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**SOSTENIBILIDAD, IDENTIDAD DE MARCA Y BENEFICIOS DE MARCA: TRES  
CONCEPTOS FUNDAMENTALES EN LA GESTIÓN DE MARCA. UN ANÁLISIS  
PARA LA MARCA NESTLÉ.**

**SUSTAINABILITY, BRAND EQUITY AND BRAND BENEFITS: THREE  
FUNDAMENTAL CONCEPTS IN BRAND MANAGEMENT. AN ANALYSIS FOR  
THE NESTLÉ BRAND.**

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## **RESUMEN**

Este Trabajo de Fin de Grado, que se presenta para obtener el Grado en Comercio Internacional de la Universidad de León, estudia diferentes componentes del espectro de gestión de marca. En primer lugar, se analiza la sostenibilidad y cómo las empresas han involucrado esta macrotendencia en sus operaciones y cómo se han reorganizado respecto a ella. En segundo lugar, se analizan los beneficios de marca y sus componentes, la identidad de marca y el modelo de valor de marca basado en el cliente y el compromiso con el cliente.

Finalmente, se muestra la visión del consumidor tanto en Suiza como en España a través de una serie de análisis de datos que intentan contrastar la parte teórica del trabajo con una perspectiva práctica tomando como ejemplo la icónica marca Nestlé.

## **PALABRAS CLAVE**

Sostenibilidad, brand equity, brand benefits, Nestlé, España- Suiza.

## **ABSTRACT**

This Final Degree Project, which is presented to obtain the degree in International Trade of the University of León, studies different components of the brand management spectrum. Firstly, sustainability and how companies have involved this macro trend in their operations and how they have reorganized with respect to it is analyzed. Secondly, brand benefits and its components, brand equity and the customer based brand equity model and the customer commitment are analyzed.

Finally, the consumer's vision both in Switzerland and in Spain is shown through a series of data analysis that try to contrast the theoretical part of the work from a practical perspective taking the iconic Nestlé brand as an example.

## **KEY WORDS**

Brand benefits, brand equity, sustainability, Nestlé, Spain- Switzerland.

## **INTRODUCTION**

It is a fact that brands have more and more problems for making their customers to be loyal to them. Furthermore, an increasingly aggressive competition is dragging many companies towards the disappearance or at least, towards the lowering of their margins. In the current situation, the Internet disruption and globalization have played an essential role.

Nowadays, with just a couple of clicks, consumers have the possibility to understand what every brand can offer them. And this is amplified when we are talking about consumers being able to access information about the same brand in other countries, which forces companies to make their local adaptations much more carefully and less pronounced in certain products.

This necessarily means that companies have adapted their strategies to the almost perfect availability of information, seeking more than ever to specialize in a factor that makes them unique.

The list of companies that failed to see this change is endless: Toys R Us, the company that in the past controlled a quarter of the world toy market only thirty years ago filed for bankruptcy with \$5 billion worth of debt in 2017 (DiNapoli, 2017), Pontiac disappeared in 2009 after 83 years of production (Schoen, 2009), BlockBuster, the company that at its best had nearly 10,000 stores worldwide, disappeared in 2013 closing all its stores (Ash, 2020) etc.

They all have something in common, strong brands in the past that did not know how to adapt to their current times, leaving aside listening to their customers to maintain a status quo that they thought would last forever. However, competition did not hesitate to embrace the change that for their respective moments was to some extent, evident.

Of course, the fall of these legendary brands had multiple reasons, and one of them is that another brand took their position: Amazon, the giant of electronic shopping snatched the lead to Toys R Us on the podium as the largest toy distributor in the United States because it knew how to give the functional benefit of convenience, that the toys themselves arrive at the customers' house without moving to the outskirts (Gearhart, n.d.). New trends such as the electric car and what it represents regarding the sustainability of the environment, embodied by Tesla, overshadowed the legendary American car company, since large cars consuming fossil fuels are today outdated. Finally, Netflix defeated Blockbuster in every way. This company created a new market, creating a symbolic attachment between watching streaming movies and the brand, even creating the iconic slogan "Netflix and chill", which is used today even for contexts in which the company is not even present at all (Rickett, 2018).



Companies, due to competition and increasingly informed customers, have had to consider how to improve their services or how to differentiate themselves from the rest of the competitors.

But how can companies adapt to these new times? A priori it seems that companies have two options, to continue with the old techniques that they were already putting into practice and to become a reference or take advantage of the new macro trends and implement them to their brands. Be that as it may, brands will have to consider that, although their activities are local, their reach is increasingly global.

For this project, it has been decided to analyze the different brand benefits that brands can bring to consumers, aesthetic benefits, functional benefits, and symbolic benefits. Also, the brand equity that, although it has lost some relevance, even today seems to be a key differentiator for brands will be studied, considering its relationship with the customer commitment. Finally, the macro trend of the sustainability in companies and brands will be explored.

Although it is understood that these are only some of the factors that influence the purchase process, it has been decided to limit them around the idea of Brand Management.

Likewise, to give a practical development to the selected concepts, these will be applied to the case of the Nestlé company, the largest Fast Moving Consumer Goods company in the world (Consultancy. U.K, 2021), as well as a comparison between the residents in Switzerland and in Spain to provide an international context to the data. This will help companies in this sector to get an idea of what consumers are looking for in their commercial relationship with the business and will also allow them to define customer profiles based on demographic factors such as gender, geography or age.

Firstly, all the concepts discussed have been studied at some point, especially brand equity and, to a lesser extent, customer commitment. Secondly, other concepts have also been analyzed at some extent by researchers due to its relevance. However, they are just what they used to be (the case of brand benefits is especially pronounced since academic work has not evolved drastically since of Park et al. (1986) and Keller (1993) defined the same three categories in their work). Thirdly, there are terms that are still under continuous discussion and construction, as is often the paradoxical case of sustainability.

## **OBJECTIVES**

This Final Degree Project seeks to carry out an effective review of the literature that deals with the following concepts: brand benefits, brand equity (including aesthetic benefits, functional benefits and symbolic benefits), customer commitment and sustainability.

It also means to include a contextualization of the term today through the analysis of the authors of reference using their definitions, as a sample of the sintering of their work. In addition, an analysis of their importance in the context of brand management will be carried out to give them the magnitude of its relevance.

Objectives regarding the practical case:

It will seek to analyze the concepts in the brand “Nestlé” seen during the literature review through the following objectives:

- Give context to the perception of ownership of Nestlé's brands by consumers who buy them.
- Identify the differences between residents in Spain and Switzerland in their consideration of the Nestlé brand through the analysis of the customer based brand equity.
- Compare the brand benefits between the residents of Spain and Switzerland.
- Reflect on the impact of sustainability on the perception of the company between residents of Spain and Switzerland.
- Compare the habitual commitment and the forced commitment towards the Nestlé brand in each country.

The interest in the subject is twofold. On the one hand, the concept of brand management and its components interest me personally. I follow with great interest the cases of the big brands that are outdated for not adapting themselves to the present times through marketing strategies that not only improve their reputation as a brand, but also maintain them over time. On the other hand, right now I am living just 15 minutes far from Nestlé's international headquarters, which means that I am surrounded by both workers and die-hard consumers. In fact, the entire community is steeped in the Swiss company in one way or another. With the practical part of this work, I seek to understand if Nestlé is known and considered a reference of its actions regarding brand benefits, brand equity, customer commitment and sustainability with the same effectiveness in both countries.

## **METHODOLOGY**

To develop a consistent and complete work, both primary and secondary sources have been used to contrast different opinions.

The organized and elaborated information, as well as any other type of documented information, has been extracted from theoretical books, academic articles with numerous citations, contrasted and relevant websites for the subject, reports prepared by communication agencies, consultants, and companies. In the same way the practical part, a self-made form has been used as a data collection method. Said form has been built in Google Forms following the following rationale: The items that best represent the concepts analyzed have been subjectively concluded, considering the reference authors in terms of presence in the literature.

This form has been sent to users of all ages through the following platforms, with the aim that the data obtained was representative:

- LinkedIn.
- Instagram.
- WhatsApp.
- Facebook.
- Placement of posters with a QR code in the streets of Vevey, Geneva, Lausanne and Zurich.

Numerous Journals have been used to understand the contexts that surround the different concepts analyzed, as well as to realize the analysis itself. This Final Degree Project highlights the following for their importance: International Journal of Management Science and Business Administration and the Journal of marketing management.

## **1. THE MACROTREND OF SUSTAINABILITY**

### **1.1. BRIEF REVIEW OF THE LITERATURE.**

Why would someone spend more money on products certified as fair trade than on similar products that are not? Or why certain consumers would seek to spend more money on more eco-responsible airline flights than on their respective alternatives?

According to Ruggerio (2021), the concept of sustainable development and sustainability are commonly associated, fact that has led the literature not to be clear about the way in which

both terms are used, on many occasions referring to them indistinctly. This causes that the research that only seeks to investigate one of the two terms becomes complicated due to the indistinct use between them.

Otherwise, Ruggerio (2021) indicates that exist different authors with different opinions that suggest that sustainable development is a contradictory term itself, due to the impossibility of supporting unlimited economic growth on a planet with a limited space and resources.

Because of that, the debate is still open and the need for an academic discussion defining these terms is still necessary (Whyte and Lamberton, 2020).

The term sustainability had already been referred to in the past, but the definition given in the Brundtland Report is considered the most iconic. It was divulged in a report published in 1987 to serve the United Nations, which at that time sought to contrast the positions of economic development at the forefront of environmental sustainability.

This definition refers to sustainable development and is as follows: "*Development that meets the needs of the present without compromising the ability of future generations to meet their own needs*" (United Nations General Assembly, 1987, p. 43) and it is considered the definition of reference, even with 35 years since its issuance thanks to its impact on literature, mainly due to its versatility of interpretation (Drexhage and Murphy, 2010).

For this reason, the continuous definitions that have been appearing from that moment on have been nothing more than attempts to limit a definition that easily could be considered generic.

### 1.1.1 Review of the definitions of sustainability in the literature.

Different definitions of the term "sustainability" will be presented below in order to give a theoretical context to the case and carry out a review of the term:

**Table 1.1.**

*Review of different definitions of "sustainability" throughout the literature.*

Definition of sustainability	Authors
"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs".	United Nations General Assembly (1987, p. 43)

“Any state of a business in which it meets the needs of its stakeholders without compromising its ability also to meet their needs in the future” (Hockerts, 1999, p. 37).	Hockerts, (1999, p. 37)
“Principle which states that economic growth (i.e., the generation of wealth) can and should be managed so that natural resources are used in such a way that the resource needs of future generations are assured”.	Weiss (2000, p. 2)
“Meeting the needs of a firm’s direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities etc.), without compromising its ability to meet the needs of future stakeholders as well”.	Dyllick and Hockerts (2002, p. 131)
“Underlying pattern of health, resilience, and adaptability that maintain this planet in a condition where life as a whole can flourish”.	Wahl (2019, p. 241)

As shown in Table 1, it is especially noteworthy to observe how the literature and its definitions are basically repetitions of the definition given by the United Nations General Assembly until recent times when Wahl (2019) gives it extra dimensions, including health and resilience, not included in the past.

In the definition stated in the Brundtland report, reference is only made to future generations and therefore to human beings, something that has been evolving in the literature since then. The actors that will later appear, such as shareholders, employees, clients, pressure groups, communities, etc. (Dyllick and Hockerts, 2002), form a new interest group that seek to see their needs covered while guaranteeing growth without compromising the future.

Later, Wahl (2019) returned to that previous stage when talking about the planet as a whole. The relationship between sustainability and the business world changed before and after the Brundtland Report conceptualization (Castrillón and Mares, 2014, p. 54):

**Table 1.2.**

*Evolution of the effect of sustainability in the business world.*

Decade	Effect of sustainability in the business world
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70s	“Sustainable management was explained by compliance with regulatory standards”.
80s	“Many companies went beyond mere compliance with the regulations, with the intention of being considered as good examples of corporate citizenship”.
90s	“Proactive response of companies to environmental issues, considering that they could benefit from being environmentally aware”.

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*Note:* Castrillón and Mares (2014) developed this conceptualization accounting for the effect of the Brutland Report.

More than twenty years later, sustainability has taken a leading role in our lives, since it is now considered by humanity, including actors such as governments and companies, the main axis for human development. In recent years sustainability has become mainstream. There is no longer the possibility of ignoring one of the most important macrotrends of our time if companies want to remain relevant, and even more if they want to be relevant in the long term.

Stoffer (2019) has found that many companies now recognize sustainability to be inextricably linked to business growth and groups the reasons for this change into three main fields:

1. The external factors: Stoffer (2019) considers that there is significant recognition by consumers and by the international community of the global challenges that sustainability aims to tackle, which is why numerous instruments have been developed, such as laws, policies and goals calling on all stakeholders to play its part.
2. The business factors: The author classifies as a business factor the fact that sustainability is now part of the strategy and is a differentiator between brands, which has caused companies to want and incorporate this attribute into their business models to create associational value.
3. The transparency factors: Finally, Stoffer (2019) states that companies must report that they effectively comply with their environmental commitments. This means that transparency is required by shareholder, employees, and stakeholder relations through sustainability reports.

## **1.2. EFFECTS AND PENETRATION OF SUSTAINABILITY IN COMPANIES.**

Sustainability is part of Corporate Social Responsibility and therefore both terms are intrinsically related, although they are not the same since CSR involves other fields that go beyond sustainability.

According to Wang (2011), since 1978, researchers have noted a correlation between CSR and financial performance which in our opinion is an argument in favour of companies seeking to include factors such as sustainability in their business activities.

There is proved evidence at different financial levels that sustainability leads to good results: “Companies which place emphasis on sustainability practices have higher financial performance measured by return on assets, profit before taxation, and cash flow from operations compared to those without such commitments in some activity sectors” (Ameer & Othman, 2012, p. 73).

Likewise, and in accordance with Ameer's findings on companies' concerns about societies, poor financial results are commonly the result of a disappointing engagement rather than poor social performance in terms of environmental factors (Braamer, 2016).

According to McKinsey and Company (2012), sustainability is no longer a minor matter:

“Many companies are actively integrating sustainability principles into their businesses, according to a recent McKinsey survey, and they are doing so by pursuing goals that go far beyond earlier concern for reputation management—for example, saving energy, developing green products, and retaining and motivating employees, all of which help companies capture value through growth and return on capital” (McKinsey and Company, 2012, p. 1).

This implies that sustainability is already present in all productive sectors in a horizontal manner, involving all the parts that make up a company:

**Table 1.3.**

*Business processes into which sustainability has been integrated or mostly integrated.*

Name of the business process	Percentage of businesses
Mission and values	67%
External communications	60%
Corporate culture	59%
Internal communications	58%
Operations	68%
Strategic planning	57%
Marketing	54%
Employee engagement	50%

Supply-chain management	41%
Budgeting process	39%

*Notes:* Reprinted from Silicon Valley: McKinsey & Company. (2012). *The business of sustainability.*

Several conclusions can be drawn from how the integration of sustainability in companies is being implemented thanks to the McKinsey report results shown in the Table 3:

- Businesses have included the term in their corporate missions and values, following the trend that began in the 1990s after the publication of the Brundtland report. This business process is intrinsically related to communication, both external and internal, in which more than half of the businesses have partially or completely integrated sustainability.
- The fields less exposed to public opinion, such as internal budgets, supply chain or employer engagement, do not consider sustainability in half or less of the businesses.

What is also drawn from this report is the conclusion that companies consider that incorporating sustainability into their processes is an absolute priority, since 8 of the 10 business processes analyzed have seen it integrated.

It is important to highlight that the business processes that involve exposure to the public of the company and its brands have been more affected by sustainability and, on the contrary, the processes more reserved for the private life of the company, such as its supply chain, budgeting or its relationship with employees have not been that affected by now.

It is also important to highlight the fact of the incorporation of the term in the internal communication of the company, with the companies being aware that new generations are more demanding with sustainability than previous generations with respect to the companies they want to work for.

A study conducted in 2019 with 1,000 employees at large U.S. companies stated that “more than 70% said that they were more likely to choose to work for a company with a strong environmental agenda” (Peters, 2019, para. 2) and “nearly 40% said that they've chosen a job in the past because the company performed better on sustainability than the alternative” (Peters, 2019, para.2) in comparison, other generations such as baby boomers or generation x that would do so in a much lower percentage.



In conclusion, a well-developed strategy can provide the whole enterprise with a competitive advantage, also in the aspect of external employer branding of sustainable organizations (Stańczyk-Hugiet, 2009).

### **1.3. SUSTAINABILITY, GREENWASHING, AND BRAND EQUITY.**

Companies are aware that an environmental commitment results in a green competitive advantage (Chen and Chang, 2013) and for this reason it is extremely important for them to convey this commitment to potential consumers of their brands.

Sustainability is increasingly important for both companies and consumers and therefore companies are dedicating more and more efforts to communicate their green activities. In addition to that, they are seeking to build a green brand image to differentiate their products, as they seek to appeal to consumers who care about environmental consideration (Chang, 2011).

Companies can over-report these activities and exaggerate them. This unfortunate fact is called “Greenwashing”, “the act of misleading consumers regarding the environmental practices of a company or the environmental benefits of a product or service” (TerraChoice, 2009, p. 1).

Despite the current importance of greenwashing, an in-depth study of how it affects brand value had not been carried out until Chen et al. (2016, p. 1801) realized a study with the following conclusions:

1. “Reduction of greenwash is an effective way to enhance green brand equity via the two mediators, green brand image and green satisfaction”.
2. “Greenwash is negatively related to green brand equity”.
3. “Companies need to decrease their greenwash behaviors to increase their consumers' green brand equity”.
4. “If firms plan to improve their customers' green brand equity, they have to increase their green brand image and green satisfaction”.

As Steven Stoffer (2019) comments, for reasons of transparency, companies must really show what they have done or not done regarding their commitments to the environment.

There are several different ways to communicate it but one of the most extended is the sustainability report. “Sustainability reporting is the disclosure and communication of environmental, social, and governance (ESG) goals—as well as a company’s progress

towards them” (Boston College Center for Corporate Citizenship, n.d., para. 1). This will unequivocally help companies to get rid of suspicions of greenwashing.

