




The Effect of Brand Sensory Experience on Brand Equity with the Mediating Variable of Customer Satisfaction and Moderation of Employees' Empathy (in Bodybuilding Clubs in Tehran)

Mahdi. Abdollahpour¹, Farideh. Ashrafganjouei^{1*}, Zahra. Hajianzahaei¹

¹ Department of Sport Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran

* Corresponding author email address: Ganjuei@yahoo.com

Article Info

Article type:

Original Research

How to cite this article:

Abdollahpour, M., Ashrafganjouei, F., & Hajianzahaei, Z. (2023). The Effect of Brand Sensory Experience on Brand Equity with the Mediating Variable of Customer Satisfaction and Moderation of Employees' Empathy (in Bodybuilding Clubs in Tehran). *International Journal of Innovation Management and Organizational Behavior*, 3(2), 122-130.
<https://doi.org/10.61838/kman.ijimob.3.2.15>



© 2023 the authors. Published by KMAN Publication Inc. (KMANPUB), Ontario, Canada. This is an open access article under the terms of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0) License.

ABSTRACT

Objective: The aim of this study was to investigate the effect of brand sensory experience on brand equity with the mediating variable of customer satisfaction and moderation of employee empathy in bodybuilding clubs in Tehran.

Methodology: The statistical population of the present study consisted of all customers of bodybuilding clubs in Tehran, and 420 of these individuals were randomly selected as a sample. This study is a descriptive-correlational survey research and one of the applied studies conducted in the field. Data collection was performed through four questionnaires: brand sensory experience (three questions), brand equity (three questions), customer satisfaction (three questions), and employee empathy (four questions). Validity and factor analysis of the questionnaires were confirmed. Reliability was also reported through Cronbach's alpha coefficient (brand sensory experience = 0.73, brand equity = 0.75, customer satisfaction = 0.72, and employee empathy = 0.79). All data analysis was conducted using SPSS, SamplePower, and SmartPLS software.

Findings: The results showed that the sensory experience of the brand has a positive and significant effect on brand equity and customer satisfaction. Customer satisfaction also has a positive and significant effect on brand equity. It was found that employee empathy has a positive and significant effect on customer satisfaction. Additionally, it was shown that brand sensory experience has a positive and significant effect on brand equity through the mediating role of customer satisfaction. Finally, the results indicated that employee empathy can negatively and inversely moderate the relationship between sensory experience and customer satisfaction.

Conclusion: Based on the research findings, it is suggested that managers emphasize in-service training for employees and trainers and create the necessary motivation for them to provide desired services. Holding communication skills classes will help employees communicate effectively and efficiently with customers and clients, thus better serving customers.

Keywords: brand equity, brand sensory experience, customer satisfaction, employee empathy.

1 Introduction

In a competitive, coordinated, and transparent business environment, brands need to offer memorable experiences to their customers to distinguish themselves and create a strong competitive position (Bennett & Kottasz, 2011). This challenge is particularly evident in the service sector due to the distinct nature of services and the numerous touchpoints between service brands and their customers (Bennett & Kottasz, 2011). Researchers believe that a positive brand experience increases customer satisfaction, enhances customer emotional commitment, improves brand-customer relationship quality, and strengthens brand equity (Azizi et al., 2013; Biedenbach & Marell, 2010; Bravo Gil et al., 2007; Dehdashti Shahrokh & Naeli, 2020; Ding & Tseng, 2015; Esmael Por & Barjoyi, 2016; Esmail Pour et al., 2018; Esmailpour et al., 2018; Fatma et al., 2015; Giroux et al., 2017; Hafez, 2021; Hollebeek & Macky, 2019; Huang & Sarigöllü, 2012; Hussain et al., 2020; Hussey, 2011; Jafari et al., 2017; Jalalian et al., 2019; Keller, 1993; Majedi & Shayegh, 2021; Melović et al., 2020; Miraki et al., 2020; Momen et al., 2019; Pourang et al., 2021; Puspangrum, 2020; Rashidi Goghakhor & Rezaian, 2022; Shadivand et al., 2016; Yadav & Rahman, 2017; Yang et al., 2015; Zollo et al., 2020). According to researchers, brand experience consists of four distinct dimensions: 1) sensory, 2) emotional, 3) cognitive, and 4) behavioral (Faramarz Pour et al., 2020; Huang, 2017; Iglesias et al., 2019; Moreira et al., 2017; Mueller, 2012). However, some researchers suggest that the sensory dimension is particularly important in the context of services and even more so in the sports industry (Chen, 2012). The sports industry is currently undergoing a profound revolution (Cleff et al., 2014), as the recent financial crisis has weakened the reputation of this industry, compelling sports product and service providers to offer better customer experiences to gain trust (Ding & Tseng, 2015). On one hand, most companies are closing numerous communication channels and enhancing online customer service channels in search of better and more personalized experiences (Giovanis & Athanasopoulou, 2018; Karimzadeh et al., 2021; Li, 2017; Thakshak, 2018). On the other hand, service companies and sports clubs are striving to ensure that the experiences they provide to customers occur within a selective and advanced network. To achieve this goal, many companies have focused on creating sensory brand experiences, enabling them to connect with their customers' various senses (Iglesias et al., 2019; Iglesias et al., 2011). For example, Santander is

