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Human Branding in the Hospitality and Tourism Industry

Francisco Manuel Victor Vinagre

Master's in marketing

Supervisor

Sandra Maria Correia Loureiro (PhD), Professor associado com
agregação, Iscte-Instituto Universitário de Lisboa

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BUSINESS
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Abstract

Human Branding is present everywhere, and within every individual. With the increase in importance of technology and social media, Human Branding is becoming increasingly relevant, but it still is a branding concept with much room to explore. Celebrities, such as actors and athletes, are the greatest examples of Human Branding, and with social media, managing Public Image and the Person Brand in general has become key to success, to the point that managers are now considering risks associated with this concept as important as economic risks, for example.

On the other hand, Human Branding is still not present in many industries, apart from industries with a heavy public influence. This study intends to understand how Human Branding affects consumers decisions and Brand Value. The chosen industry is the Hospitality and Tourism Industry, as it is one where the publics' opinion is easily influenced despite being a key aspect of success.

For this research, several respondents were asked to fill out a survey based on the literature found. From the 321 responses, it was clear that Human Branding has a tremendous impact on Attachment, Affection and Intimacy, which ultimately results in an increase in Loyalty and Brand Value. Results confirmed that it is important for businesses in this Industry to have a focus on Human Branding and manage it closely.

This research has particularly important managerial implications to this industry, and most likely others, as it shows that Human Branding is valued by the public, but also that it is still a concept with much to explore, thus being a strong source for competitive advantages.

Keywords: Human Branding, Tourism and Hospitality, Public Image, Attachment, Brand Value

JEL Classification System: M310, M370

Resumo

Human Branding está presente em tudo, inclusive em cada indivíduo. Com o aumento da importância da tecnologia e da social media, Human Branding está-se a tornar cada vez mais relevante, mas ainda é um conceito de marca com imenso espaço para exploração. Celebridades, como atores e atletas, são os maiores exemplos que existem de Human Branding, e com a social media, gerir a Imagem Pública e a Marca Pessoal em geral tornou-se chave para o sucesso, ao ponto em que gestores hoje em dia consideram riscos associados a este conceito igualmente importantes a riscos económicos, por exemplo.

Por outro lado, Human Branding ainda não está presente em muitas indústrias, sem considerar as indústrias com uma forte influência pública. Este estudo pretende perceber como é que Human Branding afeta as decisões dos consumidores e o Valor da Marca. A indústria escolhida é a de Hospitalidade e Turismo, visto que é uma indústria em que a opinião do pública é facilmente influenciada apesar de ser um aspeto chave para o sucesso.

Para este estudo, foi pedido a várias pessoas para preencherem um questionário baseado na literatura encontrada. A partir das 321 respostas, ficou claro que Human Branding tem um impact tremendo na Ligação entre o consumidor e o marca, Afeição e Intimidade, o que ultimamente resulta num aumento de Lealdade e Valor de Marca. Os resultados confirmaram que é importante para negócios nesta Indústria ter um foco em Human Branding e gerir de perto tudo o que está associado.

Esta pesquisa tem implicações de gestão particularmente importantes para esta indústria, e provavelmente outras, visto que demonstra que Human Branding é valorizado pelo público, mas também que é um conceito ainda com muito por explorar, pelo que é uma fonte de vantagens competitivas forte.

Palavras-chave: Human Branding, Turismo e Hospitalidade, Imagem Pública, Ligação, Valor de Marca

Sistema de Classificação JEL: M310, M370

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1 - Introduction

Everyone in the world has at least one brand to their name, themselves. Our name, our image, our academic track, our hobbies, our personality, and every action we perform, influences our own Human Brand. A Human Brand is essentially what a given person represents, and it is the combination of their personality, their public image, and their skills (Thomson, 2006). It is not a concept that has been subject to research for long. Literature regarding this concept has only been around since the 1990's (Scheidt, 2020). However, we have had many great examples of Human Brands. The first big example is probably Alexander, The Great. Alexander was a conqueror and a king with a strong charisma. He transpired confidence and had great skill, and that earned him respect and the opportunity to lead however he saw fit, which he did, as it is well known, to great success.

In recent years, it is also possible to find great Human Brands, which had a great influence in the World's history. Nelson Mandela and Martin Luther King Jr., who were both great political and social forces. Mother Teresa of Calcutta, who was able to move the World towards peace. Or even more recently, Greta Thunberg who was able to create a strong awareness regarding sustainability (Britannica, 2022; Carson and Lewis, 2022; Nobel Prizes, 2022). This are all people who are well known around the World, with huge influence, not only because of what they did and how they did it, but because of who they were and what they represented. They had strong Human Brands and knew how to take advantage of that. This is a concept that has always existed, and has always had extreme importance, but was often overlooked. However, it is now making its way into the *Celebrity World*, and it is arguably one of the more important concepts for a Celebrity nowadays, especially with the rise of social media. There are great examples of people who became celebrities because of their Human Brand, such as Steve Irwin or Bob Ross, who became famous and went on to have great careers not only because of their incredible skills, but also because they were able to reach the spotlight due to their Human Brand.

Celebrities of any kind are essentially forced to manage their Human Brand. Brian Dubin said it best in 2003 - "Your client, whether they are an athlete, an actor, or an actress, has intangible assets: a name, a reputation, a credibility, and an image. All those attributes may be combined into something that could be made into a brand." (Dubin, quoted in Towle, 2003). The World started to realize that it was possible to obtain advantages by correctly building and utilizing a Human Brand as a way to enhance careers. There are several examples that are at the peak of entertainment because of the correct usage of this concept. Gordon Ramsay is the

world's most famous and successful chef, and it is not because he is necessarily the greatest chef in the World. It is unquestionable that his skills as a chef are astonishing, but he was able to get to the top by creating a Human Brand that is easy for the audience to enjoy, which in turn creates loyalty and attachment. These are concepts that are used when talking about several types of brands, such as products or firms, but it is only as of recent times that it is being applied to Human Brands. Gordon Ramsay is a top chef, but it is also now a top celebrity because of the success of his Human Brand. The same can be said, for example, for Cristiano Ronaldo, who is one of the best footballers in history, but in that regard, he shares the spotlight with another all time-great in Lionel Messi. Despite both playing in the same era, Cristiano Ronaldo is arguably much more globally known and has a much larger fan base than Lionel Messi, not due to skill, but due to his image, public persona, and overall Human Brand.

The concept of Human Brand has crept its way onto the scene of Athletes and Celebrities, and people generally regarded as being of high society, due to the benefits that it brings when done correctly. It is important to emphasize the importance of building a Human Brand correctly, as it can also be severely negative if done poorly. A recent example of this can be Will Smith, who tarnished his otherwise great reputation in the 2022 Oscar's Ceremony. As Thomson (2006) states, the concept of Human Brand can be viewed as one of several operationalizations of the broader concept of a Brand, and it must be treated as such.

Although when we now think of the concept of Human Brand our minds immediately direct to Celebrities, it is also present in our everyday lives. It is extremely likely that in our everyday lives we decide to return to restaurant or a shop, simply because we liked the person behind the counter. We constantly form habits and opinions regarding services and people based on their image and personality, and it has a massive impact in our lives without us realizing it. In some respects, relationships involving human brands are a hybrid of other relationships. For example, they are pertinent to marketing because of the central role of the consumer, but they are also a relevant extension of interpersonal research because they implicate a bona fide human being (Thomson, 2006).

Human Brand is a concept that is still to be explored in a lot of industries. Apart from Entertainment, Politics and Sports, Human Brand is often overlooked, as shown by the lack of literature. Every industry where there is human contact or relationships, however simple they may be, can benefit from the exploration and application of this concept.

One industry where Human Branding is extremely important, yet severely underrated, is the industry of Tourism of Hospitality. It is an industry that it is heavily influenced by the human interactions, which has a significant impact on the tourists experience. In Tourism and

Hospitality, having a great Human Brand alongside the offering of a great service is a great source of competitive advantage. It brings to possibility of developing a sense of loyalty, attachment, relatedness and even fandom with consumers. This misalignment between a concept that should be present within every industry but isn't, and an industry where Human Branding should be logically of great importance, but is often overlooked, was the reason for this Thesis.

Research Questions:

How does the concept of Human Branding affect the consumer habits in the Tourism and Hospitality industry? Is Human Branding weighing on consumer's minds when choosing a destination/planning a holiday, or is it something that consumers give little to no thought? Should professionals in the Tourism and Hospitality industry have higher awareness of their own Human Branding?

This dissertation is structured as follows: the initial and first chapter is focused on the introduction of the theme and its research questions. This chapter is used to explain what it is going to be studied and why. Secondly, the dissertation moves onto the Literature Review. In this second chapter, all of the theory behind the dissertation is laid out, with the first theme being Human Branding, what it is and its place in Marketing, moving onto its several characteristics such as Attachment and Relatedness. Human Branding is essentially a ramification of the broader term Brand, thus it has certain specific aspects that must be considered and studied. This is followed by the overview of People as Brands, a quite important topic due to the necessity of mixing Branding characteristics with Human characteristics. Finally, the third and final theme explored is Human Branding within the Tourism and Hospitality industry and the overall Theoretical Framework. The following chapter of the dissertation is the Methodology, where all the procedures used in the studies are laid out and discussed. Methodology is then followed by the analysis and consequent results, in chapter four. The final two chapters, chapter five and six, are focused on the Discussion of Results and Conclusions, respectively. In chapter five, the discussion is focused on the overall dissertation and on the verification of the hypotheses. In the final chapter, chapter six, it discussed gaps in the literature alongside to the answers provided regarding the research questions. It is then followed by the Managerial Implications and Limitations and Future Research regarding this dissertation.

2 - Literature Review

2.1 Human Branding

In 2003, Brian Dubin said in *Towle* “Your client, whether they are an athlete, an actor, or an actress, has intangible assets: a name, a reputation, a credibility, and an image. All those attributes may be combined into something that could be made into a brand.” (Dubin, quoted in Towle, 2003)

This thesis underlying premise is that Human Branding may be viewed as an operationalization of the broader concept of Brand. “Brand” is a term applied to firms, products, services. Regardless, in general, marketers accept that brands may be described in terms of perceived quality, image, and so on. Athletes or Celebrities may be seen as brands as they can be managed and have, basically, all the features of a brand. We can find evidence for this, for example, in political campaigns, where the message, public appearance, endorsement, and so on, are all managed by a professional team with the intent of creating a perceived quality and brand image to increase votes (Simon, Gilgoff, & Samuel 2004).

Human brands are common in fields such as fashion (Calvin Klein), entertainment (Mary-Kate and Ashley Olsen), and sports (LeBron James). These are fields where the well-known people show their talents to the world, providing equity credentials to establish and extend product brands (Lieb, 2013). This strategy has made its way onto other fields, including, for example, lifestyle spheres such as homemaking (Martha Stewart), food (Anthony Bourdain), and travel (Rick Steves). As marketing and entertainment increasingly collide and internet technologies, such as social media, create possibilities for anyone to become a celebrity (Boyd, 2014), the need to understand brands that are also people grows.

Attachment

There has been research proving that people construct numerous forms of relationships with Human Brands, such as idolatry, fandom, or worship, and much of this research has been advanced under the rubric of attachment theory, and associated literature, which is relevant to marketing (Kleine & Baker, 2004). Attachments are a type of strong relationship that people usually experience first as children with their parents, but later in life, these attachments develop into other “targets”, such as human brands (Leets, De Becker, & Giles, 1995). Prior research suggests that attachments are not the same as other constructs. For

example, the attachment strength is orthogonal to satisfaction, loyalty, involvement, and attitude favourability (Ambler et al., 2002; Thomson, MacInnis, & Park, 2005).

Literature suggests that attachment theory can contribute to marketing because of the distinctive qualities of an attachment. Marketers may attempt to create relationships that are trusting, committed, and satisfied (Fournier, Dobscha, & Mick, 1998), people routinely report elevated levels of each in their attachments to a variety of objects (Rempel, Ross, & Holmes, 2001; Spake et al., 2004). Prior literature also makes a case for the independence of attachment strength from trust, satisfaction, and commitment, but the correlation between these constructs suggests that understanding how to create or intensify attachments could offer both an effective and an economical means of achieving stronger marketing relationships (Thomson, 2006).

Furthermore, intense attachments are linked to characteristics desired by marketers. For example, in the marketing world, attachments may avoid consumer defections (Liljander & Strandvik, 1995), increase consumers' forgiveness, mercy, and patience, when faced with negative information (Ahluwalia, Unnava, & Burnkrant, 2001), which can also serve as an indicator for willingness to pay and brand loyalty (Thomson, MacInnis, & Park, 2005). Thus, by understanding what determines the strength of attachment, and how it can be nurtured, marketers are in a much better position to foster durable relations with consumers and look for advantages over competitors.

Relationships between consumer and human brand

It is possible to affirm that relationships involving human brands are a hybrid of other relationships. For instance, these relationships are pertinent to marketing because of the consumer plays a central role, but they are also an extension of interpersonal research because they implicate a bona fide human being (e.g., Cristiano Ronaldo), not a comparatively inanimate object (e.g., Coca-Cola). Prior research studying celebrities and well-known figures, or group identities, such as sports teams or musical acts, has documented how they are similar to interpersonal relationships in many ways (Thomson, 2006). For instance, people regularly experience "seeming face-to-face" interactions with human brands who are "met as if they were in the circle of one's peers" (Horton & Wohl 1956, p. 215). These relationships evince many of the same expectations, cognitions, emotions, and behaviours that operate in normal interpersonal relationships to the point that a consumer might view a human brand as a pleasant companion, good friend, or romantic mate (Cole and Leets, 1999; Rubin & McHugh, 1987). Many of the same variables that provide the foundation for interpersonal attachments operate

with respect to human brands, such as increasing perceptions of a common background and elevated social attractiveness (Cole & Leets, 1999; Perse & Rubin, 1989).

Although research in marketing has embraced the idea that consumer relationships may be analogous to interpersonal bonds (Fournier, 1998), there are differences between the two; however, in general, these important differences are under researched. For example, Rubin and McHugh (1987) affirm that differently to interpersonal relationships, people's relationships with celebrities are less likely to be truly interactive (e.g., mutual self-disclosure and interrogation are not possible), if at all. However, the effect of these and other differences in relationship functioning is not well understood (Kleine & Baker, 2004). Until their impact is addressed, studied and measured, comprehension of how consumers attachment to human-brand is formed may be advanced by looking into theory development that is dependent on similarities between these contexts. Specifically, many of the same causes of strong attachments operate when the focal object is a person, a brand, or some sort of mix of the two or a hybrid form of the two (i.e., human brands) (Thomson, 2006).

It is of general knowledge that the main function of attachments is to construct emotional security to the attached party being responsive to a person's needs (Hazan & Shaver, 1994). Further research suggests that if an object is responsive to a person's needs for autonomy, relatedness, and competence (i.e., A-R-C), intense attachments may result (La Guardia et al. 2000; Ryan & Deci 2000).

Autonomy

Autonomy is a person's need to feel that their activities come from the self (Deci and Ryan 2000). Associated with the fulfilment of this need is the perception that the person is free from pressure to behave as he or she wishes.

Relatedness

Relatedness refers to a person's need to feel a sense of closeness with others (Deci & Ryan, 2000). This is homonymous tendency since it is the desire to belong in a social sphere.

Competence

Competence refers to a person's innate, life-span tendency to seek feelings of effectiveness, achievement, and challenge in his or her activities (Deci & Ryan, 2000).

These three variables emerge from studies on human motivation, and “although motivation is often treated as a singular construct, even superficial reflection suggests that people are moved to act by very different types of factors” (Deci & Ryan, 2000, p. 227–268). However, Thomson (2006) proposes that the consumer-human-brand dyad may describe a relationship context where these three needs are important because their fulfilment may lead to carefully targeted feelings of attachment.

A-R-C

The three previous described concepts, autonomy, relatedness, and competence are fundamental human needs (Deci & Ryan, 2000). They differ from most needs, as they are universal, innate, and enduring. However, in this thesis, the interest is about the notion that specific partners, such as human brands, might provide an individual with relational inputs to satisfy these needs, which can have very interesting applications in Marketing. This concept can be referred to as “responsiveness” (Thomson, 2006). People gravitate and respond toward relationships that serve their A-R-C needs, meaning they go after social experiences that make them feel autonomous, related, and competent, and these experiences highly promote stronger attachments.

If consumers can be made to feel autonomous and related, organizations may be able to foster strong attachments and thus enjoy the benefits of superior relationships with consumers. In general, human brands that make consumers feel appreciated, empowered, and understood succeed in creating feelings of autonomy. Similarly, feelings of relatedness are possible to be developed when a human brand promotes acceptance, openness, tolerance, patience, and belonging. (Thomson, 2006).

2.2 Persons as Brands

It is possible to see that, in marketing, there is a lack of explicit attention to the interdependent relationship between person and brand. The person-brand construct (Fournier and Eckhardt, 2019), is a broader approach than Thomson’s human brand definition, based in the unified person-brand entity and theory of king’s two bodies by Kantorowicz (1957).

To understand person-brands in the context of their manifestation as people, we can look at the Kantorowicz theory. This theory states how a king can be both mortal as a human being, but when one king dies, the notion of “the king” lives on. Hence, Kantorowicz defines two bodies: the natural body (the physical body), and the public body or public persona, with the

ladder being immortal and thus superior. Applying these ideas to marketing, it is possible to look to the natural body has the person, and the public persona as the brand (Fournier & Eckhardt, 2019). By looking at Human Brands this way, it is possible to define parameters that need to be paid attention in the Human part of the Human Brand, such as Mortality, Hubris, Unpredictability and Social Embeddedness.

Mortality

The first-person facet is the most obvious: the person is mortal, and one day the person in the person-brand will die. Human-brand managers are extremely aware of this certain, yet unpredictable possibility, and the negative effects on brand value that reliance on the person imposes (Dion & Arnould, 2011). Their sensitivity stems from pressures in the financial markets, in which the reality of the eventual loss of the person is viewed as a critical source of information influencing stock valuations. Strict legal requirements mandate the disclosure of risk factors, and these guidelines specifically identify as stock risks the loss of people prominently connected to the brand.

Hubris

As emphasized over the centuries in religion, philosophy, and literature, all mortals have the potential to suffer from the tragic flaw of hubris, defined as an exaggerated and delusional sense of pride, self-confidence, infallibility, and imperviousness that inevitably leads to one's downfall and ruin (Payne, 1960). Hubris is difficult to access, thus being difficult to manage, as the affected person loses touch with reality and exhibits a general failure to measure risks, and learn from mistakes, amongst other consequences (Hayward & Hambrick, 1997). Chief executives and others in positions of power and authority typically have pride and self-confidence well above normal levels, and while this is with good reason, these traits can mutate into the reckless and destructive force of hubris when ego takes precedence over the best interests of the firm (Kets de Vries, 1990).

Unpredictability

As any psychologist or consumer researcher can attest, people are notoriously unpredictable and, thus, hard to control. During the course of each day, people send signals, sometimes unintentionally, and these signals do not always lead to a predictable perception (Bem & Allen, 1974). In the language of brand management, this means the person will not always act "on brand." Such misalignment has been noted for celebrities who present an image that directly

contradicts that of their managed brands (Keel & Natarajan, 2012). Unpredictability can manifest in heightened reputation risks resulting from the person's actions. As confirmed by a Deloitte survey, firms are now focusing more on conduct risk as the focal strategic risk they confront, being more serious than economic, competitive, and business (DiPietro, 2013). On the positive side, meaning signals that are leaked through unpredictable actions can create value by revealing the authentic person behind the managed person-brand. While unpredictability has long been viewed as antithetical to the notion of a well-run brand (Aaker, 1996), it is inherent to the person-brand. Managing unpredictability is a critical but difficult aspect of person-brand stewardship.

