

The activation of individual customer intimacy towards a financial organisation through personalised marketing in South Africa

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ABSTRACT

South African financial organisations face challenges to emotionally connect with a diverse, financially vulnerable consumer market. It is well-researched that building customer value drives growth and profitability. This study explores the concept of customer intimacy – a value discipline presented by Treacy and Wiersema (1993) – as a marketing strategy focused on perceptions of value to create, communicate and deliver emotional experiences. It investigates personalisation as the leveraged customer information and one-to-one customer relationship to individually target and activate a customer's feelings of intimacy during digital interactions. In this context, when a customer feels understood and appreciated, they experience intimacy, a warm feeling, or a sense of belonging. Social connections might draw attention, motivate engagement, and positively influence attitudes and behaviours to build emotional connections.

A neuromarketing experiment observed the personalised experience and intimacy effect to predict an emotional connection. Adapting to remote research during the Covid-19 pandemic required three instruments: facial coding, an interview, and a survey. Two groups were selected; existing clients (emotionally connected) and non-clients (not connected). They joined an online video meeting to interact with two different email communications. Recorded emotional responses were analysed with facial expression software, themes, and statistics. Results reveal a positive relationship: personalisation as an intimate experience is significant in predicting the customer's attitude towards the organisation. The two critical intimacy influencers are the accuracy of the organisation's customer knowledge and the quality of the financial adviser relationship. Two surprising findings were extracted; the emotionally connected responded insignificantly, while non-clients reacted significantly. Also, the customer knowledge an adviser holds might have an adverse effect on the experience.

Findings suggest that personalisation and multiple intimate interactions support the activation of an emotional connection. Implementing and activating individual customer intimacy requires individual targeting, close relationships, and personalised marketing campaigns.

Keywords:

individual customer intimacy, customer knowledge, customer relationship, customer-intimate experience, personalised marketing, one-to-one marketing, personalisation, email marketing, emotional connections

DECLARATION

I, Marné Visagie, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirement for the degree Master of Management in the field of Strategic Marketing (MMSM), University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

A handwritten signature in black ink, appearing to read 'M Visagie', with a stylized flourish at the end.

Marné Visagie

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CHAPTER 1 INTRODUCTION

Research in strategic marketing has indicated increasing interest in consumer emotions, decisions and behaviours (Magids, Zorfas, & Leemon, 2015). Most brands fail to emotionally connect with consumers due to insufficient information regarding the profound emotions that drive their behaviours (Motista, 2016). The neuroscientist, Antonio Damasio, explains, “We are not thinking machines that feel. We are feeling machines that think” (Morin, 2011, p. 134). The social sciences study experiences, social relationships and behaviours of “human social life” to help marketers discover this hidden wealth of information (Neuman, 2013, p. 9).

The current study was conducted in the social sciences in strategic marketing to improve marketing performance of the financial services industry in South Africa. This study explores activating an individual customer’s intimacy feelings as an emotional connection towards a South African financial organisation through personalised marketing. Chapter 1 introduces the context of the study, background on the financial organisation and the challenges experienced by financial service providers. From these challenges, the researcher identified research problems, research questions, and objectives to direct the investigation.

1.1 Context of the research study

1.1.1 Background on the financial organisation

This study’s chosen financial organisation is a South African authorised financial service provider listed on the Johannesburg Stock Exchange (JSE). The organisation offers financial advice and solutions such as insurance, investments, savings, healthcare, estate planning, retirement planning and more. Clients can approach the organisation directly through business-to-consumer (B2C) channels or a representative business-to-business (B2B) network of licensed financial advisers. Financial advisers form a professional community of employees or business partners that provide financial advice to clients. These personal one-to-one interactions with individual clients require high-involvement decisions around financial solutions, specific products, and services to fit customer needs (Momentum Metropolitan, 2019). The financial organisation’s marketing goal is to drive growth and retention by emotionally connecting with consumers by empowering them to achieve their financial goals (Momentum, 2019).

Bügel, Verhoef, and Buunk (2011) state that high-involvement decisions and one-to-one interactions signify that the chosen financial organisation already practice a degree of customer intimacy – a value discipline presented by Treacy and Wiersema (1993). The customer intimacy value is focused on perceptions of value to create, communicate, and deliver superior value to customers (Treacy & Wiersema, 1993; Zacharias, Nijssen, & Stock, 2016).

Traditionally, organisations in the financial services industry are well known to be product-based selling organisations packaging an intangible risk as a product (Varadarajan, 2010). Although the marketing perspective indicates a shift in business culture from selling products to selling a value (Morgan, Whitley, Feng, & Chari, 2019) the researcher found that value strategies in academic research are mainly theoretical (Zacharias et al., 2016). Current and peer-reviewed research articles with recommendations for practical implementation of strategies to connect with individual customer needs are limited (Zacharias et al., 2016). For the financial organisation to achieve its goal requires the organisation to package their services as value propositions in such a way to motivate emotional connections (Momentum, 2019). What strategic approach will the financial organisation implement to deliver viable results?

Since the chosen financial organisation is characterised with a degree of customer intimacy, unique opportunities exist for financial advisers to emotionally connect with individual customers in one-to-one interactions. In a digital marketing sphere multiple touchpoints are now available to communicate with customers, create new client experiences, drive engagement and build emotional connections (Kannan & Li, 2017).

This study wishes to address the gap on customer intimacy implementation in current literature by investigating and exploring the practical implementation of a customer intimacy value strategy focused on connecting with individual customers.

Coincidentally, the Marketing Science Institute set out research priorities to align theory and industry implementation to improve marketing performance. Within this context, the current study explores cultivating the customer asset: “What are the most effective strategies to drive deeper and lasting customer engagement with the firm?”, (Marketing Science Institute, 2018).

As an employee of the financial organisation, the researcher obtained permission to research and explore the challenge ahead (refer to Appendix A: Permission letter) and received ethical clearance to conduct the study (refer to Appendix B: Ethics Clearance Certificate).

1.1.2 Challenges for financial service providers in South Africa

Coovadia (2017) reported that distrust exists among stakeholders in the financial services sector and that the industry must change by offering reliability to customers. The Financial Sector Conduct Authority's (FSCA, 2019) regulations increased focus on Treating Customers Fairly (TCF), requiring all customers to be confident in dealing with financial organisations. TCF has forced financial organisations to become more service and relationship orientated – two characteristics of customer-intimate organisations (Verweire, 2014).

Unfortunately multiculturalism in South Africa complicates financial organisations' efforts to connect and build relationships with everyone (Johnson, Elliott, & Grier, 2010). South Africa has a diverse rainbow nation found nowhere else globally, each with distinct motivational drivers (Garrison Group, 2019). Diversity is due to the country's history of imbalance in education and income (Malumo, 2019). This imbalance has given rise to South African consumers' financial vulnerability and failure to connect with specific financial services (Momentum & Unisa, 2019).

Research in economic and financial vulnerability aims to comprehend South African consumers worsening state of financial well-being and waning consumer confidence (Momentum & Unisa, 2019). From this research financial services aim to understand South African households' financial wellness and capability to change their financial conditions (Momentum & Unisa, 2017). Opportunities exist to improve consumers' financial wellness by partnering with a financial adviser to define what they value, specify their personal needs, and win back trust in financial services through building a long-term relationship (Momentum & Unisa, 2017).

But Berry (1995) states that relationship marketing links to performance marketing and not necessarily the marketing of an object. Cacciolatti and Lee (2016) confirmed that building lifetime, mutually beneficial relationships are now the competitive advantage. Relationship marketing is only successful if a financial organisation can engage and connect with customers' emotional needs (Kumar & Pansari, 2016).

The forming of close customer relationships with one generalised marketing strategy can be fatal (Johnson et al., 2010).

1.2 Purpose of the study

This study explores an individual customer's intimacy activation as an emotional connection towards a financial organisation in South Africa. The one-to-one customer relationship managed through a financial adviser is investigated to implement personalised marketing as an intimate customer experience.

If the exploration provides evidence that the customer intimacy value strategy is viable, then implementation can be researched and investigated further.

1.3 Problem Statement

1.3.1 Identification of a relevant practice problem

The marketing environment has evolved due to digital technology's opportunities to connect with clients through various interactions (Kannan & Li, 2017). One of these touchpoints is clients' personal email accounts accessed more than twice a day. Despite speculation that email is dead and outdated as a marketing capability (Litmus Software Inc., 2020), research found that email remains a preferred communication channel (Periscope By McKinsey, 2019) due to low distribution cost, fast execution time and quick responses (Zhang, Kumar, & Cosguner, 2017).

However, the volume of emails received is overwhelming, and many remain unopened. The challenge is to distinguish them from competitors', motivate consumer engagement, deliver pleasant experiences and add value from the client's perspective (Periscope By McKinsey, 2019)

1.3.1.1 Observation of a practice problem

The financial organisation's network of advisers engages continuously with clients. The researcher observed and experienced the impersonal nature of email communication from financial advisers, including:

- unidentified send from addresses, for example; info@NoReply.co.za,
- low open rates and emails landing in the spam folder or trash,
- unidentifiable brand representation,
- generalised salutations, greetings and messages for example; Dear Clients,
- transactional information that is not engaging or interesting,

- broken click-through links,
- signatures without contact details,
- no control over privacy and subscription preferences.

1.3.1.2 Consequences of the practice problem

Impersonal emails create low brand awareness, disengagement and distrust in the financial organisation (Periscope By McKinsey, 2019).

Suppose email communication is one of the primary means of communicating with existing or potential clients? In that case, the organisation has unsatisfied clients who will move to competitors for a more personal experience that address their specific financial needs (Bick, 2009; Zeithaml, Lemon, & Rust, 2001). Over the long run terminated client relationships will influence the organisations' profit margin (Gupta et al., 2006). On this account, how can the organisation invest in email marketing to build emotional connections and long-term loyalty?

1.3.2 Main research problem

Customer emails are impersonal and not distinct enough to create pleasant experiences to motivate individual customers to engage and emotionally connect to the financial organisation.

The following sub-problems were formulated in Chapter 2 Literature review to support the main research problem, it is provided here as a summary.

1.3.3 Sub-problems

1.3.3.1 Sub-problem 1.

Personal, relevant information representing the **financial organisation's** value offering is not applied in general email communication to attract the customer's attention and interest (1a). Personal, relevant information is not applied in general email communication from **financial advisers** to attract the customer's attention and interest (1b).

1.3.3.2 Sub-problem 2.

Customers do not engage with general email communication from financial advisers that do not seem to be from a trustworthy and committed **financial organisation** (2a). Customers do not engage with general email communication from **financial advisers** if the adviser does not seem to be trustworthy and committed (2b).

1.3.3.3 Sub-problem 3.

Customers do not have a pleasant **cognitive experience** with general email communication from financial advisers (3a). Customers do not have a pleasant **affective experience** with general email communication from financial advisers (3b). Customers do not experience general email communication as **intimate** (3c).

1.3.3.4 Sub-problem 4.

Customers do not **emotionally respond** to general email communication from financial advisers (4a). Customers do not express positive **feelings** about general email communication (4b). Customers do not sense a feeling of **association and belonging** towards the financial organisation (4c).

1.4 Research objectives

This study's primary objective is to emotionally connect to an individual customer by marketing the value of customer intimacy in email communication. The focus is on retaining customers through intimacy, activating a feeling of closeness, association and belonging towards a financial organisation.

Theoretically these are the focus areas:

- To provide a clear understanding of customer intimacy as a value.
- To understand the marketing of the customer intimacy value.
- To investigate the implementation of customer intimacy in marketing initiatives.
- To explore individual consumer behaviour towards intimate customer marketing.

1.4.1 Empirical aims of the research

The empirical aim was to collect evidence through observation (Neuman, 2013) and extract subjective meanings from the experience.

Main aim: To determine if an individual's customer intimacy as an emotional connection can potentially be activated or increased towards a financial organisation by creating an intimate customer experience through personalised email communication.

The following aims were formulated in Chapter 2 Literature review to support the main aim, it is provided here as a summary.

1.4.1.1 Aim 1

To determine if personalised email communication as leveraged customer intimacy will be perceived as a customer-intimate value offering representative of the **financial organisation** (1a). To determine if personalised email communication as leveraged customer intimacy will be perceived as a customer-intimate value offering from the **financial adviser** (1b).

1.4.1.2 Aim 2

To determine if personalised email communication is perceived as a customer-intimate interaction to persuade the customer to be in a relationship with the **financial organisation** (2a). To determine if personalised email communication is perceived as a customer-intimate interaction to persuade the customer to be in a relationship with the **financial adviser** (2b).

1.4.1.3 Aim 3

To determine if personalised email communication is experienced as **cognitive intimate** (3a). To determine if personalised email communication is experienced as **affective intimate** (3b). To determine if personalised email communication is experienced as **customer intimate** (3c).

1.4.1.4 Aim 4

To determine if personalised email communication as a customer-intimate experience will activate an observable **emotional response** from the customer (4a). To determine if personalised email communication as a customer-intimate experience will activate an **expressive feeling** towards the organisation (4b). To determine if personalised email communication as a customer-intimate experience will affect the customer's **attitude** (4c).

1.5 Research Questions

The current study attempts to answer the following research questions.

1.5.1 Main research question

To what extent can individual customer intimacy as an emotional connection be activated or increased towards the financial organisation through personalised email communication?

Supporting research questions were formulated in Chapter 2 Literature review after each theoretical section to support in answering the main research question, it has been provided here as a summary.

1.5.2 Supporting research questions

1.5.2.1 Research Question 1a.

To what extent is personalisation perceived as a knowledgeable value offering from the **financial organisation** to individual customer needs?

1.5.2.2 Research Question 1b.

To what extent is personalisation perceived as a knowledgeable value offering from the **financial adviser** to individual customer needs?

1.5.2.3 Research Question 2a.

To what extend will personalisation in email communication make the customer feel safe, understood and appreciated to choose the relationship with the **financial organisation**.

1.5.2.4 Research Question 2b.

To what extend will personalisation in email communication make the customer feel safe, understood and appreciated to choose the relationship with the **financial adviser**.

1.5.2.5 Research Question 3a.

To what extend does personalisation in email communication create a pleasant **cognitive** experience for the customer?

1.5.2.6 Research Question 3b.

To what extend does personalisation in email communication create a pleasant **affective** experience for the customer?

1.5.2.7 Research question 3c.

To what extent does personalisation in email communication affect the **customer intimacy** experienced?

1.5.2.8 Research Question 4a.

To what extent does personalisation as a customer-intimate experience affect the customer's **emotions**, observable through the customer's behaviour?

1.5.2.9 Research Question 4b.

To what extent does personalisation as a customer-intimate experience affect the customer's **feelings**, as expressed by the customer?

1.5.2.10 Research Question 4c.

To what extent does personalisation as a customer-intimate experience affect the customer's **attitude, feeling of association and belonging** towards the financial organisation?

For a summary of each research problem, objective, question, aims and hypotheses refer to Appendix C: Consistency Matrix.

1.6 The method

To reach this study's aims, the researcher investigated existing literature on the value, marketing, and implementation of the customer intimacy value discipline on individual level (refer to Chapter 2 Literature Review).

The research paradigm followed an abductive approach rooted in pragmatism signifying a mixed method neuromarketing methodology. The research design included multiple instruments in an experiment for the collection of empirical evidence (refer to Chapter 3 Research Methodology).

Explorative remote field experiments were conducted to observe personalisation's emotional effect in email communication (refer to 3.4 Research Design). The researcher recorded human behaviours (refer to 2.8 Individual customer behaviours), analysed the data and reported results (refer to Chapter 4 Analysis and results). Subjective meanings were extracted from individuals' experiences (refer to Chapter 5 Discussion of findings) to suggest recommendations from an academic marketing perspective (refer to Chapter 6).

1.7 Significance of the study

The study may provide a *modus-operandi* to motivate further research regarding implementation. This study can provide valuable insights into leveraging customer

intimacy's value to drive growth, attract and retain valuable customers for a financial organisation. The emotional responses to customer intimacy, if valid, could be applied in a cross and upsell email marketing campaign that a financial adviser sends to a client of the financial organisation. Strategically crafted email marketing campaigns can be positioned as a profitable influencer on conversion rate into sales. The knowledge gathered on the practical implementation of the customer intimacy value discipline may contribute to current academic literature.

1.8 Delimitations of the study

This study was conducted with a specific financial service provider in South Africa. Findings exclude generalisation to other countries or industries since operating models, goals and marketing strategies differ. The researcher avoided discussing a particular customer relationship management (CRM) system, as the functionality falls within the field of Information Technology. The current study is focused on the relationship with an individual customer but generalised across a group due to the time constraint to conduct the experiments for this research report. Although loyalty is one of the factors that may result from a customer relationship, it has been excluded; loyalty is a long-term result that the researcher cannot validate in such a short time. Although engagement may predict conversion rate, an actual sale is ruled out, considering that the field experiments presented are not real-life transactions.

1.9 Definitions of terms

Customer: In the services industry, the client renders a service. For the sake of interchangeable terminology, academic research usually refers to the customer. When the researcher references the specific organisation's client, it implies the customer.

Financial organisation: The institution offers financial products, services and advice independently or through a network of affiliated intermediaries or partners called financial advisers (Van Tonder & Roberts-Lombard, 2016).

Marketing strategy: The adapted definition of Morgan et al. (2019) is accepted; marketing strategy encompasses target market selection and integrated marketing programs to develop, deliver and communicate value offerings.

Digital marketing: Marketing driven by technology to collaborate with customers and stakeholders to create, communicate and deliver value to customers through new customer experiences and interactions (Kannan & Li, 2017).

Direct email marketing: Marketing through email communication applies the data collected from customers to market to them. Direct email marketing is also called database marketing or permission marketing (Burton, 2009).

Value: How much something is worth, either in monetary value or as a benefit (Oxford University Press, 2019c). There are different value sources, and value can be created and managed (Bolton & Tarasi, 2007).

Customer intimacy: A value strategy focused on superior value; shaping products and services to fit customer needs by prioritising customer lifetime value of the customer relationship (Treacy & Wiersema, 1993; Zacharias et al., 2016).

Customer-intimate knowledge: The detailed customer information that an organisation collected to understand customers needs (Verweire, 2014).

Customer-intimate relationship: The attracting, maintaining and enhancing of customer relationships through customer bonding by satisfying the wants and needs of customers, earning value and loyalty in return (Berry, 1995; Frow & Payne, 2009).

Emotional connection: A deep feeling of achievement linked to a brand when it appeals to customers' personal values, emotions, motivations and aspirations (Motista, 2016).

One-to-one marketing: A customer relationship management strategy that emphasises personal interactions and the relationship with an individual customer (Peppers, Rogers, & Dorf, 1999).

Segment-of-one: Micro-segmentation, where there is only one person involved, focused on individual targeting (Chéron & Kleinschmidt, 1985; Jackson, 2007).

Individual: One person considered on their own, separately and not part of a group (Oxford University Press, 2019b).

Personalisation: A form of one-to-one marketing employing collected data to customise the marketing mix and service by recommending appropriate offers to individual customers (Arora et al., 2008).

Customer-intimate experience: A customer interaction that creates an emotional experience, builds a relationship, motivates positive buying behaviours and influence customer attitudes towards the organisation (Liang, Li, & Turban, 2009).

Consumer behaviour: The study of human motivations and behaviours that guide consumers' consumption (Mothersbaugh & Hawkins, 2016a).

Intimacy: Intimacy is a warm feeling, affinity, closeness, familiarity, understanding, connectedness or bondedness experienced (Sternberg, 1986).

Emotions: The subjective states of affective experiences. When people are aware of their emotions, they call them feelings or moods. Zurawicki (2010) lists the seven basic emotions: joy, surprise, fear, disgust, anger, contempt, and sadness.

1.10 Assumptions

This research reports on activating an individual customer's intimacy feelings as an emotional connection – one human being's experience at a specific moment in time. Zurawicki (2010) states that each person has different perceptions and reactions during an experience from which they extract subjective meaning to make sense of reality and interpret the world. From Zurawicki's statement the researcher assumes that everyone's reactions are unique. The human fingerprint and anatomy of the human brain are notable markers of our unlikeness (Bose & Kabir, 2017) and embody each person's individualism (Kenning & Plassmann, 2005).

For this study, the researcher established a homogenous target population as a control in the experiment; however, individual differences cannot be foreseen but are anticipated.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

The previous chapter identified a research gap for the financial organisation to engage and emotionally connect with individual customers. Following is a literature review summarising the theories in which this study is grounded along with a discussion of the theoretical concepts related to the value of customer intimacy to activate emotional connections. This chapter investigates requirements to implement the customer intimacy value as well as individual behaviour towards customer-intimate marketing.

2.2 Overview of theories grounding the study

To emotionally connect with financially stressed clients require human-centric decisions to drive marketing strategies, client retention and business growth (Momentum, 2019). The financial organisation's economic research on South Africa's financial vulnerability investigates consumers' worsening financial state and distrust in financial services to comprehend the lives of disconnected consumers. The theoretical sustainable livelihood framework, the Theory of Change, Maslow's hierarchy of needs, and Neuroception are intertwined to shed light on the factors that constrain and prevent consumers from emotionally connecting with financial organisations.

2.2.1 The sustainable livelihood framework

The sustainable livelihood framework is a way of thinking to develop activities to solve problems for the vulnerable. Financial services can apply the framework to comprehend individuals' challenges and inherent potential to create a living. Central to the framework is the belief that households have various assets to sustain their way of life (De Satgé & Holloway, 2002; Serrat, 2017). The framework in Figure 1 divides households' assets into five capitals.

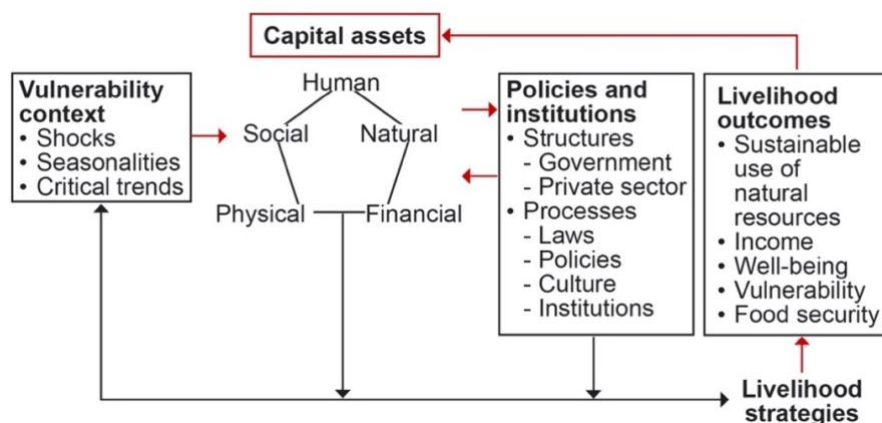


Figure 1: The sustainable livelihood approach, adapted from Serrat (2017)

According to Serrat (2017), the five capitals are:

- a) **Human capital:** skills, knowledge, the ability to work, to be educated and the well-being of the household members
- b) **Social capital:** family, social network connections, organisations, trust between families in communities
- c) **Natural or environmental capital:** the land and natural resources in the environment
- d) **Physical capital:** shelter, equipment, and infrastructure, which include information sources
- e) **Financial capital:** assets with a cash value include income, pensions, savings, credit, and debt

Relevance to the study: Findings concluded low levels of financial capital for South African households, poor economic growth, unemployment and waning consumer confidence as contributors to disconnected consumers (Momentum & Unisa, 2019).

2.2.2 The Theory of Change

Financial wellness research assists financial services to understand South African households' vulnerability, wealth, and financial capital with the Theory of Change (ToC) (refer to Figure 2: Theory of Change).

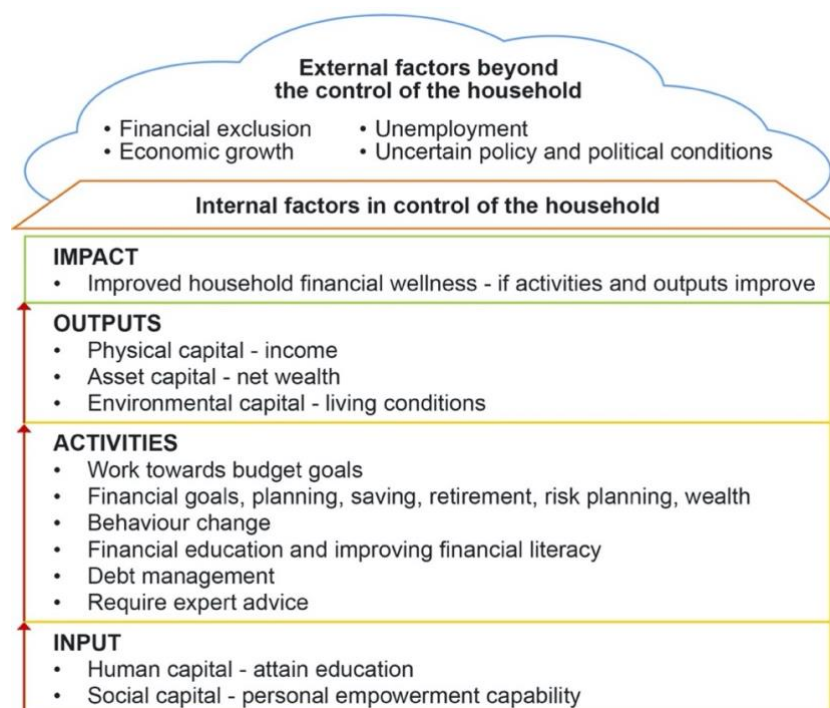


Figure 2: Theory of Change, adapted from Momentum and Unisa (2017)

The ToC is a structured, integrated process to reflect on a household's capitals or capability to change their financial wellness. Financial wellness is calculated from external factors (economic conditions), internal factors in the household (educational level, self-esteem) and financial activities (having a financial adviser) (Momentum & Unisa, 2017).

2.2.2.1 The degree of financial wellness.

South African households are categorised according to their degree of financial wellness (refer to Figure 3: Financial wellness). The financially unwell have lower educational levels and do not engage in financial activities. The financially well have higher academic levels, a goal-orientated financial plan, and financial advice from a professional adviser.

But, both the financially unwell and well have alarmingly low financial literacy levels and lack trust in financial institutions preventing emotional connections (Momentum & Unisa, 2017).

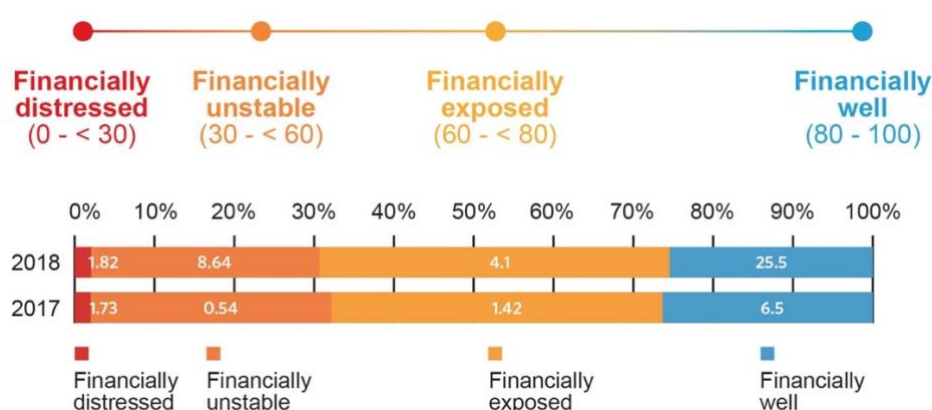


Figure 3: Financial wellness, adapted from Momentum and Unisa (2018)

Note. South Africa's financially unwell (distressed, unstable, exposed) increased from 73,5% in 2017 to 74,5% in 2018, and financially well decreased from 26,5% in 2017 to 25,5% in 2018.

Relevance to the study: Opportunities exist to improve the financial wellness score of the financially distressed, unstable, and exposed. To move the financially unwell to financially well requires financial literacy on financial goals and products. Partnering with consumers to control their finances will motivate financial success. This endeavour implies a role change for financial advisers to emotionally connect with consumers, win back trust, build relationships, understand their personal needs, lifestyles and what they value (Momentum & Unisa, 2017).

2.2.3 The Maslow hierarchy of needs

To grasp what customers value, financial vulnerability and wellness research include theory on human need satisfaction. Abraham Maslow, the American psychologist, prioritised human needs in a hierarchy of five layers in a pyramid shape (refer to Figure 4: Maslow's hierarchy of needs).

The most basic needs to survive, in the lowest levels, must first be satisfied at the physiological level before an individual can be motivated or driven to acquire the next level and ultimately self-actualisation at the top (J. M. Lee & Hanna, 2015).

Different groups of financial products and services can be associated with Maslow's hierarchy, indicated on the right-hand side in Figure 4. The challenge is to assign and market the right financial solution to the right customer need (Momentum & Unisa, 2017).

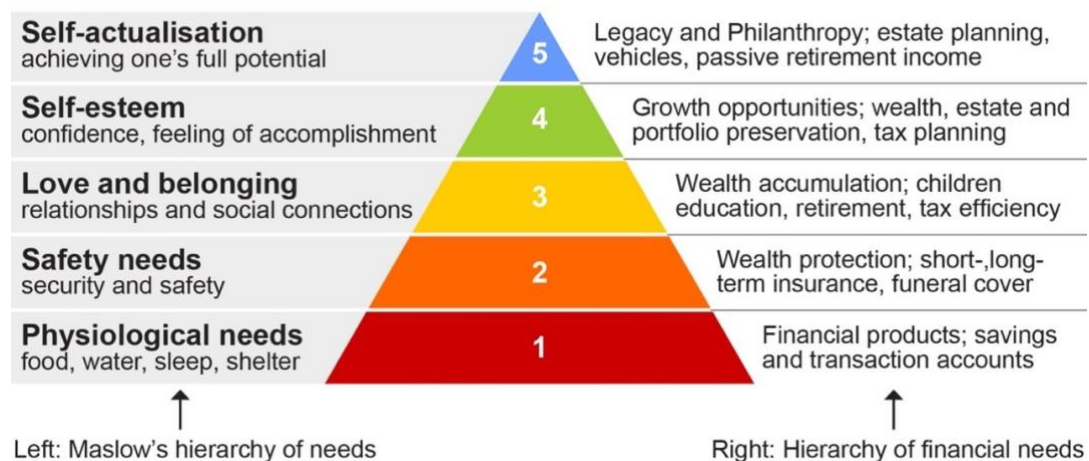


Figure 4: Maslow's hierarchy of needs, adapted from Mcleod, Psychology, and Manchester (2020); Momentum and Unisa (2017)

Financial vulnerability integrates the previously mentioned sustainable livelihood capitals (refer to Figure 1) with Maslow's hierarchy (Figure 4) to define motivational needs for financial well-being.

Relevance to the study: Low levels of human capital (education) and financial capital (income) has created a social capital gap with a disheartening feeling that dominates personal empowerment and hinders meaningful social connections (Momentum & Unisa, 2017). Consequently, consumers struggle to fulfil their psychological needs (belongingness and self-esteem) and self-fulfilment needs (self-actualisation) referred to as "neuroception" (Du Buisson-Narsai, 2020, p. 14).

2.2.3.1 *Neuroception.*

Consumers live in a digital world stressed by their daily responsibilities. Most are constantly in a “fight-or-flight response” (Du Buisson-Narsai, 2020, p. 17), a defence mechanism to create a feeling of security (refer to Figure 4, Level 2 safety needs, Maslow’s hierarchy).

“Neuroception” is the brain's unconscious behaviour that automatically scans threatening situations or strangers. Responses differ from experiencing internal anxiety, tension, anger, and behaviours such as impulsivity and emotional irregularity (refer to 2.8.3 Internal influences, and 2.8.3.5 Emotions). To regulate “neuroception” requires good mental and physical health or neuro capital (Du Buisson-Narsai, 2020, p. 14).

A high level of neuro capital is a state of being free from distress and having a balanced social life (refer to Figure 4, Level 3 belongingness and social connectivity, Maslow’s hierarchy). If you have high neuro capital, you are filled with passion and drive to reach your goals (refer to Figure 4, Level 4 self-esteem, Maslow’s hierarchy). It leads to self-actualisation to reach your full potential (refer to Figure 4, Level 5 self-actualisation, Maslow’s hierarchy). Neuro capital increases human capital (mentioned in Figure 1, sustainable livelihood framework) to improve your financial well-being (refer to 2.2.2.1 The degree of financial wellness), (Du Buisson-Narsai, 2020).

Hence, neuro capital drives a value chain: psychological capital, social capital, and human capital. The chain influences a person’s financial capital (mentioned in Figure 1) and ability to earn an income or sustain a lifestyle, as illustrated in Figure 5: Neuro capital value.



Figure 5: Neuro capital value, adapted from Du Buisson-Narsai (2020, p. 4)

Relevance to the study: Neuro capital and the knowledge of neuroception can be leveraged by marketing. Employing the neurosciences to explore successful human thinking and behaviour can promote neuro capital by anticipating and managing

stress proactively in consumers' personal and social lives (refer to 3.2.2 The Neuromarketing methodology). If customers experience a high level of neuro capital while engaging with the financial organisation, then it might motivate emotional connections.

2.2.4 Theories in context to the research study

Theoretical knowledge of financial vulnerability, financial wellness, human need satisfaction, and neuroception provides understanding of consumers' human and social states and what they value. Marketing an emotional connection requires a financial organisation to know what customers fear, value, their behaviours and how they make decisions around financial products and services (refer to 2.8 Individual customer behaviours). Theoretical knowledge assists the organisation in making informed decisions on value offerings that will be of value for its customers and benefit customers across South Africa.

2.3 Defining this study's market orientation

2.3.1 Marketing a value

Traditional marketing activities primarily focus on the selling of products (Varadarajan, 2010). The ever-changing environment creates new competitive challenges for organisations to retain customers and grow profits. Strategic marketing provides organisations with a roadmap to adapt and make informed decisions to maintain customer attention (Akçura & Srinivasan, 2005). Morgan et al. (2019) redefined marketing strategy to focus on choice decisions, target markets, value propositions and value offerings. The marketing perspective has clearly shifted to the creation, communication and delivery of offerings that have value for customers (American Marketing Association, 2018). This research study is focused on marketing a value or perceptions of value.

2.3.2 Digital marketing of a value

In the 1990s, the Internet and information technology revolutionised marketing. Kannan and Li (2017) define digital marketing as an evolutionary process to create, deliver and sustain value through new customer experiences and interactions. Technology systems to manage detailed customer information enhances target segmentation, tracks and measures results to enable marketers to provide more engaging brand experiences (Burton, 2009).

Bughin (2014) found that responsive brands embracing digital change surpassed competitors in brand conversion and repeat purchases. But, four of the most prominent digital challenges remains; vast amounts of big data, various social media platforms, multiple channels and the change in consumer demographics (Leeflang, Verhoef, Dahlström, & Freundt, 2014).

2.3.3 Direct email marketing to deliver value

Direct email marketing or database marketing is one of the digital media channels available to marketers. The organisation must be knowledgeable – manage and extract detailed information to communicate appropriately with individual customers (Akçura & Srinivasan, 2005). To do this, organisations need customers' permission to contact them since customer information can be collected, tracked, and analysed. Accordingly, permission marketing holds a privacy policy, a statement of trust on the security measures to protect the customers' information collected (Burton, 2009).

Since individuals signed in (opted-in) willingly to engage with the organisation, the channel is uniquely suited to build relationships and learn customer preferences. It is measurable through; the open rate (number of emails opened), click-through rate (number of clicks), read rate (time spent reading) and conversion rate (met the marketing objective) (Litmus Software Inc., 2020).

But, Keller (2016) encourages that email communication forms part of an integrated marketing plan. The combined value promises more engaging brand experiences across media channels to deliver superior customer value than email on its own.

2.4 Defining superior value

Treacy and Wiersema (1993) identified three value disciplines to direct organisations in defining superior value for customers: operational excellence, product leadership and customer intimacy. Each value differentiates competitive advantage and influences an organisations' customer loyalty (refer to Table 1: Summary of the three value disciplines on the following page).

Potgieter and Roodt (2004) argue that the organisation's specific choice of value offered depends on the customer's perception of value (best total cost, product, or solution). It determines the type of customer and vice versa.

Zacharias et al. (2016) state that customer wants, and customer type are intertwined in the organisational culture. The culture, management, capabilities, and information technology systems are unique to each value discipline. If, however, another value

discipline is chosen, the culture must adapt to create and deliver the desired value. This implies strategic alignment of resources, investment, and trade-offs to sustain the development of the selected value.

Table 1: Summary of the three value disciplines

	Operational excellence	Product leadership	Customer intimacy
Superior value	• Best total cost • Efficient operations • Standardised	• Best product • Innovative engineering • Raise expectations	• Best total solution • Individualised • Customer lifetime value
Brand example	McDonald's	Apple, Nike	Amazon
Positives	• Efficient delivery • Maintains low costs	• Reward new ideas • Innovate premium fee	• Customer knowledge • Customer centric
Negatives	• Do not alter from the standard • Customers know not to expect more	• Must be first to market • Reputational risk to be the best	• Expensive • Customer that values a relationship
Category of customer	• Shop around • Lowest price • Convenience	• Willing to pay for quality products • Leading-edge services	• Need a solution • Information and service • Solve a problem

Source: Summarised from Habryn (2012); Treacy and Wiersema (1993)

Financial services have a competitive customer service culture indicative of customer intimacy. The organisation must understand what their customers value, be customer needs-driven and exceed customer expectations. This study focuses on the value of customer intimacy with each customer to the benefit of the whole organisation.

2.4.1 Customer intimacy as a value

Customer intimacy delivers the best total solution by understanding customer needs in detail. It segments target markets around customer needs and builds customer relationships through customer lifetime value (Treacy & Wiersema, 1993).

Habryn (2012) elaborates that customer knowledge, requirements, needs, desires, and insights are leveraged to co-create value through various services. Verweire (2014) motivates numerous interactions to build long-term relationships and increase customer lifetime value.

Abraham (2006) further describes customer intimacy as a customer-need-pull strategy. Customers approach these organisations for customised solutions because they can be flexible, adaptable and pleasant (Osei, 2019).

Academics have researched the dimensions of customer intimacy to establish a performance measure of success. Theories exist on the **organisational level** and **individual level** of customer intimacy (Habryn, 2012).

2.4.1.1 Organisational level customer intimacy

Customer intimacy on an organisational level refers to the cultural value embedded in an organisation's strategic positioning to offer customers superior value. It positively influences an organisation's performance through customer retention (Osei, 2017). It is the degree of trust, commitment and collaboration between management, business units, teams and employees to deliver superior value to customers (Habryn, 2012). To succeed at customer intimacy, an organisation needs operational flexibility (Potgieter & Roodt, 2004), customer knowledge, intelligent data and information systems to create and deliver value to customers. The result is high customer loyalty (Treacy & Wiersema, 1993).

Various perspectives on organisational level customer intimacy and performance measures exist (refer to Table 2: Summary of theory on organisational customer intimacy on the following pages).

2.4.1.2 Individual level customer intimacy

Customer intimacy exists on an individual level when each customer gets what they want (Treacy & Wiersema, 1993). According to Habryn (2012), organisations focused on individual-level customer intimacy, anticipate customer issues, address and tailor solutions for each customer and ensure that they deliver the benefits promised. Individual customer intimacy requires customer knowledge and relationships through direct interactions with employees. Social ties build trust and commitment between employees and customers and form valuable social capital to leverage customer-intimate connections (Habryn, 2012; Verweire, 2014) (Refer to Table 3: Summary of theory on individual customer intimacy on the following pages).

The degree of customer intimacy on an individual level measures the quality of a customer-intimate connection by analysing the volume, intensity, frequency, duration and number of interactions (Habryn, 2012).

Table 2: Summary of theory on organisational customer intimacy

Authors	Research focus	Market orientation
(Treacy & Wiersema, 1993)	The three value disciplines.	Segment target markets with specific offers to meet demands to offer the best total solution. Implementation of a customer-intimate strategy unclear.
(Cuganesan, 2008)	Aims to calculate customer intimacy.	Calculates customer intimacy with financial data for organisation-customer relationships. Nature of study limits generalisation.
(Niven, 2002)	Performance measurement and balance scorecard development.	Planning to measure customer intimacy: customer knowledge, specialised offers, client penetration, client experience, customer retention. No specific guidelines for implementation.
(Kaplan & Anderson, 2005)	Balance scorecard metrics for individual customer profitability over time.	Margins and sales volumes must exceed the cost of creating value over time. Model not specific to customer-intimate organisations.
(Potgieter & Roodt, 2004)	Assess organisational customer intimacy culture.	Questionnaire development to assess customer intimacy of management and employees. Focused on validity of instrument not implementation.
(Tuominen, Rajala, & Möller, 2004)	Importance of partnerships and collaboration to evaluate organisational customer intimacy with a six-layer approach.	Correlate the degree of customer intimacy with market orientation. Not enough details on how to measure the layers, focused on organisational level.
(Abraham, 2006; Osarenkhoe, 2008; Osei, 2017)	Relationships between organisations, parties, employees to improve customer intimacy.	Every interaction is an opportunity to improve customer intimacy. Focused on employee attitudes towards individual customer needs.
(Habryn, 2012)	Information Technology (IT) perspective to leverage CRM systems through data capturing.	Developed "CI Analytics" software in a business to business (B2B) context. Share customer knowledge to establish valuable customer relationships. Measure the degree of organisational achieved customer intimacy.
(Verweire, 2014)	Strategic implementation of customer intimacy as an operating model.	Offer better services and connectivity through customer knowledge. Suggests implementation through building bonds with customers by focusing on customer needs.

Table 3: Summary of theory on individual customer intimacy

Authors	Research focus	Market orientation
(Habryn, 2012)	Information Technology (IT) perspective to leverage CRM systems through data capturing.	Developed "CI Analytics" software in a business to business (B2B) context. Captures individual interactions to establish valuable customer relationships. Measure the degree of achieved individual customer intimacy.
(Abraham, 2006)	Relationships between organisations, parties, employees to improve customer intimacy.	Every interaction is an opportunity to improve customer intimacy. Focused on employee attitudes towards the customer.
(Ponder, Bugg Holloway, & Hansen, 2016)	Intimacy in interpersonal marketing relationships in professional services through the trust-commitment theory.	A theoretical model and questionnaire developed to measure the four dimensions of customer intimacy in intimate relationships; trust, interactive communication, social bonds, commitment. Provides measure for individual customer intimacy.
(Bügel et al., 2011; Sternberg, 1986)	Role of intimacy in customer relationships through Sternberg's triangular theory of love to build commitment and loyalty.	Psychological factors in the customer relationship. Provides questionnaire to measure three dimensions of customer intimacy; passion, intimacy, commitment.
(Yim, Tse, & Chan, 2008)	Sternberg's triangular theory of love, focusing on passion and emotional intimacy to build commitment in services marketing.	Significant differences between transactional and relational interactions in customer intimacy due to emotional bonds that strengthens customer-staff and customer-firm interactions. Provides measure for individual customer intimacy.
(Arora et al., 2008; Komiak & Benbasat, 2006; Song, Kim, Kim, Lee, & Lee, 2016; Wheeler & Chintagunta, 2016)	Customer intimacy in interactive interpersonal communication.	Effect on consumer control and message intimacy. Implementation of personalisation in email communication with social cues.
(Liang et al., 2009; Stern, 1997)	The effect of personalised services and its influence in building the customer relationship as an intimate experience.	A controlled laboratory experiment applying the "five C's" of intimacy (communication, caring, commitment, comfort, and conflict resolution/trust). Implementation of personalisation in email to create an intimate experience, positive attitude or feeling towards the customer relationship.

2.4.1.3 *The degree of customer intimacy*

Habryn (2012, p. 97) states that the degree of customer intimacy has two dimensions; “acquired customer intimacy” and “leveraged customer intimacy”.

Acquired customer intimacy.

The organisation’s **investment** to adapt the value proposition to each customer’s specific needs (Habryn, 2012).

It has two elements:

- a) **Acquired customer knowledge:** the organisation applies customer knowledge to develop the customer value proposition (Habryn, 2012).
- b) **Established customer relationships:** the organisation’s quality, committed and trustworthy relationship with the customer (Habryn, 2012).

Leveraged customer intimacy.

The organisation **applies or customises** the knowledge and business relationship to its competitive advantage through co-creation, individualisation, and cross-selling to build trust, customer loyalty, and commitment to return. It is the activity to adapt products and services with the information gathered to benefit customers continuously through proactiveness to foresee customer behaviour and reduced transaction costs (Habryn, 2012). A knowledgeable value offering can persuade the customer to choose the organisation above the competition.

2.4.1.4 *Limited research on individual level implementation*

Although theory on organisational level customer intimacy is widely accepted, research on leveraging customer intimacy on an individual level is limited (Zacharias et al., 2016). Habryn’s market orientation offers a usable measure of the degree of customer intimacy on both levels. But the research focus is from the IT perspective. It does not account for customers emotional and cognitive dimensions, thoughts, feelings or actions to be leveraged in an individual customer-intimate relationship (Abrams, 1993, as cited in Stern, 1997, p. 7).

The challenge was to find practical implementations of customer intimacy to operationalise emotional connections with individuals. Consequently, Verweire’s operating model focusing on connecting with the customer, was chosen.

2.5 Marketing a value through customer-intimate knowledge

Verweire (2014) states that customer-intimate organisations have a clear **description and understanding** of the customer and can offer better products, services, and connectivity than competitors through a collaborative culture. Refer to Figure 6: The customer intimacy value.

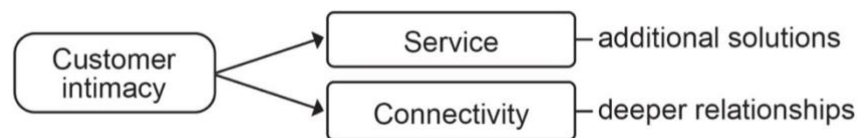


Figure 6: The customer intimacy value, adapted from Verweire (2014)

Verweire and van den Berghe (2004) explain that additional solutions such as advice and flexibility promote connectivity or interconnectedness. Connectivity is a feeling experienced during interactions with the organisation. Employees can collaborate, share information and advise the customer (Treacy & Wiersema, 1993; Zacharias et al., 2016) and develop close relationships marked with openness, trust and confidence.

Being able to deliver what the customer wants builds bonds and creates a feeling of association and belonging. This feeling is worth more than a sale. Knowing what a customer wants implies a customer-centric approach (Osei, 2019).

2.5.1 Customer intimacy as a customer-centric approach

Customer intimacy is customer-centric, attentive to customer needs. More product-centric organisations attempt to be customer-centric due to competitive demands. Nonetheless, a cumbersome cultural-behavioural shift is required before attempting implementation (Sheth, Sisodia, & Sharma, 2000) (refer to Table 4: Product-centric opposed to customer-centric on the following page).

There are various stumbling blocks. Leadership might require restructuring to disperse customer information throughout the organisation. Capabilities and a centralised database are necessary to record customer information. Processes and resources are essential to manage the collected information and identify customer needs, requiring investment from marketing (Shah, Rust, Parasuraman, Staelin, & Day, 2006).

Table 4: Product-centric opposed to customer-centric approach

Cultural-behavioural shift	Product-centric	Customer-centric
Philosophy	Sell products	Serve customers
Business orientation	Transactional	Relationship-oriented
Product positioning	Focus on product features and advantages	Focus on product benefits and individual customer needs
Organisational structure	Vertical product centres	Horizontal customer segments
Organisational focus	Internal focus on product development to grow market share. Customer relations are the priority of marketing.	External focus on customer relationships to build customer loyalty. All employees are customer advocates.
Performance metrics	Profitability per product	Customer equity
Management criteria	Portfolio of products	Portfolio of customers
Selling approach	“To how many customers can we sell this product?”	“What products do the customer need?”
Customer knowledge	Customer data is a control mechanism	Customer knowledge is a shared valuable asset

Source: Adapted from Shah et al. (2006)

Palmatier and Sridhar (2017) mention that customer-centricity acknowledge that all customers are different and accept that all customers continuously change. Consequently, the customer-intimate organisation gathers all possible information on customer needs, extracts consumer insights and apply customer-intimate knowledge in market segmentation.

2.5.2 Value targeting through segmentation

The amount of consumer insights collected can influence the segmentation choice of an organisation, refer to Figure 7: Segmentation strategies on the next page.

- **Mass marketing to all**

Mass marketing is the traditional marketing approach to reach a generalised misleading homogeneous (similar) group (Suchitra & Kumar, 2015). It does not account for customers different value assignments. Segmentation studies indicate heterogeneity (differences) among consumer needs, attitudes, perception of value and the value-loyalty link (Floh, Zauner, Koller, & Rusch, 2014). Accordingly, customer-intimate organisations will rarely apply mass marketing

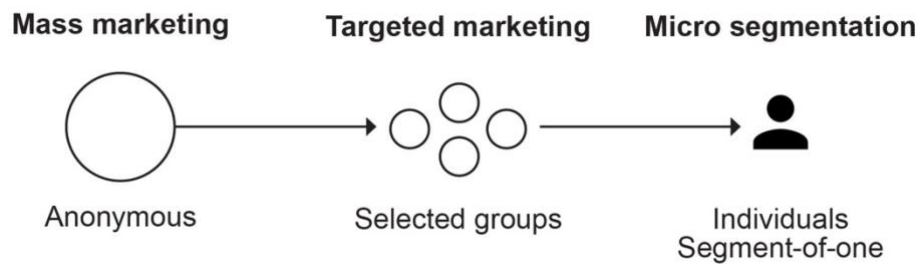


Figure 7: Segmentation strategies, adapted from Palmatier and Sridhar (2017)

- **Targeted marketing to groups**

Targeted marketing groups consumers according to demographic, psychographic or behavioural similarities and describe them accordingly (Mothersbaugh & Hawkins, 2016a). Differences in consumption, needs, perceptions and values enable selection of a profitable target market (Bianchi & Andrews, 2015).

An interesting segmentation study by Floh et al. (2014) identified customer segments with similar financial services perceptions. The investigation resulted in segments that reflected both cognitive and affective value perceptions towards the service's functional, economic, emotional, and social values.

Customer-intimate organisations apply value targeting for marketing. However, customers have individual-level attitudes, intentions and perceptions that illustrates heterogeneity (Floh et al., 2014). This extreme focus on individual differences is called micro-segmentation.

- **Micro-segmentation of individuals as a segment-of-one**

Micro-segmentation targets one customer at a time, the segment-of-one (Arora et al., 2008; Suchitra & Kumar, 2015). Only one customer is involved, focusing on individual targeting (Chéron & Kleinschmidt, 1985; Jackson, 2007).

Software innovation allows segmentation to go beyond demographic, psychographic and behavioural segments. Now the organisation can focus on the segment-of-one by categorising customer lifetime value or perceptions of value (Gupta & Lehmann, 2003).

Customer value has become a useful performance metric for customer-centric organisations to translate value to individual customers and manage them as assets to create profitability (Gupta & Lehmann, 2003).

2.5.3 Leveraging the customer value

Marketers must justify investments to build shareholder value, but intangible assets are difficult to value. What is the value of a brand name or customer perceptions? There are four types of assets for marketing: knowledge, the brand, relationships and loyalty (Bick, 2009). Financial data can generate a value in **customer equity** to measure intangible assets return on marketing investments (Bick, 2009).

2.5.3.1 Customer equity.

Customer equity manages customers as assets to build equity or value for the organisation by adding up all customer lifetime values of individual customers (Kumar & George, 2007). It considers how long customers stay with the organisation and the implication of customers leaving (Gupta et al., 2006).

2.5.3.2 Customer lifetime value.

Customer lifetime value (CLV) estimates the present value of a customer's future profits, excluding the acquisition cost. It calculates the total benefits from a particular customer for the longest possible time (Bick, 2009; Habryn, 2012). Marketers can identify valuable individuals from CLV to build long-term, profitable relationships (Habryn, 2012). The management of CLV drives customer equity.

2.5.3.3 Drivers of customer equity.

Rust, Lemon, and Narayandas (2005) developed a conceptual model for organisations to maximise customer lifetime value and customer equity. The model identifies three drivers: value equity, brand equity and relationship equity (Bick, 2009). Refer to Figure 8: Drivers of customer equity.

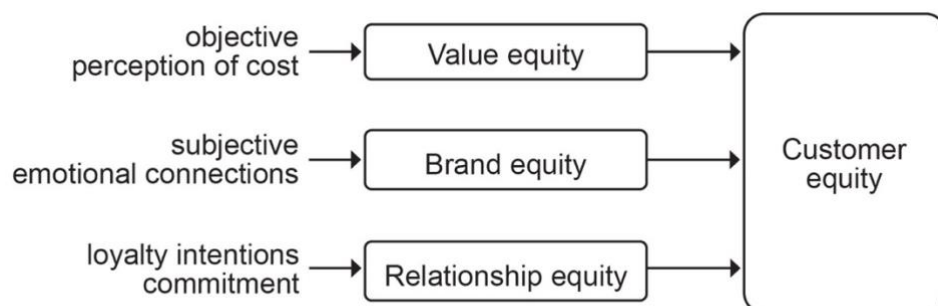


Figure 8: Drivers of customer equity, adapted from Vogel, Evanschitzky, and Ramaseshan (2008)

- **Value equity**

Value equity is customers' **objective evaluation** of a product or service, their perception of cost and benefit (Rust et al., 2004; Vogel et al., 2008). Value equity has three sub-drivers: quality, price and convenience. Quality refers to suitability; the price represents the exchange, convenience refers to the ease of use (Bick, 2009; Zeithaml et al., 2001).

- **Brand equity**

Brand equity is customers' **subjective evaluation** of a product or service, despite the objective assessment. It reflects whether customers like the brand or feel emotionally connected. Three sub-drivers characterise brand equity: brand awareness, perception and attitude (Bick, 2009; Zeithaml et al., 2001). Brand awareness signifies an identifiable brand, perceptions represent trust, and attitude predicts positive responses. High brand equity implies more purchases from the same brand for a longer time (Vogel et al., 2008).

- **Relationship equity**

Relationship equity is the length of a relationship with a brand, **despite objective and subjective evaluation**. Sub-drivers relate to retention strategies: loyalty programs, community and knowledge building, points, discounts or rewards. Relationship equity is high if customers feel comfortable and familiar with employees, trust the product's quality, have positive experiences and feel their needs are satisfied (Vogel et al., 2008). These customers have highly committed relationships and loyalty intentions (Blattberg & Deighton, 1996).

2.5.3.4 Customer equity as a driver for marketing.

Customer equity is a unique driver for marketing investments, especially for financial services that want to retain loyal customers. The way the customer feels while engaging with the organisation influences decision making and customer equity (Razzak & Yousaf, 2016). Knowing and understanding customer needs deliver higher CLV (Bügel et al., 2011). When an organisation has high customer equity, customers purchase more from the same brand for a longer time (Vogel et al., 2008). Thus, higher customer equity implies higher CLV and more emotional connections towards a brand.

2.5.4 Conclusion

Digital marketing is technology-driven with multiple touchpoints, measurable results and returns on investment. To remain competitive, organisations need to shift from selling a product to selling value. As a customer-need-pull strategy, direct email marketing offers a personalised solution to deliver value. The organisation can segment customers' lifetime value and behaviours by analysing the database and target individuals with specific needs. The customer knowledge embedded can offer a knowledgeable value offering to individual customer needs. Customer value can increase for the long term by building customers perceptions of the organisation's value, brand and relationship. If the customer feels understood and appreciated, it will draw attention and interest to the brand and create positive feelings.

2.5.4.1 *Sub-problem 1.*

Personal, relevant information representing the **financial organisation's** value offering is not applied in general email communication to attract the customer's attention and interest (1a). Personal, relevant information is not applied in general email communication from **financial advisers** to attract the customer's attention and interest (1b).

2.5.4.2 *Aim 1*

To determine if personalised email communication as leveraged customer intimacy will be perceived as a customer-intimate value offering representative of the **financial organisation** (1a). To determine if personalised email communication as leveraged customer intimacy will be perceived as a customer-intimate value offering from the **financial adviser** (1b).

2.5.4.3 *Research Question 1a.*

To what extent is personalisation perceived as a knowledgeable value offering from the **financial organisation** to individual customer needs?

H₀1a: Personalisation will not be perceived as a knowledgeable value offering from the financial organisation.

H_a1a: Personalisation will be perceived as a knowledgeable value offering from the financial organisation.

2.5.4.4 *Research Question 1b.*

To what extent is personalisation perceived as a knowledgeable value offering from the **financial adviser** to individual customer needs?

H_{01b}: Personalisation will not be perceived as a knowledgeable value offering from the financial adviser.

H_{a1b}: Personalisation will be perceived as a knowledgeable value offering from the financial adviser.

2.6 Marketing the customer-intimate relationship

Repeated contact between service providers, stakeholders and customers build stronger bonds with the organisation (Berry, 1995). According to Shani and Chalasani (1992), relationship marketing applies advertising, public relations, promotions, database and direct marketing to create bonds with customers. To embed customer intimacy in the customer relationship, a more explicit description is required of relationship marketing.

2.6.1 Relationship marketing.

Relationship marketing develops long-term relationships between an organisation and its stakeholders. Related concepts are customer relationship management (CRM) and customer management. CRM strategically collects and segments customer knowledge to provide superior customer experiences to customers. Customer management is the tactical implementation of customer interactions through the web or automated campaign platforms (Frow & Payne, 2009). For the purpose of this research study the focus is on the customer relationship and how customer intimacy plays a role in building this relationship.

2.6.1.1 Customer relationship management.

CRM strategy requires detailed information to manage customer dealings to meet customer needs. Applied in a CRM strategy, the CRM system manages customer knowledge data (Burton, 2009). Dowling (2002) describes the CRM system as a technique to build intimate relationships through data mining and cross-selling. This is also known as database marketing (Shani & Chalasani, 1992).

However, an individualised CRM strategy prioritises vast amounts of quality information. The degree of individualised CRM is dependent on the correctness of customer information, customisation, and personalisation (Frow & Payne, 2009). (Refer to Figure 9: CRM strategy matrix).

For instance, this study's financial organisation incorporates a CRM system for financial advisers to manage client-specific information. The system enables the financial adviser to cross-sell and communicate to clients based on product holding.

According to Frow and Payne (2009), the CRM system's success depends on the quality of the information and the ability to provide a customised, personalised experience. If this is not the case and the financial organisation is still focused on selling another product, the CRM system might fail.

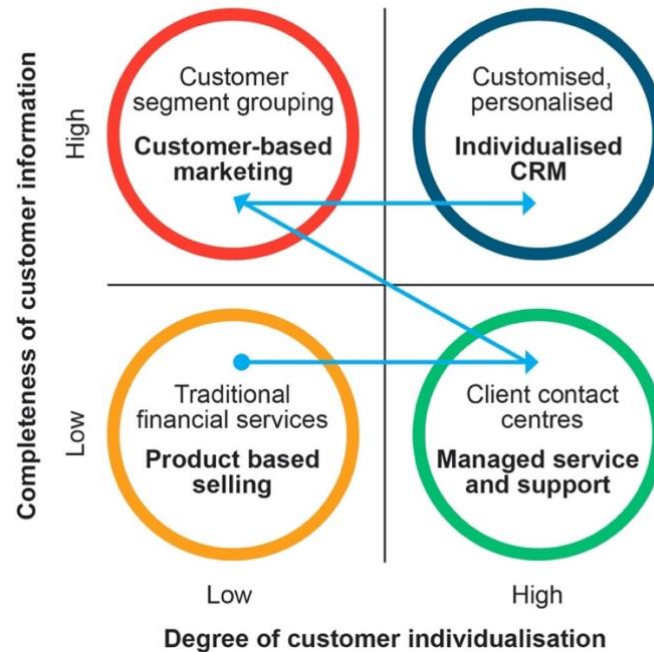


Figure 9: CRM strategy matrix, adapted from Frow and Payne (2009)

For example, Langerak and Verhoef (2003) state that many fail due to omitted data on CLV. Even if direct mailings are knowledgeable and targeted but lacks addressing CLV, efforts fail. They concluded to add personalised information to address specific CLV in direct mailings and follow up with meetings to develop closer relationships with customers. They found that individual intimate relationships have hidden, unlocked intimacy potential that needs a commitment to implement as it is a costly and time-consuming endeavour.

Ponder et al. (2016) found that intimate relationships can be developed through social bonds and interactive communication.

2.6.1.2 Social bonds with customers.

A social bond is described as a warm feeling, closeness or connectedness (Sternberg, 1986). Osei (2017) suggests that social bonds require customers to feel good each time they connect with the organisation or employees. Customers need meaningful depth to bond with a brand; they must feel that the brand continuously delivers on the brand promise (McEwen, 2005). Some consumers bond with certain

brands but not with others; this is due to each brand experience's quality (Yim et al., 2008). Strong bonds usually exist with just a small group of customers, and organisations are not always aware of them (McEwen, 2005). When an interaction creates a connection or social bond, an affection towards an organisation exists (Yim et al., 2008). This affection is called an emotional connection (McEwen, 2005).

2.6.1.3 Emotional connections.

Marketing research on consumer emotions demonstrates that financial organisations can generate growth by emotionally connecting with customers. Consumers have unspoken, unconscious, emotional needs and desires to belong. When they feel understood and appreciated, they form an emotional connection with the organisation or brand (Motista, 2016). Fully engaged customers have passionate, emotional relationships with organisations (McEwen, 2005).

Referring to Figure 10: Emotional connection pathway, Motista (2016) describes that emotional connections progress in four stages.