opening new offices with creative designs, including smart lighting and air conditioning systems to improve customer experience and well-being. Similarly, the company is developing visual and auditory systems to enhance the experience of elderly and disabled individuals (Iglesias et al., 2019). Lloyds, aiming to improve sensory brand experience in its offices, has produced a special white tea with a unique aroma. Other companies, such as National Australia Bank and China Merchants Bank, also have their own distinct scents (Ind et al., 2017). Adidas consistently emphasizes continuous customer interaction, with its offices worldwide striving to create special moments for customers (Jones & Shandiz, 2015). Unfortunately, from an academic perspective, there are still few theoretical proposals on how to construct and manage sensory brand experiences, as this seems to be an emerging phenomenon (Moreira et al., 2017). Likewise, few empirical studies have been reported on the impact of sensory brand experience on key customer outcomes (customer satisfaction and emotional commitment) and brand outcome variables (brand equity) in the service sector (Şahin et al., 2013). In this context, Iglesias and colleagues (2019) showed that sensory, emotional, cognitive, behavioral, and relational brand experiences positively affect brand equity (Iglesias et al., 2011). Some also noted that sensory and emotional dimensions are particularly important (Markovic et al., 2018; Yang et al., 2015). Similarly, Moreira and colleagues (2017) demonstrated that sensory brand experiences positively impact brand equity (Moreira et al., 2017).

Parallel to constructing a better sensory brand experience, a brand must also pay special attention to hiring, training, and the employees being hired, as they are the ones who can build or undermine the brand in each of their personal interactions with customers. Employees are the main stakeholders in the service delivery process, and consequently, delivering a superior experience depends on employees' belief in and sharing of brand values (Saxby et al., 2015). This also means that employees must possess high empathy to understand customer expectations and respond quickly and effectively to their demands (Theodorakis et al., 2015). Despite the emphasis on the critical role of employees in traditional service literature, most research on service brand experience overlooks the primary importance of the employee role (Theodorakis et al., 2015). In this regard, the results of Iglesias and colleagues (2019) indicated that sensory brand experience indirectly affects brand equity through customer satisfaction and emotional commitment. Customer satisfaction affects emotional commitment, and

employee empathy inversely moderates the relationship between sensory brand experience and customer satisfaction (Iglesias et al., 2019).

Sports clubs play a significant role in the health and leisure of people. Clubs that fail to understand their customers' needs cannot address many problems. Therefore, if managers of bodybuilding clubs can understand their customers' needs and provide them with excellent services, they will bring valuable benefits to their sports clubs. In general, it can be said that consumers are a crucial part of any sports business, and marketers, knowing this, always seek to understand their needs, wants, and behavioral intentions to clarify the reasons and ways consumers behave to ensure their return. Empirical and academic evidence shows that individuals follow sports with specific behavioral intentions (Hasani, 2023; Koenigsfeld et al., 2012; Silva & Casas, 2017). Thus, it is necessary to identify the contexts in which such intentions are formed and measure their impact. Additionally, based on studies on the behavior of sports consumers, research like this is highly needed to advance our knowledge in predicting their behavior, particularly in the context of sports club customers. A good understanding of bodybuilding club customers' behavior can prevent harmful manifestations and instead be used to expand revenue in sports, particularly bodybuilding clubs in Tehran, to benefit their long-term interests. Therefore, this research examines the impact of sensory brand experience on brand equity with the mediating variable of customer satisfaction and the moderating role of employee empathy in Tehran's bodybuilding clubs, hoping that the results can be a significant step forward in this direction.

2 Methods and Materials

2.1 Study Design and Participants

This research is descriptive-correlational survey research and one of the applied studies conducted in the field. The statistical population of the present study consisted of all customers of bodybuilding clubs in Tehran. Ultimately, 420 individuals were randomly selected as a sample using SPSS SamplePower software. Considering the geographical distribution, north, south, east, and west were considered the main clusters, and four sports clubs were randomly selected from each region. Approximately 20 athletes from each club, meeting the required criteria, were randomly selected as the statistical sample of this study. To implement variance-based structural equation modeling, attention to the fundamental assumptions of this approach is important and

should be examined before executing the model. One of these assumptions is the optimal sample size. In the present study, considering the population size and the minimum sample size ratio to the number of observed variables and free parameters, model complexity, free parameter estimation methods (requiring a medium sample size), the amount of missing data (less than 5%), and the relationship with multivariate normality, it was assumed that a sample size of 420 individuals is sufficient for structural equation modeling.

