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**Brand knowledge of AIESEC in Portugal and its
relationship with purchase intention**

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Master in International Management

Supervisor:

Doctor Maria do Rosário da Veiga, Assistant
Professor, Department of Accounting,
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BUSINESS
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Department of Marketing, Operations and General
Management

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Resumo

Atualmente, as marcas estão crescentemente a desempenhar um papel estratégico nas organizações sem fins lucrativos. Estudos prévios concluíram que o conhecimento da marca influencia o que vem à mente dos consumidores quando estes pensam sobre esta. Também confirmaram que este está relacionado com a intenção de compra dos consumidores. Contudo, apesar da evolução da literatura, existe uma falta de compreensão desses conceitos no sector sem fins lucrativos. Neste sentido, o presente estudo visa investigar o conhecimento da marca de uma organização sem fins lucrativos e a sua relação com a intenção de compra. A organização selecionada para este estudo é a AIESEC em Portugal. A investigação aborda o modelo de Keller (1993), no qual conhecimento da marca é conceptualizado segundo dois componentes: a notoriedade e a imagem de marca.

O estudo foi desenvolvido através da aplicação de métodos qualitativos e quantitativos. A análise qualitativa foi implementada através da realização de uma entrevista semiestruturada. Para a análise quantitativa, foi aplicado um questionário *online* a 200 participantes.

Os resultados revelam que as variáveis utilizadas para medir a notoriedade e a imagem da marca estão relacionadas entre si e com a intenção de compra, apoiando o modelo de Keller e sugerindo que o conhecimento da marca está relacionado com a intenção de compra. Mostram também que parte dos participantes conhece a marca estudada, mas de uma maneira superficial.

Palavras-chave: marca, conhecimento da marca, notoriedade da marca, imagem da marca, intenção de compra, organização sem fins lucrativos.

Sistema de Classificação JEL: M16, M31.

Abstract

Nowadays, brands are increasingly playing a strategic role in non-profit organizations. Previous studies have concluded that brand knowledge influences what comes to mind when consumers think about a brand. Studies have also confirmed that brand knowledge relates to consumers' purchase intention. However, despite the literature developments, there is a lack of understanding of those concepts in the non-profit sector. Hence, the purpose of the present study is to investigate the brand knowledge of a non-profit organization and its relationship with purchase intention. The organization selected for this study is AIESEC in Portugal. The research addresses Keller's model (1993), in which brand knowledge is conceptualized in terms of two components: brand awareness and brand image.

The study was developed by applying both qualitative and quantitative methods. The qualitative analysis was implemented by conducting a semi-structured interview. For the quantitative analysis, it was applied an online questionnaire to 200 participants.

The results reveal that the variables used to measure brand awareness and brand image are related to each other and to purchase intention, supporting Keller's model and suggesting that brand knowledge is related to purchase intention. The results also show that part of the participants knows the studied brand but in a superficial way.

Keywords: brand, brand knowledge, brand awareness, brand image, purchase intention, non-profit organization.

JEL Classification System: M16, M31.

General Index

Introduction	1
1. Literature review	3
1.1. Brand	3
1.2. Brand identity, brand elements, and brand positioning	4
1.3. Brand knowledge	5
1.3.1. Brand awareness	6
1.3.2. Brand image	9
1.3.2.1. Brand associations	10
1.4. Purchase intention	13
2. Methodology	15
2.1. Conceptual framework	15
2.2. Questionnaire development and variables	16
2.3. Measurement scales	17
2.4. Sample design	19
2.5. Data collection	19
2.6. Statistical techniques	21
3. AIESEC	25
4. Data analysis	29
4.1. Nonlinear PCA and Cronbach's alphas analysis	29
4.2. Descriptive analysis	29
4.2.1. Sample characterization	29
4.2.2. Brand recall	29
4.2.3. Brand recognition	31
4.2.4. Strength of brand associations	31
4.2.5. Organizational Associations	32
4.2.6. Purchase intention	32
4.3. Relationship between the two cues used to measure brand recall	32
4.4. Relationship between brand recall and brand recognition	33
4.5. Relationship between the strength of brand associations and organizational associations	33
4.6. Relationship between brand recall and strength of brand associations	34
4.7. Relationship between brand recall and organizational associations	34
4.8. Relationship between brand recognition and strength of brand associations	35
4.9. Relationship between brand recognition and organizational associations	35
4.10. Relationship between brand recall and purchase intention	35

4.11. Relationship between brand recognition and purchase intention.....	36
4.12. Relationship between the strength of brand associations and purchase intention	36
4.13. Relationship between organizational associations and purchase intention.....	37
5. Discussion	39
Conclusion and future research	43
References	47
Annexes	53
Annex A.....	53
Annex B	59
Annex C.....	66
Annex D.....	67
Annex E.....	68
Annex F	69
Annex G.....	70
Annex H.....	73
Annex I	74
Annex J.....	78
Annex K.....	80
Annex L	82
Annex M.....	84

List of Figures

Figure 2.1 - Conceptual model.....	15
------------------------------------	----

List of Tables

Table 2.1 - Measurement scales adapted from different authors.	17
Table C.1 – Brand recognition’s Total VAF and component loadings.....	66
Table C.2 – Strength of brand associations’ Total VAF and component loadings.....	66
Table C.3 – Organizational associations’ Total VAF and component loadings.....	67
Table C.4 – Purchase intention’s Total VAF and component loadings.....	67
Table D.1 – Cronbach’s alphas analysis.	67
Table E.1 - Social-demographic characteristics.....	68
Table F.1 – The nine most recalled brands/categories regarding the first cue.....	69
Table F.2 – The nine most top-of-mind brands/categories regarding the first cue.....	69
Table F.3 - The nine most recalled brands/categories regarding the second cue.	69
Table F.4 - The nine most top-of-mind brands/categories regarding the second cue.....	70
Table G.1 – Descriptive analysis of the scales of brand recognition.....	70
Table G.2 – Descriptive analysis of the combined scale of brand recognition.....	70
Table G.3 – Descriptive analysis of the scales of the strength of brand associations.....	71
Table G.4 – Descriptive analysis of the combined scale of the strength of brand associations.....	71
Table G.5 – Descriptive analysis of the scales of organizational associations.....	71
Table G.6 – Descriptive analysis of the combined scale of organizational associations.....	72
Table G.7 – Descriptive analysis of the scales of purchase intention.....	72
Table G.8 – Descriptive analysis of the combined scale of purchase intention.	73
Table H.1 – Frequencies of the six brand associations.....	73
Table I.1 – Cross Tabulation between the scales of brand recall.....	74
Table I.2 – Cross Tabulation between the first scale of brand recall and the combined scale of brand recognition.....	74
Table I.3 – Cross Tabulation between the second scale of brand recall and the combined scale of brand recognition.	75
Table I.4 – Cross Tabulation between the first scale of brand recall and the combined scale of the strength of brand associations.	75
Table I.5 – Cross Tabulation between the second scale of brand recall and the combined scale of the strength of brand associations.....	76

Table I.6 – Cross Tabulation between the first scale of brand recall and the combined scale of organizational associations.....	76
Table I.7 – Cross Tabulation between the second scale of brand recall and the combined scale of organizational associations.	77
Table I.8 – Cross Tabulation between the first scale of brand recall and the combined scale of purchase intention.	77
Table I.9 – Cross Tabulation between the second scale of brand recall and the combined scale of purchase intention.	78
Table J.1 – Chi-square test for independence between the two scales of brand recall.	78
Table J.2 - Chi-square test for independence between the first scale of brand recall and the combined scale of brand recognition.	78
Table J.3 - Chi-square test for independence between the second scale of brand recall and the combined scale of brand recognition.	78
Table J.4 - Chi-square test for independence between the first scale of brand recall and the combined scale of the strength of brand associations.	79
Table J.5 - Chi-square test for independence between the second scale of brand recall and the combined scale of the strength of brand associations.	79
Table J.6 - Chi-square test for independence between the first scale of brand recall and the combined scale of organizational associations.....	79
Table J.7 - Chi-square test for independence between the second scale of brand recall and the combined scale of organizational associations.....	79
Table J.8 - Chi-square test for independence between the first scale of brand recall and the combined scale of purchase intention.	79
Table J.9 - Chi-square test for independence between the second scale of brand recall and the combined scale of purchase intention.	80
Table K.1 – Phi and Cramer’s V of the relationship between the two scales of brand recall.	80
Table K.2 – Phi and Cramer’s V of the relationship between the first scale of brand recall and the combined scale of brand recognition.....	80
Table K.3 – Phi and Cramer’s V of the relationship between the second scale of brand recall and the combined scale of brand recognition.....	80
Table K.4 – Phi and Cramer’s V of the relationship between the first scale of brand recall and the combined scale of the strength of brand associations.	80
Table K.5 – Phi and Cramer’s V of the relationship between the second scale of brand recall and the combined scale of the strength of brand associations.....	81

Table K.6 – Phi and Cramer’s V of the relationship between the first scale of brand recall and the combined scale of organizational associations.....	81
Table K.7 – Phi and Cramer’s V of the relationship between the second scale of brand recall and the combined scale of organizational associations.....	81
Table K.8 – Phi and Cramer’s V of the relationship between the first scale of brand recall and the combined scale of purchase intention.	81
Table K.9 – Phi and Cramer’s V of the relationship between the second scale of brand recall and the combined scale of purchase intention.....	81
Table L.1 – Spearman’s rho of the combined scales of the strength of brand associations and organizational associations.....	82
Table L.2 – Spearman’s rho of the combined scales of brand recognition and the strength of brand associations.	82
Table L.3 – Spearman’s rho of the combined scales of brand recognition and organizational associations.....	82
Table L.4 – Spearman’s rho of the combined scales of brand recognition and purchase intention.....	83
Table L.5 – Spearman’s rho of the combined scales of the strength of brand associations and purchase intention.	83
Table L.6 – Spearman’s rho of the combined scales of organizational associations and purchase intention.....	83
Table M.1 – Somers’d of the combined scales of brand recognition and purchase intention.	84
Table M.2 – Somers’d of the combined scales of the strength of brand associations and purchase intention.....	84
Table M.3 – Somers’d of the combined scales of organizational associations and purchase intention.....	84

Introduction

Nowadays, non-profit organizations are increasingly being confronted with market pressures typical of the profit ones, such as increased competition (Dolnicar & Lazarevski, 2009). Many of them do not focus only on having the support of volunteers or donors but are also adopting profitable activities to be sustainable (Franco, 2005). Consequently, brands in the non-profit sector are moving away from being used as a fundraising tool and are progressively playing a strategic role (Kylander & Stone, 2012).

Understanding brand knowledge is crucial for any brand's success because it influences what comes to mind when consumers think about it (Keller, 1993). The concept affects consumer responses and comprises two components: brand awareness and brand image (Keller, 1993). Since it affects consumers' responses, some researchers concluded that brand knowledge and its components are related to purchase intention (Kuang Chi, Ren Yeh, & Ting Yang, 2009; Lee & Lee, 2018; Li, 2004). Purchase intention is considered an essential step in consumers' decision processes, and it is used as a predictor of future buying behavior by many marketing managers (Morwitz, Steckel, & Gupta, 2007; Tsotsou, 2006). If the consumer is willing to purchase a brand, the probability of being chosen is higher (Lu, Chang, & Chang, 2014). Therefore, by understanding brand knowledge's relationship with purchase intention, marketers can know their clients better and position their brands correctly (Li, 2004).

However, despite the literature developments, brand knowledge and its relationship with purchase intention remain under-researched in the non-profit sector. Since non-profit brands are increasingly playing a strategic role, it seems logical to comprehend those concepts, primarily in organizations that perform profitable activities and need to know their consumers' purchase intention. Hence, the present research aims to study the brand knowledge of a non-profit organization that performs profitable activities and its relationship with purchase intention.

The non-profit organization selected for this research is AIESEC in Portugal. It is a youth-run international organization present in Portugal that provides international volunteer experiences to young people under 30. Those experiences are considered the main contributors to the financial sustainability of the organization (Annex A). According to its President, AIESEC in Portugal is currently facing some problems (Annex A). The organization cannot position itself as it wants, and people tend to know the brand, but in the wrong way. As young people tend not to understand the organization's purpose, AIESEC has had some problems attracting them to do its international volunteering experiences. Hence, the goal of this research

is to analyze the brand knowledge of AIESEC in Portugal and its relationship with youth intention to do international volunteer experiences.

The study is organized into five chapters. Chapter 1 reviews the existing literature of the concepts that frame the research objectives' analysis. It begins with a concise review of the brand, brand identity, brand elements, and brand positioning, concepts essential in creating and developing brand knowledge. Following that, brand knowledge is introduced, and then there is a detailed analysis of its components: brand awareness and brand image. Finally, there is a review of purchase intention and an analysis of the relationship that each component of brand knowledge has with it. Chapter 2 presents the methods required for the development of this study to achieve the research objectives. It presents and analyzes the conceptual model adopted and also the sample design. The data collection and the data analysis processes are also discussed. The context of the studied organization is described in Chapter 3. Chapter 4 presents the analysis of the results obtained, and in Chapter 5, the results are discussed and compared with the existing literature and the organization's context. The study is then finalized with the conclusions, the main research limitations, and insights for further research.

1. Literature review

As mentioned in the introduction, this research is focused on the non-profit sector. There are many definitions and types of non-profit organizations (Franco, 2005). The Business Dictionary defines them as the “associations, charities, cooperatives, and other voluntary organizations formed to further cultural, educational, religious, professional, or public service objectives” (BusinessDictionary.com, n.d.). In general, these organizations rely strongly on their volunteers to accomplish their missions (Bottiglieri, Kroleski, & Conway, 2011). Society usually thinks that non-profit organizations do not seek to make profits (Bottiglieri et al., 2011). However, they can perform profitable activities, with the purpose to secure future standing, improve programs, and rely less on external funding (Bottiglieri et al., 2011). The difference concerning the for-profit corporations is the fact that the profits are not distributed to stakeholders.

The studies around brand knowledge and purchase intention concepts are extensive. So this chapter aims to examine the literature collected. Broader concepts are explained before being reduced continuously to specific and detailed ones. Firstly, the vast definitions of a brand are analyzed since this concept is present in the entire research.

1.1. Brand

American Marketing Association defines a brand as “a name, term, design, symbol or any other feature that identifies one seller’s good or service as distinct from those of other sellers” (American Marketing Association, n.d.). Aaker (1991) has a similar definition. According to the author (1991, p.7), it is “a distinguishing name and/or symbol (such as logo, trademark, or package design) intended to identify the goods or services of either one seller or group of sellers, and to differentiate those goods or services from those of competitors.”

Keller (2013) says that the key to creating a brand, taking into account American Marketing Association’s definition, is to choose different brand elements (name, logo symbol, or other characteristics) that identify goods or services and distinguish them from others. However, many managers define the brand as more than choosing brand elements. For them, a brand is also something that creates reputation, distinction, a certain amount of awareness, and so on in the marketplace (Keller, 2013). Taking that into consideration, Keller makes a distinction between the American Marketing Association’s definition of a brand with a small “b” and the industry’s concept of a brand with a big “B” (Keller, 2013). For Elliot and Percy (2007), a brand’s definition is also more than a combination of signs that distinguish products or services. It is an element of positioning and is built by the market (Elliot & Percy, 2007).

Kotler and Keller (2015) say that a brand is a firm's promise to deliver a positive experience and a set of desirable benefits to meet consumer's expectations and to reduce their risk. In return, the firm has consumer's loyalty, which creates barriers to entry for competitors, provides predictability and security of demand, and increases consumer willingness to pay a higher price. A brand can also offer legal protection to the firm (Kotler & Keller, 2015).