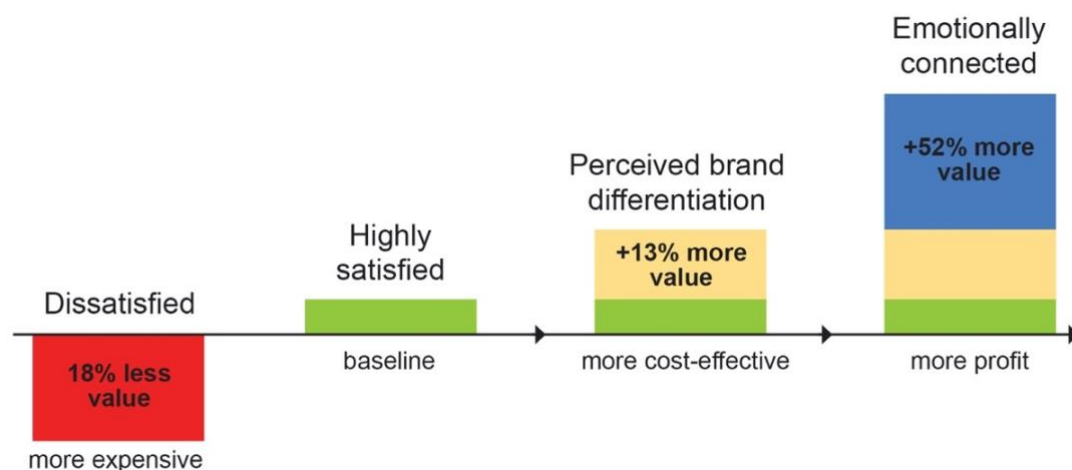


Figure 10: Emotional connection pathway, adapted from Motista (2016)

1. **Dissatisfied:** the lowest customer value with 18% less value than satisfied customers. Customers fail to connect with the brand, they do not feel inspired, and they have negative feelings towards the brand.
2. **Highly satisfied:** the baseline of customer value, the brand satisfies functional expectations (quality, trust, value, service).
3. **Perceived brand differentiation:** average customer value with 13% more value than highly satisfied customers. Customers believe that the brand is unique and

have their best interest at heart due to personalised relationships. The organisation can grow earnings by emotionally connecting with these customers.

4. **Emotional connection:** the highest customer value with 52% more value than the highly satisfied. Customers sense a feeling of association and belonging to the brand. These customers have linked their deepest “motivations, values and aspirations” to the brand to accomplish their personal values (self-identity, social acceptance) and their goals (lifestyle, freedom, success) (Motista, 2016, p. 4).

It is more expensive to invest in disconnected, dissatisfied customers. Organisations should instead invest in highly satisfied and perceived brand differentiation customers to move them up to emotionally connected. The more emotionally connected customers are, the more profitable an organisation will be (Motista, 2016). This is due to the cost-effectiveness of emotionally connected customers; they have more products and services with the same organisation (Harter, 2005, as cited in Yim et al., 2008).

2.6.1.4 *Activating emotional connections.*

To activate and increase emotionally connected customers, organisations should identify their most valuable customers then design marketing strategies to leverage and target the feelings that drive their consumer behaviour (Magids et al., 2015).

1. Identify existing customers' achieved level of emotional connectedness by analysing customer data. Statistical models are applied to assign an emotional score or “ECS” to categorise connected customers (Motista, 2016, p. 72).
2. Identify the key drivers that motivate connected customers' behaviour (McEwen, 2005; Motista, 2016). These key drivers are called “emotional motivators” and can be targeted by marketers as a customer intimacy value to decide which customers are most valuable to invest in (Magids et al., 2015, p. 67).
3. Move the most valuable customers up the emotional connection pathway by repeatedly targeting the vital emotional motivators that drive their consumer behaviour (McEwen, 2005; Motista, 2016).
4. There are over three hundred emotional motivators; the ten highest rated notably influence customer value across industries (Magids et al., 2015, p. 67; Motista, 2016). Refer to Table 5: High-impact emotional motivators.

Table 5: High-impact emotional motivators

I am inspired by a desire to:	Leverage this motivator by helping customers:
Stand out from the crowd	Project a unique social identity; be seen as special
Have confidence in the future	Perceive the future as better; have a positive mental picture
Enjoy a sense of well-being	Feel balance has been achieved; seek a stress-free state
Feel a sense of freedom	Act independently, without obligations or restrictions
Feel a sense of thrill	Participate and experience pleasure and excitement
Feel a sense of belonging	Have an affiliation with people; relate to or aspire to be
Protect the environment	Sustain and act to the belief that the environment is sacred
Be the person I want to be	Fulfil a desire for ongoing self-improvement
Feel secure	Believe that what they have will be there tomorrow
Succeed in life	Live a meaningful life; beyond financial measures

Source: Adapted from (Magids et al., 2015, p. 68)

Not all customer segments or individuals have similar emotional motivators; it depends on the brand they are dealing with and where they are in the customer journey (Magids et al., 2015). To activate, maintain and leverage emotional connections with customers requires time, multiple personal experiences (Yim et al., 2008), successful omnichannel interactions and personalised message targeting (Magids et al., 2015). Emerson (1987), as cited in Yim et al. (2008) suggests that emotional connections require intimate, personal interactions to motivate close relationships.

2.6.1.5 Customer management of interactions.

Customer management implements interactions with customers. These interactions exist through various marketing initiatives and frequent touchpoints in the customer relationship (Frow & Payne, 2009). Abraham (2006) states that customer interactions create customer intimacy.

Customer intimacy's focal point is individual customer needs and the relationship with each customer (Shani & Chalasani, 1992). Appropriately, human interaction is necessary for employees to deliver the promised customer-intimate service (Treacy & Wiersema, 1993).

2.6.2 One-to-one marketing with individuals

One-to-one marketing emphasises personal interactions to build customer relationships (Peppers et al., 1999). It acknowledges differentiating identities, individual needs and behaviours while engaging with particular customers (Mothersbaugh & Hawkins, 2016a). Therefore, brands that excel at one-to-one marketing offer intimate relationships to individuals (McEwen, 2005). However, specific industries and groups of customers require intimate relationships while others do not. For instance, low involvement fast-food chains have less personal and interactive transactions; they do not require a high degree of customer intimacy. In contrast, high-involvement financial services involve extensive consideration and evaluation during choice decisions, signifying a high degree of customer intimacy (Bügel et al., 2011). Yet, many do not experience intimacy because customer-intimate relationships are challenging and takes time to build (Keiningham, 2005).

Customer-intimate relationships require commitment from service organisations and employees who engage with customers (Bügel et al., 2011). But most still consider interactions as a rational business exchange that generally excludes emotions. McEwen (2005) elaborates that organisations fail to incorporate the human factor of emotions in customer data to support employees with their customer interactions. This results in product-focused interactions and not customer-focused, as customer intimacy is meant to be (Frow & Payne, 2009). Relationship marketing must account for customers' emotionally-driven behaviour to help them associate with the organisation and make them want an intimate relationship (Stern, 1997). Ponder et al. (2016) argue that intimacy plays a crucial role in service relationships and that organisations require assistance to develop customer-intimate relationships.

2.6.3 Conclusion

The value of customer intimacy requires the marketing of the customer-intimate relationship. One-to-one marketing with individuals acknowledges the emotional and cognitive needs to customise and personalise intimate interactions. Usually, these require human interaction, but dynamic data can support employees with digital interactions. CRM systems can be employed to manage interactions for the employee. Targeting emotional motivators that drive consumer behaviour can activate, maintain, and increase social bonds. By genuinely connecting, an organisation can move the customer value from dissatisfaction, highly satisfied, or

perceived brand differentiation to an emotional connection. Thus, customer intimacy is an emotional connection, and the value of emotional connections depend on how well an organisation can create personalised, intimate interactions.

2.6.3.1 Sub-problem 2.

Customers do not engage with general email communication from financial advisers that do not seem to be from a trustworthy and committed **financial organisation** (2a). Customers do not engage with general email communication from financial advisers if the **adviser** does not seem to be trustworthy and committed (2b).

2.6.3.2 Aim 2

To determine if personalised email communication is perceived as a customer-intimate interaction to persuade the customer to be in a relationship with the **financial organisation** (2a). To determine if personalised email communication is perceived as a customer-intimate interaction to persuade the customer to be in a relationship with the **financial adviser** (2b).

2.6.3.3 Research Question 2a.

To what extent will personalisation in email communication make the customer feel safe, understood and appreciated to choose the relationship with the **financial organisation**.

H₀2a: Personalisation will not be perceived as a customer-intimate interaction with the financial organisation.

H_a2a: Personalisation will be perceived as a customer-intimate interaction with the financial organisation.

2.6.3.4 Research Question 2b.

To what extent will personalisation in email communication make the customer feel safe, understood and appreciated to choose the relationship with the **financial adviser**.

H₀2b: Personalisation will not be perceived as a customer-intimate interaction with the financial adviser.

H_a2b: Personalisation will be perceived as a customer-intimate interaction with the financial adviser.

2.7 Individuals and the customer-intimate experience

For the purpose of this study, intimacy theory will be explored to understand the intimacy attributes required to activate or increase emotional connections.

2.7.1 What is intimacy?

Intimacy originates from the Latin word “intimus” (Stern, 1997, p. 9); or “intimatus” (Osei, 2017, p. 601) to impress or make familiar with the most inner part of oneself.

It implies a familiar and close connection, warm and relaxed, the people involved have in-depth information and a mutual understanding (Osei, 2017). Schaefer and Olson (1981, p. 47) describe it as a “reward” or a “benefit” of friendship or the shared need for satisfaction between individuals.

2.7.2 Intimacy theory

Intimacy theory originates from social psychology that investigates people’s need for intimacy in marriage, friendship or social relationships. Self-disclosure (reveal personal information), sympathetic listening (without judgement), commitment, self-esteem, and conflict resolution (peaceful disagreement) influences levels of intimacy. Research found that individuals with close relationships resilient to change were happier and healthier (Schaefer & Olson, 1981).

Knight, Langmeyer, and Lundgren (1973) examined distance (physical nearness), eye contact, environment (surroundings) and verbal behaviour (smiling) as components of intimacy. They suggest that these components must always be balanced between two individuals for intimacy to be maintained.

Since individuals can experience intimacy (feeling of closeness) without having an intimate relationship (sharing of experiences over time), different types of intimacy exist. These evoke either cognitive, rational or affective, emotional feelings (Osei, 2017). There are five types of intimacy (Schaefer & Olson, 1981, p. 50):

1. Emotional – the feeling or experience of closeness
2. Intellectual – discussions and the sharing of thoughts and ideas
3. Social – similar friends and social networks
4. Recreational – similar interests in sports or hobbies
5. Sexual – affection in romantic relationships

The five types have varying degrees of intimacy described as full or limited. Full intimacy is relevant to romantic relationships, whereas limited intimacy is found in

platonic relationships (Osei, 2017; Schaefer & Olson, 1981). However, customer relationships have only emotional intimacy, which is limited (Osei, 2017).

2.7.3 The Triangular Theory of Love

Sternberg (1986) proposed a conceptual theory to explain why certain relationships are close and others not, as illustrated in Figure 11: Triangular theory of Love.

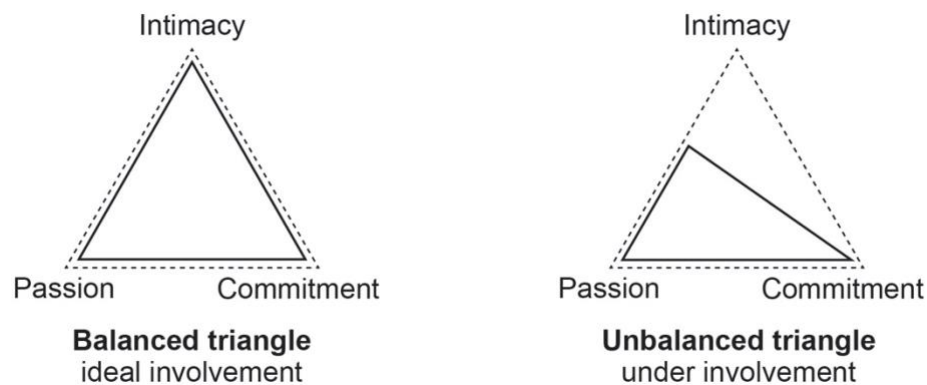


Figure 11: Triangular theory of Love, adapted from Sternberg (1986)

Sternberg (1986) concluded that intimacy (bondedness), passion (attraction, desire) and commitment (cognitive) influence the love (subjective) towards something or someone. The effect is dependent on people's motivation to achieve a specific goal. When people with similar interests come into contact, a stable and balanced triangle forms, signifying a stable and balanced relationship. Although Sternberg's triangular theory of love includes intimacy to build affectionate bonds, it excludes trust and loyalty elements – necessary to create customer intimacy.

Yim et al. (2008) applied Sternberg's triangle to the satisfaction-trust-loyalty paradigm. They found that building affectionate customer relationships are never-ending that requires commitment. In customer-staff relationships, a sense of interpersonal intimacy or love is created due to frequent personal interactions. Intimacy creates "brand love" and loyalty towards an object, service or organisation. Failing interactions need to be redesigned to incorporate intimacy to maintain meaningful relationships. Although Yim's study concludes that intimate relationships are necessary to create customer intimacy and loyalty, it excludes the required research on non-personal digital interactions.

Stern (1997, pp. 7-8) proposed intimacy theory from the social psychology perspective to describe marketing communication's intimate attributes. Stern

suggests that service settings should treat employees and customers as mutual partners that exchange rational and emotional benefits. Stern elaborates that face-to-face interactions have actual discussions of cognitive thoughts and emotional feelings that persuade and maintain service relationships. Marketing “imitates” this interaction by replicating “human thoughts, feelings and actions” through written or spoken communication.

Therefore, intimacy is described as the management of emotions since it can be created and simulated in an intimate experience (Stern, 1997).

2.7.4 The five dimensions of a customer-intimate experience; the 5 C’s

Intimate relationships contain five attributes; communication, caring, commitment, comfort, conflict resolution or trust (Stern, 1997).

These attributes have been adopted as the five dimensions of a customer-intimate experience. An intimate experience is divided into two groups: a) cognitive intimacy (communication, caring) and b) affective intimacy (commitment, comfort, conflict resolution or trust). Together, the five attributes can indicate the feeling of closeness (Liang et al., 2009).

2.7.4.1 Cognitive intimacy.

Communication. Communication involves “self-disclosure”; revealing cognitive thoughts or affective feelings on goals, failures, successes, fears, dreams and likes. The employee as a “sympathetic listener” is non-judgemental, displays confidentiality, demonstrates understanding, validates feelings and shows a caring attitude (Stern, 1997, pp. 10, 11). This sympathetic attitude creates intimacy and evokes positive feelings of connectedness and comfort for the customer (Ramsey & Sohi, 1997). When disclosed information is used as an “empathetic response” to address customer needs, it will trigger affective feelings. Intimate communication creates trust towards the organisation and builds the customer’s self-esteem, affecting the customer’s attitude towards the organisation (Liang et al., 2009, p. 4).

Communication is measured by the degree of perception – how well personal information was understood and communicated to the customer (Liang et al., 2009).

- **Creating an intimate experience through communication.** Disclosure and listening embedded in personalised communication create a dialogue.

Interactivity can be achieved if the channel allows a response. Feedback transforms one-way communication into two-way interactive communication. Engagement builds ongoing brand relationships that drive growth in brand value (Duncan & Moriarty, 1998).

Caring. Caring organisations and employees show compassion and concern for their customers with “warmth” and “protectiveness” (Stern, 1997, p. 12). Marketing that portrays affection (a feeling of likability) and an interest in what is essential to the customer shows an organisation’s caring attitude, openness, and accessibility. Caring is measured by the customer’s perception – how much interest is portrayed in the customer’s well-being and needs (Liang et al., 2009).

- **Creating an intimate experience through caring.** Giving customers more options to connect shows that the organisation cares about their personal preferences (Stern, 1997). The perception that the customer’s concerns and needs are understood can be created through personalisation (Komiak & Benbasat, 2006).

2.7.4.2 Affective intimacy.

Commitment. Commitment requires self-disclosure and sympathetic listening. It is the sense of bonding over mutual concerns (Stern, 1997). Overall customer satisfaction drives commitment. Affective commitment is the perception of an emotional, warm, pleasurable and positive exchange. Calculative commitment is the rational justification for switching due to benefits or price. Specific triggers like lifestyle changes can influence a customer’s affective or calculative commitment Gustafsson, Johnson, and Roos (2005).

Commitment is measured by the degree of a customer’s desire to stay with the organisation because they enjoyed the interaction (Liang et al., 2009).

- **Creating an intimate experience through commitment.** Services or messages can be personalised to enhance positive experiences (Liang et al., 2009) by anticipating lifestyle triggers (Gustafsson et al., 2005). Integrating repetitive personalised experiences show selfless concern. Accordingly, individuals will develop secure relationships and display positive emotional responses towards the organisation (Stern, 1997).

Comfort. When customers feel secure when they engage with services, they tend to be cooperative and experience the relationship as invaluable (Stern, 1997). Comfort is when the customer is relaxed and pleased to be in a relationship with the organisation (Liang et al., 2009).

Comfort is measured by the customer's perception of how well they feel about getting along with the organisation (Liang et al., 2009).

- **Creating an intimate experience through comfort.** Personalised services or messages incorporating intimate language will enhance positive experiences, implying that a relationship with the organisation is essential (Liang et al., 2009; Stern, 1997).

Conflict resolution or trust. Trust is the belief that someone is honest and sincere in their actions (Liang et al., 2009). Komiak and Benbasat (2006) conceptualise that trust is a combination of cognitive trust – a customer's beliefs, reasoning, and emotional trust – a customer's feelings and attitude. Doney and Cannon (1997) elaborate that a trustworthy source is benevolent and credible, effective and reliable. Previous reliable experiences build cognitive confidence in capabilities and affective commitment, and feelings of attachment for future incidents. Therefore, trust can be transferred – as a trustable service indicates a trustworthy employee who can deliver. Consequently, a customer cannot avoid referring to the employee without referring to the organisation's name (Yim et al., 2008).

Trustworthy relationships resolve disagreements through listening, negotiating and solving problems (Stern, 1997). In times of uncertainty, trust can retain customers since future behaviour can be predicted by assessing past behaviour. If promises were kept, the customer accordingly calculates the reward to stay in the trustworthy relationship, even if it implies a premium price (Doney & Cannon, 1997).

Trust is measured by the customer's perception of how honest the organisation or employee is (Liang et al., 2009).

- **Creating an intimate experience through trust.** Sincere interest in customers well-being demonstrates employees intentions and motives for engaging with customers (Doney & Cannon, 1997). Employees need to demonstrate their expert skills and knowledge to support customers in

interactions, that they are honourable and capable of delivering on their promises (Doney & Cannon, 1997).

- Trust is formed with service employees when a customer perceives the interaction as positive and feels like the employee has their “best interest” at heart (Yim et al., 2008, p. 746). Organisations’ willingness to share confidential information with customers and expertise in protecting customers’ data should be incorporated into interactions (Doney & Cannon, 1997). Cognitive trust is increased through services or messages that include customised offerings and applies personalisation (Liang et al., 2009).

Together, the 5 C’s can measure if an intimate experience influences a customer’s attitude: a feeling of closeness or a level of emotional intimacy.

Liang et al. (2009) designed a controlled laboratory experiment applying the five C’s of intimacy from Stern (1997) (communication, caring, commitment, comfort, conflict resolution and trust) through personalised email to examine its role in influencing the attitudes of consumers. The researchers applied a five-point Likert-scale questionnaire with (1) least agreed and (5) most agree, to measure the five C’s. They found that personalisation can create an intimate experience, positive attitude or feeling towards the customer relationship.

For this study, message intimacy focuses on personalisation to create an intimate experience through a feeling of closeness.

2.7.5 Personalisation as a customer-intimate experience

2.7.5.1 *The value of personalisation.*

Personalisation is a form of one-to-one marketing (refer to 2.6.2) leveraging collected data to customise the marketing mix, recommend appropriate services and offer solutions to specific customer needs (Arora et al., 2008). Quality customer information leads to enhanced customised recommendations (Komiak & Benbasat, 2006). Information technology systems and platforms enable personalised recommendations through websites, social networks and email (Liang et al., 2009).

Liang et al. (2009) argue that personalisation’s goal is to communicate with individuals. It simplifies difficult consumer buying choices through appropriate suggestions and persuasion. Online intimacy develops an intimate interaction and activates an intimately emotional experience.

Human-computer interaction (HCI) explains the process (refer to Figure 12: Online intimacy development). The customer as speaker shares personal information with an online intelligent agent, website or listener representing the organisation, which generates a personalised service or message back to the customer. An empathic response to the customer's needs creates an experience. The experience creates a cognitive or affective feeling influencing the customer's attitude towards the organisation and motivates them to interact with the platform again. The same intimacy development model can be applied to the interaction of a customer with email communication.

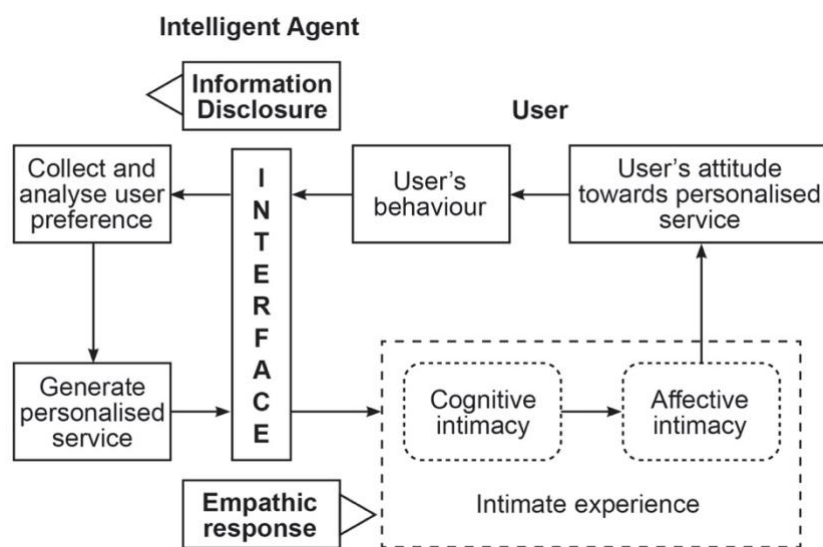


Figure 12: Online intimacy development, adapted from Liang et al. (2009)

2.7.5.2 Positive personalisation.

Positive experiences with personalisation are beneficial for the customer relationship, builds trust, promotes interactivity and increase satisfaction with the provider (Arora et al., 2008; Song et al., 2016). Wheeler and Chintagunta (2016) found that personalisation in email communication allows for more privacy control since it is targeted at the individual recipient, promotes perceived safety and security. If organisations are perceived to care about their customer, it leads to positive emotional feelings of confidence, comfort, and commitment (Osei, 2017). Increased cognitive and emotional trust; communicates that the organisation respects and understands customers' personal needs (Komiak & Benbasat, 2006). If the buying process is pleasant and the customer has an intimate interaction and experience, positive personalisation occurs. Thus, personalisation adds value.

2.7.5.3 Negative personalisation.

Negative experiences regarding personalisation relate to the quality of data, privacy and what the data is used for (Arora et al., 2008; Periscope By McKinsey, 2019; Song et al., 2016). Inaccurate data leads to erroneous marketing recommendations, leading to irritable customers. They perceive that the organisation do not understand their priorities or interests and may motivate them to abandon the communication (Arora et al., 2008). Although customers are eager to share personal information such as email address, name, gender, age and birthday to receive more targeted and personalised offerings, their comfort decrease when sensitive data is requested. Privacy invasion, such as requests to personal phone numbers, access to social media profiles, financial transactions, and location tracking, alerts customers on their safety. When they feel uncomfortable and unsafe, they unsubscribe (Periscope By McKinsey, 2019). Thus, negative personalisation degrades value.

Song et al. (2016) studied variables that reduce negative personalisation and concerns on privacy and found that accurately targeted personalisation promotes message intimacy.

2.7.6 Message intimacy in communication

From the perspective of interpersonal communication, Song et al. (2016) explain that personalisation promotes message intimacy by adding emotional value to the experience.

Song et al. (2016) investigated the effect of highly personalised email messages incorporating intimate cues to increase intimacy with customers. They found that different interactions have different intimacy levels. Social presence theory states that face-to-face contacts are more intimate due to social cues such as eye contact, body gestures and expressions. Email marketing is lower in intimacy due to a lack of social cues and presence. Song et al. (2016) concluded that social presence could be increased by including an intimate tone of voice and clarity on the sender and receiver's personal information.

Social presence cues include:

- receiver's personal information; name, e-mail address (Liang et al., 2009),
- information on individual needs and emotive issues (Stern, 1997),
- personalised product and service offerings (Liang et al., 2009), and
- creative copywriting and emotional design (Stern, 1997).

For example, Wheeler and Chintagunta (2016) applied social cues to email content and distributed it through field experiments. They included recipients' names in the subject line, greeting and the email body. Open rates increased by 20%, sales leads by 31% and unsubscribes reduced by 17%. They found that personalised fields such as the recipient's name draw attention, increase interest in the content, and motivate recipients to open and read the email. They explained that the behaviour is linked to self-identity since it addresses recipients directly. Consequently, recipients will consider the recommendation, match it to their own identity and experience the positive content.

2.7.6.1 *Customer intimacy in design.*

Human-centred design focus on customer needs by seeing life through the customer's eyes. Translating the five C's (communication, caring, commitment, comfort, conflict or trust) into design elements can depict the specific product or service benefits for customers. Including emotional factors like beliefs, lifestyle, personality, dreams, or goals can influence their feelings to emotionally connect (Hill, 2018; Norman, 2005; Stern, 1997).

Emotional design has three elements that contribute to emotional intimacy. Visceral design refers to the subconscious reactions to a design's appearance; a beautiful design will create a positive experience. Behavioural design influences the perception of usability, functionality, performance and effectiveness of a product or service. Reflective design is the customer's ability to understand or reflect on the impact the offering will have on their lifestyle (Norman, 2005).

Norman (2005) advises that personalised emotional design can activate emotions and experiences for customers by:

- creating a unique design style applying visual layouts and typography,
- creating a theme to increase positive impressions, engagement and differentiate it from competitors,
- crafting content to express emotions and attract attention to the offering,
- incorporating interaction to perform a task or explain an offering, and
- giving details on how the offering can solve an emotional problem.

2.7.6.2 *Customer intimacy through words.*

Stern (1997) suggests that copywriters describe intimacy through creative wordplay to support the five C's of communication, caring, commitment, comfort, and trust by:

- imitating sympathetic listening and speaking in the first person or active voice – “I” or “we” talking to “you,” the customer – (Stern, 1997, p. 11).
- making definitive, authoritative, conclusive statements and prioritising customer’s needs by expressing commitment,
- staying focused on the individual’s emotional needs and the relationship, and
- demonstrating care with openness and accessibility, facilitating comfort and compatibility, articulating options and drawing customers attention to trust.

2.7.7 The risks of customer intimacy

Osei (2019) elaborates on the risks that customer intimacy holds for organisations:

- Practices to create and maintain customer intimacy are more expensive, and marketers should assess if it will deliver on investment (Bügel et al., 2011)
- The technology to operationalise customer intimacy is expensive (Nunes, 2005).
- Organisations can easily spend time and resources on the wrong customers. Organisations might focus on low-involved customers instead of high-involved customers, missing their target (Nunes, 2005).
- Customising and personalising each offering might sometimes be impossible, and as customers become acquainted, they might have unreasonable demands (Nunes, 2005).
- Customer intimacy requires enormous amounts of customer information; there is a risk that personal data can be breached or used unethically (Akçura & Srinivasan, 2005).
- Competitors might monitor engagements with customers and duplicate the organisation's initiatives to win customers (Nunes, 2005).
- Employees require resource-hungry training to engage with customers about their specific needs (Abraham, 2006). Although employee relationships are highly beneficial for transactions, there is also a high risk that customers will follow employees if they should leave the organisation (Yim et al., 2008).
- Since standardised products or services do not exist in customer-intimate organisations, standardised operations and processes do not exist to promptly deliver individual solutions. Time constraints may delay the promised best total solution (Osei, 2019).

2.7.8 Conclusion

Intimacy is a warm connection, a pleasant feeling of closeness during an interaction. Service relationships have limited intimacy but can still be pleasant – cognitively and

affectively. Since email has a lower intimacy level than face-to-face interactions, social presence cues can be simulated through personalisation. Including customers' personal information will address recipients directly to draw them into content regarding offerings. Personalisation supports communication, caring, commitment, comfort, conflict resolution or trust by activating emotive issues translated through the design and copywriting. If the personalisation was positive as an intimate experience, it could influence customer attitudes, emotions, feelings, and behaviours towards a recommendation. But negative personalisation, unfortunately, degrades the experience. To activate or increase emotional connections require personalised, intimate experiences.

2.7.8.1 Sub-problem 3.

Customers do not have a pleasant **cognitive** experience with general email communication from financial advisers (3a). Customers do not have a pleasant **affective** experience with general email communication from financial advisers (3b). Customers do not experience general email communication as **intimate** (3c).

2.7.8.2 Aim 3.

To determine if personalised email communication is experienced as **cognitive intimate** (3a). To determine if personalised email communication is experienced as **affective intimate** (3b). To determine if personalised email communication is experienced as **customer intimate** (3c).

2.7.8.3 Research Question 3a.

To what extend does personalisation in email communication create a pleasant **cognitive** experience for the customer?

H₀3a: Customer-intimate knowledge will not affect cognitive intimacy.

H_a3a: Customer-intimate knowledge will affect cognitive intimacy.

2.7.8.4 Research Question 3b.

To what extend does personalisation in email communication create a pleasant **affective** experience for the customer?

H₀3b: Customer-intimate relationship will not affect affective intimacy.

H_a3b: Customer-intimate relationship will affect affective intimacy.

Research question 3c.

To what extent does personalisation in email communication affect the **customer intimacy** experienced?

H₀3c: Personalisation will not affect the customer intimacy experienced.

H_a3c: Personalisation will affect the customer intimacy experienced, indicating a feeling of closeness.

2.8 Individual customer behaviours

2.8.1 Consumer and human behaviour

Mothersbaugh and Hawkins (2016a, p. 28) state that we need to know “why consumers buy” and understand the motivations and human behaviour that guide consumption. Human behaviours are the observable actions of people; how they act, feel and think due to their emotions and cognitive thoughts (iMotions, 2017c). Figure 13: Conceptual model of consumer behaviour illustrates the multiple factors that influence consumers evaluation and decision process to acquire products and services.

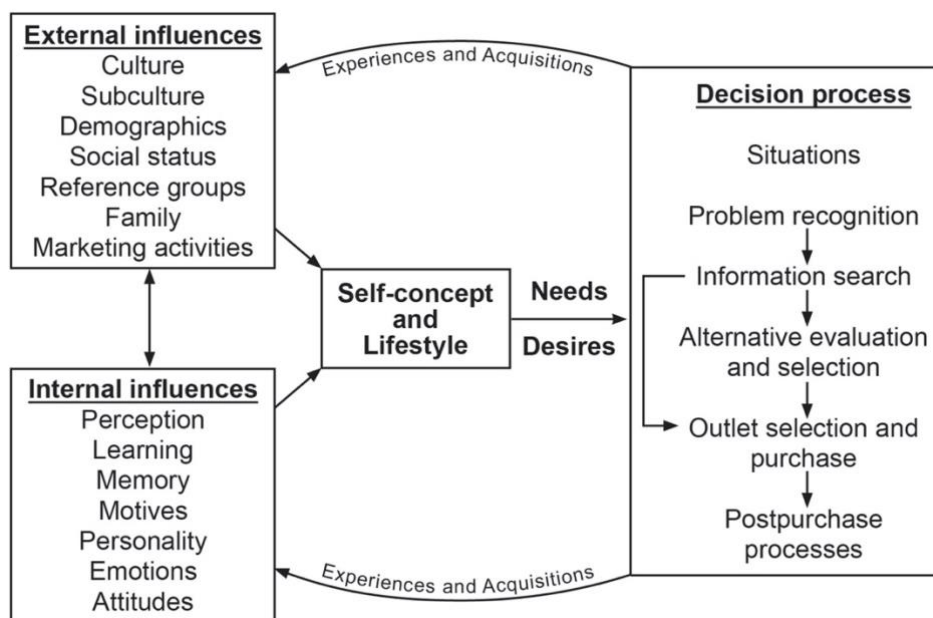


Figure 13: Conceptual model of consumer behaviour, adapted from Mothersbaugh and Hawkins (2016b, p. 25)

Note. In the centre is the individual’s view about themselves and the way they live. External factors and internal factors influence an individual’s self-concept, needs, and desires that motivate them to decide what they want and do not want to consume.

Due to the complexities that influence consumer behaviour, people are usually not aware of the human motivations that drive their consumer decisions to achieve a specific lifestyle (Zurawicki, 2010).

Therefore, financial organisations need to understand consumers better, where consumers are coming from and why South African market segments behave the way they do.

2.8.2 External influences

2.8.2.1 The diverse South African consumer.

Marketing to a diverse emerging consumer market such as South Africa is problematic (Johnson et al., 2010). Segmentation studies applying big data algorithm filtering display South Africa's rainbow nation anomaly. South African consumers are various, spread over twenty-two different market segments, as illustrated in Figure 14: South Africa's consumer market.

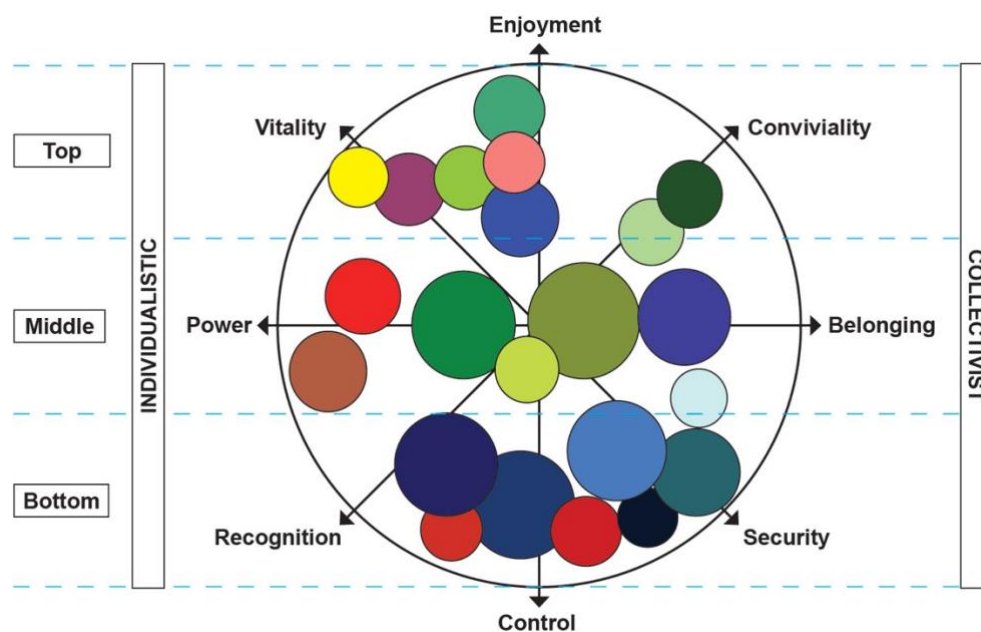


Figure 14: South Africa's consumer market, adapted from Garrison Group (2019)

Note. The coloured circles indicate the twenty-two market segments. Segments are unique to South Africa, with a mixture of collectivist and individualistic cultures. There are three distinct layer groupings; bottom (lower class), middle (middle class) and top (upper class). Each segment has different cultural drivers.

Malumo (2019) elaborates that this is due to the country's history of imbalance, a clear bottom, middle and top layer; divided according to education and income. The different South African segments do not understand others' lives, especially between the top and bottom. Segments won't aspire to be like each other since their lifestyles are too far apart, and they do not interact with each other. Segments have different cultural drivers, as listed in Table 6: South Africa's segments in quadrants.

Table 6: South Africa's segments in quadrants

Segments in quadrants	Culture per quadrant	Cultural driver
Top half:	More modern	vitality, enjoyment, conviviality
Bottom half:	More traditional	recognition, control, security
Left:	Focused on selves (individualism)	power
Right:	Focused on others (collective)	belonging

Source: Compiled from Malumo (2019)

Brands position themselves with a specific image and personality in the consumer's mind and try to match it with a target market's desired position (Mothersbaugh & Hawkins, 2016a). Veblen (2005) elaborates that social class try to mimic the classes' consumption behaviours above them to search for status and distinguish themselves from others. This explains why there is always a demand for products and never-ending consumption and acquiring more possessions (Trigg, 2001).

2.8.3 Internal influences

2.8.3.1 Individual customer need satisfaction.

Individuals need satisfaction, actual or perceived, after the consumption process (Mothersbaugh & Hawkins, 2016a). Pinson and Brosdahl (2014) acknowledge that brand characteristics can motivate individuals' desire to be like the brand and make themselves feel better. This feeling created through the relationship with the brand is a form of intimacy that individuals associate with the brand (Chatzipanagiotou, Christodoulides, & Veloutsou, 2019). These brands allow consumers to express their **social identity** and **self-concept** (Belk, 1988, 2013) through consumption to portray a lifestyle. Hogg and Michell (1996) describe that society is a significant influencer of consumption patterns, identity, and roles. Consequently, 'why consumers buy' can be explained by social identity theory.

2.8.3.2 Social identity theory.

When people ask, 'where do I fit in' or 'how does this make me feel', they reference their social identity. Social identity theory states that people's self-esteem is influenced consciously or unconsciously by their sense of belonging. Social groups are a reference for people and influence their behaviours. They want to maintain a lifestyle or achieve a lifestyle to fit into a social group (Kotler & Keller, 2016).

Similarly, possessions are important to people, seen as extensions or expressions of their social group (Yim et al., 2008). Possessions are tools that allow us to be part of a group or stand out from the rest (Belk, 1988). The consumption of products includes internal experiences for consumers engaged on an emotional, physical, intellectual or spiritual level (Mothersbaugh & Hawkins, 2016a). People want to experience a particular feeling during consumption. Kotler and Keller (2016) refer to psychographics; for example, in social engagements, instead of referring to ourselves as a 'friend', we might reference ourselves through our group, lifestyle or brand as an 'achiever' or 'believer' or even the 'financially well' (refer to 2.2.2).

2.8.3.3 Self-concept.

When individuals ask themselves 'who am I', they reference their self-concept (Kotler & Keller, 2016). External factors and internal factors, such as our personality, influence our self-image. Personality traits (individual characteristics), personal concerns (goals) and life stories (past, present, future) sculpt specific needs and desires within us. Accordingly, people make buying decisions on how they see themselves to preserve their self-image. In the end, self-concept motivates financial choice decisions of what we want and don't want to consume (Baumgartner, 2002). Research show that financial decisions are exposed to attitudes and emotions that individuals struggle to control (Momentum & Unisa, 2017). Organisations have become increasingly aware that competitive advantage lies in anticipating customers' emotions and attitudes since they are mostly unaware of them (Rudman, 2004; Rudman, Phelan, & Heppen, 2007).

2.8.3.4 Implicit and explicit attitudes.

An attitude evaluates a concept; it is how you think, the way you feel or behave towards somebody or something (Oxford University Press, 2020). Carruthers (2017) describe two types of attitudes: spontaneous and emotional implicit attitudes and

deliberate, well-thought-through explicit attitudes. **Implicit attitudes** are the automatic unconscious, emotional evaluations that consumers are not aware of. Early experiences, biases and cognitive congruity influence implicit attitudes. Implicit attitudes are challenging to assess (Rudman, 2004; Rudman et al., 2007). **Explicit attitudes** are the deliberate conscious, cognitive views that consumers are aware of. It is easily assessed through self-report (Songa, Slabbinck, Vermeir, & Russo, 2019) (refer to Table 7: Implicit and explicit attitudes).

Table 7: Implicit and explicit attitudes

Difference	Implicit attitudes	Explicit attitudes
Processing	unconscious	conscious
Evaluation	affective	cognitive
Assess	non-communicative	communicative
Response	response time	self-report
Bias	unaware of bias	aware of bias
Measure	Implicit Association Test (IAT)	Likert scale questionnaire
Manifestation	Body language or facial expressions	Verbal or written expressions

Source: Compiled from Carruthers (2017)

Thus, emotions create a physical response, reaction, movement or behaviour when people are exposed to an object, person, situation or interaction. They respond when they reflect on memories or imagine a mental state (iMotions, 2016). These movements coincide with the meaning derived from the French word “émouvoir” (Geeraerts, 2014, p. 50) and from the Latin word “emovere”, suggesting to move out or through (Von Scheve, Jan Slaby, Slaby, & von Scheve, 2019, p. 42).

Research on consumer attitudes found that body language and facial expressions assist in communicating attitudes (Von Scheve et al., 2019). Similarly, emotional responses to marketing stimuli has shown a relation between emotions and marketing effectiveness (Morin, 2011).

2.8.3.5 Emotions.

From the Oxford dictionary, emotion is a strong feeling; to love, hate or express towards people or objects (Oxford University Press, 2019a). Most people refer to an emotion as a feeling or a mood. Usually, people ‘experience’ an emotion; they

‘sense’ a feeling and ‘describe’ a mood. Zurawicki (2010) states that when people are aware of their emotions, they call them feelings. People can articulate “what it feels like”, or what they are “feeling towards” a situation or person (Von Scheve et al., 2019, p. 44). Moods are subdued compared to emotions or feelings and lasts longer (iMotions, 2017b).

Hubert (2010), iMotions (2017b) and Miller (2015) state differences in time between emotions, feelings and moods from brain and nervous system research (refer to Table 8: Difference between emotion, feeling, mood).

Table 8: Difference between emotion, feeling, mood

	Emotion	Feeling	Mood
Verbal use	<i>“I am so angry”</i>	<i>“I know the feeling”</i>	<i>“In a mood”</i>
Time	Short Immediate reaction Six seconds	Medium Processed emotion Longer than seconds	Long Cumulative feelings Minutes, hours, days
Intensity	High	Lower than an emotion	Lowest intensity
Trigger	Internal or external stimulus	Combined emotions to sense a feeling	Combined feelings to influence mental state
Response	Physical reaction created brain chemicals	Cognitive processing to integrate the emotion	Internal subjective state of being over time

Source: Adapted from (Hubert, 2010; iMotions, 2017b; Miller, 2015)

2.8.3.6 The anatomy of emotions.

The Limbic brain system detects and process emotional and cognitive emotions (refer to Figure 15: Brain activations by emotions and feelings). The *hypothalamus*, *amygdala* and *neocortex* brain structures interact to process emotions and activate physical reactions. The primitive *hypothalamus* process emotions such as pleasure and pain. When the *hypothalamus* receives information, it sends it off to the *amygdala*. The *amygdala* creates automatic physical reactions from unconscious impressions. Physical responses through the nervous system include increased heart rate or blood pressure. In a few quarters of a second, the information reaches the *neocortex* – the rational brain. The *neocortex* evaluates if the response is accurate and relevant. If it is, the response continues; if it is not, it is discontinued by notifying the *hypothalamus* and then the *amygdala* for the emotion to be memorised for future (Zurawicki, 2010, pp. 36-37).

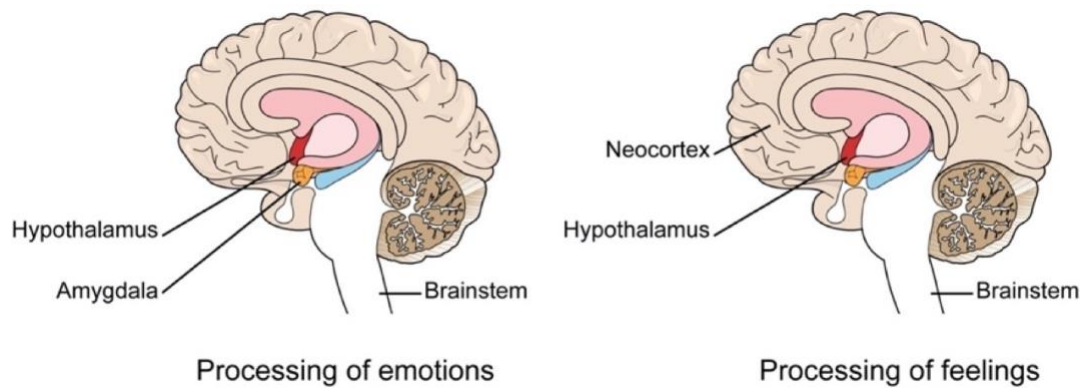


Figure 15: Brain activations by emotion and feelings, adapted from iMotions (2017b, p. 6)

2.8.3.7 *The facial nerve.*

The face includes over forty muscles triggered independently by the facial nerve (refer to Figure 16: The facial nerve). The facial nerve links to the brain stem, where the *amygdala* process emotions and communicate brain signals triggering facial muscles expressions. Facial muscles can move voluntary or involuntary depending on the *amygdala* in the brainstem or the *neocortex* (iMotions, 2017b). The *zygomaticus major* muscle extends over the cheekbones to the mouth, associated with smiles or positive expressions of emotion. The *corrugator supercilii* muscle near the eyebrow is associated with frowns or negative expressions of emotion (Kulke, Feyerabend, & Schacht, 2020).

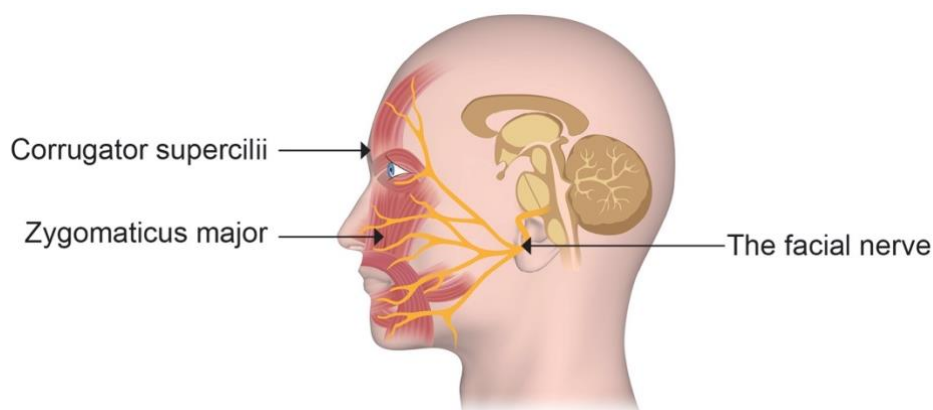


Figure 16: The facial nerve, adapted from (iMotions, 2017b, p. 5)

2.8.3.8 *The classification of emotions.*

Physiological (human body), psychological (mental activity), as well as neurobiological studies (nervous system, brain, spinal cord) on human behaviour, found that specific emotions trigger certain movements (iMotions, 2017b). Emotion

theory considers emotions as action programs when exposed to stimuli (Lowe & Ziemke, 2011). Action tendencies include (iMotions, 2017b):

- unconscious, unintentional physical manifestations; heart rate, skin temperature, sweat or skin conductance,
- automatic action tendencies before or after an action; to freeze, to flight,
- facial expressions or muscle movements when smiling (refer to 3.3.2.1), and
- cognitive appraisals of stimuli, objects, people or situations.

There are two mainstream approaches to classifying emotions; (a) discrete basic emotion theory focused on universal emotions, and (b) dimensional model theory from psychological construction that groups emotions along different vertical and horizontal dimensions (iMotions, 2017b, p. 9).

a) Discrete basic emotion theory.

Darwin's evolution theory. As a medical student, Darwin was interested in the neurological processes of the human body and linked mental states and automatic body movements to emotions (Gendron & Feldman Barrett, 2009). In 1872 Darwin theorised that facial expressions are universal due to the evolution of animals and humans. He reported similar facial expressions and body language among different cultures (Darwin & Prodger, 1998).

Darwin's research approach in the book "The Expression of the Emotions in Man and Animals" was fundamental for the behavioural sciences (White, 2009). He journaled his observations, circulated questionnaires, conducted experiments, and included photographs and illustrations to represent scientific information. Darwin emphasised the social value of expression and emotion in communication through attachment theory. He referenced children's psychological need to experience emotional contact with their parents to support their development (Darwin & Prodger, 1998).

Darwin focused on six basic universal emotions; happiness, sadness, anger, fear, surprise and disgust (Darwin & Prodger, 1998).

Paul Ekman's coding system. Humans show emotions on their faces (iMotions, 2017c). Each brow lift, frown or mouth corner lift symbolises an emotional state (iMotions, 2017c). Facial movements communicate information on the emotion expressed (Ekman, 1992).

Paul Ekman observed and compared photos of people with similar facial expressions and connected Darwin's six basic universal emotions: happiness, sadness, anger, fear, surprise and disgust. He argued that these are the building blocks on which other emotions are learned (Zurawicki, 2010).

Ekman reviewed the six basic emotions after much debate among researchers and added contempt to distinguish the emotion from disgust (Piórkowska & Wrobel, 2017). The seven universal basic emotions are; joy, sadness, anger, fear, surprise, disgust and contempt (Zurawicki, 2010) (refer to Figure 17: The seven basic emotions).



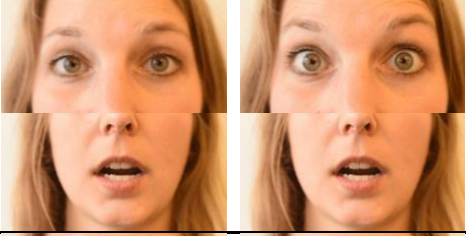
Figure 17: The seven basic emotions, adapted from iMotions (2017b, p. 9)

Paul Ekman and Wallace Friesen applied Carl-Herman Hjortsjö's (1970) twenty-three facial motion units in a coding technique called the Facial Action Coding System (FACS). It is a manual process employed by professional human coders to observe responses to a stimulus, photograph or video recording (iMotions, 2017b).

FACS categorises observable facial muscle movements into components called Action Units (AUs) identified by a unique number such as AU1 or AU2 to construct emotions systematically (Ekman, 1992). The 46 different Action Units are grouped according to main facial muscle, head and eye movements (Farnsworth, 2019a).

The combined facial expressions can display the seven basic emotions, as listed in Table 9: Displayed emotion of combined Action Units.

Table 9: Displayed emotion of combined Action Units

Emotion	Action Units	Description	Examples	
Happiness/ Joy	AU6 + AU12	Cheek Raiser, Lip Corner Puller		
Sadness	AU1 + AU4 + AU15	Inner Brow Raiser, Brow Lowerer, Lip Corner Depressor		
Surprise	AU1 + AU2 + AU5 + AU26	Inner Brow Raiser, Outer Brow Raiser, Upper Lid Raiser, Jaw Drop		
Fear	AU1 + AU2 + AU4 + AU5 + AU7 + AU20 + AU26	Inner Brow Raiser, Outer Brow Raiser, Brow Lowered, Upper Lid Raiser, Lid Tightener, Lip Stretcher, Jaw Drop		
Anger	AU4 + AU5 + AU7 + AU23	Brow Lowered, Upper Lid Raiser, Lid Tightener, Lip Tightener		
Disgust	AU9 + AU15 + AU16	Nose Wrinkle, Lip Corner Depressor, Lower Lip Depressor		
Contempt	AU12 + AU14	Lip Corner Puller, Dimple		

Source: Adapted from (Farnsworth, 2019b)

The combination of Action Unit movements construct facial expressions classified as the following (iMotions, 2017b):

- **Macro expressions:** can be easily seen, exists daily, last between 0.5 to 4 seconds.
- **Micro expressions:** much harder to see, need an expert to code, exist when consciously or unconsciously hide or suppress an emotional state, last less than half a second.
- **Subtle expressions:** the start of a facial expression with unclear Action Units that change, the intensity and depth is low of the underlying emotion.

b) Dimensional model theory

Robert Plutchik's wheel of emotions. The multi-dimensional model classifies emotions according to their polarity and their physiological purpose (Piórkowska & Wrobel, 2017). Plutchik re-purposed colour wheel theory to visualise the model with eight basic emotions; joy, sadness, anger, fear, surprise, disgust, trust and anticipation (Plutchik, 2001). Refer to Figure 18: Plutchik's wheel of emotions.

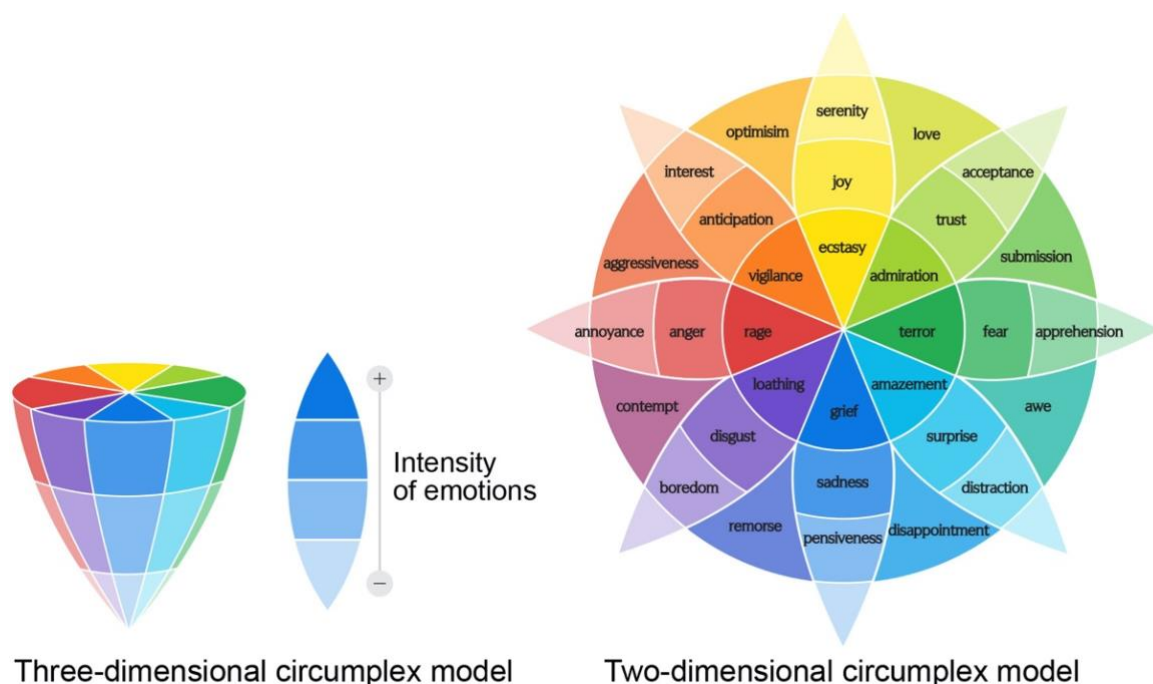


Figure 18: Plutchik's wheel of emotions, adapted from Plutchik (2001, p. 349).

Note. Primary colours represent the eight basic emotions, variations of colours signify combinations of emotions. The cone indicates intensity, the unfolding wheel displays the emotions. Emotions in the same circle show similarity. Complementary colour petals indicate opposite emotions.

Plutchik elaborates that various intensities of emotions can be displayed through physical movements such as muscle tension or facial expressions. The intensity and degree of the emotion influences the intensity and degree of the physical movement (Plutchik, 2001). Plutchik states that a trigger such as a stimuli or event is required to activate physical arousal (refer to Figure 19: Stimuli feedback loop).

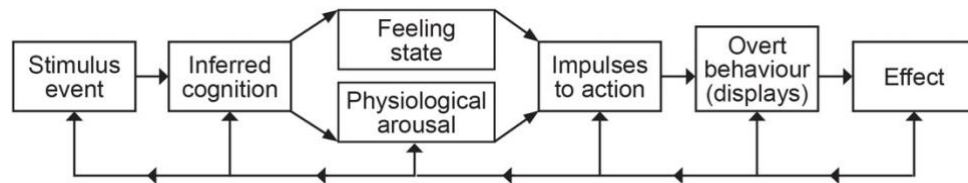


Figure 19: Stimuli feedback loop, adapted from Plutchik (2001, p. 347).

Note. Cognitive experiences are connected to emotional reactions that unleash a chain of events.

Darwin, Ekman and Plutchik's research evolved modern classification methods to activate and measure emotions and emotional behaviours (iMotions, 2017b).

2.8.3.9 The dimensions of emotions.

Emotions have different intensities or degrees, depending on the situation or circumstance. Emotions have two dimensions, arousal and valence (refer to Figure 20: Valence and arousal). Subtle emotional classifications allow to measure and quantify emotional affect (Von Scheve et al., 2019). Arousal is the intensity of an emotion that varies from low to high, from calm to excited. Valence is how positive or pleasant, negative or unpleasant an emotion is (LaBar & Cabeza, 2006).

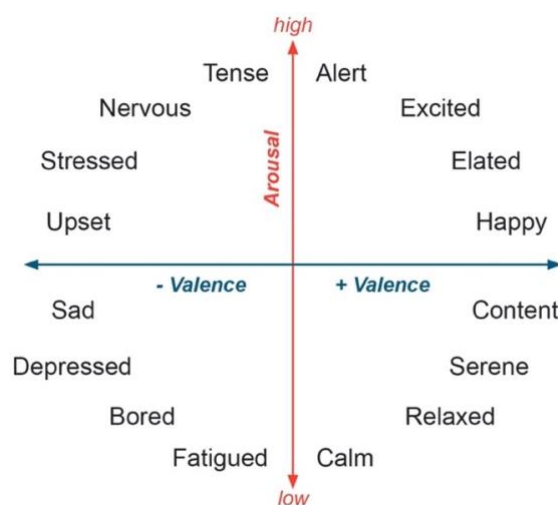


Figure 20: Valence and arousal, adapted from (iMotions, 2017b, p. 10)

Note. Horizontal axis: negative or positive valence, Vertical axis; arousal as the intensity of emotions.

Emotion dimensions enable exploration of customers deepest emotions. The classification allows marketers to leverage emotions for financial return by testing emotional engagement during an experience (McEwen, 2005).

2.8.3.10 *Measuring emotion*

Different methods exist to measure emotions. Self-reporting methods include the recording of verbal interviews, capturing verbatim questionnaires or collecting attitude surveys. The analysis involves thematic or statistical analysis.

Behavioural observation consists of coding and analysing social cues such as body language or facial expressions. Behavioural observations of physical changes include the recording and analysis of brain waves, blood pressure, heart rate, skin conductance, or pupil dilation with specialised equipment (Cooper & Schindler, 2014).

2.8.4 Decision-making process

We accept that each consumer's decision-making process is unique. Still, similar groups of people unconsciously behave the same way and conform, which might imply that they exercise the same decision-making process (Yoon et al., 2012).

In contrast, Adolphs (2002), as cited in Filkowski, Anderson, and Haas (2016), found that decisions around trust differ from individual to individual due to specific brain functions that process emotions through the neural system.

Yoon et al. (2012) investigate and states that external group factors like culture, social class, reference groups, family and opinion leaders influence decisions. However, internal psychological factors like perception, learning, memory, motivation, personality, attitudes and emotion also influence consumer decisions.

Thus, consumer attitudes affect decisions on an emotional and cognitive level. But consumers are not always aware of their emotional decisions, even though they rely on emotions to make cognitive decisions regarding branded products and services.

Experiences and evaluations sequentially influence consumers view of the world and their self-concept, lifestyle and goals. Therefore, the brands presented to us and consumed by us are integral in developing our identities and life themes (Mothersbaugh & Hawkins, 2016a).

2.8.5 Conclusion

Consumers have different needs and desires that influence their decisions and buying behaviours when consuming branded products and services. Culture, social class, perception, motivation and more influence how consumers see the world, themselves and others, driving them to satisfy their individual needs. Consumers are not always aware of their attitudes towards brands or why they feel the way they do. Consumers can therefore have expressive emotional responses or feelings towards brands influencing their behaviours. Behaviours differ due to implicit or explicit attitudes, that are unconscious or conscious, affective or cognitive, expressive or verbal. Spontaneous implicit attitudes manifest as emotional responses through body language or facial expressions, whereas deliberate explicit attitudes or thoughts can be verbally communicated. Marketers leverage knowledge on consumer attitudes, emotion research and consumer behaviour to create engagement, activate experiences and emotionally connect with customers.

2.8.5.1 Sub-problem 4.

Customers do not **emotionally respond** to general email communication from financial advisers (4a). Customers do not express positive **feelings** about general email communication (4b). Customers do not sense a **feeling of association and belonging** towards the financial organisation (4c).

2.8.5.2 Aim 4

To determine if personalised email communication as a customer-intimate experience will activate an observable **emotional response** from the customer (4a). To determine if personalised email communication as a customer-intimate experience will activate an **expressive feeling** towards the organisation (4b). To determine if personalised email communication as a customer-intimate experience will affect the customer's **attitude** (4c).

2.8.5.3 Research Question 4a.

To what extent does personalisation as a customer-intimate experience affect the customer's **emotions**, observable through the customer's behaviour?

H₀4a: Customer-intimate experience will not affect the customer's implicit attitude, observable as an emotional response through facial expression.

H_a4a: Customer-intimate experience will affect the customer's implicit attitude, observable as an emotional response through facial expression.

2.8.5.4 *Research Question 4b.*

To what extent does personalisation as a customer-intimate experience affect the customer's **feelings**, as expressed by the customer?

H₀4b: Customer-intimate experience will not affect the customer's explicit attitude, expressed through self-report.

H_a4b: Customer-intimate experience will affect the customer's explicit attitude, expressed through self-report.

2.8.5.5 *Research Question 4c.*

To what extent does personalisation as a customer-intimate experience affect the customer's **attitude, feeling of association and belonging** towards the financial organisation?

H₀4c: Personalisation will not affect the customer's attitude towards the financial organisation.

H_a4c: Personalisation as a customer-intimate experience will affect the customer's attitude, association and sense of belonging towards the financial organisation.

2.9 Proposed research model and hypotheses development

Based on the preceding literature review the following research model is proposed.

2.9.1 The conceptual model for this study

For a brief discussion of the model, refer to the next section 2.9.2.

Refer to Appendix C: Consistency Matrix for a summary of the conceptual model.