Social Embeddedness

Rein, Kotler, and Stoller (1997) suggest that what most defines person-brands, especially those whose strength derives from celebrity, are the people who provide testimonies or revelations about the person-brand. These include family, co-workers, and friends from the inner circle who know the “real person” behind the brand as well as others such as the media, whose professional jobs are to know the person behind the brand. That is, the meaning and daily manifestations of person-brands are inherently socially embedded in a web of relationships that the person-brand cannot control, escape, or ignore. We define social embeddedness as the dependence of a phenomenon on its environment. Thus, the person-brand is dependent on its relationships for its meaning. The desire for the inside scoop on well-known others' private lives is powerful and addictive (McCutcheon, Lange, & Houran, 2002), and these motives are fuelled through different channels, in particular, the media and paparazzi. Turner (2004, p. 4) suggests that “celebrities' private lives attract greater public interest than their professional lives,” such that entire industries emerge to distil and disseminate intimate details that keep the public informed. Critical is the role of the entourage in this meaning manufacture (Rein, Kotler and Stoller, 1997): the enablers, handlers, and authorized people whose job it is to keep the celebrity functioning in exchange for the cachet of being a confidant “in the know.” Research supports that the inner circle and entourage are as involved in the person-brand project as the managers of the brand (Kerrigan et al., 2011; Meyers, 2009).

Four aspects of the person—mortality, hubris, unpredictability, and social embeddedness—present challenges for person-brand management because they can add risk, albeit through different process mechanisms. Risk manifests through potential imbalance and inconsistency, both of which violate the inherently interdependent and holistic nature of the person and the

brand and act as mediators in our model. Chronic or extreme imbalance is antithetical to a healthy person-brand, but inconsistency can be beneficial if it triggers the authenticity and intimacy on which person-brands thrive (Fournier & Eckhardt, 2018).

Persona

The word ‘persona’ originally described an actor’s mask, worn to permit spectators to clearly identify the characteristics of stereotypical personages (Dion & Arnould, 2015). Carl Jung (1959/1916) took up this idea in analytic psychology to describe that part of the personality that organises a person’s relationship with society, the manner in which people conform to a recognised or predefined personage in order to play a social role, a development central to the idea of persona in marketing. Thus, performativity is foundational to the concept of persona. The use of persona has become widespread in market segmentation. In these applications, persona is a composite typically drawn from multi-method research and crafted to create what firms often hope is a more holistic and empathetic view of their customers (Cayla & Arnould, 2013). Stern (1988) argues that commercial persona does three main things: (1) acts as a surrogate or embodiment of a company; (2) sets expectations for the kind of relationship one may expect from a firm; and (3) provides a set of qualities through which a customer may form an attachment to the firm, a dimension of commercial persona judged particularly important in high-touch retail contexts (Herskovitz & Crystal, 2010; Russell, Norman, & Heckler, 2004).

Performativity

Recently, a discovery in marketing theory highlights practicing theoretical and performative approaches to market occurrences (Araujo, 2007; Bode, 2010; Diedrich et al., 2013; Skålén & Hackley, 2011). Performativity is concerned with the perlocutionary effects of practices (Butler, 1993), which is to say how managerial actions both represent a cultural template and perform that template (Mason, Kjellberg, & Hagberg, 2015). Such practices entail both template and performance. The performance frames or evokes the template, and unless it is pure routine, overflows that template in the sense of entailing meaningful variation on that template. Here, we have the idea of performance incorporating both cognitive (know that) and skill and adroitness (know-how) elements. Work on performativity has touched on a variety of themes if not on the performativity of human brands. Nevertheless, professional identities have been seen as performative, that is, constructed in and through conduct rather than pre-existing conduct. Thus, the performativity of professionals is understood as a reiterative and citational

practice by which a discursive regime produces the effects that are ‘named’ through word and deed (Dion & Arnould, 2015).

2.3 Human Branding and the Hospitality and Tourism Industry

The aim of this research is to find out how Human Branding fits in the Hospitality and Tourism Industry, and, for any industry, after looking into the characteristics of Human Branding, it is important to know how to make it successful.

There are well-established theories of brand knowledge and brand image, such as Keller’s (1993), which pertains to *product* brands. Rosen (1981) and Adler (1985, 2006), go more into *human* brands. Hofmann, Schnittka, Johnen and Kottemann (2021) decided to combine these theories, matching *product* and *human* brand image. According to Keller (1993), brand knowledge comes from brand awareness and brand image, which relates directly with brand equity, and the aggregated knowledge that consumers have about a brand; hence brand awareness is a necessary condition. Economically, brand image showcases the level of utility that consumers obtain from consuming the brand, reflecting their choices and evaluations of the brand associations that they make and consolidate indirectly. (Hofmann et al., 2021). Keller (1993) differentiates several types of brand associations, which he argues are integrated as *attributes*, which vary in their favourability, strength, and uniqueness, but generally they pertain to how consumers perceive product characteristics. Product-related attributes entail technical or physical parts of the product, which directly determines performance (Keller, 1993). However, for Human brands, they primarily show a component of brand image that is performance-based. Non-product related attributes may impact brand images.

Human brands are very similar to hedonic products or experience goods, since their consumption tends to induce emotions such as joy, fun, and pleasure (Vorderer, Klimmt, & Ritterfeld, 2004). However, consumers can only assess those benefits after having consumed the offering. Therefore, consumers face substantial uncertainty about the utility they might gain before they enter the consumption experience. This situation prioritizes one of the main functions of brands in general, namely, to reduce consumers' uncertainty. Previous studies and research show that human brands have identification and differentiation purposes (Thomson, 2006). By referring to their perceptions of the human brand image, (potential) consumers, after

their consumption of the human brand, will most likely reduce their consumption doubts and uncertainty that were present before.

Because human brands are so distinctive in their features, developing them is always unique, and they are not all equally likely to achieve a positive brand image. Human brands benefit from their position relative to competitors, rather than from their absolute degree of awareness. This causes consuming entertainment products utility featuring human brands to move towards establishing a nonlinear and convex distribution across numerous human brands (Hofmann et al, 2021).

Rosen (1981) suggests that performance-based attributes of a human brand leads to the development of a better brand image, mainly due to the imperfect substitutability of talent, meaning strong performances cannot be substituted by a greater quantity of mediocre performances. Thus, consumers tend to not be satisfied with the second-best option.

Rather than relying on disparities in measurable performance, Adler (1985, 2006) refer to Stigler and Becker's (1977) consumption capital theory to propose that rankings are determined by popularity levels. In this setting, consumption capital refers to the capital stock of previous consumption, which determines the utility of current consumption. Consumers accumulate knowledge about a human brand from their temporally prior consumption. Each time a human brand is consumed, it affects their brand knowledge and popularity. Franck and Nüesch (2012) suggest that the success of a human brand is not only related to performance, but also to size of the network of the brand, with the latter being more impactful.

According to Hofmann (2021), the more successful a human brand is, the more likely it will be recognized, which should enhance its popularity-based brand image. That is, higher levels of the performance-based attributes of a human brand increase consumers' awareness of that human brand (Yang & Shi, 2011), which could create increased consumption capital and popularity-based attributes. Higher awareness of a human brand (e.g., larger fan base) lowers costs associated with interacting with this consumption network, so that finding peers who share similar interests is easier, too. Hofmann (2021) also concludes that the human brand's performance and popularity positively contributes to the brand's image, and, consequently, their market value.

3 - Proposed model and hypotheses development

3.1 - Tourism and Hospitality relating to Human Brands

Regardless of the industry, a brand's success will always be about the brand and not the industry. Assumptions and judgments will be made by consumers about a brand if its signals are clear, credible, and consistent (Erdem & Swait, 1998; Rao et al., 1999). Additionally, fulfilling the brand's promise will impact consumer's behaviour, which consequently will influence the brand's performance, competitiveness, and profitability (Karanges et al., 2018; Henkel et al., 2007; Escobar-Rodríguez et al., 2022). Because consumers have a hard time evaluating the true quality of a brand, credible brand signals serve as a vital means to showcase the quality of tangible and intangible attributes of a brand (Bettman & Park, 1980).

Furthermore, the notion of brand credibility has become much more important, due to increase of global competition, rising digitization aspects and international affairs that heighten uncertainty (Alexander et al., 2020; Zenker et al., 2017), which is particularly important in the field of Tourism. Since consumers today are much more flexible when choosing anything regarding their leisure, they lean on brands that keep their promises and provide unique and memorable experiences, thus it is very important for brands in the Tourism and Hospitality industry to understand what contributes to a consumers attachment (Nasir and Wongchestha, 2022).

3.2 - Brand Credibility

Credibility is the degree to which an object is considered as a reliable truthful source of information (Tirole, 1988). In an environment of imperfect and asymmetric information, credibility of brands plays a key role when consumers are uncertain about products and services (Erdem & Swait, 2004; Erdem et al., 2006; Loureiro, 2017). Through prior marketing communications strategies, brands can serve as credible signals to influence consumer interpretations and actions (Duncan & Moriarty, 1998).

Brand Credibility in Tourism

Destinations have become increasingly dependent on place branding and developing memorable destination brands to compete internationally (García et al., 2012; Zenker et al., 2017; Briana 2022). The concept of place branding (e.g., Kavaratzis & Hatch, 2013) is the application of branding (Loureiro, 2017; Garavan et al., 2022) principles to places and their

adaptation to their circumstances. In addition to identifying and separating destinations, place brands also convey a memorable experience commensurate with setting, increasing the number of happy memories (Tung and Ritchie, 2011). Brand managers can use effective place branding to establish a unique selling proposition and guarantee quality experiences (Blain et al., 2005).

It is essential that a place brand's claims are truthful and believable in order to maximize its potential for lowering information-processing costs and perceived risks (Erdem & Swait, 1998). A place brand consumers trust and believe will not break its promise will likely induce a powerful sense of attachment to it (i.e., causing them to feel a "sense of place"). Since place attachment is positively influenced by credible place brands, they can serve as crucial means for self-expansion (Aaron et al., 2013).

Consumers' attachment formation and their response behaviour are strongly influenced by credible place brands. Particularly if consumers' feel attached to a place, credible brand attributes will cause them to come back. By contrast, if they do not obtain a feeling of perceived oneness with the place during their stay, also the most credible and trustful communication or branding campaigns will not make them visit the place again. Regarding consumers' WOM activity and influence, a different rationale is used in to order to influence it. Although attachment mediates the relationship between brand credibility and WOM, the direct effect is much stronger. As an important antecedent for attachment formation, place brand credibility must be considered when conducting managerial decisions. The first step for managers should be to ensure credible signalling, since this will positively affect consumers' attachment to the brand. Particularly when consumers are uncertain in their decision-making, informational cues can signal quality, such as, for example, consistency in product quality over time, charging price levels that fit the destination and its offerings or providing warranties such as free cancellation policies (Reitsamer & Brunner-Sperdin, 2021). In spite of the fact that the success of such marketing efforts will depend on market characteristics, consumer behaviour, and competitive behaviour, it is crucial for managers to demonstrate long-term commitment to their signalling approach and assure consumers that their brand promises will be kept (Erdem & Swait, 1998). In other words, destination managers should invest steadily in credible marketing communication, as it constitutes a fundamental antecedent when building attachment with consumers. Managers could, for instance, launch (digital) communication campaigns to reinforce their brand's ability to reduce risk, generate group identification and reinforce its trustworthiness (e.g., by means of storytelling, innovative VR content, or well-known testimonials).

3.3 - Brand Loyalty and Attachment in Tourism and Hospitality

Marketers in the Tourism and Hospitality industry face the increasing challenge of financial resources and rivalry from destinations across the globe, coming from recent technological, demographic, economic and social changes (Mariani, Di Felice, & Mura, 2016; Mariani & Giorgio, 2017; McHehee & Santos, 2005). Consequently, branding in this industry and building emotional connections with consumers to increase loyalty is key (Marzano & Scott, 2009).

In the late 1990's, destination branding began to gain attention, and it has become a key theme for tourism destinations. In most studies, customer-based destination brand equity (CBDDE) is used to measure the effectiveness of destination marketing (Konecnik & Gartner, 2007). Others focus on identifying determinants of CBDDE from three main perspectives: tourists' travel-related factors, such as destination experience (Barnes, Mattsson, & Sørensen, 2014) and consumption social visibility (Josiassen, Lukas, Whitwell, & Assaf, 2013); DMOs' branding-related factors, such as DMOs' cooperation (Mariani & Giorgio, 2017) or power (Marzano & Scott, 2009); and resident-related factors, such as tourist–resident interaction and congruity between tourists' self-concept and destination image (Shankar et al., 2022). A lot of attention has been paid to tourists' perspectives, but little is known about factors other than travel itself, for instance, company brands.

Based on the concept of branding (Crockett & Wood, 1999; D'Angella & Go, 2009), a place can be considered an umbrella brand that encompasses a variety of material (e.g., historical sites) and nonmaterial elements (culture, history) that define the place (Lee & Lockshin, 2012). The company's brand could therefore be incorporated under the umbrella brand of the place if the company is strongly associated with it. Brand image logic (Keller, 1993) affirms that a place shapes the perception of associated companies as part of that umbrella (e.g., umbrella brands to child brands in the brand extension context causing spill over effects). Researchers commonly use an associative model of memory to explain the existence of the spill over effects, in which knowledge of a brand is viewed as a network of nodes (i.e., concepts) connected by links (i.e., associations). When one concept (e.g., a child brand) is activated, other associated concepts (e.g., the umbrella brand) may be retrieved from memory as well by spreading activation. The analogy suggests that activating a place as an umbrella brand can be achieved by involving associated companies (e.g., a brand that falls under it). In this way, Magnusson et al. (2014) note a negative mutual spill over effect of brand transgression on country image.

Places and Locations are rich in terms of experiential and affective attributes, and the role of affective response is immense (Otto & Ritchie, 1996; Loureiro, Miranda, & Breazeale, 2014). The feelings-as-information concept (Schwarz & Clore, 1996; Ju, 2022), which suggests that feelings convey substantial amounts of relevant information, can be employed to examine the role of affect. People view pleasant feelings as evidence of liking, satisfaction, and happiness and unpleasant feelings as evidence of disliking, dissatisfaction, and unhappiness (Schwarz & Clore, 1996). When people make decisions, they therefore employ their feelings in addition to cognitive processing as a source of information to form judgements, essentially asking themselves ‘how do I feel about this?’ and adopt the shortcut of ‘what feels good must be good’ (Schwarz, 2011). There has been considerable evidence that brands play a significant role in influencing the perception of places, with people exhibiting positive cognitive beliefs about a brand being more likely to visit a brand’s associated place when they have favourable cognitive beliefs about it (Lee et al., 2016). Liu, Hultman, Eisingerich and Wei (2020) extend this notion and suggest that brand loyalty also affects consumers relationship in Tourism. When a consumer is loyal to brand, the brand’s associations are more salient, and the more loyal a consumer is the more emotionally attached he will be to a brand, or even a place. A tourist’s feelings towards a place can be enhanced by brand loyalty. From a feeling-as-information perspective, individuals form positive images of places based on existing positive affect embedded in brand loyalty. As a result of the affective aspect of loyalty, brands are very accessible for affection, which generates anticipatory feelings towards the brand. Brand loyalists anticipate positive emotions from being associated with the brand (for example, a place associated with the brand) (Liu, Hultman, Eisingerich, & Wei, 2020). Additionally, authenticity is extremely important when developing brand loyalty, since by experiencing an authentic brand, the consumer have positive memories of the brand, thus increasing loyalty (Liu et al., 2020; Rosado-Pinto & Loureiro, 2022).

3.4 - Human Brands and social media

It is virtually impossible nowadays to discuss any industry without discussing social media. Influencers are basically the Human Brands of the Social Media world. For any business, knowing how to navigate this concept is key. As the influence and power of influencers over consumers grew, it became important to approach influencers as a type of human brand and explore their brand components. In contrast to a few studies that included conventional celebrities as influencers (Djafarova & Rushworth, 2017; Jin &Phua, 2014), recent studies distinguish between the two concepts and place more emphasis on social media influencers

(Audrezet *et al.*, 2018; Hearn & Schoenhoff, 2015; Khamis *et al.*, 2016; Marwick & Boyd, 2011; Raun, 2018). Influencers gain their followers by creating unique content based on their expertise in a specific field, such as food, technology, fashion, games and sports. Influencer brands are also unique in that they have real-time, direct, rapid and interactive two-way communication with followers.

Although the literature regarding Influencers within Tourism and Hospitality is scarce, findings concerning how a relationship between Influencers and Consumers, as well as how loyalty is formed can still be relevant for these industries. Firstly, an influencer always needs to seem authentic and create an emotional attachment with their followers, and this is done by interactivity, which positively correlates to the creation of follower's attachment. In other words, active interactions enhance authenticity toward the influencer and thus enhance the followers' emotional bond, which increases brand trust, and ultimately, brand loyalty (Jun & Yi, 2020).

It is also important to measure Influencers as actual brands, rather than brand endorsers, which is applicable to Human Brands to a certain extent. It is important to build a strong brand for consumers, based on interactivity, authenticity, and trust, which in turn creates an emotional connection with consumers. Although McKinsey and Company (2018) reported that generation Z is constantly switching brands, thereby making the achievement of brand loyalty more difficult than ever for most companies, Jun and Yi (2020) state that interactivity enhances authenticity and that both interactivity and authenticity play important roles in the long-term brand equity formation of influencers. Influencers tend to post a large number of contents to maintain their followers. However, content delivery should not be transmitted unidirectionally. In addition, forming an intimacy that seems to be a real dialogue with the influencer through continuous interaction is important for the followers. Influencers can increase their interactivity not only by sharing professional knowledge but also by engaging with their everyday lives, which leads to active reactions. Influencers also help further leverage the positive effects of interactivity when they can quickly identify the needs of their followers and reflect them in new content that will be posted as a response.

Given the little amount of literature regarding Influencers and Tourism and Hospitality, in this thesis, we seek to find out how this type of Human Brand can thrive in this context and build the previously mentioned trust and authenticity within consumers.

Ultimately, from what was mentioned previously, three hypotheses were constructed, leading to the hypotheses (see Figure 1):

Authenticity has a positive impact on Connection (H_{1b});

Public Image has a positive impact on Connection/Attachment (H_2);

Intimacy has a positive impact on Connection/Attachment (H_{3c});

Connection/Attachment has positive impact on Brand Value (H_4).

Bearing in mind the literature above, it was possible to construct a conceptual framework with several variables to be considered. In Figure 1 the conceptual model is shown.

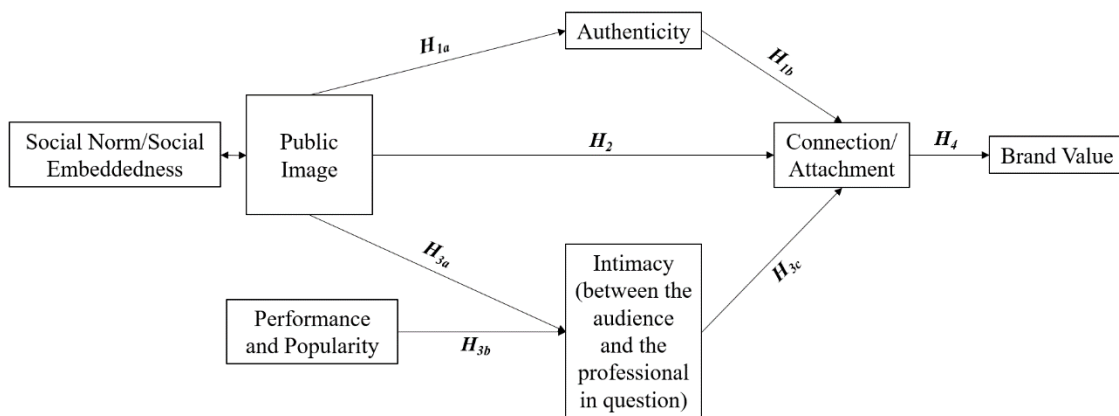


Figure 1 - Conceptual Framework

Source: Author's elaboration

The before-mentioned constructs that were chosen for the Conceptual Model have already been tested and proven to relationships with one another. For example, Thomson (2006) studied the relationship between Performance and Public Image with Attachment, using variables such as Autonomy and Competence, highlighting that in fact, the better the Public Image and Performance, the stronger the Attachment. Additionally, Hollebeek (2014) studied the effect of Affection with Engagement and Intimacy with a brand. Evidence points to the fact that a high Performance or high Popularity, combined with a good Public Image and social Engagement constructs a strong bond between a brand and the audience, which should hold truth to Human Brands as well. Tourism and Hospitality professionals have a lot of contact with their audience.

Hence, having a good Public Image as well as having good Performance, creates Intimacy between them and their customers, which creates Affection and Intimacy, leading to Attachment, leading to an increase in Brand Value.