Kylander and Stone (2012) studied the role of brands in the non-profit sector. In the past, a brand was considered a communication and fundraising tool. However, nowadays, brands in the non-profit sector have "a broader, strategic contribution to make to an organization's core performance, as well as an internal role in expressing an organization's purposes, methods, and values" (Kylander & Stone, 2012, p.2). According to the authors, brands in the non-profit sector play a dynamic role within the organization. They align identity and image with the organization's mission, core values, and culture. Brands also create internal coherence and build trust through transparency and access. Having a strong brand is essential to maintain focus on the social mission and build operational capacity (Kylander & Stone, 2012).

In conclusion, a brand is a complex multidimensional construct, and consequently, there are many different definitions. De Chernatony and Dall'Omo Riley (1998) analyzed several studies and classified definitions of brands into twelve themes: brand as a legal instrument, brand as a logo, brand as a company, brand as a shorthand, brand as a risk reducer, brand as an identity system, brand as an image in consumers' minds, brand as a value system, brand as a personality, brand as a relationship, brand as adding value and brand as an evolving entity. Since brands are diverse, they offer different benefits to different consumers in different ways and times (Ambler, 1997).

1.2. Brand identity, brand elements, and brand positioning

Brand identity "expresses the brand's tangible and intangible characteristics" (Kapferer, 2008, p.178). It provides a purpose, meaning, direction to the brand, and it reflects the business's strategy and the brand's enduring qualities (Aaker, 1996a). The ultimate goal of brand identity is to establish a relationship between the brand and the customer (Aaker, 1996a).

Keller (2013) says that brand elements make up the brand identity, and its cohesiveness depends on the extent to which they are consistent. The author defines brand elements as "those trademarkable devices that serve to identify and differentiate the brand" (Keller, 2013, p.114). They can elicit positive brand judgments and feelings, enhance brand awareness, and facilitate the formation of strong, favorable, and unique brand associations (Keller, 2013). They should be memorable, meaningful, and easy to recall and to recognize. Also, they need to be likable,

by being aesthetically pleasing, fun, and interesting, and by having rich visual and verbal imagery. Brand elements should be transferable within and across product categories, geographic boundaries, and cultures. They need to be adaptable and flexible over time and be protectable legally and competitively (Keller, 2013). The principal brand elements are brand names, logos, symbols, slogans, addresses of webpages, jingles, packages, spokespeople, and signage (Keller, 2013; Kotler & Keller, 2015). Brand names are considered one of the most potent sources of identity. They usually capture the central theme or critical associations of a product/service in a very economical and compact way (Kapferer, 2008; Keller, 2013).

Aaker (1996a, p.176) defines a brand position as “the part of brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands.” It is “the standing of a brand in comparison with its competitors in the minds of customers, prospects, and other stakeholders” (Duncan, 2005, p.75). Good brand positioning helps guide the marketing strategy by clarifying how the brand is unique and similar to its competitors. Also, it clarifies what the brand is all about and why consumers should purchase and use it (Keller, 2013). To decide on positioning, marketers have to identify the consumer target since different customers can have different brand knowledge structures. They should also identify the leading competitors and how the brand is similar (points-of-parity associations) and different from them (points-of-difference associations) (Keller, 2013). In conclusion, marketing communications should position the brand to come to consumers’ minds when the need for a product/service occurs (Elliot & Percy, 2007).

1.3. Brand knowledge

The “associative network memory model” (Anderson, 1983; Srull & Wyer, 1989) provides a useful approach to understand brand knowledge (Keller, 1993; Li, 2004). The model views memory as a “network of nodes and connecting links, in which nodes represent stored information or concepts, and links represent the strength of association between the nodes” (Keller, 2013, p.43). A node can represent a product, a brand, or an attribute (Krishnan, 1996). When a person thinks about something or recognizes a problem, a node is activated, and it can become a source of activation for other nodes linked to it. When the activation of one node “exceeds some threshold level, the information contained in that node is recalled” (Keller, 1993, p.2). This process is called “spreading activation” from node to node, and it determines the extent of retrieval in memory (Collins & Loftus, 1975; Keller, 1993; Raaijmakers & Shiffrin, 1981; Ratcliff & McKoon, 1988). The strength of associations between the nodes is what “mediates which and how many nodes are activated” (Pitta & Katsanis, 1995, p.52). That

strength depends on how much the consumer thinks about a brand, and it can vary with the exposures to communications and the experiences with the brand (Kotler & Keller, 2015; Oakenfull & McCarthy, 2010).

Krishnan (1996, p.391) says that this network is “a fuzzy structure that can take many forms based on the nature of the cues used to access this network.” For example, if the consumer wants to purchase a soft drink, he/she can think of Pepsi because of its strong association with the product category. After the node containing Pepsi is activated, the consumer can make associations with past product experiences, recent advertising campaigns, or the product’s content, for example (Keller, 1993).

Considering the associative network memory model, Keller (1993, p.3) conceptualized brand knowledge as “consisting of a brand node in memory to which a variety of associations are linked.” The content and structure of brand knowledge influence “what comes to mind when a consumer thinks about a brand.” (Keller, 1993, p.2). It affects consumer response to the brand, defined as perceptions, preferences, and behaviors arising from marketing mix activity (Esch, Langner, Schmitt, & Geus, 2006). Brand knowledge is also considered fundamental in creating customer-based brand equity (Keller, 1993, 2013). Keller (2013, p.44) conceptualized brand knowledge in terms of two components that affect consumer response. They are brand awareness (“strength of the brand node or trace in memory”) and brand image (“consumers’ perceptions about a brand, as reflected by the brand associations held in consumer memory”).

This research addresses Keller’s model (1993) because it has been cited by many authors such as Alimen and Guldem Cerit (2010), Brito (2010), Chen (2019), Donlan (2013), Esch et al. (2006), Krishnan (1996), Li (2004), Pappu, Quester, and Cooksey (2005). Keller (1993) also related brand knowledge’s components with consumer responses, which aligns with the research objectives. Therefore, the literature about brand awareness and brand image is reviewed in the following sections.

1.3.1. Brand awareness

Brand awareness is “related to the strength of the brand node or trace in memory, as reflected by consumers’ ability to identify the brand under different conditions” (Keller, 1993, p.3; Rossiter & Percy, 1987). It “reflects the salience of the brand in consumers’ minds” (Aaker, 1996b, p.114).

This brand knowledge component affects consumers’ attitudes and perceptions and can drive brand loyalty and choice (Aaker, 1996b). It can also influence “the formation and strength of the associations that make up the brand image” (Keller, 2013, p.46). Raising brand awareness

can increase the likelihood that the brand will be a member of the consideration set, defined as “the handful of brands that receive serious consideration for purchase” (Keller, 2013, p.46). Moreover, high levels of brand awareness can affect the choices among the brands in the consideration set. (Keller, 2013). Hoyer and Brown (1990) concluded that when consumers choose a brand, they tend to prefer the brand with higher awareness, despite quality and price differentials. Also, when consumers have low involvement in the decision process, a minimum level of brand awareness can be enough to make a choice (Bettman & Park, 1980; Hoyer & Brown, 1990; Keller, 2013; Park & Lessig, 1981; Petty & Cacioppo, 1996).

Brand awareness does not result merely from a strong communication campaign. It results from making people attracted and interested (Brito, 2010; Kapferer, 2004; Keller, 2013, p.46). For example, developing strong associations with the product/service category increases brand awareness (Keller, 1993; Brito, 2010). So, creating brand awareness should be a strategic process, and marketers need to study all the possible purchase and consumption situations in which the brand comes to mind (Aaker, 1996a; Keller, 2001).

According to Keller (1993), brand awareness consists of brand recognition and brand recall. Aaker (1991, p.61) also argues that brand awareness is “the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category.”

Brand recognition is defined as the “consumers’ ability to confirm prior exposure to the brand when given the brand as a cue” (Keller, 1993, p.3). It is important when the decision is made at the point of purchase, since the “brand name, logo, packaging, and so on will be physically present and visible” (Keller, 2013, p.46). Brand recognition reflects familiarity gained from past exposure, and it is essential for new or niche brands (Aaker, 1996a; Aaker, 1996b). According to Percy and Rossiter (1992), recognition of the brand stimulates the consumer to consider the relevancy of the category need. Brand recognition can also be called aided awareness (Aaker, 1991; Laurent, Kapferer, & Roussel, 1995).

Brand recall is related to the “consumers’ ability to retrieve the brand from memory when given the product category, the needs fulfilled by the category, or a purchase or usage situation as a cue” (Keller, 1993, p.3). It can be crucial for well-known brands, and when the brand name needs to be remembered as the product/service’s necessity appears (Aaker, 1996b; Elliott & Percy, 2007). It is also essential for service and online brands since consumer’s decisions in both cases “are mostly made in settings away from the point of purchase” (Keller, 2013, p.46). However, brand recall can be necessary at the point of purchase as well since “consumers’ brand evaluations and choices will still often depend on what else they recall about the brand given that they are able to recognize it there” (Keller, 2013, p.46). Consumers can recognize

better a brand than to recall it since it is hard to retrieve information from memory (Elliott & Percy, 2007; Keller, 2013). Usually, a consumer thinks about one, two, maximum of three brands (Elliot & Percy, 2007). Because of that, it is crucial to forge “strong associations with the appropriate product category or other relevant purchase or consumption cues” (Keller, 2013, p.48). Percy and Rossiter (1992) say that consumers experience first a category need, and then they recall brands from memory. Brand recall can also be called spontaneous/unaided awareness (Aaker, 1991; Laurent et al., 1995).

Besides brand recall and recognition, Aaker (1996a, p.10) identifies other levels of brand awareness, such as top-of-mind awareness (“the first brand recalled”) and brand dominance (“the only brand recalled”). According to the author, brand dominance is the ultimate level of brand awareness (Aaker, 1996a). Aaker (1996b) says that top-of-mind awareness can be important for well-known brands, and Laurent et al. (1995) also consider it a brand awareness level. Faircloth (2005) says that top-of-mind awareness is essential for non-profit organizations since it increases the probability of the brand being chosen. The author argues that Aaker contends traditional measures and misses some aspects of brand awareness, such as familiarity with the organization’s mission, which the author considers an essential component of brand awareness in the non-profit sector (Faircloth, 2005). Paços, Rodrigues, and Rodrigues (2015) also argue that familiarity is an indispensable component in the non-profit sector.

This research addresses brand awareness as being comprised of brand recognition and brand recall. Authors such as Aaker (1991, 1996a, 1996b), Brito (2010), Elliot and Percy (2007), Keller (1993), and Laurent et al. (1995) considered them as being part of brand awareness. Both were also related to brand knowledge in Keller’s study (1993), which aligns with the research objectives. Nevertheless, the first brands that come to consumer’s minds are the ones that have a higher probability of being chosen (Faircloth, 2005). Therefore, top-of-mind awareness is essential to be studied since it can be related to consumers’ purchase intentions. However, this research considers top-of-mind awareness as part of brand recall because the concept measures the first brands recalled (Aaker, 1996b; Faircloth, 2005). The analysis of the familiarity with the organization’s mission is also essential in this study because the studied organization is a non-profit one (Faircloth, 2005), and its positioning is very connected with its mission. However, this research considers familiarity with the organization’s mission as being part of brand recognition. As said before, brand recognition can reflect familiarity gained from past exposure (Aaker, 1996a). This study considers that such familiarity can be with any organization’s characteristics, such as its mission.

1.3.2. Brand image

Kapferer (2008) says that brand image refers to the way consumers decode, extract, and interpret all the signals covered by the brand, such as products, services, and communication. So the brand image is on the receiver's side, it reflects how the brand is perceived, and it depends on the interpretation that each consumer has of the signals covered by the brand (Aaker, 1996a; Kapferer, 2008). With that in mind, it is possible to say that brand identity is on the sender's side, reflecting how strategists want the brand to be perceived (Aaker, 1996a; Kapferer, 2008). However, the brand image does not depend only on its identity but also on the entire positioning (Brito, 2010). So it is possible to say that it results from all the client's interactions with the brand (Brito, 2010).

Once the brand image is established, it defines "the meaning that consumers associate with the brand, what the brand stands for and all the consumer's ideas, feelings and attitudes towards the brand" (Bennet & Koudelova, 2000, p.56). Having a consistent brand image is fundamental in creating a relationship with the stakeholders (Farquhar, 1989). For example, in a non-profit organization, a consistent brand image transmits to resource providers (like donors) that the organization is respectful, distinctive, and has a brand scale appropriate to mission challenges (Faircloth, 2005; Finchum, 2017). Paço et al. (2015) argue that a consistent brand image is fundamental in increasing the intention to donate money or time to non-profit organizations.

Concerning the definition of brand image, Keller (1993, p.3) defines it as "perceptions about a brand as reflected by the brand associations held in consumer memory." For Aaker (1991, p.109), brand image is "a set of associations, usually organized in some meaningful way." Biel (1992, p.8) defines brand image as "the associations linked to brands." Patterson (1999) analyzed twenty-seven definitions of brand image and concluded that it relates to the symbolic value obtained from consumers' perceptions of brand associations. According to Faircloth, Capella, and Alford (2001), brand image is a holistic construct composed of all the brand's associations. Kapferer (2008) also says that brand image comprises a network of associations in consumers' minds.

In conclusion, it is possible to see that there are many different definitions of brand image. However, all of them considered associations as the main component of the brand image. With that in mind, this research focus on studying the associations related to the selected brand to measure brand image. So the following subsection examines the literature about brand associations.

1.3.2.1. Brand associations

Regarding the definitions of brand associations, Keller (1993, p.3) defines it as “the other informational nodes linked to the brand node in memory and contain the meaning of the brand for consumers.” Aaker (1991, p.109) argues that brand associations are “anything “linked” in memory to a brand.”

Brand associations are essential to differentiate the brand, create favorable attitudes/feelings, and provide the basis for extensions. They represent bases for purchase decisions and brand loyalty, and they can help the client process/retrieve information (Aaker, 1991). Consumers can hold specific associations based on their values and purchase situations, so it is crucial to assess consumers’ specific associations on a product by product and situation by situation basis (Pitta and Katsanis, 1995). For example, in the services area, brand associations can result from the clients’ interactions with the employees (Brito, 2010). So, associations provided in marketing efforts should not be randomly developed and communicated (Faircloth et al., 2001).

There are many types of brand associations. For example, Keller (1993) classified it into three main categories: attributes, benefits, and attitudes. Aaker (1991) divided it into product attributes, intangible attributes, customer benefits, relative price, use/application, celebrity/person, lifestyles/personalities, product class, competitors, user/customer, country, or geographic area. For Biel (1992), there are two types. One is the perception of functional and utilitarian attributes, and the other is related to soft or emotional attributes, like being innovative or trustworthy. Cheng-Hsui Chen (2001) categorized associations into two types as well: product (functional and non-functional attribute associations) and organizational associations (corporate ability and social responsibility associations).

In conclusion, it is possible to see that brand associations can take different forms and “reflect characteristics of the product or aspects independent of the product itself” (Cheng-Hsui Chen, 2001, p.440; Keller, 1993). However, in this research, the focus is not on knowing the different types of brand associations but on understanding how they can be measured. As said before, brand image is composed of a network of associations related to the brand in consumers’ minds, so it is crucial to measure brand associations. Therefore, different measurement methods are reviewed below.

Regarding the measurement methods, Keller (1993, p.3) argues that the strength, favorability, and uniqueness of brand associations are the dimensions of brand image that “distinguish brand knowledge and affect consumer response.” The author says that “it does not matter how unique a brand association is unless customers evaluate the association favorably,

and it does not matter how desirable a brand association is unless it is sufficiently strong so that consumers actually recall it” (Keller, 2001, p.12). However, not all strong associations are favorable, and not all favorable associations are unique (Keller, 2001). So marketers have to make sure that some strongly brand associations are favorable and unique.