2.2 Data Collection

For data collection, five questionnaires were used in order: personal information (gender, age, education level, income level, and sports history), the brand sensory experience questionnaire by Brakus et al. (2009) including 3 questions, the brand equity questionnaire by Yoo et al. (2000) including 3 questions, the customer satisfaction questionnaire by Homburg et al. (2009) including 3 questions, and the employee empathy questionnaire by Parasuraman et al. (1994) including 4 questions.

2.3 Data Analysis

After receiving expert opinions (8 sports management professors) on the face and content validity of the questionnaires and making necessary revisions, the questionnaires were prepared using a five-point Likert scale (strongly disagree to strongly agree). In a preliminary study, the reliability of the questionnaires was estimated using Cronbach's alpha coefficient (brand sensory experience = 0.73, brand equity = 0.75, customer satisfaction = 0.72, and employee empathy = 0.79). It should be noted that the researcher distributed 460 questionnaires, and after discarding the defective ones, 420 completed questionnaires were subjected to statistical analysis. Descriptive and inferential statistical methods were used for data analysis. Confirmatory factor analysis was also used to examine the construct validity of the measurement tools. Given that the skewness and kurtosis test results were within the range of -2 to 2, it can be said that the data were normally distributed. All data analyses were performed using SPSS and SmartPLS software.

3 Findings and Results

The descriptive findings showed that out of 420 statistical samples, the majority of participants (43.5%) were male, and

the remaining (56.5%) were female. Additionally, most research samples were in the age range of 31 to 35 years with a frequency of (23.2%) and the least were in the age range below 18 years with a frequency of (8.4%). The highest educational level among participants was a bachelor's degree (33.2%), and the least was an associate degree (17.3%). The majority of participants had a sports history of 6 to 10 years (24.9%), and the least had a sports history of more than 15

years (6.2%). Finally, the majority of participants (31.6%) had a monthly income of over five million, while the least (7.6%) had an income of two million. According to the estimated values in [Table 1](#), (tolerance index above 0.40 and variance inflation factor below 2.5), it can be said that multicollinearity of the independent variables in this research is not in a poor state. Therefore, the assumption of no multicollinearity for these variables is established.

Table 1

Multicollinearity Estimation Using Tolerance Index and Variance Inflation Factor

Variables	Tolerance Index	Variance Inflation Factor
Brand Sensory Experience	0.562	1.142
Customer Satisfaction	0.521	1.653
Employee Empathy	0.503	1.972

The values estimated in [Table 2](#) indicate that the factor loadings of the questionnaire items (brand sensory

experience, brand equity, customer satisfaction, and employee empathy) are in a favorable condition.

Table 2

Measurement Equations for Questionnaires

Variable	Indicator	Standard Value (λ)	T-Value	Composite Reliability (CR)	Average Variance Extracted (AVE)
Brand Sensory Experience	Question 1	0.667	52.870	0.873	0.533
	Question 2	0.718	17.230		
	Question 3	0.688	20.353		
Brand Equity	Question 1	0.683	23.939	0.796	0.588
	Question 2	0.719	44.661		
	Question 3	0.693	13.309		
Customer Satisfaction	Question 1	0.714	24.461	0.860	0.570
	Question 2	0.721	23.924		
	Question 3	0.605	36.173		
Employee Empathy	Question 1	0.625	22.825	0.839	0.528
	Question 2	0.695	21.191		
	Question 3	0.693	14.924		
	Question 4	0.738	14.924		

The overall model evaluation indices, considering their favorable ranges, indicate that the proposed model is supported by the research data. In other words, the data fit

the model, and all indices suggest the structural equation model is favorable (Table 3).

Table 3

Overall Model Evaluation Indices

Variable	Average Variance Extracted	Composite Reliability	Rho Index	Cronbach's Alpha	Communality Index	Redundancy Index
Brand Equity	0.587	0.837	0.753	0.708	0.275	0.273
Brand Sensory Experience	0.573	0.872	0.725	0.784	0.370	-
Customer Satisfaction	0.650	0.848	0.794	0.732	0.304	0.100
Moderator Variable	0.612	0.838	0.714	0.841	0.253	-
Employee Empathy	0.564	0.838	0.781	0.744	0.286	-

Brand equity, brand sensory experience, customer satisfaction, the moderator variable, and employee empathy exhibit high correlation values, indicating good discriminant validity and model fit (Table 4). The main value for evaluating endogenous latent variables is the coefficient of determination, which indicates the percentage of variance

explained by exogenous variables. For endogenous variables, this value is not calculated for exogenous variables. Values of 0.02, 0.15, and 0.35 respectively indicate small, medium, and large effects of one construct on another.