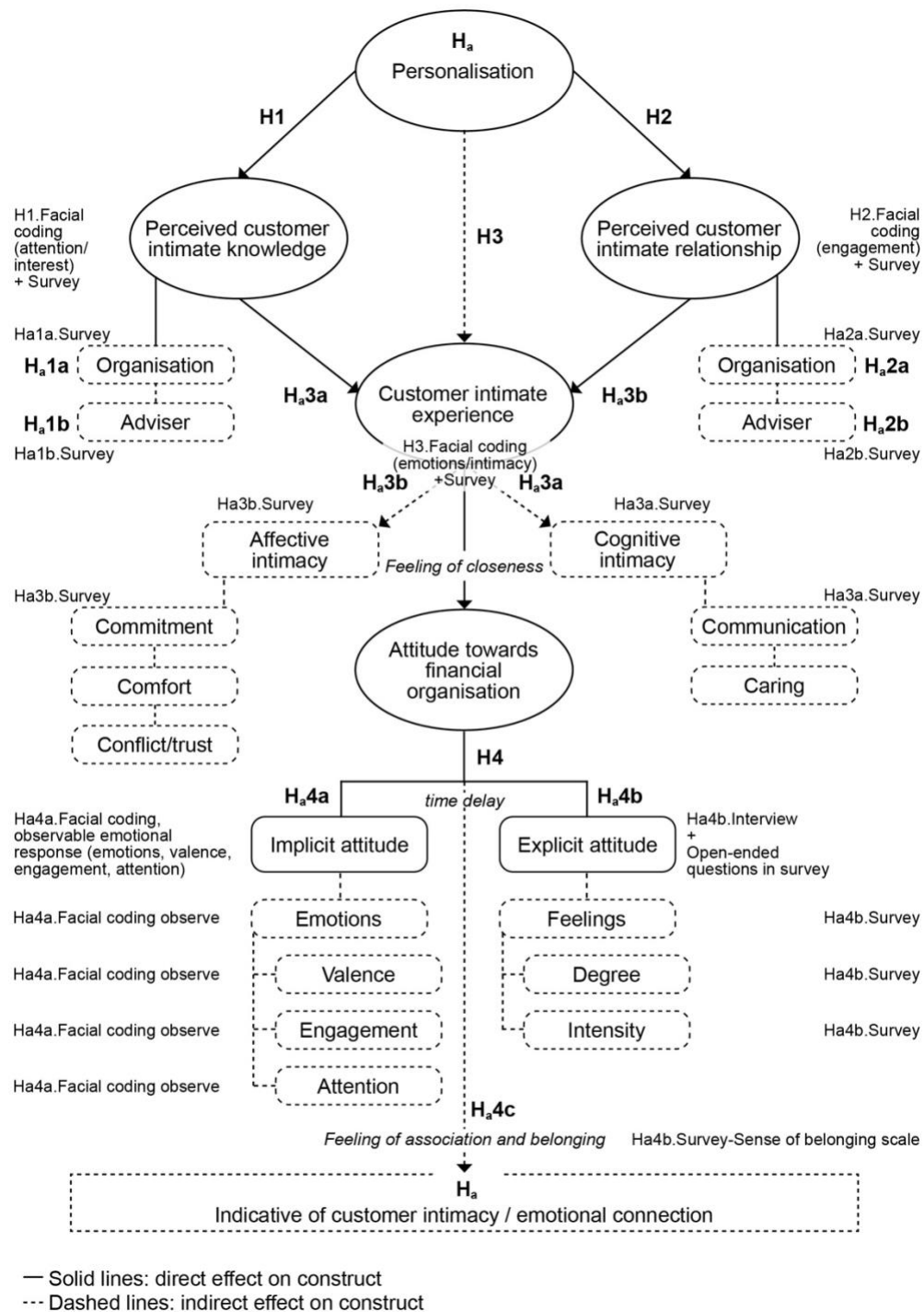


Figure 21: The conceptual model for this study

2.9.2 Description of the conceptual model

The conceptual model illustrated in Figure 21, models the customer intimacy relationships discussed in Chapter 2 Literature Review, and the effect of personalisation to activate emotional connections. Personalisation is the leveraged customer intimacy value (acquired customer knowledge, established customer relationship, refer to 2.4.1.3) or embedded value perceptions into marketing initiatives to connect to individual customers.

Personalisation (H_a) influences two constructs:

- perceived customer-intimate knowledge ($H1$), and
- perceived customer-intimate relationship ($H2$).

Both constructs have two levels or degrees of measurable customer intimacy:

- organisational level (with the financial organisation, refer to 2.4.1.1)
- individual level (with the financial adviser, refer to 2.4.1.2)

Perceived customer-intimate knowledge can indicate feelings of appreciation to experience a value offering from the organisation (H_{a1a}) or the adviser (H_{a1b}). Perceived customer-intimate relationship can indicate the interaction's quality and strength to experience a relationship with the organisation (H_{a2a}) or the adviser (H_{a2b}).

Positive or negative perceptions of the organisation or the adviser are dependant on the quality of the personalisation (refer to 2.7.5):

- How well the customer-intimate knowledge (database information) has been embedded into the interaction (H_{a3a}).
- How well the customer-intimate relationship is simulated in the interaction (message intimacy) (H_{a3b}).

If personalisation is positive ($H3$), then it creates a customer-intimate experience (the 5'C's, refer to 2.7.4) with five measurable dimensions: communication, caring, commitment, comfort and conflict resolution or trust. If the interaction is experienced as affective intimate (H_{a3b}) (refer to 2.7.4.2) or cognitive intimate (H_{a3a}) (refer to 2.7.4.1) then it creates a pleasant feeling of closeness (H_{a3c}).

The customer-intimate experience and feeling of closeness (H_{a3c}) can influence the attitude towards the financial organisation ($H4$), measurable as implicit attitudes

(H_{a4a} - observable emotions) and explicit attitudes (H_{a4b} - the degree or intensity of a feeling), (refer to 2.8.3.4.). If the emotion, feeling or attitude is positive, then it creates a feeling of association and belonging (H_{a4c}), indicative of customer intimacy or an emotional connection (H_a).

2.9.3 Summary of hypotheses

The researcher formulated hypotheses statements for each section of the literature review (refer to 2.5.4, 2.6.3, 2.7.8, 2.8.5, 2.9.3.1). The hypotheses assisted in focusing the research questions and frame achievable aims to be empirically tested (Neuman, 2013). The null and alternative hypotheses are the researcher's expectations, predicting the relationship between variables or factors that could influence individual customer intimacy. At the end of Chapter 4 Analysis and Results, empirical evidence allowed to accept or reject hypotheses (Creswell, 2014).

2.9.3.1 Hypothesis H_a

The hypothesis for the main research question:

H₀: Personalisation will not affect individual customer intimacy towards the financial organisation.

H_a: Personalisation as a customer-intimate experience will affect individual customer intimacy as an emotional connection towards the financial organisation.

2.9.3.2 Hypothesis H₁.

H_{01a}: Personalisation will not be perceived as a knowledgeable value offering from the financial organisation.

H_{a1a}: Personalisation will be perceived as a knowledgeable value offering from the financial organisation.

H_{01b}: Personalisation will not be perceived as a knowledgeable value offering from the financial adviser.

H_{a1b}: Personalisation will be perceived as a knowledgeable value offering from the financial adviser.

2.9.3.3 Hypothesis H₂.

H_{02a}: Personalisation will not be perceived as a customer-intimate interaction with the financial organisation.

H_{a2a}: Personalisation will be perceived as a customer-intimate interaction with the financial organisation.

H_{02b}: Personalisation will not be perceived as a customer-intimate interaction with the financial adviser.

H_{a2b}: Personalisation will be perceived as a customer-intimate interaction with the financial adviser.

2.9.3.4 Hypothesis H3.

H_{03a}: Customer-intimate knowledge will not affect cognitive intimacy.

H_{a3a}: Customer-intimate knowledge will affect cognitive intimacy.

H_{03b}: Customer-intimate relationship will not affect affective intimacy.

H_{a3b}: Customer-intimate relationship will affect affective intimacy.

H_{03c}: Personalisation will not affect the customer intimacy experienced.

H_{a3c}: Personalisation will affect the customer intimacy experienced, indicating a feeling of closeness.

2.9.3.5 Hypothesis H4.

H_{04a}: Customer-intimate experience will not affect the customer's implicit attitude, observable as an emotional response through facial expression.

H_{a4a}: Customer-intimate experience will affect the customer's implicit attitude, observable as an emotional response through facial expression.

H_{04b}: Customer-intimate experience will not affect the customer's explicit attitude, expressed through self-report.

H_{a4b}: Customer-intimate experience will affect the customer's explicit attitude, expressed through self-report.

H_{04c}: Personalisation will not affect the customer's attitude towards the financial organisation.

H_{a4c}: Personalisation as a customer-intimate experience will affect the customer's attitude, association and sense of belonging towards the financial organisation.

CHAPTER 3 RESEARCH METHODOLOGY

The previous chapter investigated the integrated value of customer intimacy and the marketing requirements to activate or increase emotional connections. This chapter describes the researcher's approach, methods, design, and instruments to record empirical evidence on personalised email communication interaction. Individual responses could indicate the effect of implementing individual customer intimacy.

3.1 Research paradigm

The research paradigm to inquiry or philosophical stance is rooted in pragmatism with an abductive approach to theory development (Levitt et al., 2018; Saunders, Lewis, & Thornhill, 2009).

Saunders, Lewis, and Thornhill (2019) describe the pragmatism worldview as the identification of a relevant research problem by observing a shortcoming in an actual real-world situation. Pragmatists focus on improving a specific practice by evaluating various theories, beliefs, ideas, or knowledge to understand and action practical solutions for application. They incorporate a range of research strategies to collect reliable, relevant data as pragmatists acknowledge that multiple realities exist, open to interpretation by each individual person.

The abductive approach starts with a "surprising fact" or observation to motivate theory building by incorporating both inductive reasoning (information collected to develop a theory) and deductive reasoning (theory development to test hypotheses) (Saunders et al., 2019, p. 152). It requires the researcher to gather comprehensive information on a subject and build arguments for a new proposition in the context that the specific area lacks. The new proposition is then tested with a conceptual framework by collecting new and additional data through multiple methods. The abductive approach enables modifications and contributes to existing theory, with the risk that no useful theory might emerge (Saunders et al., 2019).

In the current study pragmatism is framed in the researcher's observation that customers are failing to connect with the financial organisation through email communication from financial advisers. The researcher identified that emails are not representative of the organisation's brand, disengaging, ignore individual customer needs, and do not motivate interactive communication. Accordingly, the researcher investigated the customer intimacy value discipline and implementation thereof to

motivate emotional connections with individual customers. The experimental research design incorporated multiple methods for data collection to observe and record each respondent's emotional responses, feelings, and attitude towards personalised marketing communication.

The researcher had to explore if participants experienced customer intimacy; a subjective feeling of closeness, association and belonging. Evidence would allow the researcher to evaluate if personalisation in direct email marketing campaigns could activate or increase an emotional connection towards the financial organisation.

3.2 Research method

An exploratory study was conducted, applying a neuromarketing methodology. Exploratory research aims to understand a phenomenon, it starts broad but narrows down to focus on the research objective (Saunders et al., 2009). The researcher chose this strategy due to neuromarketing's effectiveness to predict the relation between emotional responses and marketing effectiveness (Morin, 2011). Although neuromarketing is still an emerging and controversial methodology since 2002, it is valuable for human behaviour research from a neuro perspective (Morin, 2011). It explores the influence of emotions on cognitive actions: conscious or subconscious, overt or covert, rational or irrational and voluntary or involuntary (iMotions, 2017c).

Neuromarketing contains attributes of both quantitative and qualitative methods, (iMotions, 2017a), implying a mixed method approach. The researcher had to compare these methods to define the research study's approach.

3.2.1 Mixed method research

Quantitative research tests and predicts theories on consumer behaviour, knowledge, opinions or attitudes through statistical measurement or quantifying. Qualitative research identifies themes to understand and describe motivations, feelings, perceptions or emotions (Cooper & Schindler, 2014).

Neuromarketing contains characteristics from both approaches (Olteanu, 2012):

- defining a problem (qualitative),
- defining and testing a hypothesis (quantitative),
- small sample size (qualitative),

- setting up the experiment (quantitative),
- observation (qualitative and quantitative),
- statistical data analysis (quantitative) and,
- descriptive data analysis (qualitative),
- exploring the results in depth (qualitative).

Neuromarketing's qualitative approach constructs social reality through an interactive process that often requires the researcher's high involvement (Neuman, 2013). It requires the researcher to design the study with various instruments to collect data on the selected phenomenon (Creswell & Poth, 2018). Consequently, the researcher gains an authentic understanding of individual human behaviour (Levitt et al., 2018).

Nevertheless, neuromarketing recommends the combination of neuroscientific and traditional instruments to overcome the challenge of interpreting the quantitative responses recorded, such as an interview or survey (iMotions, 2020). Accordingly, neuromarketing is seen as a triangulation of research from multiple sources (Olteanu, 2012). Triangulation provides valid, reliable scientific data to document a theme of emotional responses to extract consumer insights (iMotions, 2020).

Therefore, since neuromarketing is the qualitative observation and in-depth quantitative physiological measure of individual human behaviour that requires triangulation – this study's research method takes a mixed method stance (Olteanu, 2012).

3.2.2 The Neuromarketing methodology

Technological advances improved academic methods for consumer market research in human behaviours and are frequently referred to as neuromarketing (Harris, Ciorciari, & Gountas, 2018; Hubert & Kenning, 2008). Neuromarketing is the “interdisciplinary” integration between marketing, neuroscience research (brain and nervous system) and neuroeconomics (economic decision-making) by applying technology (Hubert, 2010, p. 812).

Neuroscientific technology includes brainwave and biometric technology to observe and record consumers' sensorimotor, cognitive and emotional affective responses to stimuli (N. Lee, Brandes, Chamberlain, & Senior, 2017; Lim, 2018; Zurawicki, 2010). The technology requires the researcher to set up experiments to collect data

empirically through observation (iMotions, 2017c). Experiments study cause and effect or relationships between variables (Saunders et al., 2009).

The stimulus–organism–response (SOR) model (Mehrabian & Russell, 1974) applies to neuromarketing to observe human behaviours (Hubert & Kenning, 2008). It examines the relationship between environmental stimuli (S), emotional states (O) and behaviour (R), as illustrated in Figure 22: The SOR model.

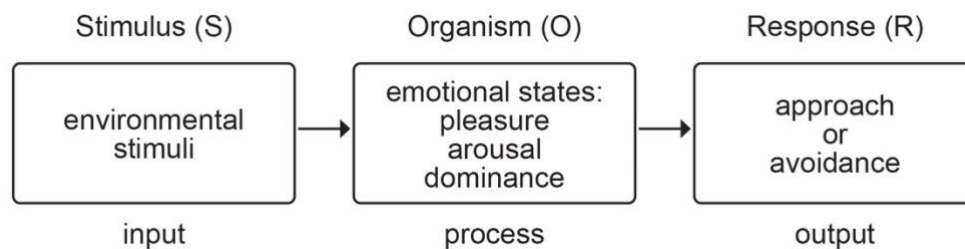


Figure 22: The SOR model, adapted from Ridgway, Dawson, and Bloch (1990)

For this research study, the SOR model applied to observe if personalised email communication (S) influenced consumer emotions (O) by recording responses (R).

Different neuroscientific methods exist to record respondents' neuro activity and responses to measure subjective meanings such as unconscious needs, motivations, thoughts, emotions, or decisions (Berčík, 2016).

3.2.2.1 Neuroscientific methods and instruments

Neuroscientific methods are categorised according to the technology used to observe neural brain activity or physiological responses. Accordingly, different neuroscientific instruments apply to record and represent neural behavioural activity and responses to stimulus exposure (Harris et al., 2018; Lim, 2018).

The methods, technology and instruments are integrated and dependent on each other, refer to Figure 23: Neuroscientific methods and instruments.

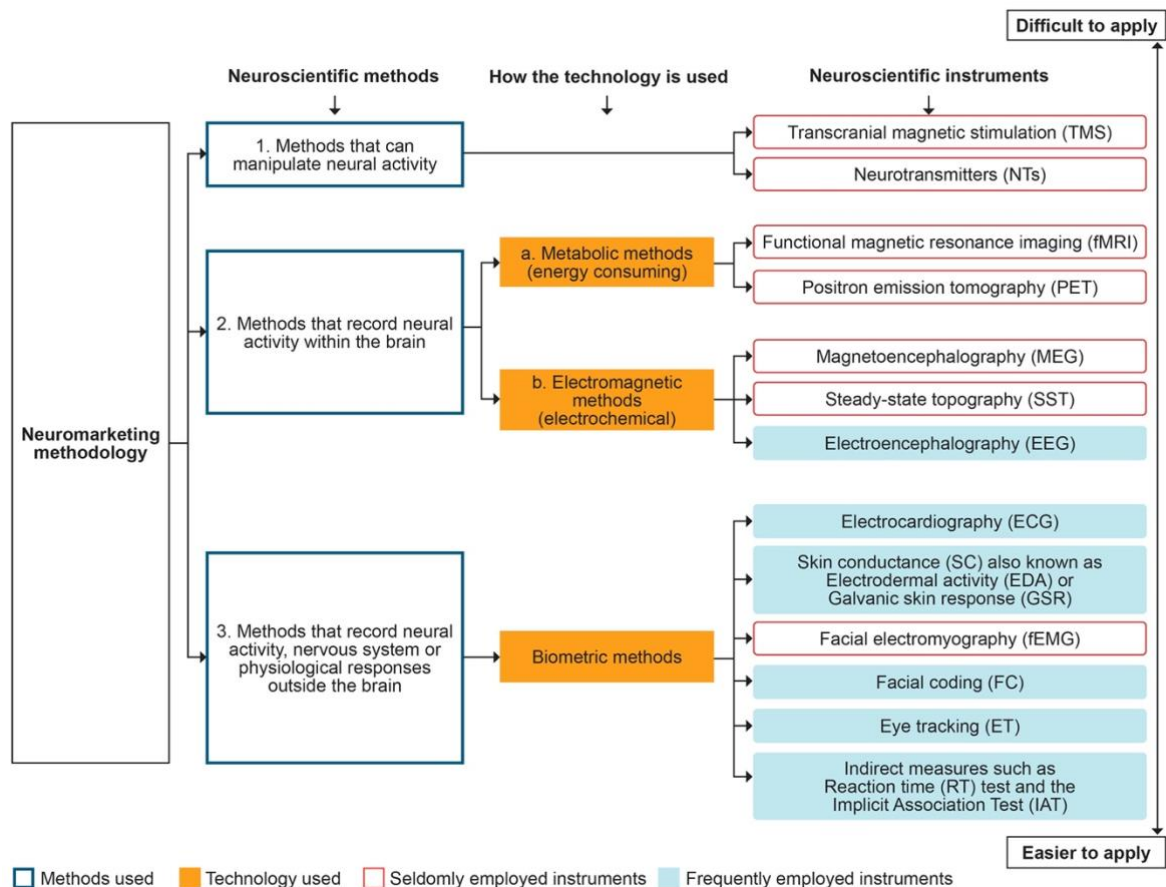


Figure 23: Neuroscientific methods and instruments, illustration adapted from Harris et al. (2018); Lim (2018)

Method 1: Manipulates neural activity. Study's the cause and effect by stimulating or depriving nerve cells or neurons through electromagnetic impulses through the scalp or manipulates the chemical balance through dietary controls (Lim, 2018).

Method 2: Records neural activity within the brain.

- a) **Metabolic methods:** Measure and record brain activity through oxygen changes in blood flow, radioactive agents or glucose levels (Lim, 2018).
- b) **Electromagnetic methods:** Measure and record electrical or magnetic activity in the brain using a headband or helmet with small electrodes placed on the head or scalp to show electrical currents or fluctuations in magnetic fields from brainwaves (Lim, 2018).

Method 3: Records neural activity, nervous system, physiological responses outside the brain. Biometric methods include electrodes, trackers and software. Electrodes measure the electrical activity of the heart, facial muscles and skin.

Trackers record eye movements, gaze patterns and pupil dilations. The software records facial expressions and response times (Harris et al., 2018; Lim, 2018).

Due to the complexity of the three neuroscientific methods, researchers options depend on the accessibility and scalability of the instruments (Farnsworth, 2018; Harris et al., 2018; Lim, 2018).

3.2.2.2 Scalability of neuroscientific methods and instruments.

The methods are categorised according to ease of use, time required to complete an experiment and cost-effectiveness (refer back to Figure 23's instruments on the right-hand side). Neural manipulators, as the Transcranial magnetic stimulation (TMS) and Neurotransmitters (NTs), raise many concerns with neuromarketing ethics. Metabolic and electromagnetic methods such as Functional magnetic resonance imaging (fMRI) and Positron emission tomography (PET) are challenging, time-consuming and expensive. Magnetoencephalography (MEG) is not transportable and more costly than Electroencephalography (EEG). The Steady-state topography (SST) and EEG have low spatial image resolution that limits recording in the brain (Farnsworth, 2018; Harris et al., 2018; Lim, 2018).

Due to the advances in neuroscientific software, biometric methods are more movable and have lower costs associated. This allows researchers to apply and combine Electrocardiography (ECG), Skin conductance (SC, EDA, GSR), Facial electromyography (fEMG), Facial coding (FC) and Eye tracking (ET) for human behaviour experiments. Thus, biometric methods are easier and more accessible for marketing research (Farnsworth, 2018; Harris et al., 2018; Lim, 2018).

Since expert, certified training is required to apply the neuromarketing methodology, the researcher was assisted by the Market Insights & Neuro Discoveries Lab™ (MI.ND Lab), located in South Africa, Gauteng, Centurion. The MI.ND Lab employs conventional methodologies to conduct consumer and market research and is equipped with various neuroscience instruments (Market Insights & Neuro Discoveries Lab™, 2020b). However, the MI.ND Lab is not equipped with metabolic instruments (the first method), but only with one electromagnetic instrument (the second method) and physiological or biometric technology (the third method) (Market Insights & Neuro Discoveries Lab™, 2020a).

3.3 Research Instruments

Since each neuroscientific instrument measures a different human behaviour, indicating a subjective meaning, it is advised to combine them as a battery test to provide in-depth neural data on participant responses (iMotions, 2017b).

The MI.ND Lab (Market Insights & Neuro Discoveries Lab™, 2020a) is equipped with the following electromagnetic and biometric technology (Calvert, Spence, & Stein, 2004; Kenning & Plassmann, 2005; Zurawicki, 2010):

- **Electromagnetic technology:**

Electroencephalography (EEG) records electrical brainwave activity that signals an emotional response, mainly applicable to streaming video.

- The MI.ND Lab is equipped with an electrode headset dampened with a saline solution that gets placed over the participant's head and scalp (Market Insights & Neuro Discoveries Lab™, 2019).
- For this research study, the marketing stimuli was primarily static; therefore, the EEG instrument was not considered.

- **Biometric technology:**

Electrocardiography (ECG) measures participants heart rate indicative of emotional responses.

- The MI.ND Lab is equipped with a five electrode device that must be placed underneath participants clothing to the left, right and centre of the chest (Market Insights & Neuro Discoveries Lab™, 2019).
- For this research study, the ECG instrument's invasiveness was seen as unethical; therefore, it was not considered.

Electrodermal activity (EDA) or Galvanic Skin Response (GSR) records skin conductance through sweat arousal caused by the intensity of emotional states.

- The MI.ND Lab is equipped with Velcro strap electrodes for the hands, fingers and clamps to participants' ears (Market Insights & Neuro Discoveries Lab™, 2019).
- For this research study, the GSR instrument was viable, since the researcher wanted to record the level of emotional arousal.

Eye tracking; tracks eye movements and pupil dilation, indicating emotional and

volitional thinking, visual attention and decision making (IAT). Apparatus include a screen-based eye tracker, VR eye tracking headset, or wearable eye tracking glasses (iMotions, 2019).

- The MI.ND Lab is only equipped with screen-based eye tracking (Market Insights & Neuro Discoveries Lab™, 2019).
- For this research study, the eye tracking instrument was a viable option since the researcher wanted to record emotional thinking and visual attention.

Facial coding (FC) with Facial Electromyography (fEMG) or Facial Expression Analysis (FEA software) codes and analyses facial expressions through the eyes, brows, lids, nostrils and lips as emotional indicators.

- The fEMG instrument applies electrodes, cables and amplifiers to record electrical impulses created by facial muscle movements (iMotions, 2016).
- FEA software applies computer vision technology and algorithms to record facial expressions and automatically classify them.
- The MI.ND Lab is equipped with the fEMG instrument as well as FEA software (Market Insights & Neuro Discoveries Lab™, 2019).
- For this research study, both the fEMG instrument and FEA software were viable to record emotional indicators of feelings, attention and engagement.

The researcher set out to employ biometric instruments; GSR (skin conductance), Eye tracking and Facial coding (FEA software) as a battery test in a laboratory experiment.

3.3.1 Adapting to remote research

In 2020, the worldwide Covid-19 pandemic affected South Africa. Strict social distancing protocols were put in place to manage the risk of spreading the coronavirus in workplaces (Department of Health, 2020). The same health and safety protocols, such as working remotely, wearing personal protective equipment (PPE), gloves and face masks applied to the MI.ND Lab laboratory. The removal of face masks to monitor facial expressions and skin electrode sharing were prohibited. This study could not use a combined battery test of the above-mentioned instruments in a controlled, in-person laboratory setting. The researcher had to adapt the technique to fit remote research of which only Facial coding (FEA software) qualified.

3.3.1.1 Remote research implications on instruments

The researcher must first mention the implications of adapting to remote research as it influences the experiment (refer 3.4.1.2) and the experimental design process (refer to 3.4.1.3). The halted in-laboratory research and the uptake of video conferencing services worldwide offered innovative digital alternatives to researchers. Videos can be recorded online and post-processed with FEA software afterwards. It is suitable to test user experience, do media research and monitor one-to-one interpersonal interactions (refer to 2.6.2). Although the videos record objective facial responses, FEA alone lacks other biometric instruments to provide in-depth subjective data on responses. Fortunately, the neuromarketing mixed method recommends the inclusion of traditional instruments as a battery test to offer valid data collection (Market Insights & Neuro Discoveries Lab™, 2020a).

Therefore, the researcher set up a remote field experiment with one neuromarketing instrument and two traditional instruments:

1. Neuromarketing: Observation through Facial coding (FEA software) to record emotional responses.
2. Traditional: Interview with verbal follow-up questions specific to personalisation.
3. Traditional: Survey to collect data on the degree of customer intimacy.

3.3.2 Instrument 1: Facial coding (FC) as a neuromarketing instrument

Researchers attempt to understand participants direct emotional responses by observing how their faces change. A stimulus can be any type of content, product, service, video, image, sound, odour or tactile object. The advantage of facial coding instruments is real-time, unbiased emotion measurement. Traditional physical instruments such as interviews or psychometric tests have a time delay, includes self-report and excludes the direct response (iMotions, 2016).

3.3.2.1 Facial Expression Analysis (FEA software).

FEA software analyses recorded facial expressions through machine learning algorithms and database information on human faces, expressions and emotional states. The software automates Paul Ekman's FACS Action Units to classify emotions (refer to 2.8.3.8 The classification of emotions). Although manual FACS is objective, non-invasive and constructs emotions with high validity, it cannot explain the emotion's meaning in real-time. Meanings only come to light after data is

processed. Also, modern methods of manual FACS are expensive, requires high-quality video equipment, professionally trained coders and intense resource hours. FEA software radically changed the analysis of FACS Action Units by accelerating the speed and lowering the cost for researchers (iMotions, 2017b).

For this study, the Affectiva Affdex Facial Expressions engine by iMotions was applied.

Affectiva Affdex Facial Expressions Engine.

The Affectiva Affdex engine is just one of the many computer-based software that employs algorithms to automatically detect FACS Action Units as facial expressions. Facial expressions are video recorded through a built-in laptop camera or a webcam without the need for electrodes, cables and amplifiers like the fEMG (iMotions, 2017b). The videos are processed through the software, coding facial signals for each frame recorded for each millisecond (a thousandth of a second) (Kulke et al., 2020). The Affectiva Affdex index statistically numbers and match expressions against a database of six million affective face pictures from over eighty-seven countries worldwide. The database assigns Action Units and values to new expressions recorded and classifies the emotional states (iMotions, 2017b).

To conduct a Facial coding (FEA software) experiment requires an observation protocol (Bortone, 2020).

3.3.2.2 Observation protocol

The observation protocol guides the researcher in organising the process to collect data and focus attention on specific acts (Saunders et al., 2009). The protocol depends on the objective and type of observation, the researcher's role, and the structure assigned by the researcher (Cooper & Schindler, 2014).

Defining the objective of the observation.

Cooper and Schindler (2014) state that observations collect primary data through the senses of the researcher. Non-behavioural observations record processes or statements, behavioural observations record humans. This study's objective was behavioural observation. Field notes add nuance and assist the researcher in keeping a record by including descriptions of participant interactions.

Defining the type of observation.

There are different types of observations depending on participants awareness and the researcher's participation; covert (unaware), overt (aware), direct (without interacting), indirect (outside the setting) and observing while participating (Cooper & Schindler, 2014). Remote research altered the observation from an overt, direct laboratory observation to an overt, indirect online participant observation.

Defining the role of the researcher.

The activities define the researcher's role in the observation setting: a complete participant, a complete observer, an observer as a participant, or a participant as an observer (Saunders et al., 2009).

In this study, the researcher was the participant as observer. The researcher's role would not be concealed, as the online video meeting required the researcher to be physically present. The benefits are that the observation is ethically sound, but participant awareness can create a reactivity response called the Hawthorne effect to please the researcher until they are more relaxed (Neuman, 2013). The observer can become fatigued and lose nuance during observation (Saunders et al., 2009). Participant observation can be demanding since participation, recording, and observation can interfere with each other (Cooper & Schindler, 2014).

Defining the structure of the observation.

Observations are classified according to the structure and acts assigned by the researcher: unstructured without specified acts or structured in advance with established acts. Unstructured observations allow for in-depth data but take more time to analyse. Structured observations allow for a series of observed events, collect comparable data, and are easily quantified (Cooper & Schindler, 2014).

The researcher assigned a structured observation since Facial coding requires pre-defined behavioural codes or annotations. Behavioural coding schema is a methodical, standardised, quantifiable system to organise, label, and interpret respondents' observations. Behavioural coding is objective; the variables dictate the behaviours to code and how they should be coded (iMotions, 2020).

- Behavioural codes can be discrete (iMotions, 2020):
 - Time intervals: observing activities at the time they occur as part of a process.

- Frequency counts: how often an activity occurs at a specific time.
- Event sampling: captures events or actions as they occur.
- Checklist: listing activities or behaviours and ticking them off as they occur, such as a mouse click, task success (click on a button) or task failure (don't click on a button).
- Rating scale: to record the degree of a response to stimulus.
- Behavioural coding can be continuous (iMotions, 2020):
 - to measure intuitiveness by the amount of time spend on a task.

Defining the observation protocol.

The researcher had to define the observation protocol in a structured observation format to collect comparable data. But since the researcher had not yet designed the stimuli to determine the behavioural codes and annotations, the protocol could not yet be designed. The design of instrument one is discussed further under 3.6.1 Instrument 1: Design of the observation.

Remote research with Facial coding (FEA software) requires the researcher to set up the observational protocol in the structure of an online interview, a traditional instrument (Bortone, 2020).

3.3.2.3 Combining neuromarketing with traditional instruments

Facial coding alone cannot give sufficient data and interpretation on respondents' wide range of feelings, which usually has a time delay (Zurawicki, 2010). To retrieve data on the emotional effects after stimuli exposure, remote neuroscientific facial coding employs open-ended questions for respondents to answer verbally about their experience (iMotions, 2020).

Therefore, the researcher investigated the interview as a traditional instrument.

3.3.3 Instrument 2: Interview with follow-up questions

3.3.3.1 Structured or semi-structured.

The researcher can choose between three different interview structures: unstructured, semi-structured or structured. Qualitative studies usually employ unstructured or semi-structured interviews to allow for complete data extraction. The structured interview is less variable, has more direct responses, maintains interviewer neutrality, and compares responses (Cooper & Schindler, 2014).

The researcher can conduct either in-depth interviews with individuals or an interview with a focus group. In-depth interviews are one-to-one (refer to 2.6.2), detailed and conversational (Creswell & Poth, 2018), requiring expert listening skills and time to record and analyse it. Focus groups are small, with six or more participants and allow the exchange of opinions (Cooper & Schindler, 2014).

The researcher's choice of interview structure depended on the time required to process data provided through open-ended questions.

3.3.3.2 *Open-ended questions.*

Open-ended questions are explorative and allow respondents their opinions, feelings, and thoughts through reflection. Open-ended questions require good communication and vocabulary skills from the researcher to frame the questions appropriately (Cooper & Schindler, 2014). The retrieved qualitative verbatim responses must be coded, tagged and analysed with keywords and themes. Coding can be time-consuming as it does not allow for statistical analysis (Neuman, 2013).

For this study, the interview's purpose was to collect additional data on the emotional effects of personalisation after each stimuli exposure. However, the researcher was under time constraints and could not engage in lengthy interviews with each individual. Therefore, the structured interview was employed as a battery test to collect data on respondents' feelings specific to personalisation. The design of Instrument two is discussed under 3.6.2 Instrument 2: Design of the interview.

Sebastian (2014) states that self-report can consist of bias, as participants want to present themselves as acceptable. Unfortunately, the dimensions of customer intimacy can not be measured by facial expressions or verbal responses alone; although there is a linkage between behaviours and attitudes, they do not always influence each other (Cooper & Schindler, 2014). To exclude bias through self-report, another traditional instrument can overcome the challenge of interpreting emotions and feelings (iMotions, 2020).

Therefore, researchers employ measurement scales to analyse, interpret and predict attitudes or to measure the intensity of feelings (refer to 3.3 GSR).

3.3.4 Instrument 3: Survey questionnaire

The survey questionnaire is designed with closed questions to collect comparable

information from respondents (Cooper & Schindler, 2014). Surveys help researchers understand what respondents explicitly think; their attitudes, thoughts and feelings (iMotions, 2017c).

3.3.4.1 Closed questions.

Closed questions offer pre-specified options to choose from and provide quantitative statistical data on respondents' conscious preferences (iMotions, 2017c). Closed questions may be quicker for respondents to complete if a short time is available, as it requires less motivation and effort (Neuman, 2013). Computerised survey design programs are available to design and code survey questionnaires ideal for a remote field experiment. Statistical data is also easier to analyse compared to open-ended questions (Cooper & Schindler, 2014). There are various closed questions to measure attitudes; simple yes no categories, differential choice scales, checklists, rankings or Likert scales (iMotions, 2017c).

3.3.4.2 Likert scale.

The Likert scale is a psychometric rating scale of attitudes named after the inventor Rensis Likert. It is also known as “summated rating scales” or attitude scales (Cooper & Schindler, 2014, p. 278). Respondents must choose a level of agreement to a statement by checking or marking the response. Each answer has a numerical score that resembles the degree of a positive or negative attitude or the intensity of a feeling. Likert scales vary from nine, seven or five points, but the five-point Likert scale is primarily applied in psychology, social sciences and marketing. An even four-point scale removes the middle neutral option to force a positive or negative choice, but it is not general practice. The type of questions and combinations depends on the purpose of the study (Cooper & Schindler, 2014).

For this study, the survey's objective was to collect comparable data as a battery test to validate respondents' verbal responses and measure the degree of customer intimacy. A combination of open and closed questions were incorporated to collect data on participants' attitudes and intensity of feelings since GSR (refer to 3.3) was disqualified as an instrument (3.3.1.1 Remote research implications on instruments). The design of instrument three is discussed further under 3.6.3 Instrument 3: Design of the survey.

3.3.5 Summary of instruments

To view a summary of the instruments consistent with this study's aim, research problems and research questions, refer to the consistency matrix listed in Appendix C: Consistency Matrix at the end of this report.

3.4 Research Design

The research design was cross-sectional, once-off at a specific point in time in a participant's life (Cooper & Schindler, 2014). The method applied a remote neuroscientific experiment with each individual. Since responses to a specific email are most likely to occur only once in real life, a longitudinal study would not have been suitable to record natural reactions over time.

3.4.1 Experimental design

The experiment measures the cause-effect relationship between factors or variables by observing a stimulus–organism–response to explain human behaviours (Hubert & Kenning, 2008). *Personalisation* as the independent variable (IV) was manipulated in email communication to measure the effect on *individual customer intimacy* as the dependent variable (DV).

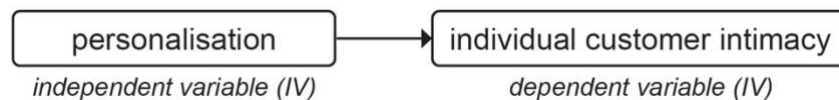


Figure 24: The independent and dependent variable

3.4.1.1 The nested hierarchical design.

The experimental design was hierarchical, with factors that could affect customer intimacy distributed equally through the levels (Mason, Gunst, & Hess, 2003).

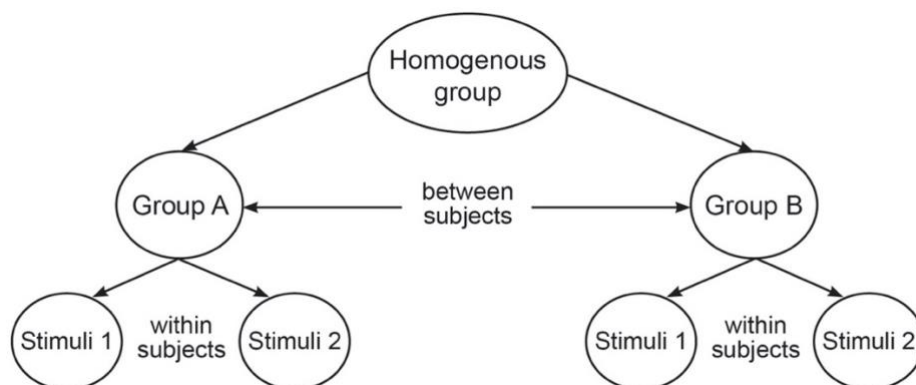


Figure 25: The nested hierarchical design

Between subjects: Two groups of participants were nested to explore how one group would compare to another (Allen, 2017), (refer to 3.5.1 Target Population).

Within-subjects: Individuals were nested to experience all the experimental conditions of personalisation through two different stimuli during the experiment (Allen, 2017), (refer to 3.6.1.3 Stimuli preparation.).

3.4.1.2 *Types of experiments.*

Different types of experiments exist, (iMotions, 2017a):

- Laboratory experiments are conducted in a lab with controlled internal and external factors while the researcher manipulates the IV.
- Field experiments are in natural surroundings with no control over external factors while the researcher manipulates the IV.
- Natural experiments are pure observation, and the researcher has no control over internal or external factors.

In a laboratory the researcher can identify cause-effect relationships with accuracy and ensure credibility by replicating a standardised test.

With field experiments the researcher has no control over noise or people entering, the test is difficult to replicate and obtaining informed consent is time consuming.

The natural experiment is time consuming, reflects real life, but cannot be reproduced (iMotions, 2017a).

Remote research implies a remote field experiment (refer to 3.3.1.1 Remote research implications on instruments). It is more natural compared to a laboratory with the risk of distractions due to low experimental control.

However, the field experiment has high validity as it is more real, participants are in a familiar space, feel relaxed and don't feel observed (iMotions, 2017a).

There are various differences between the set-up of a controlled in-laboratory and remote field experiment using the FEA instrument.

Refer to Table 10: Differences between a laboratory and remote experiment on the following page.

Table 10: Differences between a laboratory and remote experiment

Experimental set-up	In-Laboratory set-up	Remote at-home
Location	Central testing facility	Online internet connected
Stimulus and survey presentation	Stimulus and data presentation is live within FEA software	Online stimulus presentation and recordings outside of FEA software
Video recordings	Live within FEA software	Post-imported into FEA software
Biosensors available	Facial expressions, Eye tracking, Skin conductance, EEG and more	Facial expressions
Behavioural coding	Annotations, life markers, and user-generated events	Annotations and field notes

Source: Adapted from (iMotions, 2020)

3.4.1.3 The remote experimental design process.

Remote research implications on instruments (refer to 3.3.1.1) implied the remote experimental design process also differed, refer to Figure 26 for the workflow.

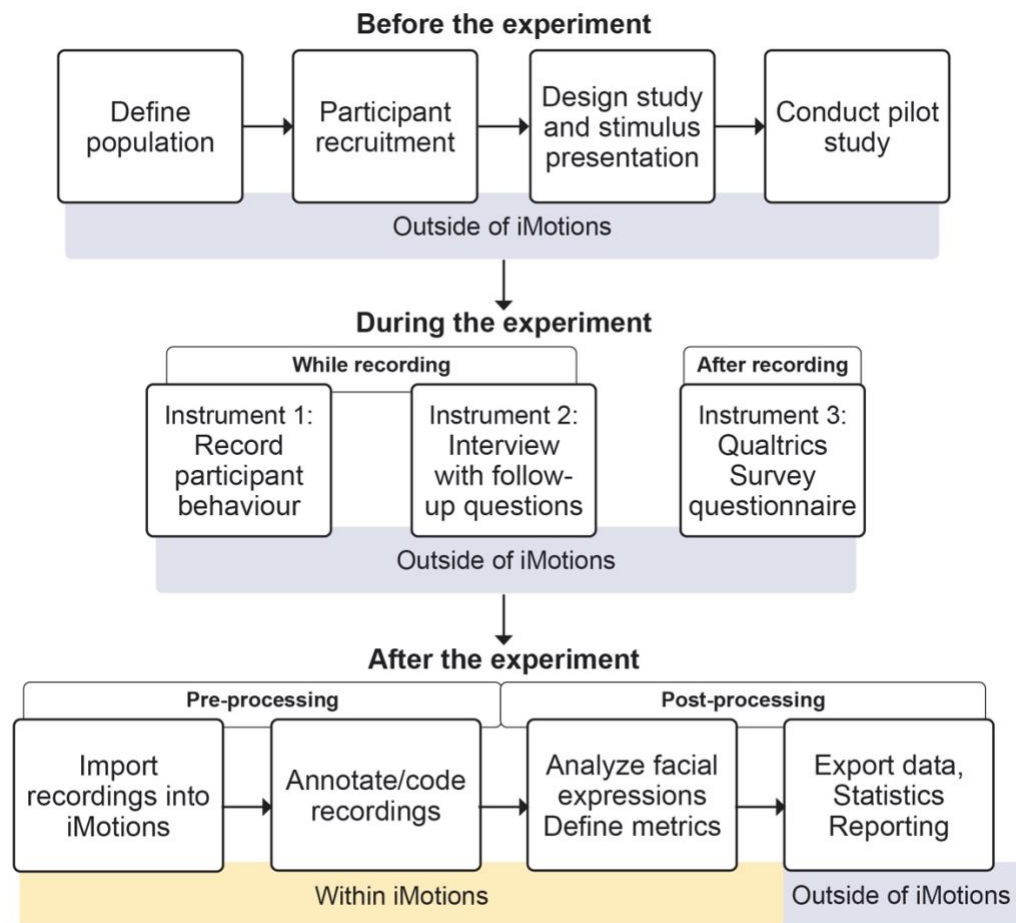


Figure 26: The remote experimental design process, adapted from iMotions (2020).

The following sections elaborate on the process and steps illustrated in Figure 26.

3.5 Population and sampling method

Nonprobability or non-random convenience sampling was applied to pre-screen a population for this study (Cooper & Schindler, 2014). The population was anyone the researcher could contact through a telephone call, any person volunteering to participate and willing to engage over a recorded video meeting.

If the researcher conducted a controlled laboratory experiment, the researcher would have been dependent on the participant's specific proximity to access the MI.ND Lab. But since the experiment was a remote field experiment, the researcher could invite participants across South Africa from any geographic region, refer to Table 11: Profile of population.

Thus, the population was not an accurate representative population to generalise across South Africa nationally but would be generalisable to the financial organisation's customers.

Table 11: Profile of population

Description	Attributes
Geographic:	• Located across South Africa from any geographic region
Demographic:	• Age: above 20 years old • Gender: Any • Education level: Completed primary and secondary, tertiary not compulsory • Household size: Any
Physical:	• Sight: must be able to see and read on a computer screen
Psychographics:	• Life stage: Any
Digital behaviour:	• Technology use: Digital Lifestyle Measure: DLM 3 (mid-tech consumers) to DLM 5 (high-tech consumers) (BMIT, 2019) • Must have access to a computer or laptop with a camera or webcam • Must have access to email
Financial reality:	• Must earn an income
Financial product holding:	• None, or one and more
Financial activities:	• Access to any financial services

According to Hensel, Iorga, Wolter, and Znanewitz (2017, p. 10) this population selection is acceptable since the neuromarketing method does not need a “representative sample for the whole population”.

This is due to neuromarketing requiring the researcher to determine and define the target population before commencing with the study, relevant to the study's purpose.

3.5.1 Target Population

Purposive sampling was applied to select participants to fit within two pre-defined groups; the emotionally connected and not emotionally connected (refer to 2.6.1.3 Emotional connections).

The researcher assumed that Group A, as existing clients, had an unspecified level of emotional connection. The researcher assumed that Group B, as non-clients, fell on the baseline or had no current emotional connection level.

Purposive implies that the researcher chose participants intentionally according to their differing characteristics (Cooper & Schindler, 2014).

The researcher applied the following filtering criteria to employ a target population:

- Participants were approached through a personal telephone call to enquire if they would be interested in participating in the study. Participants had to be unbiased towards a video recording concept, contactable on their mobile phone, have a computer and internet access. They had to be available to engage in an online video meeting with the researcher.
- Participants were diverse in demographics (ethnicity, gender, age, family) and psychographics (lifestyle, personality, values, interests) but fell within the realised middle class or upper class (M. Schehle, personal communication, July 3, 2020).

3.5.1.1 Group A: Existing clients.

- Participants had to be existing customers of the specified financial organisation. They had a minimum of one or more financial products with the organisation. Since no definite emotional connection score (ECS) was available, product holding indicated an assumed emotional connection-level but not specified; refer to 2.6.1.4 Activating emotional connections.

3.5.1.2 Group B: Non-clients.

- Participants were not customers of the specified financial organisation. They had zero financial products with the organisation. Since no definite emotional connection score (ECS) was available, it was assumed that no product holding indicated a baseline or no emotional connection level (refer to 2.6.1.4 Activating emotional connections).

3.5.2 Sample size

Normally a neuromarketing study will employ 30 to 40 respondents (Genco, Pohlmann, & Steidl, 2013; Hensel et al., 2017; Sands, 2009).

Small sample sizes are adequate with neuromarketing since the data is more accurate with insights into respondents' unconscious behaviours by excluding response bias. In traditional research, bigger sample sizes are needed to achieve accurate data and cancel out the bias, noise, or untruths in the respondents' self-reported information (Brenninkmeijer, Schneider, & Woolgar, 2019; Hensel et al., 2017; Hsu, 2017).

The researcher had to fill an equal quota of 18 participants for Group A and 18 for Group B to ensure sufficient data. The sample size was 36, with one extra participant allocated to the pilot study totalling 37.

3.5.3 Sampling

According to Zurawicki (2010) a neuromarketing experiment's emphasis is not on demographic classifications but segment-related thinking and feeling. Zurawicki elaborates that consumers' segmentation according to neuropsychological attitudes is complex and depends on the marketer's ability to gather personality data. Accordingly, due to the time frame allowed for this research project, participants were filtered according to the specified financial organisation's behavioural model.

3.5.3.1 Behavioural filtering.

The financial organisation identified that South African consumers divide into 19 segments according to their behaviours. Only ten segments fall within the organisations' target market (M. Schehle, personal communication, July 3, 2020).

The highest volume of the organisation's clients is within the realised middle class to wealthy upper-class, refer to Figure 27: Summary of segments on the next page.

Poor and extremely Poor	Lower emerging middle class	Upper emerging middle class	Realised middle class	Emerging affluent	Affluent	Wealthy
Segment 4	Segment 7	Segment 9	Segment 13	Segment 15	Segment 17	Segment 19
Segment 3	Segment 6	Segment 8	Segment 12	Segment 14	Segment 16	Segment 18
Segment 2	Segment 5		Segment 11			
Segment 1			Segment 10			

Core Target Market 4.2 million adults

Figure 27: Summary of segments, adapted from M. Schehle (personal communication, July 3, 2020).

Primary data had to be collected on participant recruitment to segment participants according to the financial organisation's pre-defined behavioural segments.

3.5.3.2 Recruitment of participants.

First set of data – Primary data.

While recruiting participants through a telephone call, the researcher requested physical address details to run through the segmentation model. The researcher contacted 45 potential participants.

The researcher asked the following questions:

- Are you interested in participating in a 30-minute research study over an online video meeting that will be recorded?
- Do you have access to a computer with a built-in camera or webcam and internet access?
- Are you a client of the specific 'financial organisation'?
- What is your physical address to assign you to an appropriate group?
- What is your email address?

Some participants were eager to assist, while others not. The researcher managed an electronic contact list to update participant contact details and addresses.

3.5.3.3 Assignment of participants.

Second set of data – Secondary data.

The second set of data was obtained from an internal secondary source. Participants' physical addresses were filtered through the financial organisation's algorithmic segmentation model.

The model applies a geodemographic and financial framework to assign each person to a specific behavioural segment (M. Schehle, personal communication, July 3, 2020):

- Geodemographics state that people tend to live in areas surrounded by others similar to them. Segmentation involves multiple data sources on geographical regions and demographic variables. Individuals' physical home addresses link to Enumerated Areas (EA) – the smallest geographic land area of South Africa (Statistics South Africa, 2020).
- A financial framework lists the key factors that affect individual financial behaviour, attitudes and needs. The framework provides knowledge to understand households' consumption drivers by mapping them back to the Enumerated Areas (EA).

The behavioural segmentation allows the financial organisation to understand South African consumers through demographics, behaviour, and attitudes concerning their finances, insurance, and investments.

Participants were assigned to two specified groups (refer to 3.5.1 Target Population, Group A and B). Since no participants could be recruited to represent Segment 9, 10, 15 and 19 (refer to Figure 27: Summary of segments), these segments were excluded from the experiment. Segment specific details are excluded from this report to protect the organisation's intellectual property.

3.5.3.4 Participant homogeneity.

Participants' behavioural characteristics were compared across the eight segments and found similarities to form a homogenous sample (refer to Table 12: Profile of participants on the following page).

Table 12: Profile of participants

Segments	Similar characteristics
Average age	Above 25, most between 40 to 50 years old
Achieved social class	Realised middle class
Generation	Diverse generational profile
Wealth cycle	Currently building their wealth and working towards establishing wealth for the future and securing a stable lifestyle for their home and family.
Top motivational driver related to finances:	Be financially independent and debt free
Top motivational driver related to lifestyle:	Live, maintain and enjoy a comfortable life in the present and for retirement
Top motivational driver related to self:	To be healthy
Top motivational driver related to family:	To be able to provide or maintain a comfortable life for their family and children and to educate and leave a legacy for children
Cultural driver	Modern with a mix of individualism (focused on yourself) and collectivism (focused on others), vitality (healthy, capable, energetic), enjoyment (pleasure, benefiting from something), conviviality (friendly, kind, pleasant). Refer to 2.8.2.1 The diverse South African consumer.
How the motivational driver relates back to financial wellness	The desire to be financially stable and well requires financial literacy, activities and financial advice. Refer to 2.2.2.1 The degree of financial wellness.
How the motivational driver relates back to Maslow's hierarchy of needs	Level 2: Safety needs: security, health, wealth protection Level 3: Love and belonging: wealth accumulation, retirement . Refer to 2.2.3 The Maslow hierarchy of needs
How the motivational driver relates back to neuro capital	Free from stress, feel safe , connected, drive to reach goals and improve wellbeing. Refer to 2.2.3.1 Neuroception.
Product identified	Retirement related

Source: Adapted from M. Schehle (personal communication, July 3, 2020).

3.5.3.5 Scheduling of participants.

Appointment scheduling and calendar management with 37 individual participants comprised of approximately two weeks.

1. Sending out meeting invites.

The researcher scheduled 30-minute online video meetings with half-hour breaks through Zoom or Microsoft Teams, depending on preference. Resulting in three to seven meetings per day over two weeks, depending on availability (refer to the email in Appendix D: Scheduling - Invitation).

2. Replying with consent forms.

On acceptance of the meeting invite, the researcher replied with the participant information sheet and consent forms to be returned (refer to Appendix E: Scheduling - Reply with consent, Appendix F: Participant information sheet, Appendix G: Research consent form, Appendix H: MI.ND Lab consent form).

3. Technical reminder.

One day before the appointment, a technical reminder was sent with instructions and photos of the set up to avoid technical issues during the experiment (refer to Appendix I: Scheduling - Technical reminder).

3.6 Remote field experiment design and set up

3.6.1 Instrument 1: Design of the observation

3.6.1.1 *Planning the video reel.*

Remote research with Facial coding (FEA software) requires the researcher to plan an observation protocol (refer to 3.3.2.2) with the researcher as moderator (Bortone, 2020). The video reel was planned to incorporate priming as a “neutral baseline” during which no facial expressions would occur (iMotions, 2017b, p. 28).

Table 13: Video reel

Time lapse	Steps
Estimated 10 minutes	Greet the participant and make them feel comfortable. Go through the technical checklist with the participant. Make sure the screen is shared.
Estimated 2 minutes	Start the recording. Request verbal consent for the recording. Priming starts - establish a neutral baseline: • Explain the experiment. Priming ends. • Give instructions.
Estimated 6 minutes	Observation starts: • Stimulus 1 (3 minutes) • Stimulus 2 (3 minutes) Observation ends.
Estimated 2 minutes	Ask verbal questions. Recording ends.
Estimated 10 minutes	Participant fills in survey.

Since the meetings were scheduled during work hours, and participants could feel stressed, expressions require a baseline or cooling off period. Priming of 10 seconds before stimuli exposure with a static or grey slide neutralise expressions. The data collected during priming reflects the individual's baseline expression when exposed to neutral stimuli (iMotions, 2017b, p. 28).

3.6.1.2 *Writing the observation protocol.*

The researcher wrote a standardised script as a protocol to follow during the online video meeting to streamline the experiment's procedure and present the stimuli set up (refer to Appendix J: Observation protocol).

3.6.1.3 *Stimuli preparation.*

The researcher designed two email communications for observation as stimuli from the financial organisation and a fictional anonymous financial adviser:

- **Stimulus 1** was an anonymous email that the researcher copied and kept intact named Email 1. It did not contain customer-intimate knowledge nor simulated an intimate interaction to create a personal experience.
 - It was not crafted around a specific homogenous motivational driver.
 - All participants would view the same Stimulus 1 (refer to Appendix K: Stimulus 1 - Impersonal fields, to view the marked-up areas).
- **Stimulus 2** was a new email message that the researcher manipulated with personalisation named Email 2. It contained customer-intimate knowledge (refer to Table 14: Personalised fields shortlist for data fields indicated with < >) and simulated an intimate interaction to create a personal experience.
 - It was crafted around comfortability and retirement as the specific homogenous motivational drivers (refer to 3.5.1 Target Population). Personalised content sections manipulated social cues (refer to 2.7.6 Message intimacy in communication) to create intimacy through personal information, words, photos, videos, and articles.
 - All participants would view the same Stimulus 2, except for updating participant details (refer to Appendix L: Stimulus 2 - Personalised fields, to view all the customised fields marked up).

Table 14: Personalised fields shortlist

Personalised field	Stimulus 1 – Email 1	Stimulus 2 – Email 2
Subject line	Portfolio revision	<Participant first name>, what matters most to you?
From address	john@getresponse-mail.com	John Doe <johndoe@momentum.co.za>
To address	unknown recipient	<Participant name>
Photo	None	Comfortable couple
Salutation	Dear client	Hi <Participant first name>
Email signature	No logo Faulty website	Logo <Photo of financial adviser> Working website
Video	None	Retirement video
Article	None	Retirement product options
Online form	None	Take stock of where you are
Contact buttons	None	“Let’s connect, click here and I will contact you” “Click here and I will contact you?” Social media icons in footer
Unsubscribe	None	Button in footer
Motivational driver to self	None	“... a comfortable life”
Motivational driver to family	None	“... time for what matters most.”
Motivational driver lifestyle	None	“Make your dreams a goal”, “... a comfortable life”, “dreams for retirement”
Motivational driver to finances	None	“Making big financial decisions for the future even more so”, “financially independent, debt free”
Financial wellness	None	“Financial success”, “good decision-making”, Video block: goal tips for retirement, “...depend on your personal needs”, “work towards that goal, secure the life you want”
Neuro capital	None	“Feel free”, “get your mind going”, “you feel overwhelmed”
Maslow’s hierarchy of needs: Level 2 - safe and secure	None	Trust in email, organisation and adviser. Reliable signature contact information. Wealth protection: “Will you be comfortable and financially secure in retirement”
Maslow’s hierarchy of needs: Level 3 - belonging	None	Belonging: “...reflection of who you are” Wealth accumulation: “best ways to save for future”

3.6.1.4 Stimuli set up for participants.

The stimuli were set up in separate emails from the researcher's email address to simulate the experience. The researcher did not have access to a fictional financial adviser's email address, complicating delivery. At first, the stimuli were added as PDF attachments, but it would not simulate the real-life experience of receiving an email in an inbox. Therefore, the designs were rebuilt into Microsoft Outlook to simulate an actual email. The result was that the stimuli were embedded within the researcher's own email address (refer to Figure 28: Stimuli – Email 1 and Email 2).

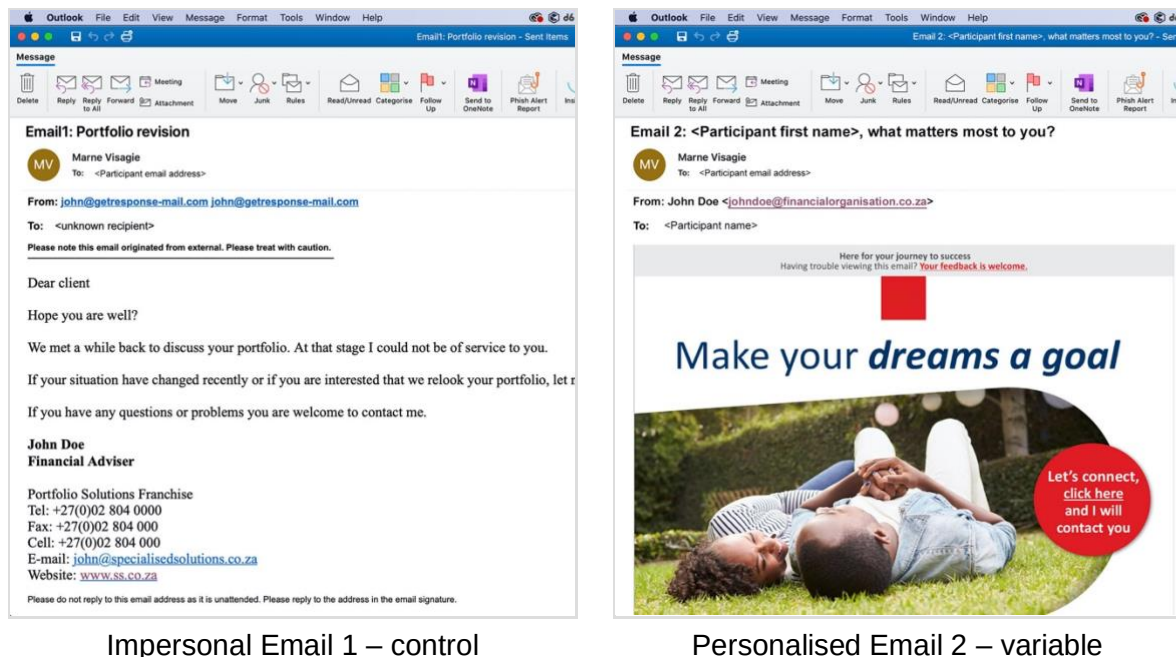


Figure 28: Stimuli – Email 1 and Email 2

The stimuli sequence.

The researcher set up an A/B test; to monitor how individual participants in Group A and Group B would respond to the same stimuli sequence (iMotions, 2020).

The researcher applied a fixed stimulus sequence, since each respondent had to view the controlled and manipulated stimulus in a specific order:

1. Stimulus 1; impersonal email communication as the control – Email 1
2. Stimulus 2; personalised email as the manipulated variable – Email 2

The observation would provide qualitative data that can be quantified.

Refer to Figure 29: The stimulus sequence on the following page.

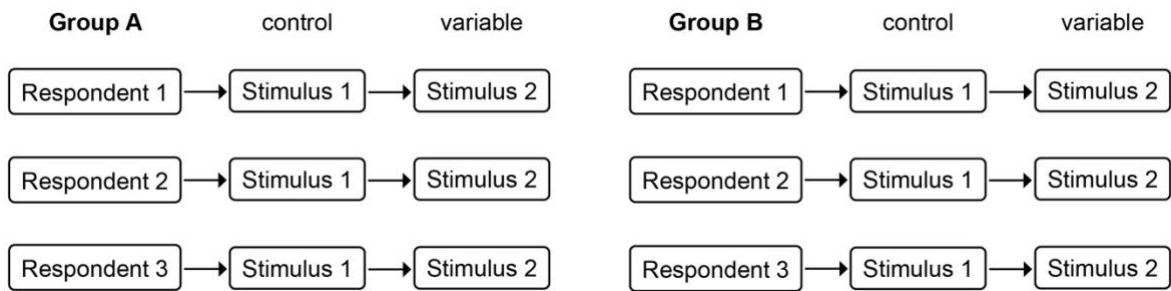


Figure 29: The stimulus sequence, adapted from (iMotions, 2017a)

3.6.2 Instrument 2: Design of the interview

After stimuli observation, while the video was still recording, participants would answer verbal questions about their experience. A structured interview was designed with open-ended questions (refer to 3.3.3.2). Eye tracking was disqualified as an instrument that could pinpoint respondents' attention to personalised areas (refer to 3.3 Eye tracking).

The follow-up questions would collect qualitative data specific to the personalised fields. Refer to Appendix M: Instrument 2: Interview questions.

3.6.3 Instrument 3: Design of the survey

After the recording, the respondents would fill in an online survey. The researcher designed a 10-minute Qualtrics survey to be filled in remotely on a computer or mobile phone. Refer to Appendix N: Instrument 3: Survey questions.

- The first section re-iterated participant details to ease analysis. Age and product holding not available through behavioural segmentation were added due to the literature stating that the emotionally connected have more products with the same organisation (Harter, 2005, as cited in Yim et al., 2008), (refer to 2.6.1.3 Emotional connections).
- The second block re-iterated the interview's preference scoring and open-ended questions to provide comparable qualitative data from verbal responses.
- From the third block onwards, the five-point Likert scale was operationalised. The attitude scales pertained to Email 2 organised from strongly disagree to agree strongly. Subscales were included to collect data on the constructs evaluating the customer-intimate experience (Harpe, 2015).
- Block Ha1a and Ha1b adapted the questionnaire from Habryn (2012, p. 309) on the degree of perceived intimate knowledge. It can indicate feelings of appreciation to experience a value offering from the organisation or adviser.

- Block Ha2a and Ha2b adapted the questionnaire from Habryn (2012, p. 310) on the degree of perceived intimate relationship. It can indicate the interaction's quality and strength to experience a relationship with the organisation or adviser.
- Block Ha3a and Ha3b adapted the "five C's" by Stern (1997) and the five-point Likert scale from Liang et al. (2009) on the degree of cognitive and affective intimacy. The dimensions indicate the intimate experience of Email 2. Together the five attributes can indicate the feeling of closeness.
- Block Ha4b adapted the sense of belonging five-point Likert scale provided by Imperial College London (2020). The questionnaire underwent previous reliability testing through Gehlbach, Brinkworth (2011), Gehlbach (2015) and Yorke (2016). The scale rates feelings of association, social connectedness, and sense of belonging. It can indicate attitudes towards the financial organisation, indicative of emotional connections.