The strength of brand associations “depends on how the information enters consumer memory and how it is maintained as part of the brand image” (Keller, 1993, p.5). Basically, “the more deeply a person thinks about product information and relates it to existing brand knowledge, the stronger the resulting brand associations will be” (Keller, 2013, p.50). This strength increases the likelihood that information will be accessible and be recalled (Keller, 1993). Aaker (1991) also says that associations have a level of strength. According to the author, well-positioned brands will have a competitively attractive position supported by stronger associations. The factors that strengthen an association with any piece of information are the personal relevance that the information has for the consumer, the fact that other associations support it, and if it is based on many exposures to communications and experiences (Aaker, 1991; Keller, 2013). In general, direct experiences create the strongest brand associations compared to the indirect ones, like word-of-mouth or advertising (Keller, 2013; Krishnan, 1996). Associations based on direct experiences tend to be more self-relevant, held with more certainty, and form vivid autobiographical memories (Baumgartner, Sujaan & Bettman, 1992; Burnkrant & Unnava, 1995; Krishnan, 1996; Smith & Swinyard, 1983). However, the ones based on word-of-mouth can benefit from increased credibility and are particularly crucial for personal services (Krishnan, 1996; Keller, 2013). Once the information becomes stored in memory, its strength of association declines very slowly (Loftus & Loftus, 1980). Because of that, strongly associated reminders or retrieval cues are fundamental for that information to be accessible and easily retrieved (Tulving & Psotka, 1971). Marketing communications should be creative and repeated to ensure that many retrieval cues are present as reminders (Keller, 2013).

Favorable associations can “stimulate positive feelings that get transferred to the brand” (Aaker, 1991, p.112). The favorability of each brand association depends on the evaluation of the consumer (Keller, 1993). If some attributes and benefits satisfy consumers’ needs and want, a positive overall brand attitude will be formed. However, consumers probably will not evaluate an attribute or benefit as positive or negative if they do not consider it very important. Therefore, Keller (1993) argues that it is not easy to create a favorable brand association if it is not also important. Also, associations can be valued in one purchase or consumption situation but not

in another since those situations affect consumers' evaluations (Keller, 1993; Miller & Ginter, 1979; Pitta & Katsanis, 1995).

The uniqueness of brand associations is fundamental because it can be a basis for differentiation, creating a competitive advantage (Aaker, 1991; Keller, 1993). Unique associations "are reflective of the brand's positioning in the consumer's mind" (Krishnan, 1996, p.394), so marketers should communicate the brand's difference through direct comparisons with competitors, or they may highlight it implicitly (Keller, 1993). However, brand associations can be shared with direct and indirect competitors in a determined category (Keller, 1993). Associations in a category include specific beliefs about any member and overall attitudes towards all (Keller, 2013). Nevertheless, a consumer can have the same type of associations for all brands in the category, but a specific one can be the representative/exemplar brand (Keller, 2013). Despite all that, it is crucial to have unique associations that enable the brand to stand out from the category (Krishnan, 1996).

Besides Keller, Aaker (1996b) created a measurement system of brand associations. According to the author, they can be measured into three different perspectives on the brand: the brand-as-product (value), the brand-as-person (brand personality), and the brand-as-organization (organizational associations). These measures can "tap various dimensions of how a brand can be differentiated from its competitors" (Aaker, 1996b, p.114).

The value measure (the brand-as-product perspective) focuses on the brand's value proposition. It can be measured by "whether the brand provides good value for the money" or "whether there are reasons to buy this brand over the competitors" (Aaker, 1996b, p.111). If a brand does not generate value, it will probably be vulnerable to competitors.

Regarding brand personality (brand-as-person perspective), it can be defined as "a set of human characteristics associated with a given brand" (Aaker, 1996a, p.141). Brand personality can "result from creative advertising, and/or consumer inferences about the user or usage situation" (Pitta & Katsanis, 1995, p.54). It creates the basis for customer/brand relationships and differentiates the brand over its competitors (Aaker, 1996b). However, according to the author, "not all brands are personality brands" (Aaker, 1996b, p.113). Brand personality cannot be useful for the brands in which positioning concerns the functional benefits and value (Aaker, 1996b). Faircloth (2005), who studied the effect of brand personality in non-profit organizations, argues that brand personality should be separated from the brand image since it is significant and relevant in and of itself (Faircloth, 2005; Finchum, 2017).

Organizational associations (brand-as-organization perspective) consider the brand's organization, like the people, values, and programs (Aaker, 1996b). These associations are

significant because they can show that a brand represents more than a product or service. They can differentiate the brand from competitors by showing, for example, that the organization has a concern for customers and is oriented towards the community. Also, organizational associations can be a source of a firm's sustainable advantage since an organization's perception is more difficult for competitors to combat than specific brand attributes (Aaker, 1996a). However, according to Aaker (1996b), changing a corporate image can be difficult, and these associations can be inappropriate for some brands. They are appropriate, for example, in service businesses and when a corporate brand is involved (Aaker, 1996b; Low & Lamb, 2000).

After reviewing the different measurement methods, it is crucial to understand which are appropriate for this research. According to Keller (1993, p.3), the strength, favorability, and uniqueness of brand associations are the dimensions of brand image that "distinguish brand knowledge and affect consumer response." That perspective goes in line with the research objectives, so it is essential to be considered. However, only the strength of brand associations is measured in this research. As said before, associations should be first strong before being favorable and unique. So it was decided to understand first which associations are strongly present in consumers' minds. Concerning the measurement system of Aaker (1996b), authors like Cheng-Hsui Chen (2001) and Pappu et al. (2005) consider some of the perspectives as types of brand associations. Esch et al. (2006, p.99) argue that the three perspectives "can be viewed as belonging to the overall category of brand image and its immediate effects." The author of this research agrees with Esch et al. (2006)'s perspective but considers the measurement of organizational associations essential. The selected organization's identity and positioning are very closely related to the organization itself, so consumers probably create associations about it. The selected organization is also a service business, which aligns with Aaker's arguments (1996b). In conclusion, the brand image in this research is measured by the strength of brand associations and by the organizational associations.

1.4. Purchase intention

Spears and Singh (2004, p.56) define purchase intention as "an individual's conscious plan to make an effort to purchase a brand." Lu et al. (2014, p.261) suggest that it is "a consumers' willingness to buy a given product at a specific time or in a specific situation."

There is a positive correlation between purchase intention and actual purchasing (Tsiotsou, 2006). Marketing managers use purchase intention to predict the sales of existing and new products/services. They also use it to assist in their decisions related to market segmentation and promotional strategies (Morwitz et al., 2007; Tsiotsou, 2006). For example, marketing

managers assess consumers' willingness to consult something/someone before purchasing to predict actual purchase behavior (Jamieson and Bass, 1989).

Purchase intention is a complex process influenced by factors such as price, value, perceived quality, and consumer confidence with the brand (Laroche, Kim, & Zhou, 1996; Menezes, 2017). Some studies also confirmed that purchase intention is related to brand knowledge since the latter concept affects consumer response to the brand, such as consumers' brand preferences and choices (Esch et al., 2006; Li, 2004). Therefore, it is crucial to analyze the literature about purchase intention's relationship with the two components of brand knowledge: brand awareness and brand image.

Brand awareness can be a driver of brand choice (Aaker, 1996b). As said before, raising brand awareness can increase consumers' likelihood of purchasing the brand (Keller, 2013). When consumers choose a brand, they tend to prefer the one with higher awareness (Hoyer & Brown, 1990). Since purchase intention is the consumers' willingness to buy (Morwitz et al., 2007), it is possible to see that both concepts can be related. Some authors have already concluded in their studies that there is a relationship between the two (Kuang Chi et al., 2009; Jalilvand, Samiei, & Mahdavinia, 2011; Li, 2004). More specifically, they concluded that brand awareness positively influences purchase intention. However, those conclusions were related to specific study contexts, so the relationship between brand awareness and purchase intention needs to be studied in this research.

Considering the brand image, which is composed of a network of associations, Aaker (1991) argues that brand associations represent bases for purchase decisions. The brand image also defines the consumer's ideas, feelings, and attitudes towards the brand (Bennet & Koudelova, 2000). So, it is possible to see that brand image can be related to purchase intention since the latter concept is considered a consumer's plan to make an effort to purchase a brand (Spears & Singh, 2004). Some authors have already concluded in their studies that there is a relationship between the two (Lee & Lee, 2018; Li, 2004; Lien, Wen, Huang, & Wu, 2015). They also concluded that brand image positively influences purchase intention. However, those conclusions were related to specific study contexts, so the relationship between brand image and purchase intention needs to be studied in this research.

2. Methodology

The study was developed by applying both quantitative and qualitative methods. According to Saunders, Lewis, and Thornhill (2009), quantitative methods generate or use numerical data, while qualitative methods generate or use non-numerical data.

The qualitative analysis was first implemented by conducting a semi-structured interview to understand the organization's context and reality (Saunders et al., 2009). For quantitative analysis, an online questionnaire was applied (Saunders et al., 2009). It had the purpose of analyzing the knowledge that young people living in Portugal have about the brand AIESEC and if they have the intention to do a volunteer experience. Young people living in Portugal are the target market of the studied organization's international volunteer experiences.

2.1. Conceptual framework

The author builds on the literature review, where some conceptual models and constructs from previous studies were reviewed, to theoretically frame this study. The research addresses Keller's brand knowledge model (1993), in which the author conceptualizes brand knowledge in terms of two components: brand awareness and brand image. Figure 2.1 below introduces the conceptual model of this study.

Source: The author.

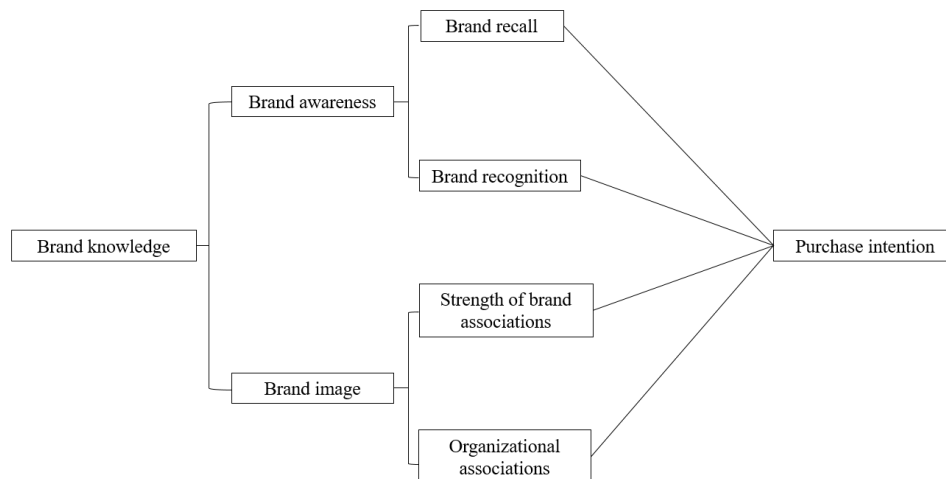


Figure 2.1 - Conceptual model.

The conceptual model is applied to the AIESEC in Portugal brand, the object of this study, aiming at analyzing the brand knowledge's components (brand awareness and brand image) in Portugal by considering four dependent variables: brand recall, brand recognition, the strength

of brand associations, and organizational associations. Also, it has the purpose of examining if, in the Portuguese context, the four variables have a relationship between them and with purchase intention. Hence the following hypotheses will be tested:

H1: There is a relationship between brand recall and brand recognition.

H2: There is a relationship between the strength of brand associations and organizational associations.

H3: There is a relationship between brand recall and the strength of brand associations.

H4: There is a relationship between brand recall and organizational associations.

H5: There is a relationship between brand recognition and the strength of brand associations.

H6: There is a relationship between brand recognition and organizational associations.

H7: There is a relationship between brand recall and purchase intention.

H8: There is a relationship between brand recognition and purchase intention.

H9: There is a relationship between the strength of brand associations and purchase intention.

H10: There is a relationship between organizational associations and purchase intention.

2.2. Questionnaire development and variables

The questionnaire was created on the Google Forms platform, building on the researcher's previous experience using this tool, the original drafted in English and then translated into Portuguese due to the target population. It is structured in five sections, with all questions being mandatory to answer. The questionnaire is presented in Annex B.

The first section concerns the sociodemographic profile of the study participants. It includes questions about the participants' age and gender, area of residence, and participants' status regarding their schooling situation (studying or not studying).

The second and third sections concern brand awareness, more specifically, brand recall and brand recognition. The two variables are dealt with in separated sections because brand recall reflects the ability to retrieve the brand from memory when given the product category or some other type of probe as a cue (Keller, 1993). So the participant should not see any information related to the brand besides the cues presented. Since the questions about brand recognition include the organization's name and logo, which are not the cues chosen to be present in brand recall's questions, it was decided to separate both variables into two different sections to avoid influencing the participants' answers.

The fourth section deals with brand image variables (strength of brand associations and organizational associations), and the fifth section deals with purchase intention.

The questionnaire includes multiple choices, 7-point Likert scales, and also open-ended questions. The 7-point Likert scale was chosen instead of the 5-point one because it gives more options for participants. It is more accurate than the other, and it shows a better reflection of the participants' real evaluation, as Finstad argues (2010). At the beginning of the questionnaire, participants were informed that the answers were anonymous and confidential and that the questionnaire had no commercial purpose.

The questionnaire was tested, having it responded by five individuals before launching it to detect any grammatical and spelling errors. It also permitted whether the questions are easy to understand and if the questionnaire structure is logical. The feedback led to improving it.

2.3. Measurement scales

The variables included in the questionnaire and the respective measurement scales were selected based on the literature review (see Table 2.1). The majority of the measurement scales were compiled and adapted from the literature related to for-profit organizations in the absence of non-profit organizations' studies in the literature as far as the author's search could reach.

Table 2.1 - Measurement scales adapted from different authors.

Variables	Scales	Authors
Brand recall	When do you think about youth leadership development, which brands/organizations come to your mind?	Aaker (1996a); Keller (2013)
	When do you think about international volunteer experiences, which brands/organizations come to your mind?	Aaker (1996a); Keller (2013)
Brand recognition	I have heard about AIESEC.	Yoo, Donthu, and Lee (2000)
	I can recognize AIESEC among other competing brands.	Yoo et al. (2000)
	Some characteristics of AIESEC come to my mind quickly.	Yoo et al. (2000)

	I recognize this logo.	Girard, Trapp, Pinar, Gulsoy, and Boyt (2017)
	I am familiar with AIESEC's mission.	Faircloth (2005)
Strength of brand associations	I associate these words with AIESEC.	Keller (2013)
Organizational associations	AIESEC has credibility.	Aaker (1996b)
	I admire AIESEC.	Aaker (1996b)
	AIESEC is different from competitors.	Tong and Hawley (2009)
Purchase intention	I am familiar with and have knowledge of AIESEC's international volunteer experiences.	Jamieson and Bass (1989)
	I choose AIESEC to do an international volunteer experience.	Lehmann, Keller, and Farley (2008)
	I am interested in doing an international volunteer experience with AIESEC in the future.	Lehmann, Keller, and Farley (2008)
	Before I decide to do international volunteering with AIESEC, I would collect information.	Jamieson and Bass (1989)
	Before I decide to do international volunteering with AIESEC, I would ask someone for information.	Jamieson and Bass (1989)
	Before I decide to do international volunteering with AIESEC, I would collect information on the organization's website.	Jamieson and Bass (1989)

Considering the brand recall's measurement scales, progressively narrowed cues related to the studied organization were used (Keller, 2013). The first cue is related to the organization's mission and the second one to the service category. Open questions were used in this section because the participants had to mention what had come to their minds.