#### **1.4. SUSTAINABILITY AS A DRIVER OF CHANGE FOR BRANDS AND COMPANIES.**

Cases of companies transforming themselves to adapt to this new paradigm could be observed in very different ways:

##### **1.4.1 BlackRock.**

For example, for Blackrock, the largest asset manager in the world, investment in sustainability is the future of investment (Blackrock, n.d.). Three years ago, Larry Fink, the CEO of BlackRock, declared that a fundamental reshaping of global capitalism was inevitable and that his firm, the biggest at that time and now, would help leading it by making it easier to invest in companies with favorable environmental and social practices (McDaniel et al., 2022).

##### **Figure 1.1.**

*Blackrock logo.*

The image shows the BlackRock logo, which consists of the word "BLACKROCK" in a bold, black, sans-serif font. The letters are all uppercase and have a consistent weight throughout.

*Note:* From BlackRock Main Webpage [Photograph], by BlackRock, (<https://www.blackrock.com/ch/individual/en>).

In fact, this company has taken a privileged role in the new trend of Wall Street in which the investment funds are involved as "activists". In this case, BlackRock supported a fund called Engine No. 1, which wanted to motivate the change of agenda in the Exxon oil company towards a more sustainable future (Herbst-Bayliss, 2021).

##### **1.4.2. Iberdrola**

The Spanish company is recognized as one of the leaders, both in its segment and at an absolute level. On the last day of March, it surpassed Inditex by market capitalization and is

now the leading Spanish company in terms of that metric (Patiño, 2022). Likewise, its role as the world's leading wind producer should be highlighted (V.M., 2022).

**Figure 1.2.**

*Iberdrola logo.*



*Note:* From [Nuestra Marca Photograph], by Iberdrola, (<https://www.iberdrola.com/conocenos/energetica-del-futuro/nuestra-marca>).

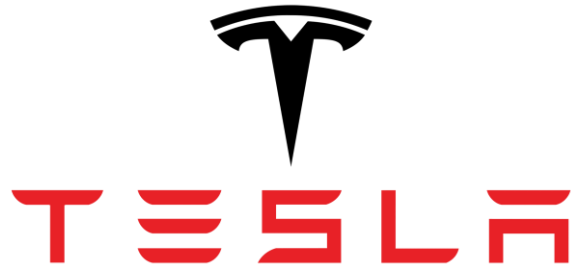
Iberdrola has stated in the past that the transition to a carbon-neutral economy by 2050 is not only possible, but that it makes economic sense (Iberdrola, n.d.). To do this, the company has spent more than 20 years and invested 120,000 million euros. More specifically, in the period 2006 to 2010, Iberdrola decided to invest heavily in wind energy, in a decision contrary to its competitors who decided to stay out of this market (Iberdrola, n.d.).

**1.4.3. Tesla.**

Likewise, the automotive industry has had to adapt to the fact that the European Union, wants to make effective the ban on cars powered by fossil fuels from 2035 (Carey & Steitz, 2021) to preserve the environment in its territories, seeking to offer consumers alternatives such as electric or hydrogen-based cars. The greatest precursor within the industry and its transformation towards a much more ecological and sustainable model is Tesla Motors, a company whose mission is to accelerate the world's transition towards sustainable energy (Tesla, 2018).

**Figure 1.3.**

*Tesla logo.*



*Note:* From The Tesla Logo and the True Meaning Behind It. [Photograph], by Autopi.Io, (<https://www.autopi.io/blog/tesla-logo-the-true-meaning/>).

Tesla's commitment to sustainability has led it to accept that it was wrong to allow the possibility to pay its cars with Bitcoins in the past and for a short period of time. The annual carbon emissions of Bitcoins are greater than Argentina electrical consumption (Criddle, 2021) because of Bitcoin's heavy energy consumption (Schmidt, 2022).

### **1.5. SUSTAINABILITY AND THE EXTENT OF ITS SCOPE IN ORGANIZATIONS.**

Sustainability is a concept that has had many approaches, and by its transversal nature, the way of measurement has normally had to be adapted to each specific context.

Likewise, the mechanism used for the measurement is influenced by type of sector, industry, or process, etc. There is some agreement that companies respectful of ESG criteria are sustainable. Despite this agreement, McDaniel et al. (2022, para. 1) state that “There is a lack of uniformity in ESG rating systems, negatively impacting investors and consumers”.

In search of a general rule that can apply its measures to various sectors, the 3Ps scale of Gallagher et al. (2018) will be used:

- Planet: “A commitment to and proactive engagement in waste reduction and energy conservation through activities, policies and a full life-cycle focus on initiatives” (Gallagher et al., 2018, p. 773)
- Profit: “The embedded and transparent management practices, policies and stakeholder relationships built in order to govern in an ethical manner with a focus on responsible profitability that takes on a long-term versus short-term focus” (Gallagher et al., 2018, p. 773).
- People: “The holistic focus on the health and well-being of employees, the community, customers and society at large via initiatives and HR practices” (Gallagher et al., 2018, p. 774).

## **2. BRAND BENEFITS**

### **2.1. BRAND BENEFITS: BRIEF REVIEW OF THE LITERATURE.**

The precursors of the division into categories of brand benefits were Park et al. (1986) who highlighted brand benefits as an important factor influencing the selection of the brand selection and they defined three categories, which together form the perception of brands by consumers: experiential, functional and symbolic benefits.

After that, Keller (1993) defined the same three categories and, together with the already mentioned Park et al. (1986), they would be the reference for future authors.

The first approach of these two authors created the base of a rich theoretical literature. However, that did not avoid a lack of studies in which the weight of each of the different type of benefits in the purchase processes were explained and measured (Moinat, 2011).

Regarding the literature that compares the three benefits, and although it is not extensive, there are two works that have importance:

1. Orth, (Orth et al., 2004; Orth et al., 2005) dedicated his research to the topic of the links between the three benefits and the purchase intentions, based on the “perceived value”. In his work, benefits are pointed out as important purchase predictors, but they vary considerably among products and industries.
2. Liang and Wang (2004) studied the relationship among the different benefits that provide satisfaction to the consumer. It is extracted from their research that the symbolic benefits are a good indicator about the satisfaction of consumers towards the brands.

In relation to the other components of the project, brand benefits have also had to be updated to one of the most important macrotrends that recently permeated the literature, sustainability.

As discussed throughout this section, brand benefits have not been extensively studied by marketing researchers, and only the study of Hartmann and Apaolaza-Ibáñez (2008) analyzed the interaction of environmental perception and green brand benefits

According to Neste (2019, para. 5), “In order to create effective brand benefits, it is essential to understand the types of things that buyers and end users really appreciate in corporate sustainability”. Brands have two ways effectively communicate environmental brand benefits. Firstly, through persuasive arguments like describing a product’s relevant environmental advantages (Matthes et al., 2014) or secondly, through certifications and seals

that refer to a brand specific product and its environmental impact or sustainable characteristics (Bickart & Ruth, 2012).

As stated by Moinat (2011) only a small number of studies putting in perspective and simultaneously comparing the benefits have been published, whereas studies of a single benefit are more common. This caused that the possibilities of study within the field are extensive but not yet clearly defined.

It is interesting to understand the origin of the word “benefit” since it will be present in the literature review: “from Latin benefactum "good deed", from bene facere, from bene "well" (Online Etymology Dictionary, n.d.-b).

Likewise, the term "Benefit" is currently defined by the Cambridge Dictionary (University of Cambridge, n.d) as follows: "Something good to receive, an advantage".

Throughout this text, readers will come across authors who speak of benefits, others of needs and sometimes even interchangeably. A fact that is especially noteworthy in the literature by Park et al. (1986) and Keller (1993).

These two expressions or words are nothing more than the two sides of the exact same idea, since the needs motivate customers to look for the products and the brands that have products with attributes which satisfy those needs.

## **2.2. EMOTIONAL BENEFITS**

### **2.2.1. Emotional Benefits: brief review of the literature.**

Why would a person be willing to pay tens of thousands of euros for the same baseball cards with which he played in his childhood? Or why are there people who are willing to spend premium money on brands they feel represented with?

Consumers are not only looking for products to satisfy their symbolic and functional needs. They are looking for more, a feeling towards the brand that evokes emotions before, during and after the purchase of the product.

The etymological origin of the word emotion is "emovere", "move out, remove, agitate," and its meaning is far from what is perceived today, and that it is closer to the meaning "sense of strong feeling" that would come later (Online Etymology Dictionary, n.d.-a).

Likewise, the term “emotion” is currently defined by the Cambridge Dictionary as follows (University of Cambridge, n.d): “A (strong) feeling of any kind; The moving or upsetting of the mind or feelings”.

The term has evolved and has received various names, emotional benefits (Stanic, 2007), experiential benefits (Keller, 1993) or aesthetic benefits (Jeon, 2017).

Despite all the above, it is a fact that feelings and emotions are something belonging to each individual in a unique way. This makes their study difficult and gets even more complicated when, as Fehr and Russell (1984, p. 464) defend, “Everyone knows what an emotion is, until asked to give a definition”.

Shavers et al. (1987) follow the same line of thought as Fehr and Russell (1984) and believe that there is not sufficiently clear and satisfactory definition of emotion present in literature.

In accordance with Aaker (1996) brands build emotional benefits if the consumer experiences a “feeling” when buying or using a specific brand. Goodchild et al. (2001) refer to these emotional benefits as “the heart of a brand”.

On the one hand, feelings are important to brands. Their effect contributes to positive attitudes toward the brands, fostering beliefs about the brand attributes in the minds of consumers and strongly influencing the brand perception (Edell and Burke, 1987).

Furthermore, the emotional benefits are important as a source of brand differentiation. They add those very important feelings and emotions to its evaluation, which a priori should be rational according to Stanic (2007).

### **2.2.2. Review of the definitions of emotional benefits in the literature.**

Different definitions of the term "emotional benefits" will be presented below in order to give a theoretical context to the case and carry out a review of the term:

**Table 2.1.**

*Review of different definitions of "emotional benefits" throughout the literature*

Definition of emotional benefits	Author
“Experiential needs are defined as desires for products that provide sensory pleasure, variety, and/or cognitive stimulation”.	Park et al. (1986, p. 136)
Experiential benefits are those which meet consumer needs for sensory pleasure, variety, and cognitive stimulation through the product-related attributes.	Keller (1993)
“The emotional benefits of a brand can be seen as an emotional connection with a product as an attachment,	Stanic (2007, p. 17)

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or as the set of human characteristics, known as brand personality”.

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“Experiential needs refer to issues of stimulation, sensory pleasure, or novelty linked to products”.

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Experiential benefits relate to what consumers feel when they use the product and/or service, ensuring that their experiential needs such as sensory, variety, and cognitive stimulation are satisfied.

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The concept has not evolved much during the last 40 years. In fact, it is especially noteworthy that the definitions of Park et al. (1986) and Keller (1993) are very similar, especially with respect to the other three benefits. The fact that the concept was seen in the same way by Park et al. (1986) and Keller (1993), marked a precedent and strengthened it.

Due to the affinity with the author and the simplicity of his statement, Keller’s (1993) definition will be used as a reference: Experiential benefits are those which meet consumer needs for sensory pleasure, variety, and cognitive stimulation through the product-related attributes.

## 2.3 FUNCTIONAL BENEFITS

### 2.3.1. Functional benefits: brief review of the literature.

Why would a person be willing to pay much more for a jacket with Gore-Tex than for one that did not? Or why are there people who are willing to spend thousands of euros to have the best photographic cameras with their respective equipment instead of taking their photos with the mobile camera?

Consumers are not only looking for products to satisfy their social and emotional needs, but they look for more, a brand and its service or product to satisfy their material needs.

The etymological origin of the word function is, "functionem", "a performance, an execution", and the material plane of its effects stands out from it, on the contrary, to the symbolic and emotional benefits (Online Etymology Dictionary, n.d.-b).

Likewise, the term "function" is currently defined by the Cambridge Dictionary as follows (University of Cambridge, n.d): “A special job, use or duty (of a machine, part of the body, person etc.; of a machine, etc.) to work; to operate”.



For many years, researchers perceived the consumer as a rational decision maker who chooses products solely based on attributes that met their functional needs. (Schmitt, 1999). This was obviously disproved later and there is an important literature that has investigated it.

### 2.3.2. Review of the definitions of functional benefits in the literature.

Different definitions of the term "functional benefits" will be presented below in order to give a theoretical context to the case and carry out a review of the term:

#### Table 2.2.

*Review of different definitions of "functional benefit" throughout the literature*

Definition of functional benefits	Author
“Functional needs are defined as those that motivate the customers search for products that solve consumption-related problems”.	Park et al. (1986, p. 136)
Functional benefits are the more intrinsic advantages of product or service consumption that correspond to the product-related attributes.	Keller (1993)
Functional benefits represent the value derived from effective task fulfillment, and often it relates to monetary value or superiority compared with other brand and product alternatives.	Sheth et al. (1991)
“Functional benefits are based on a product attribute that provides the customer with functional utility”.	Stamenovic et al. (2018, p. 68)
“Functional benefits refer to product attributes that fulfill the consumer's functional requirements”.	Bashir et al. (2020, p. 2)

The concept has not evolved much during the last 30 years, since, in the author opinion, it is the "more tangible" brand benefit, as opposed to the other two brand benefits, much more ethereal and dependent on psychological concepts.

By contrast, the literature shows two concepts that have been maintained over time:

1. Intrinsic advantages: Products and services have intrinsic attributes and characteristics, which are specific to them. These should be perceived “a priori” in a similar way by consumers and hypothetical consumers.

2. Utility and functionality: symbolic benefits are based on product attributes that provide functionality to the consumer (Bashir et al., 2020; Stamenovic et al., 2018).

Consumers are aware of the enormous amount of goods and services available, with different attributes and that could satisfy their needs. So, they will look for the most effective way to do so. This will cause consumers to have beliefs about the different goods and services and encourage them to seek, calculate and observe the attributes that best meet their needs. (Cohen et al., 1972; Burke and Edell, 1989).

The functional benefits are composed by two components: quality and price (Sweeney and Soutar, 2001; Orth et al., 2004; Orth and De Marchi, 2007).

1. Quality: Customers' rational brand associations are based on perceived product quality (Martensen and Gronholdt, 2004).
2. Price: Keller (2003, p. 82), defines price as an “important type of attributes and benefits that often underlie brand performance”.

Besides, the author Monroe (1990, p. 46), comments on price and quality as "a tradeoff between the quality or benefits they perceive in the product relative to the sacrifice they perceive by paying the price".

Despite this division, other authors such as Schechter (1984), Bolton and Drew (1991) have claimed this exchange among variables to be something too basic.

Due to the affinity with the author and the simplicity of his statement, Keller's (1993) definition will be used as a reference: Experiential benefits are those which meet consumer needs for sensory pleasure, variety, and cognitive stimulation through the product-related attributes.

## **2.4. SYMBOLIC BENEFITS**

### **2.4.1. Symbolic benefits: brief review of the literature.**

Why would a person decide to buy any of the uncomfortable, but visually spectacular, models of big fashion houses like Maison Margella or Prada? or why people are willing to pay thousands of euros for a Swiss watch that gives time in the same way as any other device?

Consumers are not only looking for products to satisfy their material and emotional needs, but they look for more, a kind of social acceptance and approval that is transmitted through the decisions we all make.

The etymological origin of the word emotion is, "symbolon", "token, watchword, sign by which one infers; ticket, a permit, license", and points in common with the current term are already distilled.

Likewise, the term "symbolic" is currently defined by the Cambridge Dictionary as follows (University of Cambridge, n.d): "Representing something else; Used to refer to an action that expresses or seems to express an intention or feeling but has little practical influence on a situation".

The two definitions provided by the dictionary are truly interesting and give a good overview of the term, both combining and implying that it means a fact or action that aims to convey feelings, representing a third party, and that, by contrast, it is very far from the material plane. For more contextualization, from a psychological point of view, comment that "the need for social approval sustains cohesive societies" and that people who seek social acceptance will seek approval from it (Sreenivasan & Weinberger, 2020, para. 3).

#### **2.4.2. Review of the definitions of symbolic benefits in the literature.**

Different definitions of the term "symbolic benefits" will be presented below in order to give a theoretical context to the case and carry out a review of the term:

##### **Table 2.3.**

*Review of different definitions of "symbolic benefit" throughout the literature*

Definition of symbolic benefits	Author
"Desires for products that fulfill internally generated needs for self-enhancement, role position, group membership or ego-identification"	Park et al. (1986, p. 136)
Symbolic benefits are the more extrinsic advantages of a product and refer to personal expression, self-esteem, social approval.	Keller (1993)
Symbolic benefits commonly represent non-product-related attributes and are satisfying consumers' need for acceptance to a social group.	Orth and De Marchi (2007)
Brands will grant symbolic benefits to the extent to which they allow consumers to satisfy their symbolic needs and	Solomon (1983)

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express something about themselves through the acquisition of some brand, even creating a personal identity.

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“The extent to which they generate positive social evaluation” Heugens and Lander (2009, p. 63)

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Regarding the extension of the term, there are two streams within its literature. Firstly, a part of the literature considers that symbolic benefits satisfy internal needs that end up improving the social position with respect to the group, such as Park et al. (1986), Keller (1993) or Solomon (1983), and another part seeks a social impact beyond the individual, Heugens and Lander (2009) and Orth (2007) without going through the consumer's own satisfaction.

During the completion of this dissertation, the author came across the article “Three essays on symbolic consumption” by Moinat (2011), in which the evolution of the term is thoroughly analyzed as well as the challenges and the future of the lines of research are explained. He gives credit to the articles by Park (1996), Jaworski and McInnis (1986) and Keller (1993) in which their respective definitions and recognition of the importance of symbolic benefits appear, in addition to the other two ones already studied.

In conformity with Moinat (2011), “Top journals in marketing continue to publish research on consumption that does not take into account the symbolic dimension” (Moinat, 2011, p. 4).

This same author (Moinat, 2011) comments two possible reasons:

1. There is no commonly agreed definition for the term.
2. There is not enough justification for its usefulness to take symbolic needs into account.

Moinat (2011), highlights the importance of identifying how consumption motivations can be symbolic, since "no effort has been made until today to structure the vast amount of literature" (Moinat, 2011, p. 4).