Moreover, So (2016) analysed that Authenticity leads to feelings from the audience such as Identification and Enthusiasm, which should lead to added Brand Value. Public Image should also be relevant as a way to build Authenticity. It is very important for professionals in Tourism and Hospitality to be Authentic as it leads to Loyalty, thus leading to forming a Connection and again, adding Brand Value.

4 - Methodology

This chapter describes the methodology used to study and analyse the research questions and validate the formulated hypotheses proposed in the previous chapter. The research approach is portrayed below, followed by an outline of the data collected and the data analysis used concerning the main research.

4.1 - Approach

Firstly, extensive research and analysis of previous studies was done, by gathering articles from top academic journals, scientific papers and articles, and books. This theoretical framework supported the building of the Conceptual Model and is used onwards to interpret data results. It was used a quantitative approach through the survey to analyse the proposed model.

4.2 - Data Collection

The target population is worldwide, as it is meant to those who have used Tourism and Hospitality services. However, it was mainly targeted to young adults or older, and although it is a large target, the study focuses on people who not only have experience with this industry but who also have the buy power to enjoy this industry.

To study this population, a sample of its elements was used. The participants of this study were chosen by non-probability convenience sampling, a subjective approach best for a definite purpose. Only being representative of the population to a certain degree, it is still considered a reasonable method when faced with resource and time constraints. The possible bias limitation is less important when there is little variation in the population, with a method that deeply relies on accessibility (Saunders et al., 2009; White, 2006). It is, therefore, a good sampling methodology for the problem statement at hand.

4.3 - Online Survey

The widely used platform Qualtrics was chosen to develop an online questionnaire. Online questionnaires allow flexibility, convenience, a high-speed rate of responses reaching a great number of respondents, saving time and costs compared to traditional survey models (Evans and Mathur, 2005). Questionnaires also allow respondents to provide answers without an interviewer bias. This technique has some limitations, mostly relating to sample selection bias and error, some possible technological issues and privacy concerns, and its impersonal approach sometimes perceived as spam (Kothari, 2004; Saunders et al., 2009).

The target for this questionnaire was of at least 200 answers. This is so that the Central Limit Theorem occurs, as “a sample size of 30 or more will usually result in a sampling distribution for the mean that is very close to a normal distribution” (Saunders et al., 2009, p. 218).

Prior to the distribution of the survey, it was pilot tested by 5 people to refine the questionnaire and guarantee effectiveness, with a few phrases reworded after their feedback. Pilot testing ensures that respondents will clearly understand the questions and that there will be no problems in data recording, assessing its likely validity and reliability (Saunders et al., 2009).

The questionnaire was available for one month, between the 1st and 30th of September, on Social Media platforms (Facebook, Instagram, WhatsApp, LinkedIn). These are broadly used by the target population and allowed a fast distribution and collection of 321 responses.

4.3.1 - Research Design

The questionnaire was available in English and Portuguese, as it was meant for subjects of every nationality and available for every age range, but it was mostly shared on a Portuguese network.

The questionnaire was divided into 1) Demographics, 2) Frequency of usage of Hospitality and Tourism services, 3) Stimuli with constructs' measurement. 7-point Likert Scales of Familiarity, Frequency and Agreement were used.

The key measurement indicators that were used to analyse the constructs were adapted from authors present in the literature review and are widely used by other scholars. All measures in

this dissertation used Likert scaling (Likert, 1932), a frequently applied method when measuring these constructs. Through a series of statements about the stimuli, respondents assess 22 and indicate the extent to which they agree or disagree with them. Each statement is then allocated a numerical score that allows a total summated or means to be calculated for each respondent. The easiness of administering and understanding are the main advantages of Likert scaling, with the disadvantage of only offering limited information about the constructs (Plumeyer et al., 2019). All the constructs were framed positively and applied then a 7-point Likert scale, ranging from 1 to 7: 1 - Strongly disagree, 2 – Disagree, 3 - Somewhat disagree, 4 - Neither agree nor disagree, 5 - Somewhat agree, 6 – Agree, and 7 - Strongly agree.

4.4 - Data Analysis

The statistical software SPSS was used to analyse the quantitative data collected from the online questionnaire. The data was cleaned and coded into values to be analysed, starting with descriptive statistics. The sample was then characterized, focusing on demographic information. Cronbach's alpha was then used to see how closely related the set of the measurement items are as a group. This was followed by inference statistics, to test the proposed research hypothesis. Since all the data is parametric, Linear Regressions were carried out for all hypothesis, which focus on a variation of a variable impacting another variable. For all statistical tests that were carried out, a confidence level of 95% was considered.

5 - Results and Discussion

This chapter presents and analyses the results from the primary data obtained via the online questionnaire through the methodology previously described, and it aims to answer the proposed Research Questions.

5.1 - Questionnaire

As mentioned in the **Methodology** chapter, all measures in the questionnaire were of Likert Scaling (Likert, 1932), ranging from 1 to 7.

The Questionnaire, done in the Qualtrics platform, first began with a small Introduction that read “Human Branding is a set of intangible assets associated with every professional. Their name, image, credibility, reputation, and so on. The most well-known examples of this concept are Celebrities and Athletes, such as Cristiano Ronaldo or Gordon Ramsay. Human Branding is essentially the combination of one's professional skills with their personality traits and public image.”. The goal of this small Introduction simply being to give context to the respondents.

The Instruction was then followed by a small phrase indicating the instructions on how to respond that read “While answering the present survey, please have in mind your experience with services and the person/persons behind it within the Hospitality and Tourism Industry, whether it be Hotels, Restaurants, Travel Agencies or other similar services. Whilst answering this questionnaire, please have in mind a good experience you had.”, which was then followed by General Questions to characterize the sample, with the questions being regarding Gender, Age, Country of Residence and how often the respondent utilizes services in the Tourism and Hospitality Industry.

Following the General Questions, the Questionnaire was then composed by 50 questions to evaluate several Constructs according to the literature: Attachment Strength, Autonomy, Competence, Relatedness, Cognitive Processing, Affection, Activation, Identification, Enthusiasm, Attention, Absorption, Interaction and Loyalty. Table 1 showcases the 50 questions that composed the core of the Questionnaire, as well as the literature.

Questions	Construct	Literature
1. I feel better if I'm going back to the service of XYZ often	Attachment strength	Human Brands - Matthew Thomson (2006)
2. I miss XYZ when not using their service		
3. If XYZ service was permanently shut down, I'd be upset		
4. Losing XYZ forever would be distressing to me		
5. XYZ makes me feel pressured to be certain ways	Autonomy	
6. XYZ makes feel free to be who I am	Competence	
7. XYZ makes me feel inadequate		
8. XYZ makes me feel good		
9. XYZ makes well taken care off	Relatedness	
10. XYZ makes me feel cared about		
11. I relate to XYZ		
12. I think about XYZ when using their service or similar	Cognitive Processing	Customer Brand Engagement - Hollebeek et al. 2014
13. Using XYZ's service stimulates me to learn more about it		
14. I feel very positive when using XYZ service	Affection	
15. Using XYZ's service makes me happy		
16. I'm proud to use XYZ's service		
17. I use XYZ's service much more than I use other Tourism/Hospitality/Leisure services	Activation	
18. XYZ's service is usually the one I use when using Tourism/Hospitality/Leisure services		
19. When someone criticizes XYZ, it feels like a personal insult	Identification	Customer Engagement - So et al. 2016 - VER Prentice 2020 adaptation
20. I feel happy when XYZ is successful		
21. I feel happy when someone praises XYZ		
22. I'm heavily into XYZ	Enthusiasm	
23. I'm passionate about XYZ		

Questions	Construct	Literature
24. I'm enthusiastic about XYZ	Enthusiasm	Customer Engagement - So et al. 2016 - VER Prentice 2020 adaptation
25. I feel excited about XYZ		
26. I love XYZ		
27. I like to learn about XYZ	Attention	
28. I pay a lot of attention to XYZ actions		
29. Anything related to XYZ grabs my attention		
30. I concentrate a lot on XYZ		
31. When interacting with XYZ, I forget everything else around me	Absorption	
32. Time flies when interacting with XYZ		
33. When interacting with XYZ I get carried away		
34. When interacting with XYZ, it is difficult to detach myself		
35. When interacting with XYZ, I am immersed		
36. When I interact a lot with XYZ, I feel happy		
37. In general, I like to get involved with XYZ community	Interaction	
38. I am someone who enjoys interacting with like-minded others in the XYZ community		
39. I actively participate in XYZ community		
40. In general, I enjoy exchanging ideas with other people in the XYZ community		
41. I often participate in activities/events of the XYZ community		
42. I would say positive things about this service to other people.	Loyalty	Customer Loyalty - Prentice's adaptation (2020)
43. I would recommend XYZ to someone who seeks my advice.		
44. I would refer XYZ to my friends and relatives.		
45. I would provide positive reviews for XYZ.		

Questions	Construct	Literature
46. I am most likely to return to XYZ's service.	Loyalty	Customer Loyalty - Prentice's adaptation (2020)
47. I will come back to XYZ's service even if the price increases.		
48. I pay a higher price than for other services for the benefits of XYZ's service.		
49. I'm pleased to have used XYZ's service		
50. It was a good idea to have used XYZ's service.		

Table 1 - Questionnaire's core Questions, Constructs and Literature

Source: Author's elaboration

In Table 2, it is possible to see the Descriptive Statistics, Mean and Standard Deviation, of the Questions present in Table 1. All of the Questions used a Likert-type seven-point scale.

Questions	Mean	Std. Deviation
Q1	4.72	1.299
Q2	3.84	1.424
Q3	4.63	1.657
Q4	3.79	1.798
Q5	2.81	1.532
Q6	4.54	1.547
Q7	4.14	1.468
Q8	5.09	1.416
Q9	4.98	1.439
Q10	4.27	1.420
Q11	4.34	1.491
Q12	4.68	1.545
Q13	4.46	1.616
Q14	5.13	1.208
Q15	5.16	1.255

Questions	Mean	Std. Deviation
Q16	4.66	1.369
Q17	3.98	1.790
Q18	4.14	1.775
Q19	3.41	1.692
Q20	5.15	1.258
Q21	4.83	1.107
Q22	4.69	1.387
Q23	3.65	1.679
Q24	4.36	1.597
Q25	4.29	1.481
Q26	4.24	1.718
Q27	4.85	1.190
Q28	4.24	1.576
Q29	4.43	1.397
Q30	3.62	1.477
Q31	3.34	1.697
Q32	3.69	1.810
Q33	3.91	1.712
Q34	3.32	1.611
Q35	3.54	1.739
Q36	4.83	1.220
Q37	4.54	1.351
Q38	4.75	1.305
Q39	3.61	1.777
Q40	4.14	1.607
Q41	3.59	1.690
Q42	5.22	1.188
Q43	5.15	1.343
Q44	5.16	1.202
Q45	5.27	1.222
Q46	5.40	1.253

Questions	Mean	Std. Deviation
Q47	4.42	1.467
Q48	4.29	1.675
Q49	5.19	1.211
Q50	5.01	1.313

Table 2 - Questionnaire's core Questions Mean and Standard Deviation

Source: Author's elaboration

5.2 – Sample Characterization

All participants were recruited online through several platforms such as Facebook, Reddit, Instagram and LinkedIn.

Regarding the demographic profile of the sample, 59.19% of the respondents were Female, 38.94% were Male, and 1.87% were Non – binary / Third Gender. 1.56% of the respondents were of an age younger than 18 years old, 51.71% were of an age between 18 – 30 years old, 24.30% were between 30 – 45 years old, 15.58% were between 45 – 60 years old, and 6.85% of the respondents were older than 60 years old.

Regarding the level of Occurrence with which the respondents use services from the Tourism and Hospitality Industry, 3.43% said Never, 16.51% have used such services 1 – 2 times in the past 5 years, 22.12% said 1 – 2 times in the past year, 33.64% said 1 – 2 times in the past 6 months, 16.20% said 1 – 2 times in the past month, 6.23% said 1 – 2 times in the past week, and 6 respondents (1.87%) replied as using Tourism and Hospitality services Daily.

Of the 321 Respondants, there was 1 respondent from Belgium, 1 from Finland, 1 from Luxembourg, 1 from Poland, 1 from Romania, and 1 from the UAE. 2 respondents from Brazil, 2 from Italy, 2 from Switzerland, and 2 from China. 3 respondents from Canada, 4 from Germany, 4 from France, 9 from Spain, 13 from the USA, and 20 from the United Kingdom. Portugal was the country with the highest representation with 254 respondents.

The majority of female participants in the sample coincides with the fact that women are more likely to willingly participate in online questionnaires (Smith, 2008). Nonetheless, this sample has a low likelihood of being representative of the population (Saunders et al., 2009),

as it was obtained from the non-probability convenience technique, as previously mentioned. Tables 3 and 4 showcase the Characterization of the sample.

Gender	Number of Respondents	Percentage
Male	125	38.94%
Female	190	59.19%
Non - binary / Third gender	6	1.87%
Prefer not to say	0	0
Total	321	100
Age		
Age	Number of Respondents	Percentage
< 18	5	1.56%
18 – 30	166	51.71%
30 – 45	78	24.30%
45 – 60	50	15.58%
60 <	22	6.85%
Total	321	100
Occurrence		
Occurrence	Number of Respondents	Percentage
Never	11	3.43%
1 - 2 times in the past 5 years	53	16.51%
1 - 2 times in the past year	71	22.12%
1 - 2 in the past 6 months	108	33.64%
Occurrence		
Occurrence	Number of Respondents	Percentage
1 - 2 times in the past month	52	16.20%
1 - 2 times in the past week	20	6.23%
Daily	6	1.87%
Total	321	100

Table 3 - Gender, Age, and Level of Occurrence regarding the Respondants

Source: Author's elaboration

Country	Number of Respondants
Belgium	1
Finland	1
Luxembourg	1
Poland	1
Romania	1
UAE	1
Brazil	2
Italy	2
Switzerland	2
China	2
Canada	3
Germany	4
France	4
Spain	9
USA	13
United Kingdom	20
Portugal	254

Table 4 - Nationalities of the Respondants

Source: Author's elaboration

5.3 – Measures Reliability

The constructs found in the Literature with which the set of questions were grouped were then analysed and validated. In table Table 5, we can find the descriptive statistics, Mean and Standard Deviation, of these constructs.

Constructs	Mean	Std. Deviation
Attachment Strength	4.2445	1.22545
Autonomy	3.6760	1.17766
Competence	4.7342	1.14106
Relatedness	4.3037	1.26137
Cognitive Processing	4.5670	1.39004
Affection	4.9844	1.03352
Activation	4.0561	1.69465
Identification	4.4642	1.10343
Enthusiasm	4.2455	1.32488
Attention	4.2850	1.12662
Absorption	3.7731	1.38375
Interaction	4.1246	1.30869
Loyalty	5.0125	1.04645

Table 5 - Constructs Descriptive Statistics

Source: Author's elaboration

The constructs were then validated. Despite being previously validated in the literature, by considering the Cronbach's alpha coefficient of all thirteen constructs present in the Questionnaire, it was possible to validate the constructs in the sample under analysis to see how closely related the of constructs' measurement items are as a group. This was done for all the constructs. All thirteen constructs were framed positively in a 7-point Likert-type scale. The Constructs reliability can be found in Table 6.

Constructs	Cronbach's α	N° of Items
Attachment Strength	0.795	4
Autonomy	0.291	2
Competence	0.702	3
Relatedness	0.701	2
Cognitive Processing	0.706	2
Affection	0.734	3
Activation	0.893	2
Identification	0.724	3
Enthusiasm	0.896	5
Attention	0.806	4
Absorption	0.918	6
Interaction	0.896	5
Loyalty	0.924	9

Table 6 - Constructs Reliability

Source: Author's elaboration

Cronbach's Alpha shows the reliability of each Construct in this study. A Construct with a Cronbach's Alpha higher than 0.7 is considered reliable, and if the Construct's Cronbach's Alpha is between 0.8 and 0.9 or higher, the Construct is considered highly reliable.

As shown in Table 6, all Constructs bar Autonomy have a Cronbach's Alpha that shows the Constructs in this study are reliable, with Activation, Enthusiasm, Attention, Absorption, Interaction and Loyalty being highly reliable. The Construct of Autonomy has Cronbach's alpha lower than 0.7, thus it is not reliable, perhaps due to being a construct composed by only two questions. Given that Autonomy proved to be non-reliable, it was removed from further analysis.

5.4 – Hypothesis Test

Several criteria about the data used need to be satisfied before starting the hypothesis tests. According to Saunders et al. (2009), to validate if the data is parametric, the data cases selected for the sample should be independent, numerical, drawn from normally distributed populations, and the populations from which the data cases are drawn should have equal variances.

Pondering the data collected through the questionnaire, the answers of respondents were independent and numerical. The Normal Q-Q Plot revealed that the data was close to the diagonal and the Normality Test Kolmogorov-Smirnov showed that the sample was normally distributed, adding to the fact that all the groups of each stimulus were sufficiently large for the Central Limit Theorem to apply (> 30), resulting in a sampling distribution of the mean that will approximate a normal distribution (Saunders et al., 2009). Equal variances were assumed, and all the assumptions for parametric data were therefore validated.

Furthermore, before conducting the analysis, the Constructs were then merged, according to the literature, to enable the study of the dimensions in the Conceptual Model. In Table 7, we can see what Constructs merge into what Dimensions. For the remainder of the study, only the Dimensions were considered. This allows for an easier visualization of the hypothesis and consequent confirmation. Additionally, in Table 8, it is possible to see the Descriptive Statistics, Mean and Standard Deviation, of the Dimensions that form the Hypothesis.

Constructs	Dimensions
Attachment strength	Connection / Attachment
Competence	Public Image
Relatedness	
Cognitive Processing	Authenticity
Affection	
Activation	
Identification	Performance and Popularity
Enthusiasm	
Attention	
Absorption	Intimacy
Interaction	
Loyalty	Brand Value

Table 7 - Constructs and Dimensions

Source: Author's elaboration

Dimensions	Mean	Std. Deviation
Connection /Attachment	4.2445	1.22545
Public Image	4.5190	1.09293
Authenticity	4.5358	1.10191
Performance and Popularity	4.3316	1.09086
Intimacy	3.9489	1.24447
Brand Value	5.0125	1.04645

Table 8 - Dimensions' Descriptive Statistics

Source: Author's elaboration

5.4.1 – H_{1a}: Public Image positively affects Authenticity

Considering they are metric variables, to predict the value of the dependent variable Authenticity (A), based on the independent variable Public Image, PI, a linear regression is appropriate:

$$A_i = \beta_0 + \beta_1 \times PI_i + \varepsilon_i .$$

$i = 1, \dots, N$ where N is equal to 321 individuals.

To conduct a linear regression, a set of assumptions were verified: the relation between the Dependent Variable and the Independent Variable is linear in the parameters, the random error has zero expected value, the random error has constant variance (homoscedasticity), the random errors are independent of each other (no autocorrelation in the residuals, with a Durbin-Watson test value near 2 (Durbin-Watson, 1950)), the random error is unrelated with the explanatory variable and is normally distributed (Long, 2008; Field, 2009). The Pearson Correlation was 0.701, which indicates that the variables are moderately positive but not strongly correlated ($r < 0.80$), Tolerance was 1 (> 0.20), and the Variance Inflation Factors (VIFs) were 1 (< 10), meaning there is no evidence of multicollinearity (Malhotra et al., 2017).

The overall model is statistically significant and a good fit for the data ($F(1; 320) = 307.677$; $p = 0.000 < 0.05$). Regarding the explanatory power of the model, the Public Image of the

professionals in the Tourism and Hospitality industry explains 49.1% of the variance of consumer’s perception of their Authenticity.

The β_1 is positive and equal to 0.706, indicating that Public Image of professionals in the Tourism and Hospitality Industry has a positive statistically significant impact on their Authenticity. Therefore, on average, for every unit increase in Public Image, there is an increase of 0.706 in Authenticity, *ceteris paribus* (Appendix 1). The regression formula is then:

$$\text{Authenticity}_i = 1.343 + 0.706 \times \text{Public Image}_i + \varepsilon_i$$

Correspondingly, **Hypothesis 1b is verified**. The null hypothesis that the Public Image of Tourism and Hospitality professionals will negatively or not impact Authenticity was rejected.