Table 4

Discriminant Validity Matrix Using Fornell and Larcker Method

Variables	Brand Equity	Brand Sensory Experience	Customer Satisfaction	Moderator Variable	Employee Empathy
Brand Equity	0.766	-	-	-	-
Brand Sensory Experience	0.592	0.757	-	-	-
Customer Satisfaction	0.611	0.584	0.787	-	-
Moderator Variable	-0.345	-0.428	-0.387	1	-
Employee Empathy	0.493	0.563	0.487	-0.470	0.771

The coefficients of determination for brand equity and customer satisfaction are 0.485 and 0.387, respectively. The coefficient of determination for endogenous brand equity indicates a large effect size, while for customer satisfaction, it indicates a medium effect size of the exogenous variable

on the endogenous variable, demonstrating the structural model fit.

The coefficient of determination (R^2) for brand equity is 0.458, suggesting that approximately 45.8% of the variance in brand equity can be explained by the independent

variables in the model. Similarly, the coefficient of determination for customer satisfaction is 0.387, indicating that about 38.7% of the variance in customer satisfaction is accounted for by the model's predictors. The estimated value for the root mean square residual (RMSR) is 0.097. This value suggests a good model fit, as lower RMSR values indicate a better fit between the observed data and the model's predicted values. The predictive relevance (Q^2) of the endogenous variables in the model shows a Q^2 value for brand equity of 0.251, indicating medium predictive relevance. For customer satisfaction, the Q^2 value is 0.224, also suggesting medium predictive relevance. These values imply that the model has a reasonable capacity to predict the outcomes of brand equity and customer satisfaction.

The results reported in Table 5 show that brand sensory experience has a positive and significant effect on brand equity ($\alpha = 0.529$, $P = 0.001$). Brand sensory experience has a positive and significant effect on customer satisfaction ($\alpha = 0.426$, $P = 0.001$). Customer satisfaction has a positive and significant effect on brand equity ($\alpha = 0.403$, $P = 0.001$). Employee empathy has a positive and significant effect on customer satisfaction ($\alpha = 0.194$, $P = 0.001$). Furthermore, brand sensory experience positively and significantly affects brand equity through customer satisfaction ($\alpha = 0.172$, $P = 0.001$). Finally, the results showed that employee empathy can negatively and inversely moderate the relationship between brand sensory experience and customer satisfaction ($\alpha = -0.025$, $P = 0.001$).

Table 5

Direct Effects Between Latent Variables

Path	Path Coefficient	T-Value	Significance Level	Result
Brand Sensory Experience ---> Brand Equity	0.529	10.579	0.001	Confirmed
Brand Sensory Experience ---> Customer Satisfaction	0.426	9.126	0.001	Confirmed
Customer Satisfaction ---> Brand Equity	0.403	7.885	0.001	Confirmed
Employee Empathy ---> Customer Satisfaction	0.194	3.870	0.001	Confirmed
Brand Sensory Experience ---> Customer Satisfaction ---> Brand Equity	0.172	6.842	0.001	Confirmed
Brand Sensory Experience \times Employee Empathy ---> Customer Satisfaction	-0.025	2.327	0.020	Confirmed

4 Discussion and Conclusion

In recent years, the increase in competition among sports brands to sell their services has prompted clubs to pay more attention to the needs and wants of their customers to attract new customers and retain existing ones {Moreira, 2017 #33843}. Therefore, this study examined the impact of brand sensory experience on brand equity with the mediating variable of customer satisfaction and the moderating role of employee empathy in Tehran's bodybuilding clubs. The results showed that brand sensory experience has a positive and significant effect on brand equity. It can be said that brand equity is one of the most important constructs in brand management, from both academic and managerial perspectives (Şahin et al., 2013). Traditionally, brand equity is defined as a set of characteristics and capabilities

associated with a brand, name, and symbol that add or subtract value provided by a company's product or service to its customers (Mueller, 2012). Based on the findings, it can be concluded that bodybuilding clubs with stronger brands are decisive because one of the greatest assets of any club is its brand. Therefore, to maintain brand equity, clubs must strive to understand their customers' needs.

