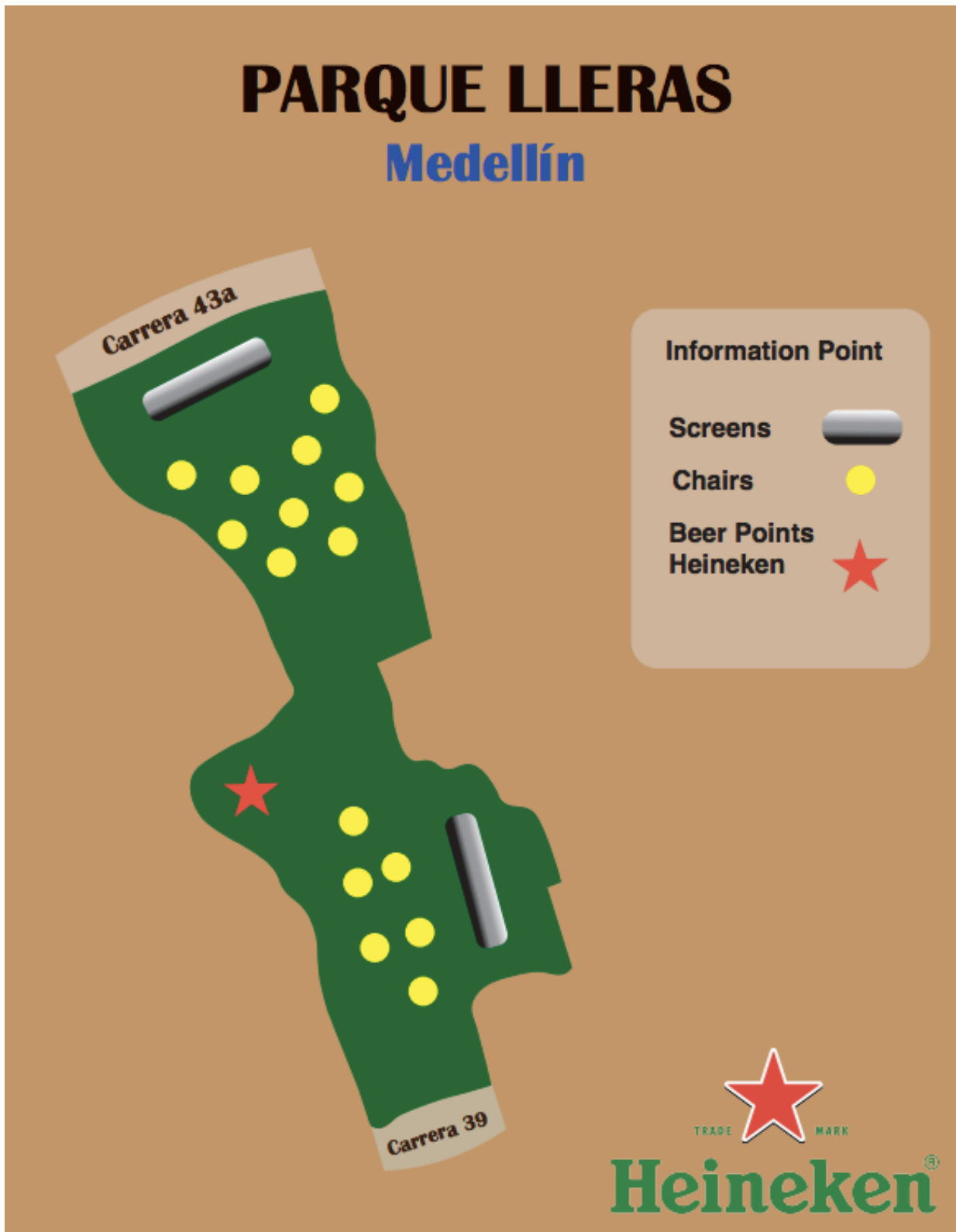
Source : Andres Briñez
Figure 5 : Champions park Bogotá.



Source : Andres Briñez
Figure 6 : Champions park Cali.



Source : Andres Briñez
Figure 7 : Champions park Cartagena.



Source : Andres Briñez
Figure 8 : Champions park Medellín.



Source : Andres Briñez
Figure 9 : Champions park Barranquilla

7. Limitations & Future directions

One of the biggest limitations of the study is that the information that was gathered through the survey was only from Colombia between young adults. This means it can only be generalized to this specific market. This finding won't be able to be applied to different countries as it is, but there is a possibility it could have some applicability to countries with the same background and present as Colombia in Latin America. Countries in Latin America are at the same time completely different, as well as similar in specific aspects because long time ago we all were colonies and the passion for football is to the roof; creating the opportunity to use emotional branding through football in a similar way.

As for countries that their main sport is not football, the research can be modified to be applied to the requirements of different companies of premium goods looking to boost their market share and sell through emotional branding.

For the future of the company, it can be said that with the creation of the new factory in Sesquile, Cundinamarca the cost will be reduced due to the lack of necessity of importing the beer. Right now, thanks to the Covid-19 the premium department that handles most of the Heineken deals in Colombia is inactive; this is because all the hotels, bars and premium restaurants from where the revenue of the department was generated are closed.

There is a big possibility that the premium department will re-initiate their work in September due to the decree of the Colombian president Ivan Duque of selective quarantine to re-

open different industries in a systematic system to avoid the unemployment increase and the industries bankruptcy. Right now, the department needs a way to recover the losses generated by the pandemic. In England they already started with concerts with biosecurity and social distancing to be viable during the pandemic. Central Cerveceria de Colombia need to implement the same type of biosecurity in this type of brand experience events for their future; to not only stay in the market but to devour it.

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