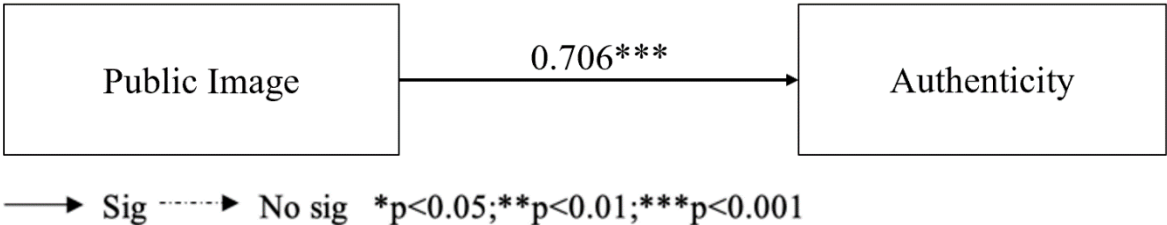


Figure 2 - Results from the linear regression of the impact of Public Image on Authenticity
Source: Author’s elaboration

5.4.2 – H_{1b}: Authenticity positively affects Connection / Attachment

Considering they are metric variables, to predict the value of the dependent variable Connection / Attachment (CA), based on the independent variable Authenticity, A, a linear regression is appropriate:

$$CA_i = \beta_0 + \beta_1 \times A_i + \varepsilon_i .$$

$i = 1, \dots, N$ where N is equal to 321 individuals.

To conduct a linear regression, a set of assumptions were verified: the relation between the Dependent Variable and the Independent Variable is linear in the parameters, the random error has zero expected value, the random error has constant variance (homoscedasticity), the random errors are independent of each other (no autocorrelation in the residuals, with a Durbin-Watson test value near 2 (Durbin-Watson, 1950)), the random error is unrelated with the explanatory variable and is normally distributed (Long, 2008; Field, 2009). The Pearson Correlation was

0.690, which indicates that the variables are moderately positive but not strongly correlated ($r < 0.80$), Tolerance was 1 (> 0.20), and the Variance Inflation Factors (VIFs) were 1 (< 10), meaning there is no evidence of multicollinearity (Malhotra et al., 2017).

The overall model is statistically significant and a good fit for the data ($F(1; 320) = 289.759$; $p = 0.000 < 0.05$). Regarding the explanatory power of the model, the Authenticity of the professionals in the Tourism and Hospitality industry explains 47.6% of the variance of consumer's Connection / Attachment.

The β_1 is positive and equal to 0.706, indicating that Authenticity of professionals in the Tourism and Hospitality Industry has a positive statistically significant impact on their customers' Connection / Attachment. Therefore, on average, for every unit increase in Authenticity, there is an increase of 0.767 in Connection / Attachment, *ceteris paribus* (Appendix 1). The regression formula is then:

$$\text{Connection / Attachment}_i = 0.764 + 0.767 \times \text{Authenticity} + \varepsilon_i$$

Correspondingly, **Hypothesis 1_b is verified**. The null hypothesis that the Authenticity of Tourism and Hospitality professionals will negatively or not impact Connection / Attachment was rejected.

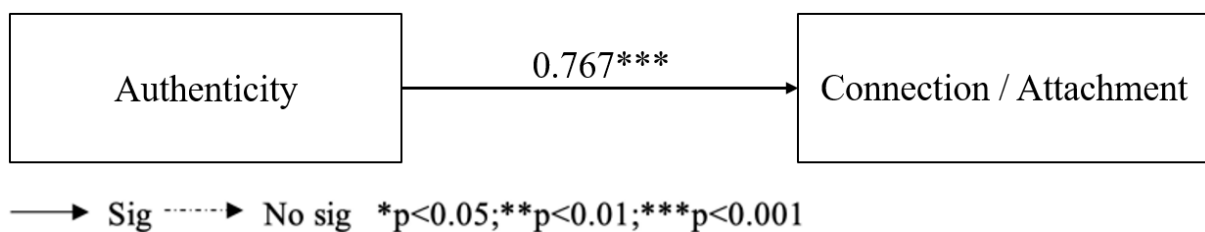


Figure 3 - Results from the linear regression of the impact of Authenticity on Connection / Attachment

Source: Author's elaboration

5.4.3 – H₂: Public Image positively affects Connection / Attachment

Considering they are metric variables, to predict the value of the dependent variable Connection / Attachment (CA), based on the independent variable Public Image, PI, a linear regression is appropriate:

$$CA_i = \beta_0 + \beta_1 \times PI_i + \varepsilon_i .$$

$i = 1, \dots, N$ where N is equal to 321 individuals.

To conduct a linear regression, a set of assumptions were verified: the relation between the Dependent Variable and the Independent Variable is linear in the parameters, the random error has zero expected value, the random error has constant variance (homoscedasticity), the random errors are independent of each other (no autocorrelation in the residuals, with a Durbin-Watson test value near 2 (Durbin-Watson, 1950)), the random error is unrelated with the explanatory variable and is normally distributed (Long, 2008; Field, 2009). The Pearson Correlation was 0.626, which indicates that the variables are moderately positive but not strongly correlated ($r < 0.80$), Tolerance was 1 (> 0.20), and the Variance Inflation Factors (VIFs) were 1 (< 10), meaning there is no evidence of multicollinearity (Malhotra et al., 2017).

The overall model is statistically significant and a good fit for the data ($F(1; 320) = 205,850$; $p = 0.000 < 0.05$). Regarding the explanatory power of the model, the Public Image of the professionals in the Tourism and Hospitality industry explains 39.2% of the variance of consumer's Connection / Attachment.

The β_1 is positive and equal to 0.702, indicating that Public Image of professionals in the Tourism and Hospitality Industry has a positive statistically significant impact on their customers' Connection / Attachment. Therefore, on average, for every unit increase in Public Image, there is an increase of 0.702 in Connection / Attachment, *ceteris paribus* (Appendix 1). The regression formula is then:

$$\text{Connection / Attachment}_i = 1.071 + 0.702 \times \text{Public Image} + \varepsilon_i$$

Correspondingly, **Hypothesis 2 is verified**. The null hypothesis that the Public Image of Tourism and Hospitality professionals will negatively or not impact Connection / Attachment was rejected.

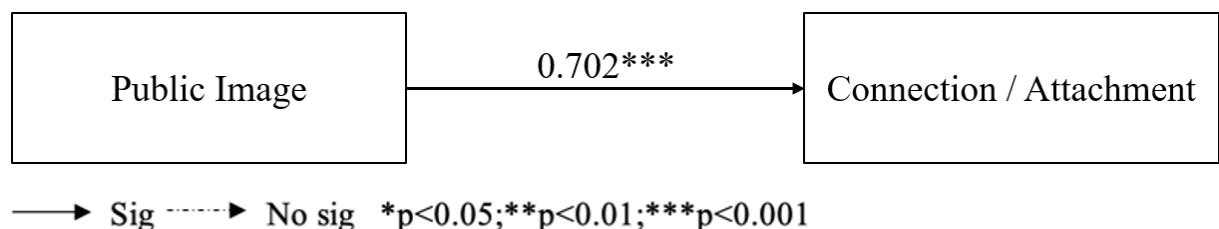


Figure 4 - Results from the linear regression of the impact of Public Image on Connection / Attachment

Source: Author's elaboration

5.4.4 – H_{3a}: Public Image positively affects Intimacy

Considering they are metric variables, to predict the value of the dependent variable Intimacy (I), based on the independent variable Public Image, PI, a linear regression is appropriate:

$$I_i = \beta_0 + \beta_1 \times PI_i + \varepsilon_i .$$

$i = 1, \dots, N$ where N is equal to 321 individuals.

To conduct a linear regression, a set of assumptions were verified: the relation between the Dependent Variable and the Independent Variable is linear in the parameters, the random error has zero expected value, the random error has constant variance (homoscedasticity), the random errors are independent of each other (no autocorrelation in the residuals, with a Durbin-Watson test value near 2 (Durbin-Watson, 1950)), the random error is unrelated with the explanatory variable and is normally distributed (Long, 2008; Field, 2009). The Pearson Correlation was 0.520, which indicates that the variables are moderately positive but not strongly correlated ($r < 0.80$), Tolerance was 1 (> 0.20), and the Variance Inflation Factors (VIFs) were 1 (< 10), meaning there is no evidence of multicollinearity (Malhotra et al., 2017).

The overall model is statistically significant and a good fit for the data ($F(1; 320) = 118.290$; $p = 0.000 < 0.05$). Regarding the explanatory power of the model, the Public Image of the professionals in the Tourism and Hospitality industry explains 27.1% of the variance of consumer's Intimacy with the professionals.

The β_1 is positive and equal to 0.592, indicating that Public Image of professionals in the Tourism and Hospitality Industry has a positive statistically significant impact on their customers' Intimacy with the professionals. Therefore, on average, for every unit increase in Public Image, there is an increase of 0.592 in Intimacy, *ceteris paribus* (Appendix 1). The regression formula is then:

$$\text{Intimacy}_i = 1.273 + 0.592 \times \text{Public Image} + \varepsilon_i$$

Correspondingly, **Hypothesis 3_a is verified**. The null hypothesis that the Public Image of Tourism and Hospitality professionals will negatively or not impact Intimacy was rejected.

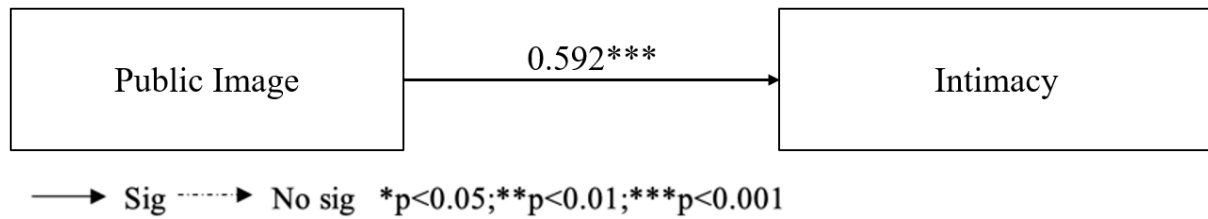


Figure 5 - Results from the linear regression of the impact of Public Image on Intimacy

Source: Author's elaboration

5.4.5 – H_{3b}: Performance and Popularity positively affects Intimacy

Considering they are metric variables, to predict the value of the dependent variable Intimacy (I), based on the independent variable Performance and Popularity, PP, a linear regression is appropriate:

$$I_i = \beta_0 + \beta_1 \times PP_i + \varepsilon_i .$$

$i = 1, \dots, N$ where N is equal to 321 individuals.

To conduct a linear regression, a set of assumptions were verified: the relation between the Dependent Variable and the Independent Variable is linear in the parameters, the random error has zero expected value, the random error has constant variance (homoscedasticity), the random errors are independent of each other (no autocorrelation in the residuals, with a Durbin-Watson test value near 2 (Durbin-Watson, 1950)), the random error is unrelated with the explanatory variable and is normally distributed (Long, 2008; Field, 2009). The Pearson Correlation was 0.840, which indicates that the variables are strongly correlated ($r < 0.80$), Tolerance was 1 (> 0.20), and the Variance Inflation Factors (VIFs) were 1 (< 10), meaning there is no evidence of multicollinearity (Malhotra et al., 2017).

The overall model is statistically significant and a good fit for the data ($F(1; 320) = 766.319$; $p = 0.000 < 0.05$). Regarding the explanatory power of the model, the Performance and Popularity of the professionals in the Tourism and Hospitality industry explains 70.6% of the variance of consumer's Intimacy with the professionals.

The β_1 is positive and equal to 0.959, indicating that Performance and Popularity of professionals in the Tourism and Hospitality Industry has a positive statistically significant impact on their customers' Intimacy with the professionals. Therefore, on average, for every

unit increase in Performance and Popularity, there is an increase of 0.0.592 in Intimacy, *ceteris paribus* (Appendix 1). The regression formula is then:

$$\text{Intimacy}_i = -0.203 + 0.959 \times \text{Performance and Popularity} + \varepsilon_i$$

Correspondingly, **Hypothesis 3_b is verified**. The null hypothesis that the Performance and Popularity of Tourism and Hospitality professionals will negatively or not impact Intimacy was rejected.

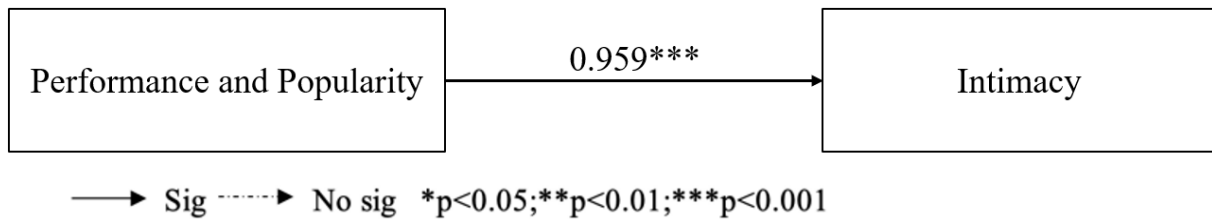


Figure 6 - Results from the linear regression of the impact of Performance and Popularity on Intimacy

Source: Author's elaboration

5.4.6 – H_{3c}: Intimacy positively affects Connection / Attachment

Considering they are metric variables, to predict the value of the dependent variable Connection / Attachment (CA), based on the independent variable Intimacy, I, a linear regression is appropriate:

$$CA_i = \beta_0 + \beta_1 \times I_i + \varepsilon_i .$$

$i = 1, \dots, N$ where N is equal to 321 individuals.

To conduct a linear regression, a set of assumptions were verified: the relation between the Dependent Variable and the Independent Variable is linear in the parameters, the random error has zero expected value, the random error has constant variance (homoscedasticity), the random errors are independent of each other (no autocorrelation in the residuals, with a Durbin-Watson test value near 2 (Durbin-Watson, 1950)), the random error is unrelated with the explanatory variable and is normally distributed (Long, 2008; Field, 2009). The Pearson Correlation was 0.537, which indicates that the variables are moderately positive but not strongly correlated ($r < 0.80$), Tolerance was 1 (> 0.20), and the Variance Inflation Factors (VIFs) were 1 (< 10), meaning there is no evidence of multicollinearity (Malhotra et al., 2017).

The overall model is statistically significant and a good fit for the data ($F(1; 320) = 129.057$; $p = 0.000 < 0.05$). Regarding the explanatory power of the model, the Intimacy between

consumers and professionals in the Tourism and Hospitality industry explains 28.8% of the variance of consumer’s Connection / Attachment with the professionals.

The β_1 is positive and equal to 0.528, indicating that Intimacy between consumers and professionals in the Tourism and Hospitality Industry has a positive statistically significant impact on their customers’ Connection / Attachment with the professionals. Therefore, on average, for every unit increase in Intimacy, there is an increase of 0.528 in Connection / Attachment, *ceteris paribus* (Appendix 1). The regression formula is then:

$$\text{Connection / Attachment}_i = 2.158 + 0.528 \times \text{Intimacy} + \varepsilon_i$$

Correspondingly, **Hypothesis 3c is verified**. The null hypothesis that the Intimacy between consumers and professionals of Tourism and Hospitality will negatively or not impact Connection / Attachment was rejected.

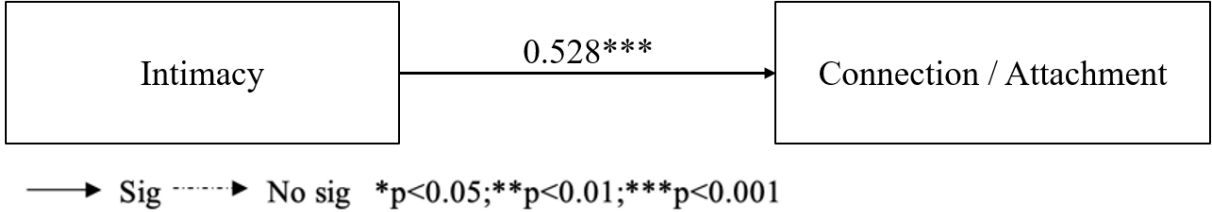


Figure 7 - Results from the linear regression of the impact of Intimacy on Connection / Attachment

Source: Author’s elaboration

5.4.7 – H4: Connection / Attachment positively affects Brand Value

Considering they are metric variables, to predict the value of the dependent variable Brand Value (BV), based on the independent variable Connection / Attachment, CA, a linear regression is appropriate:

$$BV_i = \beta_0 + \beta_1 \times CA_i + \varepsilon_i .$$

$i = 1, \dots, N$ where N is equal to 321 individuals.

To conduct a linear regression, a set of assumptions were verified: the relation between the Dependent Variable and the Independent Variable is linear in the parameters, the random error has zero expected value, the random error has constant variance (homoscedasticity), the random errors are independent of each other (no autocorrelation in the residuals, with a Durbin-Watson test value near 2 (Durbin-Watson, 1950)), the random error is unrelated with the explanatory variable and is normally distributed (Long, 2008; Field, 2009). The Pearson Correlation was

0.410, which indicates that the variables are moderately positive but not strongly correlated ($r < 0.80$), Tolerance was 1 (> 0.20), and the Variance Inflation Factors (VIFs) were 1 (< 10), meaning there is no evidence of multicollinearity (Malhotra et al., 2017).

The overall model is statistically significant and a good fit for the data ($F(1; 320) = 64.533$; $p = 0.000 < 0.05$). Regarding the explanatory power of the model, the Connection / Attachment between consumers and professionals in the Tourism and Hospitality industry explains 16.8% of the variance of the professionals Brand Value.

The β_1 is positive and equal to 0.350, indicating that Connection / Attachment between consumers and professionals in the Tourism and Hospitality Industry has a positive statistically significant impact on the professionals Brand Value. Therefore, on average, for every unit increase in Connection / Attachment, there is an increase of 0.350 in Brand Value, *ceteris paribus* (Appendix 1). The regression formula is then:

$$\text{Connection / Attachment}_i = 3.526 + 0.350 \times \text{Intimacy} + \varepsilon_i$$

Correspondingly, **Hypothesis 4 is verified**. The null hypothesis that the Connection / Attachment between consumers and professionals of Tourism and Hospitality will negatively or not impact Brand Value was rejected.

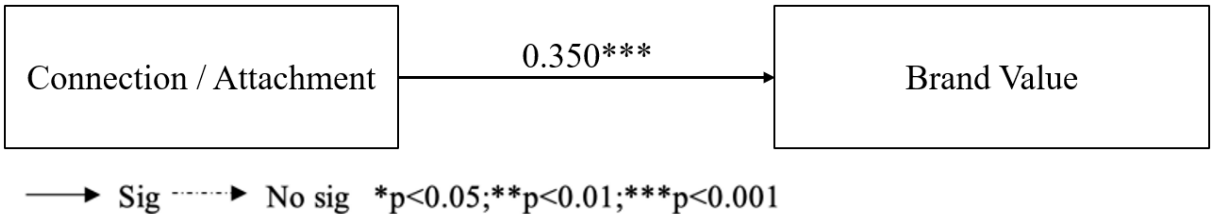


Figure 8 - Results from the linear regression of the impact of Connection / Attachment on Brand Value

Source: Author’s elaboration

5.5 – Full Model

We can see in Figure 9 that all Hypothesis were confirmed and that, in fact, Public Image, affects positively Intimacy, Connection / Attachment, and Authenticity. Performance and Popularity was also shown to be a key factor in Intimacy. These dimensions positively affect the Brand Value of professionals in the Tourism and Hospitality industry.

Overall, the results showed that, in a 95% confidence interval, Public Image, Authenticity and Intimacy positively affect Connection / Attachment, which consequently positively affects the Brand Value.