3.6.3.1 Survey email

To distribute the survey, the Qualtrics hyperlink was embedded into a third email to be sent at the time of the experiment. Refer to Appendix O: Survey email.

3.6.4 The pilot study

The pilot study ran with participant A39 to test the experimental design. This participant was chosen due to a pre-existing level of bias towards the researcher and the experiment. The pilot study reflected all the steps of the actual field investigation. Participant A39 made suggestions to clarify the script instructions. Omitted questions in the interview were aligned to ensure data will be viable. The video recording was transferred to the MI.ND Lab and run through the Affectiva Affdex software to confirm the quality and observed responses. The neuroscientist suggested incorporating prompts to ensure thorough exploration of stimuli (refer to Appendix M: Instrument 2: Interview questions to view the prompts).

3.7 Conducting the experiment.

3.7.1 Preparation before the video meeting

1. One day before the scheduled meetings, the researcher made sure participants accepted the invitation, submitted consent forms, and received the technical email. In the evenings, the three draft emails were personalised in Microsoft Outlook for each participant scheduled for the next day.

2. The experiments were conducted from a home office set up due to the Covid-19 lockdown with a desk, chair, laptop and two additional screens and the participant list to mark attendance. Family members were notified 15 minutes before a recording session to close the doors to prevent noise.
3. Two screens were utilised, the smaller one in front to view the video call and the larger at the back to read the script (refer to Appendix J: Observation protocol).
4. The researcher ensured that the draft emails were still intact in Microsoft Outlook for the specific participant.

3.7.2 Video meeting starts

1. The researcher connected to the online meeting 10 minutes before, assisting the participant with any technical issues.
2. On joining, the researcher adopted a moderator's role to facilitate the procedure and hold participants to the time limit and topic (Cooper & Schindler, 2014).
3. The participant connected to the online video meeting from a remote, comfortable location with stable internet and clear audible sound. The participant was seated in front of their computer or laptop screen.
4. On joining, the participant became the **respondent** in an online observation setting, as seen in Figure 30: Respondent set up, extracted from experiment.



Figure 30: Respondent set up, extracted from experiment

5. The researcher, as the moderator, greeted the respondent to make them feel comfortable and followed the checklist in Appendix J: Observation protocol.

Go through the checklist.

6. The respondent's location had to be quiet, with a neutral background, no framed photographs, art or pillows in the back, well-lit with ambient lighting, no strong lights from the back, no direct light on the face.
7. The moderator instructed the respondent on their distance and position to the screen for their face to be as large as possible. All obstructing hats, hair and accessories had to be removed for the camera's focus to be just on their face.
8. To ensure quality video feed, the respondent was instructed to have only one screen with a camera feed from the front, close all programs, silence their mobile phone and move about 30 centimetres close to the screen.

Share the screen.

9. The respondent was instructed to share their desktop screen with only their email inbox and web browser open but minimised. While the respondent adjusted their set up, the moderator sent the three emails to the respondent's inbox and instructed them not to look or open it.
10. The moderator conducted the experiments in English to maintain consistency across all recordings and notified the respondent that it was about to start.

3.7.3 Video recording starts

Session starts.

The moderator announced that the session started to record and stated the respondent's Group and Participant number.

Verbal consent.

The moderator requested verbal consent for the recording according to the privacy notice displayed in Microsoft Teams and Zoom.

Priming starts

The moderator incorporated priming while the respondent viewed their desktop screen over the sharing capability. A respondent's desktop screen is familiar and served as a neutral slide to achieve a neutral baseline. During this time, the

moderator explained the experiment's purpose and observed respondents relaxing. Priming lasted for approximately 40 seconds of the designated 2-minute recording time (refer to Figure 31: Priming with neutral slide, extracted from experiment).



Figure 31: Priming with neutral slide, extracted from experiment

Instructions

After priming, the moderator gave instructions on what would follow and enquired if the respondent understood the procedure. Some were startled by this question.

3.7.4 Observation starts

1. The moderator instructed the respondent to open their email inbox and view the subject line of Email 1 in the preview window. They opened Email 1 (refer to Figure 28), interacted, and when they were done, they would state, "I'm done".
2. If the respondent had any questions, the moderator would quickly facilitate, streamlining the recording and avoiding the observation's obstruction.
3. The moderator instructed the respondent to go back to their email inbox and view the subject line of Email 2 in the preview window. They opened Email 2 (refer to Figure 28), interacted, and when they were done, they would state, "I'm done".
4. Technical issues interrupted the video reel and stimulus sequence resulting in longer video sessions and time constraints. Low or no technical knowledge of video conferencing software, slow internet connections, old operating systems, unprepared respondents, and outdated email software caused multiple

difficulties to present high-quality stimuli. In some cases, the researcher had to adapt the script to switch the observations and questions on Email 1 or Email 2 around before continuing. Some even had to switch between different programs to view the two stimuli.

3.7.5 Interview starts

5. After stimuli observation, the moderator asked a series of follow-up questions while the video was still recording. Questions pertained to the personalised fields and experience of Email 1 and Email 2 (refer to Appendix M: Instrument 2: Interview questions).
6. Prompts included exploring the links, buttons and content in emails as recommended by the neuroscientist (refer to Appendix M: Instrument 2: Interview questions to view the prompts).
7. The moderator requested verbal preference scoring from the respondent between the emails out of a range of five.
8. The moderator confirmed the interview's completion and reminded them to fill in the survey with their Group and Participant number sent with Email 3.
9. The moderator notified the respondent that the recording will stop but requested they should stay online. The moderator included this step; otherwise, they would just hang up. After the recording stopped, the researcher thanked the participant for their time, reminding them to fill in the survey directly after the video meeting.

3.7.6 Video recording stopped

3.7.6.1 Survey starts.

After the video recording stopped and the video meeting ended, the respondent opened Email 3 (refer to Appendix O: Survey email) to complete the online version of the survey (refer to Appendix N: Instrument 3: Survey questions). Survey completion directly after the experience was critical for data collection on feelings. Qualtrics offers submission tracking and failing to complete the researcher reminded respondents by forwarding the Qualtrics link to their mobile phone via WhatsApp.

On completion of the experiment.

The researcher downloaded the video recording as .mp4 format from the video meeting software, catalogued and filed it.

3.7.7 Repeating the experiment.

The researcher repeated precisely the same experiment 36 times, once with each participant. Time comprised approximately two weeks to collect all the video and survey data. Depending on if participants kept to their allocated time, a minimum of 110 minutes was recorded, translating to between 18 to 20 hours of video data collected.

3.8 Data collection

3.8.1 Procedure for data collection through instruments

The researcher collected primary and secondary data at different stages before and during the experiment, on participant recruitment, participant segmentation, participant observation, asking follow-up questions and collecting information from the survey. The first set of primary data (participant recruitment) and second set of secondary data collection (participant assignment) has already been discussed under 3.5.3 Sampling.

Third set of data – Primary data.

The third set of primary data was collected with Instrument 1: Facial coding during the remote field experiment when the researcher met with each participant through the online video meeting and recorded the observation (iMotions, 2016). The observation collected qualitative data that can be quantified.

Fourth set of data – Primary data.

The fourth set of primary data was collected through Instrument 2: Interview with follow-up questions after the facial recording. Verbal responses were recorded with the online video meeting. The interview collected qualitative data to transcribe.

Fifth set of data – Primary data.

The fifth set of primary data was collected through Instrument 3: Survey with open and closed questions after the facial recording with the survey instrument. The online survey platform Qualtrics was used to collect the data. The survey collected qualitative data and quantitative data to be analysed.

3.9 Data analysis procedure

The data was analysed by identifying patterns to learn more about the meaning of responses collected with the three instruments (Lewis, 2015).

3.9.1 Instrument 1: Facial coding analysis

For the first instrument of this study, data extraction and analysis were done with the neuroscientists' assistance at the MI.ND Lab (Market Insights & Neuro Discoveries Lab™, 2020b). Facial coding analysis incorporates behavioural coding through annotations to analyse video recorded data. Behavioural coding consists of tedious and time-consuming steps during pre-processing to prepare the data for post-processing to extract data for statistical analysis (iMotions, 2020).

3.9.1.1 Pre-processing.

The researcher spend two weeks on pre-processing, with the training and guidance of the neuroscientist in the MI.ND Lab.

Step 1: Transferring and importing the video data.

1. After each video session the researcher transferred the video data collected to the MI.ND Lab through a secure online server. The neuroscientist downloaded each video, saved it to the MI.ND Lab server, and then imported the videos as a batch into the Affectiva Affdex iMotions Facial Expressions analysis software.

Step 2: Investigating the video data.

2. The neuroscientist selected the sensors as a respondent camera with the Affdex engine and processed a few video recordings through the software, but not all of the 36 video recordings showed task or data signals in the frames.
3. The video recordings' overall pixel size and the vertical face size of respondents were too small since the videos minimised on the screen once the screen sharing started (refer to Figure 31). Sizing depends on the distance that respondents sat from the computer screen. The software required the vertical face size to be a minimum of 100 pixels (iMotions, personal communication, December 20, 2020).
4. The neuroscientist invited the researcher to the MI.ND Lab and discussed solutions to retrieve data from videos with iMotions over a Microsoft Teams call.
5. iMotions commented that remote research with video conferencing recordings was still new and that natural settings with different computer specifications and locations caused these sizing issues. It was recommended to import the videos into a video editing program to enlarge the videos and re-export the files.

Step 3: Enlarging the videos.

6. The researcher contacted a video editor to demonstrate how to enlarge the videos using Adobe Premiere Pro 2020. The video editor trained the researcher to enlarge it to 200%.
7. The researcher spent an additional two days, comprising 24 hours, enlarging the videos and transferred the videos back to the MI.ND Lab.

Step 4: Re-importing the recordings into iMotions.

8. The neuroscientist re-imported the enlarged videos into the Affectiva Affdex software. The video recordings showed task and data signals in the frames.

Step 5: Assigning of annotations.

9. The annotations ran on a timeline below the video recording where the researcher could mark up specific tasks, prompts or different events as intervals.
10. When setting up the script with 22 annotations, the researcher was not aware of the tedious and manual task as it is not automated. The recommended annotation count is five (iMotions, 2020). The neuroscientist suggested replaying the videos marking up the timings in an Excel sheet to save time. Then the researcher could go back to the MI.ND Lab and copy and paste the timings in on the annotation timeline. The researcher spent an additional three days of 29 hours logging the timings.

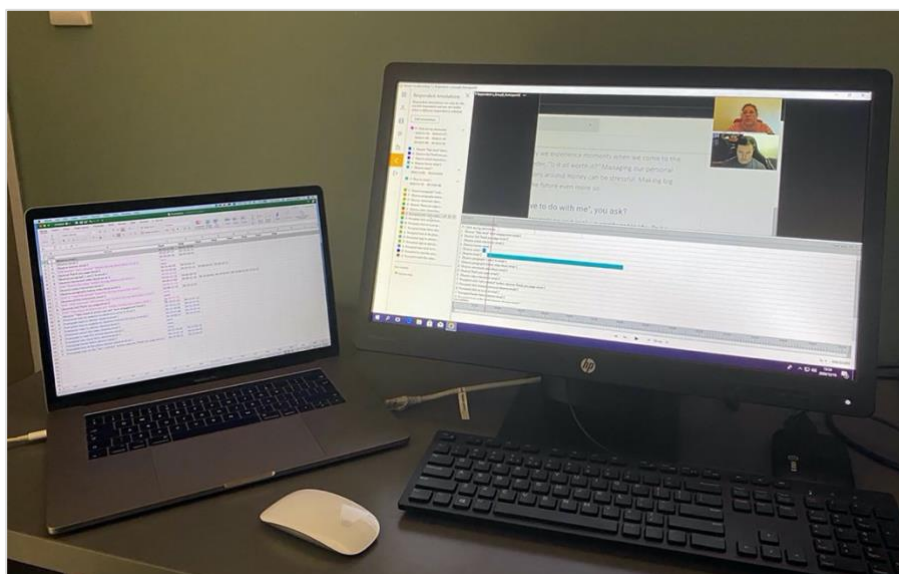


Figure 32: Marking up annotations, extracted from experiment

11. Returning to the MI.ND Lab, the timings could not be copied and pasted into iMotions, only typed in manually. Annotation logging took 16 hours; the researcher persisted to ensure complete, detailed, quality data. The enormous amount of data collected for all 22 annotations was too vast for this report's scope. In the end only the three most important were selected for statistical analyses: 'Clicks during observation', 'Observe email 1' and 'Observe email 2'.

3.9.1.2 Post-processing.

The Affectiva Affdex engine employs three continuous steps to detect facial expressions: face detection, feature detection and feature classification.

Step 1: Face detection.

1. The videos were replayed showing the two different recorded screens, one with the researcher as moderator guiding the respondent through the study and a second of the respondent performing the tasks (refer to Figure 33).
2. The position of a face must be framed in a rectangle to detect the face. Modern technology like smartphones and digital video cameras apply this "face box framing" method (iMotions, 2017b, p. 20).
3. The neuroscientist trained the researcher to define the red face frame box for face detection as the respondent's face on the video feed in the software (refer to Figure 33: Define the face box).

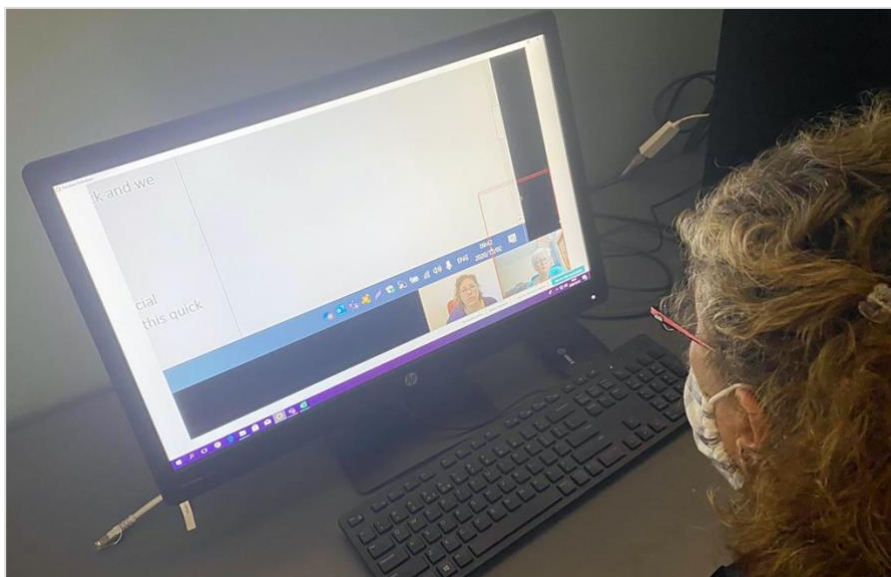


Figure 33: Define the face box, extracted from experiment

Step 2: Feature detection.

The neuroscientist spent four days post-processing the videos in the background by connecting to an online iMotions server and the Affectiva Affdex engine. Some videos could be post-processed in four batches. Some videos had to be post-processed separately due to the file size.

4. After post-processing, the neuroscientist selected the feature detection. “Facial landmarks” are assigned to points like the eyes, brows, mouth and nose to group features on the whole mouth area or complete brow arch. Together the features create an internal face model following any emotional face movements (iMotions, 2017b, p. 20).
5. Facial landmarks allow synchronisation in time to see how respondents reacted at that moment (refer to Figure 34: Previewing facial landmarks, indicated by the white dots on the respondent’s face).

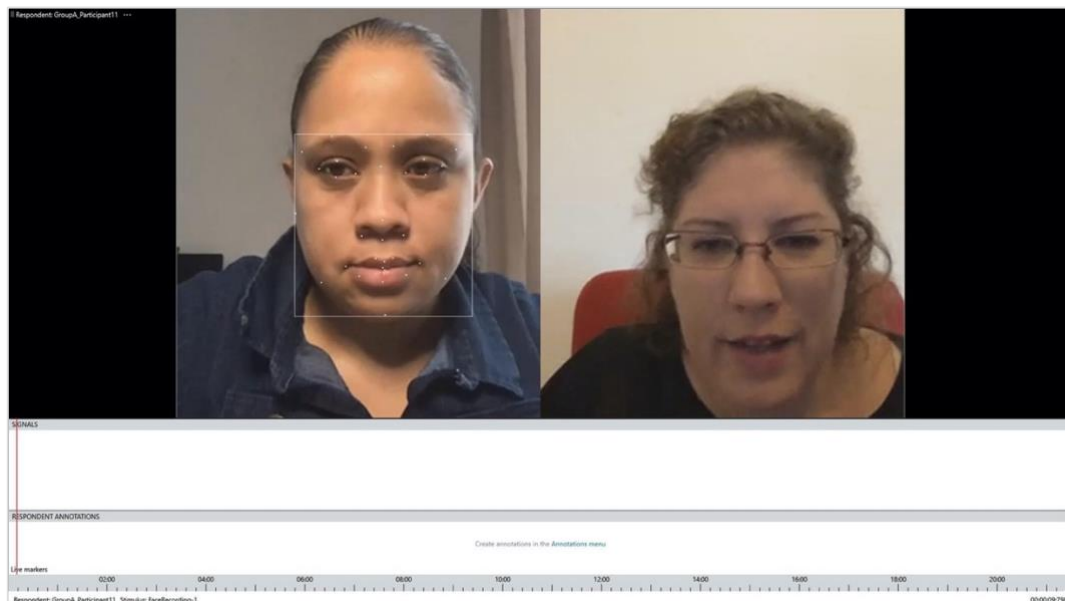


Figure 34: Previewing facial landmarks, extracted from experiment

Step 3: Feature classification

6. The Affectiva Affdex engine applied machine learning algorithms to the video feed. It viewed in which frame a task signal appeared and processed every frame through the index giving probabilities of expressions at a specific time.
7. Classification algorithms translate the key features into FACS Action Units. The values assigned in millimetres indicate the intensity of the expression by

calculating the difference between a strong expression and a subtle expression (iMotions, 2017b). For instance, a big smile might have 20 millimetres between the mouth corner and mouth centre, whereas a slight smile might only have 10 millimetres. The classification is illustrated in Figure 35: Affectiva Affdex feature classification.

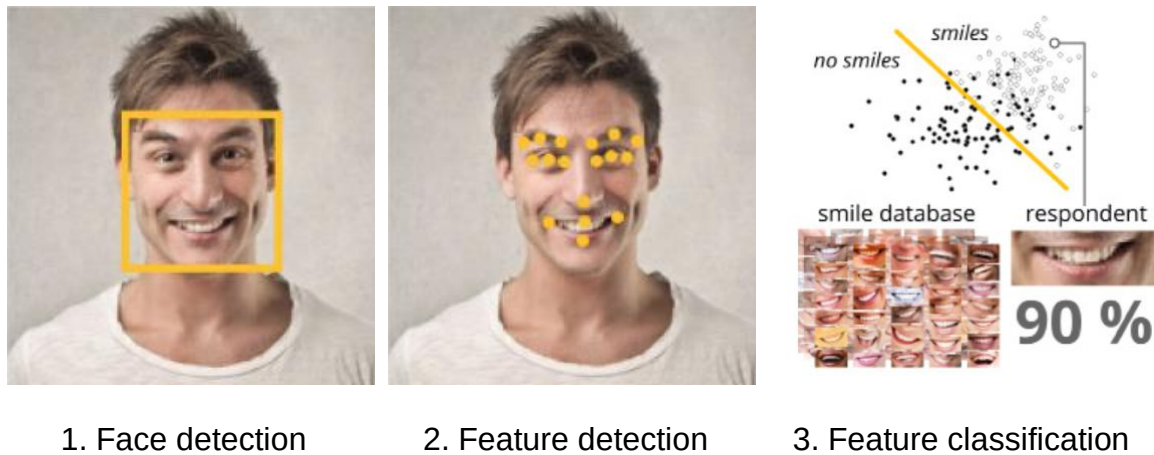


Figure 35: Affectiva Affdex feature classification, adapted from iMotions (2017b, p. 20)

8. The Affectiva Affdex engine statistically and automatically coded the facial expressions. Results provide facial signals that the algorithm could recognise for each frame per millisecond above the threshold. The threshold is the software's baseline sensitivity setting to remove noise or data errors not related to emotional responses, for instance, a repeating muscle twitch. The default factory setting for the threshold is 50 Hertz (Hz). Hertz is the frequency of signal cycles recorded per second (1 Hz = 1 cycle per second = 0,05 cycles per millisecond) during the video's duration (Dente, Küster, Skora, & Krumhuber, 2017).
9. In the software, the neuroscientist could pin the precise moments that stimulus triggered an emotion. The FACS is classified on a scale of intensity, indicating how strongly an emotion displayed with a facial expression. Within the replay editor, the neuroscientist opened the signals panel to see the frames and annotations together with the classifications.

Emotion: The software could switch between seven basic emotions; anger, sadness, disgust, joy, surprise, fear, contempt and combination expressions; attention, engagement and valence (iMotions, 2020).

Facial expression: The software could switch between twenty-one fundamental Action Units open for interpretation such as; brow furrow, cheek raise, eye closure, lip corner depressor, nose wrinkle, smile, smirk, jaw drop and more (iMotions, 2020).

Behavioural: The software could switch between different head movements and orientations, such as; head pitch, yaw, head roll or interocular distance (distance between the eyes) (iMotions, 2020).

Step 4: Defining the metrics for this study.

The researcher had to choose the metrics appropriate for the specific study to export the data. Switching between the different metrics, frames and annotations, interpretations can be made on the emotion being displayed at a specific time (iMotions, 2020). For this research study the researcher chose frames of emotional response, engagement, attention and valence indicative of an intimate experience. The neuroscientist also suggested click rate, brow furrow and blinks.

- **Exclusion: Arousal**

Facial expressions cannot indicate physical arousal (iMotions, 2017c). Data on the intensity of emotion cannot be captured by the Affectiva Affdex software alone since it cannot be observed physically without Galvanic Skin Response (refer to 3.3 GSR). Therefore, arousal has been disqualified as a metric for this study.

- **Attention**

Attention is a low-resolution metric. The metric measures the amount of focus based on the head's position and orientation; if the head turns, tilts, moves forward or backwards. A yaw, pitch and roll head movement combined with a facial expression can indicate attention or boredom, interest or disinterest (iMotions, 2017b). Likely attention is coded from blink rate, the number of eye blinks per minute. Normal blink rate is 8 to 21 times per minute but decreases with attention, cognitive processing, choice-response tasks and emotional changes (Helokunnas, 2012).

- **Engagement**

The metric measures how engaged a respondent are by the expressiveness of their expression, ranging between 0 to 100. Probable engagement is coded from: brow raise, brow furrow, nose wrinkle, lip corner depressor, chin raise, lip pucker, lip press, mouth open, lip suck and smile (Affectiva, 2020).

- **Valence**

The metric valence measures how positive or negative an experience is. Values from -100 to 0 indicate a negative to neutral experience, values from 0 to 100 indicate a neutral to positive experience (Affectiva, 2020). Concentration, thinking, confusion, worry and affect are indicated by the eyes and eyebrows with a negative valence (Rozin & Cohen, 2003). The probability of positive or negative valence is coded from a set of facial expressions (refer to Table 15: Valence).

Table 15: Valence

Positive probability	Negative probability
Smile	Inner brow raises
Cheek raises	Brow furrow
	Nose wrinkle
	Upper lip raises
	Lip corner Depressor
	Chin raises
	Lip press
	Lip suck

Source: Adapted from Affectiva (2020)

Step 5: Extracting and exporting the data.

The neuroscientist spent one day extracting the individual replay data and annotations as aggregated results displayed in text files. Recorded signal data displays in columns for each video per individual respondent. The results were imported into Excel (S. Radaelli, personal communication, September 5, 2019).

The neuroscientist reported on the purity and quality of the recorded data for each entire video as listed in Table 16: Purity of extracted facial coding data.

The quality of data is important since the researcher could only analyse and report on the data available for the annotations recorded and not on missing data. The quality of the data influences statistical results. The researcher had to clean the data set to prevent data errors during analysis. Therefore, respondent A7, A13, B22 and B35 was removed from the data set. Respondent A39 from the pilot study was removed to prevent bias, even though good high-quality data was collected. Reducing the sample size from 36 to 32 with valid data.

Table 16: Purity of extracted facial coding data

Group A	Group B
A1 = 10Hz 20% ●	B12 = 10Hz 60% ●
A2 = 10Hz 11% ●	B21 = 10Hz 46% ●
A3 = 10Hz 90% ●	B22 = 10Hz ●●
A4 = 10Hz 91% ●	B23 = 10Hz 58% ●
A5 = 10Hz 81% ●	B24 = 10Hz 95% ●
A6 = 10Hz 94% ●	B25 = 10Hz 13% ●
A7 = 10Hz ●●	B26 = 10Hz 16% ●
A8 = 10Hz 48% ●	B27 = 10Hz 88% ●
A10 = 25Hz 95% ●	B28 = 10Hz 99% ●
A11 = 10Hz 84% ●	B30 = 25Hz 69% ●
A13 = 10Hz ●●	B31 = 25Hz 100% ●
A14 = 10Hz 23% ●	B32 = 10Hz 70% ●
A15 = 10Hz 88% ●	B20 = 25Hz 94% ●
A16 = 10Hz 65% ●	B33 = 10Hz 81% ●
A17 = 25 Hz 44% ●	B34 = 25Hz 96% ●
A18 = 10Hz 94% ●	B35 = 10Hz ●●
A19 = 25Hz 100% ●	B36 = 10Hz 17% ●
A39 = 10Hz 97% ●	B42 = 25Hz 99% ●
A40 = 10Hz 98% ●	

Source: Extracted from experiment, S. Radaelli (personal communication, December 18, 2020).

Note.

- Good high-quality data
- Poor quality data, but signals might give indications at some points.
- Very little data to use. Less than 20% of the video has signals. Mostly related to people looking away from their screens where their camera was based using two screens, bad lighting, dark shadows on the one side of the face, hand movements in front of face, small face size even after the videos were enlarged.
- No signal data

3.9.1.3 Statistically analysing the facial coding data.

The Excel results can be imported into any statistical program like SPSS to analyse the data (S. Radaelli, personal communication, December 18, 2020). The researcher

consulted a statistician who advised on data sorting to fit the nested hierarchical design (refer to 3.4.1.1 The nested hierarchical design) to prevent data errors in SPSS (Prof. Z. Worku, personal communication, February 16, 2021).

A series of 20 parametric statistical tests were performed with a one-way analysis of variance (ANOVA) corresponding with the dependent variables in the raw data set (Prof. Z. Worku, personal communication, February 16, 2021). A repeated measures ANOVA could not be used since observations were not repeated with the same respondents (Cooper & Schindler, 2014). Descriptive statistics on means (central tendency) and probability (p-values) were interpreted for each procedure (Saunders et al., 2009). The confidence level was set at 95% for the total of $N = 64$ observations (Email 1 and Email 2 for each respondent), with a 5% margin of error to report results on with certainty (Saunders et al., 2009). The probability alpha was specified as $p < 0.05$, if the test statistic was lower than 0.05 then a significant difference or relationship exist between the two variables rejecting the null hypothesis (Saunders et al., 2009). Since ANOVA requires at least three groups to analyse significant differences, the four email observations as four groups (A1, A2, B1, B2) enabled Tukey HSD (honest significant difference) post hoc tests (Prof. Z. Worku, personal communication, February 16, 2021). The researcher could then compare the mean average values and the probability (p-values) for each email observation per group (Neuman, 2013).

The analysis plan in each case was to report on evidence of:

- The mean effect for Group A and Group B for Email 1 and Email 2 with regards to the variable of interest.
- Significant differences for Group A and B for Email 1 and Email 2 with regards to the variable of interest (refer to 4.5 Instrument 1: Facial coding results).

3.9.2 Instrument 2: Analysis of verbal responses

Qualitative verbal responses from the ten open-ended questions specific to the personalised fields of the emails were transcribed and analysed with thematic analysis (Creswell & Poth, 2018). Refer to the following Table 17: Thematic analysis.

Table 17: Thematic analysis of verbal responses

Coding of themes			
Question		Keywords	Explanation
Q1. If you look at the subject line, what is this email about?	Email 1	portfolio revision	generalised subject line: (straightforward answer as it does not entice thinking, it is what it is)
	Email 2	about me what's important to me	personalised field with respondent name in subject line, (must entice thinking/can mean different things for different respondents)
	Theme	Inviting subject line	Attention
Q2. From where did this email come from?	Email 1	financial adviser (john doe) organisation (Portfolio Solutions Franchise)	general system email address: the organisation in Email 1 is "Portfolio Solutions Franchise" - yet everyone referenced the organisation as "get response", because it was in the impersonal email address
	Email 2	<organisation name>	personalised from email address <name@organisation.co.za>
	Theme	Representative of the organisation	Engagement
Q3. To whom is it addressed?	Email 1	unknown client	not personalised
	Email 2	to me myself own name	personalised <To email address> with respondents' name and surname
	Theme	Individualised	Engagement
Q4. Do you know this financial organisation?	Email 1	No	nonworking website no branding
	Email 2	Yes words mean yes	easy identifiable branded website
	Theme	Reputable organisation	Valence
Q5. Do you trust this financial organisation?	Email 1	No	untrustworthy website
	Email 2	Yes words mean yes	secure trustworthy website
	Theme	Trustworthiness	Valence
Q6. Can you reply back to the adviser?	Email 1	Yes	it is more difficult to do than email 2
	Email 2	Yes words mean yes	It is easier to do than for email 1
	Theme	Connectivity	Engagement

Coding of themes			
Question		Keywords	Explanation
Q7. Is this email clear about the financial services offered to you and explain?	Email 1	No	Does it offer a value? Does it address a specific need?
	Email 2	Yes	Does it offer a value? Does it address a specific need?
	Theme	Message clarity	Attention
Q8. If you received email 1, would you read it or ignore it? Why?	Email 1	Ignore it	Indicates avoidance
	Email 2	Read it	Indicates interest
	Theme	Attention vs avoidance	Attention, Valence
Q9. What could make email 1 more effective for you to interact or request a call back?	Email 1	Personalisation	What type of personalisation?
	Email 2	Personalise more	What type of personalisation?
	Theme	More personalisation Conversation Attractive Professional Length	Engagement versus Avoidance (Valence)
Q10. Do you have anything else you would like to add?	Email 1	Personalisation	What did they notice that was not prompted by the researcher?
	Email 2	Personalise more	What did they notice that was not prompted by the researcher?
	Theme	More personalisation Conversation Attractive Professional Length	Engagement versus Avoidance (Valence)

Respondent A7, A13, A39 (pilot study), B22 and B35 was removed from the data set to correspond with the facial coding data sample size of 32. The keywords were identified, colour labelled and categorised to identify themes according to the facial metrics attention, engagement and valence (refer to 4.6 Instrument 2: Interview results). Verbal preference scoring for Email 1 and 2 were noted to compare with survey preference results (refer to 4.6.1.1 Verbal preference and scoring of emails).

3.9.3 Instrument 3: Analysis of survey

The survey collected the self-reported subjective behavioural data from respondents (Cooper & Schindler, 2014). Respondent A7, A13, A39 (pilot study), B22 and B35

was removed from the data set to correspond with the facial coding data sample size of 32. The researcher re-iterated interview questions in the survey open-ended questions which duplicated collected data from self-reports. The researcher had to compare and evaluate non-duplicate responses.

3.9.3.1 First section: open-ended questions.

Question 1 to 3 re-iterated preference scoring for Email 1 and Email 2 to ease data capturing (refer to section 4.7.1.1 Written preference) and could be quantified.

Question 4 to 7 required the researcher to code the qualitative written responses through keywords with thematic analysis (Creswell & Poth, 2018). But question 4 to 7 (refer to Appendix N: Instrument 3: Survey questions) re-iterated question 7 to 10 from the interview to ease data capturing (refer to Appendix M: Instrument 2: Interview questions). The survey data was incomplete and not as nuanced as the interview data, the researcher compared responses for complete data.

Question 4: Which email was clearer about the financial services offered to you. Email 1 or Email 2 and why? – Responses on message clarity could be quantified through the survey.

Three additional themes that addressed respondent's perception of specific customer needs not identified during interview analysis were categorised with the following keywords (refer to section 4.7.1.2 Message clarity).

- General need versus a specific need
- Unprofessional versus professional

Question 5: If you received Email 1 or Email 2 would you have read them or ignored them. Why? – Categories were identified using the following labels and keywords to identify themes of avoidance or attention, survey data was more complete (refer to the results in section 4.7.3.1 Attention versus Avoidance).

Email 1:

Ignored Email 1 - avoidance

Scan Email 1 - attention

Read Email 1 - attention

Not read Email 1 - avoidance

Email 2:

Ignored Email 2 - avoidance

Scan Email 2 - attention

Read Email 2 - attention

Not read Email 2 - avoidance

Email 1 and Email 2:

Ignore both - avoidance

Scan both - attention

Read both - attention

Not read both - avoidance

Question 6: What could make Email 1 and Email 2 more effective for you to interact or request a call back? – Two additional themes not identified during interview analysis were categorised with the same keywords listed in the previous Table 17: Thematic analysis of verbal responses, (refer to the results in section 4.7.3.2 Engagement versus Avoidance):

- Interested or not interested
- More like the other email, not more like the other email

Question 7: Do you have anything else you would like to add? – Re-iterated suggestions for question 10 corresponded with the interview and was therefor not reported on again, as it was duplicate data.

3.9.3.2 Second section: closed questions.

The second section contained a balanced multidimensional summated Likert rating scale (Cooper & Schindler, 2014). Each response was given a numerical score to measure the degree of attitudinal pleasantness, the sum of scores measures the overall attitude. Ordinal data collected through the Likert rating scale only have a rated meaning, from smallest to largest, it shows the extent of the relationship. Each rating is represented as a percentage of the dispersion, indicating the attitude-behaviour relationship as *unpleasant* or *pleasant*. (Cooper & Schindler, 2014).

Descriptive statistics on individual statements were analysed through the means of scores and frequencies. Cronbach's Alpha coefficient reliability test was conducted for each construct to assess the reliability and internal consistency of the scale items (Cooper & Schindler, 2014). The independent samples *t*-test as a parametric test was conducted to compare the means of the groups to reveal statistically significant differences (Field, 2009). Further analysis with linear regression was applied to model the relationship between the constructs and the variable of interest (Cooper & Schindler, 2014).

The analysis plan in each model was to report on evidence of:

- The variance in the variable of interest due to the construct predictors (*r*-square).
- Significant differences with regards to predicting the variable of interest (ANOVA *p*-value).
- Analysing the relationship between the predictor and the variable of interest (Coefficients)

3.9.4 Triangulation of data

Triangulation in this study is the data collection through multiple sources and the congruency of the facial coding data, self-reported and survey data (Olteanu, 2012). The purpose is to reveal reliable emotional responses and significant differences between impersonal Email 1 and personalised Email 2, between Group A as the emotionally connected and Group B the not emotionally connected.

3.10 Limitations of the study

Various academics researched the controversial applications of neuromarketing as a subliminal technique to influence the consumer's brain and free will (Berčík, 2016; Hubert, 2010; Ullman, Cakar, & Yildiz, 2015; Wilson, Gaines, & Hill, 2008). Within this study, only one biometric instrument was available outside of a laboratory to collect data. The notions of brain manipulation and mind control are not possible.

3.11 Validity and Reliability

3.11.1 Trustworthiness

Researchers can ensure validity and reliability through establishing trustworthiness by incorporating the following procedures as prescribed by Suter (2012):

Peer-reviewed. The MI.ND Lab neuroscientist, as the expert, advised on the experimental design, conducting the experiment and pre-processing data analysis.

Transparency. The adoption of a remote field experiment and requirements were explained and elaborated on to establish trust in the neuromarketing methodology.

Reliability. The pilot study with reliable responses did not require a re-test. Adapting pre-processing by enlarging the recorded videos did not influence the reliability of the signal data (Market Insights & Neuro Discoveries Lab™, 2020a, 2020b).

Dependability. Repeating the controlled experimental design to gather sufficient responses provided consistent evidence to support the objective of this study.

Confirmability. Researcher bias was controlled by structuring the experiment with an observational protocol and structured interview to ensure consistency.

Credibility. Collecting and triangulating various sources of evidence through multiple instruments upheld the trustworthiness of the study.

Transferability. Although findings might not be transferrable to other industries, learnings can transfer to similar interactions to enhance personalised marketing.

3.11.2 Internal Validity

Internal validity pertains to the actions of the researcher to ensure findings reflect the study's objective (Saunders et al., 2009). The researcher attempted to uphold inner truth by controlling the threats to the experimental design as described by Creswell (2014):

History. Groups experienced similar events during the field experiment. Although the researcher had no control over respondents' natural location, the researcher did control the standardised procedure.

Maturation and timing. The experiment was once off; respondents could not mature over time or evolve in their responses to influence the results.

Selection and regression. The researcher did not select participants according to their specific demographics but recruited volunteers and assigned a homogenous behavioural population. Therefore, the results would not regress during the experiment.

Mortality. The researcher accounted for participant abandonment by increasing the recommended participant quota of 30 (15 in each group) to 36 (18 in each group). No recorded facial signal data of four participants reduced the sample size, but sufficient responses from 32 participants (16 in each group) qualified for analysis.

Diffusion of treatment. Participants were anonymous and met individually with the researcher; therefore, they could not communicate with each other and influence the results.

Resent and compensation. The experiment was an A/B test, the treatment of both groups was equal; both were exposed to the same stimuli sequence. No group received benefits or compensation that the other did not.

Instrument 1. A neutral stimulus was presented as a control to create a baseline and eliminate discrimination on pre-existing stress or emotional responses (Market Insights & Neuro Discoveries Lab™, 2020a). The internal validity of the neuroscientific instrument was sound due to the inclusion of traditional instruments to collect data from multiple sources. Participant bias through traditional instruments (Sebastian, 2014) were counteracted by the evidence collected through the neuromarketing instrument that excludes bias of self-report (Cherubino et al., 2019).

Instrument 2. A structured interview controlled the interview procedure. After the pilot study, the researcher aligned the interview questions to provide comparable data. The researcher followed ethical recording procedures with verbal consent.

Instrument 3. The survey design was compiled from previous research discussed in the literature review. Survey inclusion enhanced the study findings and mitigated the risk of verbal response bias. To avoid the halo effect when respondents tend to rate all questions the same, the descriptions of the rating scales were adjusted (Cooper & Schindler, 2014). Central tendency error could not be avoided since digital communication tends to have less extreme and lower intimacy levels than face-to-face interactions. The researcher had to rely on the congruency with the involuntary emotional responses from facial expressions to validate the data (Cooper & Schindler, 2014).

3.11.3 External Validity

External validity pertains to how the researcher treated the experiment and if findings as a result thereof could be generalised or transferred to other situations. The researcher attempted to uphold high external validity through controlling the following threats described by Cooper and Schindler (2014):

- **Avoiding the reactive effect.** A pre-test was excluded that could influence participant responses. Participants experienced the stimuli for the first time during the field experiment to collect real-life, in the moment reactions.
- **Controlling the interaction of selection.** The way participants are selected can interact with or affect the results of an experiment. The researcher recruited volunteers with the same recruitment sequence without compensation and requested unbiased consent towards neuromarketing to avoid participant bias. This resulted in external validity during the selection process.
- **Population validity.** Group sampling simulated similar populations found within the financial organisation for validity. The homogenous target population (refer to 3.5.1 Target Population) was only defined according to the specific behavioural segments available in the study. Therefore, not all results but only some findings can be transferred to other behavioural segments in the organisation. This resulted in lower external validity.
- **Controlling external variables.** The field experiment was exposed to

uncontrollable external factors (noise, different days, locations, times) and observer bias towards the financial organisation. Attempted control was practised by standardising the experimental design and exposing both groups to the same stimuli sequence. However, field experiments were conducted during the typical day of participants; the real-life experience holds high ecological validity (Saunders et al., 2009).

3.12 Ethics

The code of ethics for neuroscience in marketing is the ethical standards to uphold the public's confidence, restore integrity and ensure the protection and privacy of respondents (Bercea Olteanu, 2015; Cherubino et al., 2019; Murphy, Illes, & Reiner, 2008). The M.IND Lab is affiliated with the Neuromarketing Association of South Africa (NMASA) and adheres to ethical requirements for this academic study. The researcher received ethical clearance to conduct this study (refer to Appendix B: Ethics Clearance Certificate).

- Participants received a participation information sheet (refer to Appendix F: Participant information sheet) communicating:
 - the aim of the study, goals, and benefits,
 - the procedure that would be followed to record facial responses,
 - consumer anonymity; the reassurance of confidentiality, and
 - confirmation on consumer protection; no harm would come from participating.
- Informed consent was acquired and received before the study (refer to Appendix G: Research consent form, Appendix H: MI.IND Lab consent form):
 - they accepted the conditions for the research study,
 - gave permission to record their facial responses,
 - gave permission to use collected data and facial responses for representation in this report or presentations, and
 - they permitted to use neuro apparatus.
- Participants logging in for the remote field experiment:
 - had to provide verbal consent for the session and their facial responses to be recorded,
 - participants had to be comfortable and not under stress, and
 - they were allowed to stop or alter their decision to participate at any time.

CHAPTER 4 ANALYSIS AND RESULTS

The previous chapter elaborated on the mixed method neuromarketing methodology, multiple instruments, experimental design, data collection, and data analysis procedure. This chapter reports on the analysis and results extracted from all three instruments with assistance of the neuroscientist at the M.IND Lab and statisticians.

4.1 Analysis procedure

Figure 36: Analysis workflow, illustrates the approach to present results for the empirical aims listed in section 1.4.1 Empirical aims of the research. Although it is standard to lead with respondent demographics (Cooper & Schindler, 2014), this study first explains the influential factors during the analysis and conducted a data reliability check before proceeding.

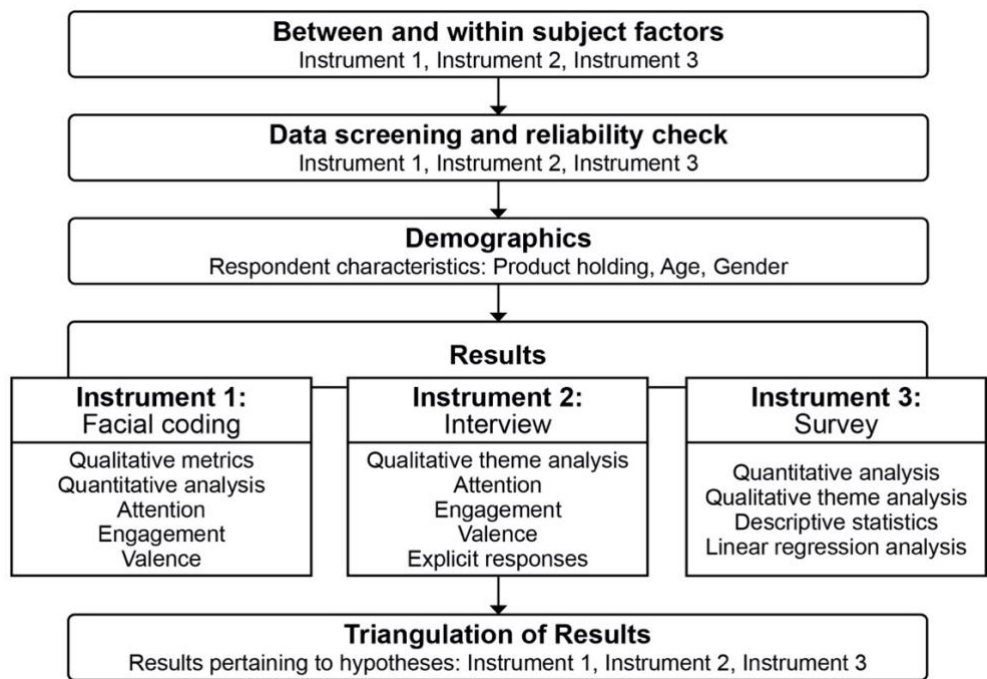


Figure 36: Analysis workflow

4.2 Between and within subject factors

Each respondent (total 32) observed two emails (64 observations), participated each in an individual interview (32 in full) and completed the survey once (32 observations). Results are reported between subjects for Group A (16) and Group B (16) and within subjects for each observation (*N*), refer to Table 18: Between and within subject factors.

Table 18: Between and within subject factors

Groups	Emails	Instrument 1 Facial coding		Instrument 2 Interview	Instrument 3 Survey	
		N	%	N	N	%
A	Email A1	16	25	16	16	50
	Email A2	16	25			
	Total	32	50			
B	Email B1	16	25	16	16	50
	Email B2	16	25			
	Total	32	50			
Total		64	100	32	32	100

Note. A = Group A, B = Group B, Email 1 = Email A1, B1, Email 2 = A2, B2, N = observations

4.3 Data screening and reliability check

Data from all three instruments were screened to ensure reliability for qualitative thematic analysis and quantitative statistical analysis.

4.3.1 Instrument 1: Facial coding data screening

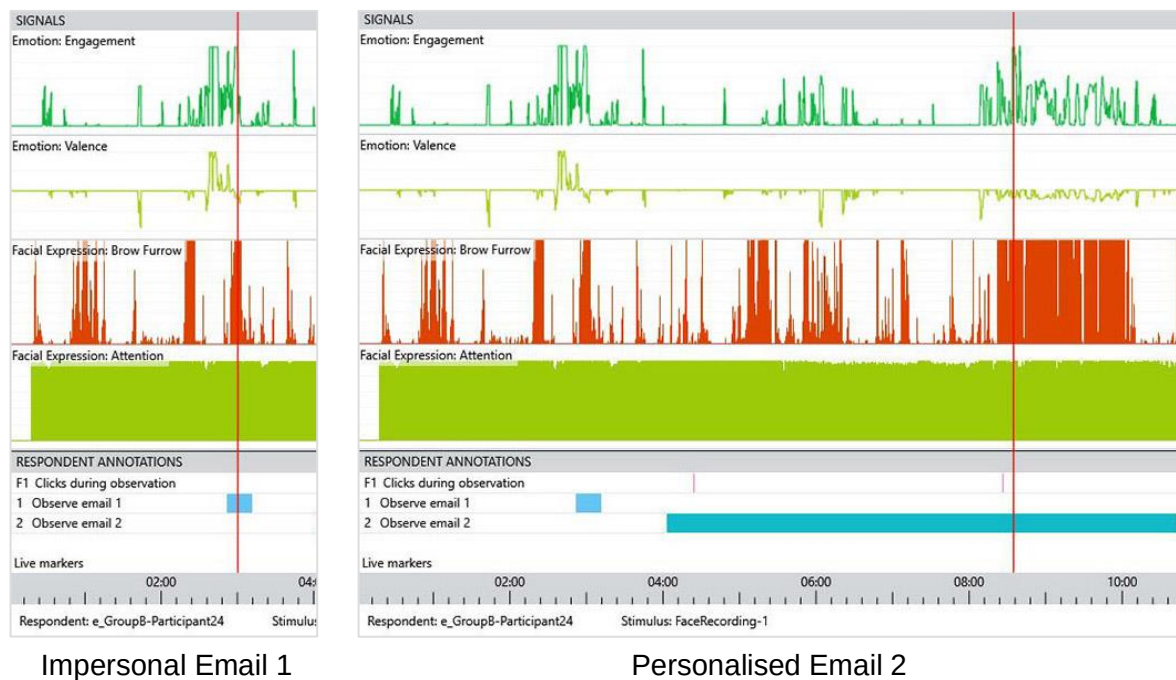


Figure 37: Results on emotional responses, extracted from analysis.

Note. Screen recordings of emotion metrics recorded for Email 1 (left) and Email 2 (right). The frequency of recorded facial signals for each emotion corresponds with the timeline annotations for the video's duration (blue bar).

Recorded facial data were extracted; only available data for 32 respondents were analysed (refer to Table 21). Since Email 2 was longer than Email 1, the recorded duration (time in milliseconds) and count frames (number of frames) were also much longer and more, as seen in the length of annotations in Figure 37.

To cancel out bias towards Email 2 and probable recorded emotional responses due to duration and count frames, the researcher analysed the frames per millisecond (Count frames/Duration) as a data reliability check. The researcher had to find a constant to reveal statistically significant differences in recorded emotional responses through statistical analysis of variance (ANOVA).

4.3.1.1 ANOVA assumptions.

Valid statistical analysis of variance (ANOVA) requires data from more than three homogenous groups, independent observations and normally distributed data. Since equal groups were set up with independent observations, all assumptions were met, and the homogeneity of variance test (Levene's Test) did not apply (Cooper & Schindler, 2014).

4.3.1.2 Frame rate.

Frames per milliseconds (ms) is the frame rate (Count frames/Duration). A similar frame rate would ensure a constant for revealing emotional responses. For reporting purposes, one frame per second (fps) equals 0.001 frames per millisecond.

Table 19: Descriptive on Frame rate

					95% Confidence Interval for Mean			
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	.01282587 6035038	.00604553 1353191	.00151138 2838298	.00960443 9771182	.01604731 2298895	.00999666 7777408	.02501685 7720837
Email A2	16	.01283656 1836946	.00600994 6871423	.00150248 6717856	.00963408 7204963	.01603903 6468929	.00999732 8346247	.02501083 6584309
Email B1	16	.01469761 6701485	.00717620 7728298	.00179405 1932075	.01087368 5526155	.01852154 7876816	.00996126 1759823	.02502651 1134677
Email B2	16	.01468643 5166899	.00718178 2852327	.00179544 5713082	.01085953 3217674	.01851333 7116124	.00999023 3580207	.02500146 9810101
Total	64	.01376162 2435092	.00653629 8710192	.00081703 7338774	.01212890 3596267	.01539434 1273917	.00996126 1759823	.02502651 1134677

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 19: Descriptive on Frame rate, the mean frame rate for groups and emails were 0.01 frames per milliseconds (10 frames per second), ($M = .013761622435092$, $SD = .006536298710192$).

Table 20: Frame rate (ANOVA)

Dependent Variable: Frame rate					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.000	3	.000	.420	.739
Within Groups	.003	60	.000		
Total	.003	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 20: Frame rate (ANOVA) there was no statistically significant difference between group means in regards to frame rate ($F(3.60) = .420$, $p = .739$). The Tukey HSD (honest significant difference) post hoc test did not apply.

Thus, the researcher could only rely on the frame rate as a constant for emotional responses. The implication was that the average time percentage for all the emotion metrics was also insignificant due to the equal frame rate of 10 fps. Therefore, all time percentage ANOVA's have been excluded from the results as they are redundant. Only mean descriptive statistics for time percentages applied.

Thus, recorded metric frames greater than or equal to ($\geq$) or less than or equal to ($\leq$) the default threshold was due to emotions and not the duration of Email 2.

4.3.2 Instrument 2 and 3: Interview and survey data screening

Data were collected from 37 respondents. Although data were complete, only 32 respondents' data were analysed to ensure triangulation with facial coding data.

4.4 Demographics

4.4.1 Respondent characteristics

Respondents' product holding, age and gender did not alter during data collection; therefore, demographics are only discussed once for all three instruments. Statistically significant differences due to demographics could influence results on emotional responses.

4.4.1.1 Product holding.

The researcher sampled Group A as existing clients with product holding (assumed emotional connection), Group B as non-clients without products (assumed baseline or no emotional connection), refer to 3.5.1 Target Population for specifics.

Table 21: Frequency of product holding for three instruments

		Product holding					
		Inst. 1 Facial	Inst. 2 Interview	Inst. 3 Survey			
Group	Product No	<i>f</i>	<i>f</i>	<i>f</i>	Percent	Valid Percent	Cumulative Percent
B	0	32	16	16	50.0	50.0	50.0
A	1	8	4	4	12.5	12.5	62.5
	2	2	1	1	3.1	3.1	65.6
	3	2	1	1	3.1	3.1	68.8
	4	8	4	4	12.5	12.5	81.3
	5	8	4	4	12.5	12.5	93.8
	6	2	1	1	3.1	3.1	96.9
	7	2	1	1	3.1	3.1	100.0
Total		64	32	32	100.0	100.0	

Note. A = Group A, B = Group B, Inst. = instrument, *f* = frequency

Table 22: Descriptive on product holding from instrument one

		95% Confidence Interval for Mean						
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	3.63	1.928	.482	2.60	4.65	1	7
Email A2	16	3.63	1.928	.482	2.60	4.65	1	7
Email B1	16	.00	.000	.000	.00	.00	0	0
Email B2	16	.00	.000	.000	.00	.00	0	0
Total	64	1.81	2.260	.282	1.25	2.38	0	7

Note. *N* = observations, *M* = Mean, *SD* = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 22: Descriptive on product holding from instrument one, Group A's product holding ranged from 1 up to 7 products. Group A had a mean of 3.63 products (*M* = 3.63, *SD* = 1.928) while observing Email 1 (A1) and Email 2 (A2).

Group B had a mean of zero products ($M = .00$, $SD = .000$) while observing Email 1 (B1) and Email 2 (B2).

Table 23: Product holding (ANOVA)

Dependent Variable: Product holding					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	210.250	3	70.083	37.713	.000*
Within Groups	111.500	60	1.858		
Total	321.750	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 23: Product holding (ANOVA), there was a statistically significant difference between group means in regards to product holding ($F(3.60) = 37.713$, $p = .000$). The Tukey HSD post hoc test applied.

Table 24: Multiple comparisons product holding

Dependent Variable: Product holding						
Tukey HSD						
(I) Observe Email	(J) Observe Email	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Email A1	Email A2	.000	.482	1.000	-1.27	1.27
	Email B1	3.625*	.482	.000	2.35	4.90
	Email B2	3.625*	.482	.000	2.35	4.90
Email A2	Email A1	.000	.482	1.000	-1.27	1.27
	Email B1	3.625*	.482	.000	2.35	4.90
	Email B2	3.625*	.482	.000	2.35	4.90
Email B1	Email A1	-3.625*	.482	.000	-4.90	-2.35
	Email A2	-3.625*	.482	.000	-4.90	-2.35
	Email B2	.000	.482	1.000	-1.27	1.27
Email B2	Email A1	-3.625*	.482	.000	-4.90	-2.35
	Email A2	-3.625*	.482	.000	-4.90	-2.35
	Email B1	.000	.482	1.000	-1.27	1.27

Note. * The mean difference is significant at the .05 level ($p < .05$)

From Table 24: Multiple comparisons product holding, the Tukey post hoc test revealed mean significant differences at the 5% level ($p < .05$) with regards to product holding. Email A1 and A2 were similar ($p = 1.000 > 0.05$) and B1 and B2 were similar ($p = 1.000 < 0.05$). But Group A (A1, A2) and B (B1, B2) differed significantly ($p = .000 < 0.05$).

4.4.1.2 Age.

The researcher did not sample respondents according to age.

Table 25: Descriptive on age from instrument one

				95% Confidence Interval for Mean				
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	38.56	6.733	1.683	34.97	42.15	27	49
Email A2	16	38.56	6.733	1.683	34.97	42.15	27	49
Email B1	16	40.31	8.340	2.085	35.87	44.76	26	59
Email B2	16	40.31	8.340	2.085	35.87	44.76	26	59
Total	64	39.44	7.449	.931	37.58	41.30	26	59

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 25: Descriptive on age from instrument one, across all respondents, the youngest was 26 years old, and the eldest was 59 years old. Group A had a slightly younger mean age of 38.56 ($M = 38.56$, $SD = 6.733$) while observing Email 1 (A1) and Email 2 (A2). Group B had a slightly older mean age of 40.31 ($M = 40.31$, $SD = 8.340$) while observing Email 1 (B1) and Email 2 (B2). The mean age for groups and emails were 39.44 ($M = 39.44$, $SD = 7.449$).

Table 26: Age (ANOVA)

Dependent Variable: Age					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	49.000	3	16.333	.284	.837
Within Groups	3446.750	60	57.446		
Total	3495.750	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 26: Age (ANOVA), there was no statistically significant difference between group means in regards to age ($F(3.60) = .284, p = .837$). The Tukey HSD post hoc test did not apply.

4.4.1.3 Gender.

The researcher did not sample respondents according to gender.

Table 27: Frequency of gender for three instruments

		Gender			Percent	Valid Percent	Cumulative Percent
		Inst. 1 Facial	Inst. 2 Interview	Inst. 3 Survey			
		<i>f</i>	<i>f</i>	<i>f</i>			
Valid	male	22	11	11	34.4	34.4	34.4
	female	42	21	21	65.6	65.6	100.0
	Total	64	32	32	100.0	100.0	

Note. Inst. = instrument, *f* = frequency

From Table 27: Frequency of gender for three instruments; 22 males (34.4%) and 42 females (65.6%) observed emails. There were 11 male (34.4%) and 21 female (65.6%) respondents across groups that completed the interview and the survey. There were more females than males across all respondents.

Table 28: Observe Email by gender

				Gender	
				male	female
				Count	Count
Group	A	Observe Email	Email A1	3	13
			Email A2	3	13
	B	Observe Email	Email B1	8	8
			Email B2	8	8

Note. A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 28: Observe Email by gender, Group A had 3 male and 13 female respondents that observed Email A1 and A2. Group B had 8 male and 8 female respondents that observed Email B1 and B2. Group A's gender count for male and females were not equal. Group B's gender count for males and females were equal.

Table 29: Descriptive on gender for instrument one

		95% Confidence Interval for Mean						
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	1.81	.403	.101	1.60	2.03	1	2
Email A2	16	1.81	.403	.101	1.60	2.03	1	2
Email B1	16	1.50	.516	.129	1.22	1.78	1	2
Email B2	16	1.50	.516	.129	1.22	1.78	1	2
Total	64	1.66	.479	.060	1.54	1.78	1	2

Note. *N* = observations, *M* = Mean, *SD* = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 29: Descriptive on gender for instrument one, Group A had a mean gender of 1.81 ($M = 1.81$, $SD = .403$) while observing Email 1 (A1) and Email 2 (A2). Group B had a mean gender of 1.50 ($M = 1.50$, $SD = .516$) while observing Email 1 (B1) and Email 2 (B2). The mean gender for groups and emails were 1.66 ($M = 1.66$, $SD = .479$).

Table 30: Gender (ANOVA)

Dependent Variable: Gender					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.563	3	.521	2.427	.074
Within Groups	12.875	60	.215		
Total	14.437	63			

Note. *df* = degrees of freedom, *F* = *F* value, Sig. = *p* value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 30: Gender (ANOVA), there was no statistically significant difference between group means in regards to gender, male or female ($F(3,60) = 2.427$, $p = .074$). The Tukey HSD post hoc test did not apply.

Table 31: Summary of demographic significant differences

Dependent Variable	Group/Email	Comparison of group averages	P-value between groups	Within group Emails	Significance between groups and emails
Product holding	Group A1	3.63	.000 < 0.05 Groups were different at the 5% level of significance.	A1 > B1	Significant
	Group A2	3.63		A2 > B2	
	Group B1	0		A1 = A2	
	Group B2	0		B1 = B2	
	Mean	1.81			
Age	Group A1	38.56	.837 > 0.05 Groups were similar at the 5% level of significance.	A1 = B1	Insignificant
	Group A2	38.56		A2 = B2	
	Group B1	40.31		A1 = A2	
	Group B2	40.31		B1 = B2	
	Mean	39.44			
Gender	Group A1	3 males 13 females	.074 > 0.05 Groups were similar at the 5% level of significance.	A1 = B1	Insignificant
	Group A2	3 males 13 females		A2 = B2	
	Group B1	8 males 8 females		A1 = A2	
	Group B2	8 males 8 females		B1 = B2	
	Mean	1.66			

4.5 Instrument 1: Facial coding analysis and results

Each respondent observed two emails. The FEA software analysed the facial signals recorded at that moment and recognised by the Affectiva Affdex algorithm.

4.5.1 Results on seven basic emotions

Facial expression analysis provided results for the seven basic emotions (anger, contempt, disgust, fear, joy, sadness, surprise); refer to Figure 38: Results on seven basic emotions, extracted from analysis. Visually Email 2 elicited more facial expressions compared to Email 1, but the individual interview after observation elicited the most. The combination metrics, attention, engagement and valence, were specified for this study and not the individual seven basic emotions. Therefore, although data were collected on basic emotions, this report does not include it.

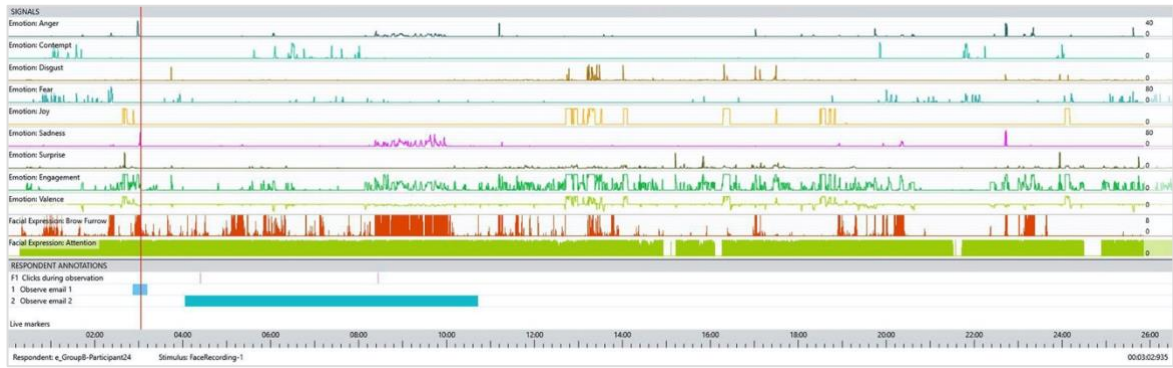


Figure 38: Results on seven basic emotions, extracted from analysis.

Note. Screen recording of the seven basic emotions recorded for both observations. The frequency of recorded facial signals for each emotion corresponds with the timeline annotations for the video's duration (blue bars).

4.5.2 Attention

The metric attention measures the amount of focus, boredom, interest or disinterest, refer to section 3.9.1.2 Post-processing. Step 4: Defining the metrics for this study.