Other findings indicated that brand sensory experience has a positive and significant effect on customer satisfaction. These findings align with the studies of Şahin et al. (2013). Since the mid-1980s, customer satisfaction has been increasingly studied, especially in the fields of marketing and services (Şahin et al., 2013). Traditionally, customer satisfaction is perceived as a post-consumption evaluation of the company/brand or its offerings, considering perceived value, quality, and expectations. Recently, researchers argue that customer satisfaction is the main outcome of brand

experience (Clegg et al., 2014). The results can be interpreted that bodybuilding clubs can improve customer satisfaction by selecting appropriate business policies and creating a positive attitude through a pleasant experience of the services provided, creating a positive and distinct image of the club in the customers' minds to use as a competitive advantage.

The results indicated that customer satisfaction has a positive and significant effect on brand equity. These findings are consistent with the studies of Iglesias et al. (2019). The results can be interpreted that if bodybuilding clubs want to extend their brand name, they should evaluate the brand dimensions of the club, and if these dimensions are at an acceptable level, the likelihood of brand success and customer satisfaction will increase (Iglesias et al., 2019). Customer satisfaction is the main source of competitive advantage, leading to repeat visits to the club. Bodybuilding clubs in Tehran can use effective advertising to increase customer awareness and recall, informing customers about the latest available services.

Other results showed that employee empathy has a positive and significant effect on customer satisfaction. These findings can be explained by the fact that empathetic employees have a better understanding of customers' needs and wants, allowing them to personalize services better and improve customer satisfaction. Additionally, one of the most important factors attracting customers to bodybuilding clubs is employee empathy. Since the goal of these clubs is to attract as many customers as possible and achieve high profits, service quality can be enhanced by improving employee empathy, including responsiveness to customers, organization, provision of adequate services, understanding customer needs, and striving to meet their demands.

It was also shown that brand sensory experience has a positive and significant effect on brand equity through the mediating role of customer satisfaction. These findings are consistent with the study of Iglesias et al. (2019). This result suggests that the better the expectations of service delivery are met, the higher the customer satisfaction. Brand sensory experience plays a crucial role in the service industries, as it is vital for the organization's survival and profitability. Finally, the results showed that employee empathy can negatively and inversely moderate the relationship between brand sensory experience and customer satisfaction (Iglesias et al., 2019). This means that lower employee empathy will lead to a negative experience for the customer, resulting in customer dissatisfaction, and vice versa. Empathy is considered an important skill for service employees, widely

conceptualized as the ability to understand and respond to others' thoughts and feelings. Researchers suggest that employees with higher levels of empathy can more easily identify and meet customer needs and wants, providing experiences rich in interpersonal considerations and emotional dimensions. Employees are the main stakeholders in service brands as they can construct or destruct the brand during customer interactions and experience shaping.

Based on the results, it is recommended that managers of bodybuilding clubs in Tehran employ trainers and staff with high public relations skills, sufficient knowledge, experience, and necessary skills. If needed, they should periodically conduct classes and training. Managers should introduce the services provided in these clubs to customers appropriately, as sometimes customers are unaware of the variety of services, leading to dissatisfaction. This can be achieved through promotional elements and training knowledgeable staff to answer customer questions and address ambiguities. Managers should pay more attention to in-service training for employees and trainers and create the necessary motivation for them to provide desired services. Employees need to know how to perform their jobs correctly. Communication skills classes will help employees interact effectively and satisfactorily with customers, improving service delivery. Managers should identify regular customers and provide gifts, special cards, discounts, and special events, fulfilling their commitments to customer expectations, to create a sense of special attention and importance among customers, thereby enhancing and increasing customer satisfaction.

Acknowledgments

The cooperation of all participants in the research is thanked and appreciated.

Declaration of Interest

The authors of this article declared no conflict of interest.