For this reason, in his work “Three essays on symbolic consumption”, he seeks a way to persuade the research community to explore this important benefit and its role in consumer decisions and finds three ways to convince the academy:

1. Create a clear definition that makes it easy to understand the term. In addition to this, the author highlights the importance of making it clear to the academy that "symbolic needs are not the same as, or a sub-part of, other functional and emotional needs" (Moinat, 2011, p. 4)

2. Show that the symbolic benefits are statistically related to important variables to carry out the study of the consumer and therefore demonstrate that their study would be useful.
3. Demonstrate that the concept of symbolic benefit is controllable and that it can be valuable.

The literature has developed its work regarding three different types of symbolic benefits:

1. Self-identity symbolic benefit: Symbolic benefit that will help consumers to express themselves and increase their esteem and image.

Example: Consumer who buys clothing from alternative brands that are not known by regular consumers. This person's courage and personality will probably only be recognized by other users of the same brand.

2. Group-identity Symbolic Benefit: Symbolic benefit that will help consumers express their belonging to a group.

Example: During the year 2022, NFTs (Non-Fungible Tokens) have become popular, especially a collection called "Bored Ape Yacht Club", in which a tokenized image of a monkey receives small modifications through artificial intelligence that make each NFT similar but unique compared to its other 10,000 peers. Personalities such as Justin Bieber, Madonna, Neymar or Eminem have become owners of some of these images and have placed them as their profile photos on their social networks, showing that they belong to the exclusive club limited to a small number of users (Staff, 2022).

3. Status symbolic Benefit: Symbolic benefit that will help consumers express status with their use.

Example: Mohammed Bin Salman, prince of Saudi Arabia acquired the work "Salvator Mundi" by Leonardo da Vinci in 2017 for 450 million dollars. Initially, it was going to be exhibited in the newly opened Louvre Abu Dhabi, but presumably the prince heir has it finally hanging on his yacht (Espinosa, 2019).

Due to the affinity with the author and the simplicity of his statement, Orth and De Marchi (2007) definition will be used as a reference: Symbolic benefits usually represent non-product-related attributes and are satisfying consumers' need for acceptance to a group.

### **3. BRAND EQUITY**

#### **3.1. BRAND EQUITY: BRIEF REVIEW OF THE LITERATURE.**

Why is the Apple brand itself, without any operations, or a company asset worth \$355.08 billion (Brandirectory, 2022)? Why do millions of customers daily decide to spend on average more on a Starbucks coffee than on one that did not have any brand? Why customers prefer Pepsi over Coca cola when they don't know what are they drinking but Coca Cola is the clear winner when they know (Yglesias, 2013)?

Brand matters. And it matters because we love to feel represented and fell under certain categories. A well-designed brand would not only make you feel good about buying their product, but it should also make you proud to show that you are a consumer. For this reason and because there are many brands that offer us excellent products and services, but with so much competition, consumers can demand more from brands.

According to Wood (2000) an attempt to define the relationship between the customers of a brand and the brand itself produced the term "brand equity" in the marketing literature and the consequent interest in the term that still lasts today.

This concept has generated great interest since Aaker (1991) and Keller (1993) started the development of the term thirty years ago but still is a concept that has led to a vast diversity of its conceptualizations present in the current literature maybe caused due to the "blind men and the elephant" syndrome (Ambler, 2003). In fact, Winter (1991, p. 70) explains this discrepancy in the literature by stating, "if you ask 10 people to define brand equity, you are likely to get 10 (maybe 11) different answers as what it means".

One of the reasons for the detailed study is the interest of the industry since companies are always looking for new ways to outperform the competition. Farjam and Hongyi (2015, p. 14), "brand equity is generally accepted as a critical success factor for differentiating companies and service providers from their competitors".

An extensive effort has been devoted to the study of brand equity since the research is very rich in definitions and measurement models and several brand equity measurement methods have been suggested by different researchers (Farjam and Hongyi, 2015).

Nonetheless, still today, the two most prevalent conceptualizations of Brand Equity have been provided by Aaker (1991) and Keller (1993). Both conceptualizations are based on a cognitive-psychology approach (Zarantonello and Schmitt, 2013).

Although there is no universally accepted definition of brand equity (Christodoulides and De Chernatony, 2010), there is at least some consensus in that brand equity denotes the added value endowed by the brand to the product (Farquhar, 1989).

According to Jung and Sung (2008) brand equity has been studied for two reasons,

1. To estimate the value of a brand for financial purposes or business arrangements, how they could be acquired or merged with other companies,
2. Being able to improve the marketing of brands by understanding the knowledge that consumers have of these.

For companies, growing brand equity is a key objective to be achieved by gaining more favorable associations and feelings of target consumers along the brands (Falkenberg, 1996).

Companies with high levels of brand equity have been typically associated with good results, through premium prices sustained over time, better market shares compared to their competitors, expansion into new markets and businesses and more as stated by Keller and Lehmann (2003) and Vazquez et al. (2002).

In the same way that there are many possible definitions for the concept studied, there are many brands that offer services, which causes the consumer to be overwhelmed by information. Brand equity plays an important role as it helps consumers to process and classify this information (Krishan and Hartline, 2001).

### **3.1.1. Review of the definitions of brand equity in the literature.**

Different definitions of the term "functional benefits" will be presented below in order to give a theoretical context to the case and carry out a review of the term:

#### **Table 3.1.**

*Review of different definitions of "brand equity" throughout the literature*

Definition of brand equity	Authors
"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 to a firm and/or to that firm's customers"	Aaker (1991, p. 15)
"The differential effect of brand knowledge on consumer response to the marketing of the brand"	Keller (1993, p. 8).

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“Set of characteristics that make a brand unique in the marketplace”	Clow and Baack (2005, p. 17)
<hr/>	
“The added value with which a given brand endows a product”	Farquhar (1989, p. 7)
<hr/>	
“Consumers’ favoritism towards the focal brand in terms of their preference, purchase intention and choice among brands in a product category, that offers the same level of product benefits as perceived by the consumers”	Yasin et al. (2007, p. 39)

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The concept of brand equity has been extensively studied, but has always kept the same authors as reference, these being Aaker (1991, 1992, 1996) and Keller (1993, 1998). Both developed two models to measure brand equity that have served as the basis for all the academic study that would come later. Likewise, the simple but conceptually forceful idea presented by Farquhar (1989) has been maintained as a consensus since the end of the 1990s. For all that, the rest of the conceptualizations and definitions that would come later have been nothing more than reinterpretations of the work of the three authors.

Aaker (1991) defined four dimensions of customer-based brand equity: perceived quality, brand awareness, brand associations, and brand loyalty. Also very important is the approach to the concept carried out by Keller (1993), creating his still relevant "customer-based brand equity model".

As maintained by Taleghani and Almasi (2011) the customer-based brand equity model rests on a key piece on which brand value is built, brand knowledge. Following that premise, Keller (1993, p. 2) in his acclaimed definition of the term, contextualize the term as “the differential effect of brand knowledge on consumer response to the marketing of the brand”. Likewise, brand knowledge is composed for Keller (1993) of two parts: brand awareness and brand image.

### **3.2. CUSTOMER BASED BRAND EQUITY MODEL**

Aaker (1991) probably provided the most comprehensive brand equity model consisting of four different dimensions that are the source of brand equity creation for customers. These dimensions include brand loyalty, brand awareness, perceived quality, and brand association.

#### **3.2.1 Brand loyalty.**

According to Jung and Shen (2011 p. 52), brand loyalty is one of "the most important elements in marketing" which is “a measure of the attachment that a customer has to a brand”



(Aaker, 1991, p. 39) and "the brand loyalty of the customer base is often the core of a brand's equity" (Keller, 1993, p. 8). Years later, in a much more tangible way, Keller (1998) represents and measures brand loyalty as behavioral sense through the number of repeat purchases.

Brands are aware that it is much easier and cheaper to retain the customers they already have than to acquire new ones. Likewise, satisfied customers will tend not to listen to alternatives from other brands that seek to communicate with them (Tuominen, 1999). Loyal customers, in certain cases, can also attract others by using the product or recommending others to use it (Aaker, 1992).

Aaker (1996) differentiates two main indicators within it and that are used to measure Brand loyalty towards a brand: Price Premium and Loyalty

- Price Premium: Aaker (1996) considers it a key indicator of loyalty towards a brand when comparing it with other products offering similar benefits and considers how much a consumer would be willing to pay more for a specific brand. This indicator is a comparative indicator, so it must be specified with respect to whom it will be compared.
- Customer Satisfaction/Loyalty: An indicator only applicable to existing customers.

### **3.2.2. Brand Awareness.**

Brand awareness is an essential element of brand equity which is often underestimated (Aaker, 1996). The Brand awareness concept refers to "the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category" (Aaker, 1991, p. 61). Aaker (1996) defines 5 levels that make up Brand awareness: Recognition, Recall, Top-of-Mind, Brand Dominance, Brand Knowledge, and Brand Opinion while to Keller (1993), brand awareness only involves both brand recognition and brand recall.

Consumer awareness of a green brand image, with green marketing concepts influences the purchasing habits (Sukit, 2013).

### **3.2.3. Perceived Quality.**

One of the key dimensions according to Aaker (1996). It is interesting to comment that Aaker does not talk about quality, but about the perception of it. It is difficult to calculate a quality without a use of the brand over time that allows us to experience how it behaves against our expectations. Kirmani and Rao (2000) discuss the presence of uncertainty regarding quality since there is an information asymmetry in the interaction and sellers have more information than buyers (Gill and Dawra, 2010).

Gill and Dawra (2010) designate the brand name, product design, packaging, advertisements and other brand identities as the way to communicate unobservable quality and as a way to build a perception of quality in consumers.

Aaker (1996) is aware of the limitation and problem of only considering perceived quality without considering the rest of the agents present in the market is problematic. Even if a brand has a high perceived quality, this will not mean that it can lose its leadership position in the market.

#### **3.2.4. Brand Associations.**

Brand associations are the informational nodes linked to a specific brand in memory and the meaning of the it for consumers (Henry, 2004).

## **4. CUSTOMER COMMITMENT**

### **4.1. CUSTOMER COMMITMENT: BRIEF REVIEW OF THE LITERATURE.**

Customer loyalty or customer commitment has been recognized as a key factor of an organizational financial performance (Reichheld and Sasser, 1990) because it plays a dominant role in many cases with respect to maintaining and increasing sales (Hur et al., 2010).

Developing and maintaining long-term relationships with its customers is the goal of any business (Moliner-Tena et al., 2019) and because of that the importance of such relationships is becoming increasingly highlighted by the marketing researchers. (Rajaobelina et al., 2018).

Furthermore, according to Izogo (2017), brand loyalty contributes to customer attraction and profits, since the financial cost of attracting new customers is at least five times higher than the cost of retaining existing ones (Edward and Sahadev, 2011).

This is even more noticeable in markets that are no longer growing or whose growth is slower. It is highly desirable to promote customer retention more than share-building strategies because the net return on investments could be much higher for the firstly mentioned strategies than for customer attraction strategies (Zeithaml et al., 1996). The idea of Brand commitment is an important concept that marketing academics have researched for decades, but the way it is approached has dramatically changed through the years.

The first studies on brand commitment focused on how the concept helps to explain the relationship between behavior and attitude toward the brand (Kiesler, 1971) and emphasized how commitment makes consumer's decision-making process easier (Cohen and Houston, 1972). More recently, interest in customer commitment has exploded, according to Osuna

(2017, p. 312), “An unfiltered search of the academic publications on brand commitment in the EBSCO database from 1960 to 2015 shows that 84% of the articles were published in the 2006-2015 time period, and 53% in the 2011- 2015 time period”.

This shows that companies have turned their eyes to customers who were probably neglected as a revenue creation strategy over the acquisition of new customers with the arduous competition developed by both national and international companies due to globalization.

Markovic et al. (2018) argued that Corporate Social Responsibility, intrinsically related with sustainability, influences customers’ commitment towards brand.

#### **4.1.1. Review of definitions of customer commitment in the literature.**

Different definitions of the term "customer commitment" will be presented below in order to give a theoretical context to the case and carry out a review of the term:

**Table 4.1.**

*Review of different definitions of " customer commitment" throughout the literature*

Definition of customer commitment	Authors
Customer commitment is defined as lasting or enduring intention to build and maintain an ongoing relationship between a brand and its clients.	Morgan and Hunt (1994)
Customer's conviction to maintain over time (instead of ending it) a relationship with a certain brand that could produce functional and emotional benefits.	Geyskens et al., (1996)
Customer commitment is the enduring positive attitude or desire for a preferred brand by a consumer or potential consumer.	Lacey (2007)
Brand commitment is the link between the customer self and a brand, where the customer believes that his or hers preferred brand is a fundamental part of his or her life.	Walsh et al. (2010)
Brand commitment is the economic, emotional and psychological connection that a consumer may have towards a brand, with the highly desirable expectation of creating a long-term relationship.	Kemp et al. (2014)

According to Osuna (2017, p. 312), “One of the most profound differences in the definitions of brand commitment concerns its attitudinal or attitudinal and behavioral nature”.

The dimensions that the customer commitment touches or affects, have changed dramatically over time as well as the depth of this "commitment" between the brand and the consumer.

For Osuna (2017), while for some authors (e.g., Morgan and Hunt, 1994), brand commitment is an attitudinal disposition, others (e.g., Lacey, 2007) consider the construct to be attitudinal and behavioral, that is, the customer not only remains in a positive position towards the brands but also takes the position of taking actions towards it.

Regarding these dimensions that customer commitment covers, the evolution from the definitions of Morgan and Hunt (1994), which speaks in general and without specifying the fields of commitment, towards the definitions of Kemp et al. (2014) that talks about economic, emotional and psychological dimensions and Walsh et al. (2010) that speaks of brands as a fundamental part of the lives of their consumers, and therefore present in every decision could be observed.

Also, regarding the depth of that commitment, there are two large groups: The first would include Morgan and Hunt (1994), Geyskens et al. (1996) and Lacey (2007) who speak of this commitment as something complementary to their life as a client. Walsh et al. (2010) and Kemp et al. (2014) use words like "connection" or "link", revealing a much more important relationship between these two agents and they would form the second group.

#### **4.2. CUSTOMER COMMITMENT MODEL**

Keiningham et al. (2015) provided a customer commitment approach model consisting of five different components that are the source of customer commitment towards brands. These dimensions include affective commitment, normative commitment, economic commitment, forced commitment and habitual commitment.

1. *Affective commitment*: This component represents strong emotions in the relationship between the customer and the provider (Keiningham et al., 2015). It is composed by shared values, identification, and attachment (Fullerton, 2005).
2. *Normative commitment*: It is the level of psychological attachment of the consumer, and it depends on his or her feeling of obligation towards the brand (Osuna, 2017). Normative commitment is considered the “personal ethical attachment” dimension of the customer commitment (Lariviere et al., 2014).

3. *Economic commitment*: It is composed by the cognitive evaluations of investments made in a brand and corresponds to the sacrifice volume of calculative commitment (Meyer et al., 1990).
4. *Forced commitment*: Forced commitment happens when consumers perceive an absence of alternatives when they seek to acquire a product that satisfies a specific need (Keiningham et al., 2015). Few or even no alternatives may result in a forced commitment, and this will lead to an increasingly negative attitude and an intention to escape from that almost forced relationship and therefore, not to maintain it.
5. *Habitual commitment*: It is context-specific for brands and arises in situations when consumption behavior is performed repetitively, automatically, and with certain inertia (Keiningham et al., 2015).

## **5. CONTEXTUALIZATION OF THE NESTLÉ SA AS A COMPANY; BUSINESS ACTIVITIES IN SPAIN AND SWITZERLAND**

### **5.1. BRIEF HISTORY OF NESTLÉ S.A.**

Throughout the following pages (38-45) the history of the Nestlé company is presented, based on the information obtained from its own website, in addition to considering its specific presence and impact in both Spain and Switzerland.

According to the information provided on its website, Nestlé (n.d.-c) is the largest food and beverage company in the world, with a presence in 186 countries. It has more than 2,000 brands. Some globally iconic and others regional, representing a wide variety of products within the FMCG (Fast moving consumer goods) market. Not only is it the largest company by sales figures, but also one of the most relevant and with the longest history (Consultancy.uk, 2021b).

Nestlé was founded by Henri Nestlé, originally from the German city of Frankfurt. Mr. Nestlé moved to this city for very different reasons than founding a company. He found a solution to a critical problem, which would catapult him and the iconic brand into history and international success.

At that time, one in five Swiss children died before their first birthday, which was a very high infant mortality rate. Henri Nestlé began a research process that would lead him to create a compound formula based on milk, sugar and wheat flour, known as 'farine lactée' ('flour with milk'). His specific objective was to cover the nutritional needs of infants who could not be breastfed.

**Figure 5.1.**

*Nestlé's founder, German-born pharmacist Henri Nestlé, launches his "farine lactée".*



*Note:* From The Nestlé company history [Photograph], by Nestlé, (<https://www.Nestlé.com/aboutus/history/Nestlé-company-history>). In the public domain.

This invention generated international success within a few years since the formula proved to be effective since the beginning.

**Figure 5.2.**

*Nestlé first logo.*



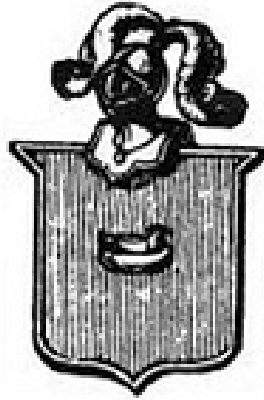
*Note:* From The Nestlé logo evolution [Photograph], by Nestlé, (<https://www.Nestlé.com/aboutus/history/Nestlé-company-history>). In the public domain.

Nestlé began to use its iconic logo, the nest, which it maintains today more than 150 years later. His own last name, "Nestlé", is the German word for the word "nest". This logo adapted the coat of arms of his family, which had only one bird and added two more birds that are

being fed by his mother. This sought to create a link between his surname, his family coat of arms and his novel dairy product for children.

**Figure 5.3.**

*Nestlé family coat of arms.*



*Note:* From The Nestlé logo evolution [Photograph], by Nestlé, (<https://www.Nestlé.com/aboutus/history/Nestlé-company-history>). In the public domain.