Regarding the variable brand recognition, in the second measurement scale, a list of competitors provided by the studied organization was added in the questionnaire to facilitate the participants' answers. That list included the following organizations: "Earlybird," "Intercultura-AFS Portugal," "AMI," "CISV Portugal," "Para Onde?," "VidaEdu," "Erasmus +," "European Solidarity Corps," "International Volunteer HQ," "Education First,"

“GASTagus,” and “Remar.” Besides the second measurement scale, the studied organization’s logo was presented in the questionnaire in the fourth one. In this section, 7-point Likert scales (*1=strongly disagree to 7=strongly agree*) were used to rate the participants’ level of recognition.

Concerning the scale of the strength of brand associations, a list of words that could describe the studied organization and that people could associate with was first developed. That list was structured considering the interview with the President of AIESEC in Portugal and the author’s work experience in AIESEC. The associations added were: “Leadership,” “Volunteering,” “Youth development,” “International experiences,” “Spread of peace,” and “Non-profit organization.” The measurement scale was then built to rate the strength of those associations with 7-point Likert scales (*1=strongly disagree to 7=strongly agree*).

Regarding the variable organizational associations, the same list of competitors was added in the third measurement scale. For the organizational associations and purchase intention variables, 7-point Likert scales (*1=strongly disagree to 7=strongly agree*) were also used to measure them.

2.4. Sample design

In this study, the target population is composed of all individuals aged between 18 and 30 that live in Portugal. This choice was made because this population is the target market of the international volunteer experiences provided by AIESEC in Portugal.

Since the target population is substantial, it is difficult to approach all the individuals, so it was necessary to select a sample. In this study, the non-probabilistic sampling method was applied, more precisely, the convenience sampling method. According to Saunders et al. (2009, p.276), convenience sampling “refers to the collection of information from members of the population who are conveniently available to provide it.”

2.5. Data collection

The primary data was collected through the semi-structured interview and the online questionnaire. Regarding the first one, the interviewee chosen was the President of AIESEC in Portugal. The interview was scheduled by messages from WhatsApp, and it took place in a video call platform, Google Meets, on the 21st of January 2020. A script was first developed with predefined questions that were asked during the interview. However, some questions were added during it to enrich the quality of the conversation. The interview took around half an

hour, and it was recorded by a mobile phone with the interviewee's verbal authorization. The transcript of the interview translated in English is present in Annex A.

The transcription process was done considering the study of Azevedo et al. (2017), which presents all the steps necessary to do a good transcription. According to some authors, there are two types of transcriptions: naturalized and denaturalized transcription (Azevedo et al., 2017; Bucholtz, 2000; Nascimento & Steinbruch, 2019). The first one corresponds to a meticulous transcription of what is said, and it advocates the conservation of interview elements that are beyond the verbal content, like non-verbal language, aspects of the context, and interactions between the interviewer and the interviewee (Azevedo et al., 2017). On the other side, the denaturalized transcription focuses on the speech. It centers on the omission of certain peculiar speech elements, like involuntary vocalizations, stuttering, breaks, and non-verbal language. According to Nascimento and Steinbruch (2019, p.421), none of these types are better than the other because it depends "on how much the researcher wants to make the details and the interferences of the interview available" and on how much he/she believes these elements are relevant to the study. In this study, the denaturalized transcription was chosen because it is the one that is less confusing to the readers since it omits noises and interferences in the speech. It is also not relevant to show all the speech details since the qualitative analysis was implemented to understand the organization's context and reality.

Concerning the questionnaire, a link was created and sent to the author's list of contacts who belonged to the target population. It was mentioned to the participants that they could share the link with their contacts who were also part of the target population. The questionnaire was distributed only on social media because people were confined at that time due to the Covid-19 pandemic, so it was impossible to have physical contact with the participants.

Besides the primary data, secondary data was collected to provide useful information to answer the research questions and meet the objectives. This data type was collected from articles, books, journals, websites, and unpublished work such as dissertations. It was also collected data from internal regulations and materials from the non-profit organization. The author is a member of the organization, so these internal data were available to him. However, permission has been requested to use those documents in this research. All of the secondary data was collected and analyzed, considering that some of them had been collected with a specific purpose that could be different from this research's purpose (Saunders et al., 2009). For example, Faircloth (2005) and Paços et al. (2015) studied the brand awareness and brand image of non-profit organizations that use their marketing practices to secure donors and volunteers' resources, not being the studied organization's case in this research.

2.6. Statistical techniques

The results were analyzed with the software IBM SPSS Statistics, version 26 for Microsoft Windows. In this research, only nominal and ordinal variables were used. Therefore, the statistical tests were selected, considering that nominal data is not hierarchically ordered and that ordinal data is composed of categories not assumed to be equally spaced (Linting & van der Kooij, 2012). In a first instance, all the questions that were assessed with 7-point Likert scales (1=strongly disagree to 7=strongly agree) were recode with the purpose to have three measurement levels: tend to disagree (strongly disagree, disagree, and somewhat disagree were included in this level), neither agree nor disagree and tend to agree (strongly agree, agree and somewhat agree were included in this level).

The questionnaire used more than one scale to measure the variables of brand recognition, the strength of brand associations, organizational associations, and purchase intention. It was planned to use one scale per variable in the statistical tests that measure the relationship between the variables to facilitate the analysis. So it was necessary to summarize the data of each variable's scales into one via the median (Kostoulas, 2014). However, it was first tested if the items of each variable were associated with each other. The reliability was also verified to assess the degree of consistency between the scales of each variable.

According to Hair, Black, Babin, & Anderson (2014), factor analysis can be used to assess if the scales are strongly associated with each other. So nonlinear Principal Component Analysis (PCA) was used since it is considered more appropriate for ordinal data when compared to the Principal Component Analysis method (Linting, Meulman, Groenen, & van der Kooij, 2007). According to Linting et al. (2007, p.11), nonlinear PCA can treat Likert scales as ordinal and “converts every category to a numeric value, in accordance with the variable's analysis level, using optimal quantification.” It has the goal “to reduce the observed variables to a number of uncorrelated principal components” (Linting et al., 2007, p.11). The program CATPCA (Categorical Principal Component Analysis) present in IBM SPSS Statistic software was used to perform nonlinear PCA. In this program, the different Likert scales were considered the variables and the four variables the principal components. According to Linting and van der Kooij (2012, 19), variance account for (VAF) by the principal components across variables should be considered the main criterion in variable selection because it “is the most important indication of fit, both for the principal components, and for the quantified variables.” So it was analyzed the total VAF in the variables, and the ones with a total VAF of .25 or higher were selected for the final analysis (Linting & van der Kooij, 2012). It also took into account the study of Comrey (1973), which refers that a VAF in a variable per component of 10% is

considered poor, 20% is fair, 30% is good, 40% is very good, and 50% is excellent. After selecting the variables based on the VAF, the component loadings were analyzed to conclude those associations' study. According to Linting et al. (2007, p.39), component loadings "indicate Pearson correlations between the quantified variables and the principal components," and they range between -1 and 1. The sign indicates the relation of variables to each particular component. Component loading equal to or higher than .4 were considered significant (Santos, Silva, Santos, Ribeiro, & Mota, 2008).

Concerning the scales' reliability, Cronbach's alpha (Cronbach's α) was calculated to measure internal consistency. The values of Cronbach's α s higher than .70 indicate that the scales have a high level of internal consistency (Hair et al., 2014). After performing the nonlinear PCA and measuring the internal consistency, each variable's measurement scales that passed the above assumptions were combined into a single scale. In the end, there were four scales: "Brand recognition," "Strength of brand Associations," "Organizational associations," and "Purchase intention."

Regarding the descriptive analysis, it started with the sociodemographic analysis to characterize the sample. It was then analyzed in the two brand recall scales the overall brands recalled, and those first mentioned by the participants. The results related to sociodemographic and brand recall scales were exposed in absolute and relative terms. For the variables measured with Likert scales (brand recognition, the strength of brand associations, organizational associations, and purchase intention), it was considered essential to calculate the central tendency to identify the central position within the data set. Mean, median, and mode are measures of central tendency, and each one of them should be used in specific cases. In this case, according to Muijs (2004), the median, which is defined as the middle category of a distribution, is the measure more appropriate for ordinal data. The median is based on the principle of order that is typical of ordinal data (Muijs, 2004). Besides measuring the central tendency, it was also considered essential to calculate the responses' dispersion to describe the variability. According to Muijs (2004), the interquartile range is the measure of dispersion more suitable for ordinal data. It is defined as the difference between the third and first quartiles. The central tendency and dispersion were estimated for each measurement scale and the combined one of each variable.

Since two different cues were used to measure brand recall, it was analyzed their relationship. Before doing this analysis, the different brands/organizations mentioned were recoded into two groups ("Mentioned AIESEC" and "Not mentioned AIESEC"). Both questions' data is nominal, so the chi-square test for independence and two effect size measures

were calculated to understand the relationship between the two cues, as suggested by Muijs (2004). The chi-square test for independence tests the hypothesis that the variables are independent or unrelated to one another (Muijs, 2004). It estimates a p-value (p) used to measure the statistical significance of the relationship. According to Muijs (2004), a p-value should be as small as possible, and it needs to be at least equal to or less than .5, which corresponds to a confidence level of 95%. Before performing the chi-square test for independence, some assumptions required were checked. It was analyzed the expected values in a cross-tabulation, which is as “a table that shows the number of cases falling into each combination of the categories of two or more variables” (Muijs, 2004, p.114). On that table, no cell should have an expected value of less than one, and no more than 20% of the cells should have an expected value of less than five (Muijs, 2004). Concerning the measures of effect size, Phi and Crammer’s V were estimated. According to Muijs (2004), Phi and Crammer’s V values vary between 0 and 1, so the closer to 1, the stronger is the relationship. Associations with values higher than .5 are considered strong, smaller than .5 but higher than .3 are considered moderate, smaller than .3 but higher than .1 are considered modest, and smaller than .1 are considered weak (Muijs, 2004).

For the relationship between the two variables of brand awareness, since brand recall is considered nominal and brand recognition is ordinal, it is suggested by Muijs (2004) to use the chi-square test for independence and to estimate the Phi and Crammer’s V as well.

Regarding the relationship between the two variables of brand image, since Likert scales were used to measure both of them, the Spearman’s rho (denoted as r_s) was considered the correlation more appropriate to assess the relationship between two ordinal variables (Muijs, 2004). According to Muijs (2004), that method calculates a correlation coefficient on rankings and measures the relationship’s strength and direction. Spearman’s rho correlation coefficient varies between -1 and +1, being -1 a perfect negative correlation and +1 a perfect positive correlation. Relationships with correlation coefficients higher than +.5 are considered strong and higher than +.3, but smaller than +.5 are considered moderate (Muijs, 2004). This method also calculates a p-value (p), so it is possible to analyze if the variables’ relationship is statistically significant. The p-value should be as small as possible, as referred above (Muijs, 2004).

The relationships between the variables used to measure each component of brand knowledge were analyzed. The relationship of brand recall with the strength of brand associations and organizational associations was studied using the chi-square test for independence and estimating the Phi and Crammer’s V. On the other side, Spearman’s rho was

used to assess brand recognition's relationship with each one of the two variables of the brand image.

Finally, the relationships between the variables of brand knowledge and purchase intention were analyzed. The relationship of brand recall and purchase intention was studied using the chi-square test for independence and estimating the Phi and Crammer's V. The relationships of purchase intention with brand recognition, the strength of brand associations, and organizational associations were assessed with Spearman's rho. Besides using Spearman's rho, it was considered useful to understand if there was a relationship of dependence between purchase intention and each one of the ordinal variables. So, Somers' delta (Somers' d, for short) was calculated to analyze the strength and direction of the association between an ordinal dependent variable and an ordinal independent variable (Göktaş & İşçi, 2011). Somer's d (d) measures how much the dependent variable's prediction improves, based on knowing the value of the independent variable (Glen, 2017). The value of Somer's d (d) varies between -1 and +1 (Göktaş & İşçi, 2011).

3. AIESEC

AIESEC is a global, non-political, non-for-profit youth-run organization (AIESEC, 2019). It was founded in 1948 in seven European countries by a group of students: Jean Choplin, Bengt Sjöstrand, and Albert Kaltenthaler (AIESEC, n.d.-a). According to its website, AIESEC is affiliated with the United Nations Department of Global Communications. It is a member of the International Coordination Meeting of Youth Organisations and is recognized by UNESCO (AIESEC, n.d.-a). AIESEC was originally a French acronym for “Association internationale des étudiants en sciences économiques et commerciales.” However, the full name is no longer used.

The organization has the mission to “achieve peace and fulfillment of humankind’s potential,” and it believes that developing youth leadership is the fundamental solution (AIESEC, 2019, p.7). According to the organization, young people represent “the passion, dynamism and entrepreneurial spirit that is needed to shape the future of the world” (AIESEC, 2019, p.7). So AIESEC is a platform where young people can develop and explore their leadership potential (AIESEC, 2019). To do that, AIESEC offers volunteering and internship experiences abroad to young people under the age of 30. According to the organization, with that type of experience, young people will be able to get out of their comfort zone and “build a better understanding of how to communicate and capitalize on diversity” (AIESEC, 2019, p.8). AIESEC also provides the opportunity for young people under the age of 30 to join the organization, where they will create and manage those cross-cultural exchange experiences. These two types of experiences were designed, taking into account a leadership development model that the organization created. That model’s goal is that young people will develop four leadership qualities at the end of those experiences, being them world citizen, solution-oriented, self-aware, and empowering others (AIESEC, 2019). Nowadays, AIESEC is present in 114 countries, and it has more than 41 thousand members working on the organization. Last year it provided more than 85 thousand volunteer and internship experiences abroad (AIESEC, n.d.-a).

AIESEC in Portugal was founded in 1959, and today has offices in nine Portuguese universities: “Universidade do Minho” (AIESEC in Minho), “Faculdade de Economia da Universidade do Porto” (AIESEC in Porto FEP), “Universidade de Aveiro” (AIESEC in Aveiro), “Faculdade de Economia da Universidade de Coimbra” (AIESEC in Coimbra NEFE), “Católica Lisbon School of Business & Economics” (AIESEC in Lisboa Católica), “ISCTE - Instituto Universitário de Lisboa” (AIESEC in Lisboa ISCTE), “Instituto Superior de Economia e Gestão da Universidade de Lisboa” (AIESEC in Lisboa ISEG), “Nova School of Business

and Economics” (AIESEC in Lisboa Nova) and “Universidade de Trás-os-Montes e Alto Douro” (AIESEC in Vila Real). The local committees provide volunteering experiences and internships with long and short duration abroad to young people living in Portugal. Some of them also receive foreigners that go to Portugal to do a volunteering experience or an internship. Members of each committee are responsible for creating and managing those experiences. They are volunteers, and most of them are students. Besides the nine local committees, there is a national office in Lisbon responsible for managing all the others and the AIESEC brand in Portugal.

The organization’s primary focus in Portugal is on providing volunteering experiences abroad to young people living in Portugal. There are some reasons for that. First, it is the only program that is present in all nine local committees. The other types of experiences are divided by the offices. Also, it is the best-known program in the country and is the one that has been growing the most in recent years (see Annex A).