Authors Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

References

- Azizi, S., Jamali, S., & Rezaie, M. (2013). Surveying the relationship between brand equity and brand-customer personality congruency. *New Marketing Research Journal*, 2(4), 63-81. https://nmrj.ui.ac.ir/article_17630_7f5178e85c8987701814dbe84e9e754f.pdf
- Bennett, R., & Kottasz, R. (2011). Strategic, competitive, and co-operative approaches to internationalisation in European business schools. *Journal of Marketing Management*, 27(11-12), 1087-1116. <https://doi.org/10.1080/0267257X.2011.609131>
- Biedenbach, G., & Marell, A. (2010). The impact of customer experience on brand equity in a business-to-business services setting. *Journal of Brand Management*, 17(6), 446-458. <https://doi.org/10.1057/bm.2009.37>
- Bravo Gil, R., Fraj Andrés, E., & Martínez Salinas, E. (2007). Family as a source of consumer-based brand equity. *Journal of Product & Brand Management*, 16(3), 188-199. <https://doi.org/10.1108/10610420710751564>
- Chen, L. S.-L. (2012). What Drives Cyber Shop Brand Equity? An Empirical Evaluation of Online Shopping System Benefit with Brand Experience. *International Journal of Business & Information*, 7(1). <https://core.ac.uk/download/pdf/225216160.pdf>
- Cleff, T., Lin, I. C., & Walter, N. (2014). Can you feel it?-the effect of brand experience on brand equity. *IUP Journal of Brand Management*, 11(2), 7. https://www.researchgate.net/profile/Nadine-Walter-4/publication/263470342_Can_You_Feel_It_-_The_Effect_of_Brand_Experience_on_Brand_Equity_Can_You_Feel_It_-_The_Effect_of_Brand_Experience_on_Brand_Equity/links/55d208f408ae0b8f3ef775af/Can-You-Feel-It-The-Effect-of-Brand-Experience-on-Brand-Equity-Can-You-Feel-It-The-Effect-of-Brand-Experience-on-Brand-Equity.pdf
- Dehdashti Shahrokh, Z., & Naeli, M. (2020). The Impact of Social Media Marketing Activities On Customer Equity of Luxury Brands A Study of Dorsa Brand. *Management Research in Iran*, 24(1), 33-57. <https://www.magiran.com/paper/2111497>
- Ding, C. G., & Tseng, T. H. (2015). On the relationships among brand experience, hedonic emotions, and brand equity. *European Journal of Marketing*, 49(7/8), 994-1015. <https://doi.org/10.1108/EJM-04-2013-0200>
- Esmael Por, M., & Barjoi, S. (2016). The Impact of Social Responsibility and Corporate Image on Brand Equity. *New Marketing Research Journal*, 6(1), 79-94. <https://www.magiran.com/paper/1563927>
- Esmail Pour, R., Akbari, M., & Masoudi Far, M. (2018). Investigating the Effect of CSR on Brand Equity with the Mediating Role of Brand Personality and Brand Reputation: A case Study of Golrang. *Journal of Business Administration Researches*, 9(18), 83-106. <https://www.magiran.com/paper/1834410>
- Esmailpour, M., Sayadi, A., Delvari, M., & Mousavi, S. (2018). The Impact of Corporate Social Responsibility on Brand Loyalty through Brand Credibility (Case Study: Saderat Bank of Iran, Bushehr City). *New Marketing Research Journal*, 7(4), 57-76. <https://www.magiran.com/paper/1829216>
- Faramarz Pour, F., Saeedi, P., Gorji, M. B., & Akhavanfar, A. (2020). Cultural Tourism Branding with Emphasis on Empirical Marketing (Case Study: Neyshabour City). *Islamic Art Studies*, 16(38), 300-327. <https://doi.org/10.22034/ias.2020.237093.1284>
- Fatma, M., Rahman, Z., & Khan, I. (2015). Building company reputation and brand equity through CSR: the mediating role of trust. *International Journal of Bank Marketing*, 33(6), 840-856. <https://doi.org/10.1108/IJBM-11-2014-0166>