In 1875, Henry, who was already 61 years old, transferred the factory, the product patent, the name and emblem of the nest to three entrepreneurs from Vevey, Jules Monnerat, Pierre-Samuel Roussy and Gustave Marquis. Three years later, the competition with the Anglo Swiss Condensed Milk Company, another Swiss company that had started the manufacture of condensed milk, increased considerably. This company was trying to enter the market that Nestlé was targeting with its 'farine lactée' product, to which Nestlé was doing the opposite, and entering the condensed milk market in which the Anglo Swiss Condensed Milk Company was the industry leader at the time.

This commercial competition put both businesses in “check”, which would eventually lead the two companies to merge and form the Nestlé & Anglo Swiss Condensed Milk Co in 1905. In this merger, Nestlé would contribute “La Penilla”, the first factory that company opened in Spain as part of the agreement (Nestlé, n.d.).

That same year, the new company already had three offices, and was already beginning to introduce subsidiaries abroad to market its products, thus becoming a global dairy company. The following years coincided with the Belle Époque, a time of technological progress, of fighting for equal rights, of intellectual brilliance, and consumption (Hernandez, 2018), in which the Nestlé & Anglo Swiss Condensed Milk Co was fully involved.

Later, the First World War would affect the demand for the products, which increased thanks to government contracts. Nestlé products were durable and easy to transport, making them popular within the armed forces. In 1915, the company acquired the Norwegian dairy company Egron, which at that time patented a process for producing powdered milk, which Nestlé & Anglo-Swiss began to produce and market. Later, the end of the war would cause a sharp drop in the demand for canned milk by the armies at the end of government contracts, which led the company to suffer a major crisis. This situation only worsens when combined with the crisis of 29.

That same year, in 1929, Nestlé acquired the Peter-Cailler-Kohler chocolate company, a benchmark in the world chocolate market, which gives an idea of how Nestlé would behave later, creating a true empire based on acquisitions.

Nescafé, one of the flagship brands of the Swiss conglomerate, would be launched in 1938 as a "powdered extract of pure coffee", which was only needed to be added to hot water to produce a ready-to-drink coffee. The second world war would be a great turning point for the iconic brand, since it would gain tremendous popularity among the American soldiers who were displaced in Europe. At the end of the war, the Cooperative for American Remittances to Europe included this brand in its packages in European countries, in addition to the defeated Japan.

#### **Figure 5.4.**

*Advertising introduced by Nestlé during the first world war.*



*Note:* From The Nestlé logo evolution [Photograph], by Nestlé, (<https://www.Nestlé.com/aboutus/history/Nestlé-company-history>). In the public domain.

In 1947, Nestlé & Anglo-Swiss merges with the Swiss company Alimentana, which produces Maggi soups, broths and condiments, and is renamed as "Nestlé Alimentana". One year later, Nestlé Alimentana launches Nestea, manufactured using the same method as Nescafé. In the



70s and 80s, the strategy that leads Nestlé to success is outlined. The acquisition of brands that manufacture products developed in new areas of rapid growth in their demand.

Some of these are:

- Ice cream industry, through the acquisition of the German producer Jopa (1960), the French manufacturer Heudebert-Gervais (1960) and the Swiss brand Frisco (1962).
- Frozen foods industry, through the purchase of Findus (1962).
- Canned foods industry, through Stouffer Corporation (1973), and McNeill & Libby (1976).
- Yogurt industry, after the addition to the Chambourcy conglomerate (1968).

The company also studied new markets and acquired a stake in the well-known company at the time, L'Oréal. Finally, in 1977, the name of the company became the original one and the one that remains today: Nestlé SA. In 1985, the company entered a new segment, the pet food business, after purchasing the American company Friskies.

Six years later, this segment would be strengthened thanks to Ralston Purina. After this merger, Nestlé became the industry leader at the time and now, accounting for 20% to 30% of pet food market share in most countries (Gretler, 2021). 1986, Nestlé, with its expertise and know-how in the coffee industry, launches Nespresso, one of its flagship brands today.

The Swiss company will continue to expand its portfolio of brands and products in 1988 through two acquisitions. the addition of the Rowntree Mackintosh brand, which owned such iconic brands as KitKat, After Eight and Smarties, in addition to Italian producer Buitoni-Perugina. The end of the 90s would denote one of the features still present in the Nestlé company, its dominance of the bottled water market. His purchases of the Perrier Group of France (1992) and the iconic Sanpellegrino Group (1998) are especially noteworthy. Following these purchases, Aquarel would be launched.

During the first two decades of the 21st century, Nestlé continues with the same premises as during the last century, in addition to a clearer positioning for people's health. For this reason, the Swiss conglomerate acquired Wyeth Nutrition, (former Pfizer Nutrition) for almost 12 billion dollars.

## **5.2 CONCEPTUALIZATION OF NESTLÉ IN SWITZERLAND: PRESENCE AND ECONOMIC AND SOCIAL ACTIVITIES.**

Nestlé, as a Swiss company, has very important links with the Helvetian country. The company states in their webpage that “We remain committed to Switzerland: Nestlé creates

thousands of jobs in Switzerland, buys millions of francs worth of raw materials from Swiss farmers and invests billions in operations as well as in research and development in Switzerland". (Nestlé, 2018), words that denote a great commitment to his homeland.

Some data and facts are listed below to support the argument that Nestlé comments on these lines.

- 85% of the products made in the group's factories in Switzerland were exported in 2017.
- Between 2008 and 2017, Nestlé invested CHF 3.8 billion in Switzerland and another 990 million (representing more than 50% of this type of expenses of the conglomerate) exclusively in research and development in that year alone (Nestlé, 2018).
- Nestlé spent more than 200 million in agricultural commodities and packaging materials.
- Nestlé is one of the largest taxpayers in Switzerland (Nestlé, 2018).
- Nestlé is one of the most attractive employers in Switzerland for students and professionals in business and economics (Nestlé, 2018).

In addition, Nestlé has great ties with key communities for its operations:

- The milk producers for its Cailler chocolates are exclusive clients due to the good treatment of the brand towards them (Nestlé, 2018).
- Nestlé collaborates with Swiss mountain communities via Schweizer Berghilfe, with the aim of improving the living conditions of people in mountain regions.
- Nestlé donates excess products to the shops of Caritas Switzerland (Nestlé, 2018)

### **5.3. CONCEPTUALIZATION OF NESTLÉ IN SPAIN: PRESENCE AND ECONOMIC AND SOCIAL ACTIVITIES.**

Nestlé has an important presence in Spain, being the fourteenth country by sale figures.

- Nestlé Spain factories exported 56% of the products made in the group's factories around the world in 2021.
- Nestlé has around 4,000 people employed in Spain.

Nestlé not only stands out in terms of figures but was also awarded by the consultancy firm Randstand as the most attractive company to work for in Spain (Europa Press, 2019).

Nestlé Spain has also great ties with key Spanish communities in which it operates:

They state on its website that it has "an established policy for the regular donation of products to the most disadvantaged groups through food banks" (Nestlé, n.d.-d). For this, the Spanish Federation of Food Banks (FESBAL) awarded Nestlé "the Golden Spike" in 2005 and later in 2017 in recognition of its work and collaboration (Europa Press, 2017)).

In addition, Nestlé has been collaborating with the Red Cross since 1963, as it sponsors the annual campaign to recruit and promote volunteers who help alleviate the needs of the most vulnerable groups.

Since 2010, Nestlé has invested 100 million euros in Spain with the aim of achieving zero net emissions of greenhouse gases by 2050 (CompromisoRSE, 2019). More specifically, Jacques Reber, the general director of Nestlé Spain, has reflected some of the great positive impacts that the company has had in Spain, always in line with international activities.

The reduction of the use of water by 30% per ton of product in its factories for the period 2010-2020, a fact that has been overcome in Spain since the use of water has been reduced by 62%.

Another example is the Solís Responsible initiative, which includes integrated tomato production to ensure sustainable agriculture. All the tomatoes used in Nestlé factories to make their sauces are grown in La Vega del Guadiana, with less irrigation water, fertilizers and pest control products. Where in Switzerland the goal is for 100% of its packaging to be recyclable or reusable by 2025, in Spain it will be sought that by 2023 all mineral water bottles, which are currently 100% recyclable, contain more than 50% recycled plastic.

As an example of collaboration with institutions, Nestlé has a Comprehensive Capsule Recycling Plan with municipalities and official bodies with more than 1,600 collection points. The Swiss company is responsible for recycling all aluminum and plastic capsules (CompromisoRSE, 2019).

#### **5.4. NESTLÉ TODAY AND ITS PRESENCE IN THE WORLD**

According to Nestlé. (n.d.-f), "Nestlé is the world's largest, most diversified food and beverages company" that "has a unique global footprint and sell their products in 186 countries worldwide". Finally, the company aims to deliver "sustainable, industry-leading financial performance and earn trust" (Nestlé, n.d.-f).

Below, some of the most remarkable figures of Nestlé in 2021 will be presented:

- Nestlé had sales of 87.1 billion Swiss francs. (Nestlé, 2022).
- Nestlé has 276,000 employees worldwide.

- Nestlé has 354 factories in 79 different countries. (Nestlé, 2022).
- Nestlé, listed on the SIX Swiss Exchange, had a market capitalization of 343.69 billion Swiss francs as of December 31, making it Switzerland's largest company by market capitalization (Six Group, n.d.).
- Nestlé owns more than 2,000 brands in 186 countries.

Nestlé's mission is to generate "Good Food, Good Life" and "to provide consumers with the best tasting, most nutritious choices in a wide range of food and beverage categories and eating occasions, from morning to night" (Nestlé, n.d.-e).

Nestlé's vision is clearly conditioned by its position as the world leader in the FMCG market, "delivering improved shareholder value by being a preferred corporate citizen, preferred employer, preferred supplier selling preferred products" (Nestlé, n.d.-e).

## **6. PRACTICAL PROJECT: STUDY ON THE BRAND MANAGEMENT OF NESTLÉ IN SPAIN AND SWITZERLAND**

### **6.1. Presentation of the study.**

In the preceding points the evolution of customer based brand equity, brand benefits, sustainability, and its integration in the current business context, in addition to customer commitment of the customer towards brands have been explained.

As it is indicated in the introduction and after the literature review, this section serves as the practical part of this work, which is presented below.

Now, the objective is to study the differences present between the people residing in Switzerland and in Spain regarding the items and ideas studied in the conceptualization through the iconic Swiss brand Nestlé. Thus, and through a consignment of 398 surveys carried out between May 16th, 2022, and the thirtieth of that same month, an analysis will be performed.

The decision to study the residents of both countries and not their citizens is not accidental. On the one hand, immigrants or expatriates represented 25.1% of the Swiss population (European Commission, 2021), with the largest supplying countries being Italy (14.9% or 319,300), Germany (14.3% or 306,200), Portugal (12.3% or 263,300) and France (6.3% or 134,800). On the other hand, in Spain these only represented 12.9%, almost half that Switzerland (Expansión, 2020).

In addition, the choice of the “residents” in each country has been selected over the nationality criteria to study whether they believe that the FMCG Swiss company generates a positive impact in the place they live or not.

## 6.2 SAMPLE PRESENTATION

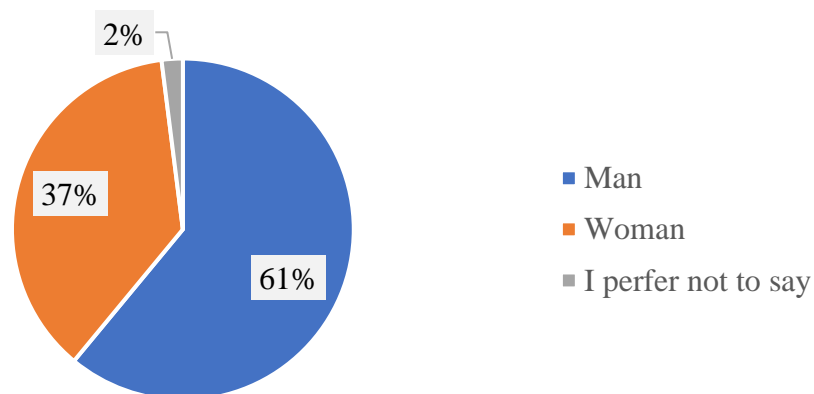
The sample is presented below to give an understanding of how it is composed with respect to the residence of the participants, their belonging to a certain age range and their gender. No group has been discriminated based on their age, gender, or residence to carry out the analysis

### 6.2.1. Gender of the participants.

The gender of the survey participants is shown below:

**Figure 6.1.**

*Gender of the participants in the survey.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

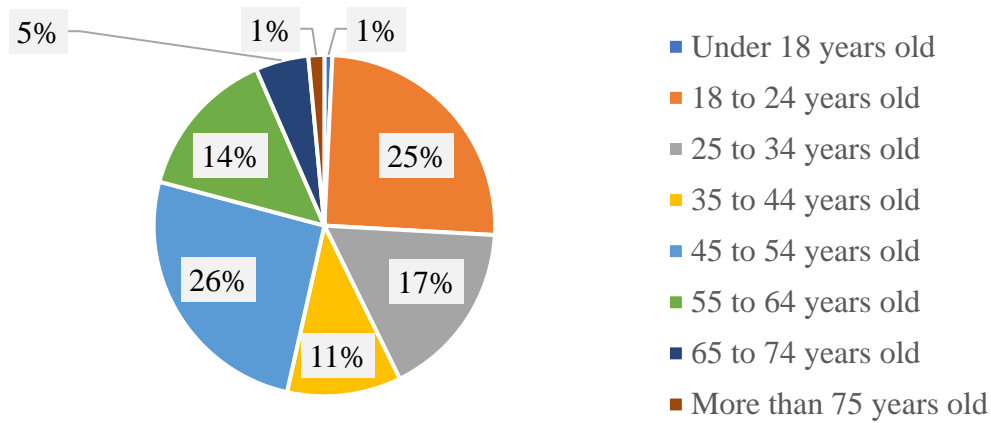
61.31% of the survey participants were women. Another 37.19%, corresponds to male participants. Finally, 1.51% decided not to declare their gender at the time of conducting the survey.

### 6.2.2. Age of the participants.

Regarding the age of the participants, for the following ranges available in the survey, the following percentages have been reached:

**Figure 6.2.**

*Age of the participants in the survey*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

The age ranges and their percentage of appearance are shown below:

- 0.75% of the participants are under 18 years of age.
- 25.13% of the participants are between 18 to 24 years old.
- 16.83% of the participants are between 25 to 34 years old.
- 10.80% of the participants are between 35 and 44 years old.
- 25.63% of the participants are between 45 to 54 years old.
- 14.32% of the participants are between 55 to 64 years old.
- 5.03% of the participants are between 65 to 74 years old.
- 1.51% of the participants are older than 75 years old.

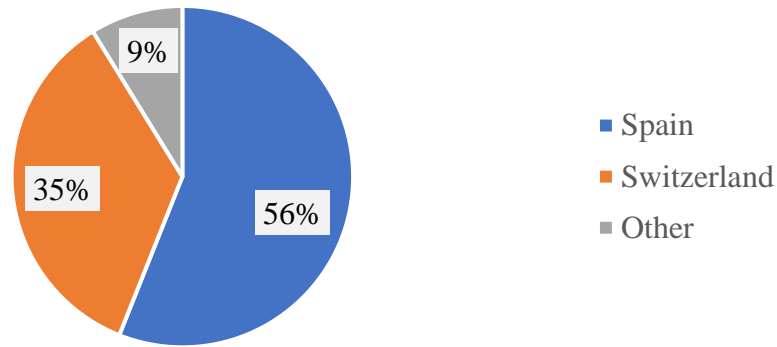
The sample is varied in terms of age and gender, which creates a very positive environment to be able to study the concepts reviewed in the theoretical part. The two predominant groups, adding more than 50% of the responses, are those between 18 to 24 and 45 to 54 years old. The groups with less presence are the extremes of the sample (under 18 years of age & older than 75 years old, which between the two do not add up to 2.5%.

### 6.2.3. Place of residence of the participants.

56.03% of the participants are residents in Spain. In the same way, another 35.18% are residents in Switzerland, and finally the rest, 8.79%, correspond to participants who do not reside in one or the other.

### Figure 6.3.

*Place of residence of the participants in the survey.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

The inclusion as an option of "Other" has the following explanation: the distribution of the survey was carried out in international environments in which there are people from various countries beyond Switzerland and Spain. With the aim of not discriminating and that these did not distort the survey by trying to collaborate by filling it out, they were given the possibility of choosing a third option.

When carrying out a focused study, with Switzerland and Spain as protagonists, these answers will be taken into account, but "other" will not be studied as a variable.

### **6.3. ANALYSIS OF THE SURVEY RESULTS.**

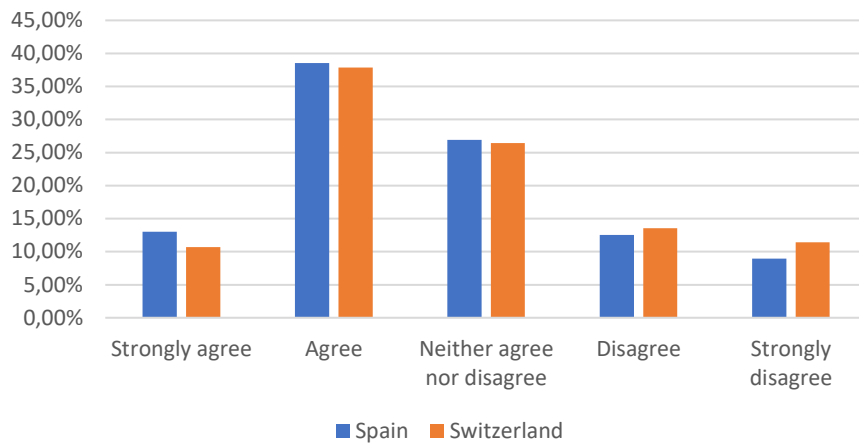
#### *6.3.1. Contextualization of Nestlé brand and its impact in both countries.*

As a preface to the rest of the analysis, this section will contextualize the relationship and opinion of Nestlé by its consumers, in addition to the extent of consumer knowledge of the brand. After that, and as an introduction to the subsequent analysis of sustainability, the perception of the positive impact of the company in each of the communities and worldwide will be analyzed.