Global Volunteer is the program’s name, and it consists of cross-cultural volunteering experiences in non-governmental organizations or in projects that contribute to the Sustainable Development Goals (AIESEC, n.d.-b). People can do a Global Volunteer project during six and eight weeks, and to participate in that, they should first register on the website. A member of the organization will contact the person and book an interview to talk about the projects and the recruitment process. When the person is accepted in an opportunity, he/she has to pay a fee of 199 euros. According to the President of AIESEC in Portugal (see Annex A), the organization needs to be sustainable to continue to exist, so it obtains most of its financial resources through customer fees. All volunteering projects include logistics support, like picking up the volunteers at the airport or helping them with the visa process. Most of them also offer accommodation and at least one meal per day (AIESEC, n.d.-b). Every volunteer has preparation sessions before they go abroad and seminars about developing leadership skills during the projects. There is always a follow-up during the entire experience to guarantee that the volunteer develops his/her leadership skills. According to the President, accompaniment is the organization’s genesis, and it is what differentiates from the competitors that also offer international volunteer experiences (see Annex A). The duration of the experiences (between six and eight weeks) and the fact that there are projects in the 114 countries that AIESEC is present are also other differentiation points.

The national office manages the brand AIESEC in Portugal. It is responsible for launching the promotion campaigns, it manages all AIESEC’s social media, and designs every promotion materials like flyers. However, every local committee has a marketing department that is

responsible for face-to-face promotion. That type of promotion is mainly done in universities (in events or stands, for example), and every member receives training on how to promote AIESEC. Every local committee is responsible for promoting in specific universities around the country. However, some universities are located far from the local responsible offices, so it is difficult to do face-to-face promotion in those places due to the lack of resources. Therefore, according to the President of AIESEC in Portugal, the organization is well-known in places where the local committees are (see Annex A). Each face-to-face promotion's quality depends on each marketing department, the members' capabilities, and the relationship that each office has with the universities. Also, AIESEC is making efforts to understand who its clients are. So every local committee is doing market research to build different profiles that characterize the different clients, and with that, they can adapt their face-to-face promotion. Furthermore, many people decide to do an international experience or become a member because of a friend or familiar who talked about that, which means that word-of-mouth is effective.

According to the President (see Annex A), AIESEC is known in Portugal only because of its international volunteer experiences. Young people associate AIESEC with volunteering. However, the brand is not top-of-mind when they think about a volunteer experience. Nevertheless, the organization's goal is that when they think about it, the first thing that comes to mind is youth leadership development and vice versa. Young people also tend to know the organization's name but do not understand the organization's purpose. That lack of brand understanding by them is giving some problems to the organization. For example, young people do not understand why they should pay a fee to do a volunteer experience. Last year, AIESEC did a Black Friday campaign with some discounts on the experiences' fee. Instead of attracting people, that campaign generated much criticism from society. According to the President (see Annex A), because young people associate AIESEC only with volunteering, they do not understand its business model. So, that campaign negatively affected the brand image of the organization. The organization has problems positioning itself as an organization that develops the youth's leadership (see Annex A).

4. Data analysis

4.1. Nonlinear PCA and Cronbach's alphas analysis

Concerning nonlinear PCA, it is possible to see in the tables presented in Annex C that all the variables have a total VAF higher than .25. Also, most of the VAFs are higher than 50%, which is considered excellent. Regarding the component loadings, all of them are higher than .4, which means they are significant. So it is possible to conclude that the measurement scales of each one of the four variables are associated with each other.

Regarding Cronbach's alphas, it is possible to see in Table D.1 in Annex D that all of them are higher than .70, which means that the scales of each one of the four variables are consistent. The removal of any item of brand recognition, the strength of brand associations, and purchase intention would result in a lower Cronbach's alpha. Also, removing items in the organizational associations' variable would result in an insignificant increase, so all the scales were considered worthy of retention.

Since the results of nonlinear PCA and Cronbach's alphas were positive, all the scales of each variable were selected to be combined.

4.2. Descriptive analysis

4.2.1. Sample characterization

A sample of 200 respondents was obtained ($N = 200$).

The social-demographic characteristics of the sample are present in Table E.1 in Annex E. Regarding the age group of the participants, "21 – 24" is the group that registered the highest number of the answers ($n = 97$, 48.5%), while "28 – 30" is the one with fewer responses ($n = 27$, 13.5%). Considering gender, more than half of the sample is female ($n = 146$, 73.0%), whereas no one selected the option "Prefer not to answer." Concerning the place of living, it is possible to conclude that Lisboa ($n = 62$, 31.0%) and Coimbra ($n = 44$, 22.0%) are the districts where most participants live, representing together 53.0% of the total. On the other side, Guarda and Vila Real had only one answer each, and no one in the sample lives in Portalegre and Évora. Finally, more than half of the sample is studying ($n = 139$, 69.5%).

4.2.2. Brand recall

Taking into account the question "When do you think about youth leadership development, which brands/organizations come to your mind?" the study participants recalled in total 98

different brands and categories. Instead of writing a specific brand in the questionnaire, some people decided to mention categories, like “startups” or “multinationals.” Each participant mentioned between one and five different brands/categories, giving in total 241 mentions. However, 28 of the 200 participants answered that they did not know any brand related to youth leadership development. Table F.1 in Annex F presents the nine most recalled brands/categories by the respondents. It is possible to see that AIESEC is the most recalled one, mentioned by 35.0% ($n = 70$) of the participants, and Facebook is the second one, mentioned by 5.0% ($n = 10$) of the participants. It is possible to conclude that five of the nine most recalled brands/categories are profit organizations (see Table F.1 in Annex F).

In this question, 64.3% of the brands were recalled first by the study participants. Table F.2 in Annex F presents the nine most first recalled brands/categories. AIESEC continues to be on the top ($n = 64$, 32.0%), and 91.4% of the participants who mentioned the organization, named it first. So AIESEC was for most of the participants a top-of-mind brand when they thought about youth leadership development.

Concerning the question, “When do you think about international volunteer experiences, which brands/organizations come to your mind?” the study participants recalled 44 different brands and categories. In this question, people mentioned between one and five brands/categories, giving in total 280 mentions. However, 14 of the 200 participants answered that they did not know any brand. Compared with the first cue, the participants in this second one had less difficulty recalling a brand/category because the number of people who did not know any brand is smaller than in the first cue. Table F.3 in Annex F presents the nine most recalled brands, where it is possible to see that AIESEC is the most recalled one, being mentioned by 47.5% ($n = 95$) of the participants. The brand came to the participants' minds more frequently when they thought about international volunteer experiences ($n = 95$) than when they thought about youth leadership development ($n = 70$). Also, most of the nine brands in Table F.3 are non-profit organizations.

In this question, 75% of the brands were recalled first by the participants. Table F.4 in Annex F presents the nine most first recalled brands. AIESEC continues to be on the top ($n = 84$, 42.0%), and 88.4% of the people who mentioned the organization, named it first. So AIESEC was top-of-mind for most of the participants when they thought about international volunteer experiences. Comparing to the first cue, the number of participants who recalled AIESEC first when they thought about international volunteer experiences is higher. However, the percentage of people who mentioned AIESEC and named it first (88.4%) is smaller than in the first cue (91.4%).

In conclusion, AIESEC was the most recall brand in both questions. However, the study participants recalled it more frequently when they thought about international volunteer experiences than when they thought about youth leadership development.

4.2.3. Brand recognition

Concerning the central tendency and dispersion of the measurement scales of brand recognition, Table G.1 in Annex G presents the medians and interquartile ranges of each one of them. By looking at the values, it is possible to conclude that the scales “I have heard about AIESEC” and “I recognize this logo” have data more concentrated since both interquartile ranges are equal to one. Those two scales also had more agreement than the others, since no more than 25.0% of the sample is below “Neither agree nor disagree” and at least 50.0% is in “Tend to agree.”

Regarding the central tendency and dispersion of the combined measurement scale “Brand recognition” in Table G.2 of Annex G, it can be seen that no more than 25.0% of the sample is below “Neither agree nor disagree.” Also, at least 50.0% of the sample is in “Tend to agree.” So, it is possible to conclude that the participants, in general, tended to agree that they can recognize AIESEC, even though they recognized more frequently the name and logo of the organization.

4.2.4. Strength of brand associations

The medians and interquartile ranges of the six scales are present in Table G.3 (Annex G). “Volunteering,” “Youth development,” and “International experiences” are the associations with data more concentrated (interquartile ranges are equal to zero). They are also the ones with more concordance since at least 75.0% of the sample is in “Tend to agree.” To rank into more detail the associations by their level of strength, the frequencies of each one of them are present in Table H.1 of Annex H. It is possible to conclude by looking to the frequencies of “Tend to agree” that the association with a higher level of strength is “Youth development,” followed by “International experiences,” “Volunteering,” “Leadership,” “Non-profit organization” and “Spread of peace,” respectively.

Concerning the central tendency and dispersion of the combined scale “Strength of brand associations,” it can be seen in Table G.4 (Annex G) at least 75.0% of the sample is in “Tend to agree.” In conclusion, in general, the participants tended to agree that they associated those words with AIESEC.

4.2.5. Organizational Associations

Regarding organizational associations, the central tendency and dispersion of the three measurement scales are present in Table G.5 (Annex G). “AIESEC is different from competitors” is the scale with less agreement between the participants, since at least 50.0% of the sample is in “Neither agree nor disagree,” while in the other two items, at least 50.0% is in “Tend to agree.”

The central tendency and dispersion of the combined scale “Organizational associations” are present in Table G.6 (Annex G). At least 50% of the sample is in “Tend to agree,” while no more than 25% is below “Neither agree nor disagree.” It is possible to conclude that in general, the study participants tended to agree that AIESEC has credibility, is different from competitors, and admirable. However, it is essential to note that the participants agreed less on AIESEC being different from competitors.

4.2.6. Purchase intention

The medians and interquartile ranges of the six measurement scales are present in Table G.7 (Annex G). The last three items have data more concentrated because the interquartile ranges are equal to zero, while the third scale is the one with data more dispersed. The participants agreed less with the statement, “I am interested in doing an international volunteer experience with AIESEC in the future” because at least 50.0% of the sample is between “Tend to disagree” and “Neither agree nor disagree.” On the other side, the last three scales in Table G.7 are the ones that had more agreement since at least 75.0% of the sample is in “Tend to agree.” So the majority of the participants would ask someone for information and collect information in general and on the organization’s website before deciding on doing international volunteering with AIESEC.

Table G.8 in Annex G presents the values of the median and interquartile range of the combined scale “Purchase intention.” It is possible to see that at least 75.0% of the sample is in “Tend to agree,” which means that the participants tended to agree that they had the intention to purchase. However, it is essential to note that the participants had more intention to collect information than to do a volunteer experience with the organization, despite tending to know the experiences (see Table G.7, Annex G).

4.3. Relationship between the two cues used to measure brand recall

Table I.1 in Annex I shows that no cell has an expected value of less than one, and no more than 20% of the cells have an expected value of less than five, so all the assumptions were

verified. The relationship is statistically significant, as shown in Table J.1 in Annex J ($X^2(1, N = 200) = 67.867, p < .001$). So the null hypothesis (H0) is rejected, and the alternative is accepted (H1). The values of the effect size measures, Phi, and Crammer's V are higher than .5, so the relationship is strong (see Table K.1 in Annex K). In conclusion, there is a strong and statistically significant relationship between the two scales used to measure brand recall.

4.4. Relationship between brand recall and brand recognition

Table I.2 and I.3 in Annex I show that no cell has an expected value of less than one, and no more than 20% of the cells have an expected value of less than five, so all the assumptions were verified.

Regarding the relationship between the first scale of brand recall and the combined scale of brand recognition, the relationship is statistically significant, as shown in Table J.2 in Annex J ($X^2(2, N = 200) = 42.167, p < .001$). So the null hypothesis is rejected (H0) and the alternative one accepted (H1). The effect size measures' values are smaller than .5 but higher than .3, so the relationship is moderate (see Table K.2 in Annex K). Therefore, there is a moderate and statistically significant relationship between the first scale of brand recall and the combined scale of brand recognition.

Concerning the relationship between the second scale of brand recall and the combined scale of brand recognition, the relationship is statistically significant, as can be seen in Table J.3 in Annex J ($X^2(2, N = 200) = 69.177, p < .001$). So the null hypothesis is rejected (H0), and the alternative (H1) is accepted. The effect size measures' values are higher than .5, so the relationship is strong (see Table K.3 in Annex K). In conclusion, there is a strong and statistically significant relationship between the second scale of brand recall and the combined scale of brand recognition, which is stronger than the one analyzed first in this section.

4.5. Relationship between the strength of brand associations and organizational associations

Regarding the relationship between the combined scales of the strength of brand associations and organizational associations, it can be concluded that the null hypothesis (H0) is rejected and the alternative one (H1) is accepted by looking to Table L.1 in Annex L ($r_s(200) = .571, p < .001$). The value of Spearman's correlation coefficient (r_s) is higher than +.5, so there is a positive, strong, and statistically significant relationship between the combined scales of the strength of brand associations and organizational associations.

4.6. Relationship between brand recall and strength of brand associations

Table I.4 and I.5 in Annex I show that no cell has an expected value of less than one, and no more than 20% of the cells have an expected value of less than five, so all the assumptions were verified.

Concerning the relationship between the first scale of brand recall and the combined scale of the strength of brand associations, the null hypothesis (H_0) is rejected, and the alternative one (H_1) is accepted because the relationship is statistically significant, as can be seen in Table J.4 in Annex J ($X^2(2, N = 200) = 27.533, p < .001$). The effect size measures' values are less than .5 but higher than .3, so the relationship is moderate (see Table K.4 in Annex K). Therefore, there is a moderate and statistically significant relationship between the first scale of brand recall and the combined scale of the strength of brand associations.

Regarding the relationship between the second scale of brand recall and the combined scale of the strength of brand associations, the null hypothesis is rejected (H_0), and the alternative one (H_1) is accepted because the relationship is statistically significant, as seen in Table J.5 in Annex J ($X^2(2, N = 200) = 43.165, p < .001$). The effect size measures' values are higher than .3 and smaller than .5, so the relationship is moderate (Table K.5 in Annex K). In conclusion, there is a moderate and statistically significant relationship between the second scale of brand recall and the combined scale of the strength of brand associations, which is stronger than the one analyzed first in this section.

4.7. Relationship between brand recall and organizational associations

Table I.6 and I.7 in Annex I show that no cell has an expected value of less than one, and no more than 20% of the cells have an expected value of less than five, so all the assumptions were verified.

Concerning the relationship between the first scale of brand recall and the combined scale of organizational associations, the null hypothesis (H_0) is rejected, and the alternative one (H_1) is accepted because the relationship is statistically significant, as can be seen in Table J.6 in Annex J ($X^2(2, N = 200) = 43.313, p < .001$). The effect size measures' values are less than .5 but higher than .3, so the relationship is moderate (see Table K.6 in Annex K). Therefore, there is a moderate and statistically significant relationship between the first scale of brand recall and the combined organizational association's scale.

Regarding the relationship between the second scale of brand recall and the combined scale of organizational associations, the null hypothesis is rejected (H_0), and the alternative one (H_1) is accepted because the relationship is statistically significant, as it is possible to see in Table

J.7 in Annex J ($X^2(2, N = 200) = 42.837, p < .001$). The effect size measures' values are higher than .3 and smaller than .5, so the relationship is moderate (see Table K.7 in Annex K). In conclusion, there is a moderate and statistically significant relationship between the second scale of brand recall and the combined scale of organizational associations, which is weaker than the one analyzed first in this section.

4.8. Relationship between brand recognition and strength of brand associations

Regarding the relationship between the combined scales of brand recognition and strength of brand associations, it can be concluded that the null hypothesis (H0) is rejected and the alternative one (H1) is accepted by looking to Table L.2 in Annex L ($r_s(200) = .668, p < .001$). The value of Spearman's correlation coefficient (r_s) is higher than +.5, so there is a positive, strong, and statistically significant relationship between the combined scales of brand recognition and the strength of brand associations.