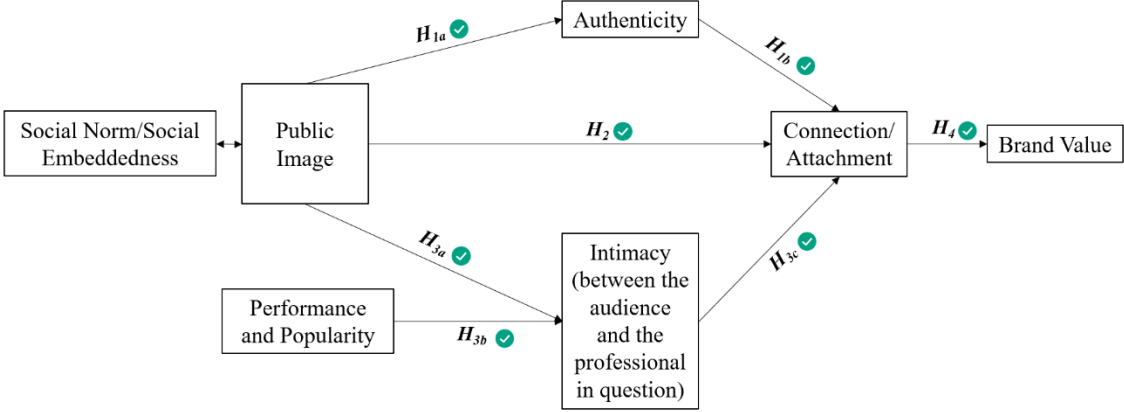


Figure 9 - Overview of the Hypothesis

Source: Author's elaboration

6 – Conclusions and Limitations

This last chapter summarizes the main findings of the research developed. Additionally, managerial and academic implications, as well as possible limitations and suggestions for further research, are addressed.

The present dissertation aimed to study the impact of Human Branding on the Tourism and Hospitality industry. Participants of this study were selected randomly, and based on the conclusions drawn from the data analysis and the literature, this chapter aims to answer the formerly proposed research questions.

6.1 – How does the concept of Human Branding affect the consumer habits in the Tourism and Hospitality Industry?

According to the literature, it is known that Human Brands makes the consumers feel appreciated, empowered, which in turn creates a sense of attachment, openness and belonging (Thomson, 2006). From the results of the study conducted in this Dissertation, it was seen that a strong Public Image and Performance / Popularity creates Attachment, which in turn creates Brand Value. Even though it is not a concept widely known, it is present in consumers decisions.

Consumers need interaction, and repeated interaction between a consumer and the human brand reduces uncertainty and provides the basis for an attachment to grow (Berman and Sperling, 1994), but in the context of human brands, it is not just the quantity but also the quality of interaction that matter. With direct and proper interaction, consumers are more likely to view a brand as accessible and authentic (Thomson, 2006). Respondents showed in the Questionnaire that by having a strong Human Brand, they perceived the brand as Authentic, create Intimacy with it and a Connection, which leads to added Brand Value. However, for professionals, it is important to develop the Human Brand carefully. For example, Authenticity is best developed slowly and deliberately, thus signalling a long-term view, and by avoiding perceived opportunism by the human brand, which can signal that the human brand has “sold out.” Likewise, when human brands are seen publicly in a nonperforming role, they should not be “perceived as acting” (Tolson 2001, p. 445), because this may lead consumers to feel manipulated and to view the human brand as lacking credibility. Away from their trade, human brands should not be viewed as trying too hard to convey an image, or they will risk being viewed as “pretenders.” Regarding Performance and Popularity, for example, it must also be

taken with caution. It has the potential to create Intimacy and add Brand Value, but it needs to be done to a level where consumers still feel welcomed and in their domain (Thomson, 2006).

Overall, it was possible to see that it is definitely a concept that weights on consumers' minds and is a potential competitive advantage for professionals in the industry in question, seeing as it creates an Attachment between the brand and the consumers.

6.2 - Is Human Branding weighing on consumer's minds when choosing a destination/planning a holiday, or is it something that consumers give little to no thought?

Respondents of the Questionnaire showed a strong relation between a positive Human Brand and Intimacy / Connection with the brand. Even if it is not a concept that consumers are necessarily familiar with, it is something that weights on their mind when making decisions. Prior research has shown this. Consumers who feel attracted to Human Brand will create a bond and loyalty to that brand, leading to Human Branding being unusually effective (Thomson, 2006). Additionally, it was seen that consumers will show loyalty to a Human Brand they enjoyed, wanting to visit the service again and share it as a suggestion to family and friends.

6.3 - Should professionals in the Tourism and Hospitality industry have higher awareness of their own Human Branding?

Definitively. The study showed that a strong Human Brand has a strong impact in Authenticity, Intimacy and Connection / Attachment, which all had value to the brand. Literature also shows that consumer attachments to human brands result in elevated levels of satisfaction, trust, and commitment (Thomson, 2006). It is also worth noting that for an attachment to form, the consumer must initially be minimally attracted in some way to the human brand, whether socially or in some other manner (Boon & Lomore, 2001). In other words, an attachment is unlikely to develop if the starting point of the relationship is characterized by intense negative feelings or thoughts. This suggests that managers must introduce a human brand to the world carefully and deliberately and choose a positioning that is appealing and sustainable over time (Thomson, 2006). The overall model and literature shows that it pays dividends having a strong Human Brand, but it should also be done with caution.

6.4 – Managerial / Academic Implications

The present study is the tip of the iceberg in a field that is very relevant today, from both managerial and academic perspectives.

Considering managerial implications, this research is interesting for professionals breaking through the industry of Tourism and Hospitality, but also for professionals with established businesses. The results and literature of this study shows that developing a strong Human Branding, adds value to the brand and can be a source of competitive advantage.

If consumers can be made to feel attachment and related, organizations may be able to foster strong attachments and thus enjoy the benefits of superior relationships with consumers. In general, human brands that make consumers feel appreciated, empowered, and understood succeed in creating feelings of autonomy (Thomson, 2006). Likewise, relatedness and similar feelings have been proved to be a positive gain by customers when a human brand promotes acceptance, openness, and belonging. This Intimacy and Connection between brands and consumers can be formed by virtue of a strong Human Brand.

In general, professionals of the Tourism and Hospitality Industry should pay close attention to the interactions they have with consumers alongside their quality of service. The Tourism and Hospitality Industry is an industry that is highly dependent on consumers habits and preferences. Having a competitive advantage in this industry is extremely valuable, specially, one that creates Loyalty and Attachment within consumers.

Regarding academic contributions, this study also addressed the lack of literature regarding Human Branding. Additionally, Human Branding literature regarding Tourism and Hospitality is extremely scarce. This Dissertation tries to create a bridge between Human Branding and Tourism and Hospitality. Although past research as shown the importance of Human Branding, the impact of this concept in specific industries is not analysed in its full scope, nor the full relationships between values. This Dissertation shows the importance of Human Branding in all businesses, but specifically in Tourism and Hospitality businesses. However, it can be used as a starting point to address Human Branding in other industries. It is a field of Marketing with much to explore still and it can be applied, arguably, to any industry that has human contact, as little as it may be. It is a concept that weights in consumers' minds when making a decision, but it is still quite unknown, making a powerful tool for professionals to gain advantages and build better relationships with their consumers.

6.5 – Limitations and Future Research

There are some limitations to this study, adding to natural time and resources constraints.

First, a non-probability sampling technique was used, which implicates that the results are only valid for the sample in analysis. Other limitations include the relatively small sample size of 321 respondents. To tackle this issue, a more extensive and representative sample of the population should be used to not compromise the reliability of the study.

Moreover, this study was conducted in the middle of a global pandemic, which might have biased the results. While consumers want to save money with increasing rates of unemployment, they are also eager to travel and live new experiences. A post-pandemic study should be led to see the difference in results.

Besides, it is important to note that while Attachment and Brand Value was used as a proxy for real Loyalty, direct conclusions of intention to revisit the Tourism and Hospitality services should be carefully considered. The data was collected through a questionnaire distributed across social media, where participants might not answer accurately to their intentions. Additionally, users thought of different services whilst answering the questionnaire, whether it was Hotels, Restaurants or other types of services, results may differ from service to service. Further research should include specific services or conduct a deeper analysis on the differences between services.

In respect to future research, other should be included in the model, such as purchase power of the respondents, reviews of the services, and different services categories. For example, Autonomy should be utilised in the analysis, but due to having only two questions dedicated in the questionnaire, this construct was not meaningful enough to take into consideration.

As this research focused only on the overall industry of Tourism and Hospitality, it would be interesting to study the same variables applied to other industries, and to specific services. Moreover, it would also be interesting to see this research applied to services and industries from different countries and consumers of specific nationalities, age groups and overall demographic characteristics. It would also be valuable to see this research from the perspective of the professionals and how they can act upon this concept and conclusions. Systematic research into what tactical choices are likely to promote autonomy and relatedness is needed. For example, do self-service models of service delivery or product customization promote autonomy by making consumers feel more self-expressive or self-governing? Do autonomy and

relatedness need to be created from scratch, or can firms draw on existing feelings targeted elsewhere? Does possessing one or more strong consumption-related attachments mean that a person experiences elevated life satisfaction, or as alluded to by prior research (Kleine & Baker, 2004), are there other, negative effects? Given the power of the strong attachments, answering these questions would be a worthwhile undertaking (Thomson, 2006).

7 - References

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Appendix

Appendix 1 – Hypothesis Tests

H_{1a}

Correlations

		Authenticity	PublicImage
Pearson Correlation	Authenticity	1.000	.701
	PublicImage	.701	1.000
Sig. (1-tailed)	Authenticity	.	.000
	PublicImage	.000	.
N	Authenticity	321	321
	PublicImage	321	321

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.701 ^a	.491	.489	.78741	.491	307.677	1	319	.000	1.831

a. Predictors: (Constant), PublicImage

b. Dependent Variable: Authenticity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.343	.187		7.175	.000	.975	1.712					
	PublicImage	.706	.040	.701	17.541	.000	.627	.786	.701	.701	.701	1.000	1.000

a. Dependent Variable: Authenticity

H1b

Correlations

		Connection_Attachment	Authenticity
Pearson Correlation	Connection_Attachment	1.000	.690
	Authenticity	.690	1.000
Sig. (1-tailed)	Connection_Attachment	.	.000
	Authenticity	.000	.
N	Connection_Attachment	321	321
	Authenticity	321	321

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.690 ^a	.476	.474	.88848	.476	289.759	1	319	.000	1.688

a. Predictors: (Constant), Authenticity

b. Dependent Variable: Connection_Attachment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.764	.210		3.633	.000	.350	1.178					
	Authenticity	.767	.045	.690	17.022	.000	.679	.856	.690	.690	.690	1.000	1.000

a. Dependent Variable: Connection_Attachment

H₂

Correlations

		Connection_Attachment	PublicImage
Pearson Correlation	Connection_Attachment	1.000	.626
	PublicImage	.626	1.000
Sig. (1-tailed)	Connection_Attachment	.	.000
	PublicImage	.000	.
N	Connection_Attachment	321	321
	PublicImage	321	321

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	Durbin-Watson	
					R Square Change	F Change	df1			df2
1	.626 ^a	.392	.390	.95687	.392	205.850	1	319	.000	1.805

a. Predictors: (Constant), PublicImage

b. Dependent Variable: Connection_Attachment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	Durbin-Watson	
					R Square Change	F Change	df1			df2
1	.626 ^a	.392	.390	.95687	.392	205.850	1	319	.000	1.805

a. Predictors: (Constant), PublicImage

b. Dependent Variable: Connection_Attachment

H_{3a}

Correlations

		Intimacy	PublicImage
Pearson Correlation	Intimacy	1.000	.520
	PublicImage	.520	1.000
Sig. (1-tailed)	Intimacy	.	.000
	PublicImage	.000	.
N	Intimacy	321	321
	PublicImage	321	321

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.520 ^a	.271	.268	1.06457	.271	118.290	1	319	.000	1.760

a. Predictors: (Constant), PublicImage

b. Dependent Variable: Intimacy

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.273	.253		5.028	.000	.775	1.771						
	PublicImage	.592	.054	.520	10.876	.000	.485	.699	.520	.520	.520	1.000	1.000	

a. Dependent Variable: Intimacy

H_{3b}

Correlations

		Intimacy	Performance_Popularity
Pearson Correlation	Intimacy	1.000	.840
	Performance_Popularity	.840	1.000
Sig. (1-tailed)	Intimacy	.	.000
	Performance_Popularity	.000	.
N	Intimacy	321	321
	Performance_Popularity	321	321

Model Summary^b

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	Durbin-Watson
				R Square Change	F Change	df1		
1	.840 ^a	.706	.67574	.706	766.319	1	.000	1.588

a. Predictors: (Constant), Performance_Popularity

b. Dependent Variable: Intimacy

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.203	.155		-1.315	.189	-.508	.101					
	Performance_Popularity	.959	.035	.840	27.682	.000	.890	1.027	.840	.840	.840	1.000	1.000

a. Dependent Variable: Intimacy

H_{3c}

Correlations

	Connection_Attachment	Intimacy
Pearson Correlation	1.000	.537
	.537	1.000
Sig. (1-tailed)	.	.000
	.000	.
N	321	321
	321	321

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.537 ^a	.288	.286	1.03563	.288	129.057	1	319	.000	1.527

a. Predictors: (Constant), Intimacy

b. Dependent Variable: Connection_Attachment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	2.158	.193		11.204	.000	1.779	2.537						
	Intimacy	.528	.047	.537	11.360	.000	.437	.620	.537	.537	.537	1.000	1.000	

a. Dependent Variable: Connection_Attachment

H₄

Correlations

	BrandValue	Connection_Attachment
Pearson Correlation	BrandValue	.410
	Connection_Attachment	1.000
Sig. (1-tailed)	BrandValue	.000
	Connection_Attachment	.
N	BrandValue	321
	Connection_Attachment	321

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.410 ^a	.168	.166	.95586	.168	64.533	1	319	.000	1.539

a. Predictors: (Constant), Connection_Attachment

b. Dependent Variable: BrandValue

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	3.526	.193		18.304	.000	3.147	3.905						
	Connection_Attachment	.350	.044	.410	8.033	.000	.264	.436	.410	.410	.410	1.000	1.000	

a. Dependent Variable: BrandValue

Cronbach's Alpha of the construals

Attachment Strength

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.795	.800	4

Autonomy

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.291	.291	2

Competence

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.702	.705	3

Relatedness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.667	.668	2

Cognitive Processing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.706	.707	2

Affection

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.734	.743	3

Activation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.893	2

Identification

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.724	.758	3

Enthusiasm

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.898	5

Attention

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.806	.807	4

Absorption

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.918	.914	6

Interaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.898	5

Loyalty

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.929	9

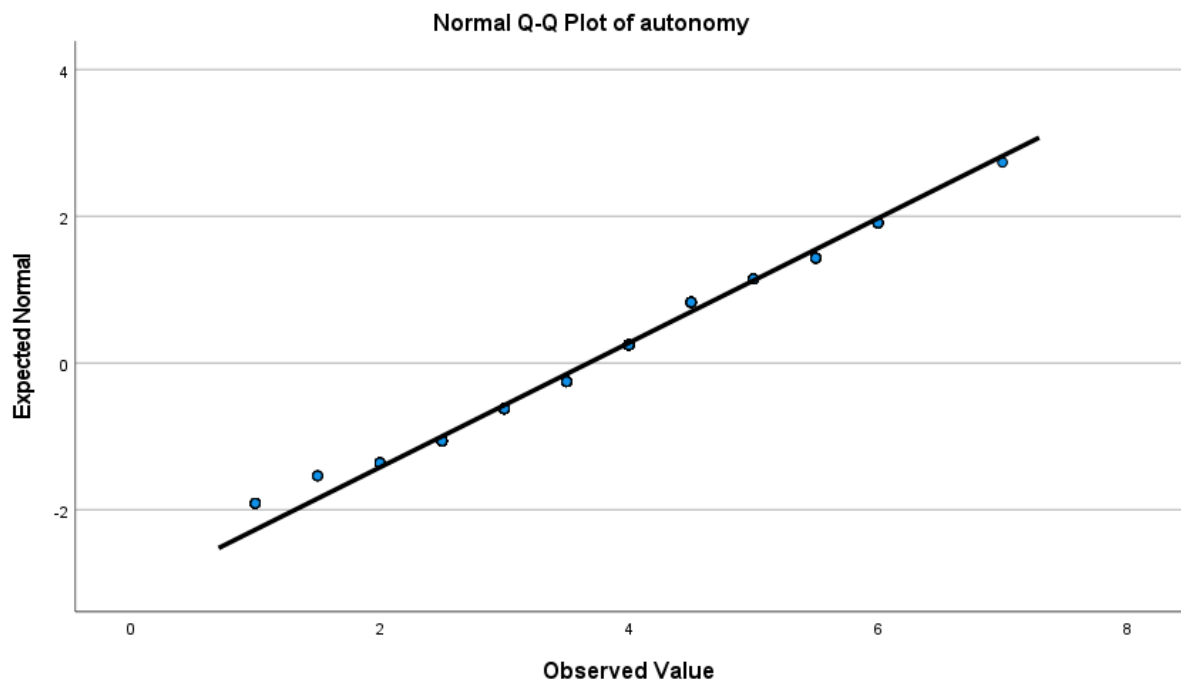
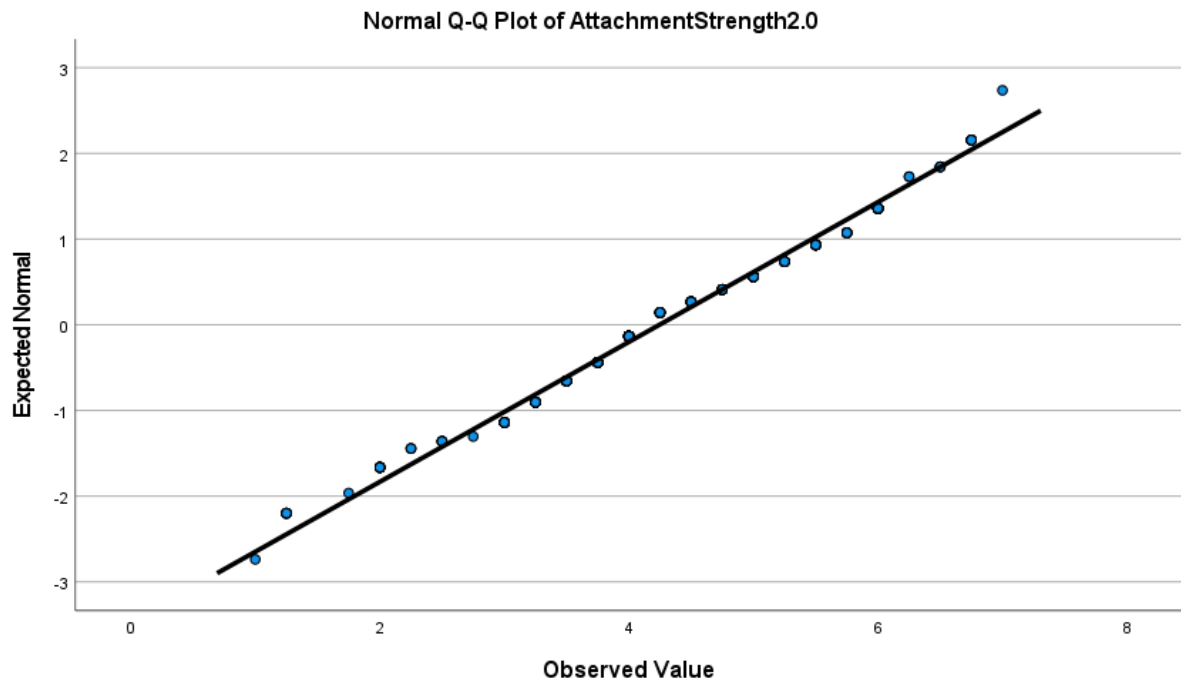
Normality tests for the Constructs