Firstly, the contextualization must begin with the analysis of the relationship between the habitual consumption of Nestlé products and the nationality of the consumers:

#### **Figure 6.4.**

*Habitual consumption of Nestlé products in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

Regarding the study of the habitual consumption of Nestlé products of the residents of both countries:

On the one hand, 13.00% of the residents in Spain "Strongly agree" with the statement "I usually consume Nestlé products", while 38.57% "Agree" with it. In addition, the group of people who "Neither agree nor disagree" represents a 26.91%, "Disagree" are the 12.56% of the answers, and finally an 8.97 % "Strongly disagree".

On the other hand, 10.71% of the residents in Switzerland "Strongly agree" with the statement, while 37.86% "Agree" with it. Additionally, the group of people who "Neither agree nor disagree" represents the 26.43%, "Disagree" is the 13.57%, and finally another 11.43% "Strongly disagree."

It can be observed that in both countries the predominant group is that of the participants who respond "Agree", which gives a good idea of the importance of Nestlé in the habits of consumers in Spain and Switzerland.

Secondly, let's compare the consumption by the participants in the survey of the six biggest Nestlé brands (Nestlé, n.d.-c) with the certainty that these belong to the company.

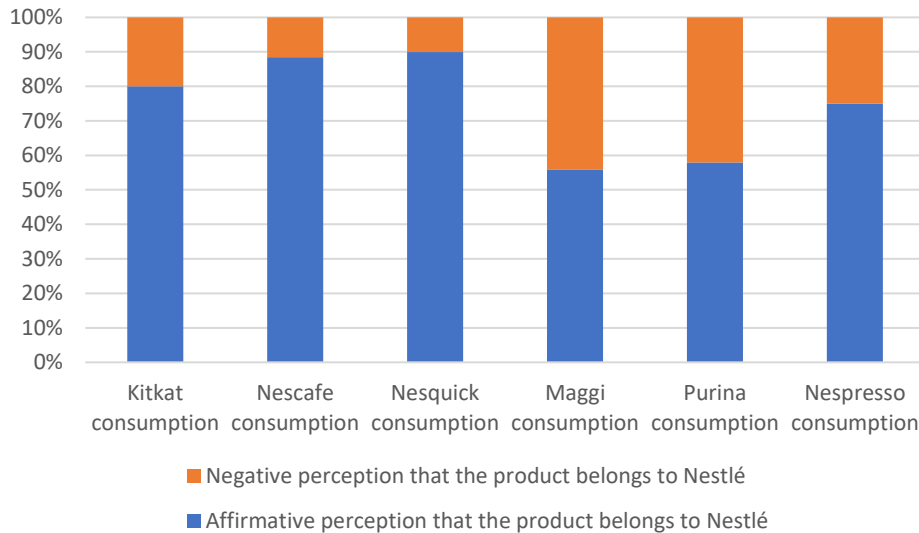
In the survey, consumers were asked individually for each of the brands. They answered if they believed that these brands belonged to Nestlé and after it, for each of the brands, they were asked if they were consumers.

In this case, it will be analyzed in aggregate due to the complication of doing it individually and the little relevance of the analysis by country:

### **Figure 6.5.**

*Consumption of the six biggest Nestlé brands and the knowledge of their belonging to Nestlé.*





*Source:* Survey produced and distributed by myself. The chart is my own produced. “Negative” refers to the perception of the consumer that the brand does not belong to Nestlé and “Affirmative” that it does.

Regarding the consumers who consume each of the leading Nestlé brands and their affirmative or negative knowledge that these brands belong to the Swiss company

- Kitkat: 80 % of the consumers who said that they have bought Kitkat, knew the fact that this brand belongs to Nestlé, while 20% thought it did not.
- Nescafé: 88.48 % of the consumers who said that they have bought Nescafé, knew the fact that this brand belongs to Nestlé, while 11.52% thought it did not.
- Nesquick: 89.94% of the consumers who said that they have bought Nesquick, knew the fact that this brand belongs to Nestlé, while 10.06% thought it did not.
- Maggi: 55.75 % of the consumers who said that they have bought Maggi, knew the fact that this brand belongs to Nestlé, while 44.25% thought it did not.
- Purina: 57.89 % of the consumers who said that they have bought Purina, knew the fact that this brand belongs to Nestlé, while 42.11% thought it did not.
- Nespresso: 75 % of the consumers who said that they have bought Nespresso, knew the fact that this brand belongs to Nestlé, while 25% thought it did not.

Two groups of brands are differentiated regarding this matter:

The first group brings together brands with more than a 75% perception of belonging to the Swiss conglomerate, that is, three out of four people believe that it belongs to Nestlé, and it includes: KitKat, Nescafé, Nesquick and Nespresso. These are some of its flagship brands

that are most relevant worldwide, forming part of the lives of most consumers. Likewise, these brands are very present in publicity.

The second group brings together brands with less than 60% perception of belonging to the Swiss conglomerate and Maggi and Purina are included.

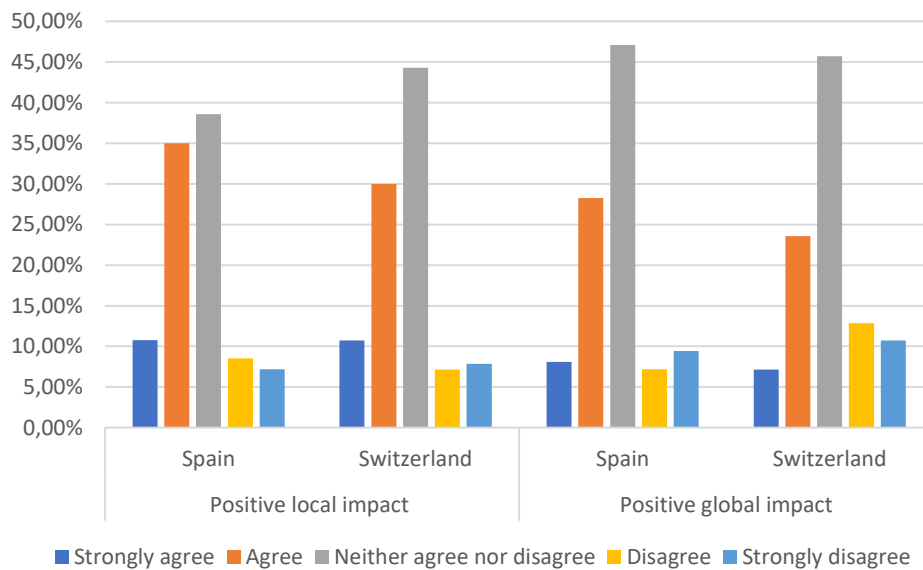
Regarding Maggi, it seems to have its own identity, that Nestlé has respected and therefore does not facilitate the link with its parent company. And with respect to Purina, which is Nestlé's pet food division, the slightest acknowledgment of belonging could be understood because it operates in a slightly different market from the rest of the brands mentioned above.

Thirdly, Nestlé is a global brand that inevitably causes an impact wherever it operates so the fact of knowing how the respondents of the survey see the impact in their countries and in the world is important.

The results derived from the survey for these items are as follows:

### Figure 6.6.

*Belief that Nestlé causes a positive impact at local and global levels in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

The following conclusions are extracted from the study of the opinion of the Spanish and Swiss residents of the local and global impact of Nestlé:

- It is noteworthy that most responses in both countries are concentrated on "Agree" and "Neither agree nor disagree" which may lead Nestlé to be seen in a slightly positive way.

- Opinions are on average more positive for both countries regarding the local level than the global level. The positive opinions, included in "Strongly agree" and "Agree" add up to 40.71% of the survey responses for Switzerland and 45.74% for Spain with respect to the local level. On the other hand, the opinions of the same nature that refer to the global level are 36.32% for Spain and 30.71% for Switzerland. Could this indicate that there is a better opinion of Nestlé for its local operations than the global ones on the merit of the former or that the global operations are under possible criticism?

The answers of the survey for these specific questions, regarding the impact of Nestlé are in general similar. This could show that there is no significant difference in the opinion at local and international level.

### 6.3.2. *Consideration of the brand through the analysis of the customer based brand equity in both countries.*

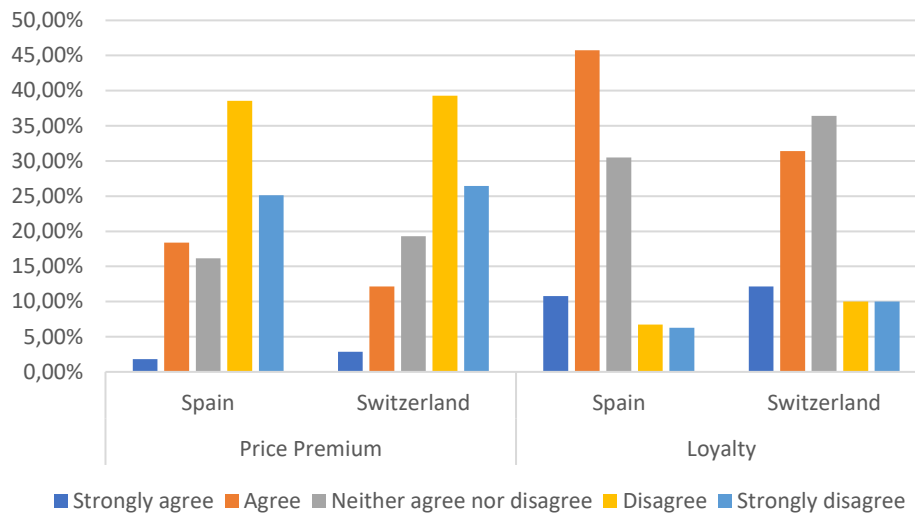
It is worth remembering that Nestlé is a Swiss company and therefore there is perhaps the possibility that this forms a different perception of customer based brand equity in both countries. In any case, Nestlé is an international brand that exceeds the borders of Switzerland, obtaining only the 1.41% of its revenue inside of Switzerland in 2017 (Nestlé, n.d.).

Regarding the data, they will study it respecting the structure of the concepts analyzed in the theoretical part, brand loyalty, perceived quality, and brand associations.

Brand loyalty: Aaker (1996) analyzes two dimensions, price premium and satisfaction/loyalty.

#### **Figure 6.7.**

*Aaker (1996) brand loyalty components in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

the study of the brand loyalty dimension of the customer based brand equity model gives us the following conclusions:

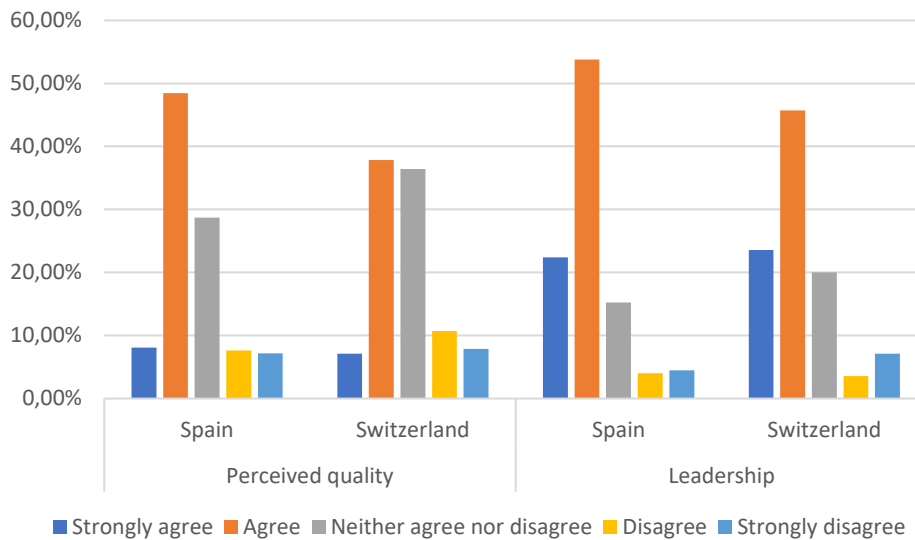
Firstly, regarding the item related to the price premium, analyzed through the item "*I would pay 15 percent more to consume Nestlé products compared to others that are not in the same category*", the P value associated with the chi square is 0.68, and therefore there are no significant differences between Spain and Switzerland. The proportion of people who are "strongly agree" and "disagree" in both countries is very similar, which suggests that consumers will not be willing to pay this premium. For this reason, the people who "Strongly Agree" with paying 15% more are less than 3% in both countries. This has surprised the writer of this Final Degree Project since Nestlé products are on average more expensive than their alternatives, so they end up paying that 15%, and makes him think that consumers are looking for other things in the brand that makes them pay for it.

Secondly, the second item (satisfaction and loyalty) is analyzed through the item "*I recommend Nestlé products to others*". The P value associated with the chi square is 0.26. Same as the other component of this dimension, there are no significant differences between Spain and Switzerland. The only appreciable difference between the two countries is that for satisfaction and loyalty, the Swiss will be 30% less likely to positively recommend and therefore be loyal the Nestlé brand.

Perceived quality: Aaker (1996) analyzes two dimensions for its CBBE model: leadership, and the perceived quality itself:

### Figure 6.8.

*Aaker (1996) perceived quality dimensions in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

The consideration of the perceived quality components of the customer based brand equity model gives us the following conclusions:

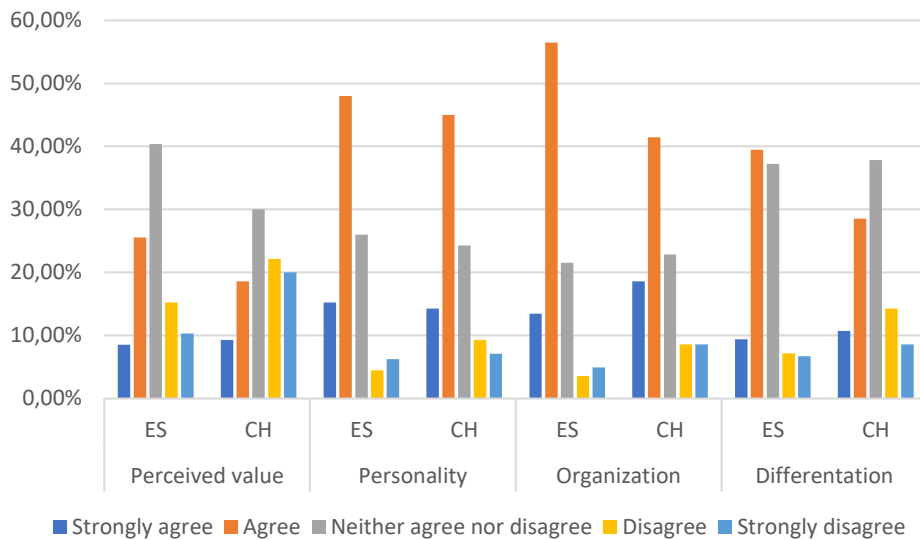
On the one hand, the item that analyzes “perceived quality”, studied through the item "*In comparison to alternative brands, Nestlé has higher quality*", has a P value associated with the chi square of 0.07, and therefore there are no significative distinction between the two studied countries.

On the other hand, the item “leadership”, analyzed through the item "*In comparison with alternative brands, Nestlé is one of the leading brands*", has a P value associated with the chi square of 0.26. Due to this calculation, there are no significative differences between Spain and Switzerland.

Brand Associations: Aaker (1996) analyzes four components, perceived value, personality, organization and differentiation:

### **Figure 6.9.**

*Perceived value of the Nestlé brand in each country.*



*Note:* Excel from self-made form. “ES” and “CH” are the country codes of Spain and Switzerland respectively.

*Source:* Survey produced and distributed by myself. The chart is my own produced.

The following conclusions can be extracted from the study of the items that reflect the theory of brand associations of Aaker (1996):

Firstly, the item that reflects Aaker (1996) “perceived value” dimension, is expressed as *"When I think of a food product, Nestlé is the brand that first comes to mind"*, and it has a P value associated with the chi square of 0.057, which makes it slightly higher than 0.05 and therefore there are no significative differences between the studied countries. It is interesting to observe how the residents of Switzerland proportionally to the Spanish have a lower perception of the quality of the Nestlé products (it can be observed that 10.31% of the Spaniards strongly disagree with the statement *"When I think of a food product, Nestlé is the brand that first comes to mind"* and for the Swiss it is 20%, which reflects almost double)

Secondly, Aaker (1996) “personality” dimension is studied through the item *"I think Nestlé has a personality"*. The calculation of its P value associated with the chi square gives us a result of 0.68, which means that there are not significative differences between the two countries.

Thirdly, the “organization” component of the customer based brand equity model is organization. The item used for the survey was derived to the own Aaker (1996) items and it was the following: *"I think Nestlé as an organization associated with this brand has credibility"*. The calculation of its P value associated with the chi square gives us a result of 0.042, which shows that there is a significative difference between the two countries.

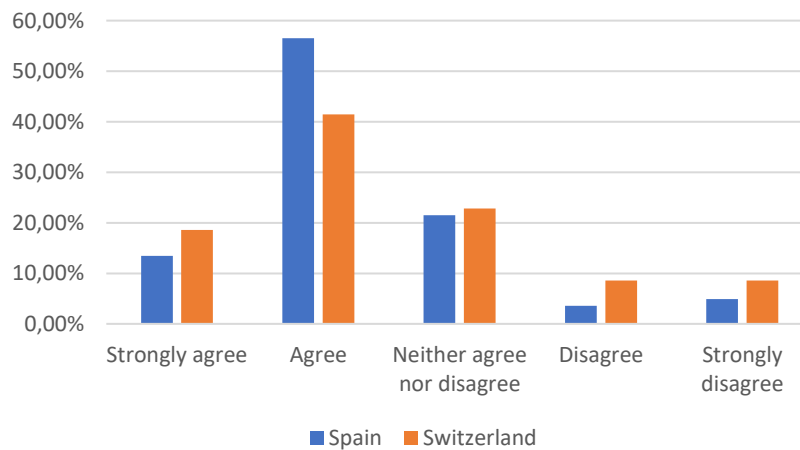
The following conclusions are extracted from the data:

- 8.52% of the residents in Spain remain in the "Neither agree nor disagree" while 17.14% of the Swiss do so.
- The calculation of Spanish residents who "Strongly agree" and "Agree" with the fact that Nestlé as an organization associated with this brand has credibility, adds up to 69.96% while for the same calculation for Switzerland, it is 60%. The appreciable difference comes at the moment of comparing "Agree", since for Spain it is 56.50% and for Switzerland it is substantially lower, just 41.43%.