- Giovanis, A. N., & Athanasopoulou, P. (2018). Consumer-brand relationships and brand loyalty in technology-mediated services. *Journal of Retailing and Consumer Services*, 40, 287-294. <https://doi.org/10.1016/j.jretconser.2017.03.003>
- Giroux, M., Pons, F., & Maltese, L. (2017). The role of perceived brand personality in promotion effectiveness and brand equity development of professional sports teams. *International Journal of Sports Marketing and Sponsorship*, 18(2), 180-195. <https://doi.org/10.1108/IJSMS-05-2017-092>
- Hafez, M. (2021). The impact of social media marketing activities on brand equity in the banking sector in Bangladesh: the mediating role of brand love and brand trust. *International Journal of Bank Marketing*, 39(7), 1353-1376. <https://doi.org/10.1108/IJBM-02-2021-0067>
- Hasani, R., Nemati, Nematullah, Bagherpour, Tahereh. (2023). Identifying and Validating Strategies Affecting the Development of E-sports Clubs in Iran. *Communication Management in Sport Media*, 10(4), 29-41. <https://doi.org/10.30473/jsm.2022.62905.1599>
- Hollebeck, L. D., & Macky, K. (2019). Digital Content Marketing's Role in Fostering Consumer Engagement, Trust, and Value: Framework, Fundamental Propositions, and Implications. *Journal of Interactive Marketing*, 45(1), 27-41. <https://doi.org/10.1016/j.intmar.2018.07.003>
- Huang, C.-C. (2017). The impacts of brand experiences on brand loyalty: mediators of brand love and trust. *Management Decision*, 55(5), 915-934. <https://doi.org/10.1108/MD-10-2015-0465>
- Huang, R., & Sarigöllü, E. (2012). How brand awareness relates to market outcome, brand equity, and the marketing mix. *Journal of Business Research*, 65(1), 92-99. <https://doi.org/10.1016/j.jbusres.2011.02.003>
- Hussain, I., Mu, S., Mohiuddin, M., Danish, R. Q., & Sair, S. A. (2020). Effects of Sustainable Brand Equity and Marketing Innovation on Market Performance in Hospitality Industry: Mediating Effects of Sustainable Competitive Advantage. *Sustainability*, 12(7), 2939. <https://www.mdpi.com/2071-1050/12/7/2939>
- Hussey, J. (2011). Twitter in higher education: From application to alumni relations. In L. A. Wankel & C. Wankel (Eds.), *Higher Education Administration with Social Media* (Vol. 2, pp. 249-272). Emerald Group Publishing Limited. [https://doi.org/10.1108/S2044-9968\(2011\)0000002016](https://doi.org/10.1108/S2044-9968(2011)0000002016)
- Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research*, 96, 343-354. <https://doi.org/10.1016/j.jbusres.2018.05.043>
- Iglesias, O., Singh, J. J., & Batista-Foguet, J. M. (2011). The role of brand experience and affective commitment in determining brand loyalty. *Journal of Brand Management*, 18(8), 570-582. <https://doi.org/10.1057/bm.2010.58>
- Ind, N., Iglesias, O., & Markovic, S. (2017). The co-creation continuum: from tactical market research tool to strategic collaborative innovation method. *Journal of Brand Management*, 24(4), 310-321. <https://doi.org/10.1057/s41262-017-0051-7>
- Jafari, V., Najjarzadeh, M., & Feizabadi, Z. K. (2017). Survey Factors Affecting Tourism Destination Brand Equity (Case Study: Savadkuh County). *Journal of Tourism Planning and Development*, 6(20), 75-93. <https://doi.org/10.22080/jtpd.2017.1488>
- Jalalian, S. E., Saidi, M., & Waysian, M. (2019). Brand Equity Analysis of Urban Tourism Destination (Case Study: Marivan City). *Geographical Urban Planning Research (GUPR)*, 7(2), 333-348. <https://doi.org/10.22059/jurbangeo.2019.270214.1007>