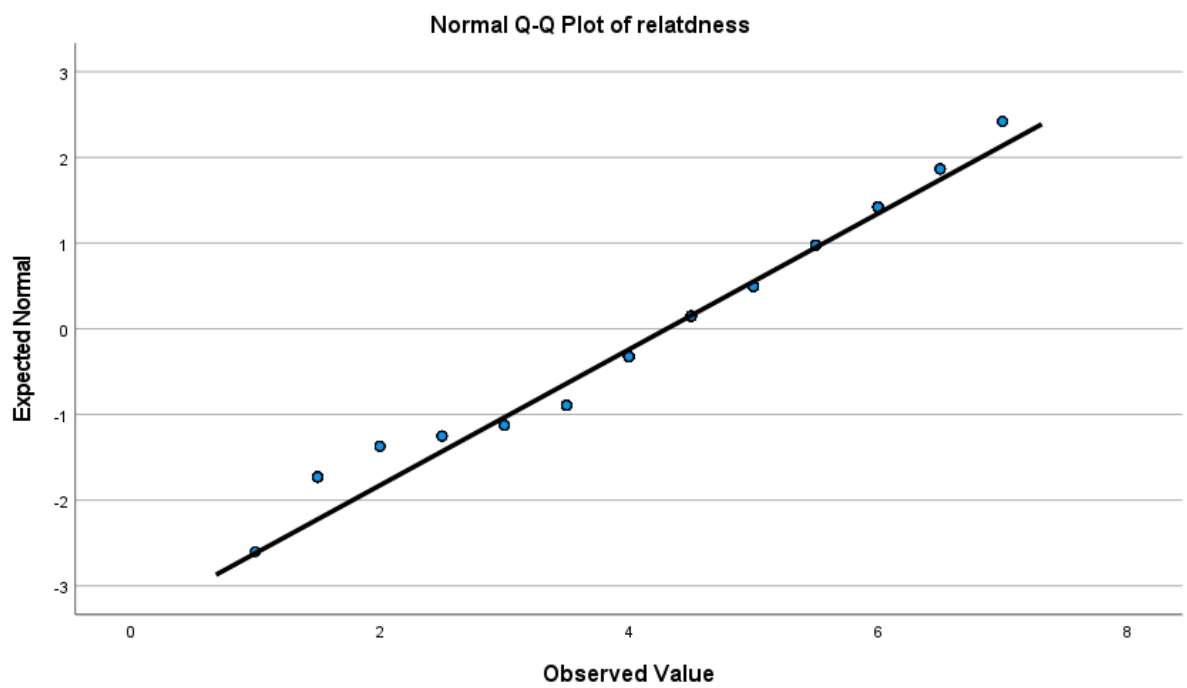
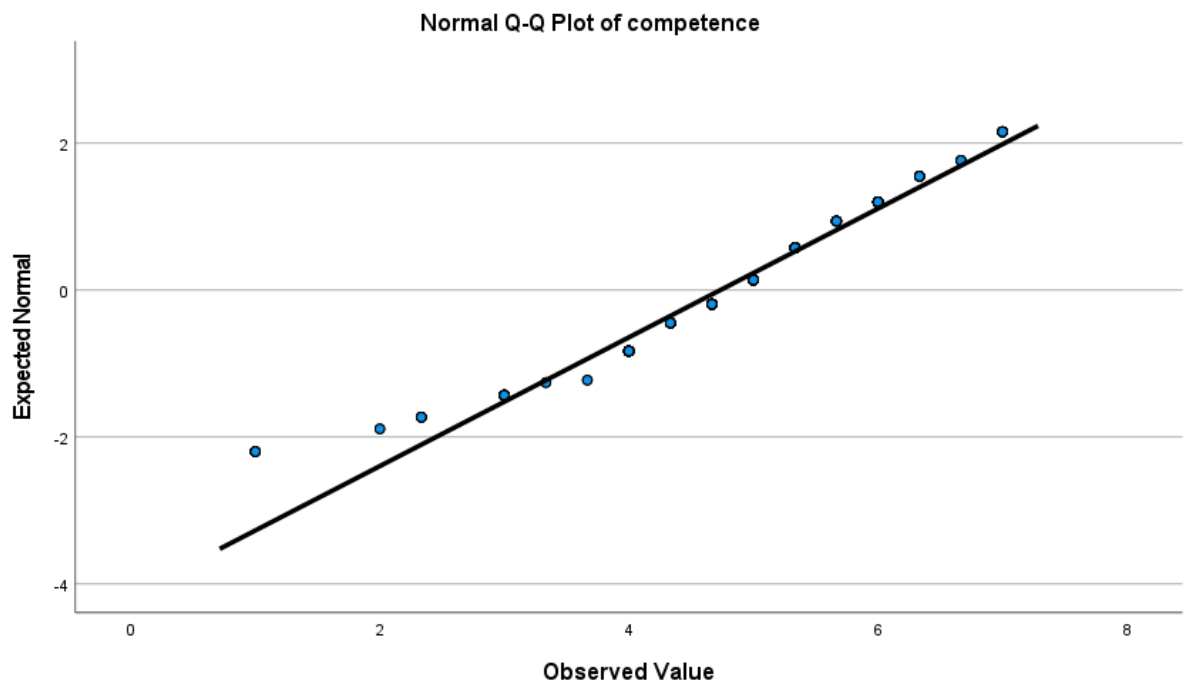
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
AttachmentStrength	.115	321	.000	.980	321	.000
autonomy	.157	321	.000	.958	321	.000
competence	.148	321	.000	.935	321	.000
relatdness	.177	321	.000	.940	321	.000
CognitiveProcessing	.145	321	.000	.952	321	.000
affection	.089	321	.000	.966	321	.000
activation	.210	321	.000	.919	321	.000
identification	.155	321	.000	.956	321	.000

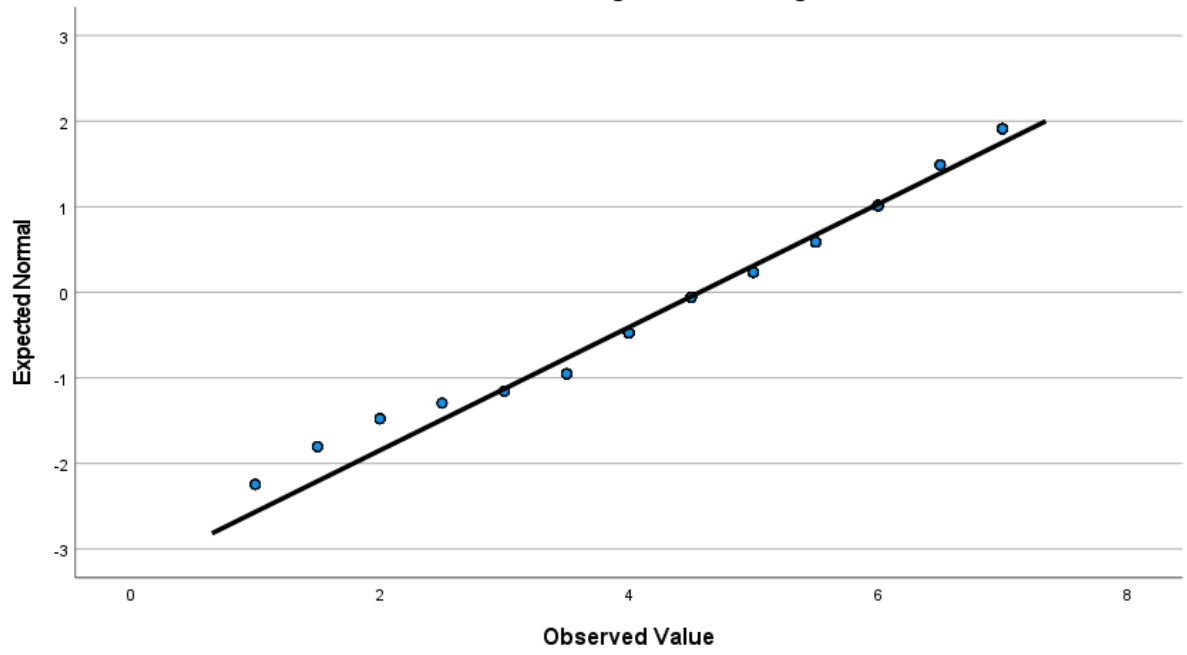
enthusiasm	.155	321	.000	.956	321	.000
attention	.135	321	.000	.974	321	.000
absorption	.116	321	.000	.964	321	.000
interaction	.079	321	.000	.981	321	.000
loyalty	.098	321	.000	.965	321	.000