The results derived from the "organization" item are as follows:

**Figure 6.10.**

*Belief that Nestlé brand has personality in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

Finally, the item that analyzes "differentiation", studied through the question "*I think Nestlé is different from competing brands*", has a P value associated with the chi square of 0.30, and therefore there are no significative differences between the two studied communities of residents.

### 6.3.3. Compare the brand benefits between the residents of Spain and Switzerland.

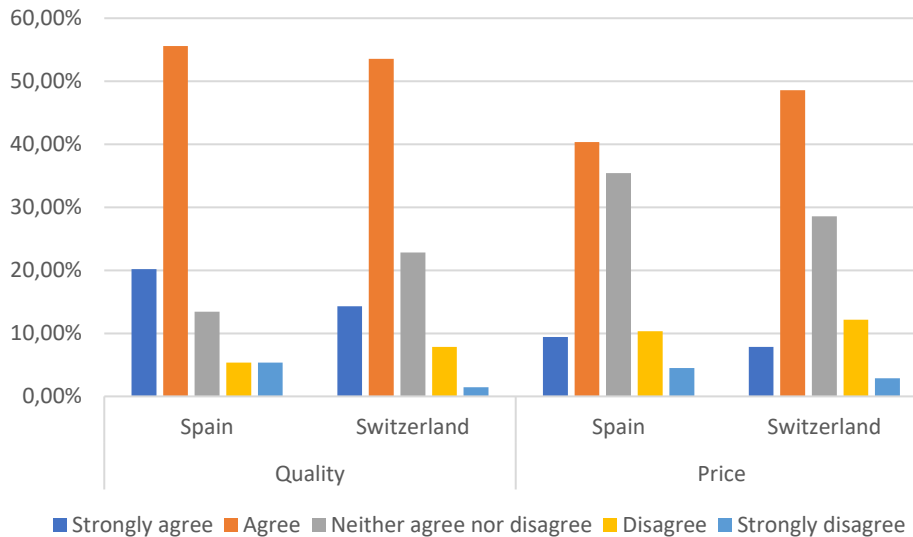
The brand benefits are a good way to understand a brand since with its components, emotional, functional, symbolic, a complete analysis can be made from different points of view.

Functional benefits: The functional benefits have been developed by several authors, so it has been necessary to select the best exponents of their measurement. For the "Quality"

dimension, the Yoo and Donthu (1997) item has been used and for the "Price" item, the absolute referent, Orth et al. (2004) has been chosen:

**Figure 6.11.**

*Measurement of the functional benefits provided by Nestlé products in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

On the one hand, the item *"The Nestlé products are of high quality"*, which is related to the Yoo and Donthu (1997) "quality" item, has a P value associated with the chi square of 0.01, and therefore there are significant differences between the residents in Spain and Switzerland. In both countries the quality of Nestlé brands is appreciated: 75.78% of residents in Spain "Agree" or "Strongly agree" that Nestlé products are of good quality, which in Switzerland has a lower representation, a 67.78%. However, and although in Spain, Nestlé products quality is perceived in a positive way, the group that "Strongly disagree" with the quality of the Swiss brand products represents the 5.38%, and in Switzerland, 1.43%. Finally, the "Neither agree nor disagree" can be seen as the key difference between both, since it has 129 answers and can be fully studied. Swiss residents are 70% more likely to have answered "Neither agree nor disagree" than the Spanish.

On the other hand, the "price" component (Orth et al., 2004) was measured through the item *"Nestlé products are reasonably (proportionate or not exaggerated) priced"*.

When relating it to residents in Spain and Switzerland, the P value associated with the chi square is 0.65. This means that there are no significant differences within the components of the sample. An interesting phenomenon is observed: in Spain 9.42% and in Switzerland 7.86% of the answers "Strongly agree" that Nestlé products are reasonably priced, but for

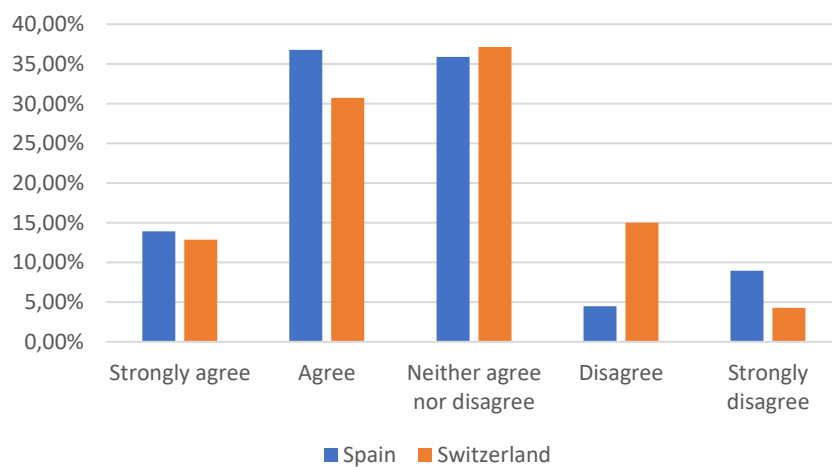


“Agree”, the result goes to 40.36% and 48.57% respectively. In the opinion of the editor of this report, this is not accidental and may indicate an important agreement in both countries in which Nestlé has a good price but not enough for the participants in the survey to answer, “Strongly agree”.

Emotional benefits: The emotional benefits measurement literature is not as rich as its counterparts, being the work of Orth et al. (2004) the most important and almost the only one:

**Figure 6.12.**

*Measurement of the emotional benefits provided by Nestlé products in each country.*



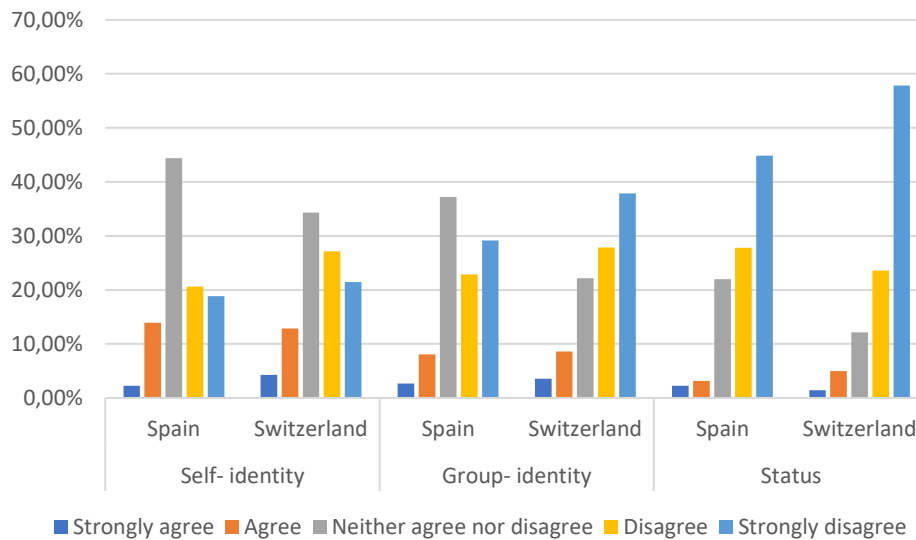
*Source:* Survey produced and distributed by myself. The chart is my own produced.

The emotional benefits dimension of the brand benefits, analyzed through the item " *Nestlé products evoke thoughts of happiness*", have a P value associated with the chi square is 0.022, and consequently there are significant differences between Spain and Switzerland. The most important difference lies in the survey participants that answered “Disagree” or “Strongly disagree”. More specifically, "Disagree" represents 4.48% of the answers in Spain while in Switzerland it is 15%. This represents that there are respectively three times more people in Switzerland than “Disagree” than the Nestlé products evoke thoughts of happiness in them compared to Spain.

Symbolical benefits: The affinity for the work of Moinat (2011), an exponent in the study of the new lines of research in this concept of marketing, suggests that the work of Strizhakova et al. (2008), is the best to measure this underdeveloped concept.

**Figure 6.13.**

*Measurement of the symbolical benefits provided by Nestlé products in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

Firstly, the item (self - identify) is analyzed through the item " *Nestlé products say something about me as person when I consume them*". The P value associated with the chi square is 0.20 which indicates that there are no important or significant differences between the two countries. Both communities behave in a similar way regarding this question.

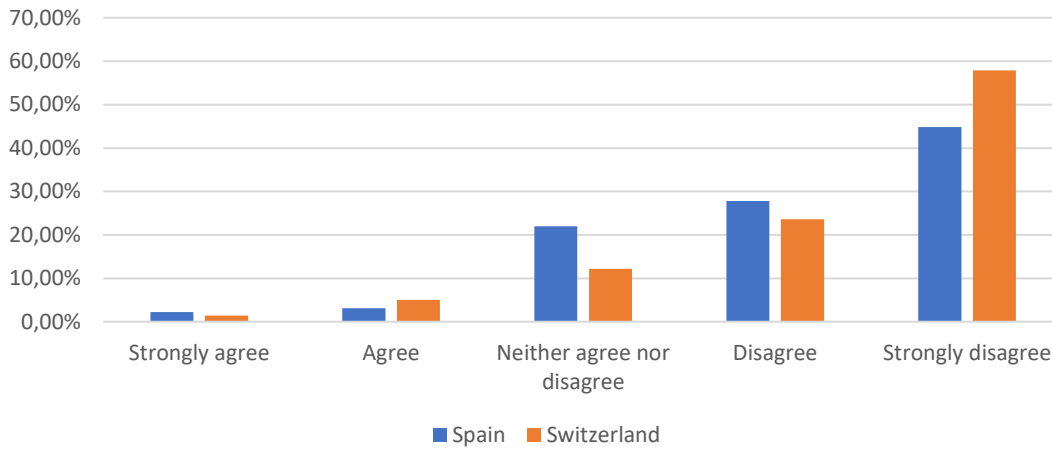
Secondly, the item that analyzes "group- identity", studied through the question "*I choose Nestlé products that are associated and represent the social group I belong to*", has a P value associated with the chi square of 0.26, and because of it, there are not significant differences between Spain and Switzerland. Both countries share their tendency towards the negative of the item, adding the items that are not "Agree" or "Strongly agree", 89.24% for Spain and 87.78% for Switzerland. It is then confirmed that the consumers of the Swiss brand do not relate the consumption of the products with a specific social status

Finally, the question "*I use Nestlé products to communicate my social status*" which parses the "status" component. The calculation of its P value, associated with the chi square gives us a result of 0.20, which exhibits that there is not a significant difference between the two countries.

The following graph, which details the construct already seen, shows how there is an increasingly "negative" opinion towards the communication of their social status through Nestlé products:

**Figure 6.14.**

*Status communication through Nestlé products in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

Making a parallelism with the study carried out in the previous paragraph, the 94.62% of the residents in Spain and the 93.57% of the residents in Switzerland percent do not use Nestlé products to communicate their social status. Such percentages show, together with the previous question, that Nestlé products are not associated with the status of consumers and if they considered it so, they would not communicate status through them.

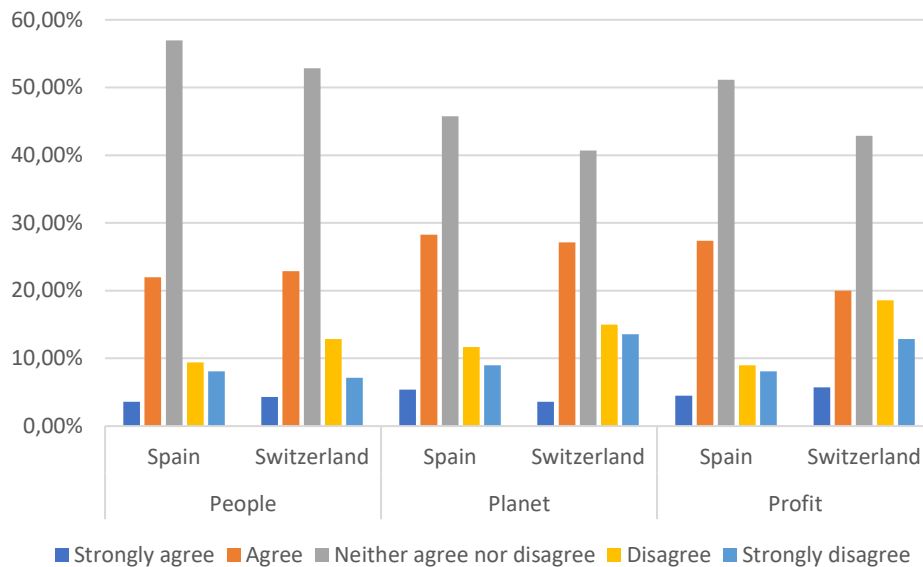
#### *6.3.4. Reflect on the impact of sustainability among residents of Spain and Switzerland.*

One of the purposes of this Final Degree Project is to make sustainability understood as a concept involved in each decision of the company, and for this reason a measurement model that includes a holistic approach has been used. For this reason, the model of Gallagher et al. (2018), has been chosen, which includes measures of the effect of the company in three dimensions, People, Planet and Profit.

The survey responses have given the following conclusions as far as sustainability is concerned:

**Figure 6.15.**

*Integration of sustainability at Nestlé measured through the 3Ps in each country.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

When analyzing the data, certain trends in the three concepts studied within the framework of sustainability could be found. The predominant option in each of the concepts and also in both countries is always "Neither agree nor disagree", with between 40% and 57% of the responses, which shows that consumers do not see either positively or negatively the company. In addition, the second option in each construct is "Agree", with a certain distance from the rest of the options. There is only one case that is not what happens, which will be analyzed later.

Gallagher et al. (2018) concepts are analyzed in the following lines:

The first P, People, is contemplated through the item "*Nestlé fosters partnerships with the community*". By relating this dimension of sustainability, the P value associated with the chi square is 0.46 which shows that there are not significant differences between Spain and Switzerland. The two countries show similar trends in each of the possible responses.

The second P, Planet, is studied through the item "*Nestlé demonstrates a commitment to environmental protection*". Studying the P value associated with the chi square, a probability of 0.058 it is found which shows that there are not significant differences between the residents in Spain and Switzerland. The answers included under the option "Neither agree nor disagree" occupy around 40% or 45% in both countries. In addition, "Agree" represents an almost equal amount in both countries, 28.25% of the answers in Spain and 27.14% in Switzerland. Otherwise, those who "Disagree" that Nestlé demonstrates a commitment to

environmental protection are the 11.66% in Spain and the 15% in Switzerland. The extremes are the least representative, since the answers that “Strongly Agree” and “Strongly Disagree” with the Planet related item are 14.35% in Spain and 14.14% in Switzerland, a small amount compared to the rest of the answers.

The third P, Profit, is measured through the item “*Nestlé is encouraging customers to participate in sustainable business practices*”. Like the rest of the dimensions of sustainability and based on the preliminary study carried out at the beginning of this chapter, it is intuited that there are no significant differences. When performing the calculations, this is confirmed, since the P value associated with the chi square is greater than 0.05 (0.08). Again, the two countries show similar trends in each of the possible responses.

#### *6.3.5. Comparison of the Habitual Commitment and the Forced Commitment towards the Nestlé brand in each country.*

During the writing of this report and with the aim of creating a project that brings together the dimension of brand management, different people were interviewed to see which items or simply which dimensions they considered would be important to study.

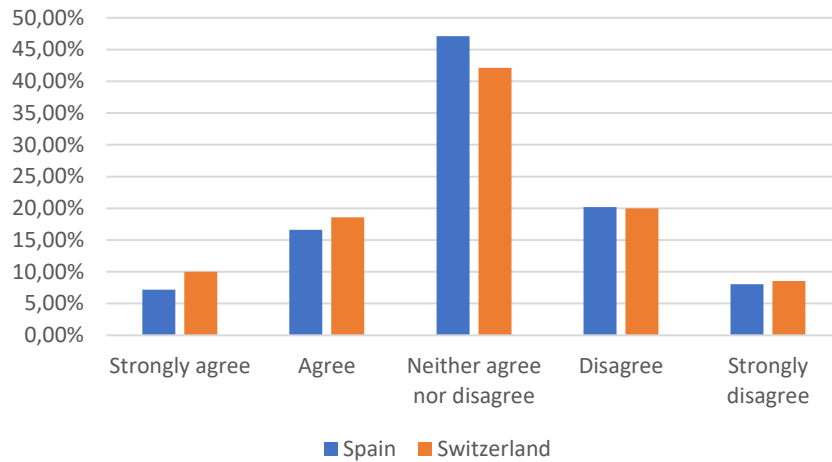
They were also informed that the Nestlé brand would be used, and they were asked for their opinion on it. One of the great points in common was that they felt trapped within the Nestlé ecosystem since they own many brands and that their commitment to them was simply the result of the fact that they were a brand available at any time and in any food segment.

Both figures, although they are not the same side of a coin, can be associated in the opposite way, that is, if there was a tendency to change consumption habits, if there was another option, I do not know I would maintain the Nestlé consumption habits that were being done in the past.

To understand more about this matter, the Forced commitment and the Habitual commitment will be analyzed to finally put both into perspective:

**Figure 6.16.**

*Tendency of Nestlé customers to change their purchasing habits if they had another option.*

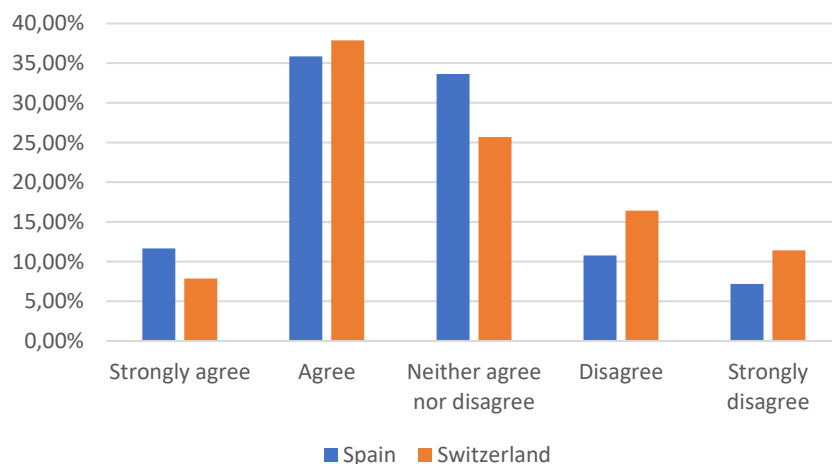


*Source:* Survey produced and distributed by myself. The chart is my own produced.