- Jones, J. L., & Shandiz, M. (2015). Service Quality Expectations: Exploring the Importance of SERVQUAL Dimensions from Different Nonprofit Constituent Groups. *Journal of Nonprofit & Public Sector Marketing*, 27(1), 48-69. <https://doi.org/10.1080/10495142.2014.925762>
- Karimzadeh, N., Esmaeilpour, M., & Bahrainizad, M. (2021). The Impact of the Corporate Social Responsibility on Customer Satisfaction through the Awareness and Reputation of Brands and Trust in them. *Journal of Business Administration Researches*, 13(25), 235-260. <https://www.magiran.com/paper/2347377>
- Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*, 57(1), 1-22. <https://doi.org/10.1177/002224299305700101>
- Koenigsfeld, J. P., Kim, S., Cha, J., Perdue, J., & Cichy, R. F. (2012). Developing a competency model for private club managers. *International Journal of Hospitality Management*, 31(3), 633-641. <https://doi.org/10.1016/j.ijhm.2011.08.007>
- Li, Q. (2017). Research on impact factors for online donation behavior of bank customer. *The Journal of Finance and Data Science*, 3(1), 13-19. <https://doi.org/10.1016/j.jfds.2017.09.001>
- Majedi, N., & Shayegh, A. (2021). Identify and Rank the Factors Affecting e-Marketing in Promoting the Brand of Health Tourism Destinations. *Journal of healthcare management*, 12(1), 79-91. https://sanad.iau.ir/journal/jhm/article_17953.html?lang=en
- Markovic, S., Iglesias, O., Singh, J. J., & Sierra, V. (2018). How does the Perceived Ethicality of Corporate Services Brands Influence Loyalty and Positive Word-of-Mouth? Analyzing the Roles of Empathy, Affective Commitment, and Perceived Quality. *Journal of Business Ethics*, 148(4), 721-740. <https://doi.org/10.1007/s10551-015-2985-6>
- Melović, B., Jocović, M., Dabić, M., Vulić, T. B., & Dudic, B. (2020). The impact of digital transformation and digital marketing on the brand promotion, positioning and electronic business in Montenegro. *Technology in Society*, 63, 101425. <https://doi.org/10.1016/j.techsoc.2020.101425>
- Miraki, M., Yektayar, M., & Esmailie, N. (2020). The role of Integrated Marketing Communications in Brand Engagement and Consumer Behavior. *Consumer Behavior Studies Journal*, 7(2), 199-215. <https://doi.org/10.34785/J018.2020.344>
- Momen, M. A., Sultana, S., & Haque, A. K. M. A. (2019). Web-Based Marketing Communication to Develop Brand Image and Brand Equity of Higher Educational Institutions. *Global Knowledge Memory and Communication*. <https://doi.org/10.1108/gkmc-10-2018-0088>
- Moreira, A. C., Fortes, N., & Santiago, R. (2017). Influence of sensory stimuli on brand experience, brand equity and purchase intention. *Journal of Business Economics and Management*, 18(1), 68-83. <https://www.tandfonline.com/doi/abs/10.3846/16111699.2016.1252793>
- Mueller, R. O. (2012). *Basic principles of structural equation modeling: An introduction to LISREL and EQS*. Springer Science & Business Media. [https://books.google.com/books?hl=en&lr=lang_en&id=OOvpBwAAQBAJ&oi=fnd&pg=PR19&dq=15.+Mueller,+R.+O.+\(1999\).+Basic+principles+of+structural+equation+modeling:+An+introduction+to+LISREL+and+EQS.+Springer+Science+%26+Business+Media.&ots=BvOUryHD4u&sig=j5jqNjBsRnQPbBgiucKQAIRh640](https://books.google.com/books?hl=en&lr=lang_en&id=OOvpBwAAQBAJ&oi=fnd&pg=PR19&dq=15.+Mueller,+R.+O.+(1999).+Basic+principles+of+structural+equation+modeling:+An+introduction+to+LISREL+and+EQS.+Springer+Science+%26+Business+Media.&ots=BvOUryHD4u&sig=j5jqNjBsRnQPbBgiucKQAIRh640)
- Pourang, A., Behboodi, o., & Galin Seyedi, S. s. (2021). Investigating the effect of brand equity on tourists' visits, Analyzing the role of brand attitude and brand performance in the luxury tourism industry. *Tourism and Leisure Time*, 6(12), 53-73. <https://doi.org/10.22133/tlj.2022.333606.1034>
- Puspaningrum, A. (2020). Social media marketing and brand loyalty: The role of brand trust. *The Journal of Asian Finance, Economics and Business*, 7(12), 951-958. <https://koreascience.kr/article/JAKO202034651879491.page>
- Rashidi Goghakhor, H., & Rezaian, A. (2022). The effect of business intelligence on financial performance with the role of mediating brand value and creativity (Case study of private banks in Khuzestan province). *Journal of Marketing Management*, 17(56), 85-101. <https://www.magiran.com/paper/2441604>
- Şahin, A., Turhan, G., & Zehir, C. (2013). Building behavioral intentions in automotive industry: Brand experience, satisfaction, trust, direct mail communication and attitudes toward advertising. *Business Management Dynamics*, 3(4), 45-61. https://www.academia.edu/download/86832841/bmd110418-_2045-61.pdf
- Saxby, C., Celuch, K., & Walz, A. (2015). How employee trustworthy behaviors interact to emotionally bond service customers. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 28, 75-89. <http://jcsdcb.com/index.php/JCSDCB/article/view/213>
- Shadivand, A., Azmsha, T., & Mehdipour, A. (2016). Determining Factors Affecting Domestic Sports Brand Equity Using Structural Equation Modeling. *Sport Management Journal*, 8(3), 359-373. <https://doi.org/10.22059/jsm.2016.59304>
- Silva, E. C. d., & Casas, A. L. L. (2017). Sports Marketing Plan: An Alternative Framework for Sports Club. *International journal of marketing studies*. <https://doi.org/10.5539/ijms.v9n4p15>
- Thakshak, A. (2018). Analysing customer based airline brand equity: Perspective from Taiwan. *Future Business Journal*, 4(2), 233-245. <https://doi.org/10.1016/j.fbj.2018.07.001>
- Theodorakis, N. D., Kaplanidou, K., & Karabaxoglou, I. (2015). Effect of Event Service Quality and Satisfaction on Happiness Among Runners of a Recurring Sport Event. *Leisure Sciences*, 37(1), 87-107. <https://doi.org/10.1080/01490400.2014.938846>
- Yadav, M., & Rahman, Z. (2017). Measuring consumer perception of social media marketing activities in e-commerce industry: Scale development & validation. *Telematics and Informatics*, 34(7), 1294-1307. <https://doi.org/10.1016/j.tele.2017.06.001>
- Yang, Y., Liu, X., & Li, J. (2015). How Customer Experience Affects the Customer-Based Brand Equity for Tourism Destinations. *Journal of Travel & Tourism Marketing*, 32(sup1), S97-S113. <https://doi.org/10.1080/10548408.2014.997959>
- Zollo, L., Filieri, R., Rialti, R., & Yoon, S. (2020). Unpacking the relationship between social media marketing and brand equity: The mediating role of consumers' benefits and experience. *Journal of Business Research*, 117, 256-267. <https://doi.org/10.1016/j.jbusres.2020.05.001>