4.9. Relationship between brand recognition and organizational associations

Concerning the relationship between the combined scales of brand recognition and organizational associations, it can be concluded that the null hypothesis (H0) is rejected and the alternative one (H1) is accepted by looking to Table L.3 in Annex L ($r_s(200) = .635, p < .001$). The value of Spearman's correlation coefficient (r_s) is higher than +.5, so there is a positive, strong, and statistically significant relationship between the combined scales of brand recognition and organizational associations.

4.10. Relationship between brand recall and purchase intention

Table I.8 and I.9 in Annex I show that no cell has an expected value of less than one, and no more than 20% of the cells have an expected value of less than five, so all the assumptions were verified.

Regarding the relationship between the first scale of brand recall and the combined scale of purchase intention, the null hypothesis is rejected (H0), and the alternative one (H1) is accepted because the relationship is statistically significant, as it is possible to see in Table J.8 in Annex J ($X^2(2, N = 200) = 13.610, p = .001$). The effect size measures' values are smaller than .3, so the relationship is modest (see Table K.8 in Annex K). Therefore, there is a modest and statistically significant relationship between the first scale of brand recall and the combined purchase intention's scale.

Concerning the relationship between the second scale of brand recall and the combined scale of purchase intention, the null hypothesis is rejected (H_0), and the alternative one (H_1) is accepted because the relationship is statistically significant, as it is possible to see in Table J.9 in Annex J ($X^2(2, N = 200) = 22.004, p < .001$). The effect size measures' values than .3 and smaller than .5, so the relationship is moderate (see Table K.9 in Annex K). In conclusion, there is a moderate and statistically significant relationship between the second scale of brand recall and the combined scale of purchase intention, which is stronger than the one analyzed first in this section.

4.11. Relationship between brand recognition and purchase intention

Concerning the relationship between the combined scales of brand recognition and purchase intention, it can be concluded that the null hypothesis (H_0) is rejected and the alternative one (H_1) is accepted by looking to Table L.4 in Annex L ($r_s(200) = .533, p < .001$). The value of Spearman's correlation coefficient (r_s) is higher than +.5, so there is a positive, strong, and statistically significant relationship between the combined scales of brand recognition and purchase intention.

Concerning Somers' delta, the two asymmetric values were examined (see Table M.1 in Annex M). If "Brand recognition" is considered the dependent one and the value of "Purchase intention" is known, the prediction of "Brand recognition" will improve 67.3% ($d = .673, p < .001$). On the other side, if "Purchase intention" is considered the dependent one and the value of "Brand recognition" is known, the prediction of "Purchase intention" will improve 38.4% ($d = .384, p < .001$). Therefore, there is a better predictive ability if "Brand recognition" is considered the dependent one.

4.12. Relationship between the strength of brand associations and purchase intention

Regarding the relationship between the combined scales of the strength of brand associations and purchase intention, it can be concluded that the null hypothesis (H_0) is rejected and the alternative one (H_1) is accepted by looking to Table L.5 in Annex L ($r_s(200) = .583, p < .001$). The value of Spearman's correlation coefficient (r_s) is between +.5 and +.8, so there is a positive, strong, and statistically significant relationship between the combined scales of the strength of brand associations and purchase intention.

Concerning Somers' delta, the two asymmetric values were examined (see Table M.2 in Annex M). If "Strength of brand associations" is considered the dependent one and the value of "Purchase intention" is known, the prediction of "Strength of brand associations" will

improve 66.6% ($d = .666$, $p < .001$). On the other side, if “Purchase intention” is considered the dependent one and the value of “Strength of brand associations” is known, the prediction of “Purchase intention” will improve 48.7% ($d = .487$, $p < .001$). There is a better predictive ability when “Strength of brand associations” is considered the dependent one.

4.13. Relationship between organizational associations and purchase intention

Regarding the relationship between the combined scales of organizational associations and purchase intention, it can be concluded that the null hypothesis (H_0) is rejected and the alternative one (H_1) is accepted by looking to Table L.6 in Annex L ($r_s(200) = .492$, $p < .001$). The value of Spearman’s correlation coefficient (r_s) is between +.3 and +.5, so there is a positive, moderate, and statistically significant relationship between the combined scales of organizational associations and purchase intention.

Concerning Somers’ delta, the two asymmetric values were examined (see Table M.3 in Annex M). If “Organizational associations” is considered the dependent one and the value of “Purchase intention” is known, the prediction of “Organizational Associations” will improve 67.6% ($d = .676$, $p < .001$). On the other side, if the variable “Purchase intention” is considered the dependent one and the value of “Organizational associations” is known, the prediction of “Purchase intention” will improve 34.0% ($d = .340$, $p < .001$). So, there is a better predictive ability when “Organizational Associations” is considered the dependent one.

5. Discussion

In this study, some hypotheses were tested. Therefore, it is essential to analyze if they were verified.

The research addressed Keller's brand knowledge model (1993), in which the author conceptualized brand knowledge in terms of two components: brand awareness and brand image. The results showed that the variables used to measure brand awareness (brand recall and brand recognition) and brand image (strength of brand associations and organizational associations) were related, supporting Keller's research. Hence the hypotheses H3, H4, H5, and H6 were verified.

Authors like Aaker (1991, 1996a, 1996b), Brito (2010), Elliot and Percy (2007), Keller (1993), and Laurent et al. (1995) considered brand recognition and brand recall part of brand awareness. This research showed that brand recall and brand recognition variables were related, supporting the existing literature. Hence the hypothesis H1 was verified. This research also showed that top-of-mind awareness and familiarity with the organization's mission could be part of brand awareness, supporting the studies of Aaker (1996a) and Faircloth (2005), respectively.

Concerning brand image, the strength of the brand associations variable was based on Keller's study (1993), and the organizational associations one was based on Aaker's study (1996b). This research showed that the two variables were related. Hence hypothesis H2 was verified. This study also wanted to demonstrate that Aaker (1996b) and Keller (1993) measurement systems can be used in conjunction to measure the brand image.

Jalilvand et al. (2011), Kuang Chi et al. (2009), Lee and Lee (2018), Li (2004), and Lien et al. (2015) demonstrated that brand knowledge, brand awareness, and brand image were related to purchase intention. This research showed that purchase intention was related to brand recall, brand recognition, the strength of brand associations and organizational associations, respectively. Hence the hypotheses H7, H8, H9, and H10 were verified. The results suggest a relationship between brand knowledge components and purchase intention, thereby supporting the existing literature. The authors referred above in this paragraph also concluded that brand awareness and brand image positively influence purchase intention. However, in this research, it was concluded that if purchase intention were considered the independent variable, there would be a better predictive ability of the values of brand recognition, the strength of brand associations, and organization associations than if the opposite occurred. Therefore those results contradict the existing literature.

Besides analyzing the tested relationships and if the hypotheses were verified, it is also crucial to discuss the conclusions taken from the descriptive analysis of each variable. Before doing that, it is essential to mention again some of the conclusions taken from the interview with the President to facilitate the discussion. Therefore, according to the President of AIESEC in Portugal, the organization has the goal that when young people think about it, the first thing that comes to mind is youth leadership development and vice versa. However, young people associate AIESEC with volunteering, even though the brand is not top-of-mind when they think about it. They also tend to know the organization's name but do not understand the organization's purpose. The President also referred that AIESEC has problems positioning itself as an organization that develops the youth's leadership (see Annex A).

In this research, concerning the brand recall, AIESEC was a top-of-mind brand. It was also the most recalled one when the study participants thought about international volunteer experiences and youth leadership development. However, they mentioned AIESEC more often when they thought about international volunteer experiences. Almost every relationship of brand recall regarding youth leadership development with the other variables was weaker than the relationships the other cue had with the same variables. Nevertheless, it is essential to note that the participants who mentioned AIESEC when they thought about youth leadership development mentioned it first more frequently than when they thought about international volunteer experiences. In conclusion, it is possible to see that some of these findings align with the organization's ambition but contradict some of the interview's conclusions.

Regarding brand recognition, the study participants, in general, tended to agree that they recognize the brand. However, they recognized the organization's name and logo more often than its mission. Also, they had more difficulty recognizing the brand over its competing brand or remembering some organization's characteristics. These findings are in line with Keller's study (2013), where the author argued that brand elements (name and logo, for example) could enhance brand awareness. They are also in line with the interview's conclusions since the President said that young people tend to know the organization's name even if they do not understand its purpose.

Concerning the strength of brand associations, "Youth development" was the association with more level of strength in the participant's minds, followed by "International" and "Volunteering.". It is possible to conclude that the study participants strongly associated AIESEC with an organization that provides international volunteer experiences, supporting the interview's conclusions. However, they also strongly associated AIESEC as an organization that develops the youth, which aligns with the organization's goals. Nevertheless, in this study,

“Leadership” was not the association with more strength in participants' minds. It is important to note that Aaker (1991) stated that well-positioned brands have a competitively attractive position supported by stronger associations. This research supports Aaker’s study (1991) since the study participants did not associate so strongly AIESEC to “Leadership,” and the organization has problems positioning itself as an organization that develops the youth’s leadership.

Regarding organizational associations, the study participants did not agree much with the fact that AIESEC is different from competitors. Therefore, it is possible to conclude that some participants did not know what differentiates the brand from its competitors.

By considering the conclusions taken from the descriptive analysis of the variables of brand knowledge as a whole, it is possible to conclude that the participants, in general, knew the brand AIESEC. However, many of them tended to know it more superficially.

The study participants also showed more intention to collect information about the experiences than to do one with the organization, demonstrating that they were not so comfortable choosing AIESEC. So, the results revealed that many participants did not have so much intention to do an international volunteer experience with AIESEC.

Conclusion and future research

This research aimed to fill a gap in the literature, which was understanding the brand knowledge and its relationship with purchase intention in a non-profit organization that performs profitable activities. As verified, the existing literature does not explore this matter very much, so this research provides new insights relevant to the non-profit sector.

The results revealed that the variables used to measure brand awareness (brand recall and brand recognition) and brand image (the strength of brand associations and organizational associations) were related to each other, suggesting a relationship between brand awareness and brand image. Therefore, these conclusions support Keller's brand knowledge model (1993), in which the author conceptualizes brand knowledge in terms of brand awareness and brand image.

In the literature reviewed, brand knowledge and, consequently, brand awareness and brand image are related to purchase intention (Jalilvand et al., 2011; Kuang Chi et al., 2009; Lee and Lee, 2018; Li, 2004; Lien et al., 2015). Moreover, those studies concluded that brand awareness and brand image positively influence purchase intention. This research revealed that the variables used to measure brand awareness and brand image were related to purchase intention, suggesting a relationship between brand knowledge and purchase intention. Therefore, these conclusions support the previous literature (Jalilvand et al., 2011; Kuang Chi et al., 2009; Lee and Lee, 2018; Li, 2004; Lien et al., 2015). However, it was not verified that the purchase intention was dependent on brand recognition, the strength of brand associations, and organizational associations, thus contradicting the existing literature (Jalilvand et al., 2011; Kuang Chi et al., 2009; Lee and Lee, 2018; Li, 2004; Lien et al., 2015).

This research concludes that the study participants, in general, know the brand AIESEC. However, they tend to know AIESEC more by its name, logo, and the international volunteer experiences it offers than by the fact that it is an organization that develops youth leadership. It is essential to note that the goal of AIESEC in Portugal is to be known primarily for developing youth leadership. This study also concludes that many participants do not have much intention to do an international volunteer experience with the organization.

Besides the conclusions taken, some limitations were detected when developing this research. For example, it is crucial to obtain a balanced sample across the various profiling variables to allow a more precise and realistic comparison between individuals with different characteristics. In this research, there was a weak representation of male participants, people who do not study, some age groups, and some residential areas, which may have biased the results.

The fact that the questionnaire was only administered in Portuguese may be considered a limitation as well. It may have created a constraint on the responses of young people living in Portugal who do not speak Portuguese and who are part of the target population. Therefore, future studies should also apply an English questionnaire to be more inclusive.

Using an online self-answered questionnaire to collect primary data can be considered a limitation. It made it impossible to understand some participant's behaviors that could have further enriched the study, such as their response time, body language, or reactions when filling the questionnaire. It may also have limited the analysis of the study participants' feelings and thoughts regarding the studied brand. The level of understanding of the questionnaire questions by the participants was also challenging to control. Hence, the use of semi-structured interviews or focus groups with the study participants in future studies, besides the questionnaire, could help understand their behaviors, feelings, and thoughts.

The research's goal was only to study if there was a relationship between the variables of brand knowledge and purchase intention. However, it was considered useful to understand if there was a relationship of dependence between purchase intention and each variable of brand awareness and brand image. It was not analyzed if there was a relationship of dependence between purchase intention and brand recall. The data did not "passed" the assumptions required to perform the statistical tests found, which can be considered a limitation. Therefore, the relationship of dependence between brand recall and purchase intention should be analyzed in future studies. The relationships of dependence between purchase intention and brand recognition, the strength of brand associations, and organizational associations should also be explored more deeply to understand why they contradicted previous studies.

This study was conducted considering the context of the brand AIESEC in Portugal. Therefore, the results may have been shaped considering that perspective, which may not be the same in other study contexts. Therefore, replicating this study to the other 113 countries where AIESEC is present is of great importance. It can also be extended to other non-profit organizations to understand how far the conclusions are the same in other non-profit contexts. It can also be explored whether other variables can be considered, such as brand dominance and brand associations' favorability and uniqueness, to reach a more conclusive solution.

Finally, considering the content of the interview with the President of AIESEC in Portugal, it would be interesting to study the impact that word-of-mouth or the organization's positioning problem has on brand knowledge and its relationship with purchase intention. Also, since the organization does not have offices in every city, it should be analyzed whether brand knowledge is different in the cities with offices and those that do not have one. On the other hand, study

brand knowledge's relationship with other concepts, like brand loyalty, purchase decision, or youth intention to be a member of the organization, could also be a stream of research to develop in the future.

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Annexes

Annex A

Interview with Nicole Ludovino, President of AIESEC in Portugal (21/01/2020).

1 - Do people know AIESEC by its name? When they think about an exchange experience, does AIESEC come to their minds right away?

There are three points that we have to take into consideration when we talk about positioning the AIESEC brand in Portugal. The first point has to do with our reach as an organization. Our reach is not very large, meaning that not so many young people know us. Although of the three points I am going to talk about, this is the better one. There are not so many people who know us, but over the years that I have been at AIESEC, I have noticed that it has been increasing a lot in the last five years. So even if people do not know what AIESEC means, they know its name, which leads me to the second point: how much people understand our brand. That is where the big problem is. People do not truly understand AIESEC and the way we work. We are associated at this moment only with being an organization that does volunteering. From the perspective of young people, this is what we are known. So when we have some action that makes us increase our reach, as brand understanding has not increased, we have a potential public relations crisis. For example, on Black Friday, when we had a specific campaign and invested more money, people did not understand, and negative criticisms came up. AIESEC in Portugal has never invested much in increasing the reach, and when we invested, we began to realize that our brand is not understood.

The last point is linked to the competition. When people think about international experiences, I guess they do not think about AIESEC immediately. We are not a top-of-mind brand at all, but it depends on the various targets. For example, if you go to a high school and talk about an exchange experience, people will probably think more about “Erasmus +” and “GAP Year.” If you talk to people from the first year of college, maybe they will also start to think more about AIESEC and “Para Onde?.” It depends on the various schools and how well the marketing department of each committee works. However, I do not think we are a top-of-mind brand.

2- Considering the many universities, which ones do you think the brand is top-of-mind?