Any appreciable difference between both countries is observed. More specifically, the P value associated with the chi square is 0.87, which indicates that there are no significant differences between the two communities. Most of the answers in both countries are in "Neither agree nor disagree". To measure Forced Commitment, the item "*If I had another option, I would stop using Nestlé products*" was used.

**Figure 6.17.**

*Tendency of Nestlé customers to stay using Nestlé habits since it is part of their habits.*



*Source:* Survey produced and distributed by myself. The chart is my own produced.

The "Habitual Commitment", which is a dimension of the customer commitment, has been a constant in the conversations that surrounded Nestlé during the realization of the project for the measuring purpose, the item "*I use Nestlé products primarily because that is what I've*

*been doing for a while*” has been used. In the same way, the value of P associated with the chi square has been calculated, which gives us a result of 0.10, which indicate that there are not significant differences between the community of residents in Spain and Switzerland. When comparing both constructs, it could be found that both share the same tendencies.

## **7. CONCLUSIONS**

The academic relevance of this Final Degree Project can be summarized in two main fields:

First, to create a review of the literature that takes the term from its origins to the present, providing an academic dimension that involves the main researchers who have dedicated their studies to the term. This pursues and achieves the goal of creating a reference for potential researchers so that they can use this document as a starting point.

Second, to introduce the concept of sustainability to each of the terms seen during the theoretical review, in addition to relating it to some of its dimensions or its effects. Sustainability is also given the key role it deserves after having been involved in almost all business processes, in which obviously all the concepts studied are present and to a greater or lesser extent enjoy key importance.

There are several conclusions when performing the survey data analysis regarding the leading FMCG company:

Nestlé, as the maximum exponent of a consumer brand, has more than 2,000 brands, many of them local. When analyzing the presence of Nestlé as a brand in people's lives, it could be found that in the two countries, Nestlé continues to have a very important presence, especially through its most iconic brands, which contradicts the food trend to be local, it crosses borders.

Furthermore, customers are largely aware that they are buying brands belonging to a conglomerate when they buy consumer products. In other words, more than 50% of the consumers who participated in the survey were aware that Kit Kat, Nescafé, Nesquik, Maggi, Purina, and Nespresso belonged to Nestlé.

Regarding sustainability and implementation in Nestlé's processes, it was noted that there are no notable differences between the opinions of residents in both countries even though Nestlé invested in Switzerland more than 3.8 billion francs within the country, much of it within of one of another form of activities in which any of the Ps of Gallagher et al. (2018), People, Planet, Profit, compared to the 100 million that Nestlé spent in Spain. This makes think that the way of communicating these actions has not been the most appropriate by Nestlé in

Switzerland. Furthermore, as referenced in the Mckinsey report studied on page x, it was found that the two countries in which the efforts have been dedicated to study how Nestlé has communicated its sustainability activities, that have been involved in external communications and in the corporate culture to a much greater extent than, for example, budgeting or strategic planning.

The brand benefits in both countries have been a valuable tool to study the brand management of the Vevey company. One of the dimensions presented a significant difference and the two others did not. First and in line with the rest of the study's conclusions, the dimension of brand benefits that does not have significant differences is symbolic benefits. Perhaps this can be associated with the fact that it is not culturally associated with consumer products as a symbol of specific social status, much less with its communication. In addition, the Spanish culture and the Swiss culture are part of the same culture, the West. Also, the functional benefits are seen in a different way, as are the emotional benefits, and the latter group can be understood as the relationship that the Swiss have compared to the residents in Spain favoritism towards the brand due to its belonging to Switzerland.

The business relevance of this work can be summarized in three conclusions.

- The communication of sustainability is not given by a greater investment of these activities, but by their correct management.
- Companies should not confuse the forced commitment with the habitual commitment, they must understand that the way to improve their position against the competition and in relation with its customers is to bet on the second.
- There is a high probability of being able to transfer global brands between countries without having to adapt the product, and more specifically the way of communicating it.

Regarding the replicability of this study, also three main conclusions can be drawn.

- To a certain extent, the literal replicability in other products or brands of FMCG companies is reasonable, since the properties that represent Nestlé can be seen in other companies in this segment. Likewise, a conglomerate made up of more than 2000 brands has been studied and the best-selling brands have been established from the beginning of the survey, so that not only one has been studied, which enriches the study by including brands of different kinds. That is, Nestlé consumers when consuming the products of the Swiss brand, know that they are doing so (as we can



see in the analysis of the survey), and that should be considered for any analysis that is sought to be done.

- The author of this Final Degree Project doubts that this same analysis with these same items can be applied to companies or brands that are not part of the FMCG market, since as it is commented in the body of the work, the items must have been tailored to represent the reality of a particular market.
- Replicability could be confirmed as possible between similar brands or even Nestlé itself among other countries.

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## **APPENDIX**

### **APPENDIX 1**

## **RESUMEN DEL TRABAJO EN ESPAÑOL**

### **INTRODUCCIÓN**

Las marcas cada vez tienen más problemas para mantener a sus clientes leales y eso se debe a que las nuevas tendencias han cambiado la forma en la que sus clientes las consumen. La globalización y la disrupción de Internet han permitido que la disponibilidad de información sea casi perfecta. Las empresas se ven obligadas a elegir si seguir con sus antiguas técnicas y convertirse en referentes dentro del sector en las que operan o, por el contrario, abrazar alguna de las nuevas macro tendencias, cómo podría ser la sostenibilidad. Las actividades de marketing han cambiado drásticamente en los últimos años y el espectro del brand management lo ha hecho con ello. Debido a esto, se analizarán a lo largo de este trabajo de Fin de Grado algunos de los conceptos que lo forman y se estudiara la evolución del concepto desde que sus principales autores lo desarrollasen hasta la actualidad.

### **OBJETIVOS**

Por una parte, se llevará a cabo una revisión de la literatura de los conceptos (sostenibilidad, identidad de marca, beneficios de marca, compromiso del consumidor) a través de sus autores referencia y sus definiciones. Además, se conceptualizarán los términos a través de comentarios acerca de su relevancia en la literatura del marketing, investigaciones hasta el momento y posibles futuras líneas de investigación. Finalmente, la sostenibilidad como macro tendencia dentro del mundo de los negocios será desarrollada, así como su relevancia en los distintos estamentos presentes en los negocios.

Por otra parte, y respecto a la parte práctica, serán fruto de análisis las acciones de brand management de la mayor empresa de bienes de consumo del mundo. La elección de Nestlé no es casual, sino que obedece al interés personal del redactor de este Trabajo de Fin de Grado por su reciente traslado a la comunidad de la que es originaria esta empresa, Vevey en Suiza. Se analizarán los componentes vistos durante la revisión de la literatura y se compararan los resultados entre los residentes en España y en Suiza, con el propósito de observar si existen diferencias significativas que puedan tener relevancia empresarial, además de la posible replicabilidad para este estudio.

## **METODOLOGÍA**

La información utilizada para la elaboración de este informe ha sido extraída de libros, informes y artículos con un alto reconocimiento medido a través del número de citas y su aparición en las principales obras y con referencia del concepto, páginas web contrastadas relevantes para la materia e informes preparados por agencias de comunicación y consultoras. Respecto a la parte práctica, los propios materiales de Nestlé han sido la principal fuente de información además de terceras agencias que los analizan. Como medio para analizar estos conceptos se realizó una encuesta distribuida a través de LinkedIn, Instagram, WhatsApp, Facebook y la colocación de carteles con el código QR de la encuesta y con el texto "Ayúdame a reunir datos para mi tesis sobre Nestlé en solo 3 minutos" en las calles de Vevey, Lausana, Ginebra y Zúrich, por ser una costumbre extendida entre los estudiantes de las universidades locales.

Por otra parte, los *journals* más utilizados han sido: International Journal of Management Science and Business Administration, y el Journal of Marketing Management.

## **LA MACROTENDENCIA DE LA SOSTENIBILIDAD**

La noción de "sostenibilidad" es un concepto que ha ganado mucha importancia desde que fue citado por primera vez por las Naciones Unidas en 1987 en el Informe Brundtland (United Nations General Assembly, 1987). La propia definición prestada en ese momento sigue siendo considerada hoy en día como la mejor conceptualización (Drexhage y Murphy, 2010) y el resto de la literatura solo ha sido reformulaciones. Desde el año 2000 se empiezan a incluir los nuevos grupos de interés, como pueden ser los accionistas, los empleados, los clientes o los grupos de presión (Dyllick y Hockerts, 2002), a las definiciones del término además de incluir dimensiones como la salud o la resiliencia Wahl (2019).

La sostenibilidad empapa todos los procesos de negocio debido a tres razones principales, que son definidas por Stoffer (2019), los factores externos, los factores empresariales y los factores de transparencia. Dentro de los procesos de negocio en los que más se ha visto involucrada está tendencia, se pueden observar las misiones y valores, la comunicación externa y en menor medida la cadena del suministro y en los procesos de presupuesto (McKinsey and Company, 2012).

Las compañías son conscientes que un compromiso con el medio ambiente y la sostenibilidad crea una ventaja competitiva (Chen y Chang, 2013). A consecuencia de eso, algunas de ellas han tendido a mal utilizar sus comunicaciones y han cometido "greenwashing".

Este no es el caso de otras compañías que se han transformado siguiendo esta tendencia:

Blackrock, el mayor gestor de activos del mundo ha tomado un rol activista en la junta directiva de Exxon, una de las mayores empresas petroleras del mundo, mejore sus actividades medioambientales (Herbst-Bayliss, 2021). Es también el caso de Iberdrola, que comenzó hace ya muchos años su proceso de transformación hacia una producción energética de carbono cero y que ahora es el líder mundial del sector (V. M., 2022). Asimismo, Tesla ha creado un nuevo mercado, el segmento de los vehículos eléctricos, en el que los antiguos productores de coches han tenido que sumarse por las demandas de sus propios consumidores.

La forma de medir la sostenibilidad es algo complejo McDaniel et al. (2022), pero hay cierto acuerdo en que la forma más sencilla de medir a nivel general una empresa es a través de los criterios ESG. Respecto al marketing no existe tanto acuerdo y por eso hemos utilizado la escala de las tres Ps de Gallagher et al. (2018).

## **IDENTIDAD DE MARCA**

La marca importa. Y la marca importa porque como consumidores nos encanta sentirnos representados y pertenecer a ciertas categorías. De acuerdo con Wood (2000), el intento de definir la relación entre los clientes y la propia marca produjo el término “identidad de marca”.

La relación entre marcas y clientes son por definición, diferentes y por lo tanto infinitas. Ambler (2003) habla de que en la literatura existe un cierto síndrome del "ciego y el elefante”. A esto se le suma la opinión de Winter (1991, p.70), “si se les pide a 10 personas que definan la identidad de marca, es probable que obtenga 10 (quizás 11) respuestas diferentes sobre lo que significa”. Farjam y Hongyi (2015) destacan la identidad de marca como un factor crítico de éxito para diferenciar a las empresas y proveedores de servicios de sus competidores.

El concepto de identidad de marca ha sido ampliamente estudiado, pero siempre ha tenido como referencia a los mismos autores, siendo estos Aaker (1991, 1992, 1996) y Keller (1993, 1998). Asimismo, la idea simple pero conceptualmente contundente presentada por Farquhar (1989) se ha mantenido como consenso desde finales de la década de los noventa. Por todo ello, el resto de las conceptualizaciones y definiciones posteriores no han sido más que reinterpretaciones de la obra de estos tres autores.

El modelo de referencia para su medida fue producido por Aaker (1991) y está compuesto por cuatro dimensiones diferentes, que son la fuente de creación de valor de marca para los clientes.

En primer lugar, la lealtad a la marca es de acuerdo con Jung y Shen (2011 p. 52), "uno de los elementos más importantes del marketing" ya que “es una medida del apego que un cliente tiene a una marca”. Es clave entender que es mucho más fácil y económico para las empresas retener

a los clientes que adquirir otros nuevos. Asimismo, los clientes satisfechos tenderán a no escuchar alternativas de otras marcas que buscan comunicarse con ellas (Tuominen, 1999). Para finalizar, los clientes leales, en ciertos casos, también pueden atraer a otros usando el producto o recomendando a otros que lo usen (Aaker, 1992). El concepto de lealtad a la marca incluye dos indicadores, el “Price premium” y la satisfacción del consumidor.

En segundo lugar, el conocimiento de la marca se refiere a “la capacidad de un comprador potencial para reconocer o recordar que una marca es miembro de una determinada categoría de productos” (Aaker, 1991, p.61).

En tercer lugar, la calidad percibida. En búsqueda de una clarificación del término, Aaker (1996) no habla de calidad del producto en sí, sino de la “calidad percibida”. Al ser una percepción objetiva, Kirmani and Rao (2000) habla de la incertidumbre sobre la calidad de los productos, debido a la asimetría de la información (Gill y Dawra, 2010). Este concepto incluye la calidad percibida y el liderazgo.

Finalmente, la asociación de marca es la información vinculada a una marca específica en la memoria de los consumidores, además de su significado (Henry, 2004). Sus cuatro dimensiones son el valor percibido, la personalidad, la organización y la diferenciación.

## **BENEFICIOS DE MARCA**

Los beneficios de marca son definidos por dos de los autores insignia dentro del movimiento del brand management Keller (1993) y Park et al. (1986). Su trabajo creó una rica base teórica sobre la que se formó el resto de los estudios del término. Hay cierto acuerdo en la literatura de que existen tres beneficios de marca, los beneficios emocionales los beneficios funcionales y los beneficios simbólicos. Se encuentra cierta confusión dentro de la literatura en cuanto a los nombres utilizados para nombrar a los beneficios emocionales y a los simbólicos puesto que ciertos autores los llaman de forma indistinta. Algunos incluso se refieren a necesidades y no a beneficios.

Los beneficios emocionales son los beneficios que evocan emociones antes, durante y después de la compra de un producto o servicio. El concepto ha recibido varios nombres como emotional benefits (Stanic, 2007), experiential benefits (Keller, 1993) or aesthetic benefits (Jeon, 2017). El autor Stanic (2007) considera que los beneficios emocionales son una fuente muy importante para diferenciar una marca ya que, éstos influyen en nuestras mentes como consumidores, introduciendo sentimientos y emociones que nublan nuestra capacidad para evaluarlos de forma racional.

Los beneficios funcionales son los menos “etéreos” y fueron durante mucho tiempo el motivo para que los investigadores considerasen a los consumidores como racionales, debido a que los investigadores pensaban que los consumidores compraban productos solamente basándose en la satisfacción de sus necesidades funcionales (Schmitt, 1999). La literatura se agrupa en torno a dos grandes dimensiones dentro del término. Por una parte, los beneficios intrínsecos y por otra, la utilidad y la funcionalidad. La forma de medirlos viene asociada a la calidad que los consumidores atribuyen al producto además del precio y asocia estos dos como un intercambio (Monroe, 1990), hecho que también tiene algunos autores críticos (Bolton y Drew, 1991).

Los beneficios simbólicos son los que tienen una literatura más reducida puesto que no se ha reconocido su existencia hasta hace relativamente poco. Son los beneficios con un componente más psicológico ya que estos prueban la necesidad de aprobación social. Las definiciones se agrupan en torno a dos grandes tendencias. Una que sigue el aspecto psicológico de aceptación al grupo, encabezada por Park et al. (1986), Keller (1993), y otra que busca un impacto social más allá de este Solomon (1983). Mientras las líneas de investigación dentro de este concepto siguen abiertas, muchas publicaciones especializadas lo siguen ignorando (Moinat, 2011).

## **COMPROMISO DEL CLIENTE**

Desarrollar y mantener relaciones a largo plazo con sus clientes es el objetivo de cualquier negocio (Moliner-Tena et al., 2019) y por eso, la importancia de dichas relaciones es cada vez más destacada por los investigadores del mundo del marketing (Rajaobelina et al., 2018).

Para el investigador Osuna (2017), mientras que para algunos autores (e.g., Morgan y Hunt, 1994) el compromiso del cliente es una actitud, otros (e.g., Lacey, 2007) consideran que el constructo es al mismo tiempo una actitud y un comportamiento, es decir, el cliente no permanece en una posición positiva hacia las marcas, sino que también toma la posición de tomar acciones hacia ella.

En cuanto a la profundidad de ese compromiso de los consumidores, existen dos grandes grupos: el primero incluiría a Morgan y Hunt (1994), Geyskens et al., (1996) y Lacey (2007) quienes hablan de este compromiso como algo complementario a su vida como cliente. El segundo, Walsh et al. (2010) y Kemp et al. (2014) que utilizan palabras como "conexión" o "vínculo", revelando una relación mucho más importante entre estos dos agentes.

Por otra parte, Keiningham et al. (2015) proporcionó un modelo que consta de cinco componentes que son: compromiso afectivo, compromiso normativo, compromiso económico, compromiso forzado y compromiso habitual.

## **NESTLÉ**

### **BREVE HISTORIA DE NESTLÉ S.A.**

Según la información proporcionada en su sitio web, Nestlé (n.d.-c) es la mayor empresa de alimentos y compañía de bebidas del mundo, con presencia en 186 países. Tiene más de 2.000 marcas: algunas icónicas a nivel mundial y otras regionales, todas ellas representan una amplia variedad de productos dentro del mercado de bienes de consumo de rápido movimiento (FMCG, por sus siglas en inglés). No solo es la empresa más grande por cifras de ventas, sino también una de las más relevantes y de mayor trayectoria (Consultancy.uk, 2021b).