a. Lilliefors Significance Correction

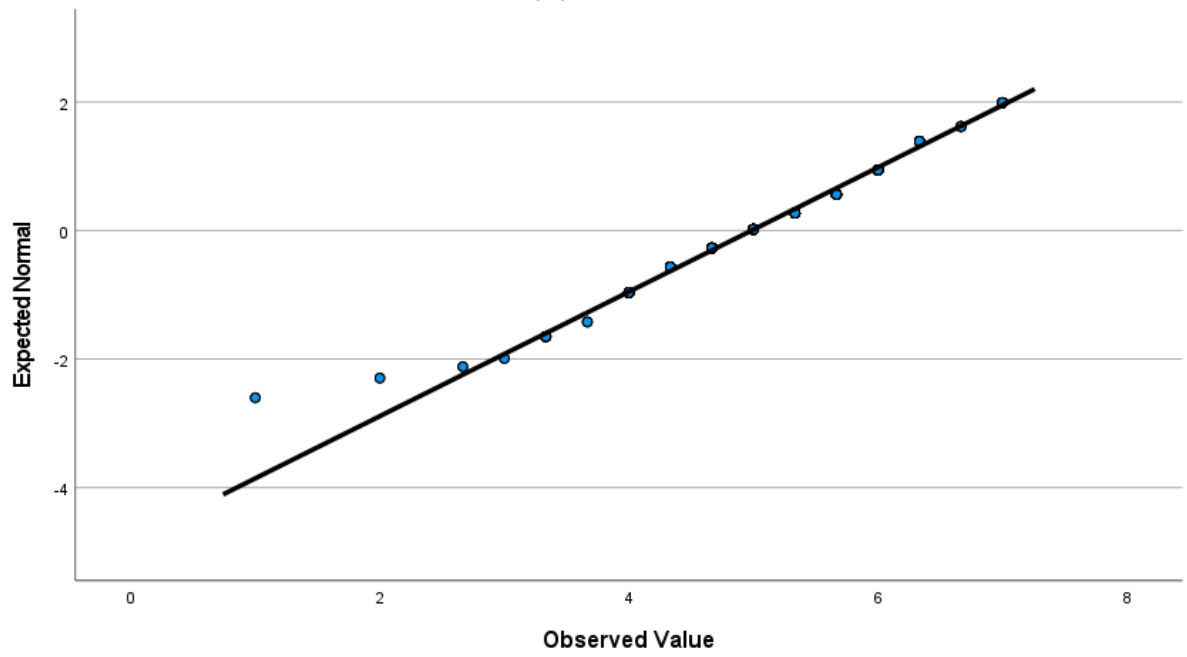




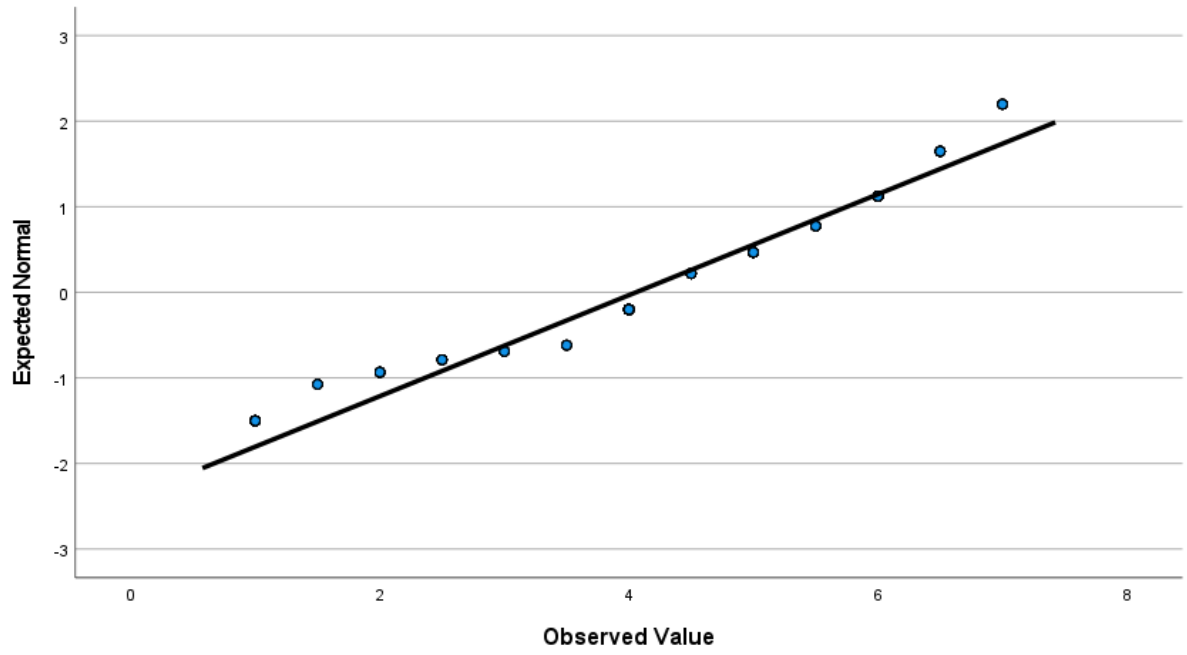
Normal Q-Q Plot of CognitiveProcessing



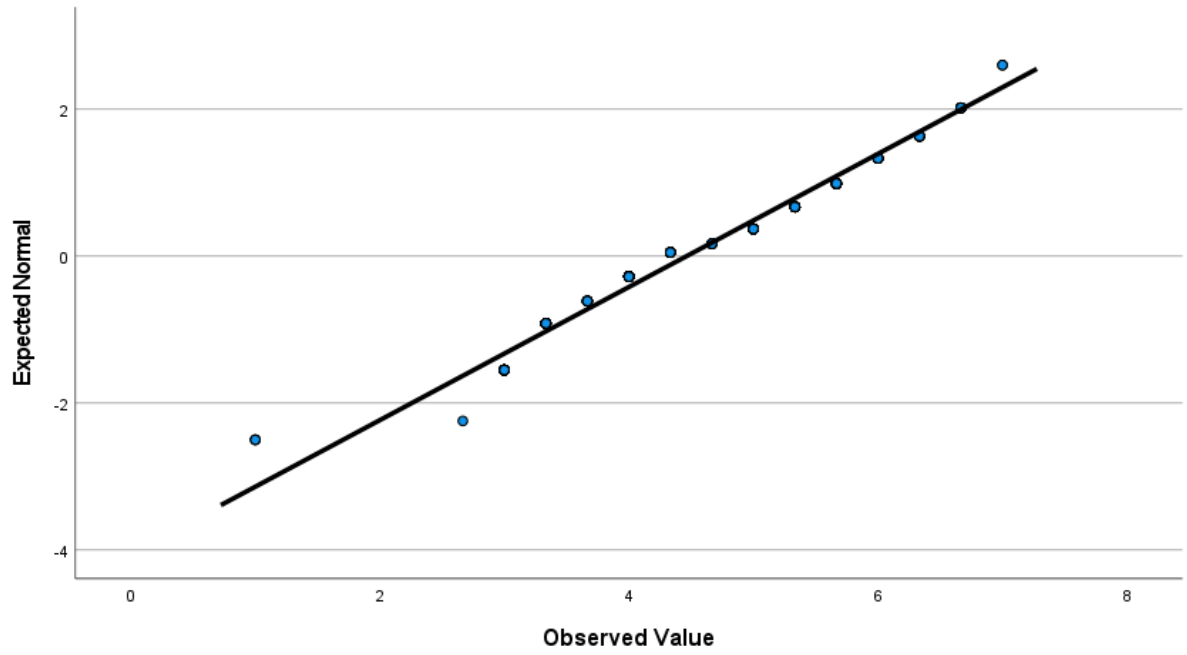
Normal Q-Q Plot of affection



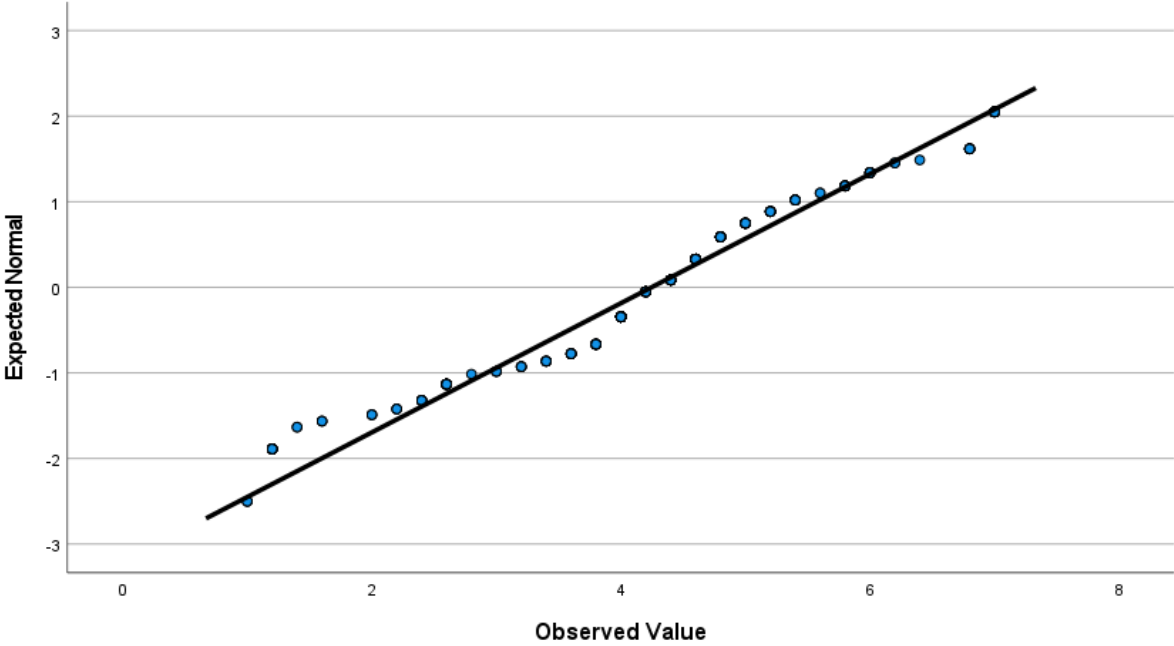
Normal Q-Q Plot of activation



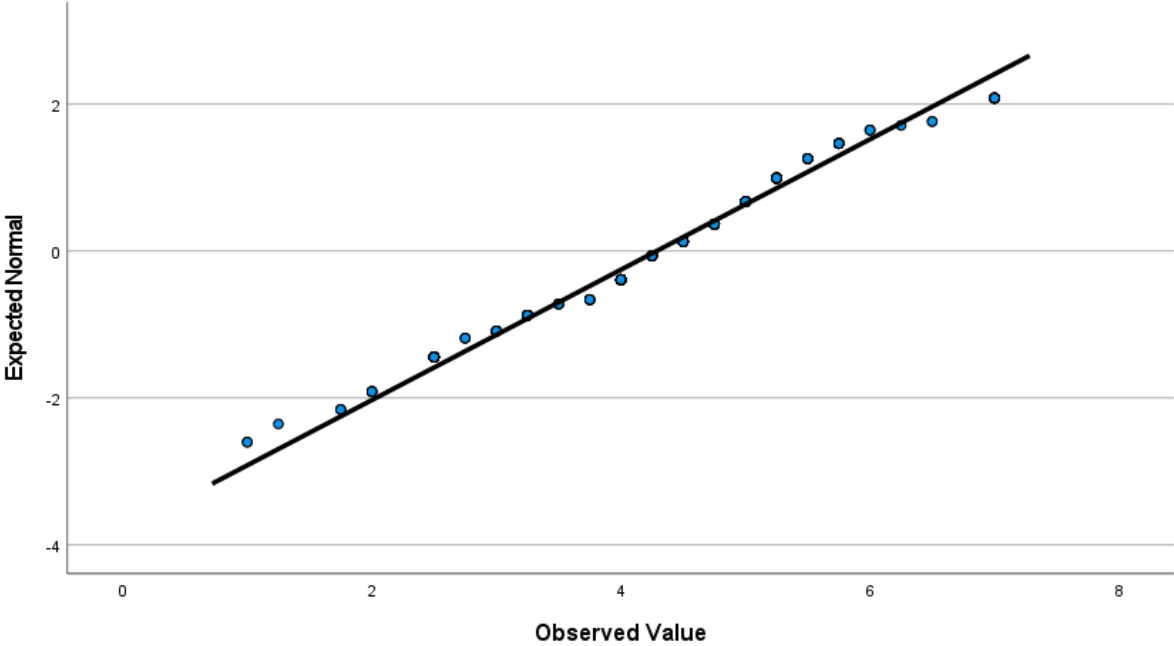
Normal Q-Q Plot of identification

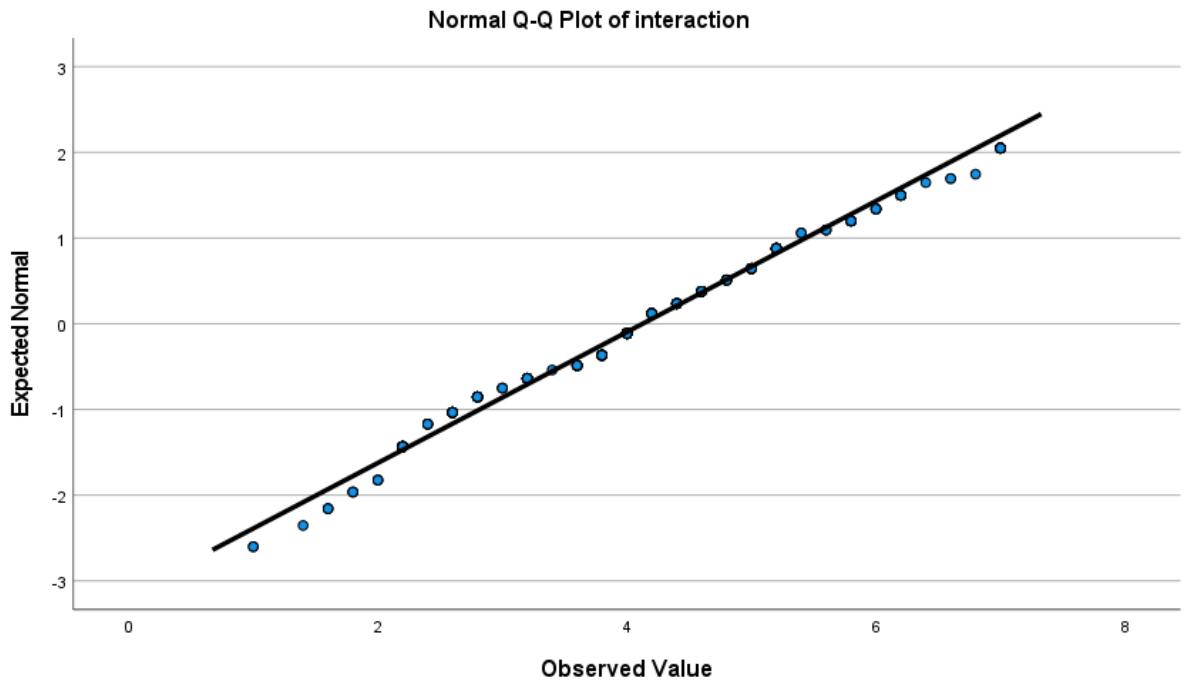
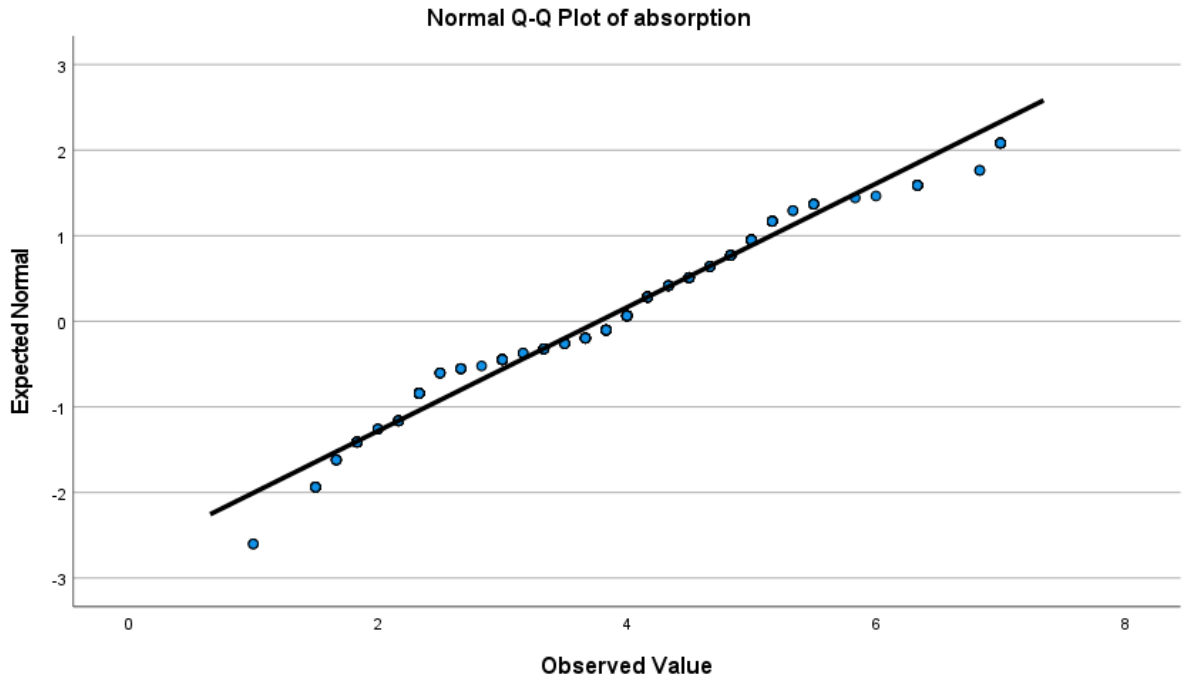


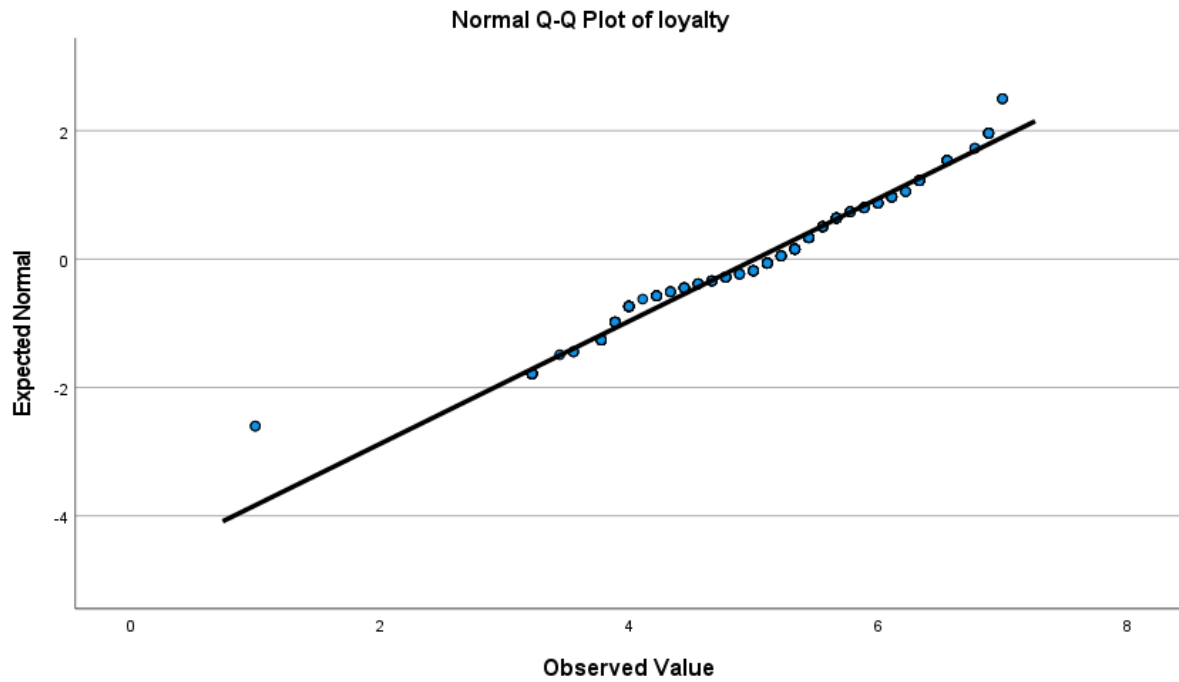
Normal Q-Q Plot of enthusiasm



Normal Q-Q Plot of attention







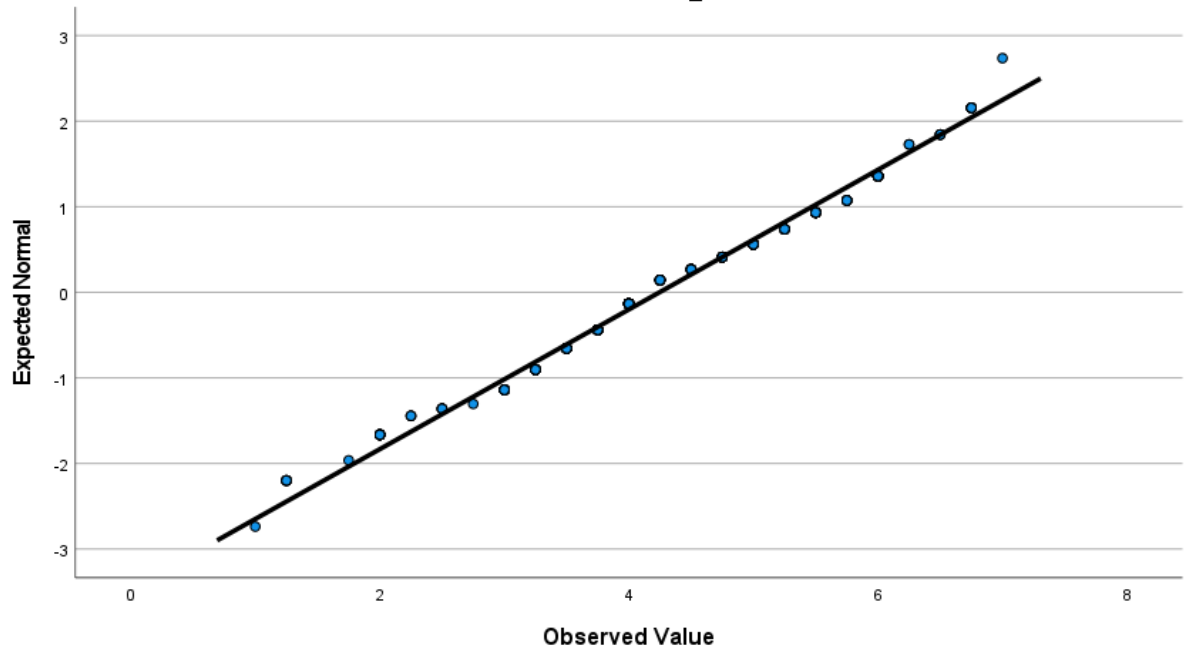
Normality tests for the Dimensions

Tests of Normality

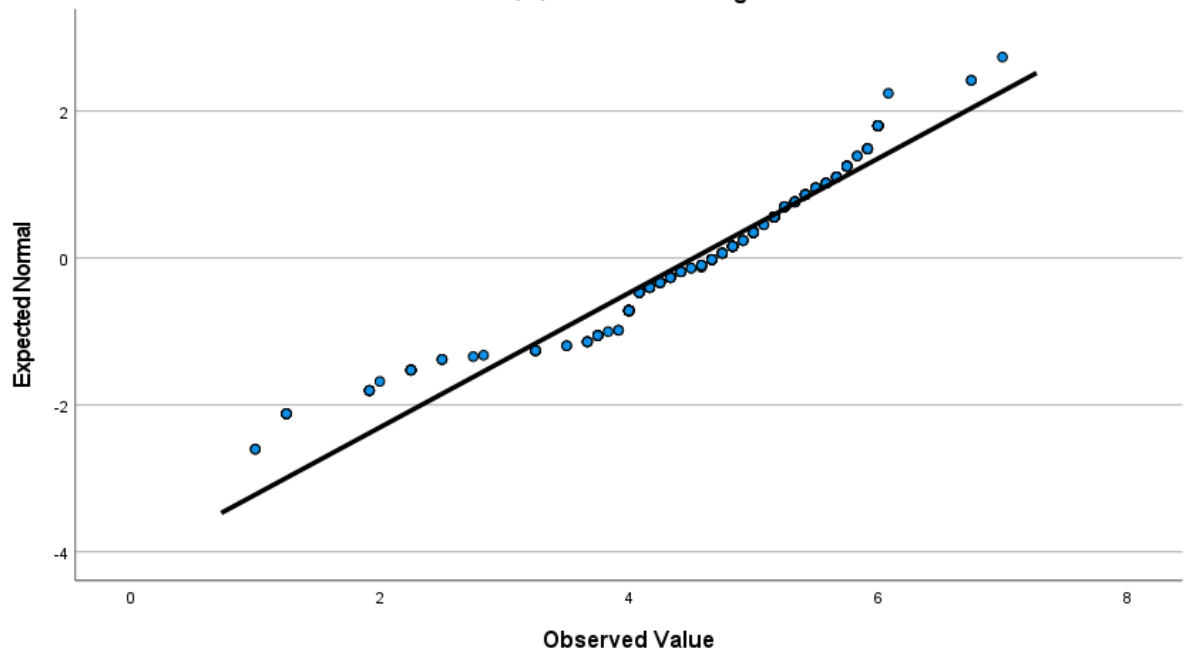
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Connection_Attachment	.115	321	.000	.980	321	.000
PublicImage	.152	321	.000	.924	321	.000
Authenticity	.067	321	.001	.986	321	.003
Performance_Popularity	.082	321	.000	.986	321	.003
Intimacy	.080	321	.000	.976	321	.000
BrandValue	.098	321	.000	.965	321	.000

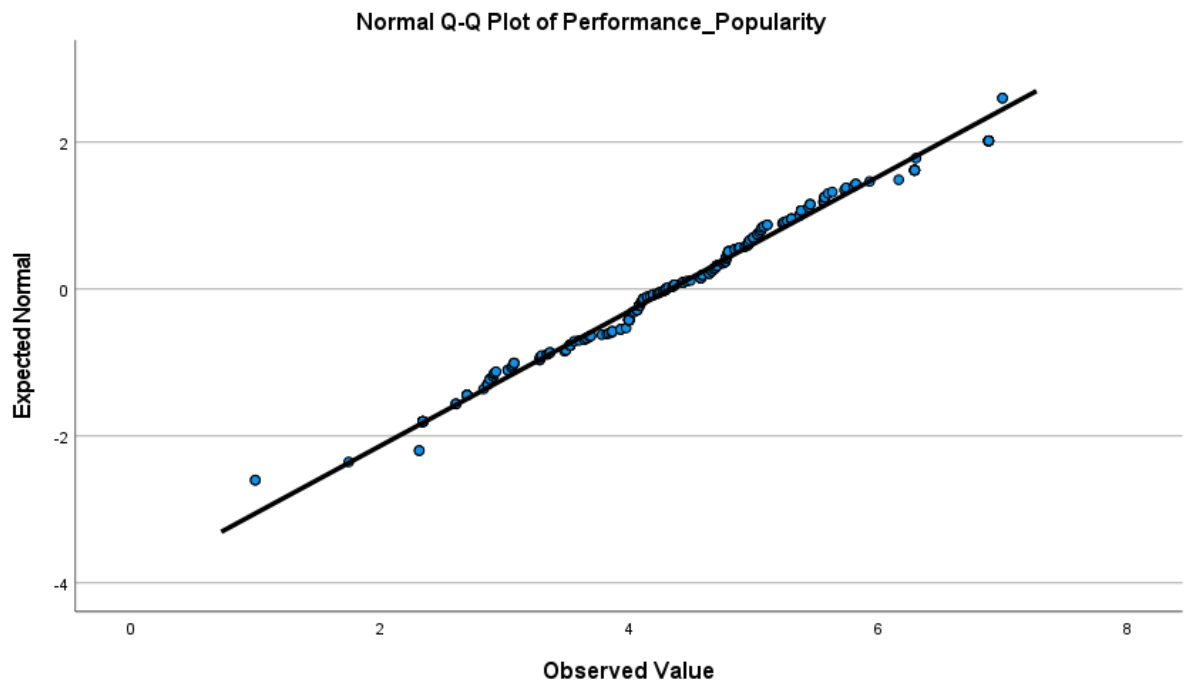
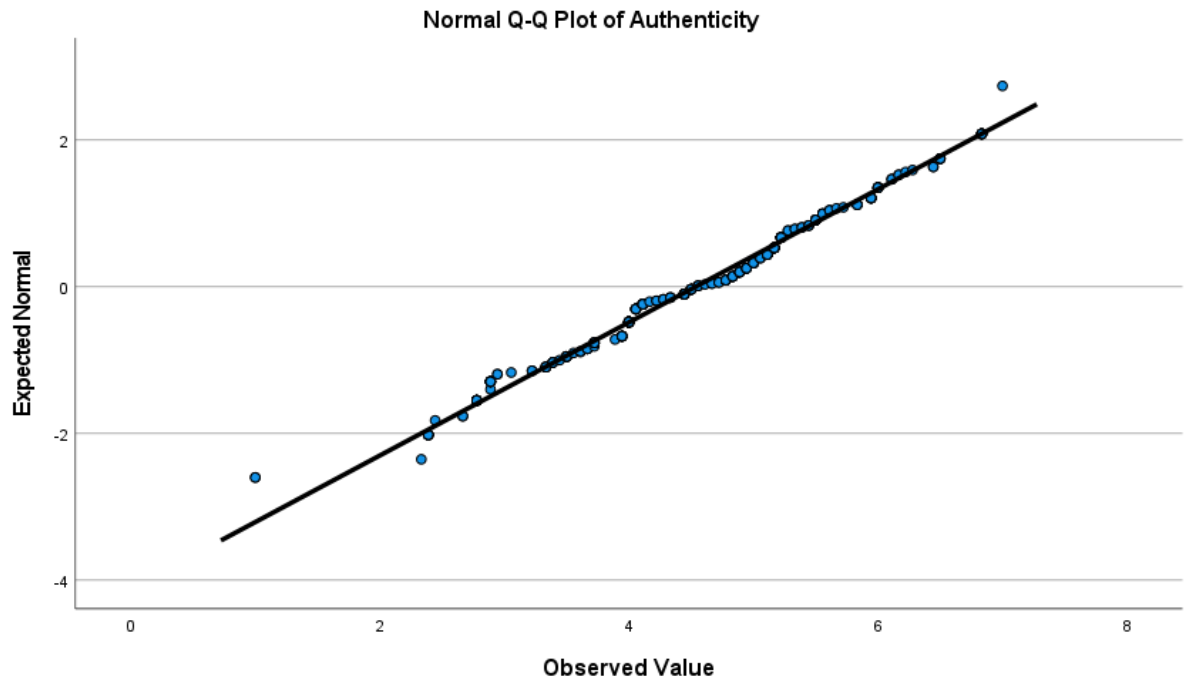
a. Lilliefors Significance Correction