I can not tell you that. However, I think that the people at FEP know AIESEC better than those at the University of Aveiro. That comes a lot from the way those universities recognize the

organization. AIESEC in Porto FEP has a great relationship with its university, and in the case of AIESEC in Aveiro, that relationship is not so close. It also has to do a lot with the relationship teachers and big players have with AIESEC and how much they enhance the brand. Those big players have much credibility in universities, our primary market. If they do not reinforce the brand, our reach and understanding will not be very large. You can also consider that AIESEC is better known in universities where there is a committee. For example, ISCTE's office is based at ISCTE, so it is easy to promote there. You also have the faculties in "Cidade Universitária" closer to ISCTE and part of its market, making it easy to promote. However, the University of Algarve and the University of Évora are markets that ISCTE is also in charge of promoting. Nevertheless, it is more difficult to promote since there is a lack of resources to go there. So we have a market that covers many universities, but we are not exploring all of them in practice.

3 - Each local committee has its marketing team, but everything regarding the promotion of AIESEC ends up being aligned at the national level, or there are differences?

There is a campaign base that is aligned at the national level. In recent years it has been aligned. The alignment has gotten much larger since a merge of the Facebook and Instagram pages. A few years ago, it was not a reality. In 2016 each local committee had its social network. In 2017 we made a merge, and a national campaign started. When it comes to face-to-face promotion activities, it is more challenging to be aligned. There have been some efforts to educate, for example, members to sell in the same way in a stand. However, it is not aligned because it is more difficult to guarantee. It depends a lot on each local committee's education to its members when they join the organization. In this aspect, it is more complicated. However, the materials, such as flyers and posters, are aligned because it is the national office that passes to the local committees. So the conclusion you can take is that in terms of written and visual message is the same. However, when we talk about the spoken message, it is no longer equal. One member may not know how to sell and say something different from another member. So that is where we are most likely to be different as committees.

4 - The communication channels with the public are mostly stands and online promotions?

Yes, most of them are the stands, and in terms of social media, we have Instagram and Facebook. We also have LinkedIn, but it does not have a considerable reach. We have been investing a lot on Instagram this last year.

5 - Do you think that a young person having to pay to do an international volunteer experience can damage AIESEC's image?

So I guess this has several points over here. It starts with the reason why we ask for a fee from our clients. It has to do with our business model. When AIESEC was created, it was built to continue to exist as an organization and always be sustainable. Like any other organization, we need financial resources, and the way to achieve this is mostly through our clients. That is the main point of evolution I see in the organization: how we can evolve our business model without that occurring. I do not have an answer for that, but it is a question I have had for some years now.

When we do campaigns, like Black Friday, in which we make discounts, the way I look at it, is a way to make the product more accessible to the market. We had to ask the exchange participants for a fee for financial sustainability issues. Since we had an opportunity to be more accessible, we decided to follow this global trend. I understand this because I am a member of the organization, so I perceive the campaign that way. I think it is perfectly normal for an outsider not to understand this, which can damage the brand. Until people do not understand what the organization is and why we ask for a fee, they will never understand a Black Friday type campaign. I see a potential problem, and we have to invest in showing to the market what we are as an organization.

6 - About your clients, there is a specific profile of what kind of clients prefer AIESEC?

We are trying to understand that right now. We have been aware that we need to understand who our clients are, and now we are putting efforts into it. We are building what we call a persona, which is slightly different for each committee because the market is segmented. Each office is doing this study and analysis to define one or two personas per committee. In digital terms, the adaptation will be more complicated because it is controlled at the national level. However, concerning the type of countries that we promote the most, the type of message we pass on can be adapted when it comes to face-to-face promotion. That is the primary goal of creating a persona. However, in an initial phase, we are studying who our clients are and adapting the way we talk to the market.

7 - AIESEC has been in Portugal for 60 years, so there are several alumni, and several people have had an international experience. Does the organization take into account word of mouth from these individuals in terms of gaining visibility?

We do not have a clear strategy to guarantee that. Although if we analyze the most significant source of referrals, it is friends and family. Members, volunteers, and interns ended up joining us or did an international experience because of a friend or relative. It happens a lot and is our most significant source of clients. However, we have no clear strategy for that. This semester there was a campaign attempt for this, but it was not very good. We have been trying to figure out how to enhance this source, but it is still unclear how we will do it yet.

8 - Are examples of that at the AIESEC international level? Are there strategies that other countries have implemented?

Some entities work much better than others when it comes to managing alumni. However, I do not know that much about it. I know that there are international conferences for alumni. They have an independent structure and an international president. Some countries work a lot with alumni and end up getting many internship partners. Our international internships end up being successful because of them.

9 - Regarding your international internships and volunteer experiences, what is the product that has had the most significant growth in Portugal?

We are growing a lot in volunteering and short-term internships. Volunteering is the one with the most significant volume and is also the product for which we are known. We are growing and fulfilling our national goals when it comes to international volunteer experiences.

10 – So, is your focus on providing international volunteer experiences?

Yes, our focus is on international volunteering.

11 - Considering competitors such as “Erasmus +” and “Gap Year,” what differentiates AIESEC from them?

We have several points of difference. Considering “Erasmus +,” the volunteering, for example, has a longer duration than AIESEC, it is more than six weeks. Since our experiences are shorter than the “Erasmus +” ones, they can be done during the summer break or in some cases during the winter break, for example. So this is good because more people can go. On the other hand, other organizations offer other kinds of shorter experiences, like two or three weeks. We cannot

compete with them because our experiences have a duration of six weeks minimum. So, the duration is a differentiation point. Another point of differentiation has to do with our international network. We are present in many countries, and people can go to any of them, although we have our partnerships. Then we have our organization's genesis, which is the guidance we give to the volunteers. Our leadership development model will allow the young person to develop leadership by doing international volunteering or internship, receiving preparation before the experiences, and having a follow-up after the experiences.

12 - What is the main focus of AIESEC in Portugal? To expand throughout the country and open other local committees or leverage the current ones?

We are still focusing on current local committees. They all need much development, and we have some that need to be sustainable. We have not been able to expand yet, while there are offices that are not sustainable. We will soon have to expand because a committee cannot go from 30 members to 120 in two years. The market expansion will not only be in increasing the number of members. Other local committees will have to exist. However, this will not be this year or the next.

13 - In terms of AIESEC experiences, can you guarantee experiences with quality? Are there bad experiences that influence your image?

Of course, we have had volunteers or interns who were unhappy with their experiences and ended up harming our image. The truth is that the more experiences we provide, the more likely we are to provide bad experiences. Only those who do a lot do wrong and make mistakes. That is always a possibility. Overall the feedback we get from our experiences is mostly positive. We have metrics to prove it, and it is something we care about a lot. So yes, I believe that the way we are working has a lot to evolve, but right now, we provide, in general, quality experiences. However, we have to consider that we can meet our standards, but we still have to manage the volunteer/ intern expectations. We often do what we promised, but the volunteers/interns had expectations that were not aligned. We fulfilled everything in the contracts and regulations, but the volunteers/interns had other expectations, so they were dissatisfied and complained. They were expecting something they did not have.

14 - When a person thinks about AIESEC, what word do you think comes to mind?

I believe that if this person is young, the word will be “volunteering.” If it is a person from a company, the word is “internship” because AIESEC is known for its international internships in the corporate world.

15 - And for you, what word do you want to come to people’s minds?

Our aim, thinking in our ambitions in the medium term, is that when people think in leadership, they think in AIESEC and vice versa. However, at this moment, it is not what happens, but it is our goal.

16 - How many AIESEC local committees are in Portugal?

We have eight local committees and one expansion. However, for external effects, the expansion is considered a local committee as well.

17 - Apart from the persona, as you have already said, what will be your focus considering the brand's development?

There are several evolutions in social media that we are still doing and investment in this kind of promotion. We also want to change the promotion of our products. We are trying to understand how to promote each one of them differently because the markets are diverse. Some committees are opening new products, and so they will start to sell differently. The local marketing department will have to start to know how to manage new products. We also have Public Relations to evolve more to the internships. Right now, that is it.

18 – In conclusion, what is the main problem you are facing?

The biggest problem is that we want to be known for one thing, but we are known for another. That is very serious because we cannot position ourselves the way we want to.

Annex B

Questionnaire

This questionnaire is part of a study within the scope of the Master's Dissertation in International Management at ISCTE, intending to assess the knowledge that young people living in Portugal have about an international organization. In this sense, I would like to count on your collaboration to answer some questions, which will take approximately three minutes. Please read the questions carefully and proceed as indicated, answering with the most sincerity. There are no right or wrong answers. All answers will remain strictly confidential and anonymous, and the questionnaire is not for commercial purposes. If you have any questions, you can contact me at joaograca97@hotmail.com.

Thank you in advance for your cooperation.

João Graça *

Required

Sociodemographic profile

Age *

- ☐ 18 - 20
- ☐ 21 - 24
- ☐ 25 - 27
- ☐ 28 - 30

Gender *

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

Area of residence *

- ☐ Aveiro
- ☐ Beja
- ☐ Braga
- ☐ Bragança
- ☐ Castelo Branco
- ☐ Coimbra
- ☐ Évora
- ☐ Faro
- ☐ Guarda
- ☐ Leiria
- ☐ Lisboa
- ☐ Portalegre
- ☐ Porto
- ☐ Santarém
- ☐ Setúbal
- ☐ Viana do Castelo
- ☐ Vila Real
- ☐ Viseu
- ☐ Região Autónoma dos Açores
- ☐ Região Autónoma da Madeira

Are you currently studying? *

☐ Yes

☐ No

Brand recall

When do you think about youth leadership development, which brands/organizations come to your mind? *

When do you think about international volunteer experiences, which brands/organizations come to your mind? *

Brand recognition

I have heard about AIESEC. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I can recognize AIESEC among other competing brands. *

"Earlybird," "Intercultura-AFS Portugal," "AMI," "CISV Portugal," "Para Onde?," "VidaEdu," "Erasmus +," "European Solidarity Corps," "International Volunteer HQ," "Education First," "GASTagus," "Remar" are some of the competing brands.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Some characteristics of AIESEC come to my mind quickly. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I recognize this logo. *



	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am familiar with AIESEC's mission. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Brand image

I associate these words with AIESEC. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International experiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spread of peace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-profit organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

AIESEC has credibility. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I admire AIESEC. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

AIESEC is different from competitors. *

"Earlybird," "Intercultura-AFS Portugal," "AMI," "CISV Portugal," "Para Onde?," "VidaEdu," "Erasmus +," "European Solidarity Corps," "International Volunteer HQ," "Education First," "GASTagus," "Remar" are some of the competing brands.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Intention to do an international volunteer experience

AIESEC is an international organization that aims to develop youth leadership. To achieve this, AIESEC provides international experiences such as volunteering projects.

I am familiar with and have knowledge of AIESEC's international volunteer experiences. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I choose AIESEC to do an international volunteer experience. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am interested in doing an international volunteer experience with AIESEC in the future. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Before I decide to do international volunteering with AIESEC, I would collect information. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Before I decide to do international volunteering with AIESEC, I would ask someone for information. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Before I decide to do international volunteering with AIESEC, I would collect information on the organization's website. *

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annex C

Table C.1 – Brand recognition's Total VAF and component loadings.

	Total VAF	Component Loadings
I have heard about AIESEC.	.764	.874
I can recognize AIESEC among other competing brands.	.693	.833
Some characteristics of AIESEC come to my mind quickly.	.734	.857
I recognize this logo.	.800	.895
I am familiar with AIESEC's mission.	.791	.889

Table C.2 – Strength of brand associations' Total VAF and component loadings.

	Total VAF	Component Loadings
I associate leadership with AIESEC.	.822	.907
I associate volunteering with AIESEC.	.893	.945
I associate youth development with AIESEC.	.911	.954
I associate international experiences with AIESEC.	.942	.970
I associate spread of peace with AIESEC.	.723	.850
I associate non-profit organization with AIESEC.	.747	.864

Table C.3 – Organizational associations' Total VAF and component loadings.

	Total VAF	Component Loadings
AIESEC has credibility.	.899	.948
I admire AIESEC.	.845	.919
AIESEC is different from competitors.	.790	.889

Table C.4 – Purchase intention's Total VAF and component loadings.

	Total VAF	Component Loadings
I am familiar with and have knowledge of AIESEC's international volunteer experiences.	.383	.619
I choose AIESEC to do an international volunteer experience.	.482	.694
I am interested in doing an international volunteer experience with AIESEC in the future.	.348	.590
Before I decided to do international volunteering with AIESEC, I would collect information.	.828	.910
Before I decide to do international volunteering with AIESEC, I would ask someone for information.	.748	.865
Before deciding to do international volunteering with AIESEC, I would collect information on the organization's website.	.788	.888

Annex D

Table D.1 – Cronbach's alphas analysis.

Dimension	Cronbach's α	N of Items
Brand recognition	.915	5
Strength of brand associations	.945	6
Organizational associations	.826	3
Purchase intention	.832	6

Annex E

Table E.1 - Social-demographic characteristics.

		Frequency (N)	Percent (%)
Age	18 – 20	40	20,0
	21 – 24	97	48.5
	25 – 27	36	18.0
	28 – 30	27	13.5
	Total	200	100.0
Gender	Female	146	73.0
	Male	54	27.0
	Total	200	100.0
Area of residence	of Aveiro	10	5.0
	Beja	2	1.0
	Braga	6	3.0
	Bragança	3	1.5
	Castelo Branco	10	5.0
	Coimbra	44	22.0
	Faro	2	1.0
	Guarda	1	0.5
	Leiria	5	2.5
	Lisboa	62	31.0
	Porto	14	7.0
	Região Autónoma da Madeira	3	1.5
	Região Autónoma dos Açores	9	4.5
	Santarém	11	5.5
	Setúbal	7	3.5
	Viana do Castelo	4	2.0
	Vila Real	1	0.5
	Viseu	6	3.0
	Total	200	100.0
Schooling situation	No	61	30.5
	Yes	139	69.5
	Total	200	100.0

Annex F

Table F.1 – The nine most recalled brands/categories regarding the first cue.

	Frequency (n)	Percent (% of participants)
AIESEC	70	35.0
Facebook	10	5.0
Scouts	9	4.5
Student Associations	9	4.5
Google	6	3.0
Forallphones	6	3.0
Startups	6	3.0
Instagram	4	2.0
Party Political Youth Organizations	4	2.0

Table F.2 – The nine most top-of-mind brands/categories regarding the first cue.

	Frequency (n)	Percent (% of participants)
AIESEC	64	32.0
Facebook	9	4.5
Scouts	8	4.0
Startups	6	3.0
Forallphones	5	2.5
Student Associations	5	2.5
Instagram	3	1.5
Spark Agency	3	1.5
Party Political Youth Organizations	3	1.5

Table F.3 - The nine most recalled brands/categories regarding the second cue.

	Frequency (n)	Percent (% of participants)
AIESEC	95	47.5
AMI	22	11.0
UNICEF	20	10.0
ONU	17	8.5
Para Onde?	16	8.0
Cruz Vermelha	15	7.5
VidaEdu	9	4.5
GASTagus	9	4.5
European Solidarity Corps	8	4.0

Table F.4 –The nine most top-of-mind brands/categories regarding the second cue.

	Frequency (n)	Percent (% of participants)
AIESEC	84	42.0
UNICEF	16	8.0
AMI	11	5.5
ONU	10	5.0
Cruz Vermelha	9	4.5
Para Onde?	6	3.0
Amnesty International	5	2.5
Médicos sem Fronteiras	5	2.5
GASTagus	4	2.0

Annex G

Table G.1 – Descriptive analysis of the scales of brand recognition.

	I have heard about AIESEC.	I can recognize AIESEC among other competing brands.	Some characteristics of AIESEC come to my mind quickly.	I recognize this logo.	I am familiar with AIESEC's mission.
N	200	200	200	200	200
Median	3	3	3	3	3
Minimum	1	1	1	1	1
Maximum	3	3	3	3	3
Percentiles 25	2	1	1	2	1
50	3	3	3	3	3
75	3	3	3	3	3
Interquartile Range	1	2	2	1	2

Table G.2 – Descriptive analysis of the combined scale of brand recognition.