Nestlé fue fundada por Henri Nestlé, originario de la ciudad alemana de Frankfurt, cuando el legendario empresario inició un proceso de investigación que le llevaría a crear una fórmula compuesta a base de leche, azúcar y harina de trigo, conocida como 'farine lactée' ('harina con leche').

En el año 1875, Henri Nestlé cedería su compañía a tres empresarios de Vevey: Jules Monnerat, Pierre Samuel Roussy y Gustave Marquis. La feroz competición entre la Anglo Swiss Condensed Milk Company y Nestlé los llevo a fusionarse y crear la Nestlé & Anglo Swiss Condensed Milk Co en 1905. Ese mismo año, Nestlé comenzó su expansión internacional,

La Belle Époque, una época de progreso tecnológico, de lucha por la igualdad de derechos, de brillantez intelectual y del consumo (Hernández, 2018), promovió al éxito absoluto a la Nestlé & Anglo Swiss Condensed Milk Co. Más tarde, La Primera Guerra Mundial afectó a la demanda de los productos Nestlé, incrementándola, ya que sus productos eran duraderos y fáciles de transportar y los hizo populares dentro de las fuerzas armadas.

A partir de este año se pueden encontrar dos formas de crecimiento por parte de Nestlé:

- Crecimiento orgánico: Nestlé tiene un amplio conocimiento del mercado de los productos de gran consumo. Algunos de sus más icónicos son: Nescafé, lanzado en 1938 y que se popularizó en la Segunda Guerra Mundial, Nespresso en 1986 y Aquarel en los años 90.
- Fusiones y adquisiciones: Algunas de las más icónicas son las adquisiciones de Peter-Cailler-Kohle en 1929, la fusión con Alimentana en 1947 o la compra de Findus en 1962. Sin embargo, no hay duda de que la mejor adquisición fue la compra de una significativa parte del accionariado de la empresa L'Oréal.

## **NESTLÉ EN SUIZA**

Nestlé, como empresa suiza, tiene vínculos muy importantes con el país helvético. La propia compañía afirma en su página web que “Seguimos comprometidos con Suiza: Nestlé crea miles de empleos en Suiza, compra materias primas por valor de millones de francos suizos agricultores e invierte miles de millones en operaciones, así como en investigación y desarrollo en Suiza” (Nestlé, 2018).

Algunos hechos que apoyan este comentario son:

- El 85% de los productos elaborados en las fábricas del grupo en Suiza se exportaron en 2017.
- Nestlé es uno de los empleadores más atractivos de Suiza para estudiantes y profesionales de los negocios y la economía.
- Nestlé es uno de los mayores pagadores de impuestos de Suiza.

## **NESTLÉ EN ESPAÑA**

Nestlé tiene una importante presencia en España, siendo el decimocuarto país por cifras de venta. Nestlé no solo destaca en cifras, sino que también ha sido premiada por la consultora Randstand como la empresa más atractiva para trabajar en España (EuropaPress, 2019).

## **PROYECTO PRÁCTICO: ESTUDIO SOBRE LA GESTIÓN DE MARCA DE NESTLÉ EN ESPAÑA Y SUIZA**

El objetivo es estudiar las diferencias presentes entre los residentes en Suiza y en España en cuanto a los artículos e ideas estudiadas en la conceptualización a través de la icónica marca suiza Nestlé. Así, y a través de 398 encuestas se realizará un análisis para extraer conclusiones sobre ello.

La decisión de estudiar residentes y no habitantes o ciudadanos se debe a que los inmigrantes o expatriados representaban el 25,1% de la población suiza.

La muestra tomada presenta las siguientes características:

Respecto al género de los participantes, el 61,31% de los encuestados fueron mujeres. Otro 37,19%, corresponde a participantes del sexo masculino. Finalmente, el 1,51% decidió no declarar su género en el momento de realizar la encuesta. “

Por otra parte, y respecto a la edad de los participantes, se ha obtenido una muestra con representación de todos los grupos de edad. Se sugiere observar la Figura 5.6.

Finalmente, el lugar de residencia de los participantes tiene la siguiente distribución: el 56,03% de los participantes son residentes en España. Del mismo modo, el 35,18% de ellos residen en Suiza, y finalmente el resto, el 8,79%, corresponde a participantes que no residen en uno u otro.

## ANÁLISIS DE LOS RESULTADOS

Incluiremos un breve resumen del análisis del resultado de la encuesta:

1. Contextualización de la marca Nestlé y su impacto en ambos países: Se analizan en este punto la relación y opinión de Nestlé por parte de los consumidores, además del Grado de conocimiento de las marcas que Nestlé posee. Seguidamente, y como introducción al posterior análisis de sostenibilidad, se analizará la percepción del impacto positivo de la compañía en cada uno de los países participantes y a nivel mundial. Los items comparados son los siguientes: si los consumidores consumen productos Nestlé de forma habitual, el consumo de las seis marcas más grandes de Nestlé, así como el conocimiento de su pertenencia al conglomerado y la creencia de que Nestlé genera un impacto positivo a nivel local y global en cada país.
2. Consideración de la marca a través del análisis de la identidad de marca basado en el cliente en ambos países: Se han analizado los ítems de Aaker (1996) respecto a este asunto. En el ítem “organización” se observa un valor P asociado con el chi cuadrado 0,042, lo que demuestra que existe una diferencia significativa entre los dos países.
3. Comparación de los beneficios de marca entre los residentes en España y Suiza:

**Beneficios funcionales:** Los beneficios funcionales han sido desarrollados por varios autores, por lo que ha sido necesario seleccionar los mejores exponentes de su medición. Para medir el concepto de calidad se ha usado el *ítem* de Yoo y Donthu (1997), y para el precio el *ítem* de Orth et al. (2004).

Respecto a la calidad, existe una diferencia de percepción significativa entre los dos países ( $p$  asociado con el chi cuadrado igual a 0,01). Por otra parte, la percepción del precio no tiene diferencias significativas entre España y Suiza.

**Beneficios Emocionales:** Los beneficios emocionales no han sido tan estudiados como los otros dos beneficios por lo que la elección del trabajo de Orth et al. (2004) ha sido obvia. Los datos recogidos a través del *ítem* “*Los productos de Nestlé evocan pensamientos de felicidad*”, aportan un valor de P asociado al chi cuadrado de 0,022, lo que indica que existen diferencias significativas entre España y Suiza.



Beneficios simbólicos: La afinidad por la obra de Moinat (2011), exponente en del estudio de los beneficios simbólicos sugiere que el trabajo de Strizhakova et al. (2008), es el mejor para medir este concepto poco desarrollado. No existen diferencias significativas entre los residentes en el país helvético y España.

4. Reflexión sobre el impacto de la Sostenibilidad en Nestlé entre los residentes de España y Suiza: Se utiliza el modelo de las 3ps, Planet, Profit (beneficio), People, (personas) de Gallagher et al. (2018). No hay diferencias significativas entre la percepción de este concepto entre los dos países.
5. Comparación del Compromiso Habitual y el Compromiso Forzado hacia la marca Nestlé en cada país: No hay diferencias significativas entre ambos países.

## CONCLUSION

Respecto a la relevancia académica y la aportación de este trabajo:

- Creación de una revisión de la literatura que lleve el término desde sus orígenes hasta la actualidad, brindando una dimensión académica que involucre a los principales investigadores que han dedicado sus estudios al término. Se persigue y se logra el objetivo de crear una referencia para que los potenciales investigadores puedan utilizar este documento como punto de partida.
- Introducción del concepto de sostenibilidad a cada uno de los términos vistos durante la revisión teórica, además de relacionarlo con algunas de sus dimensiones o sus efectos.

Del análisis de la encuesta sobre Nestlé se derivan las siguientes conclusiones:

- Nestlé tiene una presencia muy importante en ambos países, especialmente a través de sus marcas más icónicas, lo que contradice la tendencia alimentaria de ser local. Nestlé por el contrario cruza fronteras.
- Los clientes saben en gran medida que están comprando marcas que pertenecen a un conglomerado cuando compran productos de consumo. En otras palabras, más del 50% de las personas que consumían cada una de las marcas y que participaron en la encuesta sabían que Kit Kat, Nescafé, Nesquik, Maggi, Purina y Nespresso pertenecían a Nestlé.
- No existen diferencias notables entre las opiniones de los residentes en ambos países respecto a la sostenibilidad de la empresa. Nestlé invirtió en Suiza más de 3.800 millones de francos frente a los 100 millones que gastó Nestlé en España. Gran parte de la inversión realizada en el país alpino, de una u otra forma involucra actividades en las que cualquiera de las Ps de Gallagher et al. (2018) están presentes.

- Los beneficios funcionales y los beneficios emocionales se entienden de forma diferente en Suiza y en España. Este último grupo puede entenderse como la relación que tienen los suizos hacia Nestlé, con un cierto favoritismo hacia la marca por su pertenencia a Suiza.

Conclusiones que se extraen del análisis y que aportan relevancia empresarial:

- La comunicación de la sostenibilidad no viene dada por una mayor inversión de estas actividades, sino por su correcta gestión.
- Las empresas no deben confundir el compromiso forzoso con el habitual. Deben entender que la forma de mejorar su posición frente a la competencia y en la relación con sus clientes es apostar por lo segundo.
- Hay una alta probabilidad de poder transferir marcas globales entre países sin tener que adaptar el producto y, más específicamente la forma de comunicarlas.

## APPENDIX 2

## NESTLÉ BRAND MANAGEMENT SURVEY IN SPANISH

# Nestlé®



## Nestlé y su valor de marca

El siguiente formulario me ayudará a realizar mi TFG, el último paso para graduarme en la Universidad de León en el Grado en Negocios Internacionales, que versará sobre la entidad de marca y Nestlé.

Su tiempo para completarlo debe ser de unos 4-5 minutos.

Utilice la siguiente escala para responder a las preguntas:

1. Totalmente en desacuerdo
2. No estoy de acuerdo
3. Ni de acuerdo ni en desacuerdo
4. De acuerdo
5. Totalmente de acuerdo

 [rodrigo.gonzalez.alonso@gmail.com](mailto:rodrigo.gonzalez.alonso@gmail.com) (no compartidos) 

[Cambiar de cuenta](#)

### Primera sección

Por favor, hablemos un poco de usted

Tu edad: \*

Menos de 18 Años de Edad

18 a 24 años

25 a 34 años

35 a 44 años

45 a 54 años

55 a 64 años

65 a 74 años

+75 años

Tu sexo: \*

- Hombre
- Mujer
- Prefiero no decir

Cuéntenos acerca de su relación con Nestlé \*

	Totalmente en desacuerdo	En desacuerdo	Ni de acuerdo ni en desacuerdo	De acuerdo	Totalmente de acuerdo
Consumo habitualmente productos Nestlé	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Conozco la marca "Nestlé"?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Creo que Nestlé causa un impacto positivo en el país en el que vivo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Creo que Nestlé causa un impacto positivo en el mundo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

¿Cuáles de las siguientes cree que pertenecen a la empresa Nestlé? \*

	Pertenece a Nestlé	No pertenece a Nestlé
Kitkat	<input type="radio"/>	<input checked="" type="radio"/>
Nescafe	<input type="radio"/>	<input checked="" type="radio"/>
Nesquick	<input type="radio"/>	<input checked="" type="radio"/>
Maggi	<input type="radio"/>	<input checked="" type="radio"/>
Purina	<input type="radio"/>	<input checked="" type="radio"/>
Nespresso	<input type="radio"/>	<input checked="" type="radio"/>

¿Cuáles de las siguientes marcas consume? \*

	La consumo	No la consumo
Kitkat	<input type="radio"/>	<input checked="" type="radio"/>
Nescafe	<input type="radio"/>	<input checked="" type="radio"/>
Nesquick	<input type="radio"/>	<input checked="" type="radio"/>
Maggi	<input type="radio"/>	<input checked="" type="radio"/>
Purina	<input type="radio"/>	<input checked="" type="radio"/>
Nespresso	<input type="radio"/>	<input checked="" type="radio"/>

## Cuéntenos sobre Nestlé y lo que le ofrece \*

	Totalmente en desacuerdo	En desacuerdo	Ni de acuerdo ni en desacuerdo	De acuerdo	Totalmente de acuerdo
Los productos Nestlé son de alta calidad.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Los productos de Nestlé tienen un precio razonable (proporcionado o no exagerado).	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Los productos Nestlé evocan pensamientos de felicidad.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Los productos Nestlé dicen algo sobre mí como persona cuando los consumo.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elijo productos Nestlé que estén asociados y representen al grupo social al que pertenezco.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uso productos Nestlé para comunicar mi estatus social.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Cuéntenos sobre cómo cree que se comporta Nestlé con respecto a la sostenibilidad. \*

	Totalmente en desacuerdo	En desacuerdo	Ni de acuerdo ni en desacuerdo	De acuerdo	Totalmente de acuerdo
Nestlé fomenta las alianzas con la comunidad en las que opera	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nestlé muestra preocupación por los temas que afectan a la sociedad.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nestlé demuestra un compromiso con la protección del medio ambiente.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nestlé utiliza las mejores prácticas de gestión (más allá de las normas y reglamentos legales) para reducir el impacto ambiental.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nestlé anima a los clientes a participar en prácticas comerciales sostenibles.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nestlé es líder con respecto a las prácticas de sostenibilidad (en relación con sus competidores).	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Cuéntenos sobre Nestlé y su opinión en la relación de esta con los consumidores.

\*

	Totalmente en desacuerdo	En desacuerdo	Ni de acuerdo ni en desacuerdo	De acuerdo	Totalmente de acuerdo
Pagaría un 15 por ciento más por consumir productos Nestlé en comparación con otros que están en la misma categoría	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recomendaría los productos Nestlé a otros.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
En comparación con otras marcas alternativas, Nestlé tiene mayor calidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
En comparación con otras marcas alternativas, Nestlé es una de las marcas líderes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cuando pienso en un producto alimenticio, Nestlé es la marca que primero me viene a la mente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Nestlé tiene personalidad.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Nestlé como organización asociada a sus marcas tiene credibilidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Nestlé es diferente de las marcas de la competencia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Cuéntenos sobre Nestlé si te sientes cómodo como cliente de Nestlé a largo plazo.

	Totalmente en desacuerdo	En desacuerdo	Ni de acuerdo ni en desacuerdo	De acuerdo	Totalmente de acuerdo
Me siento bien al ser cliente de Nestlé.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prefiero Nestlé a otros porque representa valores que son importantes para mí	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vale la pena económicamente ser cliente de Nestlé.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Si tuviera otra opción, dejaría de usar los productos Nestlé.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uso productos Nestlé principalmente porque eso es lo que he estado haciendo durante un tiempo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**APPENDIX 3****NESTLÉ BRAND MANAGEMENT SURVEY IN ENGLISH**

# Nestlé



---

## Nestle and its Brand Equity

The following form will help me to complete my TFG, the last step for my graduation from the Degree in International Business, which verse about the brand entity and Nestlé. Your time to complete it should be about 4-5 minutes.

Please use the following scale to answer the questions:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

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Your age: \*

- Under 18 years old
- 18 to 24 years old
- 25 to 34 years old
- 35 to 44 years old
- 45 to 54 years old
- 55 to 64 years old
- 65 to 74 years old
- +75 years old

Your gender: \*

- Man
- Woman
- I prefer not to say

What is your place of residence? \*

- Switzerland
- Spain
- Other

Tell us about your relationship with Nestle \*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I usually consume Nestle products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I know the brand "Nestle"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
I think Nestle causes a positive impact on my local country.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Nestle causes a positive impact on the world.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which of the following do you think belong to the Netsle company? \*

	It belongs	It doesnt belong
Kitkat	<input type="radio"/>	<input checked="" type="radio"/>
Nescafe	<input type="radio"/>	<input checked="" type="radio"/>
Nesquick	<input type="radio"/>	<input checked="" type="radio"/>
Maggi	<input type="radio"/>	<input checked="" type="radio"/>
Purina	<input type="radio"/>	<input checked="" type="radio"/>
Nespresso	<input type="radio"/>	<input checked="" type="radio"/>

Which of the following brands do you consume? \*

	Yes, I do	No, I do not
Kitkat	<input checked="" type="radio"/>	<input type="radio"/>
Nescafe	<input type="radio"/>	<input checked="" type="radio"/>
Nesquick	<input checked="" type="radio"/>	<input type="radio"/>
Maggi	<input type="radio"/>	<input checked="" type="radio"/>
Purina	<input checked="" type="radio"/>	<input type="radio"/>
Nespresso	<input type="radio"/>	<input checked="" type="radio"/>

Tell us about Nestle and what it brings to you. \*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The Nestlé products are of high quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Nestlé products are reasonably (proportionate or not exaggerated) priced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Nestlé products evoke thoughts of happiness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Nestlé products say something about me as person when I consume them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I choose Nestlé products that are associated and represent the social group I belong to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I use Nestlé products to communicate my social status.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Tell us about how you think Nestle behaves regarding sustainability. \*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Nestlé fosters partnerships with the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Nestlé shows concern for issues that affect society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Nestlé demonstrates a commitment to environmental protection.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Nestlé uses best management practices (beyond legal standards and regulations) to reduce environmental impact.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Nestlé is encouraging customers to participate in sustainable business practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Nestlé is a leader with regard to sustainability practices (relative to their competitors).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Tell us about Nestle and your opinion in its relationship with consumers. \*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I would pay 15 percent more to consume Nestlé products compared to others that are not in the same category	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend Nestlé products to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In comparison to alternative brands, Nestlé has higher quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In comparison with alternative brands, Nestlé is one of the leading brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I think of a food product, Nestlé is the brand that first comes to mind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Nestlé has a personality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Nestlé as an organization associated with this brand has credibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Nestlé is different from competing brands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Tell us about whether you're comfortable as a long-term Nestle customer. \*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I take pleasure in being a customer of Nestlé.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer Nestlé to others because it stands for values that are important to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It pays off economically to be a customer of Nestlé.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I had another option, I'd stop using Nestlé products.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I use Nestlé products primarily because that is what I've been doing for a while	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**APPENDIX 4.**

**POSTER WITH A QR CODE PLACED IN THE STREETS OF VEVEY,  
GENEVA, LAUSANNE, AND ZURICH.**



*Help me with a 3 min survey about with  
my Nestlé thesis*