4.5.2.1 Attention Frames $\geq$ Threshold.

Table 32: Descriptive on Attention Frames

	N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Email A1	16	246.94	226.489	56.622	126.25	367.62	0	774
Email A2	16	1779.81	1809.019	452.255	815.85	2743.77	2	5487
Email B1	16	230.94	288.969	72.242	76.96	384.92	0	1092
Email B2	16	4315.94	5656.206	1414.051	1301.96	7329.92	1	16796
Total	64	1643.41	3353.983	419.248	805.61	2481.21	0	16796

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 32: Descriptive on Attention Frames for Group A and B:

Email A1 ($M = 246.94$, $SD = 226.489$) and Email B1 ($M = 230.94$, $SD = 288.969$) had less recorded attention frames than Email A2 ($M = 1779.81$, $SD = 1809.019$) and Email B2 ($M = 4315.94$, $SD = 5656.206$). Email B2 had the most and Email A1 had the least recorded attention frames $\geq$ threshold.

Table 33: Attention Frames (ANOVA)

Dependent Variable: Attention Frames $\geq$ Threshold					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	177699566.188	3	59233188.729	6.693	.001*
Within Groups	531000145.250	60	8850002.421		
Total	708699711.438	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 33: Attention Frames (ANOVA), there was a statistically significant difference between group means in regards to the recorded attention frames $\geq$ threshold ($F(3,60) = 6.693, p = .001$). The Tukey HSD post hoc test applied.

Table 34: Multiple comparisons Attention Frames

Dependent Variable: Attention Frames $\geq$ Threshold						
Tukey HSD						
(I) Observe Email	(J) Observe Email	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Email A1	Email A2	-1532.875	1051.784	.469	-4312.24	1246.49
	Email B1	16.000	1051.784	1.000	-2763.36	2795.36
	Email B2	-4069.000*	1051.784	.002	-6848.36	-1289.64
Email A2	Email A1	1532.875	1051.784	.469	-1246.49	4312.24
	Email B1	1548.875	1051.784	.460	-1230.49	4328.24
	Email B2	-2536.125	1051.784	.086	-5315.49	243.24
Email B1	Email A1	-16.000	1051.784	1.000	-2795.36	2763.36
	Email A2	-1548.875	1051.784	.460	-4328.24	1230.49
	Email B2	-4085.000*	1051.784	.001	-6864.36	-1305.64
Email B2	Email A1	4069.000*	1051.784	.002	1289.64	6848.36
	Email A2	2536.125	1051.784	.086	-243.24	5315.49
	Email B1	4085.000*	1051.784	.001	1305.64	6864.36

Note. * The mean difference is significant at the .05 level ($p < .05$)

From Table 34: Multiple comparisons Attention Frames, the Tukey post hoc test revealed the mean significant differences at the 5% level ($p < .05$) with regards to attention. Email A1 and B1 were similar ($p = 1.000 > 0.05$), Email A2 and B2 were

similar ($p = .086 > 0.05$), Email A1 and A2 were similar ($p = .469 > 0.05$), but Email B1 and B2 differed significantly ($p = .001 < 0.05$).

4.5.2.2 Attention Time Percentage.

Table 35: Descriptive on Attention Time Percentage

	N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Email A1	16	74.2675	36.47677	9.11919	54.8304	93.7046	.00	100.00
Email A2	16	72.4350	37.83468	9.45867	52.2743	92.5957	1.28	100.00
Email B1	16	64.8113	46.42304	11.60576	40.0742	89.5483	.00	100.00
Email B2	16	72.5581	36.95198	9.23799	52.8678	92.2484	.10	100.00
Total	64	71.0180	38.85134	4.85642	61.3132	80.7227	.00	100.00

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 35: Descriptive on Attention Time Percentage for Group A and B:

Email A1 elicited the most facial attention 74.27% of the time ($M = 74.2675$, $SD = 36.47677$) and Email B1 elicited the least at 64.81% ($M = 64.8113$, $SD = 46.42304$). Email A2 elicited facial attention 72.44% of the time ($M = 72.4350$, $SD = 37.83468$) and Email B2 elicited 72.56% ($M = 72.5581$, $SD = 36.95198$). The mean recorded attention time percentage for groups and emails were 71% ($M = 71.0180$, $SD = 38.85134$).

4.5.2.3 Triangulation on attention.

An indicator of probable attention and interest are blink rate (refer to section 3.9.1.2 Post-processing. Step 4: Defining the metrics for this study.)

Blink rate.

From Table 36: Descriptive on Blink rate, for Group A and B:

Email A1 ($M = 14.2969$, $SD = 17.72867$) and Email B1 ($M = 19.7731$, $SD = 28.53532$) had an increased blink rate compared to Email A2 ($M = 12.5312$, $SD = 11.91324$) and Email B2 ($M = 14.8450$, $SD = 15.01534$).

Email B1 had the fastest and Email A2 had the slowest recorded blink rate.

Table 36: Descriptive on Blink rate

				95% Confidence Interval for Mean				
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	14.2969	17.72867	4.43217	4.8499	23.7438	.00	53.49
Email A2	16	12.5312	11.91324	2.97831	6.1831	18.8794	.00	32.62
Email B1	16	19.7731	28.53532	7.13383	4.5677	34.9785	.00	99.27
Email B2	16	14.8450	15.01534	3.75384	6.8439	22.8461	.00	52.14
Total	64	15.3616	19.06601	2.38325	10.5990	20.1241	.00	99.27

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

The mean recorded blink rate for groups and emails were 15.3616 ($M = 15.3616$, $SD = 19.06601$) blinks per minute.

Table 37: Blink rate (ANOVA)

Dependent Variable: Blink rate					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	461.967	3	153.989	.412	.745
Within Groups	22439.334	60	373.989		
Total	22901.301	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 37: Blink rate (ANOVA), there was no statistically significant difference between group means in regards to the recorded blink rate ($F(3,60) = 0.412$, $p = .745$). The Tukey HSD post hoc test did not apply.

From Table 38: Summary of triangulation on attention, the average attention frames were statistically significant for Group B within Email 1 (least) and Email 2 (most). Although Group A had less attention frames for Email 1 than Email 2, the difference was not significant compared to Group B. Average attention time percentage was insignificant due to the equal frame rate of 10 fps, but the mean recorded attention time percentage for all groups and emails were continuously high at 71%. The blink rate was statistically insignificant due to the frame rate, correlating with time percentage, but Group A and B had a faster blink rate for Email 1 than for Email 2.

Table 38: Summary of triangulation on attention

Dependent Variable	Group/Email	Comparison of group averages	P-value between groups	Within group Emails	Significance between groups and emails
Attention Frames $\geq$ Threshold	Group A1	246.94	.001 < 0.05 Groups were different at the 5% level of significance.	A1 = B1	Significant
	Group A2	1779.81		A2 = B2	
	Group B1	230.94		A1 = A2	
	Group B2	4315.94		B1 < B2	
	Mean	1643.11			
Attention Time Percentage	Group A1	74.27%	N/A	A1 = B1	Insignificant
	Group A2	72.44%		A2 = B2	
	Group B1	64.81%		A1 = A2	
	Group B2	72.56%		B1 = B2	
	Mean	71%			
Blink rate (Blinks per minute)	Group A1	14.2969	.745 > 0.05 Groups were similar at the 5% level of significance.	A1 = B1	Insignificant
	Group A2	12.5312		A2 = B2	
	Group B1	19.7731		A1 = A2	
	Group B2	14.8450		B1 = B2	
	Mean	15.3616			

4.5.3 Engagement

The metric engagement measures how engaged a respondent is by the expressiveness of an expression (refer to section 3.9.1.2 Post-processing. Step 4: Defining the metrics for this study.)

4.5.3.1 Engagement Frames $\geq$ Threshold.

Table 39: Descriptive on Engagement Frames

95% Confidence Interval for Mean								
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	65.00	70.372	17.593	27.50	102.50	0	218
Email A2	16	560.88	915.716	228.929	72.92	1048.83	0	3536
Email B1	16	28.69	34.214	8.554	10.46	46.92	0	126
Email B2	16	828.06	1291.862	322.966	139.68	1516.45	1	4260
Total	64	370.66	845.115	105.639	159.55	581.76	0	4260

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 39: Descriptive on Engagement Frames, for Group A and B: Email A1 ($M = 65.00$, $SD = 70.372$) and Email B1 ($M = 28.69$, $SD = 34.214$) had less recorded engagement frames than Email A2 ($M = 560.88$, $SD = 915.716$) and Email B2 ($M = 828.06$, $SD = 1291.862$). Email B2 had the most and Email B1 had the least recorded engagement frames $\geq$ threshold.

Table 40: Engagement Frames (ANOVA)

Dependent Variable: Engagement Frames $\geq$ Threshold					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7292352.313	3	2430784.104	3.868	.013*
Within Groups	37703494.125	60	628391.569		
Total	44995846.438	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 40: Engagement Frames (ANOVA), there was a statistically significant difference between group means in regards to the recorded engagement frames $\geq$ threshold ($F(3,60) = 3.868$, $p = .013$). The Tukey HSD post hoc test applied.

Table 41: Multiple comparisons Engagement Frames

Dependent Variable: Engagement Frames $\geq$ Threshold						
Tukey HSD						
(I) Observe Email	(J) Observe Email	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Email A1	Email A2	-495.875	280.266	.298	-1236.48	244.73
	Email B1	36.313	280.266	.999	-704.30	776.92
	Email B2	-763.062*	280.266	.041	-1503.67	-22.45
Email A2	Email A1	495.875	280.266	.298	-244.73	1236.48
	Email B1	532.188	280.266	.239	-208.42	1272.80
	Email B2	-267.187	280.266	.776	-1007.80	473.42
Email B1	Email A1	-36.312	280.266	.999	-776.92	704.30
	Email A2	-532.187	280.266	.239	-1272.80	208.42
	Email B2	-799.375*	280.266	.030	-1539.98	-58.77
Email B2	Email A1	763.063*	280.266	.041	22.45	1503.67
	Email A2	267.188	280.266	.776	-473.42	1007.80
	Email B1	799.375*	280.266	.030	58.77	1539.98

Note. * The mean difference is significant at the .05 level ($p < .05$)

From Table 41: Multiple comparisons Engagement Frames, the Tukey post hoc test revealed the mean significant differences at the 5% level ($p < .05$) with regards to engagement. Email A1 and B1 were similar ($p = .999 > 0.05$), Email A2 and B2 were similar ($p = .776 > 0.05$), Email A1 and A2 were similar ($p = .298 > 0.05$), but Email B1 and B2 differed significantly ($p = .030 < 0.05$).

4.5.3.2 Engagement Time Percentage.

Table 42: Descriptive on Engagement Time Percentage

	N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Email A1	16	21.7181	23.87030	5.96758	8.9985	34.4377	.00	80.77
Email A2	16	17.4894	27.19693	6.79923	2.9972	31.9816	.00	99.90
Email B1	16	11.0212	13.55070	3.38767	3.8006	18.2419	.00	50.40
Email B2	16	13.9213	18.65967	4.66492	3.9782	23.8643	.10	53.17
Total	64	16.0375	21.32267	2.66533	10.7113	21.3637	.00	99.90

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 42: Descriptive on Engagement Time Percentage, Group A and B:

Email A1 elicited the most facial engagement 21.72% of the time ($M = 21.7181$, $SD = 23.87030$) and Email B1 elicited the least at 11.02% ($M = 11.0212$, $SD = 13.55070$). Email A2 elicited facial engagement 17.49% of the time ($M = 17.4894$, $SD = 27.19693$) and Email B2 elicited 13.92% ($M = 13.9213$, $SD = 18.65967$). The mean recorded engagement time percentage for groups and emails were 16.04% ($M = 16.0375$, $SD = 21.32267$).

4.5.3.3 Triangulation on engagement.

An indicator of expressiveness and probable engagement is brow furrow and clicks (refer to section 3.9.1.2 Post-processing. Step 4: Defining the metrics for this study.

Number of Clicks

The number of clicks is the number of instances or interactions of a respondent with their computer mouse while observing an Email, indicative of engagement.

Table 43: Descriptive on Clicks

95% Confidence Interval for Mean								
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	.00	.000	.000	.00	.00	0	0
Email A2	16	1.50	1.366	.342	.77	2.23	0	4
Email B1	16	.00	.000	.000	.00	.00	0	0
Email B2	16	.88	1.025	.256	.33	1.42	0	3
Total	64	.59	1.050	.131	.33	.86	0	4

Note. *N* = observations, *M* = Mean, *SD* = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 43: Descriptive on Clicks, for Group A and B: Email A1 and B1 had the least clicks ($M = .00$, $SD = .000$). Email A2 had the most ($M = 1.50$, $SD = 1.366$) with a maximum of 4 clicks. Email B2 had the second most ($M = .88$, $SD = 1.025$) with a maximum of 3 clicks. The mean click count were 0.59 ($M = .59$, $SD = 1.050$).

Table 44: Clicks (ANOVA)

Dependent Variable: Clicks					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25.688	3	8.563	11.743	.000*
Within Groups	43.750	60	.729		
Total	69.438	63			

Note. *df* = degrees of freedom, *F* = *F* value, *Sig.* = *p* value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 44: Clicks (ANOVA), there was a statistically significant difference between group means in regards to clicks ($F(3.60) = 11.743$, $p = .000$). The Tukey HSD post hoc test applied to confirm mean differences between groups and emails.

From Table 45: Multiple comparisons Clicks, the Tukey post hoc test revealed that Email A1 and B1 were similar ($p = 1.000 > 0.05$), Email A2 and B2 were similar ($p = .175 > 0.05$), but Email A1 and A2 differed significantly ($p = .000 < 0.05$), as well as Email B1 and B2 ($p = .026 < 0.05$).

Table 45: Multiple comparisons Clicks

Dependent Variable: Clicks						
Tukey HSD						
(I) Observe Email	(J) Observe Email	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Email A1	Email A2	-1.500*	.302	.000	-2.30	-.70
	Email B1	.000	.302	1.000	-.80	.80
	Email B2	-.875*	.302	.026	-1.67	-.08
Email A2	Email A1	1.500*	.302	.000	.70	2.30
	Email B1	1.500*	.302	.000	.70	2.30
	Email B2	.625	.302	.175	-.17	1.42
Email B1	Email A1	.000	.302	1.000	-.80	.80
	Email A2	-1.500*	.302	.000	-2.30	-.70
	Email B2	-.875*	.302	.026	-1.67	-.08
Email B2	Email A1	.875*	.302	.026	.08	1.67
	Email A2	-.625	.302	.175	-1.42	.17
	Email B1	.875*	.302	.026	.08	1.67

Note. * The mean difference is significant at the .05 level ($p < .05$)

Brow Furrow Frames $\geq$ Threshold.

Table 46: Descriptive on Brow Furrow Frames

95% Confidence Interval for Mean							
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min. Max.
Email A1	16	95.38	148.876	37.219	16.04	174.71	0 590
Email A2	16	622.50	983.914	245.979	98.21	1146.79	0 3881
Email B1	16	25.44	46.984	11.746	.40	50.47	0 181
Email B2	16	1032.69	1739.256	434.814	105.90	1959.47	0 5920
Total	64	444.00	1062.077	132.760	178.70	709.30	0 5920

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 46: Descriptive on Brow Furrow Frames, for Group A and B: Email A1 ($M = 95.38$, $SD = 148.876$) and Email B1 ($M = 25.44$, $SD = 46.984$) had less recorded brow furrow frames than Email A2 ($M = 622.50$, $SD = 983.914$) and Email

B2 ($M = 1032.69$, $SD = 1739.256$). Email B2 had the most and Email B1 had the least recorded brow furrow frames $\geq$ threshold. The mean recorded brow furrow frames $\geq$ threshold for groups and emails were 444 ($M = 444.00$, $SD = 1062.077$).

Table 47: Brow Furrow Frames (ANOVA)

Dependent Variable: Brow Furrow Frames $\geq$ Threshold					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10802386.875	3	3600795.625	3.585	.019*
Within Groups	60262073.125	60	1004367.885		
Total	71064460.000	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 47: Brow Furrow Frames (ANOVA), there was a statistically significant difference between group means in regards to the recorded brow furrow frames $\geq$ threshold ($F(3,60) = 3.585$, $p = .019$). The Tukey HSD post hoc test applied.

Table 48: Multiple comparisons Brow Furrow Frames

Dependent Variable: Brow Furrow Frames $\geq$ Threshold						
Tukey HSD						
(I) Observe Email	(J) Observe Email	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Email A1	Email A2	-527.125	354.325	.451	-1463.44	409.19
	Email B1	69.938	354.325	.997	-866.37	1006.25
	Email B2	-937.312*	354.325	.050	-1873.62	-1.00
Email A2	Email A1	527.125	354.325	.451	-409.19	1463.44
	Email B1	597.063	354.325	.340	-339.25	1533.37
	Email B2	-410.187	354.325	.656	-1346.50	526.12
Email B1	Email A1	-69.937	354.325	.997	-1006.25	866.37
	Email A2	-597.062	354.325	.340	-1533.37	339.25
	Email B2	-1007.250*	354.325	.030	-1943.56	-70.94
Email B2	Email A1	937.313*	354.325	.050	1.00	1873.62
	Email A2	410.188	354.325	.656	-526.12	1346.50
	Email B1	1007.250*	354.325	.030	70.94	1943.56

Note. * The mean difference is significant at the .05 level ($p < .05$)

From Table 48: Multiple comparisons Brow Furrow Frames, the Tukey post hoc test revealed the mean significant differences at the 5% level ($p < .05$) with regards to brow furrow. Email A1 and B1 were similar ($p = .997 > 0.05$), Email A2 and B2 were similar ($p = .656 > 0.05$), Email A1 and A2 were similar ($p = .451 > 0.05$), but Email B1 and B2 differ significantly ($p = .030 < 0.05$).

Brow Furrow Time Percentage.

Table 49: Descriptive on Brow Furrow Time Percentage

	N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Email A1	16	28.1894	34.47169	8.61792	9.8207	46.5580	.00	100.00
Email A2	16	22.4544	29.38738	7.34684	6.7949	38.1138	.00	99.90
Email B1	16	10.3212	18.80225	4.70056	.3022	20.3403	.00	72.40
Email B2	16	18.5175	26.02710	6.50678	4.6486	32.3864	.00	87.74
Total	64	19.8706	27.87305	3.48413	12.9081	26.8331	.00	100.00

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 49: Descriptive on Brow Furrow Time Percentage, for Group A and B:

Email A1 elicited the most brow furrow 28.19% of the time ($M = 28.1894$, $SD = 34.47169$). Email B1 elicited the least brow furrow at 10.32% ($M = 10.3212$, $SD = 18.80225$). Email A2 recorded more brow furrow at 22.45% ($M = 22.4544$, $SD = 29.38738$) compared to Email B2 with 18.52% ($M = 18.5175$, $SD = 26.02710$). The mean recorded brow furrow time percentage for groups and emails were 19.87% ($M = 19.8706$, $SD = 27.87305$).

From Table 50: Summary of triangulation on engagement, the average engagement, brow furrow frames, and clicks were significant for Group B within Email B1 (least) and Email B2 (most). Average engagement and brow furrow time percentage was insignificant. The average engagement time percentage (16.04%) and brow furrow time percentage (19.87%) for groups and emails were low. Although Group A had less recorded engagement and brow furrow frames for Email A1 than Email A2, the difference was not statistically significant compared to Group B. Clicks for Group A and B were statistically significant, with more clicks for Group A on Email 2.

Table 50: Summary of triangulation on engagement

Dependent Variable	Group/Email	Comparison of group averages	P-value between groups	Within group Emails	Significance between groups and emails
Engagement Frames $\geq$ Threshold	Group A1	65.00	.013 < 0.05 Groups were different at the 5% level of significance.	A1 = B1	Significant
	Group A2	560.881		A2 = B2	
	Group B1	28.69		A1 = A2	
	Group B2	828.06		B1 < B2	
	Mean	370.66			
Engagement Time Percentage	Group A1	21.72%	N/A	A1 = B1	Insignificant
	Group A2	17.49%		A2 = B2	
	Group B1	11.02%		A1 = A2	
	Group B2	13.92%		B1 = B2	
	Mean	16.04%			
Clicks no	Group A1	0	.000 < 0.05 Groups were different at the 5% level of significance.	A1 = B1	Significant
	Group A2	1.50		A2 = B2	
	Group B1	0		A1 < A2	
	Group B2	0.88		B1 < B2	
	Mean	.59			
Brow Furrow Frames $\geq$ Threshold	Group A1	95.38	.019 < 0.05 Groups were different at the 5% level of significance.	A1 = B1	Significant
	Group A2	622.50		A2 = B2	
	Group B1	25.44		A1 = A2	
	Group B2	1032.69		B1 < B2	
	Mean	444			
Brow Furrow Time Percentage	Group A1	28.19%	N/A	A1 = B1	Insignificant
	Group A2	22.45%		A2 = B2	
	Group B1	10.32%		A1 = A2	
	Group B2	18.52%		B1 = B2	
	Mean	19.87%			

4.5.4 Valence

Positive valence

Positive valence is how positive an experience is, (S. Radaelli, personal communication, December 18, 2020).

4.5.4.1 Positive Frames $\geq$ Threshold.

From Table 51: Descriptive on Positive Frames, for Group A and B: Email A1 ($M = .06$, $SD = .250$) and Email B1 ($M = 1.31$, $SD = 3.591$) had less recorded positive

frames than Email A2 ($M = 8.69$, $SD = 18.821$) and Email B2 ($M = 67.50$, $SD = 187.085$). Email B2 had the most and Email A1 had the least recorded positive frames $\geq$ threshold.

Table 51: Descriptive on Positive Frames

	N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Email A1	16	.06	.250	.062	-.07	.20	0	1
Email A2	16	8.69	18.821	4.705	-1.34	18.72	0	58
Email B1	16	1.31	3.591	.898	-.60	3.23	0	11
Email B2	16	67.50	187.085	46.771	-32.19	167.19	0	746
Total	64	19.39	95.998	12.000	-4.59	43.37	0	746

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

Table 52: Positive Frames (ANOVA)

Dependent Variable: Positive Frames $\geq$ Threshold					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	50071.422	3	16690.474	1.888	.141
Within Groups	530517.813	60	8841.964		
Total	580589.234	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 52: Positive Frames (ANOVA), there was no statistically significant difference between group means in regards to the recorded positive frames $\geq$ threshold ($F(3,60) = 1.888$, $p = .141$). The Tukey HSD post hoc test did not apply.

4.5.4.2 Positive Time Percentage.

From Table 53: Descriptive on Positive Time Percentage, for Group A and B:

Email A1 elicited the least recorded positive time at 0.03% ($M = .0300$, $SD = .12000$) and Email B1 elicited 0.49% positive time ($M = .4881$, $SD = 1.36986$). Email A2 elicited 0.35% positive time ($M = .3544$, $SD = .76256$) and Email B2 elicited the most positive time at 1.42% ($M = 1.4181$, $SD = 3.60936$). The mean recorded positive time percentage for groups and emails were 0.57% ($M = .5727$, $SD = 1.99015$).

Table 53: Descriptive on Positive Time Percentage

					95% Confidence Interval for Mean			
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	.0300	.12000	.03000	-.0339	.0939	.00	.48
Email A2	16	.3544	.76256	.19064	-.0520	.7607	.00	2.75
Email B1	16	.4881	1.36986	.34247	-.2418	1.2181	.00	4.76
Email B2	16	1.4181	3.60936	.90234	-.5052	3.3414	.00	12.22
Total	64	.5727	1.99015	.24877	.0755	1.0698	.00	12.22

Note. *N* = observations, *M* = Mean, *SD* = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

Neutral valence

Neutral valence are the neutral frames with no emotional responses, (S. Radaelli, personal communication, December 18, 2020).

4.5.4.3 Neutral Frames between Thresholds.

Table 54: Descriptive on Neutral Frames

					95% Confidence Interval for Mean			
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	294.88	190.290	47.573	193.48	396.27	130	774
Email A2	16	2318.06	1917.623	479.406	1296.23	3339.89	2	5539
Email B1	16	309.94	256.540	64.135	173.24	446.64	127	1140
Email B2	16	4969.19	5984.877	1496.219	1780.07	8158.30	394	16809
Total	64	1973.02	3627.103	453.388	1066.99	2879.04	2	16809

Note. *N* = observations, *M* = Mean, *SD* = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 54: Descriptive on Neutral Frames, for Group A and B: Email A1 (*M* = 294.88, *SD* = 190.290) and Email B1 (*M* = 309.94, *SD* = 256.540) recorded fewer neutral frames than Email A2 (*M* = 2318.06, *SD* = 1917.623) and Email B2 (*M* = 4969.19, *SD* = 5984.877). Email B2 elicited the most and Email A1 the least neutral frames between thresholds. The mean recorded neutral frames between threshold for groups and emails were 1973.02 (*M* = 1973.02, *SD* = 3627.103).

Table 55: Neutral Frames (ANOVA)

Dependent Variable: Neutral Frames between Threshold					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	234849408.922	3	78283136.307	7.908	.000*
Within Groups	593970860.063	60	9899514.334		
Total	828820268.984	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

From Table 55: Neutral Frames (ANOVA), there was a statistically significant difference between group means in regards to the recorded neutral frames between threshold ($F(3,60) = 7.908, p = .000$). The Tukey HSD post hoc test applied.

Table 56: Multiple comparisons Neutral Frames

Dependent Variable: Neutral Frames between Threshold						
Tukey HSD						
(I) Observe Email	(J) Observe Email	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Email A1	Email A2	-2023.187	1112.402	.275	-4962.73	916.36
	Email B1	-15.062	1112.402	1.000	-2954.61	2924.48
	Email B2	-4674.312*	1112.402	.001	-7613.86	-1734.77
Email A2	Email A1	2023.188	1112.402	.275	-916.36	4962.73
	Email B1	2008.125	1112.402	.281	-931.42	4947.67
	Email B2	-2651.125	1112.402	.091	-5590.67	288.42
Email B1	Email A1	15.063	1112.402	1.000	-2924.48	2954.61
	Email A2	-2008.125	1112.402	.281	-4947.67	931.42
	Email B2	-4659.250*	1112.402	.001	-7598.80	-1719.70
Email B2	Email A1	4674.313*	1112.402	.001	1734.77	7613.86
	Email A2	2651.125	1112.402	.091	-288.42	5590.67
	Email B1	4659.250*	1112.402	.001	1719.70	7598.80

Note. * The mean difference is significant at the .05 level ($p < .05$)

From Table 56: Multiple comparisons Neutral Frames, the Tukey post hoc test revealed that Email A1 and B1 were similar ($p = 1.000 > 0.05$), Email A2 and B2 were similar ($p = .091 > 0.05$), Email A1 and A2 were similar ($p = .275 > 0.05$), but Email B1 and B2 differed significantly ($p = .001 < 0.05$).

4.5.4.4 Neutral Time Percentage.

Table 57: Descriptive on Neutral Time Percentage

					95% Confidence Interval for Mean			
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	98.1644	4.82451	1.20613	95.5936	100.7352	81.05	100.00
Email A2	16	98.4294	1.96003	.49001	97.3849	99.4738	93.83	100.00
Email B1	16	98.2106	3.03309	.75827	96.5944	99.8268	88.95	100.00
Email B2	16	96.1531	7.41417	1.85354	92.2024	100.1039	76.09	100.00
Total	64	97.7394	4.75366	.59421	96.5519	98.9268	76.09	100.00

Note. *N* = observations, *M* = Mean, *SD* = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 57: Descriptive on Neutral Time Percentage, for Group A and B:

Email A1 elicited a mean neutral time of 98.16% ($M = 98.1644$, $SD = 4.82451$) and Email B1 recorded 98.21% ($M = 98.2106$, $SD = 3.03309$). Email A2 elicited the most neutral time at 98.43% ($M = 98.4294$, $SD = 1.96003$) and Email B2 the least at 96.15% ($M = 96.1531$, $SD = 7.41417$). The mean recorded neutral time percentage for groups and emails were 97.94% ($M = 97.7394$, $SD = 4.75366$). But groups and emails elicited almost equal recorded neutral time percentage with a maximum of 100.00% for all.

Negative valence

Negative valence is how negative an experience is, the recorded signal data less than or equal to ($\leq$) the threshold, (S. Radaelli, personal communication, December 18, 2020).

4.5.4.5 Negative Frames $\leq$ Threshold.

From Table 58: Descriptive on Negative Frames, for Group A and B: Email A1 ($M = 6.88$, $SD = 20.701$) and Email B1 ($M = 4.00$, $SD = 9.245$) had less recorded negative frames than Email A2 ($M = 47.81$, $SD = 88.695$) and Email B2 ($M = 92.00$, $SD = 159.553$). Email B2 had the most and Email B1 had the least recorded negative frames $\leq$ threshold. The mean recorded negative frames $\leq$ threshold for groups and emails were 37.67 ($M = 37.67$, $SD = 96.753$).

Table 58: Descriptive on Negative Frames

					95% Confidence Interval for Mean			
	N	Mean	SD	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Email A1	16	6.88	20.701	5.175	-4.16	17.91	0	83
Email A2	16	47.81	88.695	22.174	.55	95.07	0	345
Email B1	16	4.00	9.245	2.311	-.93	8.93	0	32
Email B2	16	92.00	159.553	39.888	6.98	177.02	0	437
Total	64	37.67	96.753	12.094	13.50	61.84	0	437

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

Table 59: Negative Frames (ANOVA)

Dependent Variable: Negative Frames $\leq$ Threshold					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	82185.922	3	27395.307	3.238	.028*
Within Groups	507568.188	60	8459.470		
Total	589754.109	63			

Note. df = degrees of freedom, F = F value, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

Table 60: Multiple comparisons Negative Frames

Dependent Variable: Negative Frames $\leq$ Threshold						
Tukey HSD						
(I) Observe Email	(J) Observe Email	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Email A1	Email A2	-40.937	32.518	.592	-126.87	44.99
	Email B1	2.875	32.518	1.000	-83.06	88.81
	Email B2	-85.125	32.518	.053	-171.06	.81
Email A2	Email A1	40.938	32.518	.592	-44.99	126.87
	Email B1	43.813	32.518	.537	-42.12	129.74
	Email B2	-44.187	32.518	.530	-130.12	41.74
Email B1	Email A1	-2.875	32.518	1.000	-88.81	83.06
	Email A2	-43.812	32.518	.537	-129.74	42.12
	Email B2	-88.000*	32.518	.043	-173.93	-2.07
Email B2	Email A1	85.125	32.518	.053	-.81	171.06
	Email A2	44.188	32.518	.530	-41.74	130.12
	Email B1	88.000*	32.518	.043	2.07	173.93

Note. * The mean difference is significant at the .05 level ($p < .05$)

From Table 59: Negative Frames (ANOVA), there was a statistically significant difference between group means in regards to the recorded negative frames $\leq$ threshold ($F(3.60) = 3.238, p = .028$). The Tukey HSD post hoc test applied.

From Table 60: Multiple comparisons Negative Frames, the Tukey post hoc test revealed the mean significant differences at the 5% level ($p < .05$). Email A1 and B1 were similar ($p = 1.000 > 0.05$), Email A2 and B2 were similar ($p = .530 > 0.05$), Email A1 and A2 were similar ($p = .592 > 0.05$), but Email B1 and B2 differed significantly ($p = .043 < 0.05$).

4.5.4.6 Negative Time Percentage.

Table 61: Descriptive on Negative Time Percentage

	N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Email A1	16	1.8063	4.83169	1.20792	-.7684	4.3809	.00	18.95
Email A2	16	1.2150	1.90027	.47507	.2024	2.2276	.00	6.17
Email B1	16	1.3013	2.94587	.73647	-.2685	2.8710	.00	11.05
Email B2	16	2.4300	6.03535	1.50884	-.7860	5.6460	.00	23.91
Total	64	1.6881	4.17077	.52135	.6463	2.7300	.00	23.91

Note. N = observations, M = Mean, SD = standard deviation, A = Group A, B = Group B, Email 1 = Email A1 and B1, Email 2 = A2 and B2

From Table 61: Descriptive on Negative Time Percentage, for Group A and B:

Email A1 elicited more negative time at 1.81% ($M = 1.8063, SD = 4.83169$) than Email B1 with 1.30% ($M = 1.3013, SD = 2.94587$). Email A2 elicited the least negative time at 1.22% ($M = 1.2150, SD = 1.90027$), while Email B2 the most at 2.43% ($M = 2.4300, SD = 6.03535$). The mean recorded negative time percentage for groups and emails were 1.69% ($M = 1.6881, SD = 4.17077$).

4.5.4.7 Triangulation on valence.

The metric valence measures how positive, neutral or negative an experience is, (refer to section 3.9.1.2 Post-processing. Step 4: Defining the metrics for this study.)

An indicator of probable valence is brow furrow, refer to section 3.9.1.2 Post-processing. Step 4: Defining the metrics for this study.

Table 62: Summary of triangulation on valence

Dependent Variable	Group/Email	Group averages	P-value between groups	Within groups	Significance groups
Positive Frames $\geq$ Threshold	Group A1	0.06	.141 > 0.05 Groups were similar at the 5% level of significance.	A1 = B1	Insignificant
	Group A2	8.69		A2 = B2	
	Group B1	1.31		A1 = A2	
	Group B2	67.50		B1 = B2	
	Mean	19.39			
Positive Time Percentage	Group A1	0.03%	N/A	A1 = B1	Insignificant
	Group A2	0.35%		A2 = B2	
	Group B1	0.49%		A1 = A2	
	Group B2	1.42%		B1 = B2	
	Mean	0.57%			
Neutral Frames Between Threshold	Group A1	294.88	.000 < 0.05 Groups were different at the 5% level of significance.	A1 = B1	Significant
	Group A2	2318.06		A2 = B2	
	Group B1	309.94		A1 = A2	
	Group B2	4969.19		B1 < B2	
	Mean	1973.02			
Neutral Time Percentage	Group A1	98.16%	N/A	A1 = B1	Insignificant
	Group A2	98.43%		A2 = B2	
	Group B1	98.21%		A1 = A2	
	Group B2	96.15%		B1 = B2	
	Mean	97.74%			
Negative Frames $\leq$ Threshold	Group A1	6.88	.028 < 0.05 Groups were different at the 5% level of significance.	A1 = B1	Significant
	Group A2	47.81		A2 = B2	
	Group B1	4.00		A1 = A2	
	Group B2	92.00		B1 < B2	
	Mean	37.67			
Negative Time Percentage	Group A1	1.81%	N/A	A1 = B1	Insignificant
	Group A2	1.22%		A2 = B2	
	Group B1	1.30%		A1 = A2	
	Group B2	2.43%		B1 = B2	
	Mean	1.69%			
Brow Furrow Frames $\geq$ Threshold	Group A1	95.38	.019 < 0.05 Groups were different at the 5% level of significance.	A1 = B1	Significant
	Group A2	622.50		A2 = B2	
	Group B1	25.44		A1 = A2	
	Group B2	1032.69		B1 < B2	
	Mean	444			
Brow Furrow Time Percentage	Group A1	28.19%	N/A	A1 = B1	Insignificant
	Group A2	22.45%		A2 = B2	
	Group B1	10.32%		A1 = A2	
	Group B2	18.52%		B1 = B2	
	Mean	19.87%			

From Table 62: Summary of triangulation on valence, positive frames were insignificant and negative frames slight for Email 1, Group A and B. Neutral frames and brow furrow frames were significant, with the highest time percentage recorded. Similarly, for Email 2, Group A and B, more neutral frames and brow furrow frames were recorded and increased simultaneously. It can be concluded that brow furrow expressions were predominantly neutrally valenced for all groups and emails and not negatively.

4.5.5 Triangulation of emotional responses

There were only statistically significant differences between groups and emails for product holding, clicks, and frames for engagement, attention, neutral, negative and brow furrow, except for positive frames with no significant difference.

The recorded engagement, brow furrow and attention were not positively valenced, slightly negative, but predominantly neutral for groups and emails. Email 1 elicited minor engagement, brow furrow and attention primarily neutral. Email 2 indicate a rise in engagement, brow furrow and attention with a slight increase in positive and negative valence. However, Email 2 also show a surge in neutral valence, followed by attention, brow furrow and engagement. It can be concluded that the engagement and attention expressions recorded were slightly more negatively valenced than positive for groups and emails but predominantly with a neutral brow furrow.

4.6 Instrument 2: Interview results

The following are the qualitative results from verbal responses through thematic analysis on attention, engagement and valence (refer to section 3.9.2 Instrument 2: Analysis of verbal responses for specifics).

4.6.1 Attention

The attention theme included the verbal preference scoring of emails as well as qualitative responses on two of the ten questions in the interview pertaining to the subject line and the clarity of the message.

4.6.1.1 Verbal preference and scoring of emails

Few (2) respondents preferred Email 1, while many (30) respondents preferred Email 2. Figure 39: Verbal email preferences, lists the scores assigned to the emails by respondents out of a range of five.

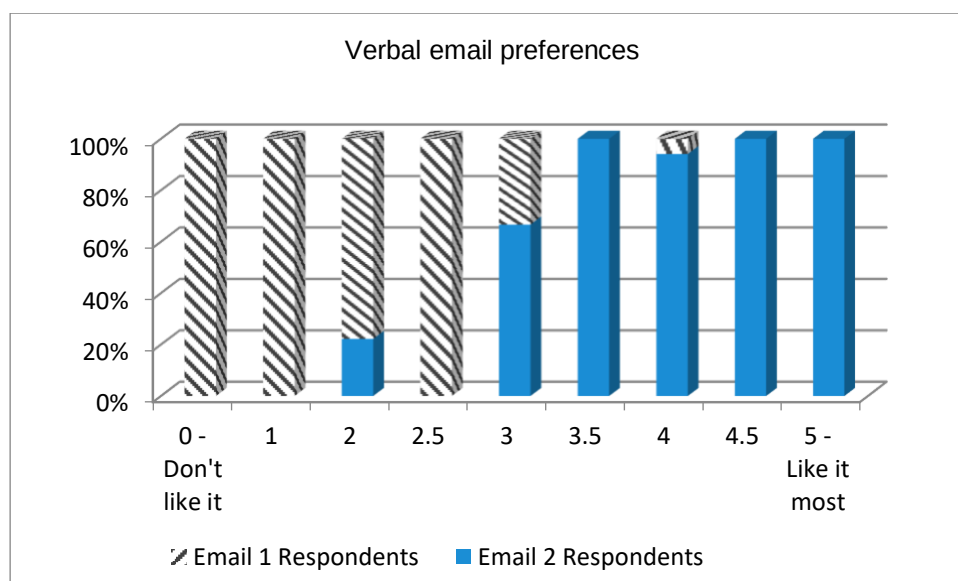


Figure 39: Verbal email preferences

None of the respondents liked Email 1 most, compared to the opposite end of the preference scores where none of the respondents did not like Email 2.

4.6.1.2 Inviting subject line.

Respondents were asked to look at the subject line and to describe the topic as they understood it.

Table 63: Attention, inviting subject line

Email 1	Email 2
The generalised subject line 'Portfolio revision' resulted in straight forward answers about the topic of Email 1 with many (28) responding: <i>"my portfolio revision"</i> Respondents did not elaborate on the topic of the subject line and did not attempt to describe what portfolio revision implies. Few (4) were uncertain about the topic of Email 1.	Many (26) respondents described that the subject line's topic was about them and what matters to them: <i>"It's asking me a question about what matters most to me in life"</i> Few (5) were uncertain about the topic of Email 2: <i>"...it's not very clear in terms of what the subject's about, not clear why it's been sent to me, I would assume it's about something to do with either finance or insurance just because there's the Momentum's address...."</i>

4.6.1.3 Message clarity.

Respondents were asked if the emails were clear on the financial services offered.

Table 64: Attention, message clarity

Email 1	Email 2
Many (22) respondents stated “No” that it was not clear what financial services were offered.	Most (31) stated “Yes” that it was clear what financial services were offered.
Few (3) stated they were unsure and elaborated: <i>“Somewhat, I mostly feel confusion, it reads like spam, it looks like spam, I feel dismissive towards the content.”</i>	Some (9) commented that it was clear due to the content, the information given and the options to consume content: <i>“Yes, it’s clear; it addresses a few things, and asks questions, a few ways to connect, the email is layered with different options to learn more.”</i>
Few (7) stated that they were clear about what financial services were offered, but with some concern: <i>“Yes, it’s short and sweet, but looks like an automatic reply, impersonal, looks like spam.”</i>	Some (4) raised concerns that Email 2 is too long. Few (1) stated that it was not clear what financial services were offered.

4.6.2 Engagement

Four of the ten questions in the interview were linked to the engagement theme.

4.6.2.1 Representative of the organisation.

Respondents were asked from whom the emails were received.

Table 65: Engagement, Representative of the organisation

Email 1	Email 2
The respondents referred back to “From: john@getresponse-mail.com” as the sender. Email 1 did not contain the organisation’s name ‘Portfolio Solutions Franchise’.	The respondents referred back to “From: johndoe@momentum.co.za” as the sender. Email 2 contained the organisation’s name.
Many (16) stated that the email came from “John” their financial adviser, while many (13) stated that it was from “Get response”: <i>“So, I know it comes from a person called John, but I can’t see exactly who it’s from at first sight, because the mail comes from a get response mail. I would have assumed the company is called Get response.”</i>	Many (23) respondents stated that the email came from John Doe who works at Momentum: <i>“John Doe from Momentum, because of the Momentum logo obviously. So, I would interact with it because I know Momentum is a reputable company.”</i>
Few (3) were uncertain.	Few (7) stated the sender as Momentum or John Doe only, few (3) stated it came from their financial adviser.

4.6.2.2 Individualised.

Respondents were asked if they could identify who the emails were addressed to.

Table 66: Engagement, individualised

Email 1	Email 2
The respondents stated the “<i>To: unknown recipient</i>” address or mentioned the salutation, “<i>Dear client</i>”. Although the email was addressed to the specific respondent’s own email address, many (15) stated that it was addressed to an ‘unknown recipient’ and found it impersonal: “...a client that isn’t very personal.” Few (2) stated that it was addressed to them directly.	The respondents would read the data fields in the subject line; “<<i>Participant first name</i>>”, the “<i>To: <Participant name></i>” address, and the salutation “<i>Hi <Participant first name></i>”. All (32) respondents were able to identify that the email was addressed to them: “<i>It’s personalised to me “Hi, (states name)”.</i> He’s quite professional but also quite intimate in the sense that it’s “Hi (states name)” as if you’re talking to somebody you can trust.”

4.6.2.3 Connectivity.

The respondents were asked if they could reply back to the adviser.

Table 67: Engagement, connectivity

Email 1	Email 2
Many (20) responded that they could reply back to the financial adviser by selecting the “<i>From: john@getresponse-mail.com</i>” email address, even though the disclaimer directed them to use the address in the email signature. Few (7) were hesitant and struggled to complete the task by looking for a way to reply and after prompting they finally selected ‘<i>john@specialisedsolutions.co.za</i>’ in the email signature. Few (5) failed at performing the task of figuring out how to reply back to the adviser	All (32) responded that they could reply back to the financial adviser by selecting the “<i>From: <johndoe@momentum.co.za></i>” email address at the top. Others referred to the two buttons: “<i>Let’s connect, click here and I will contact you</i>” “<i>click here and I will contact you</i>” button.

4.6.3 Valence

Two of the ten questions in the interview were linked to the valence theme.

4.6.3.1 Reputable organisation.

The respondents were asked if they knew the financial organisation in the respective emails.

Table 68: Valence, reputable organisation

Email 1	Email 2
Email 1 did not have representative branding for the organisation, the organisation's name in the signature differed in the email and website address provided. The researcher prompted to click on the website address.	Email 2 had representative branding for the organisation; the organisation's name was in the email signature and website address provided. The researcher prompted to click on the website address.
Most (31) respondents stated that they did not know the financial organisation, of which a few (1) did not answer.	All (32) respondents stated that they knew the financial organisation:
The website generated an error, which caused the respondents to look confused:	<i>"Yes, they are quite a popular financial organisation."</i>
<i>"No, error, so under normal circumstances I would not have clicked"</i>	

4.6.3.2 Trustworthiness.

The respondents were asked if they trusted the financial organisation in the respective emails.

Table 69: Valence, trustworthiness

Email 1	Email 2
Most (31) did not trust the financial organisation just from viewing Email 1 and stated that they would not have opened it.	Most (31) stated that they felt positive and trusted the financial organisation just from viewing the Email 2:
Few (9) expressed suspicion regarding the disclaimer to treat the email with caution, while a few (4) expressed concern about inconsistent contact details. The website error made them feel uncomfortable and suspicious:	<i>"The email represents John and the company, I can feel I'm positive to engage with John and the company he represents, I can contact him, and his personal email address makes me feel safe."</i>
<i>"There's no branding or anything, like maybe there should be some sort of a header that tells me exactly which organisation it is, then also it's quite sketchy that it says dear client"</i>	Of which some (5), hesitated even though they stated yes:
Few (1) stated distrust of the organisation due to the website error.	<i>"... (laugh out loud), compared to Email 1's website, it's more trustworthy."</i>
	One (1) did not answer this question as the researcher omitted this question.

4.6.3.3 Attention versus Avoidance.

The respondents were asked if they would read or ignore the respective emails.

Table 70: Verbal, Attention versus Avoidance

Email 1	Email 2
Many (12) stated they would ignore Email 1: <i>"I would have ignored it, it's not addressed to me, it's not personalised..."</i> Many (13) would read it but then ignore it by not responding: <i>"Read it, its short, gets to the point, would not respond, do not know this company, can't see visual to attract me to do so."</i> Few (5) would only <i>"scan, glance, and skim"</i> through it where few (1) would not even open it.	Many (21) stated they would read Email 2: <i>"I would have read it, it's addressed to me, there's effort put in the email, they have data to back up what they are stating in the email, the financial adviser's face is there..."</i> Few (8) would only open, scan it due to their name in the email. Briefly read it to see if they are interested. File it, for when they have time to go through it. Delete it if they have already provided for retirement. Many (15) commented on the pleasantness and ease of the 'Take stock' online form, a few (5) abandoned it due to the length: <i>"It was a pleasant experience."</i> Few (3) would ignore the email completely.

4.6.3.4 Engagement versus Avoidance.

Two of the ten questions in the interview requested suggestions to improve the effectiveness of the respective emails, five main themes emerged.

Table 71: Verbal, Engagement versus Avoidance

Theme	Email 1	Email 2
More personalisation	Many (20) suggested personalising the 'From: john@getresponse-mail.com', the subject line and 'Dear Client' with the respondent's name: <i>"Getting a sense of who this organisation is I'm interacting with could give me some sort of comfort, that I understand they are reputable and that it's not a scam, it's generic, looks like they got my information from somewhere, dear client which I'm not, the email is confusing, no pictures that associate the email with the organisation."</i> Many (15) suggested the inclusion of visuals, logos, contact details to identify the organisation.	Few (6) suggested the photo banner should be more representative of them and their circumstances. <i>"The picture can be more personalised to who I am and my circumstances"</i> Few (6) suggested that Email 2 must be more personalised and address the correct needs and products: <i>"Really understand what my needs are and understand what products I have, address what I don't have."</i>

Theme	Email 1	Email 2
Conversation	No suggestions submitted	Many (17) suggested improvements to allow for easy call back, either through improved wording on the 'Thank You' page or the ability to specify their contact details or requirements when requesting a call back: <i>"Let's connect button, I expected something else, like something is missing, he's receiving a notification at the end, but I was expecting something more."</i>
Attractive	Few (5) suggested improving the attractiveness of Email 1 through visuals, pictures, logos and more effort in creating the email to prevent it from looking like a scam: <i>"Needs more pictures, make it attractive, it looks like a scam."</i>	No suggestions submitted
Professional	Few (2) suggested the email does not look professional and suggested including the company logo and contact information.	No suggestions submitted
Length	No suggestions submitted	Many (17) respondents felt the email was too long and would prefer a shorter and more concise message: <i>"The layout is nice and simple, the length of the page is quite long, the scrolling is quite long, I have to move the mouse wheel twice to get along, make it shorter ..."</i>

4.7 Instrument 3: Survey results

Following are the results from the survey, the first section prompted preference scoring and required thematic analysis of the qualitative written responses. The second section required statistical and regression analysis of the Likert scale.

4.7.1 Attention

4.7.1.1 Written preference and scoring of emails.

Refer to Figure 40: Email preference, of the 32 respondents from Group A and B, most (94%) preferred Email 2 compared to a few (6%) who preferred Email 1.

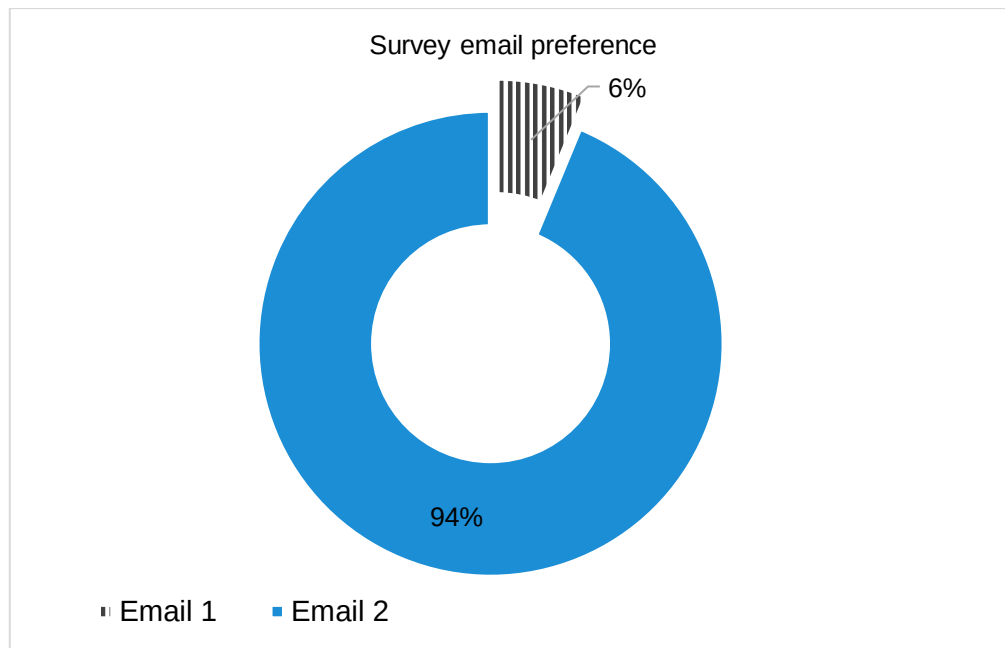


Figure 40: Email preference

Table 72: Group A, Email score

Group A							
	n	Don't like it	Like it a bit	Don't know	Like it more	Like it most	Mean Std. Deviation
		1	2	3	4	5	
Email 1	16	75.0%	18.8%	0.0%	6.3%	0.0%	1.38 .806
Email 2	16	0.0%	6.3%	6.3%	68.8%	18.8%	4.00 .730

From Table 72: Group A, Email score, many in Group A did not like Email 1 (75.0%), while some liked it a bit (18.8%), a few liked it more (6.3%), but none liked it most (0.0%). On Email 2, none of the respondents did not like it (0.0%), while a few liked it a bit (6.3%), many liked it more (63.8%) and few liked it the most (18.8%).

Table 73: Group B, Email score

Group B							
	n	Don't like it	Like it a bit	Don't know	Like it more	Like it most	Mean Std. Deviation
		1	2	3	4	5	
Email 1	16	50.0%	43.8%	6.3%	0.0%	0.0%	1.56 .629
Email 2	16	0.0%	6.3%	6.3%	50.0%	37.5%	4.19 .834

Table 73: Group B, Email score, half of the respondents did not like Email 1 (50.0%), while many liked it a bit (43.8%), none liked it more (0.0%) none the most (0.0%). On Email 2, none did not like it (0.0%), a few liked it a bit (6.3%), half of the respondents liked it more (50.0%), while more than a few liked it most (37.5%).

Between Group A and B, both groups did not like Email 1 or liked it a bit, while they liked Email 2 more or the most.

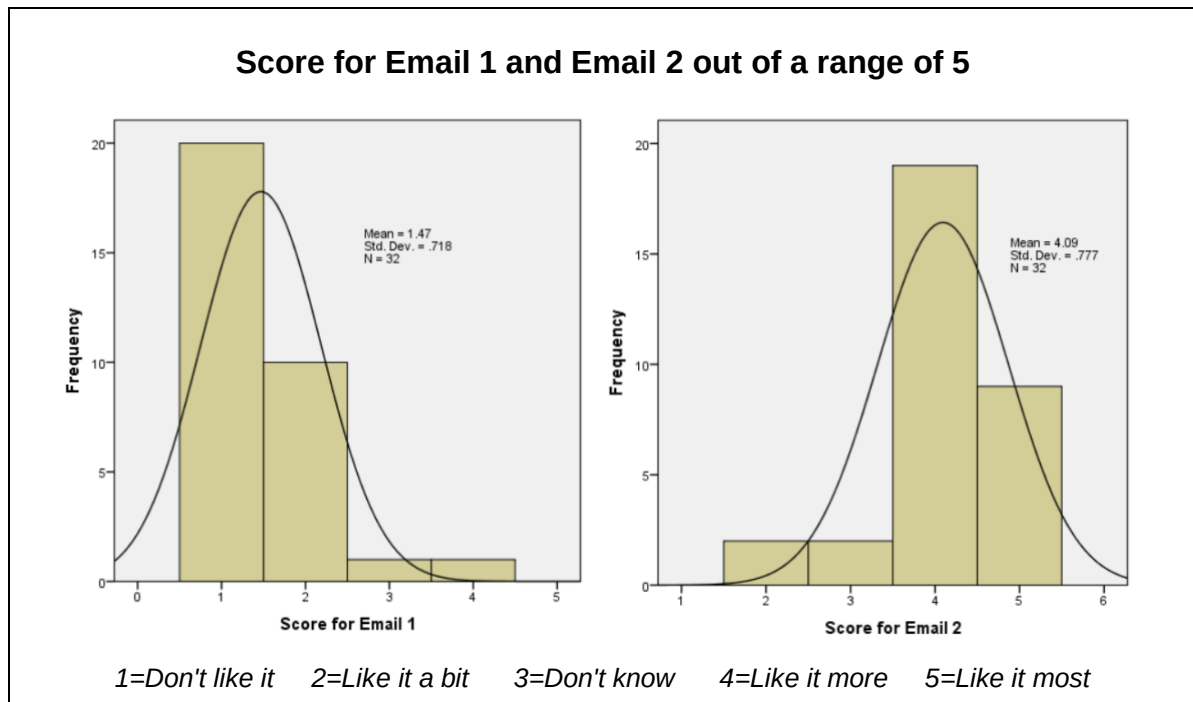


Figure 41: Score for Emails

Figure 41: Score for Emails, the results indicate that respondents preferred Email 2 (4 = like it more) with a mean score of 4.091 ($M = 4.091$, $SD = .777$) compared to Email 1 (1 = do not like it) with a lower mean score of 1.47 ($M = 1.47$, $SD = .718$).

4.7.1.2 Message clarity.

Question 4 in the survey re-iterated message clarity in question 7 in the interview.

Refer to Table 74: Message clarity, 2 respondents (12.5%) in Group A and 1 respondent (6.3%) in Group B stated that Email 1 was clearer about the financial services offered. 14 Respondents (87.5%) in Group A and 15 respondents (93.8%) in Group B stated that Email 2 was clearer. On average, 3 respondents (9.4%) stated that Email 1 was clearer, while 29 (90.6%) stated that Email 2 was clearer. There was no significant difference between groups ($p > 1.000$) on stated message clarity.

Table 74: Message clarity

			Group		Total	P-value
			A	B		
Which email was clearer about the financial services offered to you. Email 1 or 2?	Email 1	Count	2	1	3	1.000
		% within Group	12.5%	6.3%	9.4%	
	Email 2	Count	14	15	29	
		% within Group	87.5%	93.8%	90.6%	
	Total	Count	16	16	32	
		% within Group	100.0%	100.0%	100.0%	

Qualitative written results from question 4 in the survey on message clarity revealed two additional themes related to customer needs (general need versus a specific need, unprofessional without options versus professional with options).

Table 75: Message clarity, general need versus specific need

Email 1	Email 2
Most respondents (29) felt that Email 1 was unclear about the financial services offered, due to its general nature. Even though it explained the purpose of the communication it only spoke about the respondent's portfolio and not a specific need: <i>"Email 1 seemed very vague and never identified a need for me".</i>	In contrast, Email 2 was clearer about the financial services offered, since it spoke about financial security in retirement, provided key reflections around saving for retirement, gave context, details and supporting information: <i>"It was specific about the financial services being offered on the email. It had links to videos and articles to enhance my knowledge about the financial services and thus I am able to make an informed decision about taking up the financial services..."</i>

Table 76: Message clarity, Unprofessional versus professional

Email 1	Email 2
Email 1 was experienced as unprofessional, with limited options and could not be trusted as it looked like a phishing email, spam or cyber threat.	In contrast Email 2 was professional and respondents knew immediately whom they were dealing with from the branding and logo. The subject line interested them, the email contents, web address and contact details were legitimate.

4.7.2 Engagement

Qualitative results from the survey on the engagement and representation themes correlated with the verbal findings from the interview. This was due to repeating questions in both instruments. Therefore, previous results are not duplicated.

4.7.3 Valence

4.7.3.1 Attention versus Avoidance.

The researcher enquired if respondents would read or ignore Email 1 or Email 2 in question 5 of the survey, indicative if they would pay attention or avoid it.

Table 77: Ignore or read Email 1 or Email 2

Avoidance	I would ignore Email 1	I would ignore Email 2	I would ignore both
Written Expression	Many (15) respondents stated they would ignore Email 1 for the following reasons: <i>"I would have ignored email 1, because it looked like a spam ... it was not addressed to me. It was vague about the financial services being offered and I could not identify the organisation associated with the email."</i>	None of the respondents expressed they would ignore Email 2.	Few (2) respondents expressed they would ignore both emails: <i>"I would not have read the emails unless they were from my financial adviser or just from Momentum."</i>
Group A	Many (9) respondents in Group A stated they would ignore Email 1.	None of the respondents in Group A stated they would ignore Email 2.	None of the respondents in Group A stated they would ignore both emails.
Group B	Fewer (7) respondents in Group B stated they would ignore Email 1.	None of the respondents in Group B stated they would ignore Email 2.	Few (2) respondents in Group B stated they would ignore both emails.
Avoidance	I would not read Email 1	I would not read Email 2	I would not read both
Written Expression	A few (2) respondents expressed they would not read Email 1: <i>"I would not do anything with email 1."</i>	None of the respondents expressed they would not read Email 2.	A few (2) respondents indicated they would not read both of these. <i>"Both - I do not work on email"</i>
Group A	Two (2) respondents from Group A stated they would not read Email 1.	None of the respondents in Group A stated they would not read Email 2.	One (1) respondent in Group A stated they would not read both emails.
Group B	None of the respondents stated they would not read Email 1.	None of the respondents in Group B stated they would not read Email 2.	One (1) respondent in Group B stated they would not read both emails.

Attention	I would scan Email 1	I would scan Email 2	I would scan both
Written Expression	Few (4) respondents stated they would scan Email 1 as spam, as it looked like spam, and therefor would treat it as spam: <i>"I would have previewed and deleted email 1...block or mark as spam"</i>	Many (6) respondents indicated they would preview or scan through Email 2: <i>"I would have opened Email 2 and scanned through the contents as the title caught my attention."</i>	A few (3) respondents indicated they would preview or scan both emails first: <i>"Scanned over them to see if the information was relevant to me at the time."</i>
Group A	Two (2) respondents in Group A stated that Email 1 looked like spam, and therefor they would only scan it and treat it like spam.	Many (4) respondents in Group A stated they would scan Email 2.	None of the respondents in Group A stated they would scan both emails.
Group B	Two (2) respondents in Group B stated that Email 1 looked like spam, and therefor they would only scan it and treat it like spam.	Fewer (2) respondents in Group B stated they would scan Email 2.	Few (3) respondents in Group B stated they would scan both emails.
Attention	I would read Email 1	I would read Email 2	I would read both
Written Expression	A few (4) indicated they would read Email 1 as it was short enough for them to read, Email 2 was longer. <i>"I would have quickly read through email 1 as it is short and will browse through email 2 as it is longer and just click on where it wants me to interact."</i>	Many (13) respondents expressed they would read Email 2, as it caught their attention, targeted their needs, was interactive, appealing, more personalised and clearer: <i>"Email 2: Enticed me from the start, I would have interacted and clicked on the video, read the article. The email spoke directly to me."</i>	A few (4) respondents expressed they would read both emails (it is a habit): <i>"I normally read all emails."</i>
Group A	Few (2) respondents from Group A stated they would read Email 1.	Many (11) respondents in Group A stated they would read Email 2.	Few (2) respondents in Group A stated they would read both emails.
Group B	Few (2) respondents from Group B stated they would read Email 1.	Fewer (6) respondents in Group B stated they would read Email 2.	Few (2) respondents in Group B stated they would read both emails.

Many respondents from Group A and B would have ignored Email 1 since it looked like spam. More from Group A would have ignored it than Group B. None of the respondents would have ignored Email 2; Group A and B were unanimous.

A few respondents would not read Email 1, but none of Group B would not read it. None of the respondents stated that they would not read Email 2; Group A and B was unanimous.

More respondents from Group A stated that they would read Email 2 than Group B. Many respondents from Group A and B would instead scan the emails and then decide to read, delete or save them.

4.7.3.2 Engagement versus Avoidance.

Question 6 in the survey repeated question 9 in the interview. The researcher enquired what could make Email 1 and Email 2 more effective for respondents to interact or request a call back. Two additional themes (interest/more like) were identified.

Refer to Table 78: Not interested in emails, a few respondents submitted responses related to avoidance and not being interested in the emails at all, instead of improvements.

Table 78: Not interested in emails

	Email 1				Email 2			
	Group	Participant number	Product holding	Age	Group	Participant number	Product holding	Age
Written expressions submitted	A	4	4	44	A	19	1	40
	A	15	6	40	B	26	0	43
	B	26	0	43	B	28	0	37
	B	27	0	34	B	30	0	59
	B	30	0	59	B	33	1	41
	B	33	1	41				

- A few respondents (6 out of 32) expressed that they were not interested to interact or respond to Email 1.
- On Email 1, more respondents from Group B than Group A expressed that they were not interested to interact or respond to Email 1.
- Compared to Email 1, a few respondents (5 out of 32) expressed that they did

not want to interact or respond to Email 2 but validated these important reasons:

Respondent B26 stated:

“Email 2 - I would probably not ever request a call back, because I do not qualify as a potential client in the first place...”

Respondent B28:

“Email 2 lends towards the advertisement of a new service or product I am not interested in.”