N	200
Median	3
Minimum	1
Maximum	3
Percentiles 25	2
50	3
75	3
Interquartile Range	1

Table G.3 – Descriptive analysis of the scales of the strength of brand associations.

	I associate leadership with AIESEC.	I associate volunteering with AIESEC.	I associate youth development with AIESEC.	I associate international experiences with AIESEC.	I associate spread of peace with AIESEC.	I associate non-profit organization with AIESEC.
N	200	200	200	200	200	200
Median	3	3	3	3	3	3
Minimum	1	1	1	1	1	1
Maximum	3	3	3	3	3	3
Percentiles 25	2	3	3	3	2	2
50	3	3	3	3	3	3
75	3	3	3	3	3	3
Interquartile Range	1	0	0	0	1	1

Table G.4 – Descriptive analysis of the combined scale of the strength of brand associations.

N	200
Median	3
Minimum	1
Maximum	3
Percentiles 25	3
50	3
75	3
Interquartile Range	0

Table G.5 – Descriptive analysis of the scales of organizational associations.

	AIESEC has credibility.	I admire AIESEC.	AIESEC is different from competitors.
N	200	200	200
Median	3	3	2
Minimum	1	1	1
Maximum	3	3	3
Percentiles 25	2	2	2
50	3	3	2
75	3	3	3
Interquartile Range	1	1	1

Table G.6 – Descriptive analysis of the combined scale of organizational associations.

<i>N</i>	200
Median	3
Minimum	1
Maximum	3
Percentiles	25
	50
	75
Interquartile Range	1

Table G.7 – Descriptive analysis of the scales of purchase intention.

	I am familiar with and have knowledge of AIESEC's international volunteer experiences.	I choose to do an international volunteer experience.	I am interested in doing an international volunteer experience with AIESEC in the future.	Before I decide to do international volunteering with AIESEC, I would collect information.	Before I decide to do international volunteering with AIESEC, I would ask someone for information.	Before I decide to do international volunteering with AIESEC, I would collect information on the organization's website.
<i>N</i>	200	200	200	200	200	200
Median	3	2	2	3	3	3
Minimum	1	1	1	1	1	1
Maximum	3	3	3	3	3	3
Percentiles	25	2	2	1	3	3
	50	3	2	2	3	3
	75	3	3	3	3	3
Interquartile Range	1	1	2	0	0	0

Table G.8 – Descriptive analysis of the combined scale of purchase intention.

<i>N</i>	200
Median	3
Minimum	1
Maximum	3
Percentiles	25
	50
	75
Interquartile Range	0

Annex H

Table H.1 – Frequencies of the six brand associations.

	Leadership	Volunteering	Youth development	International experiences	Spread of peace	Non-Profit organization
Tend to disagree	28	23	20	21	34	32
Neither agree nor disagree	42	24	22	24	54	39
Tend to agree	130	153	158	155	112	129
Total	200	200	200	200	200	200

Annex I

Table I.1 – Cross Tabulation between the scales of brand recall.

			When do you think about international volunteer experiences, which brands/organizations come to your mind?		
			Mentioned AIESEC	Not mentioned AIESEC	Total
When do you think about youth leadership development, which brands/organizations come to your mind?	Mentioned AIESEC	Count	61.0	9.0	70.0
		Expected Count	33.3	36.8	70.0
	Not mentioned AIESEC	Count	34.0	96.0	130
		Expected Count	61.8	68.3	130.0
	Total		Count	95.0	105.0
			Expected Count	95.0	105.0

Table I.2 – Cross Tabulation between the first scale of brand recall and the combined scale of brand recognition.

			Brand recognition			Total
			Tend to disagree	Neither agree nor disagree	Tend to agree	
When do you think about youth leadership development, which brands/organizations come to your mind?	Mentioned AIESEC	Count	2.0	0.0	68.0	70.0
		Expected Count	15.1	7.4	47.6	70.0
	Not mentioned AIESEC	Count	41.0	21.0	68.0	130.0
		Expected Count	28.0	13.7	88.4	130.0
	Total		Count	43.0	21.0	136.0
			Expected Count	43.0	21.0	136.0

Table I.3 – Cross Tabulation between the second scale of brand recall and the combined scale of brand recognition.

			Brand recognition			Total
			Tend to disagree	Neither agree nor disagree	Tend to agree	
When do you think about international volunteer experiences, which brands/organizations come to your mind?	Mentioned	Count	2.0	1.0	92.0	95.0
	AIESEC	Expected	20.4	10.0	64.6	95.0
		Count				
	Not mentioned	Count	41.0	20.0	44.0	105.0
	AIESEC	Expected	22.6	11.0	71.4	105.0
		Count				
Total		Count	43.0	21.0	136.0	200.0
		Expected	43.0	21.0	136.0	200.0
		Count				

Table I.4 – Cross Tabulation between the first scale of brand recall and the combined scale of the strength of brand associations.

			Strength of brand associations			Total
			Tend to disagree	Neither agree nor disagree	Tend to agree	
When do you think about youth leadership development, which brands/organizations come to your mind?	Mentioned	Count	1.0	0.0	69.0	70.0
	AIESEC	Expected	7.4	8.4	54.3	70.0
		Count				
	Not mentioned	Count	20.0	24.0	86.0	130.0
	AIESEC	Expected	13.7	15.6	100.8	130.0
		Count				
Total		Count	21.0	24.0	155.0	200.0
		Expected	21.0	24.0	155.0	200.0
		Count				

Table 1.5 – Cross Tabulation between the second scale of brand recall and the combined scale of the strength of brand associations.

			Strength of brand associations			Total
			Tend to disagree	Neither agree nor disagree	Tend to agree	
When do you think about international volunteer experiences, which brands/organizations come to your mind?	Mentioned	Count	1.0	1.0	93.0	95.0
	AIESEC	Expected	10.0	11.4	73.6	95.0
		Count				
	Not mentioned	Count	20.0	23.0	62.0	105.0
	AIESEC	Expected	11.0	12.6	81.4	105.0
		Count				
Total		Count	21.0	24.0	155.0	200.0
		Expected	21.0	24.0	155.0	200.0
		Count				

Table 1.6 – Cross Tabulation between the first scale of brand recall and the combined scale of organizational associations.

			Organizational associations			Total
			Tend to disagree	Neither agree nor disagree	Tend to agree	
When do you think about youth leadership development, which brands/organizations come to your mind?	Mentioned	Count	0.0	8.0	62.0	70.0
	AIESEC	Expected	5.6	24.2	40.3	70.0
		Count				
	Not mentioned	Count	16.0	61.0	53.0	130.0
	AIESEC	Expected	10.4	44.9	74.8	130.0
		Count				
Total		Count	16.0	69.0	115.0	200.0
		Expected	16.0	69.0	115.0	200.0
		Count				

Table 1.7 – Cross Tabulation between the second scale of brand recall and the combined scale of organizational associations.

			Organizational associations			Total
			Tend to disagree	Neither agree nor disagree	Tend to agree	
When do you think about international volunteer experiences, which brands/organizations come to your mind?	Mentioned	Count	1.0	17.0	77.0	95.0
		Expected	7.6	32.8	54.6	95.0
		Count				
	Not mentioned	Count	15.0	52.0	38.0	105.0
		Expected	8.4	36.2	60.4	105.0
		Count				
Total		Count	16.0	69.0	115.0	200.0
		Expected	16.0	69.0	115.0	200.0
		Count				

Table 1.8 – Cross Tabulation between the first scale of brand recall and the combined scale of purchase intention.

			Purchase intention			Total
			Tend to disagree	Neither agree nor disagree	Tend to agree	
When do you think about youth leadership development, which brands/organizations come to your mind?	Mentioned	Count	0.0	2.0	68.0	70.0
		Expected	4.9	5.9	59.2	70.0
		Count				
	Not mentioned	Count	14.0	15.0	101.0	130.0
		Expected	9.1	11.1	109.9	130.0
		Count				
Total		Count	14.0	17.0	169.0	200.0
		Expected	14.0	17.0	169.0	200.0
		Count				

Table I.9 – Cross Tabulation between the second scale of brand recall and the combined scale of purchase intention.

			Purchase intention			
			Tend to disagree	Neither agree nor disagree	Tend to agree	Total
When do you think about international volunteer experiences, which brands/organizations come to your mind?	Mentioned	Count	0.0	3.0	92.0	95.0
	AIESEC	Expected	6.7	8.1	80.3	95.0
		Count				
	Not mentioned	Count	14.0	14.0	77.0	105.0
	AIESEC	Expected	7.4	8.9	88.7	105.0
		Count				
Total		Count	14.0	17.0	169.0	200.0
		Expected	14.0	17.0	169.0	200.0
		Count				

Annex J

Table J.1 – Chi-square test for independence between the two scales of brand recall.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	67.867	1	<.001
N of Valid Cases	200		

Table J.2 - Chi-square test for independence between the first scale of brand recall and the combined scale of brand recognition.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	42.167	2	<.001
N of Valid Cases	200		

Table J.3 - Chi-square test for independence between the second scale of brand recall and the combined scale of brand recognition.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	69.177	2	<.001
N of Valid Cases	200		

Table J.4 - Chi-square test for independence between the first scale of brand recall and the combined scale of the strength of brand associations.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.533	2	<.001
N of Valid Cases	200		

Table J.5 - Chi-square test for independence between the second scale of brand recall and the combined scale of the strength of brand associations.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	43.165	2	<.001
N of Valid Cases	200		

Table J.6 - Chi-square test for independence between the first scale of brand recall and the combined scale of organizational associations.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	43.313	2	<.001
N of Valid Cases	200		

Table J.7 - Chi-square test for independence between the second scale of brand recall and the combined scale of organizational associations.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	42.837	2	<.001
N of Valid Cases	200		

Table J.8 - Chi-square test for independence between the first scale of brand recall and the combined scale of purchase intention.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.610	2	.001
N of Valid Cases	200		

Table J.9 - Chi-square test for independence between the second scale of brand recall and the combined scale of purchase intention.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22.004	2	<.001
N of Valid Cases	200		

Annex K

Table K.1 – Phi and Cramer’s V of the relationship between the two scales of brand recall.

	Value	Approximate Significance
Phi	.583	<.001
Cramer’s V	.583	<.001
N of Valid Cases	200	

Table K.2 – Phi and Cramer’s V of the relationship between the first scale of brand recall and the combined scale of brand recognition.

	Value	Approximate Significance
Phi	.459	<.001
Cramer’s V	.459	<.001
N of Valid Cases	200	

Table K.3 – Phi and Cramer’s V of the relationship between the second scale of brand recall and the combined scale of brand recognition.

	Value	Approximate Significance
Phi	.588	<.001
Cramer’s V	.588	<.001
N of Valid Cases	200	

Table K.4 – Phi and Cramer’s V of the relationship between the first scale of brand recall and the combined scale of the strength of brand associations.

	Value	Approximate Significance
Phi	.371	<.001
Cramer’s V	.371	<.001
N of Valid Cases	200	

Table K.5 – Phi and Cramer’s V of the relationship between the second scale of brand recall and the combined scale of the strength of brand associations.

	Value	Approximate Significance
Phi	.465	<.001
Cramer’s V	.465	<.001
N of Valid Cases	200	

Table K.6 – Phi and Cramer’s V of the relationship between the first scale of brand recall and the combined scale of organizational associations.

	Value	Approximate Significance
Phi	.465	<.001
Cramer’s V	.465	<.001
N of Valid Cases	200	

Table K.7 – Phi and Cramer’s V of the relationship between the second scale of brand recall and the combined scale of organizational associations.

	Value	Approximate Significance
Phi	.463	<.001
Cramer’s V	.463	<.001
N of Valid Cases	200	

Table K.8 – Phi and Cramer’s V of the relationship between the first scale of brand recall and the combined scale of purchase intention.

	Value	Approximate Significance
Phi	.261	.001
Cramer’s V	.261	.001
N of Valid Cases	200	

Table K.9 – Phi and Cramer’s V of the relationship between the second scale of brand recall and the combined scale of purchase intention.

	Value	Approximate Significance
Phi	.332	<.001
Cramer’s V	.332	<.001
N of Valid Cases	200	

Annex L

Table L.1 – Spearman’s rho of the combined scales of the strength of brand associations and organizational associations.

			Strength of brand associations	Organizational associations
Spearman’s rho	Strength of brand associations	Correlation Coefficient	1.000	.571
		Sig. (2-tailed)	.	<.001
		<i>N</i>	200	200
	Organizational associations	Correlation Coefficient	.571	1.000
		Sig. (2-tailed)	<.001	.
		<i>N</i>	200	200

Table L.2 – Spearman’s rho of the combined scales of brand recognition and the strength of brand associations.

			Brand recognition	Strength of brand associations
Spearman’s rho	Brand recognition	Correlation Coefficient	1.000	.668
		Sig. (2-tailed)	.	<.001
		<i>N</i>	200	200
	Strength of brand associations	Correlation Coefficient	.668	1.000
		Sig. (2-tailed)	<.001	.
		<i>N</i>	200	200

Table L.3 – Spearman’s rho of the combined scales of brand recognition and organizational associations.

			Brand recognition	Organizational associations
Spearman’s rho	Brand recognition	Correlation Coefficient	1.000	.635
		Sig. (2-tailed)	.	<.001
		<i>N</i>	200	200
	Organizational associations	Correlation Coefficient	.635	1.000
		Sig. (2-tailed)	<.001	.
		<i>N</i>	200	200

Table L.4 – Spearman’s rho of the combined scales of brand recognition and purchase intention.

			Brand recognition	Purchase intention
Spearman’s rho	Brand recognition	Correlation Coefficient	1.000	.533
		Sig. (2-tailed)	.	<.001
		<i>N</i>	200	200
	Purchase intention	Correlation Coefficient	.533	1.000
		Sig. (2-tailed)	<.001	.
		<i>N</i>	200	200

Table L.5 – Spearman’s rho of the combined scales of the strength of brand associations and purchase intention.

			Strength of brand associations	Purchase intention
Spearman’s rho	Strength of brand associations	Correlation Coefficient	1.000	.583
		Sig. (2-tailed)	.	<.001
		<i>N</i>	200	200
	Purchase intention	Correlation Coefficient	.583	1.000
		Sig. (2-tailed)	<.001	.
		<i>N</i>	200	200

Table L.6 – Spearman’s rho of the combined scales of organizational associations and purchase intention.

			Organizational associations	Purchase intention
Spearman’s rho	Organizational associations	Correlation Coefficient	1.000	.492
		Sig. (2-tailed)	.	<.001
		<i>N</i>	200	200
	Purchase intention	Correlation Coefficient	.492	1.000
		Sig. (2-tailed)	<.001	.
		<i>N</i>	200	200

Annex M

Table M.1 – Somers' d of the combined scales of brand recognition and purchase intention.

		Value	Approximate Significance
Somers' d	Symmetric	.489	<.001
	Brand recognition dependent	.673	<.001
	Purchase intention dependent	.384	<.001

Table M.2 – Somers' d of the combined scales of the strength of brand associations and purchase intention.

		Value	Approximate Significance
Somers' d	Symmetric	.563	<.001
	Strength of brand associations dependent	.666	<.001
	Purchase intention dependent	.487	<.001

Table M.3 – Somers' d of the combined scales of organizational associations and purchase intention.

		Value	Approximate Significance
Somers' d	Symmetric	.452	<.001
	Organizational associations dependent	.676	<.001
	Purchase intention dependent	.340	<.001