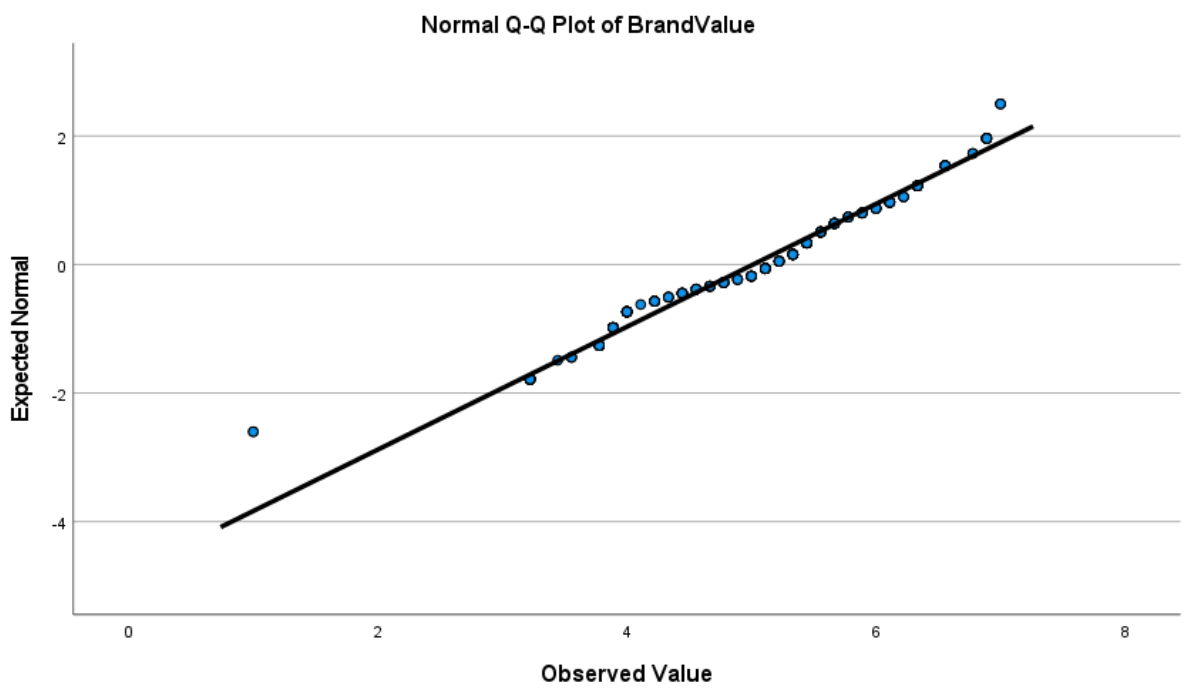
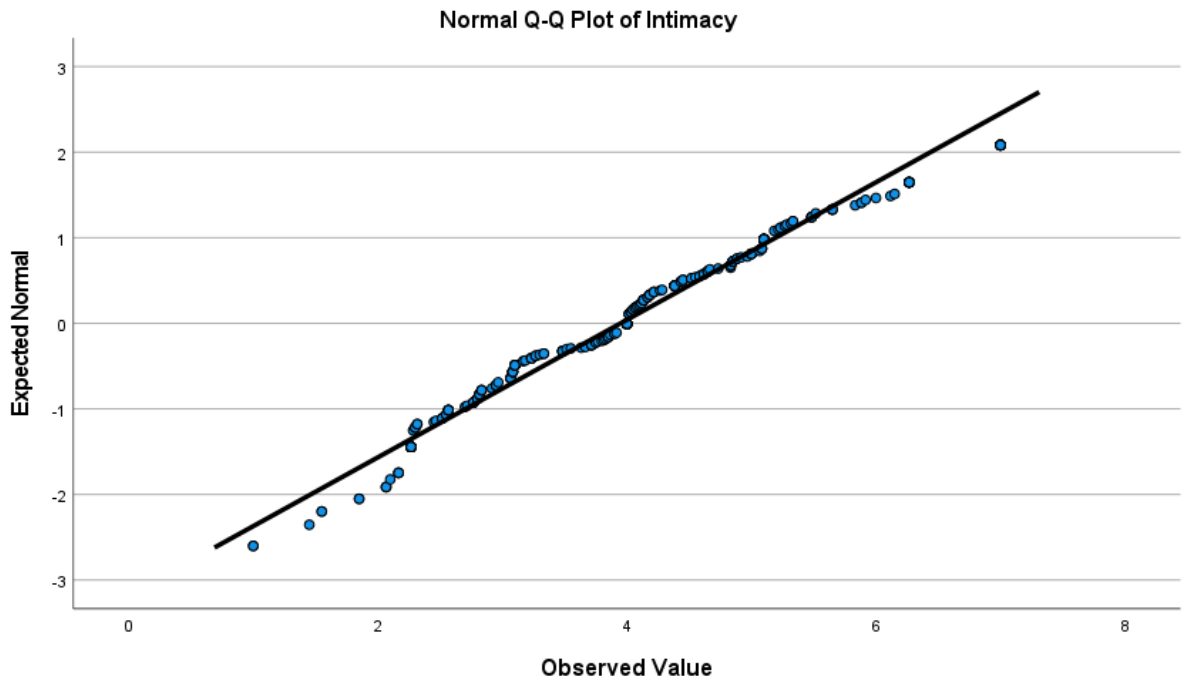
Normal Q-Q Plot of Connection_Attachment



Normal Q-Q Plot of PublicImage







Figures and Tables

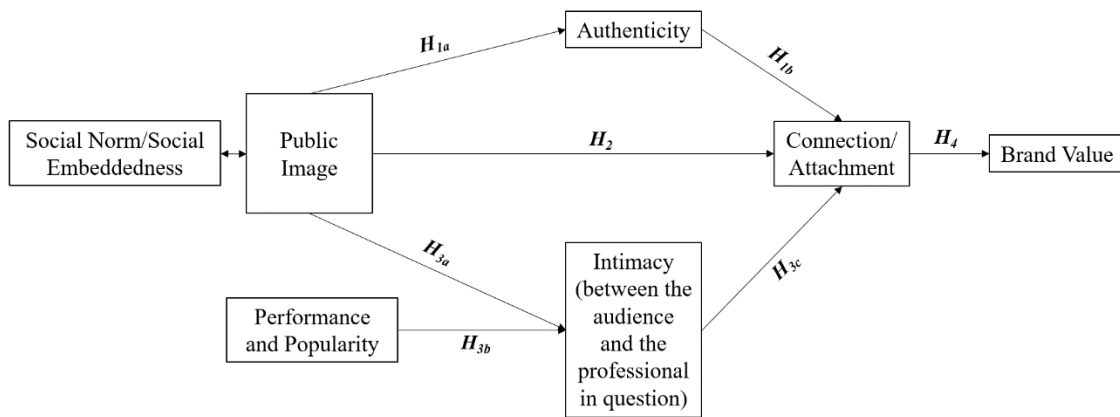


Figure 1

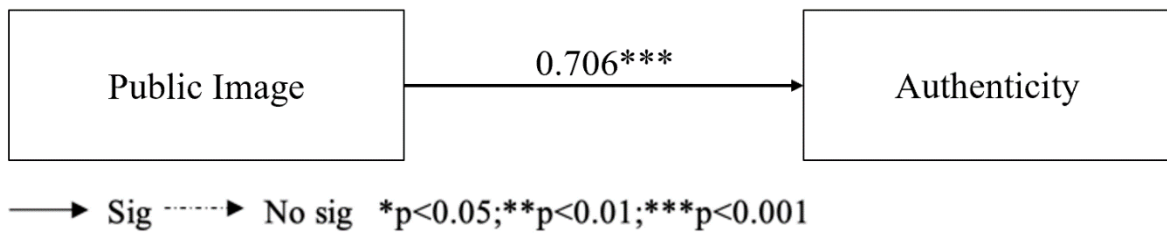


Figure 2

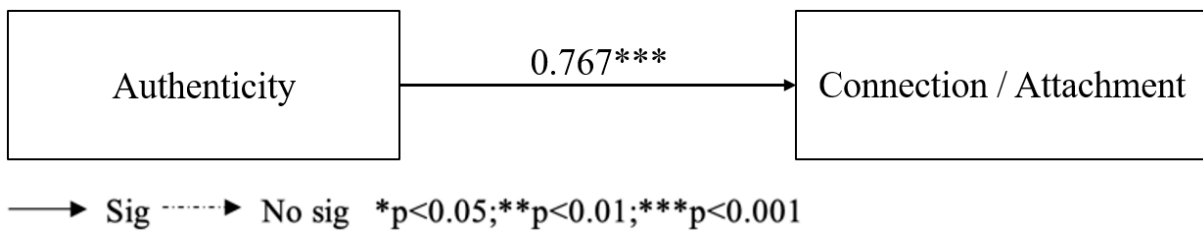


Figure 3

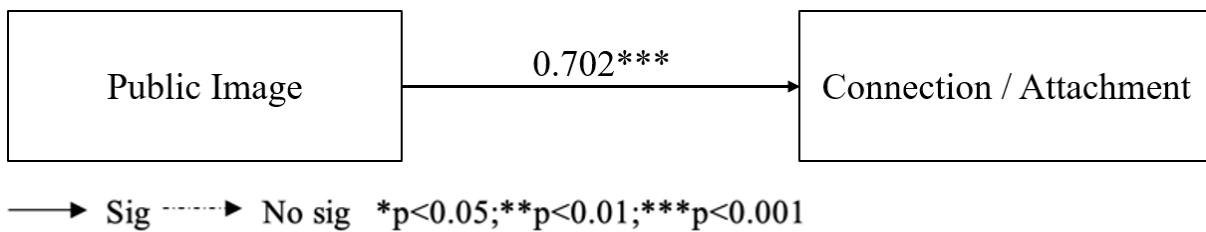


Figure 4

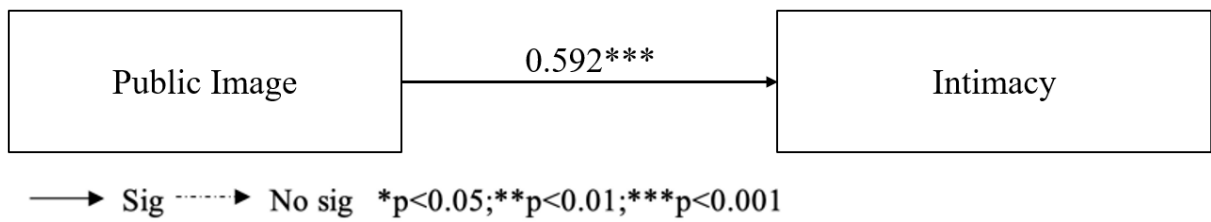


Figure 5

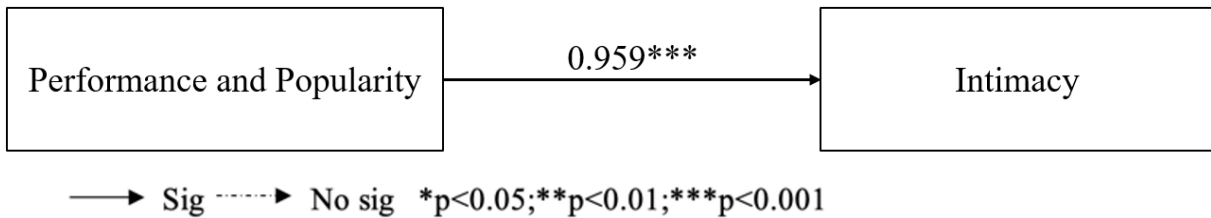


Figure 6

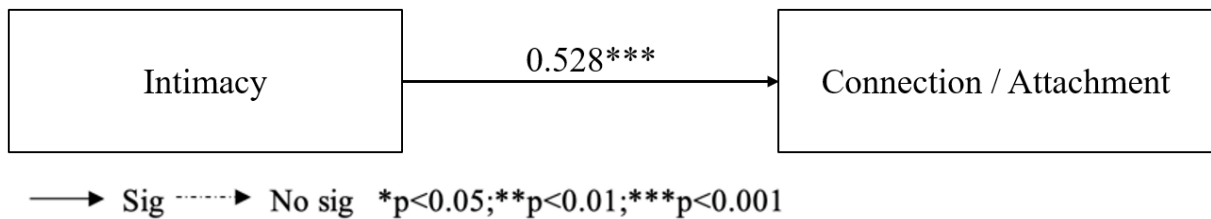


Figure 7

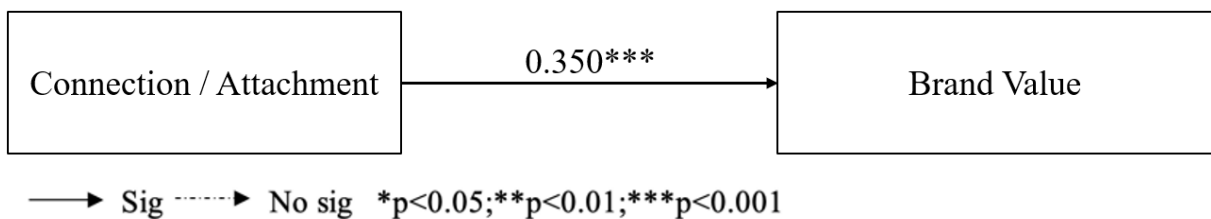


Figure 8

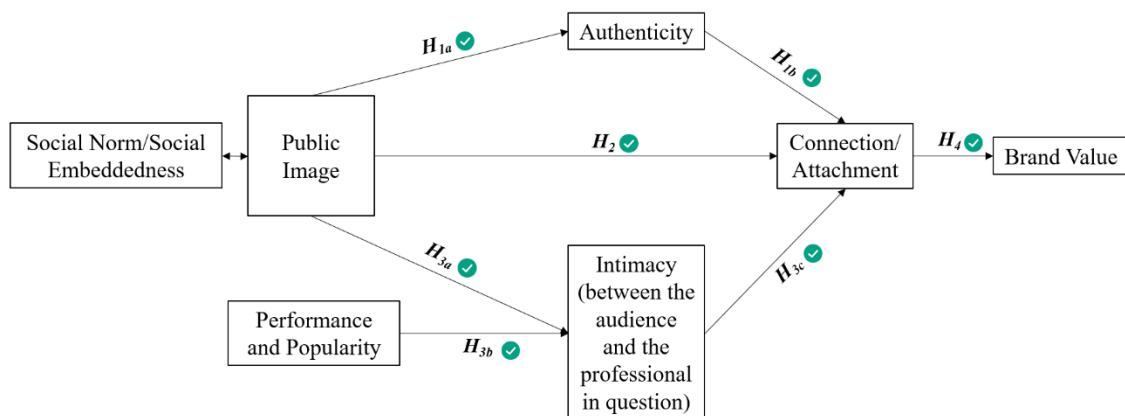


Figure 9

Questions	Construct	Literature
1. I feel better if I'm going back to the service of XYZ often	Attachment strength	Human Brands - Matthew Thomson (2006)
2. I miss XYZ when not using their service		
3. If XYZ service was permanently shut down, I'd be upset		
4. Losing XYZ forever would be distressing to me		
5. XYZ makes me feel pressured to be certain ways	Autonomy	
6. XYZ makes feel free to be who I am	Competence	
7. XYZ makes me feel inadequate		
8. XYZ makes me feel good		
9. XYZ makes well taken care off	Relatedness	
10. XYZ makes me feel cared about		
11. I relate to XYZ		
12. I think about XYZ when using their service or similar	Cognitive Processing	Customer Brand Engagement - Hollebeek et al. 2014
13. Using XYZ's service stimulates me to learn more about it		
14. I feel very positive when using XYZ service	Affection	
15. Using XYZ's service makes me happy		
16. I'm proud to use XYZ's service		
17. I use XYZ's service much more than I use other Tourism/Hospitality/Leisure services	Activation	
18. XYZ's service is usually the one I use when using Tourism/Hospitality/Leisure services		
19. When someone criticizes XYZ, it feels like a personal insult	Identification	Customer Engagement - So et al. 2016 - VER Prentice 2020 adaptation
20. I feel happy when XYZ is successful		
21. I feel happy when someone praises XYZ		
22. I'm heavily into XYZ	Enthusiasm	
23. I'm passionate about XYZ		

Questions	Construct	Literature
24. I'm enthusiastic about XYZ	Enthusiasm	Customer Engagement - So et al. 2016 - VER Prentice 2020 adaptation
25. I feel excited about XYZ		
26. I love XYZ		
27. I like to learn about XYZ	Attention	
28. I pay a lot of attention to XYZ actions		
29. Anything related to XYZ grabs my attention		
30. I concentrate a lot on XYZ		
31. When interacting with XYZ, I forget everything else around me	Absorption	
32. Time flies when interacting with XYZ		
33. When interacting with XYZ I get carried away		
34. When interacting with XYZ, it is difficult to detach myself		
35. When interacting with XYZ, I am immersed		
36. When I interact a lot with XYZ, I feel happy		
37. In general, I like to get involved with XYZ community	Interaction	
38. I am someone who enjoys interacting with like-minded others in the XYZ community		
39. I actively participate in XYZ community		
40. In general, I enjoy exchanging ideas with other people in the XYZ community		
41. I often participate in activities/events of the XYZ community		
42. I would say positive things about this service to other people.		Loyalty
43. I would recommend XYZ to someone who seeks my advice.		
44. I would refer XYZ to my friends and relatives.		
45. I would provide positive reviews for XYZ.		

Questions	Construct	Literature
46. I am most likely to return to XYZ's service.	Loyalty	Customer Loyalty - Prentice's adaptation (2020)
47. I will come back to XYZ's service even if the price increases.		
48. I pay a higher price than for other services for the benefits of XYZ's service.		
49. I'm pleased to have used XYZ's service		
50. It was a good idea to have used XYZ's service.		

Table 1

Questions	Mean	Std. Deviation
Q1	4.72	1.299
Q2	3.84	1.424
Q3	4.63	1.657
Q4	3.79	1.798
Q5	2.81	1.532
Q6	4.54	1.547
Q7	4.14	1.468
Q8	5.09	1.416
Q9	4.98	1.439
Q10	4.27	1.420
Q11	4.34	1.491
Q12	4.68	1.545
Q13	4.46	1.616
Q14	5.13	1.208
Q15	5.16	1.255
Q16	4.66	1.369
Q17	3.98	1.790
Q18	4.14	1.775

Questions	Mean	Std. Deviation
Q19	3.41	1.692
Q20	5.15	1.258
Q21	4.83	1.107
Q22	4.69	1.387
Q23	3.65	1.679
Q24	4.36	1.597
Q25	4.29	1.481
Q26	4.24	1.718
Q27	4.85	1.190
Q28	4.24	1.576
Q29	4.43	1.397
Q30	3.62	1.477
Q31	3.34	1.697
Q32	3.69	1.810
Q33	3.91	1.712
Q34	3.32	1.611
Q35	3.54	1.739
Q36	4.83	1.220
Q37	4.54	1.351
Q38	4.75	1.305
Q39	3.61	1.777
Q40	4.14	1.607
Q41	3.59	1.690
Q42	5.22	1.188
Q43	5.15	1.343
Q44	5.16	1.202
Q45	5.27	1.222
Q46	5.40	1.253
Q47	4.42	1.467
Q48	4.29	1.675
Q49	5.19	1.211

Questions	Mean	Std. Deviation
Q50	5.01	1.313

Table 2

Gender	Number of Respondents	Percentage
Male	125	38.94%
Female	190	59.19%
Non - binary / Third gender	6	1.87%
Prefer not to say	0	0
Total	321	100
Age		
Age	Number of Respondents	Percentage
< 18	5	1.56%
18 - 30	166	51.71%
30 - 45	78	24.30%
45 - 60	50	15.58%
60 <	22	6.85%
Total	321	100
Occurrence		
Occurrence	Number of Respondents	Percentage
Never	11	3.43%
1 - 2 times in the past 5 years	53	16.51%
1 - 2 times in the past year	71	22.12%
1 - 2 in the past 6 months	108	33.64%
Occurrence		
Occurrence	Number of Respondents	Percentage
1 - 2 times in the past month	52	16.20%

1 - 2 times in the past week	20	6.23%
Daily	6	1.87%
Total	321	100

Table 3

Country	Number of Respondants
Belgium	1
Finland	1
Luxembourg	1
Poland	1
Romania	1
UAE	1
Brazil	2
Italy	2
Switzerland	2
China	2
Canada	3
Germany	4
France	4
Spain	9
USA	13
United Kingdom	20
Portugal	254

Table 4

Constructs	Mean	Std. Deviation
Attachment Strength	4.2445	1.22545
Autonomy	3.6760	1.17766
Competence	4.7342	1.14106
Relatedness	4.3037	1.26137
Cognitive Processing	4.5670	1.39004
Affection	4.9844	1.03352
Activation	4.0561	1.69465
Identification	4.4642	1.10343
Enthusiasm	4.2455	1.32488
Attention	4.2850	1.12662
Absorption	3.7731	1.38375
Interaction	4.1246	1.30869
Loyalty	5.0125	1.04645

Table 5

Constructs	Cronbach's α	N° of Items
Attachment Strength	0.795	4
Autonomy	0.291	2
Competence	0.702	3
Relatedness	0.701	2
Cognitive Processing	0.706	2
Affection	0.734	3
Activation	0.893	2
Identification	0.724	3
Enthusiasm	0.896	5
Attention	0.806	4
Absorption	0.918	6
Interaction	0.896	5

Loyalty	0.924	9
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Table 6

Constructs	Dimensions
Attachment strength	Connection / Attachment
Competence	Public Image
Relatedness	
Cognitive Processing	Authenticity
Affection	
Activation	
Identification	Performance and Popularity
Enthusiasm	
Attention	
Absorption	Intimacy
Interaction	
Loyalty	Brand Value

Table 7

Dimensions	Mean	Std. Deviation
Connection / Attachment	4.2445	1.22545
Public Image	4.5190	1.09293
Authenticity	4.5358	1.10191
Performance and Popularity	4.3316	1.09086
Intimacy	3.9489	1.24447
Brand Value	5.0125	1.04645

Table 8