- On Email 1 and Email 2, more respondents from Group B than Group A expressed that they would not interact or respond to the emails.
- Different respondents from Group A commented on their disinterest in Email 1 and Email 2, where the same three (3) respondents (B26, B30, B33) expressed their disinterest in Email 1 and Email 2.
- Hence, although the emails drew their attention, they would not necessarily engage with the emails as they were not interested in the offering.

Refer to Table 79: More like the other email, a few respondents expressed that they would change one email to be more like the other email.

Table 79: More like the other email

	Email 1				Email 2			
	Group	Participant number	Product holding	Age	Group	Participant number	Product holding	Age
Written expressions submitted	A	10	5	27	-	-	-	-
	B	27	0	34	-	-	-	-
	B	31	0	44	-	-	-	-

- A few respondents (3 out of 32) expressed that Email 1 needs to be more like Email 2.
- On Email 1, more respondents from Group B than Group A expressed that Email 1 needs to be more like Email 2.
- Compared to Email 1, none (0 out of 32) respondents suggested that Email 2 needs to be more like Email 1.
- So, although respondents would not necessarily engage or interact with Email 2, none of the respondents suggested that it should be more like Email 1.

4.7.4 Descriptive statistics for individual statements

Individual statements on the average perception of the intimate experience with Email 2 were analysed through scores, frequencies and percentages. Due to the vast results retrieved, only the summarised means are provided in descending order for each construct.

4.7.4.1 Customer-intimate knowledge – Organisation

Table 80: Customer-intimate knowledge – Organisation

Variable	N	Mean	Std. Dev.	Min	Max
The financial organisation has thorough knowledge of my financial needs.	32	3.88	1.129	1	5
The financial organisation learned a lot about my customer preferences and needs.	32	3.47	.983	1	5
The financial organisation knows me well.	32	3.22	1.039	1	5

Note. N = observations

The higher the mean the more they agreed with the statement.

Table 80: the average perception was neutral to positive regarding the leveraged customer knowledge by the financial organisation. The positive; respondents (68.8%) felt that the organisation had quite a bit of knowledge of their financial needs ($M = 3.88$; $SD = 1.129$). More neutral; only four out of ten (43.8%) felt the organisation knew them well, while 28.1% were uncertain ($M = 3.22$; $SD = 1.1039$). Hypothesis H_{a1a} was supported, H_{01a} was rejected.

4.7.4.2 Customer-intimate knowledge – Individual adviser

Table 81: Customer-intimate knowledge – Individual adviser

Variable	N	Mean	Std. Dev.	Min	Max
The financial adviser has thorough knowledge of my financial needs.	32	3.44	1.190	1	5
The financial adviser learned a lot about my customer preferences and needs.	32	3.38	1.264	1	5
The financial adviser knows me well.	32	3.00	1.295	1	5

Note. N = observations

The higher the mean the more they agreed with the statement.

Table 81: the average perception was neutral to positive regarding the leveraged customer knowledge by the specific adviser. Respondents (50%) felt somewhat doubtful if the financial adviser had thorough knowledge of their financial needs (M

= 3.44, $SD = 1.190$). The most negative was 40.6% that felt the adviser knew them well, compared to 37.5% that were not convinced ($M = 3.00$, $SD = 1.295$).

Hypothesis H_{a1b} was supported, H_{01b} was rejected.

4.7.4.3 Customer-intimate relationship – Organisation

Table 82: Customer-intimate relationship – Organisation

Variable	N	Mean	Std. Dev.	Min	Max
The financial organisation seems trustworthy.	32	4.38	.609	3	5
I am satisfied with the relationship I have with this organisation.	32	4.06	.914	2	5
The financial organisation seems committed to have a relationship with me.	32	3.97	.861	1	5
The financial organisation seems to have a high-quality relationship with me.	32	3.66	.971	1	5
The financial organisation seems to have a very collaborative relationship with me.	32	3.47	1.016	1	5

Note. N = observations

The higher the mean the more they agreed with the statement.

Table 82: the average perception was neutral to predominantly positive regarding the financial organisation's portrayed relationship. Respondents (93.8%) were optimistic and perceived the organisation as trustworthy ($M = 4.38$, $SD = .609$). The lowest; 65.6% agreed that the organisation was quite collaborative, while 18.8% thought the organisation was only slightly collaborative ($M = 3.47$, $SD = 1.106$).

Hypothesis H_{a2a} was supported, H_{02a} was rejected.

4.7.4.4 Customer-intimate relationship – Individual adviser

Refer to Table 83: the average perception was neutral to predominantly positive regarding the financial adviser's portrayed relationship. Most importantly, 90.6% perceived the financial adviser as trustworthy ($M = 4.09$, $SD = .641$), while 68.8% were neutrally to positively sure the relationship was collaborative ($M = 3.69$, $SD = .896$), only 3.1% felt negative regarding the adviser's collaboration.

Hypothesis H_{a2b} was supported, H_{02b} was rejected.

Table 83: Customer-intimate relationship – Individual adviser

Variable	N	Mean	Std. Dev.	Min	Max
The financial adviser seems trustworthy.	32	4.09	.641	2	5
The financial adviser seems committed to have a relationship with me.	32	4.00	.762	2	5
I am satisfied with the relationship I have with this financial adviser.	32	3.84	.920	2	5
The financial adviser seems to have a high-quality relationship with me.	32	3.81	.859	2	5
The financial adviser seems to have a very collaborative relationship with me.	32	3.69	.896	1	5

Note. N = observations

The higher the mean the more they agreed with the statement.

4.7.4.5 Customer-intimate experience – Cognitive intimacy

Table 84: Customer-intimate experience – Cognitive intimacy

Variable	N	Mean	Std. Dev.	Min	Max
The financial organisation gave me more than one option to connect with them.	32	4.72	.523	3	5
This communication allowed me to give a response or feedback.	32	3.78	.975	2	5
The financial organisation is interested in what is important to me.	32	3.75	.803	2	5
The financial organisation is concerned about me.	32	3.53	.983	2	5
The financial organisation understands who I am by accurately communicating appropriate information to me.	32	3.50	1.136	1	5
The financial organisation understands my financial concerns.	32	3.38	1.008	1	5

Note. N = observations

The higher the mean the more they agreed with the statement.

Refer to Table 84: the average cognitive intimacy experienced was neutral to positive after reading Email 2. Almost all (96.9%) agreed that the financial organisation gave them many options to connect ($M = 4.72$, $SD = .523$), 65.6% thought the communication allowed response or feedback ($M = 3.78$, $SD = .975$) and 65.6% felt like the organisation showed interest in their priorities ($M = 3.75$, $SD = .803$). They ranked the following low; only 43.8% thought the organisation showed a great deal of concern about them ($M = 3.53$, $SD = .983$), while equally, 43.8% was

unsure of the organisation's concern. Half (50.0%) felt understood through the accurateness of the information communicated ($M = 3.50$, $SD = 1.136$); the rest felt misunderstood. The least 53.1% felt the organisation understood their financial concerns ($M = 3.38$, $SD = 1.008$), but 25.0% moderately agreed while 21.9% felt misunderstood. Hypothesis H_{a3a} was supported, H_{03a} was rejected. Hypothesis H_{a3c} was supported, H_{03c} was rejected.

4.7.4.6 Customer-intimate experience – Affective Intimacy

Table 85: Customer-intimate experience – Affective intimacy

Variable	N	Mean	Std. Dev.	Min	Max
I belief the financial organisation is credible.	32	4.63	.609	3	5
The communication was pleasant	32	4.41	.911	2	5
I belief that the financial organisation is honest.	32	4.38	.609	3	5
I belief the financial organisation is able to deliver on its promise.	32	4.34	.602	3	5
I feel relaxed to be in a relationship with the financial organisation.	32	4.19	.644	3	5
I feel that the financial organisation is reliable.	32	4.19	.644	2	5
I feel secure and safe with this communication from the financial organisation.	32	4.16	.808	2	5
I would like to be a client of the financial organisation.	32	4.09	.689	3	5
I feel like I can get along with the financial organisation.	32	4.09	.777	2	5
I feel that the financial organisation is sincere.	32	4.03	.861	2	5
The communication was enjoyable.	32	4.03	.999	1	5
The financial organisation seems to perform well.	32	4.00	.842	2	5
Switching to this financial organisation seems like a valid option.	32	3.88	.871	2	5
I feel that the financial adviser has my best interest at heart.	32	3.84	.677	2	5

Note. N = observations

The higher the mean the more they agreed with the statement.

Refer to Table 85: the average affective intimacy experienced was predominantly positive after reading Email 2. The three highest rated aspects were the belief

(93.8%) that the financial organisation was credible ($M = 4.63$, $SD = .609$), 81.3% to 90.7% experienced the communication as pleasant ($M = 4.41$, $SD = .911$), and 93.8% believed the organisation was honest ($M = 4.38$, $SD = .609$). The three lowest ranked aspects, but still high were that the organisation seemed (78.1%) to perform well ($M = 4.00$, $SD = .842$), switching to the organisation seemed (75%) like a valid option ($M = 3.88$, $SD = .871$), and 75.3% felt that the financial adviser had their best interest at heart ($M = 3.84$, $SD = .677$). Hypothesis H_{a3b} was supported, H_{03b} was rejected. Hypothesis H_{a3c} was supported, H_{03c} was rejected.

4.7.4.7 Attitude towards the financial organisation

Table 86: Attitude towards the financial organisation

Variable	N	Mean	Std. Dev.	Min	Max
How welcoming do you find the financial organisation to be?	32	4.03	.740	2	5
How much respect does the financial organisation show toward you?	32	4.03	.695	2	5
How much respect does the adviser of the financial organisation show toward you?	32	4.03	.740	2	5
Overall, how much do you feel like you can associate with the financial organisation?	32	3.78	.906	1	5
How happy are you with a choice to be a client of the financial organisation?	32	3.75	.842	1	5
How much do you matter to the financial organisation?	32	3.72	.813	2	5
How 'at home' do you feel with the financial organisation?	32	3.69	.738	2	5
How enriching is your experience with the financial organisation?	32	3.63	.833	2	5
Overall, how much do you feel like you can belong with the financial organisation?	32	3.59	.837	1	5
How well do the financial organisation understand you as a person?	32	3.22	1.039	1	5
How connected do you feel to the financial adviser at the financial organisation?	32	3.13	1.100	1	5

Note. N = observations

The higher the mean the more they agreed with the statement.

Table 86: the average social connectedness and sense of belonging were neutral to positive towards the financial organisation after the experience with Email 2. Three aspects were highly rated; 87.5% found the organisation very welcoming ($M = 4.03$, $SD = .740$), 84.4% experienced the organisation as very respectful ($M =$

4.03, $SD = .695$) and 81.3% experienced the adviser as quite respectful ($M = 4.03$, $SD = .740$). The three lowest-rated aspects, the overall feeling like they belonged with the organisation, were weak (65.6%) but not rated the lowest ($M = 3.59$, $SD = .837$). Almost five out of ten (46.9%) were uncertain if the organisation understood them as a person ($M = 3.22$, $SD = 1.039$), and 43.8% were unsure if they felt connected to the financial adviser at the organisation ($M = 3.13$, $SD = 1.100$). Hypothesis H_{a4c} was supported, H_{04c} was rejected.

4.7.5 Linear regression analysis

4.7.5.1 Reliability analysis.

Cronbach's Alpha coefficient reliability test assessed each construct's scale items to ensure that the instrument is free of error (Cooper & Schindler, 2014).

Refer to Table 87: Cronbach Alpha, all constructs had a good to excellent reliability level, with a Cronbach alpha above 0.7 indicating internal consistency. A composite scale could be computed for each construct to form further analysis variables.

Table 87: Cronbach Alpha

	N of Items	Cronbach's Alpha	Reliability level
Customer-intimate knowledge - Organisation	3	.822	Good
Customer-intimate knowledge - Individual adviser	3	.882	Good
Customer-intimate relationship - Organisation	5	.842	Good
Customer-intimate relationship - Individual adviser	5	.918	Excellent
Customer-intimate experience - Cognitive intimacy	6	.858	Good
Customer-intimate experience - Affective Intimacy	14	.926	Excellent
Customer-intimate experience Overall	20	.942	Excellent
Attitude towards the financial organisation	11	.934	Excellent

4.7.5.2 Comparative analysis.

Refer to Table 88: Group statistics, a comparison of the constructs with an independent samples *t*-test for Group A and B revealed no statistical significance between groups ($p > .05$).

The two groups did not respond differently to the experimental conditions on manipulation of the independent variable (Field, 2009).

Table 88: Group statistics

Group Statistics							
Construct	Group	N	Mean	Std. Deviation	Std. Error Mean	t	P-value (2-tailed)
Customer-intimate knowledge - Organisation	A	16	3.54	.529	.13220	.128	.899
	B	16	3.50	1.186	.29659		
Customer-intimate knowledge - Individual adviser	A	16	3.40	.945	.23613	.623	.538
	B	16	3.15	1.299	.32485		
Customer-intimate relationship - Organisation	A	16	3.96	.440	.10988	.453	.655
	B	16	3.85	.890	.22249		
Customer-intimate relationship - Individual adviser	A	16	3.95	.587	.14663	.490	.628
	B	16	3.83	.835	.20887		
Customer-intimate experience - Cognitive intimacy	A	16	3.79	.592	.14790	.123	.903
	B	16	3.76	.828	.20692		
Customer-intimate experience - Affective Intimacy	A	16	4.29	.364	.09105	1.310	.200
	B	16	4.04	.671	.168		
Attitude towards the financial organisation	A	16	3.84	.447	.11180	1.303	.205
	B	16	3.54	.809	.20234		

Note. N = observations, M = Mean, SD = standard deviation, t = t-statistic, Sig. = p value

* The mean difference is significant at the 0.05 level ($p < .05$)

Further analysis was conducted for total data as the rating did not differ significantly by group.

4.7.5.3 Regression assumptions.

Linear regression requires parametric data assumptions to model relationships, ensure valid p -values, and avoid incorrect conclusions. The collected data should honour the observations' independence, be continuous and uphold a linear relationship between variables (Cooper & Schindler, 2014). No extreme outliers were detected; data point values were not far removed from the regression line in the data set (Field, 2009). Test for normality; ideally data distribution has the mean centred at zero with a skewness and kurtosis of zero. The data variables skewness (lack of symmetry) was less than 3 and Kurtosis (pointiness or flat) was less than 7, thus the data was normally distributed and almost symmetric for this study (Cooper & Schindler, 2014). Homoscedasticity and independent errors; the data point errors or residuals were scattered around zero, with the largest to smallest variance ratio below 1.5, implying homoscedasticity (Field, 2009).

4.7.5.4 Correlational analysis (Linearity).

From Table 89: Multicollinearity, the analysis revealed a variance inflation factor (VIF) less than 10 (Daoud, 2017). Although not ideal (VIF = 1) it was accepted as there was no multicollinearity and not problematic (VIF > 10), all predictor variables were significantly correlated to each other (Field, 2009).

Table 89: Multicollinearity

	Descriptive Statistics		Correlation						
	Mean	SD	1	2	3	4	5	6	7
CIK - Organisation	3.52	.904	1						
CIK - Individual adviser	3.27	1.125	.834**	1					
CIR - Organisation	3.91	.693	.774**	.743**	1				
CIR - Individual adviser	3.89	.713	.661**	.672**	.827**	1			
CIE - Cognitive intimacy	3.78	.708	.768**	.761**	.826**	.782**	1		
CIE - Affective Intimacy	4.16	.546	.798**	.691**	.830**	.832**	.781**	1	
Attitude towards the organisation	3.69	.661	.845**	.832**	.808**	.704**	.782**	.831**	1

Note. CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, CIE = Customer-intimate experience, ** Correlation is significant at the 0.01 level (2-tailed).

All the regression assumptions for this study were met for model one to five; therefore, regression analysis could proceed.

4.7.6 Regression results

4.7.6.1 Regression Model 1

Table 90: Model 1 Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872 ^a	.760	.724	.37163	2.623

a. Predictors: (Constant), CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.

b. Dependent Variable: Customer-intimate experience - Cognitive intimacy

Note. CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser

Table 90: Model 1 Summary, reveals that the four predictors (CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.) explain 76% of the variation in cognitive intimacy of the customer-intimate experience, as indicated by an *r*-square of 0.760.

Table 91: Model 1 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.805	4	2.951	21.368	.000 ^b
	Residual	3.729	27	.138		
	Total	15.534	31			

a. Dependent Variable: Customer-intimate experience - Cognitive intimacy

b. Predictors: (Constant), CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.

Note. df = degrees of freedom, F = F value, Sig. = *p* value, CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser
Significant at the 0.05 level ($p < .05$)

From Table 91: Model 1 ANOVA, an $F(4,27)$ value of 21.368 with a *p*-value of .000 indicates that CIK – Org., CIK – Adv., CIR – Org., CIR – Adv. are statistically significant in predicting cognitive intimacy of the customer-intimate experience.

Table 92: Model 1 Coefficients

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.561	.421		1.333	.194		
CIK – Org.	.146	.147	.187	.991	.330	.251	3.983
CIK – Adv.	.117	.113	.186	1.036	.310	.275	3.634
CIR – Org.	.332	.205	.325	1.619	.117	.221	4.526
CIR – Adv.	.263	.169	.264	1.557	.131	.308	3.247

a. Dependent Variable: Customer-intimate experience - Cognitive intimacy

Note. β = Beta, t = *t* value, Sig. = *p* value, CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser

* Significant at the 0.05 level ($p < .05$)

Table 92: Model 1 Coefficients indicate that **Customer-intimate knowledge - Organisation** ($\beta = .187$, *t*-value = .991, *p*-value = .330) had a positive effect on cognitive intimacy of the customer-intimate experience, but the effect was not statistically significant. Hypothesis H_{a3a} was supported but insignificant, H_{03a} was accepted.

Customer-intimate knowledge - Individual adviser ($\beta = .186$, t -value = 1.036, p -value = .310) had a positive effect on cognitive intimacy of the customer-intimate experience, but the effect was not statistically significant. Hypothesis H_{a3a} was supported but insignificant, H_{03a} was accepted.

Customer-intimate relationship - Organisation ($\beta = .325$, t -value = 1.619, p -value = .117) had a positive effect on cognitive intimacy of the customer-intimate experience, but the effect was not statistically significant. Hypothesis H_{a3a} was supported but insignificant, H_{03a} was accepted.

Customer-intimate relationship - Individual adviser ($\beta = .264$, t -value = 1.557, p -value = .131) had a positive effect on cognitive intimacy of the customer-intimate experience, but the effect was not statistically significant. Hypothesis H_{a3a} was supported but insignificant, H_{03a} was accepted.

4.7.6.2 Regression Model 2

Table 93: Model 2 Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.903 ^a	.816	.789	.25066	1.996
a. Predictors: (Constant), CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.					
b. Dependent Variable: Customer-intimate experience - Affective intimacy					

Note. CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser

Table 93: Model 2 Summary, reveals that the four predictors (CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.) explain 81.6% of the variation in affective intimacy of the customer-intimate experience, as indicated by an r -square of 0.816.

From Table 94: Model 2 ANOVA, an $F(4.27)$ value of 29.996 with a p -value of .000 indicates that CIK – Org., CIK – Adv., CIR – Org., CIR – Adv. are statistically significant in predicting affective intimacy of the customer-intimate experience.

Table 94: Model 2 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.538	4	1.885	29.996	.000 ^b
	Residual	1.696	27	.063		
	Total	9.235	31			

a. Dependent Variable: Customer-intimate experience - Affective intimacy

b. Predictors: (Constant), CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.

Note. df = degrees of freedom, F = F value, Sig. = *p* value, CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser
Significant at the 0.05 level ($p < .05$)

Table 95: Model 2 Coefficients

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.416	.284		4.988	.000		
CIK – Org.	.284	.099	.470	2.852	.008*	.251	3.983
CIK – Adv.	-.079	.076	-.163	-1.036	.310	.275	3.634
CIR – Org.	.163	.138	.206	1.176	.250	.221	4.526
CIR – Adv.	.352	.114	.460	3.096	.005*	.308	3.247

a. Dependent Variable: Customer-intimate experience - Affective intimacy

Note. β = Beta, *t* = *t* value, Sig. = *p* value, CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser

* Significant at the 0.05 level ($p < .05$)

Table 95: Model 2 Coefficients indicate that **Customer-intimate knowledge - Organisation** ($\beta = .470$, *t*-value = 2.852, *p*-value = .008) had a positive effect on affective intimacy of the customer-intimate experience and the effect was statistically significant. Hypothesis H_{a3b} was supported and significant, H_{03b} was rejected.

Customer-intimate knowledge - Individual adviser ($\beta = -.163$, *t*-value = -1.036, *p*-value = .310) had a negative effect on affective intimacy of the customer-intimate experience and the effect was not statistically significant. Hypothesis H_{a3b} was not supported and insignificant, H_{03b} was accepted.

Customer-intimate relationship - Organisation ($\beta = .206$, t -value = 1.176, p -value = .250) had a positive effect on affective intimacy of the customer-intimate experience, but the effect was not statistically significant. Hypothesis H_{a3b} was supported but insignificant, H_{03b} was accepted.

Customer-intimate relationship - Individual adviser ($\beta = .460$, t -value = 3.096, p -value = .005) had a positive effect on affective intimacy of the customer-intimate experience and the effect was significant. Hypothesis H_{a3b} was supported and significant, H_{03b} was rejected.

4.7.6.3 Regression Model 3

Table 96: Model 3 Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.858 ^a	.735	.717	.35160	1.895

a. Predictors: (Constant), CIE – Cog., CIE – Aff.

b. Dependent Variable: Attitude towards the financial organisation

Note. CIE = Customer-intimate experience, Cog. = Cognitive, Aff. = Affective

Table 96: Model 3 Summary reveals that the two predictors (CIE – Cog., CIE – Aff.) explain 73.5% of the variation in respondents' attitude towards the financial organisation, as indicated by an r -square of 0.735.

Table 97: Model 3 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.966	2	4.983	40.311	.000 ^b
	Residual	3.585	29	.124		
	Total	13.551	31			

a. Dependent Variable: Attitude towards the financial organisation

b. Predictors: (Constant), CIE – Cog., CIE – Aff.

Note. df = degrees of freedom, F = F value, Sig. = p value, CIE = Customer-intimate experience, Cog. = Cognitive, Aff. = Affective, Significant at the 0.05 level ($p < .05$)

From Table 97: Model 3 ANOVA, an $F(2,29)$ value of 40.311 with a p -value of .000 indicates that CIE – Cog., CIE – Aff. are statistically significant in predicting respondents' attitude towards the financial organisation.

Table 98: Model 3 Coefficients

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta			Tolerance VIF
1 (Constant)	-.358	.489		-.731	.471	
CIE – Cog.	.318	.143	.341	2.227	.034*	.390 2.564
CIE – Aff.	.684	.185	.565	3.693	.001*	.390 2.564

a. Dependent Variable: Attitude towards the financial organisation

Note. β = Beta, t = t value, Sig. = p value, CIE = Customer-intimate experience, Cog. = Cognitive, Aff. = Affective

* Significant at the 0.05 level ($p < .05$)

Table 98: Model 3 Coefficients indicate that **Customer-intimate experience - Cognitive intimacy** ($\beta = .341$, t -value = 2.227, p -value = .034) had a positive effect on respondents' attitude towards the financial organisation and it was statistically significant. Hypothesis H_{a3c} was supported and significant, H_{03c} was rejected.

Customer-intimate experience – Affective intimacy ($\beta = .565$, t -value = 3.693, p -value = .001) had a positive effect on respondents' attitude towards the financial organisation and the effect was statistically significant. Hypothesis H_{a3c} was supported and significant, H_{03c} was rejected.

4.7.6.4 Regression Model 4

Table 99: Model 4 Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.935 ^a	.874	.856	.21405	2.192
a. Predictors: (Constant), CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.					
b. Dependent Variable: Customer-intimate experience - Overall					

Note. CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser

Table 99: Model 4 Summary reveals that the four predictors (CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.) explain 87.4% of the variation in the overall customer-intimate experience, as indicated by an r -square of 0.874.

Table 100: Model 4 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.615	4	2.154	47.006	.000 ^b
	Residual	1.237	27	.046		
	Total	9.852	31			

a. Dependent Variable: Customer-intimate experience - Overall

b. Predictors: (Constant), CIK – Org., CIK – Adv., CIR – Org., CIR – Adv.

Note. df = degrees of freedom, F = F value, Sig. = *p* value, CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser
Significant at the 0.05 level ($p < .05$)

From Table 100: Model 4 ANOVA, an $F(4,27)$ value of 47.006 with a *p*-value of .000 indicates that CIK – Org., CIK – Adv., CIR – Org., CIR – Adv. are statistically significant in predicting the overall customer-intimate experience.

Table 101: Model 4 Coefficients

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.159	.242		4.783	.000		
CIK – Org.	.242	.085	.388	2.854	.008*	.251	3.983
CIK – Adv.	-.020	.065	-.040	-.310	.759	.275	3.634
CIR – Org.	.213	.118	.262	1.808	.082	.221	4.526
CIR – Adv.	.325	.097	.412	3.349	.002*	.308	3.247

a. Dependent Variable: Customer-intimate experience - Overall

Note. β = Beta, t = t value, Sig. = *p* value, CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, Org. = Organisation, Adv. = Adviser

* Significant at the 0.05 level ($p < .05$)

Table 101: Model 4 Coefficients indicate that **Customer-intimate knowledge - Organisation** ($\beta = .388$, t -value = 2.854, p -value = .008) had a positive effect on the overall customer-intimate experience and it was statistically significant. Hypothesis H_{a4b} was supported and significant, H_{04b} was rejected.

Customer-intimate knowledge - Individual adviser ($\beta = -.040$, t -value = -.310, p -value = .759) had a negative effect on the overall customer-intimate experience, but

the effect was not statistically significant. Hypothesis H_{a4b} was not supported and insignificant, H_{04b} was accepted.

Customer-intimate relationship - Organisation ($\beta = .262$, t -value = 1.808, p -value = .082) had a positive effect on the overall customer-intimate experience, but the effect was not statistically significant. Hypothesis H_{a4b} was supported but insignificant, H_{04b} was accepted.

Customer-intimate relationship - Individual adviser ($\beta = .412$, t -value = 3.349, p -value = .002) had a positive effect on the overall customer-intimate experience and it was significant. Hypothesis H_{a4b} was supported and significant, H_{04b} was rejected.

4.7.6.5 Regression Model 5

Table 102: Model 5 Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.858 ^a	.735	.727	.34577	1.893
a. Predictors: (Constant), CIE - Overall					
b. Dependent Variable: Attitude towards the financial organisation					

Note. CIE = Customer-intimate experience

Table 102: Model 5 Summary reveals that the overall customer-intimate experience explains 73.5% of the variation in respondents' attitude towards the financial organisation, as indicated by an r -square of 0.735.

Table 103: Model 5 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.965	1	9.965	83.348	.000 ^b
	Residual	3.587	30	.120		
	Total	13.551	31			
a. Dependent Variable: Attitude towards the financial organisation						
b. Predictors: (Constant), CIE - Overall						

Note. df = degrees of freedom, F = F value, Sig. = p value, CIE = Customer-intimate experience
Significant at the 0.05 level ($p < .05$)

From Table 103: Model 5 ANOVA, an $F(1.30)$ value of 83.348 with a p -value of .000 indicates that the overall customer-intimate experience is statistically significant in predicting respondents' attitude towards the financial organisation.

Table 104: Model 5 Coefficients

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta			Tolerance VIF
1 (Constant)	-.378	.450		-.841	.407	
CIE - Overall	1.006	.110	.858	9.130	.000*	1.000 1.000

a. Dependent Variable: Attitude towards the financial organisation

Note. β = Beta, t = t value, Sig. = p value, CIE = Customer-intimate experience

* Significant at the 0.05 level ($p < .05$)

Table 104: Model 5 Coefficients indicate that the **overall customer-intimate experience** ($\beta = .858$, t -value = 9.130, p -value = .000) had a positive effect on respondents' attitude towards the financial organisation and the effect was statistically significant. Hypothesis H_{a4c} was supported, H_{o4c} was rejected.

4.8 Summary of hypotheses and triangulation

Table 105: Summary of triangulation of results

H	Null hypothesis	Inst.	Variable	Relationship	Significance	Reject/ Accept
H1	H_{o1a}: Personalisation will not be perceived as a knowledgeable value offering from the financial organisation.	1	Attention	High	A1 = A2 B1 < B2	Reject
		2	Attention Inviting subject line Email preference Message clarity	Positive	A1 < A2 B1 < B2	Reject
		3	CIK – Org. Descriptive individual statements	Neutral to Positive	Supported	Reject
	H_{o1b}: Personalisation will not be	1	Engagement	A1 Low A2 High	A1 = A2 B1 < B2	Reject

H	Null hypothesis	Inst.	Variable	Relationship	Significance	Reject/ Accept
	perceived as a knowledgeable value offering from the financial adviser.	2	Engagement Representative of organisation Individualised Connectivity	Positive	A1 < A2 B1 < B2	Reject
		3	CIK – Adv. Descriptive individual statements	Neutral to Positive	Supported	Reject
H2	H₀2a: Personalisation will not be perceived as a customer-intimate interaction with the financial organisation.	1	Valence	Positive	Insignificant	Accept
				Neutral	A1 = A2 B1 < B2	Reject
				Negative	A1 = A2 B1 < B2	Reject
		2	Valence Reputable organisation Trustworthy	Positive	A1 < A2 B1 < B2	Reject
		3	CIR – Org. Descriptive individual statements	Neutral to Positive	Supported	Reject
	H₀2b: Personalisation will not be perceived as a customer-intimate interaction with the financial adviser.	1	Engagement Brow Furrow Valence	Low	A1 = A2 B1 < B2	Reject
		2	Engagement Valence	Positive	A1 = A2 B1 < B2	Reject
		3	CIR – Adv. Descriptive individual statements	Neutral to Positive	Supported	Reject
H3	H₀3a: Customer-intimate knowledge will not affect cognitive intimacy.	1	Blink rate	Decreased blink rate	Insignificant	Accept
		2	Motivational need	Positive	A1 < A2 B1 < B2	Reject
		3	CIE – Cog. Descriptive individual statements Model 2	Neutral to Positive	Supported	Reject
			CIK – Org.	$\beta = .187$ Positive	.330 > 0.05 Insignificant	Accept

H	Null hypothesis	Inst.	Variable	Relationship	Significance	Reject/ Accept
			CIK – Adv.	$\beta = .186$ Positive	$.310 > 0.05$ Insignificant	Accept
			CIR – Org.	$\beta = .325$ Positive	$.117 > 0.05$ Insignificant	Accept
			CIR – Adv.	$\beta = .264$ Positive	$.131 > 0.05$ Insignificant	Accept
	H₀3b: Customer-intimate relationship will not affect affective intimacy.	1	Attention Engagement Brow Furrow Neutral Positive	Insufficient evidence	Insufficient evidence	Accept
		2	Emotions	Insufficient evidence	Insufficient evidence	Accept
		3	CIE – Aff. Descriptive individual statements	Neutral to Positive	Supported	Reject
			CIK – Org. Model 2	$\beta = .470$ Positive	$.008 < 0.05$ Significant	Reject
			CIK – Adv. Model 2	$\beta = -.163$ Negative	$.310 > 0.05$ Insignificant	Accept
			CIR – Org. Model 2	$\beta = .206$ Positive	$.250 > 0.05$ Insignificant	Accept
			CIR – Adv. Model 2	$\beta = .460$ Positive	$.005 < 0.05$ Significant	Reject
	H₀3c: Personalisation will not affect the customer intimacy experienced.	1	N/A	N/A	N/A	N/A
		2	N/A	N/A	N/A	N/A
		3	CIE – Cog. CIE – Aff. Descriptive individual statements	Neutral to Positive	Supported	Reject
			CIE – Cog. Model 3	$\beta = .341$ Positive	$.034 < 0.05$ Significant	Reject
			CIE – Aff. Model 3	$\beta = .565$ Positive	$.001 < 0.05$ Significant	Reject
H4	H₀4a: Customer-intimate experience will not affect the customer's implicit attitude, observable as an	1	Attention	High	A1 = A2 B1 < B2	Reject
			Blink rate	Decreased	Insignificant	Accept
			Engagement	Low	A1 = A2 B1 < B2	Reject

H	Null hypothesis	Inst.	Variable	Relationship	Significance	Reject/ Accept
	emotional response through facial expression.		Click rate	Number of clicks	A1 < A2 B1 < B2	Reject
			Brow Furrow	High	A1 = A2 B1 < B2	Reject
			Positive	Low	Insignificant	Accept
			Neutral	High	A1 = A2 B1 < B2	Reject
			Negative	Low	A1 = A2 B1 < B2	Reject
		2	N/A	N/A	N/A	N/A
		3	N/A	N/A	N/A	N/A
	H₀4b: Customer-intimate experience will not affect the customer's explicit attitude, expressed through self-report.	1	N/A	N/A	N/A	N/A
		2	Valence Attention vs. Avoidance Engagement vs. Avoidance	Negative	N/A	Reject
		3	Valence Attention vs. Avoidance Engagement vs. Avoidance	Negative	N/A	Reject
			CIK – Org. Model 4	$\beta = .388$ Positive	.008 < 0.05 Significant	Reject
			CIK – Adv. Model 4	$\beta = -.040$ Negative	.759 > 0.05 Insignificant	Accept
			CIR – Org. Model 4	$\beta = .262$ Positive	.082 > 0.05 Insignificant	Accept
			CIR – Adv. Model 4	$\beta = .412$ Positive	.002 < 0.05 Significant	Reject
	H₀4c: Personalisation will not affect the customer's attitude towards the financial organisation.	1	N/A	N/A	N/A	N/A
		2	N/A	N/A	N/A	N/A
		3	Sense of belonging Descriptive individual statement	Neutral to positive	Supported	Reject
			CIE – Overall Model 5	$\beta = .858$ Positive	.000 < 0.05 Significant	Reject

Note. H = hypothesis, Inst. = Instrument, CIK = Customer-intimate knowledge, CIR = Customer-intimate relationship, CIE = Customer-intimate experience, Org. = Organisation, Adv. = Adviser, Cog. = Cognitive, Aff. = Affective

CHAPTER 5 DISCUSSION OF FINDINGS

The previous chapter reported on the results extracted from the data analysis for the three instruments utilised during the experiment. The empirical results from Chapter 4 and the following findings in this chapter address the problems stated in Chapter 1 Introduction (refer back to 1.3 Problem Statement). This chapter extracts the consequent subjective meanings from the findings of respondents' experiences and interprets their human behaviours.

5.1 Recapitulation of the research purpose

Findings relate to the focus of the study to explore the marketing of the customer intimacy value in email communication through the relationship with the financial adviser to emotionally connect to individual customers (refer to 1.2 Purpose of the study). The focus is on retaining customers through activating the feeling of closeness, association and belonging towards the financial organisation (refer to 1.4 Research objective).

The main and sub-research problems (refer to 1.3.2 Main research problem) identified that customer emails are impersonal and not distinct enough to create pleasant experiences to motivate individual customers to engage and emotionally connect to the financial organisation.

The main research question (refer to 1.5 Research Question) investigates the extent to which individual customer intimacy as an emotional connection can be activated or increased towards the financial organisation through personalised email communication.

The main aim (refer to 1.4.1 Empirical aims of the research) is to determine if an individual's customer intimacy as an emotional connection can potentially be activated or increased towards a financial organisation by creating an intimate customer experience through personalised email communication.

To present the findings the choice of a mixed methods neuromarketing methodology (refer to 3.2 Research method) needs to be restated. To investigate the value of individual customer intimacy through human behaviour, emotions and feelings required a battery test (refer to 3.3.1.1 Remote research implications on instruments) for validity and reliability of findings. Findings from each instrument fills the gap of another.

- Instrument 1, Facial coding through Facial Expression Analysis software (FEA software), explains in the moment emotional responses to the personalised experience.
- Instrument 2, Interview with follow-up questions, replaced Eye tracking (refer to 3.3) and present verbally reported feelings related to the attention drawn by personalised fields.
- Instrument 3, the survey reveals attitudes and the degree of customer intimacy after the personalised experience and replaced GSR (refer to 3.3) to measure the intensity of feelings.

Findings are presented on the significant differences between subjects as Group A, existing clients and Group B non-clients. The emotionally connected and the not emotionally connected (refer to 3.5.1 Target Population). Since no emotional connection score (ECS) was available, it was assumed that no product holding indicates a baseline or no level of emotional connection (refer to 2.6.1.4 Activating emotional connections.)

Findings are presented on the significant differences within-subjects for Email 1 and Email 2. Therefore, the following findings refer to impersonal Email 1 (Refer to Appendix K: Stimulus 1 - Impersonal fields) and personalised Email 2 (refer to Table 14: Personalised fields shortlist, and Appendix L: Stimulus 2 - Personalised fields).

Findings reveal if personalisation was experienced as positive (refer to 2.7.5.2 Positive personalisation.) in delivering the customer intimacy value to activate or increase an emotional connection towards the financial organisation.

To answer the main research question requires the researcher to first provide findings for the supporting research questions (refer to 1.5.2 Supporting research questions) formulated after each theoretical section in the literature review.

5.2 The findings for Hypothesis H1

5.2.1 Research Question 1a

To what extent is personalisation perceived as a knowledgeable value offering from the **financial organisation** to individual customer needs?

H₀1a: Personalisation will not be perceived as a knowledgeable value offering from the financial organisation.

H_{a1a}: Personalisation will be perceived as a knowledgeable value offering from the financial organisation.

Research question 1a explored the attention drawn by personalised fields to the value offering on organisational level. The degree of perceived customer-intimate knowledge indicates if the customer feels understood and appreciated to experience a value offering from the financial organisation (Habryn, 2012).

The null hypothesis H_{01a} was not supported and rejected. The alternative hypothesis H_{a1a} applies, since personalisation is perceived as a knowledgeable value offering from the financial organisation to individual customer needs.

5.2.1.1 Instrument 1: Facial coding – emotional responses

Qualitative facial expression findings reveal that facial attention was continuously the second highest recorded emotion at 71%, supporting the alternative hypothesis. Attention reveals the amount of focus, boredom, interest or disinterest through a yawn, pitch, forward, backward or roll head movement (iMotions, 2017b). Displayed in Figure 42, impersonal Email 1 drew less attention than personalised Email 2, since it had less recorded attention frames than Email 2.

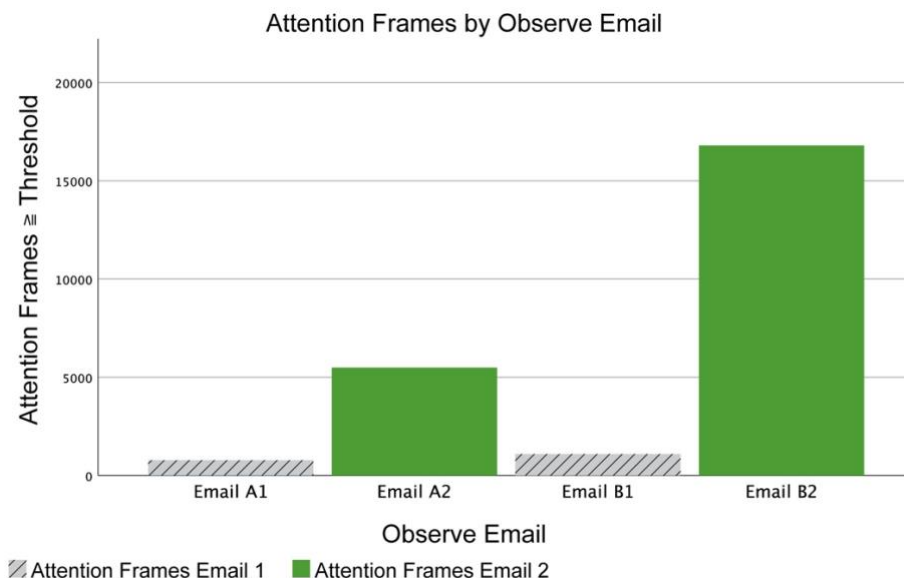


Figure 42: Observe Email by Attention Frames

Less facial attention suggests that impersonal Email 1 was boring or uninteresting eliciting more yawns or head movements (iMotions, 2017b). More facial attention for personalised Email 2 suggests less yawns or head movements since the email was more interesting.

Group B (not emotionally connected) elicited significant different facial attention, the least for Email 1 and the most for Email 2. Surprisingly, Group A's (emotionally connected) facial attention was insignificant between the two emails, they divided attention to both. Yet, Group A paid less attention to Email 2 than Group B, this suggests that Group B found Email 2 more interesting compared to Group A.

5.2.1.2 Instrument 2: Interview – verbal responses

Qualitative verbal findings on the attention theme support the alternative hypothesis. Personalised Email 2 with personalised data fields drew more attention than Impersonal Email 1, supporting facial attention findings.

Results from Email preference

None of the respondents liked impersonal Email 1 most, compared to the opposite end of the preference scores where none of the respondents did not like personalised Email 2 (refer to Figure 39: Verbal email preferences). Suggesting that Email 2 was more intriguing. Findings on subject line and message clarity explain these results.

Inviting subject line and message clarity

Email 1

Impersonal Email 1's subject line; "Portfolio revision" excluded a personalised field with the respondent's name and failed to elaborate on the purpose and meaning of the specific value offering around "Portfolio revision". Although the subject line was straight forward, the impersonal and generic nature of the communication in the body of the email caused confusion and distrust (Arora et al., 2008). Respondents trying to identify the sender from the email address fields resulted in only referencing the adviser's name excluding the organisation. Responses demonstrate that respondents could not identify the organisation from whom the communication was. Many (22) respondents stated that the financial value offering provided was unclear:

"Somewhat, I mostly feel confusion, it reads like spam, it looks like spam, I feel dismissive towards the content."

Email 2

In contrast, personalised Email 2's approach and question in the subject line "<Participant name>, what matters most to you?" identified the addressee, the

specific purpose and the meaning of the value offering. The respondent's personalised name drew attention and spoke to them directly (Song et al., 2016). The question relating to themselves intuitively sparked reflection on their individual priorities, their life, family or finances (refer to 3.5.1 Target Population):

“Yes, it's clear; it addresses a few things, and asks questions, a few ways to connect, the email is layered with different options to learn more.”

Wheeler and Chintagunta (2016) found that personalised fields in the subject line draw attention to the recipient's own name which increase interest in the content and then motivates recipients to open and read the email. They concluded that this human behaviour can be explained by self-identity; the recipient feels like they are spoken to directly, they consider the recommendation and match it to their own identity, leading to positive association with the content and value offering.

Accordingly, most (31) respondents stated that the financial value offering was clear and provided the opportunity to learn more. Many (8) insinuated that they have already provided for their retirement need as they would only open it due to their name in the email but not necessarily keep it. The response insinuates that the value offering did not address some of the respondents' specific financial need at that moment in time. Verweire (2014) states that customer information must be detailed for an organisation to describe, understand and address individual customer needs. Although the financial organisation's behavioural segmentation model does recognise individual differences, the researcher's homogenous value offering established for the experiment did not address individual needs.

5.2.1.3 Instrument 3: Survey

Quantitative findings on attention, preference and message clarity confirmed that personalised data fields draw respondent's attention to the specific financial services offered, supporting facial attention findings from instrument one and qualitative verbal findings from instrument two.

Email preference

Most respondents (94%) from Group A and B preferred Email 2, a few (6%) preferred Email 1 (Refer to Figure 40: Email preference). Both groups did not like impersonal Email 1 most or liked it a bit, while they liked personalised Email 2 more or the most. The following findings on message clarity explain their preference.

Message clarity

On average 3 respondents (9.4%) stated that impersonal Email 1 was clearer, while 29 respondents (90.6%) stated that personalised Email 2 was clearer. There was no significant difference between groups ($p > 1.000$) on stated message clarity, suggesting that Group A (emotionally connected) and Group B (not emotionally connected) felt the same. But, compared with facial attention findings, Group A paid less attention to Email 2 than Group B, suggesting that although Email 2 was clearer Group A as the emotionally connected did not respond more emotionally.

Email 1

Qualitative findings from the survey reveal that impersonal Email 1 was unclear regarding a specific value offering due to its general nature. Even though it explained the purpose of the communication it only spoke about the respondent's portfolio and not a specific need:

"Email 1 seemed very vague and never identified a need for me".

Email 2

In contrast, qualitative findings from the survey reveal that personalised Email 2 was clearer regarding the value offering, since it spoke specifically about financial security in retirement. The communication provided key reflections around the specified value offering, gave context, details and supporting information.

"It was specific about the financial services being offered on the email. It had links to videos and articles to enhance my knowledge about the financial services and thus I am able to make an informed decision about taking up the financial services..."

Descriptive on individual statements

Regarding the extent of perceived customer-intimate knowledge to create a knowledgeable value offering from the financial organisation – the average perception was neutral to positive regarding the leveraged knowledge in Email 2.

Although respondents felt the organisation portrayed knowledge of their financial needs, they still felt the organisation lacked or did not learn enough about their preferences and needs. Respondents required the organisation to enhance customer knowledge. Low degrees of neutral to positive statements, although higher

than the negative, indicate that the quality of the customer-intimate knowledge did not address individual customer needs. Thus, personalisation can be improved to be more positive (Komiak & Benbasat, 2006).

These findings from individual statements suggest that the segmentation approach in creating a homogenous target population, did not account for customers different value assignments. The research anticipated individual-level needs, attitudes, intentions and perceptions of value, supporting findings on individual heterogeneity from Floh et al. (2014). Treacy and Wiersema's statement that customer intimacy is focused on delivering the best total solution by understanding customer needs and problems in detail further confirms a necessity for extreme focus on individual differences through micro segmentation (Treacy & Wiersema, 1993). Homogeneity in the segmentation approach might explain insignificant differences in facial attention for Group A (emotionally connected) within-in Email 1 and Email 2, as the customer-intimate knowledge from the organisation did not address individual needs to enhance the value offering, therefore they experienced both value offerings as boring and uninteresting.

5.2.2 Research Question 1b

To what extent is personalisation perceived as a knowledgeable value offering from the **financial adviser** to individual customer needs?

H₀1b: Personalisation will not be perceived as a knowledgeable value offering from the financial adviser.

H_a1b: Personalisation will be perceived as a knowledgeable value offering from the financial adviser.

Research question 1b explored if personalised fields motivate engagement with the value offering on individual level. The degree of perceived customer-intimate knowledge indicates if the customer feels understood and appreciated to experience a value offering from the financial adviser (Habryn, 2012).

The null hypothesis H₀1b was not supported and rejected. The alternative hypothesis H_a1b applies, since personalisation is perceived as a knowledgeable value offering from the financial adviser to individual customer needs.

5.2.2.1 Instrument 1: Facial coding – emotional responses

Qualitative facial engagement, although low (16.04%), supports the alternative hypothesis. Engagement is a measure of how engaged a person is by the expressiveness of their expression mostly indicated by brow furrow as well as brow raise, nose wrinkle, lip corner depressor, chin raise, lip pucker, lip press, mouth open, lip suck and smile (Affectiva, 2020).

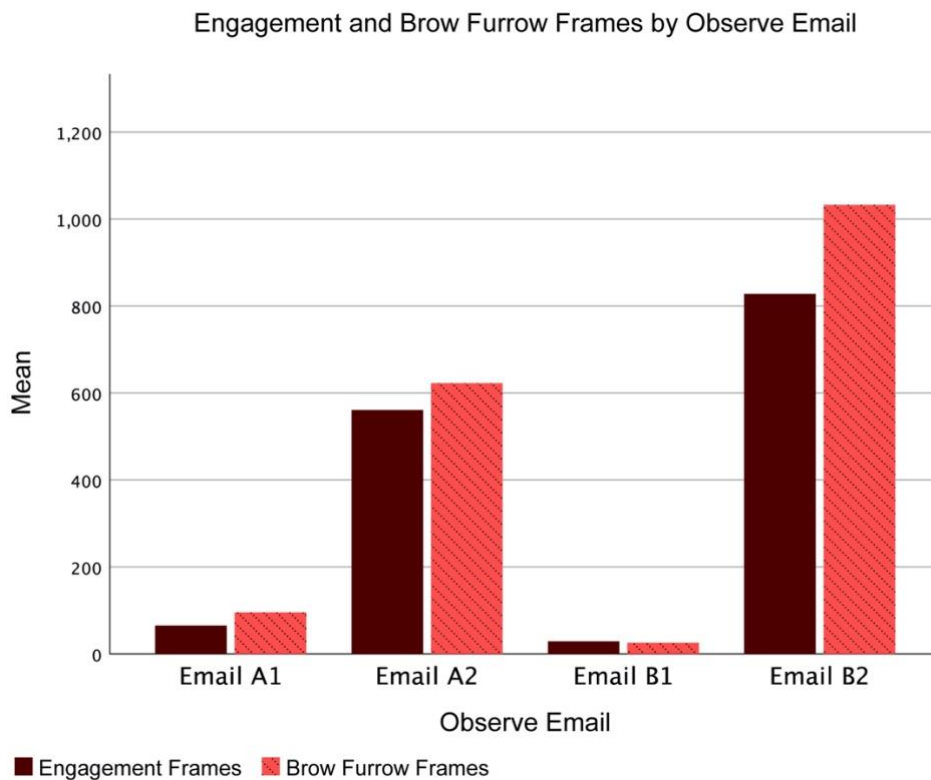


Figure 43: Triangulation on engagement

Displayed in Figure 43, impersonal Email 1 elicited the lowest expressivity, combined with no clicks indicating that it may not be engaging. Personalised Email 2 elicited the most facial engagement, accompanied by the most brow furrow expressions and the most interactivity through clicks.

Group A (emotionally connected) did not display significant differences in facial engagement for the two emails but did explore more content in Email 2 through clicks than Group B. Group B (not emotionally connected) responded significantly with the two emails, the least engaged with impersonal Email 1 and disinterested, but the most expressive and engaged with personalised Email 2. Suggesting that although Group B responded more emotionally, Group A was more interested in exploring the content.

5.2.2.2 Instrument 2: Interview – verbal responses

Qualitative verbal findings on engagement, representation, individualisation and connectivity reveal that personalised data fields and contact details accentuate the specific financial adviser as a representative of the organisation.

Representative of the organisation, Individualised and Connectivity

Email 1

Impersonal Email 1 lacked an organisational indicator in the adviser's email address, this caused confusion whom the adviser represented. Enquiring from whom it was received, reference was made to John only and not the associated organisation.

“So, I know it comes from a person called John, but I can't see exactly who its from at first sight, because the mail comes from a get response mail. I would have assumed the company is called Get response.”

Consequently, the salutation “Dear client” was not individualised and did not address respondents directly on their personal name to motivate engagement with the value offering in the communication:

“Dear client...a client that isn't very personal”.

Email 1 caused alarm, confusion, distrust and suspicion. It looked like a phishing scam or spam email due to the errors in the adviser's contact details, this resulted in respondents abandoning and failing to engage with the communication (Arora et al., 2008). Most (31) did not trust the financial organisation just from viewing the email and stated that they would not have opened it.

The generalised value offering translated into an inferior service offering from the adviser. Findings support existing research that mass marketing focusing on all customers at the same time, degrades intimacy by generalising and making customers feel anonymous (Suchitra & Kumar, 2015). Anonymity instigates customers feeling misunderstood and unappreciated preventing them from experiencing a value offering from the financial adviser (Arora et al., 2008).

Email 2

Personalised Email 2 contained an indicator in the adviser's personalised email

address of the organisation's name, intuitively linking the financial adviser to the organisation (Yim et al., 2008). In referencing from whom it was received reference was made to John Doe from the specific organisation:

“John Doe from Momentum, because of the Momentum logo obviously. So, I would interact with it because I know Momentum is a reputable company.”

Consequently, the individualised salutation “Hi, <Participant name>” created more trust and intimacy, drawing them into the value offering in the communication.

At first glance, Email 2 looked safe and secure due to the adviser's photo and reliable contact details in the signature, motivating respondents to engage and interact with the communication (Periscope By McKinsey, 2019). Yim et al. (2008) elaborates that the trustworthy communication from the organisation cognitively indicates a trustable, capable employee that can deliver. Consequently, a customer cannot help to refer to the employee without referring to the organisations name. Positive verbal responses support findings from Song et al. (2016) that personalisation acts as social presence cues that reduce alertness and perceptions of privacy risk enhancing interpersonal communication effectiveness.

The personalised value offering incorporating the homogenous motivational driver on providing for a comfortable life and retirement translated into a superior service offering from the adviser (refer to Appendix L: Stimulus 2 - Personalised fields). Personalised content sections manipulating social cues created intimacy through personal information, words, photos, a video and article (refer to 2.7.6 Message intimacy in communication). Supporting the findings from Song et al. (2016) that personalised communication reflects a higher intimacy level.

5.2.2.3 Instrument 3: Survey

The qualitative results from the survey on the engagement and representation theme correlated with the verbal findings from the interview. Using the adviser's name in combination with the organisation's name, assist customers to identify that they can trust the value offering from the adviser.

To report on the extent of perceived personalisation from the financial adviser, the researcher referred to the descriptive statistics findings from the survey.

Descriptive on individual statements

Regarding the extent, the average perception of respondents was neutral to positive in regard to the leveraged customer knowledge by the specific financial adviser to create an individualised value offering in Email 2. There was also some slight negativity. The financial adviser scored lower on all three statements compared to the financial organisation.

Respondents doubted the adviser's knowledge and felt he lacked on their specific preferences and needs, yet respondents acknowledged his amount of effort to learn of it. A majority of the respondents felt that the adviser should get to know his clients, their preferences and needs better.

Neutral to negative perceptions indicate that almost half of the respondents did not experience the value offering from the financial adviser as informed or knowledgeable (Habryn, 2012). Customer intimacy only exists on individual level when each customer gets exactly what they want (Treacy & Wiersema, 1993). Inaccurate value offerings ignores customer differences and imply negative personalisation that do not add value (Palmatier & Sridhar, 2017). Individual targeting should be improved (Chéron & Kleinschmidt, 1985; Jackson, 2007). The organisation's customer intimate knowledge should support the engagement to reflect more positive on the financial adviser's knowledge and understanding of each individual customer's priorities and needs (Gupta & Lehmann, 2003).

Perceptions of the adviser's capability to provide a knowledgeable value offering can explain insignificant differences in facial engagement for Group A (emotionally connected). They evaluated the content of both emails but explored Email 2's content more to decide if it matches their individual need but felt that it lacked knowledge. Group B's responses were more emotional when trying to match their individual need with the proposed value offering, and since they are not emotionally connected to the brand, they did not put in the effort to find out through the content.

5.3 The findings for Hypothesis H2

5.3.1 Research Question 2a.

To what extent will personalisation in email communication make the customer feel safe, understood and appreciated to choose the relationship with the **financial organisation**?

H₀2a: Personalisation will not be perceived as a customer-intimate interaction with the financial organisation.

H_a2a: Personalisation will be perceived as a customer-intimate interaction with the financial organisation.

Research question 2a explored the degree of perceived customer-intimate relationship by the customer on organisational level. It can indicate the quality and strength of the intimate interaction to experience a financial organisation relationship (Habryn, 2012).

The null hypothesis H₀2a was not supported and rejected. The alternative hypothesis H_a2a applies, since personalisation is perceived as a customer-intimate interaction with the financial organisation.

5.3.1.1 Instrument 1: Facial coding – emotional responses

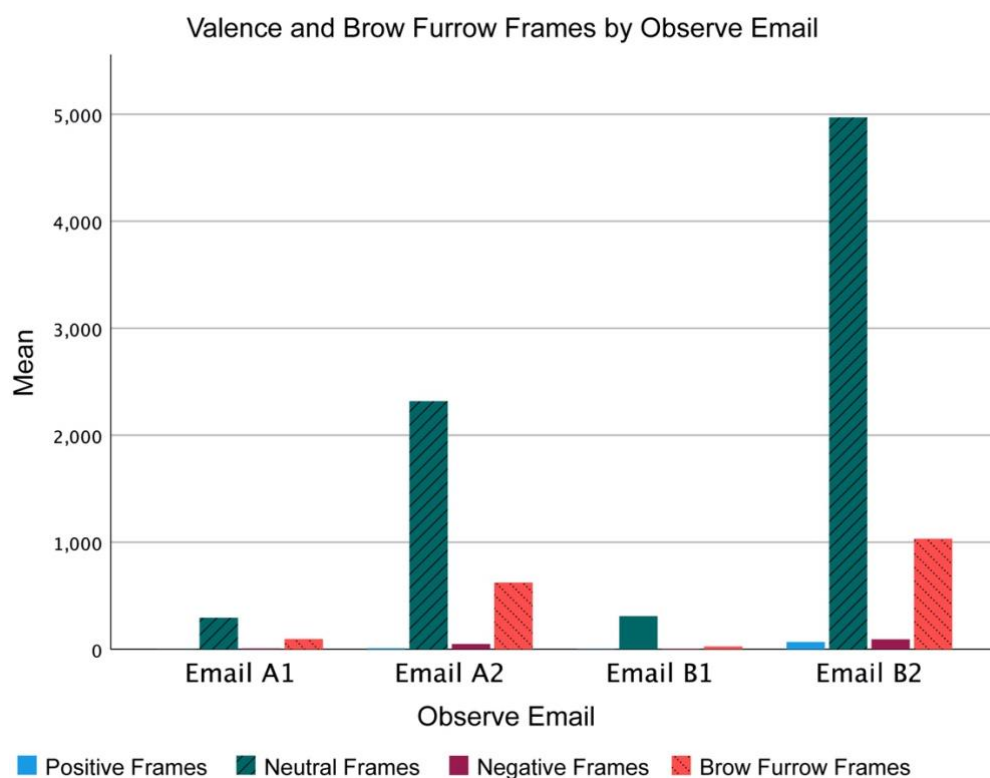


Figure 44: Triangulation on valence and brow furrow

From Figure 44: Triangulation on valence and brow furrow, qualitative facial valence revealed unexpected findings to compare with the interview and survey findings to reject the null hypothesis. The researcher was surprised to discover that facial positive valence (0.57%) was the lowest compared to neutral (97.74%) and negative

(1.69%) facial valence. Brow furrow, except for engagement, also suggests negativity, but since expressions were predominantly neutrally valenced without a similar increase in negative valence, implies another emotion was looming.

Rozin and Cohen (2003) found evidence of daily occurring emotions not classified in discrete basic emotion theory such as Ekman's FACS (refer to 2.8.3.8 The classification of emotions.). Concentration, thinking, planning, confusion and worry is also seen as emotional states indicated by the eyes and eyebrows with a negative valence (Rozin & Cohen, 2003). These states have affective value through facial expressions to communicate information regarding our emotional state but not as an emotion itself. "Thinking-concentration" demands high attention while interacting with affective or important information (Rozin & Cohen, 2003, p. 71), such as high-involvement decisions around financial solutions. Bügel et al. (2011) states that such personal interactions signify a degree of customer intimacy.

Thus, impersonal Email 1 with the least neutral valence suggest less thinking-concentration or involvement, while Email 2 with the highest neutral valence and increase in positive valence suggest more thinking-concentration or involvement. This was significant for Group B (not emotionally connected), but not for Group A (emotionally connected).

5.3.1.2 Instrument 2: Interview – verbal responses

Qualitative verbal findings on the valence, reputation and trust theme reveal that personalisation and branding contribute to the reputation and trustworthiness of the interaction with the financial organisation, supporting customers perceptions to consider a relationship with the organisation (Yim et al., 2008).

Trustworthy reputable organisation

Email 1

Impersonal Email 1 demonstrates the lack of trust by respondents towards an unknown brand through inconsistencies of the organisation's name in the "From address", website address and signature. The communication could not be associated with a specific financial organisation due to no recognisable logo and therefor lacked credibility (Bick, 2009; Zeithaml et al., 2001). The faulty website caused confusion and distrust. The communication made them feel uncomfortable and cautious and compromised the intimacy of the interaction (Schaefer & Olson,

1981). They did not experience the intrinsic trust associated with a reputable organisation:

“There’s no branding or anything, like maybe there should be some sort of a header that tells me exactly which organisation it is, then also it’s quite sketchy that it says dear client”

Frow and Payne (2009) states that the degree of individualised CRM is dependent on the correctness of customer information and leveraged customisation to provide each customer with a personalised experience. Impersonal Email 1 did not leverage brand equity through personalisation, still focused on selling a product value (Rust et al., 2004; Vogel et al., 2008) and did not consider customers cognitive and emotional need to feel comfortable. Langerak and Verhoef (2003) found that it is then unlikely that a relationship with the organisation will be considered. Each interaction must be seen as an opportunity to implement customer intimacy and to build an individual intimate relationship.

Email 2

Personalised Email 2 clearly shows how brand recognition and consistent multiple uses of the logo allow respondents to intuitively trust communication (Bick, 2009; Zeithaml et al., 2001). Consistency in the personalised “From address”, website address and signature established trust in the reputation of the organisation. The working and branded website supported brand recognition (Rust et al., 2004; Vogel et al., 2008). Respondents experienced the communication as trustworthy from a reputable source contributing to them trusting the interaction, stating:

“Yes, they are quite a popular financial organisation.”

Osei (2017) suggests that to build social bonds with customers require them to feel good each time they connect with the organisation. Personalised Email 2 leveraged brand equity through personalisation to motivate respondents to like and trust the brand (Bick, 2009; Zeithaml et al., 2001). Feelings like cognitive trust are reliant on the quality of the interaction and comfortable experience. From Sternberg’s triangular theory of love; each interaction requires intimacy through collaboration and the cognitive exchange of knowledge to create a balanced involvement from the customer (Sternberg, 1986). Yim et al. (2008) elaborates that intimacy as the satisfaction-trust-loyalty link is crucial to build affectionate relationships. The quality

and strength of the intimate interaction created in Email 2 was of higher quality for the respondent to experience a financial organisation relationship. These verbal response findings might explain the high facial neutral valence recorded, since personalised Email 2 required more attention, thinking and concentration to cognitively process the important and affective information embedded in the email.

To report on the extent of the perceived customer-intimate interaction with the financial organisation, the researcher referred to the descriptive statistics findings from the survey.

5.3.1.3 *Instrument 3: Survey*

Descriptive on individual statements

The degree of perceived customer-intimate relationship is neutral to predominantly positive on organisational level. It indicates the extent to which personalisation contributes to creating an intimate interaction for the customer to feel safe, understood and appreciated to choose a relationship with the organisation (Habryn, 2012).

93.8% of respondents felt optimistic and satisfied with the portrayed relationship with the financial organisation due to the organisation's trustworthiness and commitment. They were unsure of the quality of the relationship, but most agreed that the financial organisation is collaborative with room for improvement.

Trust is the belief that the organisation is honest and sincere in all their actions (Liang et al., 2009). Trust is a combination of cognitive trust and emotional trust (Komiak & Benbasat, 2006), as it influences the way we think and feel. Positive perceptions on trust, satisfaction, and very positive perceptions on commitment indicate that the intimate interaction during Email 2 was moderately strong to one of high quality. Positive personalisation predicts that the probability for the customer to choose a relationship with the financial organisation is high (Habryn, 2012) since the organisation was experienced as credible, effective and reliable (Doney & Cannon, 1997). Bughin (2014) states that the organisation can improve the quality of the portrayed relationship and perception on collaboration by remaining responsive to digital change in the consumer decision journey and engaging in individual interactions. By participating with the customer, exchanging information and co-creating an individualised service will improve collaboration. Habryn (2012)

advises the organisation to continuously evolve the customised value offering, products and services by leveraging customer knowledge to persuade the customer to be in a relationship with the organisation. Regardless, it will require repeated contact between the organisation and customers in an ongoing basis to build stronger bonds and relationships with the organisation (Berry, 1995).

Survey findings might clear up why insignificant differences in valence for Group A (emotionally connected) was recorded. Group A are already emotionally connected and in a relationship with the organisation has already experienced multiple interactions, they have already chosen the relationship. But Group B (not emotionally connected) responded significantly different in neutral and negative valence to both emails. Although positive valence increased for personalised Email 2, it was only for one intimate interaction. Suggesting that repeating interactions might positively influence the choice to be in a relationship with the organisation.

5.3.2 Research Question 2b.

To what extent will personalisation in email communication make the customer feel safe, understood and appreciated to choose the relationship with the **financial adviser**?

H₀2b: Personalisation will not be perceived as a customer-intimate interaction with the financial adviser.

H_a2b: Personalisation will be perceived as a customer-intimate interaction with the financial adviser.

Research question 2b explored the degree of perceived customer-intimate relationship by the customer on individual level. It can indicate the quality and strength of the intimate interaction for the customer to experience a financial adviser relationship (Habryn, 2012).

The null hypothesis H₀2b was not supported and rejected. The alternative hypothesis H_a2b applies, since personalisation is perceived as a customer-intimate interaction with the financial adviser.

5.3.2.1 Instrument 1: Facial coding – emotional responses

Qualitative facial engagement, brow furrow expressions and facial valence from the previous Figure 43: Triangulation on engagement, and Figure 44: Triangulation on

valence and brow furrow, indicate that expressions were not very expressive overall and that respondents were engaged, but not very engaged. This is due to the neutral brow furrow that was not negatively valenced. They were more engaged with personalised Email 2 than with impersonal Email 1. Group A (emotionally connected) was less expressive and engaged with Email 2 than Group B but did not hesitate to interact with the content through clicks. Group B (not emotionally connected) was the most engaged and expressive for Email 2 but hesitated to interact with the content through clicks. The interview and survey findings provided subjective meaning to these observations to support the alternative hypothesis.

5.3.2.2 Instrument 2: Interview – verbal responses

Qualitative verbal responses on the engagement, connectivity and valence theme reveal that personalised data fields, branding and contact details accentuate the specific financial adviser as a professional. Positive perceptions of the adviser motivate customers to consider a relationship with the financial adviser (Stern, 1997).

Trustworthy professional adviser

Email 1

In Email 1, respondents experienced the financial adviser as impersonal and unprofessional since the email looked unprofessional and suspicious (Stern, 1997). The conversation was mostly one-way speaking at the client without establishing a comfortable interaction to collaborate.

“If he knows me, it would be nice if he used my name, personalised, include company logo for professionalism.”

To create an intimate experience requires interactive or two-way communication. Impersonal Email 1 lacked a personalised customised message to create a dialogue between the adviser and customer and did not allow for engagement, a response or feedback from the customer (Duncan & Moriarty, 1998). Responses on the adviser’s unprofessionalism illustrates that the lack of personalisation translates into an uncaring adviser, threatens sense of security and increases anxiousness (Stern, 1997).

Email 2

Email 2 looked professional, and respondents experienced the financial adviser as personal and professional. Respondents knew immediately whom they were dealing with from the branding and logo (Bick, 2009; Zeithaml et al., 2001). Conversational cues, intuitively invited respondents to connect, interact and collaborate with a professional financial adviser (Stern, 1997).

To create an intimate experience requires the adviser as the sympathetic listener to demonstrate understanding, validate feelings and show a caring attitude towards the customer (Stern, 1997). Personalised Email 2 reflected on respondents' possible feelings, goals and dreams for a financial stable future. Self-disclosure and an empathic response evoke positive feelings of connectedness (Liang et al., 2009), comfort, safety and trust in the employee (Ramsey & Sohi, 1997) while building the customer's self-esteem (Liang et al., 2009). The quality and strength of the intimate interaction created in Email 2 was of higher quality, more positive and relaxed for the respondent to experience a financial adviser relationship.

To report on the extent of the perceived customer-intimate interaction with the financial adviser, the researcher referred to the descriptive statistics findings from the survey.

5.3.2.3 Instrument 3: Survey

Descriptive on individual statements

The degree of perceived customer-intimate relationship is neutral to predominantly positive on individual level. It indicates the extent to which personalisation contributes to creating an intimate interaction for the customer to feel safe, understood and appreciated to choose a relationship with the adviser (Habryn, 2012).

Most importantly, 90.6% of respondents perceived the financial adviser as trustworthy and committed to have a relationship with them. Their satisfaction with the financial adviser relationship was rated a bit lower but still positive. They were unsure of the quality of the relationship as they perceived the adviser as somewhat collaborative. Yet only 3.1% felt negative in regard to the adviser's collaboration.

Positive perceptions on commitment, satisfaction and collaboration and very

positive perceptions on trust indicate that the intimate interaction during Email 2 was moderately strong to one of high quality. Positive personalisation predicts that the probability for the customer to choose a relationship with the financial adviser is high. Survey findings support the low facial engagement, brow furrow and valence findings from instrument one. Group A (emotionally connected) did not respond significantly different to the two emails, as they already have a trusting financial adviser relationship which is not the fictional adviser portrayed. So, neither of the emails signified a strong quality relationship for them, as they already have it. But they still explored the content more due to trust in the organisation. Group B (not emotionally connected) do not yet have a financial adviser relationship. If they had to choose a relationship it would be with the trustworthy adviser portrayed in personalised Email 2 as the recorded positive valence increased for Email 2.

5.4 The findings for Hypothesis H3

5.4.1 Research Question 3a.

To what extent does personalisation in email communication create a pleasant cognitive experience for the customer?

H₀3a: Customer-intimate knowledge will not affect cognitive intimacy.

H_a3a: Customer-intimate knowledge will affect cognitive intimacy.

Research question 3a explored the cognitive intimacy experienced independently through the cognitive dimensions of communication and caring indicating if the respondent experienced Email 2 as cognitive intimate.

The five C's or dimensions of an intimate experience is cognitive intimacy (communication, caring) and affective intimacy (commitment, comfort, conflict resolution or trust) (Liang et al., 2009).

The null hypothesis H₀3a focused on customer-intimate knowledge as a predictor of cognitive intimacy. Facial coding and verbal responses supported the alternative hypothesis but lacked evidence (refer to 5.4.1.1 and 5.4.1.2).

There were no significant differences between Group A and Group B on constructs when personalisation was manipulated. Consequently, regression modelling could proceed.

Regression Model 1 from the survey provided evidence of positive relationships, but insignificant for both the organisation and the individual adviser (refer to 5.4.1.3 Instrument 3: Survey).

Therefore, the null hypothesis H₀3a was accepted due to insufficient evidence.

5.4.1.1 Instrument 1: Facial coding – emotional responses

Findings on high facial attention discussed for hypothesis H1 (refer to 5.2.1.1 Instrument 1: Facial coding – emotional responses) accompanied by a decreased number of eye blinks did not support null hypothesis H₀3a. Attention and eye blink rate suggest concentration, thinking and cognitive processing for affective or important information (Rozin & Cohen, 2003). Normal blink rate is 8 to 21 times per minute but decreases with attention, cognitive processing, choice-response tasks, processing information and emotional changes (Helokunnas, 2012).

From the triangulation on attention, the blink rate, although insignificant between groups, was recorded from 12 to 19 blinks per minute during the experiment. Rates still fall in the normal range, but impersonal Email 1 had fewer recorded attention frames and an increased blink rate (14 to 19 blinks per minute), implying less cognitive processing than for personalised Email 2 (12 to 14 blinks per minute).

Group B (not emotionally connected) elicited significant facial attention, with the fastest blink rate (19 blinks per minute) for Email 1, suggesting that Email 1 did not require so much cognitive processing.

Interestingly, Group A's (emotionally connected) facial attention was insignificant between the two emails and the blink rate almost similar. They divided nearly the same attention to both. Even though Group A displayed less attention to Email 2 than Group B, they had the slowest blink rate (12 blinks per minute). The blink rate suggests that Group A focused, concentrated or processed more information during the interaction with Email 2.

Regarding cognitive processing's pleasantness or valence, as discussed for hypothesis H2 (refer to 5.3.1.1 Instrument 1: Facial coding – emotional responses) positive facial valence was the lowest recorded and insignificant between groups and emails. Thus, cognitive processing was not pleasant but neutrally balanced.

However, unlike eye-tracking, facial coding cannot pinpoint specific content related

to communication and caring's cognitive dimensions (refer to Table 14: Personalised fields shortlist and Appendix L: Stimulus 2 - Personalised fields). Therefore, there is not sufficient evidence to assign cognitive processing to customer-intimate knowledge alone.

5.4.1.2 Instrument 2: Interview – verbal responses

Qualitative verbal findings on the attention theme discussed for hypothesis H1 (refer to 5.2.1.1 Instrument 1: Facial coding – emotional responses) support the alternative hypothesis that customer-intimate knowledge draw respondent's attention.

Email 1

The general topic, "Portfolio Revision", communicated in impersonal Email 1, did not address a specific motivational need and lacked the dimension of caring. Although the directness was apparent in the service, and the respondents cognitively identified the topic, they did not engage with it or elaborate on its meaning.

Email 2

In contrast, personalised Email 2 positioned the motivational need through a question in the subject line, "what matters most to you?" eliciting cognitive responses regarding respondents lifestyle (refer to 3.5.1 Target Population). Most identified that the topic was about them and their priorities, supporting the caring dimension, which drew them into the communication. Internal reasoning revealed providing for a comfortable life and their family with financial solutions offered by the organisation.

However, positive verbal findings through self-report on their own are misleading when compared to the next section of survey results from regression Model 1.

5.4.1.3 Instrument 3: Survey

Findings from regression Model 1 (refer to 4.7.6.1 Regression Model 1) reveal the positive relationship ($\beta = .187$) between customer-intimate knowledge from the organisation in predicting cognitive intimacy of the customer-intimate experience, but it is insignificant (p -value = .330).

Similarly, there is a positive relationship ($\beta = .186$) between customer-intimate knowledge from the individual adviser in predicting cognitive intimacy of the customer-intimate experience, but it is insignificant (p -value = .310).

The relationships are supported, but customer intimate knowledge from the organisation and the individual adviser alone will not significantly affect cognitive intimacy.

The customer-intimate relationships were also supported, but insignificant.

However, hypothesis H₀3a only focus on the leveraged knowledge by the organisation and adviser as a predictor for the cognitive intimacy experienced. The researcher assumed that intimate customer knowledge on its own as the personalised client information communicated back through the email interaction would be the leading influencer of the cognitive component (refer to 2.9.1 The conceptual model for this study). The hypothesis made a misleading assumption. Cognitive intimacy and affective intimacy are collaborative (Liang et al., 2009). Only if the client feels that the email communication understands and care about their needs will perceived caring develop. Thus, communication and caring are interdependent. Liang et al. (2009) state that the five dimensions are a compound construct. Only the shared perceptions of communication, caring, commitment, comfort, conflict resolution or trust will be received as an empathetic response by the client (Stern, 1997).

Thus, high-quality customer-intimate knowledge leveraged by the organisation and individual adviser in an email communication will only positively influence the cognitive intimacy in the experience if in combination with the affective intimacy dimensions.

5.4.2 Research Question 3b.

To what extent does personalisation in email communication create a pleasant affective experience for the customer?

H₀3b: Customer-intimate relationship will not affect affective intimacy.

H_a3b: Customer-intimate relationship will affect affective intimacy.

Research question 3b explored the affective intimacy experienced independently through the dimensions of commitment, comfort, conflict resolution or trust indicating if the respondent experienced Email 2 as affective intimate.

As discussed in the previous section for research question 3a (refer to 5.4.1.3 Instrument 3: Survey), the five C's can only predict intimacy as a compound

construct. Affective intimacy dimensions (commitment, comfort, conflict resolution or trust) are also interdependent (Liang et al., 2009). Thus, the researcher made a misleading assumption.

Facial coding and verbal responses lacked evidence to reject null hypothesis H_{03b} (refer to 5.4.2.1 and 5.4.2.2). Regression Model 2 from the survey revealed that the customer relationship with the individual financial adviser is significant (refer to 5.4.2.2).

The null hypothesis H_{03b} was accepted for the customer-intimate relationship with the organisation.

The null hypothesis H_{03b} was rejected for the customer-intimate relationship with the financial adviser. The alternative hypothesis H_{a3b} applies since the relationship with the adviser will affect affective intimacy.

5.4.2.1 *Instrument 1: Facial coding – emotional responses*

As stated before, unlike eye-tracking, facial coding cannot pinpoint content related to commitment, comfort and trust as contributors to affective intimacy (refer to Table 14: Personalised fields shortlist and Appendix L: Stimulus 2 - Personalised fields). Therefore, there is not sufficient evidence to assign specific affective feelings to the depicted customer-intimate relationship alone.

5.4.2.2 *Instrument 2: Interview – verbal responses*

Findings from verbal responses indicate that the visual presentation in personalised Email 2 with the logos, take stock form, photo banner and the adviser's picture might have contributed to affective intimacy. A few respondents referenced or enquired about John Doe's image, that his face was pleasant and that they liked the photo.

The researcher referenced the field notes (refer to Appendix P: Field notes) for evidence that might depict affective intimacy:

- Most (25) respondents portrayed an optimistic demeanour during the experiment. Positivity might be due to response or social desirability bias to be socially acceptable due to the remote investigation's nature (Larson, 2019).
- Respondent B32 (not emotionally connected) had a positive demeanour, interacted in detail with the content and stated that personal Email 2's topic was interesting and drew him in emotionally.

- Respondent A15 (emotionally connected) felt that personal Email 2 did not address her individual financial needs but responded positively to the adviser's picture as she felt it was emotional.
- Respondent B35 (not emotionally connected) was positive, eager, but uninterested in the topic and email as a channel. He responded negatively and stated that the subject made him feel guilty about his financial situation.

Although the field notes provide affective evidence through self-report, it is insufficient to reject the null hypothesis H_{03b} .

5.4.2.3 Instrument 3: Survey

Regression Model 2 from the survey (refer to 4.7.6.2 Regression Model 2) revealed contradicting findings to the relationship construct's stated in hypothesis H_{03b} .

The null hypothesis H_{03b} was accepted for the customer-intimate relationship with the organisation. Although positive ($\beta = .206$), the relationship is insignificant (p -value = .250). Thus, the relationship is supported, but it will not significantly affect affective intimacy.

The null hypothesis H_{03b} was rejected for the customer-intimate relationship with the financial adviser. The relationship was positive ($\beta = .460$) and significant (p -value = .005). **Thus, the relationship with the adviser will significantly affect affective intimacy.**

Additional findings not related to the hypothesis from regression Model 2 revealed a positive relationship ($\beta = .470$) between customer-intimate knowledge from the organisation in predicting affective intimacy of the Customer-intimate experience, and it is significant (p -value = .008). **Null hypothesis H_{03b} was rejected.**

Surprisingly, there is a negative relationship ($\beta = -.163$) between Customer-intimate knowledge from the individual adviser in predicting affective intimacy of the customer-intimate experience, but it is insignificant (p -value = .310). A negative relationship indicates that if intimate customer knowledge from the individual adviser increase, then there is a likelihood that affective intimacy will decrease, but since it is insignificant, it will likely not occur or not happen (Field, 2009). **The null hypothesis H_{03b} was accepted.**

The researcher assumed that intimate customer relationship on its own as the

sharing of mutual concerns, creating a sense of security and establishing trust would be the only leading influencer of the affective component (refer to 2.9.1 The conceptual model for this study). In the hypothesis, the researcher isolated the customer-intimate relationship as the only predictor of affective intimacy. But only if the client feels the organisation honours and respects their preferences and needs during the email communication will perceived commitment develop with the financial adviser. Thus, commitment is an integrated dimension of the other four dimensions. Liang et al. (2009) state that information self-disclosure or sympathetic listening during the human-computer interaction maintain commitment. The mixed perceptions of communication, caring, commitment, comfort, conflict resolution or trust will be seen as an empathetic response if bonding can occur over mutual concerns with the client.

Thus, the organisation must enable the individual adviser with the correct knowledge or client information to correctly communicate preferences and needs during personal interactions to positively influence affective intimacy. A high-quality, trusted relationship with the financial adviser will positively support the organisation's email communication and impact the affective experience.

5.4.3 Research question 3c.

To what extent does personalisation in email communication affect the customer intimacy experienced?

H₀3c: Personalisation will not affect the customer intimacy experienced.

H_a3c: Personalisation will affect the customer intimacy experienced, indicating a feeling of closeness.

Research question 3c explored the customer intimacy experienced in personalised Email 2 through the dimensions of the five C's; communication, caring, commitment, comfort, conflict resolution or trust. Findings indicate respondents experienced Email 2 as customer intimate. Together the five attributes can indicate the feeling of closeness as an attitude towards the financial organisation.

The null hypothesis H₀3c is rejected for cognitive intimacy and for affective intimacy. Both relationships are supported, and the effects are significant on their attitude towards the financial organisation, indicating a feeling of closeness.

5.4.3.1 Instrument 1: Facial coding – emotional responses

Findings from instrument 1 did not apply to Research question 3c.

5.4.3.2 Instrument 2: Interview – verbal responses

Findings from instrument 2 did not apply to Research question 3c.

5.4.3.3 Instrument 3: Survey

Findings from regression Model 3 reveal the positive relationships between cognitive and affective intimacy in contributing to the personalised customer intimate experience.

There is a positive relationship ($\beta = .341$) between cognitive intimacy and the customer-intimate experience in predicting the customer's attitude towards the financial organisation, and it is significant (p -value = .034). There is also a positive relationship ($\beta = .565$) between affective intimacy and the customer-intimate experience in predicting the customer's attitude towards the financial organisation, and it is significant (p -value = .001).

Thus, both relationships are supported indicating that cognitive and affective intimacy through personalisation will affect the customer intimacy experienced.

The significant findings for research question 3c, elucidate the insignificant and contradicting findings for research question 3a and 3b.

The five C's or dimensions of an intimate experience as cognitive intimacy (communication, caring) and affective intimacy (commitment, comfort, conflict resolution or trust) are interdependent predictors of intimacy (Liang et al., 2009).

Cognitive intimacy

From Table 84 individual statement results, the average cognitive intimacy experienced was neutral to positive after reading personalised Email 2. Almost all (96.9%) agreed that the financial organisation gave them many options to connect though either a response or feedback. Some felt the organisation did show an interest in their priorities but did not show a great deal of concern about them. Half of the respondents felt understood through the accurateness of the information communicated; the other half felt misunderstood.

Affective intimacy

From Table 85 individual statement results, the average affective intimacy experienced was predominantly positive after reading personalised Email 2. The three highest rated aspects were the belief that the financial organisation is credible (93.8%), the communication pleasant (81.3% to 90.7%) and the organisation honest (93.8%). The three lower rated aspects, but still high were that the organisation seems to perform well, switching to the organisation seems like a valid option, and 75.3% felt that the financial adviser had their best interest at heart.

Accordingly, intimacy can be described as the management of emotions that can be created by simulating an intimate experience (Stern, 1997) through personalisation in a human computer interaction (Liang et al., 2009). The quality of the personalisation through customer information can create an intimate emotional experience, seen as an empathic response on the customers needs. This digital intimate experience creates a cognitive or affective feeling of intimacy (Stern, 1997) which influences the customers attitude towards the organisation and motivates the customer to interact with the email again (Liang et al., 2009).

The perceived personalisation of an organisations leveraged knowledge and the adviser relationship increase cognitive and emotional trust, portraying how well an organisation understands personal needs and the quality of the financial adviser relationship (Komiak & Benbasat, 2006).

Together, the five attributes can influence a customer's attitude as a feeling of closeness towards the organisation signifying a level of emotional intimacy. Potential to develop an emotional connection (McEwen, 2005).

5.5 The findings for Hypothesis H4

5.5.1 Research Question 4a.

To what extent does personalisation as a customer-intimate experience affect the customer's emotions, observable through the customer's behaviour?

H₀4a: Customer-intimate experience will not affect the customer's implicit attitude, observable as an emotional response through facial expression.

H_a4a: Customer-intimate experience will affect the customer's implicit attitude, observable as an emotional response through facial expression.

Research question 4a explored respondents' implicit attitude during the customer-

intimate experience through recorded facial signals. Implicit attitudes are spontaneous and emotional (Carruthers, 2017). Therefore, facial expressions' manifestation indicates customer's unspoken attitude on the value offering.

The null hypothesis H₀4a was rejected and the alternative hypothesis H_a4a applies, since emotions could be observed.

5.5.1.1 Instrument 1: Facial coding – emotional responses

Facial signals could be observed and recognised by the Affectiva Affdex engine. Recorded emotional responses revealed the seven basic emotions (anger, contempt, disgust, fear, joy, sadness, surprise) and combinations thereof (engagement, attention, valence) through the behaviour of respondents (refer to Figure 37: Results on emotional responses, and Figure 38: Results on seven basic emotions).

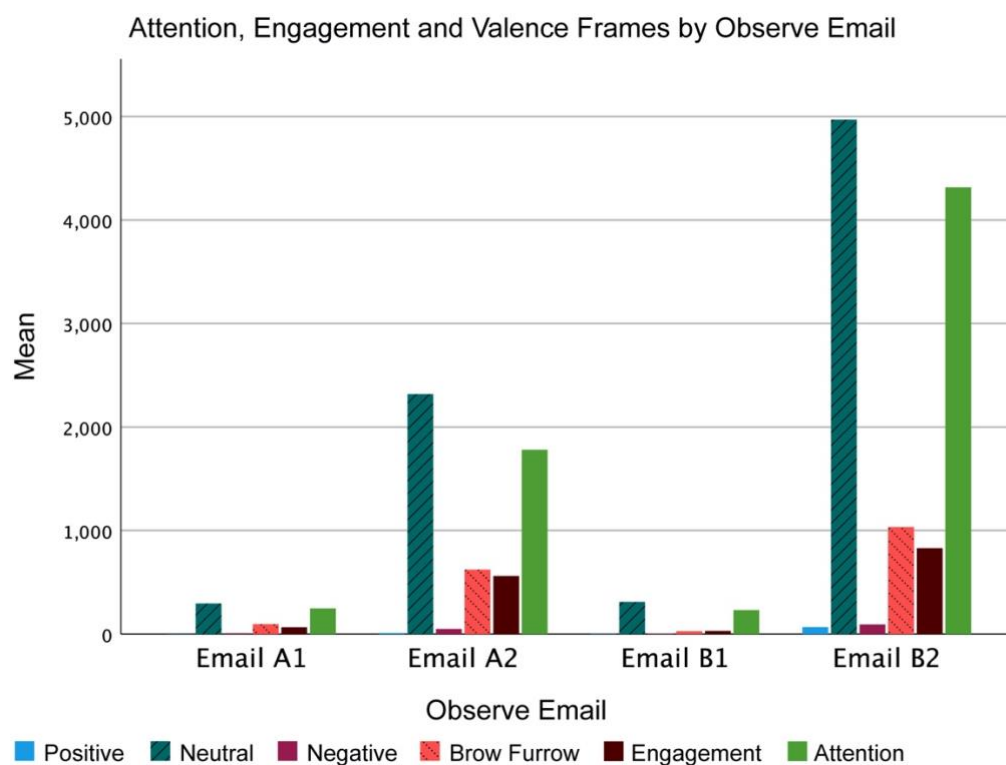


Figure 45: Triangulation of emotions as an intimate experience

The triangulation of the recorded emotional responses illustrated in Figure 45 for impersonal Email 1 and personalised Email 2 provided results on the average recorded frames for attention, engagement and valence:

- Email A1 and B1 had less recorded attention frames than Email A2 and B2.

- Email A1 and B1 had less recorded engagement frames than Email A2 and B2.
- Email A1 and B1 had less recorded positive frames than Email A2 and B2.
- Email A1 and B1 had less recorded neutral frames than Email A2 and B2.
- Email A1 and B1 had less recorded negative frames than Email A2 and B2.

Thus, the recorded emotional metric frames were less for impersonal Email 1 and increased simultaneously for personalised Email 2 for both groups.

In regard to the extent that personalisation as a customer-intimate experience have an effect on emotions, statistically significant differences for the recorded emotional metric frames were the least for impersonal Email 1 and the most for personalised Email 2 for both groups. Signifying a positive probability that personalisation contributes to creating an intimate experience.

Increased brow furrow with increased negative frames may suggest emotional change, worries, angst, concern or confusion (Rozin & Cohen, 2003), but since the positive frames, click rate and engagement frames also increased, it suggests more involvement in choice-response tasks or higher cognitive processing of affective information in personalised Email 2 (Helokunnas, 2012).

Neutral frames and attention frames remained high for all groups and emails compared to the other frames and increased extensively for personalised Email 2. Since the recorded time percentage for engagement, attention, positive, negative, neutral and brow furrow was statistically insignificant, the higher emotion metric frames were not necessarily due to the information being more emotional but due to Email 2 containing more information or being longer. However, neutral valence and attention were prominent for all groups and emails with increasing engagement and brow furrow, and decreasing blink rate which suggests concentration and thinking for affective or important information (Rozin & Cohen, 2003). But blink rate was not statistically significant different for groups and emails, which accompanied by a predominant neutral valence suggests that the tasks or content was easy to comprehend (Rozin & Cohen, 2003).

There were statistically significant differences in product holding between Group A (existing clients) and B (non-clients). Group A as the emotionally connected, displayed insignificant emotional responses within Email 1 and 2, they experienced both the same. However, Group B as the not emotionally connected revealed

continuous significant differences in emotional responses within Email 1 and 2. The least frames were recorded for facial engagement, attention, neutral, negative and brow furrow for impersonal Email 1. The most for personalised Email 2. Group B reacted more emotionally towards Email 2, with a slight increase in positive frames, indicating that it was a bit more pleasant but not so much. Thus, positive personalisation should be improved through accurate customer-intimate knowledge. Significant differences in click rate within Email 1 and 2 reveal choice task involvement and interaction for personalised Email 2 with more recorded engagement frames for both groups. However, Group A and B did not differ significantly between groups in regard to click rate for Email 2, as they had an almost similar click rate. Still Group A explored the content more.

Age and gender did not reveal statistically significant differences in recorded emotional responses between groups or within groups. Males, females, younger and older despite product holding responded similar to impersonal Email 1 and personal Email 2.

5.5.1.2 *Instrument 2: Interview – verbal responses*

Findings from instrument two did not apply to Research question 4a. Still, insignificant and low positive frame count from facial coding compared to the field notes reveal potential response bias through verbal responses (refer to Appendix P: Field notes):

- Most (25) respondents portrayed an optimistic demeanour during the experiment; positively valenced verbal responses contradict the facial coding findings. Positivity might be due to response or social desirability bias to be socially acceptable due to the remote investigation's nature (Larson, 2019). Facial coding's insignificant positive frames removed bias through self-report and provided internal validity.
- The role of the researcher was not concealed. Participant awareness could have created a reactivity response or Hawthorne effect to please me until participants were relaxed (Neuman, 2013). The outcome might have contributed to more recorded attention frames due to the experiment's task-orientated nature to follow instructions. However, since the attention frames remained high after the observations during the interview (refer to Figure 38: Results on seven basic

emotions), findings might be due to the face-to-face intimacy (Song et al., 2016) of the human-computer interaction (HCI) that demand significant attention (Liang et al., 2009).

5.5.1.3 Instrument 3: Survey

Findings from instrument 3 did not apply to Research question 4a.

5.5.2 Research Question 4b.

To what extent does personalisation as a customer-intimate experience affect the customer's feelings, as expressed by the customer?

H₀4b: Customer-intimate experience will not affect the customer's explicit attitude, expressed through self-report.

H_a4b: Customer-intimate experience will affect the customer's explicit attitude, expressed through self-report.

Research question 4b explored the overall customer intimate experience's effect on respondents' explicit attitude through self-report. Explicit attitudes are deliberate and well-thought-through (Carruthers, 2017). Therefore, the manifestation of verbal or written expressions after the experience indicates conscious processing and cognitive evaluation of feelings on the value offering.

The null hypothesis H₀4b was rejected for the explicit attitude through self-report, since verbal and written expressions were collected.

Regarding the extent, positive and negative affect on customer's feelings (refer to the discussion of Model 4 under 5.5.2.3):

The null hypothesis H₀4b was rejected for customer-intimate knowledge from the organisation. The relationship was positive and significant.

The null hypothesis H₀4b was accepted for customer-intimate knowledge from the individual adviser. Although the relationship is negative it is insignificant.

The null hypothesis H₀4b was accepted for customer-intimate relationship from the organisation. Although the relationship is positive it is insignificant.

The null hypothesis H₀4b was rejected for customer-intimate relationship with the individual adviser. The relationship was positive and significant.

5.5.2.1 Instrument 1: Facial coding – emotional responses

Instrument one focus on implicit attitudes and do not apply to the explicit attitudes investigated in Research question 4b.

5.5.2.2 Instrument 2: Interview – verbal responses

Qualitative themes on attention and engagement versus avoidance, signifying valence, revealed findings on the explicit and expressed attitude of respondents. Suggestions submitted after the experience reveal processed feelings after a time delay.

Attention versus Avoidance

Email 1

Almost half of the respondents stated they would ignore Email 1 or read it and then ignore it but not respond or engage with it due to its safety threat. Email 1's shortness attracted them as it was quicker to read and to the point.

Email 2

More than half of the respondents stated they would read Email 2 or open it and briefly read it and save it for later. Many commented that it was a pleasant experience, but the the length of the email was its biggest draw back.

Engagement versus Avoidance

Email 1

The vague and confusing information in impersonal Email 1 regarding contact information not only created frustration for the respondents, but it also led them to disengage. The lack of engagement from the majority of the respondents is evident how the communication's impersonal aspects interact to cause avoidance and disengagement.

Suggestions submitted on the theme requesting more personalisation reveal that impersonal Email 1 was **not at all** a knowledgeable value offering from the financial organisation to individual customer needs:

“From address, the title of the email, personalisation of my name to show they are talking to someone they know, to me, more details, I can’t recall what the conversation was about.”

Email 2

In Email 2, the multiple, clear and easy to use options for contact information made it clear that the organisation wanted the respondents to engage.

Less than 10% of respondents (3) would ignore personalised Email 2, which shows how combining various personalised elements into the communication pay off.

Suggestions submitted (12) on the theme requesting more personalisation reveal that personalised Email 2 was not a **detailed enough** knowledgeable value offering from the financial organisation to individual customer needs. Many (12) suggested the photo banner should be more representative of them and their circumstances and address the correct needs and products:

“The picture can be more personalised to who I am and my circumstances”

“Really understand what my needs are and understand what products I have, address what I don’t have.”

5.5.2.3 Instrument 3: Survey

Qualitative themes on attention versus avoidance versus engagement, signifying valence, revealed differences in the written explicit attitudes of Group A and B after the experience and a time delay.

Attention versus Avoidance

Email 1

Findings from the attention or avoidance theme (read or ignore) indicate that many respondents from Group A and B will ignore impersonal Email 1, since it looks like spam, but more from Group A will ignore it than Group B. A few respondents will not read Email 1 at all, but none of the respondents from Group B (not emotionally connected) will not read it.

Email 2

None of the respondents will ignore personalised Email 2, Group A and B is unanimous. None of the respondents stated that they will not read Email 2, Group A and B is unanimous. More respondents from Group A (emotionally connected) stated that they will read Email 2 than Group B. Many respondents from Group A and B will rather scan the emails and then decide to read, delete or save them for later.

Engagement versus Avoidance

On the engagement versus avoidance theme on Email 1 and Email 2, more respondents from Group B (not emotionally connected) than Group A expressed that they would not interact or respond to the emails due to disinterest. Thus, although the emails drew their attention, they would not necessarily engage with the emails as they were not interested in the offering.

Respondents expressed that impersonal Email 1 needs to be more like personalised Email 2. More respondents from Group B (not emotionally connected) than Group A (emotionally connected) expressed that Email 1 needs to be more like Email 2. Although respondents would not necessarily engage or interact with Email 2, none of the respondents suggested that it should be more like Email 1.

Modelling of the overall customer intimate experience

Findings from regression Model 4 correlate with Model 2. There is a positive relationship ($\beta = .388$) between customer-intimate knowledge from the organisation in predicting the overall customer-intimate experience, and it is significant (p -value = .008). Thus, customer-intimate knowledge from the organisation will affect the overall customer-intimate experience through cognitive and affective intimacy.

There is a negative relationship ($\beta = -.040$) between customer-intimate knowledge from the individual adviser in predicting the overall customer-intimate experience, but insignificant (p -value = .759). It is less negative than in Model 2 ($\beta = -.163$) and even more insignificant than in Model 2 (p -value = .310). A negative relationship indicates that the quality of the individual adviser's knowledge about the customer might harm the overall customer-intimate experience. Still, since it is insignificant, it will likely not occur or not happen (Field, 2009). Referring back to the findings for research question 1b, the financial adviser scored lower on the leveraged knowledge to create an individualised value offering in Email 2 compared to the financial organisation. Respondents felt that the financial adviser lacked knowledge of their preferences and needs and should know clients better. Respondents did not feel understood and appreciated to experience a value offering from the financial adviser. Negative personalisation does not add value to the financial adviser's offering; uncomfortable experiences usually relate to incorrect recommendations, sensitive financial customer data and privacy (Arora et al., 2008; Periscope By McKinsey, 2019; Song et al., 2016).

There is a positive relationship ($\beta = .262$) between the customer-intimate relationship with the organisation and the individual adviser ($\beta = .412$) in predicting the customer's intimate experience. But the relationship with the organisation is insignificant (p -value = .082), while the relationship with the adviser is significant (p -value = .002). Thus, the quality and strength of the relationship with the adviser will have a bigger effect on the customer's experience compared to the relationship with the organisation.

Arora et al. (2008); Song et al. (2016) state that positive experiences with personalisation is beneficial for the customer relationship with the adviser, builds trust, promotes interactivity, and, in the end, increase satisfaction with the primary service provider. If organisations communicate and are perceived to care about their customers, it leads to positive emotional feelings of trust, comfort, and commitment towards the financial adviser (Osei, 2017).

5.5.3 Research Question 4c.

To what extent does personalisation as a customer-intimate experience affect the customer's attitude, feeling of association and belonging towards the financial organisation?

H₀4c: Personalisation will not affect the customer's attitude towards the financial organisation.

H_a4c: Personalisation as a customer-intimate experience will affect the customer's attitude, association and sense of belonging towards the financial organisation.

Research question 4c explored the degree of social connectedness of respondents with the financial organisation.

The null hypothesis H₀4c was rejected, and the alternative applies since personalisation as a customer-intimate experience will affect the customer's attitude.

5.5.3.1 Instrument 1: Facial coding – emotional responses

Findings from instrument one did not apply to Research question 4c.

5.5.3.2 Instrument 2: Interview – verbal responses

Findings from instrument two did not apply to Research question 4c.

5.5.3.3 Instrument 3: Survey

Findings from regression Model 5 reveal the positive relationship ($\beta = .858$) between the overall customer-intimate experience in predicting the customers' attitude, association, and sense of belonging towards the financial organisation. The relationship is supported, and its effect is significant (p -value = .000).

Thus, personalisation can affect the customer's attitude to the extent that they will feel socially connected to the organisation (McEwen, 2005).

From Model 5, respondents' three highest-rated aspects indicate positive personalisation in reaching social connectedness (refer to Table 86). Respondents experienced the financial organisation as very welcoming, and they felt the organisation and the adviser were very respectful.

Room for improvement is the ratings for customers' association with the organisation, their choice to be a client of the organisation, how much they matter, 'at home' they feel and how enriching their experience was. Magids et al., 2015 state that a customer's experience will affect association if they feel that they can connect with the adviser and belong to the organisation. Association influences the client's choice to join the organisation, which is a critical aspect of the financial organisation's growth strategy. The choice will depend on the quality of each brand experience; Yim et al. (2008) state that this is the main reason why some consumers bond with brands and others do not. Customers need meaningful depth to bond with a brand; they must feel that the brand continuously delivers on the brand promise (McEwen, 2005). Solving for the continuous brand experience will solve the other rated statements and positively affect the organisation (Yim et al., 2008). Keeping in mind that solid bonds usually only exist with a small group of customers (McEwen, 2005), those requiring a relationship with a financial adviser.

The three lowest-rated aspects indicate negative personalisation; the low rated feeling of belonging, the organisation's misunderstanding of them as a person, and the disconnectedness to the financial adviser.

Improving a sense of belonging requires a warm feeling, closeness or connectedness (Sternberg, 1986), a good feeling each time customers connect with the organisation or financial adviser (Osei, 2017). Suggesting frequent and multiple intimate interactions to create an emotional experience, build individual relationships, motivate

positive buying behaviours and influence customer attitudes towards the organisation (Habryn, 2012; Liang, Chen, & Turban). To improve the organisations' misunderstanding, refers to the quality of the embedded customer information (Habryn, 2012). The organisation still needs to improve on understanding individual customer preferences and needs. Since a homogenous target population was formed as a control for this study, the findings accentuate the importance of acknowledging individual differences. Palmatier and Sridhar (2017) mention that organisations that follow a customer-centric approach, value consumer insights, recognise that all customers are different, and accept that all customers continuously change. Customer intimacy only exists on the individual level when each customer get what they want (Treacy & Wiersema, 1993).

Improving the low rated connection to the financial adviser emphasises the vital role of an established customer relationship. The experiment's fictional financial adviser did not acknowledge the quality, trust, and commitment of an existing business relationship that might already exist between the organisation and some of the respondents in Group A (Habryn, 2012).

5.6 Discussion of the main research question

Main research question

To what extent can individual customer intimacy as an emotional connection be activated or increased towards the financial organisation through personalised email communication?

H₀: Personalisation will not affect individual customer intimacy towards the financial organisation.

H_a: Personalisation as a customer-intimate experience will affect individual customer intimacy as an emotional connection towards the financial organisation.

The null hypothesis H₀ is rejected, personalisation as a customer-intimate experience will affect individual customer intimacy.

Findings from the three instruments indicate that individual customer intimacy can be activated or increased through personalised email communication to an extent. This study revealed the core meaning of customer intimacy as a value; to deliver the best total solution for each individual customer by understanding their preferences and needs in detail (Treacy & Wiersema, 1993).

5.6.1 Instrument 1: Facial coding

Facial coding findings from instrument one reveal elicited emotional responses and spontaneous human behaviour through facial expressions. Emotions have different intensities or degrees depending on the situation, and subtle emotional responses could be recorded, measured, classified and quantified (Von Scheve et al., 2019).

Personalised Email 2 as a customer-intimate experience continuously drove more frames on attention, engagement and valence for both groups, while emotional metric frames were less for impersonal Email 1. More recorded facial attention for personalised Email 2 suggest that the customer's experience was more interesting or affective. Liang et al. (2009) states that disclosed information in communication messages to address customer needs can activate affective feelings if seen as an empathetic response or intimate experience. Attention accompanied by an insignificant yet decreased eye blink rate suggests cognitive processing (Rozin & Cohen, 2003), choice-response tasks or emotional changes (Helokunnas, 2012) during the personalised experience. Although the recorded facial engagement frames were relatively low for emails and groups, personalised Email 2 elicited the most facial engagement, expressivity and interaction with the personalised content. Personalised Email 2 with the highest neutral facial valence and neutral brow furrow revealed a degree of customer intimacy through thinking-concentration as a probable affective, emotional state (Rozin & Cohen, 2003) prominent during high-involvement experiences (Bügel et al., 2011).

Regarding the pleasantness of the customer's experience, the findings suggest that personalised Email 2 drove more attention frames, engagement frames, neutral frames and brow furrow frames above the threshold. But it did not significantly drive positive frames, suggesting that the experience was not necessarily more emotional, unpleasant or pleasant but relatively neutrally balanced (S. Radaelli, personal communication, December 18, 2020). Thus, Email 2, although personalised, indicate that there are still some challenges to overcome.

Facial expressions indicating facial attention, engagement and valence for Group A as the emotionally connected were insignificant within impersonal Email 1 and Email 2. It might indicate that Group A's emotions has already been pre-conditioned through multiple interactions with the organisation, pre-empting the interaction and therefore did not respond radically. In contrast, Group B as the not emotionally

connected elicited significant differences in facial attention, engagement and valence within impersonal Email 1 and personalised Email 2. It might indicate that since they do not have a pre-existing emotional connection with the organisation and have not engaged in multiple interactions with a financial adviser that they respond more emotionally and radical to recommendations. The only significant difference between the two groups were product holding and click rate. Group A's click rate was higher, indicating that they explored the personalised content more than Group B.

5.6.2 Instrument 2: Interview – verbal responses

Qualitative interview findings from instrument two provide nuance to the positive and negative experiences of respondents.

Verbal findings on the attention theme through verbal preference, the inviting subject line and message clarity reveal that personalised data fields draw the respondent's attention to the organisation's specific financial services. Personalised Email 2 was more explicit about the financial services offered and provided supporting information to explore. Wheeler and Chintagunta (2016) accentuate that social cues through personalised fields draw recipients' attention to their name, increase interest and motivate engagement. This subconscious human behaviour is explained by self-identity; the recipient feels like they are spoken to directly and creates an interest in the recommended value offering. Belk (1988, 2013) reference that brands allow consumers to express their social identity and self-concept. Likewise, Pinson and Brodsahl (2014) acknowledge that characteristics gained through brand engagements can motivate individuals' desire to feel better. Song et al. (2016) elaborates that personalisation increase social presence cues through intimate tone of voice and clarity on the sender's personal information creating intimacy, interpersonal communication and adding value of an emotional experience. This feeling created through the engagement with the brand is a form of intimacy that individuals associate with identifying with the brand (Chatzipanagiotou et al., 2019). Only if personalisation allows for an intimate feeling will it lead to a consumption process and a level of actual or perceived individual need satisfaction (Mothersbaugh & Hawkins, 2016a).

Qualitative verbal findings on the engagement theme revealed that personalisation assists to identify the financial adviser as a professional, trustworthy representative

of the organisation. Representation of a well-known brand builds intrinsic trust for the adviser's value offering, translating into a superior service offering from the adviser. Personalised Email 2 created a positive feeling and intimacy through trust, as described by the following response:

“It's personalised to me. “Hi, (states name)”. He's quite professional but also quite intimate in the sense that it's “Hi (states name)”, as if you're talking to somebody you can trust. It's a friend that met you before. Whether it's the case or not, it immediately got my attention, and I feel connected to it in a way.”

Qualitative verbal findings on the valence theme revealed that personalisation contributes to the trustworthy reputation of the organisation and the adviser. Using a well-known, trusted brand, the respondents associated the communication with and lent credibility to the financial organisation. First impressions of the communication made them feel positive and safe and positively influenced the intimacy of the interaction, as described by this response:

“The email represents John and the company. I can feel I'm positive to engage with John and the company he represents, I can contact him, and his personal email address makes me feel safe.”

However, verbal and written expressions on the attention versus engagement versus avoidance themes revealed that respondents were much more expressive about their feelings after a time delay regarding their preferences and needs. Suggestions submitted told that personalised Email 2 was not a detailed enough knowledgeable value offering from the financial organisation to individual customer needs. Respondents requested more personalisation and more understanding of individual customer needs, the products they have, and to address the correct needs. Kotler and Keller (2016) point out that social identity theory explains that we all want to distinguish ourselves through our lifestyles, be a specific way, maintain it and achieve it. Self-concept explains why different things are important to people, as we all have unique views of ourselves, our concerns, and our goals. If the personalised recommendation matches our social identity and self-concept, then it will lead to a positive association with the content. But if we do not have a need or a desire, we will not be interested in the recommendations, and it will influence our decision to engage with the value offering.

5.6.3 Instrument 3: Survey

Instrument three's findings from regression Model 1 and Model 2 confirmed the academic theory on the integrated dimensions of customer intimacy on the organisational and individual level. Acquired customer knowledge and established customer relationships cannot deliver the value of customer intimacy on their own. Habryn (2012) states that the organisation's motivation to leverage customer knowledge and the business relationship to its competitive advantage is to continuously evolve the offer to benefit the customer and persuade the customer to choose the organisation above the competition. Value offerings are only to benefit the individual customer through numerous individual customer-intimate interactions.

Findings from regression Model 3 reveal the positive relationships between cognitive and affective intimacy in contributing to the individual customer intimate experience. Independently the five C's, communication, caring, commitment, comfort, conflict resolution or trust, cannot create a customer-intimate experience (Liang et al., 2009). The five dimensions must be composed harmoniously to create a customer-intimate experience for each individual.

Regression Model 5 indicate the positive relationship between the overall customer-intimate experience in predicting the customers' attitude, association, and sense of belonging towards the financial organisation. However, for customers to feel like they belong requires them to link their deepest "motivations, values and aspirations" to the brand to accomplish their personal values (self-identity, social acceptance) and their goals (lifestyle, freedom, success) (Motista, 2016, p. 4). Only if a customer feels understood and appreciated will they form a social bond or emotional connection towards the organisation or brand (Motista, 2016). Only fully engaged customers have passionate, emotional connections with organisations (McEwen, 2005). Personalised email communication as a customer-intimate experience is a probable predictor of an emotional connection towards the financial organisation. But will only be a supporting role to activate or increase individual customer intimacy towards the financial organisation.

CHAPTER 6 CONCLUSION AND RECOMMENDATIONS

The previous chapter discussed the findings and interpreted the subjective meanings extracted from the results of the experiment. The following recommendations are on the findings discussed in Chapter 5 Discussion of findings, and the theoretical frameworks discussed in Chapter 2 Literature Review to provide context of the practical value of customer intimacy over the long-term. This chapter recommends further academic investigation to support research in human behaviours and individual customer intimacy for practice implementation.

6.1 Overarching recommendations

In the financial services industry with a competitive customer service culture, the organisation must understand customer value, be customer needs-driven and exceed customer expectations. Although findings indicate a positive relationship between personalisation and individual customer intimacy to create emotional connections, the actual value of customer intimacy can only exist through numerous customer-intimate interactions (Habryn, 2012; Verweire, 2014). This suggests that personalised email communication, although intimate, will contribute but not achieve the organisation's goal alone to drive growth and retention through emotional connections. The researcher recommends strategic marketing planning, project management and achievable practical solutions to incorporate personalised marketing in multiple engagements of which direct email marketing is just one.

6.1.1 Recommendations related to the findings

6.1.1.1 *Recommendation H1 on customer knowledge*

Both the emotionally connected (existing clients) and the not emotionally connected (non-clients) experience positive personalisation as a knowledgeable value offering. Although both the financial organisation and the financial adviser benefits, the value proposition is slightly more beneficial for the financial organisation. The researcher recommends that personal, relevant information regarding the financial adviser must be personalised to market the adviser to customers and attract their attention and interest.

6.1.1.2 *Recommendation H2 on customer relationships*

Both the emotionally connected and the not emotionally connected experience

personalisation as a positive contributor to the customer relationship through a customer intimate interaction. Both the financial organisation and the financial adviser benefit, but the financial adviser benefits significantly more. The financial organisation's benefit might increase with repeated interaction. The researcher recommends that the organisation leverages the established customer relationship that the adviser has established to the organisation's advantage through personalised marketing recommendations from the financial adviser to simulate a trustworthy and committed relationship with the financial organisation.

6.1.1.3 *Recommendation H3 on customer experiences*

The emotionally connected and the not emotionally connected experience personalised marketing as pleasant and customer intimate. The financial organisation benefits significantly more than the financial adviser relationship. The researcher recommends that the financial adviser avoids general, impersonal communication. It is recommended that the financial adviser rather leverage quality customer knowledge on individual customer's needs and wants acquired by the organisation's CRM system to create empathic responses that's caring, committed, comfortable, and trustworthy for customers.

6.1.1.4 *Recommendation H4 on customer attitudes*

The emotionally connected and the not emotionally connected experience an observable positive affect on customer attitudes, feelings of association and belonging. Positive customer knowledge and personalisation is more beneficial to the financial organisation. Positive customer relationships are more beneficial to the financial adviser. It is recommended that the financial organisation continuously enhance the quality of the acquired customer knowledge leveraged in personalised marketing to avoid incorrect recommendations to customers in support of building the financial adviser relationship for the long-term.

6.1.1.5 *Recommendation Ha on individual customer intimacy*

Personalisation as an intimate experience is significant in predicting the customer's attitude towards the organisation. Personalisation activates intimate customer experiences resulting in positive customer intimacy and emotional connectedness. The two critical intimacy influencers are the accuracy of the organisation's customer knowledge and the quality of the financial adviser

relationship. When the financial organisation creates customer intimate experiences it positively impacts the emotionally connected and the not emotionally connected's customer intimacy and emotional connection with the financial adviser.

Two surprising findings were extracted; the emotionally connected responded insignificantly, while the not emotionally connected reacted significantly, if a financial adviser uses inaccurate customer knowledge it can have an adverse effect on the customer intimacy experience because it degrades the customer's relationship with the financial adviser.

The researcher recommends that the financial organisation and financial adviser ensures exceptional intimate customer knowledge. The financial organisation, and to a lesser extent, the financial adviser, should have frequent and multiple intimate interactions to create positive intimate customer experiences. Implementing and activating individual customer intimacy requires individual targeting, close relationships, and personalised marketing campaigns, this can lead to positive results in client acquisition and customer lifetime value of clients.

6.1.1.6 Recommendation Ha on personalisation

The emotionally connected and the not emotionally connected continuously require even more personalised marketing recommendations which suggests extreme personalisation or hyper personalisation. Hyper personalisation and individual-level customer intimacy requires high involvement and many resources to personalise and customise every interaction and experience for the customer (Behera, Gunasekaran, Gupta, Kamboj, & Bala, 2019). The customer that chooses a customer-intimate value offering and relationship with an organisation or brand is quite demanding, sometimes unreasonable and time consuming (Osei, 2019). Customising and personalising each offering might sometimes be impossible, and as customers become acquainted they might have unreasonable demands (Nunes, 2005). Organisations can easily spend time and resources on the wrong customers.

The academic research on one-to-one marketing from Peppers et al. (1999) laid the groundwork for connecting with individuals. Yet, almost twenty years later, as elaborated on by Jeffs (2019), organisations are still struggling to connect with customers, interact with them and understand them in real-time. These struggles support Keiningham (2005) statement that not many customers experience intimacy

since customer-intimate relationships are challenging to build. It requires commitment from the organisation and employees (Bügel et al., 2011), human-centric decisions, knowledge on customer lifetime value, human behaviour and emotions of customers (McEwen, 2005).

The researcher recommends that:

- organisations stay aware of the challenges and risks related to implementing the customer intimacy value into the organisational culture and business practices,
- that marketers should first assess if a customer intimacy value strategy will deliver return on investment since practices to create, implement and maintain customer intimacy is more expensive,
- choose the correct customers according to customer lifetime value, high-involved instead of low-involved not to miss the specified target market.

6.2 Recommendations for theory enhancement

6.2.1 Recommendation 1: Customer intimacy as a driver of equity

The South African financial organisation's stated marketing goal is to drive growth and retention by emotionally connecting with consumers (Momentum, 2019) (refer to 1.1.1). The financial organisation conducted economic research utilising the theoretical sustainable livelihood framework, the Theory of Change, and Maslow's hierarchy of needs and identified that consumers are financially vulnerable with low financial capital (refer to 2.2). Since customer intimacy is a value creating strategy that offers a linkage between emotions, customer equity and loyalty (refer to 2.5.3) it is uniquely suited to drive and build financial capital (Razzak & Yousaf, 2016). Following are the practical implementation of customer intimacy into the theoretical frameworks discussed in Chapter 2 Literature Review to build equity for the long-term.

6.2.2 Recommendation 2: The sustainable livelihood framework

Individual customer intimacy has a sustainable role in the livelihood framework (refer to 2.2.1 The sustainable livelihood framework). Individual customer intimacy is focused on each person's specific needs and preferences. Different needs and desires influence their decisions and buying behaviours when they consume products and services. These evaluations are linked to the value equity of an organisation (refer to 2.5.3 Value equity). Culture, social class, perception,

motivation, and more influence self-identity that drives individual need satisfaction. When organisations gather information on customer needs, it empowers them to think and develop activities to support their customers in building personal financial capital assets. The organisation can build human capital through financial education and knowledge sharing on financial issues. Social capital, bonds and connections grow stronger through trustworthy intimate interactions with the financial adviser. In the end, the organisation's customer-intimate knowledge assists the organisation in making informed decisions on value offerings that will be of value for its customers and benefit customers (Rust et al., 2004; Vogel et al., 2008). Personalised valuable offerings are more engaging and promote customer lifetime value (refer to 2.5.3 Leveraging the customer value).

6.2.3 Recommendation 3: The Theory of Change

Activating individual customer intimacy can positively change South African household's wealth, decrease vulnerability, and build financial capital (refer to 2.2.2 The Theory of Change). Suppose the organisation understands the external and internal factors that influence each household. In that case, the organisation is equipped to identify engaging opportunities to bring change to financial wellness. Sharing this knowledge throughout the organisation and with employees equips the financial adviser to connect with customers and understand their personal needs, lifestyles, and values. The financial adviser has a unique role to play during one-to-one customer interactions to win back trust, build a customer-intimate relationship and share educational and financial knowledge. Personalised intimate experiences link to the relationship equity of an organisation (refer to 2.5.3 Relationship equity). Relationship equity is high if customers feel comfortable and familiar with employees, trust the product's quality, have positive experiences and feel their needs are satisfied (Vogel et al., 2008). Relationship equity drives customer equity and adds value to the organisation (refer to 2.5.3.1 Customer equity).

6.2.4 Recommendation 4: The Maslow hierarchy of needs

Positive intimate experiences that address the motivational needs of customers (refer to 2.2.3 The Maslow hierarchy of needs) will contribute to individual need satisfaction (refer to 2.8 Individual customer behaviours). Positive personalisation satisfies safety needs in Maslow's hierarchy by communicating trust and security with empathy during interactions with the organisation. The intimate relationship with

the financial adviser satisfies the customer's psychological need to connect socially and belong, building social capital and personal empowerment through financial wellness. Different financial products and services can be associated with Maslow's hierarchy of needs (refer to Figure 4). Incorrect recommendations to customer needs indicate negative personalisation that degrades the organisation's brand equity (refer to 2.5.3 Brand equity). Brand equity is customers' positive attitude and subjective evaluation of the experience through brand awareness and perceptions of trust (Bick, 2009; Zeithaml et al., 2001). Brand equity reflects if customers feel emotionally connected (Vogel et al., 2008) signifying valuable individual-level customer intimacy.

6.2.5 Recommendation 5: Neuroception

Positive personalisation that addresses individual-level motivational needs (refer to 2.2.3 The Maslow hierarchy of needs) promotes customer intimacy and builds neuro capital or mental health (refer to 2.2.3.1 Neuroception.). Consumers are not always aware of their attitudes and can therefore have expressive emotional responses or feelings towards brands or organisations. This is because attitudes can be implicit or explicit, unconscious or conscious, affective or cognitive, expressive or verbal. Spontaneous implicit attitudes manifest as emotional responses through human behaviours or facial expressions, whereas deliberate explicit attitudes or thoughts can be verbally communicated. Neuro capital links to Maslow's hierarchy's safety needs since neuroception unconsciously scans for threatening situations. Internal anxiety caused by negative personalisation triggers emotional irregularity; therefore, stress management and a balanced social life promote cognitive neuro capital. Positive personalisation drives emotional equity through the neuro capital value chain: psychological capital, social capital and human capital, influencing a person's financial capital.

Accordingly, personalisation can leverage neuroception, emotion research and consumer behaviour to create emotional engagement, activate emotional experiences and emotionally connect with individual customers.

6.3 Recommendations for further academic research

6.3.1 Recommendation 6: Individual-level customer intimacy

Various academic research and perspectives on organisational level customer

intimacy and the performance measures exist, whereas academic research on individual-level customer intimacy and the implementation thereof is limited. The researcher struggled to find scholarly sources investigating and explaining how to activate intimacy to the organisation and customer's benefit. Although the researcher achieved the theoretical objectives in describing the value of customer intimacy, more academic research is required to assist researchers in contributing to this subject.

6.3.2 Recommendation 7: Incorporating emotional connections

Segmentation findings relating to individual-level heterogeneity (Floh et al., 2014) suggests further academic research to acknowledge individual emotional needs, motivators and emotional connection scores. The referenced study by Motista (2016) on activating emotional connections has been commercialised but rarely mentioned in academic research. Gupta and Lehmann (2003) advise segmentation to go beyond demographic, psychographic and even behavioural segmentation. But current software solutions are not necessarily developed to focus on the individual segment-of-one or categorising value differences such as customer lifetime value, perceptions of value or emotions beyond product-centric approaches. The only academic research found focusing on incorporating the value of customer intimacy in Information Technology was by (Habryn, 2012). But his analytical method still excluded emotional factors such as customers thoughts, feelings and actions influencing human behaviours. Although academic research on the customer-centric approach is various, additional references addressing specifically emotional connections are required.

6.3.3 Recommendation 8: Behaviours of the emotionally connected

Insignificant findings in emotional responses for Group A as the emotionally connected and significant reactions of Group B as not emotionally connected were surprising. The researcher expected more significant responses from the emotionally connected as they are already emotionally involved. But the facial coding findings contradicted expectations. As Abraham (2006) suggests, employees are not always equipped to deal with specific customer needs as they do not know their customers. This requires resource-hungry employee training to enable employees to engage with customers around their particular needs either physically, digitally or emotionally. Employees must be prepared to handle extreme

or subdued emotional responses and understand the subjective meaning. Habryn (2012) mentions six elements in leveraging customer intimacy, of which one is proactiveness to foresee customer behaviour through insights and acting before it influences the organisation's performance. The researcher recommends further academic research on anticipating and managing these emotional responses in intimate customer engagements.

6.3.4 Recommendation 9: Accommodating remote research

Academic research is needed to assist students and researchers with investigating phenomena remotely. The remote neuromarketing methodology prescribed by Bortone (2020) and iMotions (2020) during Covid lockdown conditions in 2020 is a new alternative method. It accommodated this research study to continue but required intensive planning, preparation and high involvement from the researcher. Commercial studies on doing remote research have become relatively easy to find on the web but not academic sources to reference. The implication on the choice of instruments was considerable when removing eye tracking and galvanic skin response (GSR) from the battery test. Now innovation in biometric solutions such as online data collection algorithms through participants' screens and wearable eye tracking glasses, monitors and mobile apps allow the collection of biometric data while on the move (iMotions, 2020). There are so many new possibilities for doing research remotely that must be documented through academic research as reliable sources.

6.3.5 Recommendation 10: The affect of human-computer interaction

The following recommendations relate to the continuously high facial attention recorded during the experiment, which raised some questions regarding the designated computer screen as the observation setting or location.

6.3.5.1 Facial attention specific.

Academic research on human-computer interaction's affect on specifically facial attention during online experiments should be investigated further. Facial attention is coded through the triangulation of head movements. The high percentage of recorded facial attention might be due to the nature of the remote field experiment requiring the respondent to sit close with their head forward to focus on the designated computer screen (refer to Figure 30: Respondent set up). Lisetti and

Schiano (2000) investigates emotional affects through human-computer interactions (HCI) and found that computer tasks deliberately influence users' emotions due to decisions, communication requirements and adapting to unpredictable environments. But the researcher could not find academic research specific to facial attention outside of a laboratory to validate the facial attention findings.

6.3.5.2 Participant awareness.

Participant awareness of the role of the researcher could have created a reactivity response or Hawthorne effect not to disappoint the researcher (Neuman, 2013). The outcome might also have contributed to more recorded attention frames due to the experiment's task-orientated nature to follow instructions. However, since the attention frames remained high even after the observation and the interview (refer to Figure 38), the findings might be due to the face-to-face intimacy (Song et al., 2016) created through the human-computer interaction (Liang et al., 2009). Online video meetings demand listening, attention and focus on the other person while speaking, indicating a level of intimacy. Affective responses suggest alternative communication methods to connect with customers in a new world with social distancing and remote working conditions. Further academic research on combining these intimate attributes of digital face-to-face online video meetings with other interactions might reveal additional strategies to leverage customer intimacy and build personal customer relationships.

6.3.5.3 Social desirability and researcher bias.

The remote field experiment was more natural with higher external validity, yet the researcher perceived respondents' experiences as more positive, which contradicted findings from facial coding and the survey. This misperception might have been due to response or social desirability bias, or researcher bias. All of the focus was on respondents during the online video meeting, and they could have presented themselves as socially acceptable due to the remote field experiment's nature (Larson, 2019). Although facial coding's insignificant positive frames removed bias through self-report and provided internal validity, further research is required on setting up the remote field experiment in such a way to reduce social desirability bias and researcher bias even further.

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APPENDIX A: PERMISSION LETTER

momentum

METROPOLITAN

Momentum Metropolitan Holdings Limited
Department: Momentum iX
268 West Avenue Centurion 0157

Addressed to: Marné Visagie
Student at the University of the Witwatersrand
T +27 (0)12 671 8206
C +27 (0)78 639 2255
2275863@students.wits.ac.za
2 St David's Place, Parktown 2193

7 April 2020

Dear Marné Visagie

Re: Permission to conduct research at Momentum Metropolitan Holdings Limited and the Market Insights & Neuro Discoveries Lab™ (MI.ND Lab)

I, Stanley Gabriel, herewith give formal permission to Marné Visagie, to conduct research for the Master in Management (Strategic Marketing), Wits Business School (Faculty of Commerce, Law and Management) through the University of the Witwatersrand at Momentum Metropolitan Holdings Limited.

I herewith provide written approval after considering your topic: ***The activation of individual customer intimacy towards a financial organisation through personalised marketing in South Africa.***

Research at the Market Insights & Neuro Discoveries Lab™ (MI.ND Lab), may proceed on the condition that the research aligns with business objectives within Momentum iX that is focused on digital transformation through client-led digital change.

I herewith grant formal written permission for Marné Visagie to:

1. Conduct research at her place of work, while ensuring that the financial organisation at which she is employed, stays anonymous in the research report in working documents and on publishing.
2. To make formal written contact with numerous employees to gain permission of participation.
3. Obtain descriptive client segment information from the Insights team regarding the specific needs of an already existing client segment, preferably in the realised middle class segment or upper middle class segment. This demographic, psychographic or lifestyle information will provide a profile framework of the segment and will assist me to craft targeted messages for the experiment. The segment will be renamed for the purpose of the research report.
4. Approach a financial planner/adviser of the organisation, invite him/her formally to supply secondary data, and obtain signed permission to obtain, at first, the client names only from the CRM book report of approximately 30 clients that fall into the pre-selected segment. These clients must also be staff from the same organisation, as a possible participant sample to select from.
5. Approach these client/staff members, invite them formally as possible participants in the neuromarketing research study, and obtain signed permission of participation.
6. Reassure participants that they can withdraw their permission at any time, that there are no foreseeable risks in participation, that they will not be paid, and that it will be anonymous.
7. Get permission from these client/staff members to access their high-level client data on product holding from the CRM book report through their financial adviser.
8. Craft purposefully personalised email template communications with the client/staff data, while insuring client data confidentiality and anonymity.
9. Conduct a biometric, neuroscience experiment with the Eye tracking, Facial coding (EMG) and Electrodermal activity (EDA) instruments in the Market Insights & Neuro Discoveries Lab™ (MI.ND Lab), under the trained expertise of the Insights team, that will triangulate the data and ensure ethics are adhered to.
10. Use the results anonymously in her research report to draw findings and conclusions.
11. Preserve research data with The MI.ND Lab and communicate back to me.
12. Provide results and findings back to the financial organisation to re-purpose to report on.

I therefore grant permission for you to conduct research at your organisation.

Please let me know if you require any further information.

Kind regards

Stanley Thapelo Gabriel
Head: Momentum iX

Signature:



Date: 2020/04/07

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T +27 (0)12 673 7669
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268 West Avenue Centurion 0157

APPENDIX B: ETHICS CLEARANCE CERTIFICATE

UNIVERSITY OF THE
WITWATERSRAND
JOHANNESBURG



SCHOOL OF GRADUATE SCHOOL OF BUSINESS ADMINISTRATION ETHICS COMMITTEE
CONSTITUTED UNDER THE UNIVERSITY HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)

CLEARANCE CERTIFICATE

PROTOCOL NUMBER: WBS/SM2275863/626

PROJECT TITLE

The activation of individual customer intimacy towards a financial organization through personalized marketing in South Africa

INVESTIGATOR

Mrs. Marné Visagie

SCHOOL/DEPARTMENT OF INVESTIGATOR

MM (Strategic Marketing)

DATE CONSIDERED

10 APRIL 2020

DECISION OF THE COMMITTEE

Approved unconditionally

RISK LEVEL

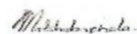
MINIMAL RISK

EXPIRY DATE

28 FEBRUARY 2021

ISSUE DATE OF CERTIFICATE 28 APRIL 2020

CHAIRPERSON


(Dr MDJ Matshabaphala)

cc: Supervisor: Mr Penman

DECLARATION OF INVESTIGATOR

To be completed in duplicate and **ONE COPY** returned to the Chairperson of the School/Department ethics committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee.


Signature

Date

30 / 04 / 2020

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

APPENDIX C: CONSISTENCY MATRIX

Research problem	Aim of research	Literature review	Hypothesis	Source of data	Analysis
Main research question:					
To what extent can individual customer intimacy as an emotional connection be activated or increased towards the financial organisation through personalised email communication?					
Main Problem: Customer emails are impersonal and not distinct enough to create pleasant experiences to motivate individual customers to engage and emotionally connect to the financial organisation.	Main Aim: To determine if an individual's customer intimacy as an emotional connection can potentially be activated or increased towards a financial organisation by creating an intimate customer experience through personalised email communication.	(Abraham, 2006; Arora et al., 2008; Floh et al., 2014; Habryn, 2012; Liang et al., 2009; Maslow & Frager, 1987; Mothersbaugh & Hawkins, 2016a; Motista, 2016; Osarenkhoe, 2008; Osei, 2019; Shah et al., 2006; Shani & Chalasani, 1992; Stern, 1997; Treacy & Wiersema, 1993; Verweire, 2014)	H₀: Personalisation will not affect individual customer intimacy towards the financial organisation. H_a: Personalisation as a customer-intimate experience will affect individual customer intimacy as an emotional connection towards the financial organisation.	Battery test Instrument 1: Facial coding, Affectiva Affdex iMotions software, qualitative observation, quantitative analysis Instrument 2: Interview, qualitative Instrument 3: Survey Section 1: qualitative open-ended questions Instrument 3: Section 2: Likert scale ordinal data to rate the degree of an attitude	Triangulation Instrument 1: Facial expressions through behavioural coding schema, statistical analysis with ANOVA's Instrument 2: Thematic analysis Instrument 3: Thematic analysis Instrument 3: Summated ratings Linear Regression
Research question 1a:					
To what extent is personalisation perceived as a knowledgeable value offering from the financial organisation to individual customer needs?					
Sub-problem 1a: Personal relevant	1a. To determine if personalised email	(Bick, 2009; Habryn, 2012; Niven, 2002;	H₀1a: Personalisation will not be perceived as	Instrument 1: Facial coding, Attention	Instrument 1: Facial expression analysis,

Research problem	Aim of research	Literature review	Hypothesis	Source of data	Analysis
information representing the financial organisation's value offering is not applied in general email communication to attract the customer's attention and interest.	communication as leveraged customer intimacy will be perceived as a customer-intimate value offering representative of the financial organisation.	Osei, 2017; Palmatier & Sridhar, 2017; Shah et al., 2006; Treacy & Wiersema, 1993; Verweire, 2014; Vogel et al., 2008)	a knowledgeable value offering from the financial organisation H_{a1a} : Personalisation will be perceived as a knowledgeable value offering from the financial organisation.	Instrument 2: Interview, Attention, Email preference, Message clarity Instrument 3: Survey, Email preference, Message clarity, Likert scale block Ha1a	ANOVA Instrument 2: Thematic analysis Instrument 3: Summated rating of percentages
Research question 1b: To what extend is personalisation perceived as a customer-intimate value offering from the financial adviser to individual customer needs?					
Sub-problem 1b: Personal relevant information is not applied in general email communication from financial advisers to attract the customer's attention and interest.	1b. To determine if personalised email communication as leveraged customer intimacy, will be perceived as a customer-intimate value offering from the financial adviser.	(Bick, 2009; Habryn, 2012; Niven, 2002; Osei, 2017; Palmatier & Sridhar, 2017; Shah et al., 2006; Treacy & Wiersema, 1993; Verweire, 2014; Vogel et al., 2008)	H_{01b} : Personalisation will not be perceived as a knowledgeable value offering from the financial adviser. H_{a1b} : Personalisation will be perceived as a knowledgeable value offering from the financial adviser.	Instrument 1: Facial coding, Engagement Instrument 2: Interview, Engagement, Valence, Representative of the organisation Instrument 3: Survey, Likert scale block Ha1b	Instrument 1: Facial expression analysis, ANOVA Instrument 2: Thematic analysis Instrument 3: Summated rating of percentages
Research question 2a: To what extend will personalisation in email communication make the customer feel safe, understood and appreciated to choose the relationship with the financial organisation.					

Research problem	Aim of research	Literature review	Hypothesis	Source of data	Analysis
Sub-problem 2a: Customers do not engage with general email communication from financial advisers that do not seem to be from a trustworthy and committed financial organisation. (2a)	2a. To determine if personalised email communication is perceived as a customer-intimate interaction to persuade the customer to be in a relationship with the financial organisation.	(Abraham, 2006; Berry, 1995; Bügel et al., 2011; Burton, 2009; Dowling, 2002; Frow & Payne, 2009; Keiningham, 2005; Langerak & Verhoef, 2003; McEwen, 2005; Peppers et al., 1999; Ponder et al., 2016; Shani & Chalasani, 1992; Stern, 1997; Treacy & Wiersema, 1993; Yim et al., 2008)	H₀2a: Personalisation will not be perceived as a customer-intimate interaction with the financial organisation. H_a2a: Personalisation will be perceived as a customer-intimate interaction with the financial organisation.	Instrument 1: Facial coding, Valence	Instrument 1: Facial expression analysis, ANOVA
				Instrument 2: Interview, Valence, Trustworthy reputable organisation	Instrument 2: Thematic analysis
				Instrument 3: Survey, Likert scale block Ha2a	Instrument 3: Summated rating of percentages
Research Question 2b. To what extent will personalisation in email communication make the customer feel safe, understood and appreciated to choose the relationship with the financial adviser?					
Sub-problem 2b: Customers do not engage with general email communication from financial advisers if the adviser does not seem to be trustworthy and committed. (2b)	2b. To determine if personalised email communication is perceived as a customer-intimate interaction to persuade the customer to be in a relationship with the financial adviser.	(Abraham, 2006; Berry, 1995; Bügel et al., 2011; Burton, 2009; Dowling, 2002; Frow & Payne, 2009; Keiningham, 2005; Langerak & Verhoef, 2003; McEwen, 2005; Motista, 2016; Peppers et al., 1999; Ponder et al., 2016; Shani & Chalasani, 1992; Stern,	H₀2b: Personalisation will not be perceived as a customer-intimate interaction with the financial adviser. H_a2b: Personalisation will be perceived as a customer-intimate interaction with the financial adviser.	Instrument 1: Facial coding, Engagement, Brow Furrow	Instrument 1: Facial expression analysis, ANOVA
				Instrument 2: Interview, Engagement, Valence, Trustworthy professional adviser	Instrument 2: Thematic analysis
				Instrument 3: Survey, Likert scale block Ha2b	Instrument 3: Summated rating of percentages

Research problem	Aim of research	Literature review	Hypothesis	Source of data	Analysis
		1997; Treacy & Wiersema, 1993; Yim et al., 2008)			
Research question 3a:					
To what extend does personalisation in email communication create a pleasant cognitive experience for the customer?					
Sub-problem 3a: Customers do not have a pleasant cognitive experience with general email communication from financial advisers.	3a. To determine if personalised email communication is experienced as cognitive intimate.	(Abraham, 2006; Arora et al., 2008; Doney & Cannon, 1997; Duncan & Moriarty, 1998; Filkowski et al., 2016; Gustafsson et al., 2005; Hill, 2018; Komiak & Benbasat, 2006; Liang et al., 2009; Norman, 2005; Osei, 2017; Ramsey & Sohi, 1997; Schaefer & Olson, 1981; Song et al., 2016; Stern, 1997; Sternberg, 1986; Wheeler & Chintagunta, 2016; Yim et al., 2008)	H₀3a: Customer-intimate knowledge will not affect cognitive intimacy. H_a3a: Customer-intimate knowledge will affect cognitive intimacy.	Instrument 1: Facial coding, Attention, Blink rate Instrument 2: Interview, Cognitive Instrument 3: Survey Likert scale block Ha1a, Ha1b, Ha2a, Ha2b	Instrument 1: Facial expression analysis, ANOVA Instrument 2: Thematic analysis Instrument 3: Linear regression Model 1
Research question 3b:					
To what extend does personalisation in email communication create a pleasant affective experience for the customer?					
Sub-problem 3b: Customers do not have a pleasant affective	3b. To determine if personalised email communication is	(Abraham, 2006; Arora et al., 2008; Doney & Cannon, 1997; Duncan	H₀3b: Customer-intimate relationship will not affect affective	Instrument 1: Facial coding, Valence	Instrument 1: Facial expression analysis, ANOVA

Research problem	Aim of research	Literature review	Hypothesis	Source of data	Analysis
experience with general email communication from financial advisers.	experienced as affective intimate.	& Moriarty, 1998; Filkowski et al., 2016; Gustafsson et al., 2005; Hill, 2018; Komiak & Benbasat, 2006; Liang et al., 2009; Norman, 2005; Osei, 2017; Ramsey & Sohi, 1997; Schaefer & Olson, 1981; Song et al., 2016; Stern, 1997; Sternberg, 1986; Wheeler & Chintagunta, 2016; Yim et al., 2008)	intimacy. Ha3b: Customer-intimate relationship will affect affective intimacy.	Instrument 2: Interview, Affective Instrument 3: Survey Likert scale block Ha1a, Ha1b, Ha2a, Ha2b	Instrument 2: Thematic analysis Instrument 3: Linear regression Model 2
Research question 3c.					
To what extent does personalisation in email communication affect the customer intimacy experienced?					
Sub-problem 3c: Customers do not experience general email communication as intimate.	3c. To determine if personalised email communication is experienced as customer intimate.	(Abraham, 2006; Arora et al., 2008; Doney & Cannon, 1997; Duncan & Moriarty, 1998; Filkowski et al., 2016; Gustafsson et al., 2005; Hill, 2018; Komiak & Benbasat, 2006; Liang et al., 2009; Norman, 2005; Osei, 2017; Ramsey & Sohi, 1997; Schaefer & Olson, 1981; Song et al.,	H03c: Personalisation will not affect the customer intimacy experienced. Ha3c: Personalisation will affect the customer intimacy experienced, indicating a feeling of closeness.	Instrument 1: N/A Instrument 2: N/A Instrument 3: Survey Likert scale block Ha3a and Ha3b	Instrument 1: N/A Instrument 2: N/A Instrument 3: Linear regression Model 3

Research problem	Aim of research	Literature review	Hypothesis	Source of data	Analysis
		2016; Stern, 1997; Sternberg, 1986; Wheeler & Chintagunta, 2016; Yim et al., 2008)			
Research Question 4a.					
To what extent does personalisation as a customer-intimate experience affect the customer's emotions, observable through the customer's behaviour?					
Sub-problem 4a: Customers do not emotionally respond to general email communication from financial advisers.	4a. To determine if personalised email communication as a customer-intimate experience will activate an observable emotional response from the customer.	(Affectiva, 2020; Darwin & Prodger, 1998; Dente et al., 2017; Ekman, 1992; Farnsworth, 2019c; Hess & Thibault, 2009; iMotions, 2016, 2017b, 2020; Kulke et al., 2020; Magids et al., 2015; McEwen, 2005; Miller, 2015; Motista, 2016; Piórkowska & Wrobel, 2017; Plutchik, 2001; Rozin & Cohen, 2003; Sebastian, 2014; Songa et al., 2019; Vasran, 2020; Von Scheve et al., 2019; White, 2009)	H₀4a: Customer-intimate experience will not affect the customer's implicit attitude, observable as an emotional response through facial expression. H_a4a: Customer-intimate experience will affect the customer's implicit attitude, observable as an emotional response through facial expression.	Instrument 1: Facial coding, Attention, Engagement, Valence	Instrument 1: Facial expression analysis, ANOVA
				Instrument 2: Interview, Positive responses	Instrument 2: Field notes
				Instrument 3: N/A	Instrument 3: N/A
Research Question 4b.					
To what extent does personalisation as a customer-intimate experience affect the customer's feelings, as expressed by the customer?					

Research problem	Aim of research	Literature review	Hypothesis	Source of data	Analysis
Sub-problem 4b: Customers do not express positive feelings about general email communication.	4b. To determine if personalised email communication as a customer-intimate experience will activate an expressive feeling towards the organisation.	(Carruthers, 2017; Cooper & Schindler, 2014; Filkowski et al., 2016; iMotions, 2017c; Liang et al., 2009; Mandelbaum, 2016; Morin, 2011; Mothersbaugh & Hawkins, 2016a; Rudman, 2004; Rudman et al., 2007; Songa et al., 2019; Yoon et al., 2012)	H₀4b: Customer-intimate experience will not affect the customer's explicit attitude, expressed through self-report. H_a4b: Customer-intimate experience will affect the customer's explicit attitude, expressed through self-report.	Instrument 1: N/A	Instrument 1: N/A
				Instrument 2: Interview, Attention versus Avoidance, Engagement versus Avoidance	Instrument 2: Thematic analysis of verbal expressions
				Instrument 3: Survey, Attention versus Avoidance, Engagement versus Avoidance Section two: Survey Likert scale block Ha1a, Ha1b, Ha2a, Ha2b, Model 4	Instrument 3: Section one: Thematic analysis of written responses Section two: Linear regression Model 5
Research Question 4c. To what extent does personalisation as a customer-intimate experience affect the customer's attitude, feeling of association and belonging towards the financial organisation?					
Sub-problem 4c: Customers do not sense a feeling of association and belonging towards the financial organisation.	4c. To determine if personalised email communication as a customer-intimate experience will affect the customer's attitude.	(Du Buisson-Narsai, 2020; Habryn, 2012; Kotler & Keller, 2016; Magids et al., 2015; Maslow & Frager, 1987; McEwen, 2005; Motista, 2016; Osei, 2017; Ramsey & Sohi, 1997; Stern, 1997; Sternberg, 1986;	H₀4c: Personalisation will not affect the customer's attitude towards the financial organisation. H_a4c: Personalisation as a customer-intimate experience will affect the customer's attitude, association and sense	Instrument 1: N/A	Instrument 1: N/A
				Instrument 2: N/A	Instrument 2: N/A
				Instrument 3: Survey, section two, block Ha4b, Model 5	Instrument 3: Linear regression Model 5

Research problem	Aim of research	Literature review	Hypothesis	Source of data	Analysis
		Treacy & Wiersema, 1993; Verweire, 2014; Yim et al., 2008)	of belonging towards the financial organisation.		

APPENDIX D: SCHEDULING - INVITATION

Invitation: Marne Visagie research

Message

Options

Send

Paste

Calibri 11 A[^] A^v A₂ x₂ x²

B I U

Attach File

Insert Link

Table

Pictures

Signature

To: Participant email

Cc:

Subject: Invitation: Marne Visagie research

Good day

A while back I enquired if you are willing to be a participant in my research study for my Master's Degree.

I would like to schedule a 30 minute video session with you as a participant in my research project.
You will use your own laptop for us to engage with each other and the session will be recorded.

What will you do?

- You will view two emails, you will open it and I will record your interaction with it.
- You will answer questions.
- You will fill in a survey directly afterwards.

Please accept this meeting timeslot if it is convenient for you, you should feel relaxed that day, not rushed by time, work obligations or feel anxious.
Or, feel free to suggest another timeslot that will suit you, in the evening or over a weekend.

Hope to meet you soon.

Thank You

Kind Regards

Company logo

Marné Visagie
Client Campaigning and Communication
xxxxxxx
T +27 12 671 8206
C +27 78 639 2255
marne.visagie@xxxxxxx.co.za
268 West Avenue, Centurion, 0157
xxxxxxx.co.za

Company slogan

xxxxxxx is a part of xxx, an authorised financial services
(xxx) and credit (xxx) provider. xxx is a level 1 B-BBEE insurer.

APPENDIX E: SCHEDULING - REPLY WITH CONSENT

Re: Invitation: Marne Visagie research

Message

Delete

Reply

Reply to All

Forward

Attachment

Meeting

Move

Junk

Rules

Read/Unread

Categorise

Follow Up

Send to OneNote

Phish Alert Report

Insights

Re: Invitation: Marne Visagie research

MV

Marne Visagie

To: <Participant email address>

M.Visagie 2275863...
124,9 KB

M.Visagie 2275863...
168,6 KB

M.Visagie 2275863...
118,4 KB

[Download All](#) [Preview All](#)

Hi <Participant name>

Thank you for accepting my invitation.

Attached find 2 consent forms to fill-in electronically.

The forms provide ethical proof and your consent for the session to be recorded.

Please complete the forms and return to me before the session.

Should you have any questions, please do not hesitate to contact me.

Thank You

Kind Regards

Company logo

Marné Visagie
Client Campaigning and Communication
xxxxxxx
T +27 12 671 8206
C +27 78 639 2255
marne.visagie@xxxxxxxx.co.za
268 West Avenue, Centurion, 0157
[xxxxxxxx.co.za](#)

Company slogan
xxxxxxx is a part of xxx, an authorised financial services
(xxx) and credit (xxx) provider. xxx is a level 1 B-BBEE insurer.

APPENDIX F: PARTICIPANT INFORMATION SHEET



University of the Witwatersrand, Wits Business School
2 St David's Place, Parktown 2193, PO Box 98 Wits 2050 Johannesburg

Participant Information sheet

Re: Invitation to participate in my research project

Dear Participant

I am currently a Masters student in Strategic Marketing at the Wits Business School, University of the Witwatersrand, Johannesburg. As part of my studies, I have to undertake a research project. I have been granted permission to conduct my research for Momentum and to approach participants and invite them to take part in my research project.

This is a friendly invitation for you to assist me with my academic endeavour. I am doing a neuromarketing experiment to monitor facial responses of customers to email marketing communication from a financial organisation. The aim of the research project is to improve engagement.

The experiment involves that I contact you through an online Zoom or Microsoft Teams video meeting, whichever you have access to. You will be using your own laptop with a video webcam from a comfortable setting for us to engage with each other. This activity will take up approximately 30 minutes of your time and your face will be recorded. You will be asked a few questions and need to fill in a survey directly afterwards.

I need your permission to contact you, record you, use your name, address and contact details. No detailed confidential or financial information will be viewed, accessed or applied in this study. All information will be completely confidential and anonymous in the report, your identity will not be disclosed in the report. I will be using a pseudonym (numbering system) to represent your participation in my final research report. There will be no personal cost to you to participate. Participants will not receive any direct benefits, incentives or be disadvantaged by participating. You are allowed to withdraw at any time.

If you have any questions or need more information regarding my research, please feel free to contact me on the details listed below. If you would like a summary of this report, I will be happy to send it to you. The data collected will be stored by the MI.ND Lab that is assisting me with data analysis to report back on, and by myself for at least 2 years. With your permission the data collected from this research project may be used by the financial organisation to improve their client engagement strategies.

If you have any concerns or complaints regarding the ethical procedures of this study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), telephone +27(0) 11 717 1408, email hrec-medical.researchoffice@wits.ac.za

Your sincerely
Marné Visagie

Researcher: Marné Visagie
Cell: 078 639 2255
2275863@students.wits.ac.za
marnévisagie@gmail.com
marné.visagie@momentum.co.za

Supervisor: Mr. Neale Penman
Cell: 082 468 6766
neale.penman@wits.ac.za
neale.penman@gmail.com

APPENDIX G: RESEARCH CONSENT FORM

momentum



University of the Witwatersrand, Wits Business School
2 St David's Place, Parktown 2193, PO Box 98 Wits 2050 Johannesburg

Participant Consent form:

Title of project:

The activation of individual customer intimacy towards a financial organisation through personalised marketing in South Africa.

Name of researcher: Marné Visagie

C +27 (0)78 639 2255

2275863@students.wits.ac.za, marné.visagie@momentum.co.za

I, _____ (full name) agree to participate in this research project. The research has been explained to me in the participant information sheet and I understand what my participation will involve.

I agree to the following: (Please type a cross in the relevant **YES** or **NO** block)

I agree that the researcher may contact me.

YES

NO

I agree that my participation will remain anonymous in the final research report.

YES

NO

I agree to participate through a secure, online Zoom/Microsoft Teams meeting, and that the video recording can be used to run through neuro software provided with the assistance of the MI.ND Lab.

YES

NO

I have filled in and signed the MI.ND Lab consent form for neuro software to analyse my activity.

YES

NO

I agree that I am unbiased towards the neuromarketing method, and that it will contribute towards this research project.

YES

NO

I agree that the information I provide and the data collected may be used anonymously in the research report.

YES

NO

I agree that the data collected from this research project may be used by the financial organisation to improve their client engagement strategies.

YES

NO

Signature/Proof of consent:

(please type your name if you do not have an electronic signature as proof of consent)

Name of participant:

Date:

Signature:

Person seeking consent:

Marné Visagie

Date:

APPENDIX H: MI.IND LAB CONSENT FORM



PARTICIPANT CONSENT FORM for the MI.IND Lab

PURPOSE - The purpose of this research study will be to explore your subconscious responses to an email marketing message. This will be done by using a neuroscientific tool called Facial coding. Your contribution will be used to help a financial services company understand how its target market perceives its email marketing communication relative to other email marketing communication.

YOUR RIGHTS - You are reminded that your participation in this research study is entirely voluntary. You may withdraw your participation in the research at any time without incurring any form of penalty. You have the right to have your participation in the research study remain anonymous. Any data and information collected from you (e.g. facial recordings and responses) will be stored securely and treated confidentially in accordance with the Protection of Personal Information Act 4 of 2013. Please note, facial recordings may be valuable for use in presentations to internal audiences. Your consent to the use of such material will be asked at the end of this form.

RISKS - There are no risks involved in participating in this study. However, should you feel uncomfortable during any part of the process, please alert the moderator.

INCENTIVE – Unfortunately, incentives have been excluded from this study, since it forms part of an academic research project under Marné Visagie, a Master student in Strategic Marketing at Wits Business School, University of the Witwatersrand, Johannesburg.

EXPECTATIONS OF YOU - For this research study, you will be required to attend an online Zoom or Microsoft Teams meeting through a secure video feed from your 'work from home' or comfortable area. We will book 30 minutes of your time and you will access the video meeting from your own computer with a webcam. You will view email marketing messages and follow the instructions of the moderator during the video meeting. You will be asked questions and fill in a survey. We request no interruptions during the video meeting. Unfortunately, failing to participate meaningfully (e.g. answering your phone; interrupting the procedure) may result in the inability to use your input. In this instance, the moderator may post-pone your participation during the process.

I, _____ (full name) declare that I have been given sufficient information about this research study beforehand to make an informed decision about my participation. I have also been given the opportunity to ask questions before commencing my participation in the research study, for which adequate answers have been given to me.

1. Are you willing to participate in this research study (please mark your choice with an X below)?

YES ☐ NO ☐

2. Do you give per mission for the video meeting to be recorded for research purposes? (please mark your choice with an X below)?

YES ☐ NO ☐

3. Do you give us permission to use the Zoom/Microsoft Teams video recording and your facial recordings internally for research, analysis and reporting purposes?

YES ☐ NO ☐

Signed at _____ (place) on the _____ (day) of _____ (month) 2020.

(please type your name if you do not have an electronic signature as proof of consent)

Print name/Signature as proof of consent

APPENDIX I: SCHEDULING - TECHNICAL REMINDER

Re: Invitation: Marne Visagie research

Message

Delete

Reply to All

Reply Forward

Meeting Attachment

Move

Junk

Rules

Read/Unread

Categorise

Follow Up

Send to OneNote

Phish Alert Report

Insights

Re: Invitation: Marne Visagie research

MV

Marne Visagie

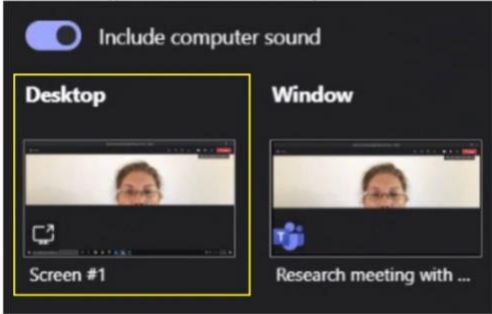
To: <Participant email address>

Hi <Participant name>

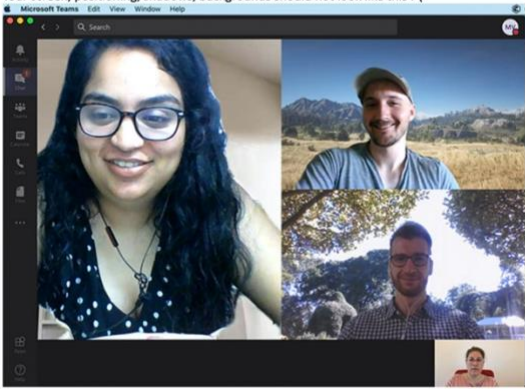
In preparation for your video session:
Please log in 10 minutes before the time on the Microsoft Teams link to test that you have internet, video, sound and can share your Desktop view. You should only have one computer screen that you look at, please disconnect your additional screens.

Specifications for the meeting:
Sit in a quiet, comfortable setting with good lighting from the front, not to dark, no shadows, without distractions or phones ringing. Maybe a little lamp shining from the front on your face.
Have a neutral background without photos and pictures behind you.
Remove all hats, head-wraps, extensive makeup.
Do not cover your face with your hands.
Sit 30 centimetres away from the screen – just your face and neck will be in the screen.
Mobile phones cannot be used – the screen is too small :-)

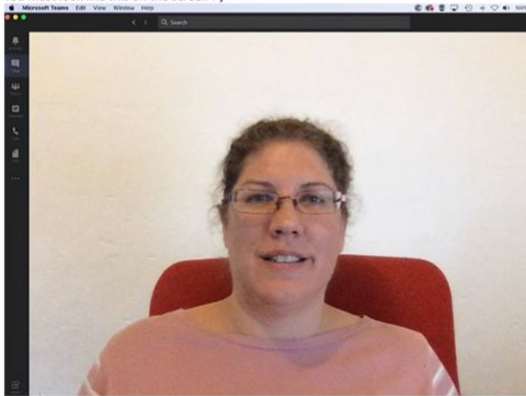
Windows users: toggle the sound to "on" before sharing



Please make sure that your sitting position in front of the screen is correct. Your screen, positioning, shadows, backgrounds should not look like this :-{



You must look like this on the screen :-)



Looking forward to meet with you.

Thank You

Kind Regards

Company logo

Marné Visagie
Client Campaigning and Communication
xxxxxxxxx
T +27 12 671 8206
C +27 78 639 2255
marne.visagie@xxxxxxxx.co.za
268 West Avenue, Centurion, 0157
xxxxxxxx.co.za

Company slogan
xxxxxxxx is a part of xxx, an authorised financial services
(xxx) and credit (xxx) provider, xxx is a level 1 B-BBEE Insurer.

APPENDIX J: OBSERVATION PROTOCOL

Online meeting commenced, before video recording started.

The researcher, who was the moderator, followed a script to maintain consistency for all the video recordings. Notes have been allocated as descriptors.

Video meeting starts:

Moderator: Hi, how are you doing.

Respondent: (Answer) *Researcher smiles with friendly demeanour to lighten the mood and followed the standardised script.*

Moderator: That's good to hear. Thank you for agreeing to assist me with my research project in marketing.

Checklist:

Moderator and respondent worked through the technical settings of the video conferencing software before the recording started.

Moderator: Let's make sure the screen setup is correct before we start.

1. Are you in a quiet and comfortable position?
(respondent closed door or moved to another room)
2. Have you removed any photos or pictures behind you?
(if any, respondent threw a cloth over portrait)
3. Are the height of your screen correct so that you face the screen directly?
(respondent moved screen)
4. Please disconnect any extra screens, you should only have the one screen in front of you.
(respondent disconnected screens)
5. Please sit 30 centimetres away from the screen.
(respondent moved closer)
6. Is your cell phone on silent?
(respondent toggled sound to off)
7. Have you closed all the programs on your computer?
(respondent closed programs, except video meeting and email)
8. Please switch from Dark mode to Light mode.
(respondent changed screen setting)
9. Have you tested if you could share your desktop view?
(respondent confirmed)

Respondent: *Gave confirmation on all of the above if correct.*

Share screen:

If the respondent did not know how to share the screen. Technical difficulties, bad internet connections and low knowledge of screen sharing took up 10 minutes to solve.

- Moderator: 10. Please click on the share button to the bottom.
(respondent searched for the share button with assistance)
11. Make sure your sound is toggled too on.
(if respondent was on Windows operating system)
12. Select your Desktop screen to share.

Respondent: Gave confirmation on screen sharing.

Specify the language for the study:

Moderator: For the purpose of this study, I will conduct it in English to keep all the video recordings consistent. I will now start recording this session and give you instructions on what we are going to do.

Video recording starts - experiment starts:

Session starts:

Moderator: This session has started to record.
Hi, *(specify respondent name)*, you are in Group *(A or B)* for this study, and you are Participant number *(specify the respondent's participant number)*.

Verbal consent: *(required by online video conferencing software)*

Moderator: Do you give permission to record this session and use the data for this research project?

Respondent: States verbal consent – “Yes”

Moderator: Thank you

Priming starts – Explain experiment:

Explaining the experiment while respondents see their own desktop screen lasted approximately 40 seconds and served to run a neutral baseline.

Moderator: I'm doing an experiment to observe how people engage with different types of email messages that they receive from a financial adviser and financial organisation that's trying to connect with clients or potential clients. I want to observe if people respond to general or personalised emails by recording their facial expressions and facial responses. *Added in during sessions* – Therefore, I need

to ask you not to place your hands in front of your face during the experiment. – The aim is to improve the email experience of a person that receives the email and to improve the engagement with the financial organisation.

Priming ends

Instructions:

Moderator: I've sent you 2 different simulated emails from a financial adviser that I have copied into my email. Named Email 1 and Email 2.

Added in after pilot study – In these simulations pretend as if the person named John Doe, is your actual financial adviser.

Added in during sessions – Do not open them until I instruct you to. I will first only observe, afterwards I will ask you questions.

Added in after pilot study – If you want to ask me a question, or don't know what to do, you are allowed to ask.

Added in after pilot study – Do you understand what we are going to do?

Respondent: Verbal confirmation – “Yes”

Observation starts:

Moderator: Let's look at your Inbox.

Email 1:

Look at your Inbox without opening anything. Now look specifically at email 1 without opening it. Read the description. When you're done open email 1.

Respondent: Verbal confirmation – “I'm done” (*Version 2 and 3: questions directly after observation*)

Moderator: Close email 1

Email 2: (*Version 3: PDF files of email if distorted*)

Look at email 2 in your Inbox, don't click on email 2, just look at the info that you can see. Please open email 2. Read it as if you were to receive the email on any other day, if you want to engage with it you can. When you are done, let me know.

Respondent: Verbal confirmation – “I'm done” (*Version 2 and 3: questions directly after observation*)

Observation completed with instrument 1.

Video recording continues.

(Directly after followed Instrument 2: Interview with follow-up questions)

APPENDIX K: STIMULUS 1 - IMPERSONAL FIELDS

lack of:
Ha1a+Ha1b personalisation/
customer intimate knowledge
organisation+adviser
Ha3a+Ha3b cognitive + affective
intimacy
Ha2a+Ha2b perceived customer
intimate relationship

lack of:
financial wellness
Maslow's needs (safety)
segment knowledge
motivational drivers
(finances+lifestyle+self+needs)

lack of:
connectivity
uncontactable

lack of:
reliability+trust

lack of:
interactivity

Outlook File Edit View Message Format Tools Window Help

Portfolio revision - Inbox

Message

Delete Archive Reply Reply to All Forward Attachment Meeting Move Junk Rules Move to Other Read/Unread Categorise Follow Up Send to OneNote Insights

Portfolio revision

john@getresponse-mail.com john@getresponse-mail.com

To: unknown recipient Today

Please note this email originated from external. Please treat with caution.

Dear client

Hope you are well?

We met a while back to discuss your portfolio. At that stage I could not be of service to you.

If your situation has changed recently or if you are interested that we relook your portfolio, let me know as soon as possible so that we can meet.

If you have any questions or problems you are welcome to contact me.

John Doe
Financial Adviser

Portfolio Solutions Franchise
Tel: +27(0)12 804 0000
Fax: +27(0)12 804 0000
Cell: +27(0)78 600 0000
E-mail: john@specialisedsolutions.co.za
Website: www.ss.co.za

Please do not reply to this email address as it is unattended. Please reply to the address in the email signature.

APPENDIX L: STIMULUS 2 - PERSONALISED FIELDS

H4
does H1, H2, H3 affect the attitude of the customer towards the financial organisation? Do they sense a feeling of association and belonging indicative of an emotional connection?

H3 customer intimate experience (feeling of closeness)
Email 2 is a simulation of a customer intimate interaction as a customer intimate experience through personalisation

Ha1a customer intimate knowledge/organisation

Ha1a customer intimate knowledge/organisation

Ha3b affective intimacy - comfort+trust

Ha3b affective intimacy - trust

segments/homogenous similarity/top motivational driver related to lifestyle
Ha3a cognitive intimacy - think
Ha3b affective intimacy - trigger to continue reading

Ha1a + Ha1b photo depicts relationship with organisation+adviser

Ha1a+Ha1b personalisation/ customer intimate knowledge organisation+adviser
Ha3a+Ha3b cognitive + affective intimacy
Ha2b perceived customer intimate relationship - individual adviser

segments/homogenous similarity/top motivational driver related to finances

segments/homogenous similarity/top motivational driver related to lifestyle

segments/homogenous similarity/top motivational driver related to finances

how the motivational driver relates back to financial wellness

how the motivational driver relates back to neuro capital

how the motivational driver relates back to neuro capital

how the motivational driver relates back to Maslow's hierarchy of needs, Level 2 safety+secure

Ha3a cognitive intimacy/caring - concern for what is important to customer

Ha3a cognitive intimacy - feedback

Ha3b affective intimacy - comfort+trust

Ha3a cognitive intimacy - more than one option to connect

Ha3a cognitive intimacy/ communication - sympathetic listener + interactive communication

segments/homogenous similarity/top motivational driver related to self + family

Ha3a cognitive intimacy/ communication - empathetic response

how the motivational driver relates back to Maslow's hierarchy of needs, Level 2 safety, Level 3 belonging

how the motivational driver relates back to financial wellness

Ha3a cognitive intimacy - more than one option to interact
Ha3b affective intimacy - commitment

how the motivational driver relates back to Maslow's hierarchy of needs, Level 2 safety, Level 3 belonging

how the motivational driver relates back to financial wellness

Ha2b perceived customer intimate relationship - individual adviser

Ha3a cognitive intimacy - feedback+more than one option to connect

Ha3b affective intimacy - commitment+comfort+trust

Ha3a cognitive intimacy - interactivity/ information sharing/disclosure

how the motivational driver relates back to financial wellness

Ha2b perceived customer intimate relationship - individual adviser

Ha3b affective intimacy - commitment+comfort+trust

Ha3a cognitive intimacy - reliable contact info+more than one option to connect
Ha3b affective intimacy - commitment+comfort+trust

Ha3a cognitive intimacy - more than one option to connect
Ha3b affective intimacy - commitment+comfort+trust

Ha3b affective intimacy - commitment+comfort+trust

APPENDIX M: INSTRUMENT 2: INTERVIEW QUESTIONS

During the experiment after stimuli exposure, while the video was recording.

The following open-ended questions were asked verbally to respondents after stimuli 1 and stimuli 2 observation while the video was recording:

Interview starts:

Follow-up questions about Email 1: *(Version 2 and 3: directly after observation)*

Moderator: Please go back to Email 1.

1. If you look at the subject line, what is this email about.
2. From where did this email come from?
3. To whom is it addressed?
4. Do you know this financial organisation?
(Prompt to click on the web address of the financial organisation)
5. Do you trust this financial organisation?
6. Can you reply back to the adviser?
(if respondent does not know how, prompt to scroll down to the signature and click on adviser's email address)
7. Is this email clear about the financial services offered to you and explain?
8. If you received email 1, would you read it or ignore it? Why?
9. What could make email 1 more effective for you to interact or request a call back?
10. Do you have anything else you would like to add?

Follow-up questions about Email 2: *(Version 2 and 3: directly after observation)*

Moderator: Please go back to Email 2

1. If you look at the subject line, what is this email about.
2. From where did this email come from?
3. To whom is it addressed?
4. Do you know this financial organisation?
(Prompt to click on the web address of the financial organisation)
5. Do you trust this financial organisation?
6. Can you reply back to the adviser?
(if respondent does not know how, prompt to scroll down to the signature and click on adviser's email address)

Prompts incorporated after the pilot study on recommendation of the neuroscientist for respondents to explore Email 2 holistically:

- Click on the “Watch the video” button.
 - Click on the link in the text “to read this article”.
 - Click on the “Take stock of where you are” button. Q?
 - Scroll down to the footer of the email, which item interests you most? Click on it. (if respondent doesn’t know what the footer is, explain that it is the blue block at the bottom of the email)
 - Look at the photo ... click on the button “Let’s connect, click here and I will contact you”.
7. Is this email clear about the financial services offered to you and explain?
 8. If you received Email 2, would you read it or ignore it? Why?
 9. What could make Email 2 more effective for you to interact or request a call back?
 10. Do you have anything else you would like to add?

Moderator: Verbal preference:

1. Which email do you prefer, (1) or (2)?

1	2
	

2. Please give a score for Email 1 out of a range of 5.

If respondent enquires which is best or worst; explain (1) means I do not like it, where (5) means I like it most.

1	2	3	4	5
Don't like it	Like it a bit	Don't know	Like it more	Like it most

1.

3. Please give a score for Email 2 out of a range of 5.

1	2	3	4	5
Don't like it	Like it a bit	Don't know	Like it more	Like it most

Concluding interview:

Moderator: We are now done.

I'm mailing you a link to the survey that you must please complete immediately after this session ends.

It will take you 10 minutes.

Please complete it in one go. Remember, you are in Group (A or B) for this study, and you are Participant number (*specify the respondent's participant number*).

You need to fill it into the survey.

Thank you very much for your time.

I will stop the recording, please do not hang up.

Goodbye!

Interview completed with instrument 2.

Video meeting ends.

(Directly after followed Instrument 3: Survey questionnaire)

APPENDIX N: INSTRUMENT 3: SURVEY QUESTIONS

After the experiment, after the video recording has ended:

The following survey were distributed to respondents to fill in after stimuli 1 and stimuli 2 exposure, after the video recording ended. *The section/block names were not viewable to respondents.*



Block: Participant details

Full name	
Group	
Participant number	
How many benefits/products do you have with Momentum? Type in number. (0 = none)	
Age	

Block: Open-ended questions

Think back to the first email and the second email you viewed during the video session.

Please answer the following questions openly and truthfully.

Q1. Which email do you prefer, (1) or (2)? Move the slider to indicate your preference.

1	2
	

Q2. Please give a score for email 1 out of a range of 5.

1	2	3	4	5
Don't like it	Like it a bit	Don't know	Like it more	Like it most

Q3. Please give a score for email 2 out of a range of 5.

1	2	3	4	5
Don't like it	Like it a bit	Don't know	Like it more	Like it most

These questions are about Email 1 and Email 2.

Please answer the following questions openly and truthfully.

Q4. Which email was clearer about the financial service offered to you? Email 1 or Email 2 and why?

Q5. If you received Email 1 or Email 2 would you have read them or ignored them. Why?

Q6. What could make Email 1 and Email 2 more effective for you to interact or request a call back?

Q7. Do you have anything else you would like to add?

Block: Closed questions

The following questions are about your experience with Email 2 only.

Please answer openly and truthfully.

Block Ha1a. Customer-intimate knowledge – Organisation

Q8. The financial organisation has thorough knowledge of my financial needs.

No knowledge at all	A little bit of knowledge	Some knowledge	Quite a bit of knowledge	Thorough knowledge

Q9. The financial organisation learned a lot about my customer preferences and needs.

Not at all	A little bit	Somewhat	Quite a bit	A lot

Q10. The financial organisation knows me well.

Do not know me at all	Knows me a little bit	Knows me somewhat	Knows me quite a bit	Knows me very well

Block Ha1b. Customer-intimate knowledge - Individual adviser

Q11. The financial adviser has thorough knowledge of my financial needs.

No knowledge at all	A little bit of knowledge	Some knowledge	Quite a bit of knowledge	Thorough knowledge

Q12. The financial adviser learned a lot about my customer preferences and needs.

Not at all	A little bit	Somewhat	Quite a bit	A lot

Q13. The financial adviser knows me well.

Do not know me at all	Knows me a little bit	Knows me somewhat	Knows me quite a bit	Knows me very well

Block Ha2a. Customer-intimate relationship - Organisation

Q14. The financial organisation seems trustworthy.

Not at all trustworthy	Slightly trustworthy	Somewhat trustworthy	Quite trustworthy	Completely trustworthy

Q15. The financial organisation seems committed to have a relationship with me.

Not at all committed	Slightly committed	Somewhat committed	Quite committed	Completely committed

Q16. The financial organisation seems to have a high-quality relationship with me.

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

Q17. The financial organisation seems to have a very collaborative relationship with me.

Not very collaborative	Slightly collaborative	Somewhat collaborative	Quite collaborative	Very collaborative

Q18. I am satisfied with the relationship I have with this organisation.

Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied

Block Ha2b. Customer-intimate relationship - Individual adviser

Q19. The financial adviser seems trustworthy.

Not at all trustworthy	Slightly trustworthy	Somewhat trustworthy	Quite trustworthy	Completely trustworthy

Q20. The financial adviser seems committed to have a relationship with me.

Not at all committed	Slightly committed	Somewhat committed	Quite committed	Completely committed

Q21. The financial adviser seems to have a high-quality relationship with me.

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

Q22. The financial adviser seems to have a very collaborative relationship with me.

Not very collaborative	Slightly collaborative	Somewhat collaborative	Quite collaborative	Very collaborative

Q23. I am satisfied with the relationship I have with this financial adviser.

Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied

You are halfway, please keep going, it won't take long.

These questions are still about Email 2.

Please answer openly and truthfully.

Block Ha3a. Customer-intimate experience: Cognitive, Dimension: Communication

Q24. The financial organisation understands who I am by accurately communicating appropriate information to me.

Not accurately at all	Slightly accurately	Moderately accurately	Quite accurately	Very accurately

Q25. The financial organisation understands my financial concerns.

None at all	A little	A moderate amount	A lot	A great deal

Q26. This communication allowed me to give a response or feedback.

None at all	A little	A moderate amount	A lot	A great deal

Cognitive intimacy, Dimension: Caring

Q27. The financial organisation is concerned about me.

None at all	A little	A moderate amount	A lot	A great deal

Q28. The financial organisation is interested in what is important to me.

Not at all interested	Slightly interested	Somewhat interested	Quite interested	Very interested

Q29. The financial organisation gave me more than one option to connect with them.

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

Block Ha3b. Customer-intimate experience: Affective, Dimension: Commitment

Q30. The financial organisation seems to perform well.

Not well at all	Slightly well	Moderately well	Quite well	Very well

Q31. The communication was pleasant.

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

Q32. Switching to this financial organisation seems like a valid option.

Definitely not	Probably not	Might or might not	Probably yes	Definitely yes

Q33. I would like to be a client of the financial organisation.

Dislike a great deal	Dislike somewhat	Neither like nor dislike	Like somewhat	Like a great deal

Q34. The communication was enjoyable.

Not enjoyable	Slightly enjoyable	Somewhat enjoyable	Quite enjoyable	Very enjoyable

Affective intimacy, Dimension: Comfort

Q35. I feel secure and safe with this communication from the financial organisation.

I do not feel secure and safe	I feel slightly secure and safe	I feel moderately secure and safe	I feel quite secure and safe	I feel very secure and safe

Q36. I feel relaxed to be in a relationship with the financial organisation.

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

Q37. I feel like I can get along with the financial organisation.

Not well at all	Slightly well	Moderately well	Quite well	Very well

Affective intimacy, Dimension: Conflict resolution or trust

Q38. I belief that the financial organisation is honest.

Very dishonest	Somewhat dishonest	Neither honest nor dishonest	Somewhat honest	Very honest

Q39. I belief the financial organisation is credible.

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

Q40. I belief the financial organisation is able to deliver on its promise.

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

Q41. I feel that the financial organisation is sincere.

Not at all sincere	Slightly sincere	Somewhat sincere	Quite sincere	Completely sincere

Q42. I feel that the financial organisation is reliable.

Not at all reliable	Slightly reliable	Somewhat reliable	Quite reliable	Completely reliable

Q43. I feel that the financial adviser has my best interest at heart.

Definitely not	Probably not	Might or might not	Probably yes	Definitely yes

You are almost done, please keep going.

These questions are still about Email 2.

Please answer openly and truthfully.

Block Ha4b. Attitude towards the financial organisation

Q44. How well do the financial organisation understand you as a person?

Do not understand at all	Understand a little	Understand somewhat	Understand quite a bit	Completely understand

Q45. How connected do you feel to the financial adviser at the financial organisation?

Not all connected	Slightly connected	Somewhat connected	Quite connected	Extremely connected

Q46. How welcoming do you find the financial organisation to be?

Not at all welcoming	Slightly welcoming	Somewhat welcoming	Quite welcoming	Extremely welcoming

Q47. How much respect does the financial organisation show toward you?

No respect at all	A little bit of respect	Some respect	Quite a bit of respect	A tremendous amount of respect

Q48. How much respect does the adviser of the financial organisation show toward you?

No respect at all	A little bit of respect	Some respect	Quite a bit of respect	A tremendous amount of respect

Q49. How much do you matter to the financial organisation?

Do not matter at all	Matter a little bit	Matter somewhat	Matter quite a bit	Matter a tremendous amount

Q50. How happy are you with a choice to be a client of the financial organisation?

Not at all happy	Slightly happy	Somewhat happy	Quite happy	Extremely happy

Q51. How enriching is your experience with the financial organisation?

Not at all enriching	Slightly enriching	Somewhat enriching	Quite enriching	Extremely enriching

Q52. How 'at home' do you feel with the financial organisation?

Not at all 'at home'	Slightly 'at home'	Somewhat 'at home'	Quite 'at home'	Extremely 'at home'

Q53. Overall, how much do you feel like you can associate with the financial organisation?

Do not associate at all	Associate a little	Associate somewhat	Associate quite a bit	Completely associate

Q54. Overall, how much do you feel like you belong with the financial organisation?

Do not belong at all	Belong a little	Belong somewhat	Belong quite a bit	Completely belong

APPENDIX O: SURVEY EMAIL

Please complete this survey - Group <A/B> Participant number <x>

Message

Options

Send

Paste

Calibri

11

A[^]

A^v

A^o

B

I

U

x₂

x²

Attach File

Insert Link

Table

Picture

To:

Participant email

Cc:

Subject: Please complete this survey - Group <A/B> Participant number <x>

Hi

Thank you for your time. Remember your group and participant number to fill into the survey.

Please complete this 10 minute survey immediately after our video session, it is very important for the data I'm collecting. Please answer truthfully till the end.

https://wits.eu.qualtrics.com/jfe/form/SV_bEhvEm9b5tBcsyV

Thank You

Kind Regards

Company logo

Marné Visagie

Client Campaigning and Communication

xxxxxxx

T +27 12 671 8206

C +27 78 639 2255

marne.visagie@xxxxxxxx.co.za

268 West Avenue, Centurion, 0157

xxxxxxxx.co.za

Company slogan

xxxxxxx is a part of xxx, an authorised financial services (xxx) and credit (xxx) provider. xxx is a level 1 B-BBEE insurer.

APPENDIX P: FIELD NOTES

Time slot	Participant	Demeanour	Observation notes	Data quality
Thursday 26 Nov				
08:00-08:30	A39 pilot study Segment 17 Affluent	Willing, in a hurry	Difficulties with dark lighting, moved to another room, busy background	A39 = 10Hz 97% Full lit face from front
13:00-13:30	A10 Segment 12 Realised middle class	Positive, but seemed uncertain	Video feed seems blurred. Although participated wanted to unsubscribe. Felt topic was not specific to her financial needs as she already has a retirement annuity.	A10 = 25Hz 95% Blurred video feed
14:30-15:00	A1 Segment 17 Affluent	Seemed uninterested	Internet difficulties and placed hands in front of face. Long video recording, internet disruptions.	A1 = 10Hz 20% Face and hand movements
15:30-16:00	A2 Segment 17 Affluent	Positive	Lighting was adjusted. Pleasant recording, although the researcher was very nervous.	A2 = 10Hz 11% Laptop movement, distance from screen
16:30-17:00	A3 Segment 13 Realised middle class	Positive but nervous, relaxed after a while.	Setting was good. Questions asked during observation. Pleasant recording, although the researcher was nervous.	A3 = 10Hz 90% Distance from screen
18:00-18:30	A9	Meeting not attended due to internet difficulties; session not rescheduled. Excluded from study.		
Friday 27 Nov				
08:00-08:30	A7 Segment 16 Affluent	Positive. eager	Difficulties with lighting, shadows on face, looked and moved away from screen. Very detailed feedback given.	A7 = 10Hz Distance from screen
09:00-09:30	A5 Segment 16 Affluent	Positive, but nervous, relaxed after a while	Setting was good. Pleasant recording.	A5 = 10Hz 81% Distance from screen
12:00-12:30	B32 Segment 8	Positive	Very interested in topic, interacted in detail for a very long time. The researcher had to prompt	B32 = 10Hz 70% Face close,

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	Emerging middle class		respondent to keep in time limit. Stated that email 2 drew him in and felt emotional.	full front lit, face shadowy at angle with light spots on the other side
13:00-13:30	B12 Segment 17 Affluent	Positive but late	Late for appointment, was in a hurry, positive but had to relax. Difficulties with setting, lighting, noises, moved to another room. The researcher felt anxious about time limit that was passed.	B12 = 10Hz 60% Very busy background behind her, laptop moved with clicks, face lit from front
15:15-15:45	A14 Segment 11 Realised middle class	Positive, but technical difficulties	First session – lighting difficulties, meeting postponed till 16:00 later the afternoon. Second session – Setting and lighting good, high technical skills.	A14 = 10Hz 23% Pictures behind him on the wall
Sunday 29 Nov				
08:00-08:30	A18 Segment 12 Realised middle class	Positive	Setting good, seemed still far away from screen after adjusting, could not move closer. Easily confused with instructions. Felt that the role of the adviser should be explained more.	A18 = 10Hz 94% Light shadows on one side
09:00-09:45	B26 Segment 12 Realised middle class	Frowned continuously, setting good	Setting good, but screen could not move closer. Seemed negative or upset about the topic, animosity towards the topic.	B26 = 10Hz 16% Face not lit from front, seems shadowy, dangling hair
14:10-14:40	B20 Segment 12 Realised middle class	Positive, low technical knowledge	Technical difficulties, old computer equipment, needed assistance from family and training needed with Zoom. Setting very dark, interested in topic and details, but low technical skills. The researcher prompted respondent to keep in time limit. Felt topic was suited to her age and personal financial worries.	B20 = 25Hz 94% Face very close to screen, lit from front. Long video recording.

Time slot	Participant	Demeanour	Observation notes	Data quality
Monday 30 Nov				
08:00-08:30	A11 Segment 16 Affluent	Nervous but positive, low energy	Setting good, but low technical skills in Microsoft Teams, distance from screen excellent.	A11 = 10Hz 84% ● Body movements, hands on face
11:00-11:30	A16 Segment 13 Realised middle class	Energetic, positive	Setting and lighting good, high technical skills. Quality feedback and interaction.	A16 = 10Hz 65% ● Distance from screen
12:00-12:30	A40 Segment 8 Emerging middle class	Willing and positive	Setting and lighting good, high technical skills. Wife of respondent B32.	A40 = 10Hz 98% ● Good blank wall, face lit from front
13:00-13:30	A6 Segment 12 Realised middle class	In a hurry	Setting good, but light spots on spectacles. Busy with phone during introduction, after a while focused and positive. Quality feedback.	A6 = 10Hz 94% ● Visible light spots on spectacles
14:00-14:30	A8 Segment 11 Realised middle class	Positive and eager	Internet, software, technical difficulties, Emails were distorted due to Outlook 2010 old Email software, script was improvised to second version, long video recording. Tiring effort to get the observation recorded, researcher embarrassed about email delivery.	A8 = 10Hz 48% ● Technical difficulties
Tuesday 1 Dec				
09:00-09:30	A4 Segment 13 Realised middle class	Positive, energetic	Setting good, frozen video feed after observations. Quality feedback.	A4 = 10Hz 91% ● Frozen video feed
10:30-11:00	B24 Segment 11 Realised middle class	Positive, energetic	Setting good, needed assistance, but moved around away from screen to get something out of her drawer. Needed assistance to complete tasks during observation. Preferred the video.	B24 = 10Hz 95% ● Body and hands movements
12:00-12:30	A15 Segment 12	Positive, energetic	Setting good, lighting good, high technical skills.	A15 = 10Hz 88% ●

Time slot	Participant	Demeanour	Observation notes	Data quality
	Realised middle class		Switched to version two of script, due to email inbox setup that archives mails and then we can't find it. Felt that topic did not fit personal financial needs, as she has already provided for retirement. Responded positively email 2 to picture of adviser, felt it was emotional.	Pictures behind her on wall
13:00-13:30	B27 Segment 8 Emerging middle class	Nervous, shy	Setting and lighting good, high technical skills. Respondent was very anxious and shy. Not interested in the topic, stated that if she had children, then maybe she would be. Wife of respondent B28.	B27 = 10Hz 88% ● Very close to screen, face lit from front
14:00-14:30	B28 Segment 8 Emerging middle class	Seemed in a rush, attitude differed	Setting and lighting good, high technical skills. Although participation was good, not interested in email as a channel.	B28 = 10Hz 99% ● Face close to screen, lit from front
15:00-15:30	B34 Segment 16 Affluent	Positive, but unenergetic	Setting and lighting good, high technical skills Seemed confused or irritated by questions, the researcher considered changing the questions, but it would compromise the consistency of the experiment. Felt topic was suitable for her age, preferred reading the article to the video.	B34 = 25Hz 96% ● Good lighting from front, bit of shadow on one side, face close to screen, laptop moved with clicks
Wednesday 2 Dec				
07:30-08:00	A19 Segment 14 Emerging affluent	Positive, energetic	Setting and lighting good, high technical skills. Did not prefer email as a channel.	A19 = 25Hz 100% ● Good blank wall
09:30-10:00	B22 Segment 16 Affluent	Negative, in a hurry	Moved around, lighting dark on one side. Seemed to rush experiment and answer questions before asked, the researcher struggled to contain the experiment with the structured interview.	B22 = 10Hz ●● Shadows on face from angle, moved around

Time slot	Participant	Demeanour	Observation notes	Data quality
			Felt that she would address topic if she needed to – seems that topic does not fit her personal financial needs.	
11:00-11:30	B33 Segment 18 Wealthy	Positive and eager	Setting good, facing screen at angle that researcher did not notice. Switched to version two of script, due to email inbox setup that trash mails and then we can't find it. Quality feedback, although the researcher was nervous, the recording went well. Felt that although email 2 was good, he would not go through the pain of ever switching providers.	B33 = 10Hz 81% ● Sat at angle, hands on face a lot, but lit from front
12:00-12:30	B23 Segment 17 Affluent	Negative, uninterested, nervous, attitude change later on	Setting good, lighting good, low technical skills needed assistance. The researcher needed to be patient; speed of experiment was slow. Was interested in topic, due to a current concern and evaluation.	B23 = 10Hz 58% ● Lighting on face not bright enough, shadow from angle
13:00-13:30	B36 Segment 17 Affluent	Energetic but uninterested	Setting good, but lighting dark, high technical skills. Seemed in a hurry or rushed for time, made me (researcher) anxious.	B36 = 10Hz 17% ● Dark lighting from front, moved around frequently on chair backwards and forwards, hands in front of face
Thursday 3 Dec				
10:50-11:35	B31 Segment 16 Affluent	Positive, energetic	Setting good, but lighting seemed dark, video feed pixelated. Respondent stated that she was tired and did not have the mental capacity to deal with financial topics at the end of the year, especially with COVID around.	B31 = 25Hz 100% ● Full frontal face, very close, full light on face from front
13:30-14:00	A13	Positive,	Setting good, but a bit far from	A13 = 10Hz

Time slot	Participant	Demeanour	Observation notes	Data quality
	Segment 17 Affluent	energetic, in a hurry	screen after moving multiple times, sitting at an angle, dark lighting from side. Respondent went very fast through experiment, made the researcher feel rushed. Felt that the topic was not fitting for her personal financial needs.	●● Dark shadows on face at angle
14:00-14:30	B21 Segment 11 Realised middle class	Positive, energetic, on the spot	Setting good, high technical skills, but still seemed far from screen after moving closer. Although participated with energy and positivity, would unsubscribe from email as a channel.	B21 = 10Hz 46% ● Still too far from screen
15:00-15:30	B30 Segment 12 Realised middle class	Negative, uninterested, under impression the researcher wanted to sell him a policy (did not read the participant letter)	Setting good but pixelated, emails distorted, took long to deliver, technical difficulties, script improvised to second version then third with PDF's, not interested in email as a channel. Needed to confirm repeatedly if we could continue, session was exhausting for the researcher and felt embarrassed about email delivery failing. Respondent reacted negatively towards facts in the video, and the researcher picked up animosity.	B30 = 25Hz 69% ● Face could be closer, busty background, face lit from front but sometimes shadowy
17:00-17:30	A17 Segment 17 Affluent	Positive, interested	Setting good, low-quality internet and technical skills, low quality video feed. Postponed till 18:00 to try again, Emails distorted, all three email boxes full, script improvised to second version then third version. Camera on screen positioned on weird place, cuts of her chin repeatedly - technical issues - unfamiliar email service provider, internet lagging, had to ask her what she sees, had to resend a PDF for email 2, general conversation in between through researcher off track, adapted script to third version. Not a pleasant experience for the researcher, very tiring.	A17 = 25 Hz 44% ● Face cut off in instances, moved around

Time slot	Participant	Demeanour	Observation notes	Data quality
Friday 4 Dec				
07:00-07:30	B35 Segment 12 Realised middle class	Positive, eager, but uninterested	Setting good, lighting good, but light spots on spectacles. Responded negatively towards topic, negatively towards email as channel, negatively towards video and the researcher picked up animosity. Stated that the topic made him feel guilty about the state of his own financial situation.	B35 = 10Hz  Although position and distance were good, light on spectacles compromised video quality
Monday 7 Dec				
14:00-14:30	B25 Segment 18 Wealthy	Positive, eager, interested	Setting good, lighting good, high technical skills, wife entered the room into the screen view. Felt that the topic was not fitting for his personal financial needs.	B25 = 10Hz 13%  Face not lit enough from front; family member looked at screen
15:00-15:30	B41	<i>Meeting not attended due to technical difficulties; session not rescheduled. Excluded from study.</i>		
16:30-17:00	B42 Segment 12 Realised middle class	Positive, eager, interested	Setting good, lighting good, high technical skills. Despite young age of 26, was very interested in the retirement topic due to being retrenched during COVID lockdown. Respondent is the son of respondent B20, and the topic is a shared concern and interest. Felt that email as channel was not appropriate for insurance.	B42 = 25Hz 99%  Face lit from front, distance close, movement minimal